



# OGP NIGERIA NATIONAL ACTION PLAN (2026-2029)

Open  
Government  
Partnership



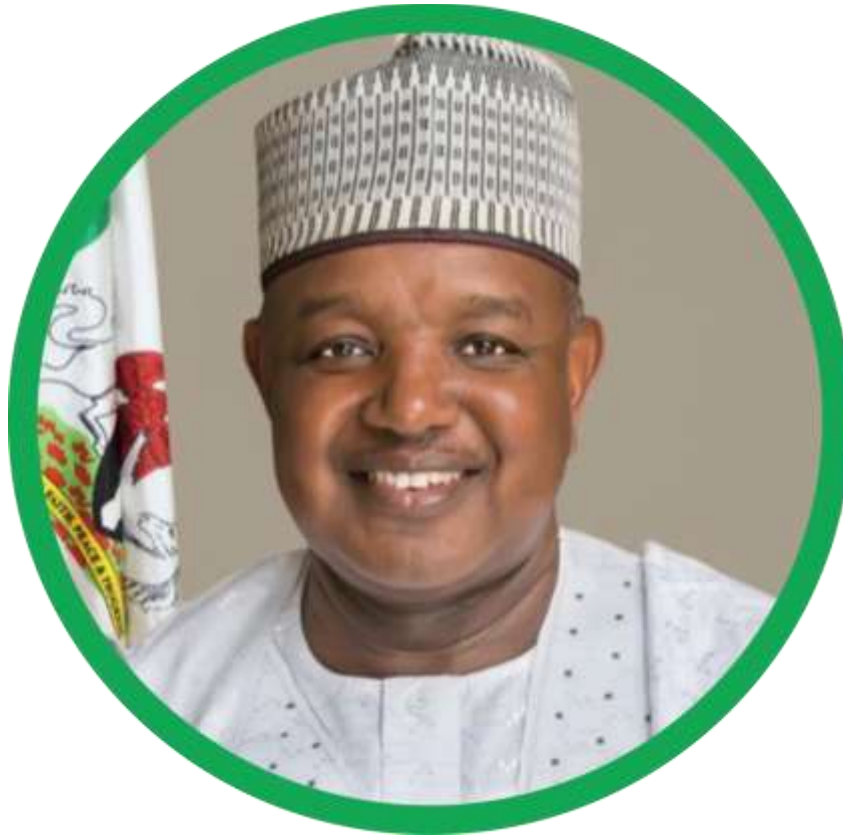


# **OGP NIGERIA NATIONAL ACTION PLAN (2026-2029)**





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Vice President, Federal Republic of Nigeria



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**TABLE OF CONTENTS**

Acronyms and Definitions .....	10
Foreword .....	15
Section 1. Introduction .....	19
Overview of the Fourth National Action Plan .....	25
Section 2. Commitments .....	27
Commitment 1 .....	28
Commitment 2 .....	32
Commitment 3 .....	36
Commitment 4 .....	41
Commitment 5 .....	46
Commitment 6 .....	54
Commitment 7 .....	59
Commitment 8 .....	64
Commitment 9 .....	71
Commitment 10 .....	74
Commitment 11 .....	79
Commitment 12 .....	84
Section 3. National Action Plan Implementation and Co-ordination Framework .....	94
Section 4. Cross Cutting Areas .....	102
Section 5. Subnational Engagement .....	106



3.1	Implementation and Coordination Framework .....	95
3.2	National Steering Committee .....	95
3.3	Co-Chairs for the OGP National Plan (Governance and Leadership Sub-Committee) .....	96
3.4	OGP Secretariat Management Team .....	97
3.4.1	Adviser on Civil Society .....	97
3.4.2	Adviser on Public Sector .....	97
3.4.3	Adviser on Communications .....	97
3.4.4	Adviser on Sub-national Engagement .....	98
3.4.5	Support Staff   3.4.6 Monitoring and Evaluation .....	98
3.4.7	Working Groups.....	99
3.4.8	Funding .....	99
3.5	Organogram of the OGP Process in Nigeria .....	100
3.6	Subnational OGP Process and OGPLocal Program.....	101
3.7	Conclusion .....	101
	Section 4. Cross-Cutting Areas .....	102
4.1	Technology and Innovation .....	103
4.2	Media and Communication.....	104
4.3	Monitoring and Evaluation .....	104
	Section 5. Subnational Engagement .....	106
5.1	Context .....	107
5.2	A Framework for Participation in the OGP Process by States .....	107
	Members of OGP Nigeria Secretariat .....	110

# ACRONYMS AND DEFINITIONS

ACADA	Assessment, Communication, Design and Action
ACHPR	African Commission on Human and Peoples' Rights
ANAN	Association of National Accountants of Nigeria
ANEEJ	Africa Network for Environment and Economic Justice
ARMU	Asset Recovery Management Unit
ASSAPIN	Association of Small Scale Agro Producers in Nigeria
BOR	Beneficial Ownership Register
BPE	Bureau of Public Enterprises
BPP	Bureau for Public Procurement
BPSR	Bureau for Public Service Reforms
CAC	Corporate Affairs Commission
CAMA	Companies and Allied Matters Act
CDD	Centre for Democracy and Development
CEHEJ	Centre for Health, Equity and Justice
Centre LSD	African Centre for Leadership, Strategy & Development
CIRDDOC	Civil Resource Development and Documentation Centre
CISLAC	Civil Society Legislative and Advocacy Centre
CITAD	Centre for Information Technology and Development
CLERD	Centre for Legal Research and Development
CODE	Connected Development
COMD	Crude Oil Marketing Division
CRA	Corruption Risk Assessment



CSACEFA	Civil Society Action Coalition on Education for All
CSJ	Centre for Social Justice
CSO	Civil Society Organization
DPR	Department of Petroleum Resources
EDMS	Electronic Data Management System
EiE	Enough is Enough
EITI	Extractive Industries Transparency Initiative
EFOI	Electronic Freedom of Information
EPG	Electronic Governance Platform
FCSC	Federal Civil Service Commission
FEC	Federal Executive Council
FENRAD	Foundation For Environmental Rights, Advocacy & Development
FIDA	International Federation of Women Lawyers
FIRS	Federal Inland Revenue Service
FOIA	Freedom of Information Act
FRCN	Federal Radio Corporation of Nigeria
GFAR	Global Forum on Asset Recovery
GOVTECH	Govtech Africa
HAGF	Honorable Attorney-General of the Federation
HOS	Head of Service



ICOVAP	Initiative for Collective Voice, Accountability and Progress
ICT	Information and Communication Technology
IITA	International Institute of Tropical Agriculture
ILF	Initiative for Leadership Foundation
INEC	Independent National Electoral Commission
INGO	International Non-Governmental Organization
IRM	Independent Reporting Mechanism
JONAPWD	Joint National Association of Persons with Disabilities
JVs	Joint Ventures
KPI	Key Performance Indicators
MCO	Mining Cadastral Office
MDA	Ministries, Departments and Agencies
MTEF	Medium Term Expenditure Framework
MTSS	Medium Term Sector Strategy
NACS	National Anti-Corruption Strategy
NAN	News Agency of Nigeria
NAP	National Action Plan
NASS	National Assembly
NAWOJ	National Association of Women Journalist
NAWORG	NACCIMA Business Women Group
NBA	Nigeria Bar Association
NCCC	National Civilian Community Corps
NCDMB	Nigerian Content Development and Monitoring Board



NCWS	National Council of Women Society
NEITI	Nigeria Extractive Industries Transparency Initiative
NESG	Nigeria Economic Summit Group
NGO	Non-Governmental Organization
NIMC	National Identity Management Commission
NITDA	National Information Technology Development Agency
NLC	Nigeria Labour Congress
NNPC	Nigerian National Petroleum Corporation
NHRC	National Human Rights Commission
NOA	National Orientation Agency
NOCOPO	Nigeria Open Contracting Portal
NOPRIN	Network on Police Reform in Nigeria
NPC	National Population Council
NPP	Nigerian Policing Programme
NSC	National Steering Committee
NTA	Nigerian Television Authority
NYSC	National Youth Service Corps
OCDS	Open Contracting Data Standards
OCP	Open Contracting Partnership
OECD	Organization for Economic Co-operation and Development
OGP	Open Government Partnership
PLAC	Policy and Legal Advocacy Centre
PLSI	Paradigm Leadership Support Initiative
PLWD	Persons Living with Disability
PPDC	Public and Private Development Centre
PTCIJ	Premium Times Centre for Investigative Journalism
PWAN	Partners West Africa Nigeria



PWYP	Publish What You Pay
R2K	Right to Know
SCUML	Special Control Unit Against Money Laundering
SERAP	Socio-Economic Right and Accountability Project
SERDEC	Socio-Economic Research and Development Centre
SERVICOM	Service Compact with All Nigerians
SGF	Secretary to the Government of the Federation
TADA	Tax Administration Diagnostic Assessment Tool
TOR	Terms of Reference
TUGAR	Technical Unit on Governance and Anti-Corruption Reforms
VON	Voice of Nigeria
WANGONET	West Africa NGO Network
WASH	Water, Sanitation and Health
YLF	Young Lawyers Forum

# FOREWORD

**W**hen President Bola Ahmed Tinubu assumed office in 2023, he set a clear objective: to deliver on the campaign promise to Nigerians through the “Renewed Hope Agenda”, an eight-pillar policy framework grounded in the core principle of sustained, inclusive growth and long-term structural reform. Its primary aim is to build a competitive Nigerian economy by 2030, while broadly sharing prosperity, eradicating poverty, and securing citizens’ lives and property.

Early in his administration, Nigeria recommitted to deepening civic engagement, inclusive governance and transparency by strengthening its engagement with the Open Government Partnership. This commitment closely aligns with the principles guiding our national policy and has catalysed implementation, particularly in enriching stakeholder engagement. The administration recognized OGP as the primary platform for citizen engagement through the Central Results Delivery Coordination Unit (CRDCU); strengthened the Unit’s ‘Citizens Delivery Tracker’ (a mobile and web application designed to promote transparency, accountability, and participatory governance by empowering citizens to monitor ministerial deliverables and provide real-time feedback on government policies and projects); and mandated Government Ministries and Agencies to hold quarterly engagements with the citizenry.

Since Nigeria joined OGP in 2016, the country has co-created and implemented three National Action Plans (NAP I, 2017-2019; NAP II, 2019-2022; and NAP III, 2023-2025). NAP I delivered key reforms that enabled open governance; in NAPs II and III, the necessary tools and platforms were built and strengthened. Over this period, Nigeria advanced beneficial ownership transparency, strengthened open contracting, deepened extractives transparency, expanded access to information, institutionalised participatory

budgeting and civic participation, and enlarged the civic space.

Complementing these governance reforms, the Administration has pursued bold economic reforms to restore macroeconomic stability and unlock private-sector led growth. On the first day of his assumption of office, May 29, 2023, Mr. President ended the fuel subsidy, a policy that had previously consumed as much as a quarter of Nigeria’s annual budgets. This reform has empowered domestic players in the petroleum sector, enabled some of our local refineries to participate in international trade, and materially reduced the over \$25 billion previously spent on imported refined petroleum products—thereby contributing to relative stability in the naira and a notable accretion of foreign exchange reserves.

The Administration also addressed distortions in the foreign exchange market by abolishing the multiple exchange rate regime and introducing a rule-based forex market. This measure eliminated the extreme arbitrage that had existed between official and unofficial rates—at times as high as 75%—and removed rent-seeking opportunities that had harmed the broader economy, resulting in rate convergence and a more orderly, predictable forex market.

Recognising the need for a modern, growth-oriented tax system, the President established a Presidential Fiscal Policy and Tax Reforms Committee to review and harmonise the tax landscape. The resulting tax reform, signed into law on June 26, 2025 and effective from January 1, 2026, introduces comprehensive changes covering business tax exemptions, VAT adjustments, personal income tax updates, and the taxation of digital assets. Notably, the threshold for “small company” status has been raised from ₦25 million to ₦100 million in turnover (including businesses with up to ₦250 million in fixed assets). Small companies now enjoy exemptions from Companies Income Tax (CIT), Capital Gains Tax (CGT), and the new 4% Development Levy—easing compliance

burdens and enabling small and growing businesses to focus on expansion.

In developing this fourth National Action Plan, OGP Nigeria engaged a robust nationwide consultation, soliciting input from citizens, government actors, the private sector, youth, civil society, and development partners. The result is an inclusive, youth-inspired, solution-driven Action Plan. NAP IV contains 12 ambitious OGP Commitments across eight priority thematic areas: digital governance, fiscal transparency, access to information, justice and human rights, extractive transparency, anti-corruption, climate change governance, and civic space.


As Co-Chair of OGP Nigeria, I am optimistic that NAP IV will not only address current and emerging governance challenges but also consolidate the reforms institutionalised under OGP till date, while creating an enabling environment for complementary reforms in other sectors to flourish.

We are grateful to the outgoing OGP National Steering Committee (3<sup>rd</sup> NSC), led by Comrade Ayodele Olawande, Honourable Minister of Youth Development, and to Obialunanma Nnaobi-Ayodele of the Meluibe Foundation, who co-chaired the NSC during the co-creation period; to my fellow new Co-Chair of the 4<sup>th</sup> Steering Committee, Mr. Olusoji Apampa, Co-Founder and Chief Executive Officer, Convention on Business Integrity; and to the British Foreign Commonwealth and Development Office (FCDO), the Partnership for Agile Governance and Climate Engagement (PACE), the OGP Global Support Unit, development partners, domestic civil society organizations, government agencies, and other stakeholders who contributed to this process.

Nigeria's OGP experience shows that collaborative approaches to governance challenges mobilise the resources and creativity

needed for effective implementation. We expect OGP reformers-buoyed by past successes and driven by a hunger for more-to come together to implement NAP IV effectively, thereby strengthening our democracy and making governance more open, transparent, accountable and responsive to citizens.

As the State Actors Co-Chair, I hereby append my signature.



**Sen. Abukakar Atiku Bagudu (CON)**  
Minister of Budget and Economic Planning  
State Actors Co-Chair, Open Government Partnership Nigeria  
11<sup>th</sup> June, 2026.

SECTION  
①  
INTRODUCTION



Nigeria joined the Open Government Partnership in 2016. Since then, we have made concrete progress in transparency and accountability. This fourth National Action Plan builds on those achievements.

Nigeria became the first African country to establish a public Beneficial Ownership Register. The Corporate Affairs Commission launched this register in 2023. Every company must now disclose who actually owns and controls it. This transparency tool won Nigeria the 2021 OGP Impact Award at the Global Summit.

The register tackles a major problem. Nigeria loses tens of billions of dollars each year to illicit financial flows. Money leaves the country through transfer pricing abuse, over-invoicing, tax evasion, offshore banking, and money laundering. Global Financial Integrity ranks Nigeria among the countries most affected by these outflows.

The Beneficial Ownership Register changes this. It makes hiding corrupt gains much harder. When you know who owns a company, you can track the proceeds of corruption. NEITI estimates this reform could stop up to \$15 billion in illegal funds from leaving Nigeria each year.

The register now connects to other government systems. The Bureau of Public Procurement uses it to screen contractors. The Nigeria Revenue Service checks it to combat tax evasion. This integration ensures procurement processes are fairer and tax compliance improves.

The Budget Office of the Federation increased both the number and frequency of budget publications. You can now track government spending through the Open Treasury Portal. This portal publishes all government payments above a set threshold. The OGP Independent Reporting Mechanism praised this progress. These transparency measures help you understand where public funds go and how government allocates resources.

Budget preparation now includes public consultations. The Budget Office holds hearings where you can provide input. Your feedback shapes budget priorities. These reforms improved Nigeria's standing in global budget transparency rankings.

The Bureau for Public Procurement adopted the Open Contracting Data Standard in 2016. The Nigeria Open Contracting Portal (NOCOPO) launched in 2017. Government agencies must upload complete contract information to this portal. You can see tender documents, bids, awards, and implementation reports. Twenty-six states have adopted these standards. Seven states now publish validated data that meets international standards.

Civil society organizations monitor recovered assets throughout the process. CSOs track how government deploys these funds through poverty alleviation programs. This oversight ensures returned assets reach vulnerable communities. The government established a centralized database for asset recovery. This database records what assets were recovered, their current status, and how they support development programs.

The Federal Ministry of Justice strengthened implementation of the Freedom of Information Act. All Ministries, Departments, and Agencies must now submit annual compliance reports. These reports show how they responded to information requests from citizens, civil society, and media. The Bureau of Public Service Reforms helped establish FOI desk officers in government institutions. These officers serve as your contact point when you request information.

The Nigeria Extractive Industries Transparency Initiative produces annual audit reports. These reports track payments

from oil, gas, and mining companies to government. NEITI findings have identified revenue gaps, supported asset recovery, and informed policy reforms including the Petroleum Industry Act 2021.

This plan covers January 2026 to December 2029. It addresses 12 commitment areas across seven thematic priorities: Digital Governance, Fiscal Transparency, Access to Information, Justice and Human Rights, Extractive Transparency, Anti-corruption, and Climate Change Governance.

Each commitment includes clear targets, responsible agencies, and measurable indicators. You will see specific actions the government and partners will take. You will know who leads each commitment and when results should appear.

The plan emerged from extensive consultations with government agencies, civil society organizations, private sector representatives, and citizens across Nigeria's six geopolitical zones. Implementation requires coordination across multiple stakeholders. The National Steering Committee provides oversight. Thematic working groups drive execution. Civil society monitors progress and holds the government accountable.

This is not just a government document. It is a shared commitment between government and citizens to build a more open, transparent, and accountable Nigeria.

## Open Government Efforts to Date

### 1. Establishment of a Public Register of Beneficial Owners

The Corporate Affairs Commission (CAC) has officially inaugurated the Beneficial Ownership Register, following the

successful pilot implementation of the extractive sector Beneficial Ownership Register. This groundbreaking register is the first of its kind in Africa, designed in accordance with the internationally recognized Beneficial Ownership Data Standard. It is supported by legislative authority through the Repeal and Re-enactment of the Companies and Allied Matters Act 2020, along with [comprehensive regulations](#)<sup>1</sup> that were signed into effect by the Minister of Industry, Trade, and Investment.

The Beneficial Ownership Register aims to enhance transparency by identifying the individuals who ultimately own or control companies, thereby curbing illicit financial activities and promoting fair business practices. This initiative represents a significant step towards enhancing corporate governance in Nigeria and promoting an environment of trust within the business sector.

The register is currently undergoing integration with key government systems, including those related to payment processing, public procurement, and tax administration. This integration is designed to streamline operations and ensure that beneficial ownership information is readily accessible to relevant authorities, thereby facilitating better regulatory oversight and compliance efforts.

### 2. Open Budget Transparency, Development and Launch of the Open Treasury Portal

The Budget Office of the Federation has taken significant steps to enhance transparency and accountability in public finances by increasing both the number and frequency of budget document publications. These efforts aim to provide citizens with greater visibility into the government's financial activities and decision-making

processes. One of the key initiatives has been the implementation of comprehensive public consultations regarding the annual budget. This includes soliciting input from community members, actively incorporating feedback received during these consultations, and conducting public hearings to discuss the proposed budget and assess its performance.

As a result of these inclusive strategies, Nigeria has experienced a notable improvement in its budget index ranking, reflecting the effectiveness of these transparency measures. Additionally, the Office of the Accountant General of the Federation has launched the Open Treasury Portal, a groundbreaking initiative designed to publish detailed records of all government payments exceeding a specified threshold. This portal serves as a crucial tool for promoting fiscal responsibility and ensuring that government expenditures are accessible and understandable to the public. Through these initiatives, the Nigerian government demonstrates its commitment to fostering a more engaged citizenry and strengthening trust in public financial management.

### 3. Adoption of Open Contracting Data Standards (OCDS)

In 2016, the Bureau for Public Procurement (BPP) officially adopted the Open Contracting Data Standard (OCDS) as part of its commitment to increasing transparency and accountability in public procurement processes. Following this crucial decision, the BPP initiated the development of the Nigeria Open Contracting Portal (NOCOPO), which was launched in 2017. This platform serves as a vital resource, enabling government agencies to upload contract documents that can be accessed by the public for scrutiny, thereby fostering an environment of openness.

To ensure compliance, the BPP mandated that all

Ministries, Departments, and Agencies (MDAs) adhere to specific guidelines requiring them to upload complete contract documentation onto the NOCOPO portal. However, the initial response from these agencies was less than robust. As of 2020, only approximately 27% of the projects published on NOCOPO met the requirements of OCDS compliance, with many submissions failing to provide comprehensive data covering the entire tender lifecycle.

Regrettably, the initial momentum for engagement with the platform has waned, primarily due to many agencies continuing to publish data that is either incomplete or does not adhere to established standards. Furthermore, the BPP has faced challenges in enforcing compliance, contributing to stagnation in progress towards full transparency.

While compliance issues persist at the federal level, notable advancements have been made at the state level. A total of 26 states have adopted the OCDS framework and have developed their own procurement portals, aided by the World Bank's State Fiscal Transparency, Accountability and Sustainability (SFTAS) program. Among these, seven states have partnered with the federal BPP to publish validated OCDS-compliant data, marking a significant step towards enhancing transparency and accountability in public procurement at various tiers of government.

### 4. Implementation of Freedom of Information (FOI) Compliance Reporting

The Federal Ministry of Justice has taken concrete steps to strengthen the implementation of the Freedom of Information Act (FOIA) 2011, which grants citizens the legal right to request and receive information held by public institutions. As part of this effort,

the Ministry introduced a mandatory annual FOI compliance reporting framework, requiring all Ministries, Departments, and Agencies (MDAs) to submit reports detailing how they have responded to information requests from citizens, civil society, and the media.

To support compliance, the Ministry has worked with the Bureau of Public Service Reforms (BPSR) to establish dedicated FOI desk officers within participating institutions, providing a clear point of contact for members of the public seeking government information. Capacity building sessions have also been conducted to equip public officials with the knowledge and tools needed to handle requests efficiently and within the timeframes prescribed by law.

Despite these advances, significant gaps remain. Many MDAs continue to respond to FOI requests late, incompletely, or not at all, and proactive disclosure of public information on government websites remains inconsistent. These challenges have reinforced the need for stronger enforcement mechanisms, deeper institutional capacity, and broader public awareness of citizens' rights under the FOIA. Building on progress made, the government remains committed to closing the gap between the letter of the law and its practical implementation across all levels of government.

### **5. Strengthening the Nigeria Extractive Industries Transparency Initiative (NEITI)**

The Nigeria Extractive Industries Transparency Initiative (NEITI) has played a central role in promoting accountability and transparency in Nigeria's oil, gas, and solid minerals sectors. As an institutionalised platform for disclosing revenues, contracts, and financial flows between extractive companies and the government, NEITI has produced annual audit reports that track payments made by companies to the government

and reconcile these against government receipts.

Over successive National Action Plan cycles, Nigeria has worked to deepen NEITI's impact by expanding its scope, improving data quality, and strengthening the link between NEITI findings and policy action. This has included efforts to integrate NEITI data with other government systems, including the Beneficial Ownership Register, to ensure that disclosures across the extractive sector are consistent, accurate, and actionable.

NEITI's work has contributed directly to Nigeria's broader anti-corruption agenda. Reports produced by the initiative have identified significant revenue discrepancies, supported asset recovery efforts, and informed legislative reforms including the Petroleum Industry Act 2021. Nonetheless, the timeliness of audit report publication, the follow-up on recommendations, and the uptake of NEITI data by oversight institutions remain areas requiring sustained attention. Continued strengthening of NEITI's institutional mandate and multi-stakeholder engagement will be essential to translating transparency into measurable governance outcomes.

### **6. Creation of an Asset Recovery and Management Database**

The Federal Ministry of Justice, in collaboration with relevant anti-corruption agencies and law enforcement bodies, has taken steps to establish a centralised database for tracking assets recovered through Nigeria's anti-corruption efforts. This initiative responds to longstanding concerns about the opacity surrounding the recovery, management, and utilisation of stolen public funds and assets returned from both domestic and international sources.

The database is designed to provide a single, authoritative record of recovered assets, including their current status, the agencies

responsible for their management, and the development programmes or public purposes to which they have been directed. By consolidating this information in one accessible system, the government aims to improve coordination among agencies, reduce the risk of mismanagement, and give citizens and civil society a reliable basis for oversight and accountability.

Civil society organisations have been active partners in monitoring the utilisation of recovered assets, particularly those channelled into poverty alleviation and social investment programmes. Their involvement has helped to strengthen public confidence in the recovery process and ensure that returned resources reach intended beneficiaries. While the database represents a meaningful step forward, its full potential depends on regular updates, independent verification, and proactive public disclosure of asset-related information in line with Nigeria's open government commitments.

## 7. NAP Development Process

NAP III concluded in January 2025.

The OGP Global Secretariat handbook introduced new measures to guide the commencement of a new national action plan. The new measures include:

- Action plan length. Countries can decide to develop a two-year or a four-year action plan. Four-year plans have to schedule a mandatory refresh. Nigeria adopted the 4-year action plan cycle for NAP IV. There will be a mid-term review and reset of the AP after the first two years of implementation.
- Nigeria's NAP IV covers the implementation period December 2025 to November 2029.

- Assessment schedule. All countries should expect to receive a Co-Creation Brief, an Action Plan Review, and a Results Report from the IRM. For countries with four-year action plans, the IRM will offer an "implementation check-in" after two years of implementation. The check-in is a transparency and accountability moment for the country's OGP process through which it will begin research on the implementation of commitments and encourage reflection on achievements, challenges, and opportunities going forward.
- Co-creation of consecutive action plan. The Support Unit recommends that countries co-create their next action plan during the final months of implementation of the current action plan. Nigeria began the drafting of NAP IV in January 2025, six months to the expiration of NAP III in June 2025.

## Overview of the Fourth National Action Plan

<b>Digital Governance</b>	
Commitment 1	The development, implementation, and monitoring of a national Digital Public Infrastructure (DPI) governance structure, specifically the Nigeria Data Exchange Platform (NGDX), to ensure that technology tools, platforms and applications across Ministries, Departments, and Agencies (MDAs) are well-coordinated.
Commitment 2	A multisectoral approach to the end-to-end development of the Nigerian Data Exchange Service. The multi-sectoral approach will include government MDAs, businesses, the private sector, civil society, research, the academic community, citizens, and the technical community to address censorship issues and ensure respect and protection of digital rights.
<b>Fiscal Transparency</b>	
Commitment 3	To enhance institutional effectiveness and citizen participation in Public Finance Management by strengthening transparency, accountability, and mechanisms for policy actors and the public across the entire cycle—from formulation and approval through implementation to audit.
Commitment 4	Strengthen open contracting in public procurement.
Commitment 5	Strengthen the compliance with BO reporting requirements and utilisation of the BO register
<b>Access to Information</b>	
Commitment 6	Strengthen the full implementation and operationalization of the Freedom of Information Act (FOIA) 2011 by enhancing compliance by public institutions, improving responsiveness to information requests, and fostering inclusive citizen participation. <sup>1</sup>
<b>Justice and Human Rights</b>	
Commitment 7	Strengthen people-centred justice by increasing access and expanding the use of Alternative Dispute Resolution mechanisms to deliver fair, timely, and inclusive justice services

Commitment 8	Review, Ensure, and Monitor the Implementation of the Nigerian National Action Plan on Business and Human Rights
<b>Extractive Transparency</b>	
Commitment 9	Promote the implementation of extractive reforms in Nigeria (PIA 2021, Solid Mineral Act and the 2011 guidelines and other relevant laws)
<b>Anti-Corruption</b>	
Commitment 10	Strengthen Asset Recovery and Management Framework in Nigeria
<b>Climate Change Governance</b>	
Commitment 11	To Strengthen the Implementation of the Climate Change Act 2021 and Related Frameworks through Transparency and Multi-Stakeholder Participation
<b>Civic Space</b>	
Commitment 12	To Protect and Expand Civic Space in Nigeria by Strengthening Safeguards for Freedom of Assembly, Association, and Expression, Promoting an Enabling Environment for Civil Society, and Advancing Open Governance at All Levels

SECTION  
2  
COMMITMENTS



## Digital Governance

### Commitment 1 - Digital Public Infrastructure (DPI)

Commitment Number 1		
Thematic Area:	<b>Digital Governance</b>	
Commitment	The development, implementation, and monitoring of a national Digital Public Infrastructure (DPI) governance structure, specifically the Nigeria Data Exchange Platform (NGDX), to ensure that technology tools, platforms and applications across Ministries, Departments, and Agencies (MDAs) are well-coordinated.	
Implementation Period:	January 2026 - December 2029	
Lead MDA:	Office of the Head of the Civil Service of the Federation	
Responsible Person:	Mrs. Didi Esther Walson-Jack	
Designation:	Head of Civil Service of the Federation	
Email and Phone Number(s):	hcsf@ohcsf.gov.ng / +234 9 234 0571	
Other Actors Involved in the Implementation:	State Actors:	Office of the Head of the Civil Service of the Federation, All MDAs, NITDA, Nigeria Data Protection Commission (NDPC), Nigeria Galaxy Backbone, and other relevant parastatals.
	Non-State Actors:	Dataphyte, Paradigm Initiative, DEAN Initiative, TEM Foundation, Spaces for Youth Development and Social Change (S4C), Govtech Africa, Initiative for Research, Innovation, and Advocacy in Development (IRIAD), NESG, Fundlink Aid International
Brief Description of Commitment:	To ensure that digital tools and technologies are available and effectively utilised across all Ministries, Departments, and Agencies (MDAs) for efficient service delivery, while upholding ethical standards and safeguarding the rights and privacy of all citizens.	
General Problem / Challenge Addressed by the Commitment:	The existing digital infrastructure across many Ministries, Departments, and Agencies (MDAs), including computing systems, broadband connectivity, and reliable electricity, is insufficient to support the effective and inclusive delivery of digital public services, especially at the grassroots. This challenge is further compounded by significant digital skill gaps among MDA personnel, limiting the ability to leverage available digital tools and platforms fully. As Nigeria accelerates its digital transformation, individuals with limited digital literacy or those living in	

	underserved or rural areas face an increased risk of exclusion from essential digital public services, exacerbating existing socio-economic inequalities. Additionally, ethical usage, inclusivity, and digital rights concerns persist in the development and deployment of digital technologies for service delivery, including issues such as data privacy, AI bias, and language barriers.
Specific OGP Issue(s) in Focus:	<ul style="list-style-type: none"> <li>● Efficient Service Delivery</li> <li>● Access to Information</li> <li>● Inclusion</li> <li>● Transparency</li> <li>● Accountability</li> </ul>
Rationale for the Commitment:	The provision of digital tools and technologies, coupled with the capacity development of government personnel, is essential for enabling MDAs to deliver public services more efficiently. Also, promoting language and disability inclusion and adherence to ethical standards in the development and deployment of these technologies could mitigate concerns about digital rights and inclusion, including privacy and non-discrimination, as citizens access digital public services.
Main Objective:	<ul style="list-style-type: none"> <li>● Strengthen digitisation of Federal MDAs services across all levels and outposts (as low or far-flung as rural post offices and police posts) by ensuring reliable internet connectivity, electricity, and computing systems that support efficient service delivery.</li> <li>● Build the capacity of public servants by ensuring that every Federal MDA and its outpost is staffed with adequately trained personnel, capable of deploying and managing digital tools for efficient and citizen-centred service delivery.</li> <li>● Improve the quality of public services delivered by MDAs through the adoption of responsive digital platforms that meet the needs of all citizens.</li> <li>● Promote the ethical use of digital tools in public service by ensuring their design and application align with best practices that safeguard inclusion and citizens' rights</li> <li>● Advance an inclusive digital transformation that considers and responds to the diverse needs of all groups.</li> </ul>
Anticipated Impact:	<ul style="list-style-type: none"> <li>● Improved efficiency across MDAs</li> <li>● Improved, timely public access to government services</li> <li>● Improved public perception, satisfaction, and trust in government services</li> </ul>
<b>Expected Outcomes</b>	
<b>Milestones (Performance Indicators)</b>	
1.	<ul style="list-style-type: none"> <li>● Increased levels of digital infrastructure provision across MDAs</li> <li>● 25% increase in the first year</li> <li>● 50% increase in the second year</li> <li>● 75% achievement of the minimum standard in the third year</li> </ul>

		<ul style="list-style-type: none"> <li>• 100% achievement of minimum standards in the fourth year</li> </ul>
2.	Increased levels of digital skills among the staff of MDAs.	<ul style="list-style-type: none"> <li>• 50% of staff across all cadres have basic digital skills in the first year.</li> <li>• 75% of staff across all cadres have basic digital skills in the second year.</li> <li>• 100% of staff across all cadres have basic digital skills in the third year.</li> <li>• 50% of staff across all cadres have sufficient digital skills with respect to their service areas in the third year.</li> <li>• 25% of staff across all cadres have advanced digital skills with respect to their service areas in the fourth year.</li> </ul>
3	Ethical, responsible, inclusive, and participatory digital transformation	<ul style="list-style-type: none"> <li>• Increase in the percentage of digital platforms with accessibility features, especially for persons with disabilities.</li> </ul>
4.	Improved public service delivery through digital channels	<ul style="list-style-type: none"> <li>• Reduction in average service turnaround time across selected MDAs</li> <li>• Increase in citizen satisfaction rates with digital services (via surveys or feedback platforms)</li> <li>• Increase in the number of public services digitised and made accessible to the public.</li> </ul>
5.	Enhanced transparency and accountability through digitised processes, supporting anti-corruption measures	<ul style="list-style-type: none"> <li>• Increase public access to relevant socioeconomic data, official statistics, budget, contract, procurement, audit and other governance metrics, and timely release of the same.</li> </ul>

Planned Activities	Start Date	End Date	Expected Output(s)	Output Indicator(s)
1. Co-creation workshop to review the existing DPI Framework regarding the development of the NGDX platform with documentation of user needs and system mapping.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• Detailed breakdown of design, features, and user needs to accompany the design of the NGDX platform.</li> <li>• In-depth understanding of existing data collection systems and requirements for exchange across MDAs.</li> </ul>	<ul style="list-style-type: none"> <li>• No. of workshops held - Number of stakeholders engaged (Disaggregated)</li> <li>• Development of a system map.</li> <li>• No. of use cases identified</li> <li>• Requirement gathering document developed</li> </ul>

2.	Co-design workshop on prototyping of the NGDX platform with relevant stakeholders	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>User and institutional needs prototypes (high &amp; low fidelity) across MDAs</li> </ul>	<ul style="list-style-type: none"> <li>No. of NGDX prototypes developed</li> <li>No. of user testing sessions completed.</li> <li>Number of stakeholders engaged (Disaggregated)</li> </ul>
3.	Development of a minimum viable product of the NGDX platform according to the final design from the co-creation/design workshop, including iterations.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Functional and scalable platform built with interoperability capabilities.</li> </ul>	<ul style="list-style-type: none"> <li>MVP launched</li> <li>No. of features delivered</li> <li>No. of successful quality assurance tests.</li> </ul>
4.	Development of the NGDX governance user guide	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>User-friendly and detailed guide - showing roles, protocols and standards for defined users of the platform.</li> </ul>	<ul style="list-style-type: none"> <li>NGDX governance user guide developed.</li> </ul>
5.	Capacity Building on DPI Standards	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Capacity building to equip staff of MDAs on the DPI Standards</li> </ul>	<ul style="list-style-type: none"> <li>Number of capacity building trainings on DPI Standards held.</li> <li>Number of MDAs that participated in the DPI Standards capacity trainings.</li> <li>Number of MDA staff trained on the MVP &amp; final product</li> </ul>
Source(s) of Funding:			Federal Government Budget (OHCSF and NITDA allocations), World Bank Digital Nigeria Programme, EU Digital Governance Support Fund		

## Commitment 2 - Nigeria Data Exchange Service

Commitment Number 2		
Thematic Area:	<b>Digital Governance</b>	
Commitment	A multi-sectoral approach to the end-to-end development of the Nigerian Data Exchange Service. The multi-sectoral approach will include government MDAs, businesses, the private sector, civil society, research, the academic community, citizens, and the technical community to address censorship issues and ensure respect and protection of digital rights.	
Implementation Period:	January 2026 - December 2029	
Lead MDA:	National Information Technology Development Agency (NITDA)	
Responsible Person:	Kashifu Inuwa Abdullahi	
Designation:	Director-General	
Email and Phone Number(s):	<a href="mailto:dq@nitda.gov.ng">dq@nitda.gov.ng</a>	
Other Actors Involved in the Implementation:	State Actors:	Federal Ministry of Communications, Innovation and Digital Economy; OHCSF; NIMC; Galaxy Backbone; NCC
	Non-State Actors:	Paradigm Initiative; DRLI; BudgIT; CODE; EiE Nigeria; CITAD
Brief Description of Commitment:	A multi-sectoral approach to the end-to-end development of the Nigeria Data Exchange platform/service, designed to bring all affected and relevant actors into the process from the start through implementation and ongoing improvement. This approach will deliberately include government MDAs alongside the private sector, civil society, research and the academic communities, citizens, and the technical community. Their participation should be active and continuous across the full lifecycle of the service so that decisions, design choices, implementation steps, and governance arrangements are informed by multiple points of view. By doing this, the development process can directly address censorship issues as they arise, reduce the risk of exclusion, guard against unilateral control, and make respect for digital rights a central requirement of how the service is built and governed.	

General Problem / Challenge Addressed by the Commitment:	The Nigerian Data Exchange platform lacks adequate safeguards against censorship, arbitrary decision-making, and digital rights violations. This governance gap exists because the platform is being developed without meaningful participation from civil society, technology experts, user communities, and other key stakeholders.	
Specific OGP Issue(s) in Focus:	Digital Governance	
Rationale for the Commitment:	An end-to-end, multi-sectoral approach is needed so that government and non-government stakeholders jointly shape the Nigerian Data Exchange platform/service, tackle censorship issues early and continuously, and ensure the service respects and protects digital rights across the governance system.	
Main Objective:	To develop the Nigeria Data Exchange platform/service through a multi-sectoral, end-to-end process that includes government MDAs, the private sector, civil society, research and academic communities, citizens, and the technical community, in order to address censorship issues, arbitrary decisions, and ensure respect and protection of digital rights	
Anticipated Impact:	A Nigerian Data Exchange platform/service developed with broad multi-sectoral input, with censorship issues, arbitrary decisions addressed and digital rights respected and protected throughout the service's development and implementation	
<b>Expected Outcomes</b>		
<b>Milestones (Performance Indicators)</b>		
1	A functioning multi-sectoral approach is established for the end-to-end development of the Nigerian Data Exchange platform/service	<ul style="list-style-type: none"> <li>• A multi-sectoral working structure is created that includes government MDAs, businesses, the private sector, civil society, research, the academic community, citizens, and the technical community</li> <li>• Clear roles and participation pathways for each stakeholder group are agreed and documented</li> <li>• Regular multi-sectoral meetings or forums are held throughout the service lifecycle (design, build, implementation, improvement)</li> </ul>
2	Stakeholders across sectors actively participate in shaping the Nigerian Data Exchange	<ul style="list-style-type: none"> <li>• Evidence of stakeholder participation at key stages of development (co-design sessions, consultations, reviews)</li> <li>• Participation records show representation from all listed groups across the process</li> <li>• Stakeholder inputs are formally captured and reflected in development decisions</li> </ul>

	platform/service from start to implementation.				
3	Censorship issues are identified, addressed, and reduced through multi-sectoral oversight	<ul style="list-style-type: none"> <li>• A defined process exists for raising, reviewing, and resolving censorship-related concerns during development and implementation</li> <li>• Censorship issues and arbitrary decision-making that are reported by stakeholders are logged and tracked to resolution</li> <li>• Periodic reviews show how censorship risks and proclivity for arbitrary decisions are being mitigated in the service.</li> </ul>			
4	Respect for digital rights is embedded as a core requirement in the Nigerian Data Exchange platform/service's design and governance	<ul style="list-style-type: none"> <li>• Digital rights considerations are included in service requirements, design standards, and governance rules</li> <li>• Multi-sectoral reviews explicitly assess the service against digital rights expectations</li> <li>• Public-facing documentation explains how the service ensures respect for digital rights</li> <li>• Civil society organisations and the National Human Rights Commission review the implementation process for human rights compliance</li> </ul>			
5	The Nigerian Data Exchange platform/service is developed and governed transparently with sustained multi-sectoral input	<ul style="list-style-type: none"> <li>• Key development and governance updates are openly shared with stakeholders and the public</li> <li>• A feedback loop is in place so citizens and other stakeholders can continue to engage after implementation</li> <li>• Ongoing multi-sectoral participation is maintained for updates and improvements to the service</li> </ul>			
Planned Activities		Start Date	End Date	Expected Output(s)	Output Indicator(s)
1	Establish a multi-sectoral governance/steering group for the Nigerian Data Exchange platform/service	Jan 2026	Jun 2026	<ul style="list-style-type: none"> <li>• A formally constituted multi-sectoral group that brings together government MDAs, the private sector, civil society, research and academic communities, citizens, and the technical community</li> <li>• Terms of reference that</li> </ul>	<ul style="list-style-type: none"> <li>• Multi-sectoral governance/steering group established</li> <li>• Governance/steering group TOR/charter completed and adopted</li> <li>• Number of Governance/steering group meetings held.</li> </ul>

				define scope, roles, and decision-making across the end-to-end development of NGDX.	
2	Conduct inclusive co-design and consultation sessions across the full service lifecycle (design, build, implementation, improvement)	Apr 2026	Dec 2028	<ul style="list-style-type: none"> <li>• Co-design/consultation reports with stakeholder inputs for each stage</li> <li>• Agreed design and implementation priorities reflecting multi-sectoral perspectives</li> </ul>	<ul style="list-style-type: none"> <li>• Number of co-design/consultation sessions held per lifecycle stage</li> <li>• Development of requirement gathering document</li> <li>• Number of stakeholders engaged in co-design/consultation sessions.</li> <li>• Number of input log received.</li> <li>• Number of decision notes made</li> </ul>
3	Develop and integrate a process to identify, raise, review, and resolve censorship issues during development and implementation  Develop and integrate a process to identify, raise, review, and resolve areas where arbitrary decisions are likely	Jul 2026	Dec 2028	<ul style="list-style-type: none"> <li>• A censorship-issues response workflow embedded in the service development process</li> <li>• A live issue-tracking register for censorship concerns</li> <li>• Ensure that decision-making is subject to oversight mechanisms</li> </ul>	<ul style="list-style-type: none"> <li>• Workflow document approved by the multi-sectoral group</li> <li>• Censorship issue register created and regularly updated</li> <li>• Proportion of logged censorship issues reviewed and resolved within agreed timelines</li> </ul>
4	Embed digital rights requirements into the service's technical design and governance rules	Jan 2027	Jun 2028	<ul style="list-style-type: none"> <li>• Digital rights checklist/standards for the Nigerian Data Exchange platform/service</li> <li>• Revised technical and</li> </ul>	<ul style="list-style-type: none"> <li>• Digital rights standards/checklist endorsed by stakeholders</li> <li>• Number of design/governance documents updated to include digital rights</li> </ul>

				governance documentation reflecting digital rights safeguards	
5	Maintain transparency and continuous stakeholder engagement through public updates and feedback channels	Jan 2027	Dec 2029	<ul style="list-style-type: none"> <li>Public-facing progress updates on end-to-end development</li> <li>Ongoing feedback mechanism for citizens and stakeholders after implementation</li> </ul>	<ul style="list-style-type: none"> <li>Quarterly briefs and summaries of meetings are updated and published.</li> <li>Number of feedback items received.</li> <li>Number of feedback responses.</li> </ul>
Source(s) of Funding:					

## Fiscal Transparency

### Commitment 3 - Open Budget

Commitment Number 3	
Thematic Area:	<b>Fiscal Transparency and Accountability</b>
Commitment	To enhance institutional effectiveness and citizen participation in Public Finance Management by strengthening transparency, accountability, and mechanisms for policy actors and the public across the entire cycle, from formulation and approval through implementation to audit.
Implementation Period:	January 2026 - December 2028
Lead MDA:	Budget Office of the Federation
Responsible Person:	Dr. Tanimu Yakubu
Designation:	DG Budget Office
Email and Phone Number(s):	<a href="mailto:tanimuyakubu@gmail.com">tanimuyakubu@gmail.com</a>

Other Actors Involved in the Implementation:	State Actors:	Budget Office of the Federation, the Office of the Auditor General of the Federation, the Office of the Accountant General of the Federation, the National Assembly, etc.
	Non-State Actors:	BudgIT, Paradigm Leadership Support Initiative (PLSI), Accountability Lab, Public and Private Development Centre(PPDC), OrderPaper, SERDEC, Dataphyte, Tunani Initiative, Center for Fiscal Transparency and Public Integrity, ETC
Brief Description of Commitment:	This commitment will ensure that citizens are actively involved in the entire budget process, starting with the pre-budget statement and the executive budget proposal, through legislative budget debates and public hearings, and continuing into budget implementation, monitoring, evaluation, reporting and audit. It will also guarantee that all budget information is accessible to the public, and citizens have statutory, functional and sustainable platforms for feedback.	
General Problem / Challenge Addressed by the Commitment:	There is currently inadequate citizen engagement and participation in the budget preparation, approval, implementation, and monitoring processes. Similarly, the audit process (access to timely audit reports, review of audit findings and implementation of audit recommendations) lacks adequate civic participation and engagement. As a result, citizens lack sufficient information, cannot participate effectively and are unable to meaningfully relate to or track public projects included in the budget, as well as the resolution of audit issues. In addition, federal audit processes are weak and delayed; several aspects of the audit process require strengthening. This ultimately weakens accountability in the allocation and use of public resources.	
Specific OGP Issue(s) in Focus:	<ul style="list-style-type: none"> <li>● Low levels of citizen participation throughout the budget cycle.</li> <li>● Ineffective and inefficient management of public resources.</li> <li>● Poor public service delivery and negative public service ratings.</li> <li>● Low overall budget performance and weak implementation capacity.</li> <li>● Limited public awareness and understanding of government priorities.</li> <li>● Weak accountability and reduced oversight in the use of public funds.</li> <li>● Increased risk of corruption and misallocation of resources.</li> <li>● Inadequate monitoring and evaluation of government projects.</li> <li>● Reduced trust in government institutions and decision-making processes.</li> <li>● Poor alignment of budget allocations with community needs and priorities.</li> </ul>	
Rationale for the Commitment:	Given the current context, making budget information available, accessible, and usable for all citizens will improve transparency and openness on the part of the government, potentially enhance accountability in the budget process, and ensure that citizens are engaged throughout the budget cycle.	

Main Objective:		To ensure that budget planning, approval, implementation, monitoring and reporting meet the needs of citizens and that citizens have open access to budget information in a format that is both human and machine-readable.
Anticipated Impact:		A robust, well-managed, inclusive, transparent budget process that directly promotes accountability.
<b>Expected Outcomes</b>		<b>Milestones (Performance Indicators)</b>
1	To improve timely and inclusive budget formulation	<ul style="list-style-type: none"> <li>• Annual federal budget proposals endorsed by FEC and submitted to the National Assembly at least 12 weeks before the start of the fiscal year, in line with the intent of the Fiscal Responsibility Act (2007);</li> <li>• Budget Call Circular, draft budget proposal, and sectoral budget ceilings published on the Budget Office website in machine-readable formats within 7 working days of issuance; and</li> <li>• Documented evidence of bilateral budget meetings with MDAs and at least 3 public/CSO consultation sessions during budget formulation, with summaries published online.</li> </ul>
2	To improve timely and inclusive legislative approval	<ul style="list-style-type: none"> <li>• Federal budget bills reviewed, harmonised, and passed by the National Assembly within 8 weeks of submission by the Executive, in line with the fiscal calendar;</li> <li>• Public notice (physical and/or virtual) of budget defence and review sessions issued at least 21 days in advance, with livestreams or attendance registers publicly accessible; and</li> <li>• Publication of machine-readable versions of House, Senate, and harmonised Joint Committee budget bills (within 3 days of passage), alongside summaries of citizen submissions, before transmission to the President for assent.</li> </ul>
3	To improve the timeliness of the budgetary assent	<ul style="list-style-type: none"> <li>• Publication of the assented Appropriation Act, including schedules and detailed budget lines, in machine-readable format on an official government website within three (3) working days of presidential assent.</li> </ul>
4	To improve the comprehensiveness, inclusion and reporting in the budget monitoring and evaluation process	<ul style="list-style-type: none"> <li>• Publication (machine-readable formats using a standard reporting template) of quarterly budget implementation reports covering all Ministries, Departments and Agencies as well as all State Owned Enterprises, including their capital and recurrent expenditure alongside programme-level reports, in line with the approved budget in line with the intent of the Fiscal Responsibility Act (2007);</li> <li>• At least one publicly announced budget monitoring and review forum per fiscal year involving CSOs, professional bodies and citizens, with summaries of findings published online within 14 working days of the conclusion of the forum; and</li> <li>• Publication of government responses to key findings from budget monitoring reports, including identified corrective actions, within 30 days (for quarterly reports) or within 60 days for annual reports</li> </ul>

Planned Activities		Start Date	End Date	Expected Output(s)	Output Indicator(s)
1.	Civil Society working with MDAs to link M&E from MDAs to the budget proposal development process	Jun 2026	Sept 2029	<ul style="list-style-type: none"> <li>• A jointly developed guideline or framework outlining how MDA M&amp;E findings are to be integrated into annual budget proposal preparation;<sup>2</sup></li> <li>• Annual or biannual M&amp;E budget review reports for selected MDAs, jointly prepared by CSOs and MDA planning units;<sup>3</sup></li> <li>• Regular and structured engagement sessions (i.e., technical workshops) between CSOs and MDA budget/M&amp;E officers during budget preparation cycles;<sup>4</sup></li> <li>• Training modules or toolkits for MDAs and CSOs on using M&amp;E evidence in budget formulation.<sup>5</sup></li> </ul>	<ul style="list-style-type: none"> <li>• M&amp;E Guideline framework for integrating feedback into the annual budget developed.</li> <li>• Number of MDAs whose budget submissions reference M&amp;E findings from the previous fiscal year</li> <li>• Number of budget M&amp;E reports produced.</li> <li>• Number of CSOs/MDAs engagements on budget held.</li> <li>• Number of M&amp;E training modules/toolkits developed for tracking budget.</li> <li>• Number of trainings on budget tracking held for MDAs and CSOs on the use of the M&amp;E modules/toolkits.</li> </ul>
2.	Civil Society working with sub-committees in the National Assembly and NABRO to	Jun 2026	Dec 2029	<ul style="list-style-type: none"> <li>• A jointly developed framework or set of guidelines for CSO participation in National Assembly-led oversight visits and project evaluations;</li> <li>• Co-produced oversight visit and</li> </ul>	<ul style="list-style-type: none"> <li>• CSO framework for participation in National Assembly oversight visit developed.</li> <li>• Number of National Assembly and CSO oversight visit reports produced</li> <li>• Number of capital projects evaluation</li> </ul>

	strengthen oversight visits and evaluations of capital projects around the federation			<p>project evaluation reports for selected federal projects, involving National Assembly sub-committees, NABRO and CSOs;</p> <ul style="list-style-type: none"> <li>• A publicly accessible repository of oversight visit reports, findings and recommendations;</li> <li>• Training sessions or capacity building for CSOs, legislative aides and Legislators on project evaluation, cost analysis, and evidence-based oversight.</li> </ul>	<p>reports produced.</p> <ul style="list-style-type: none"> <li>• Develop a repository for monitoring and evaluation.</li> <li>• Number of training held for CSOs, legislative aides and legislators on project evaluation, cost analysis, and evidence-based oversight.</li> </ul>
3.	Civil Society working with lawmakers for the amendment of the Fiscal Responsibility Act	Jun 2026	Oct 2028	<ul style="list-style-type: none"> <li>• Policy briefs, clause-by-clause analyses or position papers on proposed amendments to the Fiscal Responsibility Act;</li> <li>• Formal engagement sessions, public hearings, or technical roundtables between CSOs and relevant National Assembly committees on the FRA amendment;</li> <li>• Identification and engagement of legislative sponsors or champions for the amended FRA, supported by a documented CSO advocacy coalition;</li> <li>• Public-facing materials (briefs, explainers, media engagements) outlining the rationale and benefits of the amended Fiscal Responsibility Act.</li> </ul>	<ul style="list-style-type: none"> <li>• Amendment of the Fiscal Responsibility Act.</li> <li>• Number of CSO and Lawmakers engagements to amend the FRA.</li> <li>• Presidential assent of the amended Fiscal Responsibility Act.</li> <li>• Number of FRA champions identified.</li> <li>• Number of IEC materials on FRA developed.</li> </ul>

4.	The civil society organisations to jointly develop policy brief on the absence of modern legal framework for public auditing in Nigeria	Jun 2026	Sept 2027	<ul style="list-style-type: none"> <li>• A collaboratively produced policy brief analysing gaps in Nigeria’s public audit legal framework and proposing reform options;</li> <li>• A stakeholder and institutional mapping outlining roles, interests, and reform pathways for modernising public audit legislation</li> <li>• An informal or formal CSO working group focused on public audit reform.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of CSO engagements to develop modern legal framework for public auditing in Nigeria.</li> <li>• Policy brief on the absence of a modern legal framework for public auditing in Nigeria developed.</li> <li>• Stakeholder mapping carried out.</li> <li>• Number of engagements carried out to National Assembly committees, Office of the Auditor-General, other relevant MDAs on the absence of modern legal framework for public auditing in Nigeria</li> <li>• CSO working group focused on public audit reform established.</li> </ul>
Source(s) of Funding:		Federal Government Budget (Budget Office of the Federation allocation) and Donor Agencies			

#### Commitment 4 - Open Contracting

Commitment Number 4	
Thematic Area:	<b>Fiscal Transparency</b>
Commitment	Strengthen open contracting in public procurement.
Implementation Period:	January 2026 - December 2029
Lead MDA:	Bureau of Public Procurement (BPP)
Responsible Person:	Dr Adebowale Adedokun
Designation:	Director-General of BPP
Email and Phone Number(s):	<a href="mailto:adedokun@bpp.gov.ng">adedokun@bpp.gov.ng</a>

Other Actors Involved in the Implementation:	State Actors:	Bureau for Public Procurement (BPP), Central Delivery Coordination Unit (CDCU) Federal Ministry of Information, National Orientation Agency (NOA), Corporate Affairs Commission (CAC), Office of the Secretary to the Government of the Federation, Federal Ministry of Budget, and Economic Planning Office of the Accountant General of the Federation, Budget Office of the Federation, Bureau of Public Service Reforms, Independent Corrupt Practices and Other Offenses Related Commission (ICPC), NASS Committees on Procurement, Office of the Auditor General (OAuGF),
	Non-State Actors:	CLEEN Foundation, BudgIT, African Centre for Governance, Asset Recovery and Sustainable Development, Africa Network for Environment and Economic Justice (ANEEJ), Socio-Economic Research and development Centre, SERDEC, Dandalin Matasa Initiative for Rapid Development, Dataphyte, Koyenum Immalah Foundation, Centre for Transparency Advocacy, Women in Extractives.
Brief Description of the Commitment:	This commitment addresses the lack of transparency, limited public access to procurement information, risk of corruption and inefficiencies in public procurement processes by promoting Open Data, Civic Oversight and improved service delivery.	
General Problem / Challenge Addressed by the Commitment:	Despite recent improvement, Nigeria's public procurement system still suffers from limited transparency, weak enforcement, low citizen awareness and engagement, low community involvement and a lack of coordination and documentation, which undermine accountability, efficiency and fuel corruption.	
Specific OGP Issue(s) in Focus:	Effective Implementation of open contracting to improve public service integrity and processes, inclusion of actors relevant in the discourse and use of procurement data for improved governance and service delivery.	
Rationale for the Commitment:	<p>The rationale for strengthening open contracting in public procurement is to ensure public funds are used judiciously, effectively, efficiently and transparently. The commitment aims to reduce opportunities for corruption and improve service delivery.</p> <p>By making procurement data open and accessible, the government empowers CSOs, citizens, the media and the private sector to monitor the public procurement process, hold government officials accountable and contribute to better policy decisions and implementation.</p>	
Main Objective:	To improve accountability and transparency of public procurement processes, promote wider stakeholder participation and better service delivery through the Open Data Standards.	
Anticipated Impact:	More transparent and accountable procurement processes leading to increased public trust, improved value for money in government spending, enhanced citizens' participation and ultimately service delivery.	
<b>Expected Outcomes</b>	<b>Milestones (Performance Indicators)</b>	
1. Increased value for money in public	<ul style="list-style-type: none"> <li>Improved levels of efficiency, transparency, accountability, effectiveness, economy, and equity in public procurement processes.</li> </ul>	

	contract delivery with reduced corruption and fraud in public procurement processes.	<ul style="list-style-type: none"> <li>• Better standing in the global and national corruption ranking index.</li> </ul>
2.	Increased and timely access to procurement data and information in both human and machine-readable formats by stakeholders including women, persons with disabilities, private sector and non-State based organizations	<ul style="list-style-type: none"> <li>• Increased level of access to EGP and other procurement data and information.</li> <li>• Timeliness in uploads of procurement data in line with OCDS.</li> <li>• Level of uptake and utilization of procurement data/information by civil society, citizens, media and private sector.</li> </ul>
3.	Upgraded User feedback and observer page to be added to the e-Government Procurement (EGP) and the Open data portal (NOCOPO) for better user analysis and experience.	<ul style="list-style-type: none"> <li>• Level of satisfaction of EGP and other procurement data navigation and analytics features by users .</li> <li>• Increase in number of visitors to EGP and NOCOPO platforms.</li> <li>• 20% increase in number of satisfied users of the EGP and NOCOPO platform</li> </ul>

4.	Improved citizen participation in the entire procurement cycle resulting from wider sensitisation outreaches.	<ul style="list-style-type: none"> <li>Level of feedback provided by citizens and responses from the relevant government MDA.</li> </ul>
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Planned Activities		Start Date	End Date	Expected Output(s)	Output Indicator(s)
1.	Conduct a detailed study on the NOCOPO.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>A comprehensive validated report on best practices and challenges of NOCOPO</li> </ul>	<ul style="list-style-type: none"> <li>A validated report</li> </ul>
2.	Utilising OCDS in the redesign and relaunch of NOCOPO to improve engagement (usability and content).	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>EGP and NOCOPO portals redesigned and relaunched.</li> </ul>	<ul style="list-style-type: none"> <li>User-friendly interface</li> </ul>
3.	Conduct periodic stakeholders' sensitisation engagements at all levels on the procurement process/cycle in collaboration with NoA, BPP, and Media.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Sensitisation workshops across the 6 geopolitical zones</li> <li>Reports from each engagement</li> </ul>	<ul style="list-style-type: none"> <li>Number of sensitisation workshops across the 6 geopolitical zones held.</li> <li>Number of radio jingles aired.</li> <li>Number of reports from engagements.</li> <li>Number of links to news, reports, and articles.</li> </ul>
4.	Advocate for the professionalisation of public and private procurement officers.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Advocacy messages and tools developed.</li> <li>Advocacy engagement held.</li> </ul>	<ul style="list-style-type: none"> <li>Number of advocacy engagements held.</li> </ul>
5.	Establish a multi-stakeholder compliance	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Established mechanisms for compliance oversight.</li> </ul>	<ul style="list-style-type: none"> <li>Number of stakeholders who participated in the meetings for the establishment of</li> </ul>

	oversight/accountability mechanism.				the mechanism. <ul style="list-style-type: none"> <li>Number of meeting reports</li> </ul>
6.	Development of a comprehensive framework for the Promotion of community engagement in the procurement process.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>A comprehensive framework developed</li> </ul>	<ul style="list-style-type: none"> <li>Validated and comprehensive framework document</li> </ul>
7.	Conduct advocacy engagements and monitor preferential procurement policies.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Advocacy messages and tools developed.</li> <li>Advocacy engagement held and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Number of advocacy engagements held</li> </ul>
8.	Advocacy for the implementation of e-procurement and the establishment of the National Council on Public Procurement.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Advocacy messages and tools developed.</li> <li>Advocacy engagement held and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Number of advocacy engagements held</li> </ul>
9.	Conduct advocacy for the review of the Public Procurement Act 2007 and other procurement policies.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Advocacy messages and tools developed.</li> <li>Advocacy engagement held and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Number of advocacy engagements held</li> </ul>
10	Organise periodic capacity building and sensitisation activities for MDAs, CSOs, media, SMEs, and community leaders on the usage of the new portal to monitor and oversight.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Capacity building conducted across MDAs.</li> <li>Sensitisation workshops held across CSOs, media, SMEs, and community leaders.</li> </ul>	<ul style="list-style-type: none"> <li>Number of MDAs, CSOs, Journalists, SMEs, and community leaders trained.</li> <li>Number of Sensitisation workshops held across CSOs, media, SMEs, and community leaders.</li> </ul>

11	Design and develop a Mobile version of the Portal.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Mobile version of portal designed and developed.</li> </ul>	<ul style="list-style-type: none"> <li>Available mobile app.</li> </ul>
Source(s) of Funding:		Federal Government Budget (BPP allocation), World Bank			

### Commitment 5 - Beneficial Ownership Register

Commitment Number 5		
Thematic Area:	<b>Fiscal Transparency</b>	
Commitment	Strengthen the compliance with BO reporting requirements and utilisation of the BO register	
Implementation Period:	January 2026 - December 2029	
Lead MDA:	Corporate Affairs Commission	
Responsible Person:	Hussaini Ishaq Magaji, SAN	
Designation:	Registrar General	
Email and Phone Number(s):	<a href="mailto:himagaji@cac.gov.ng">himagaji@cac.gov.ng</a>	
Other Actors Involved in the Implementation:	State Actors:	CAC, BPP, NEITI, NRS, FMOJ, NFIU, SGF, Economic and Financial Crimes Commission (EFCC) and the Independent Corrupt Practices and Other Related Offences Commission (ICPC), ACAs, CRDCU, CCB <sup>6</sup> , NUPRC
	Non-State Actors:	CLEEN Foundation, BudgIT, African Centre for Governance, Asset Recovery and Sustainable Development, Africa Network for Environment and Economic Justice (ANEEJ), Socio-Economic Research and development Centre SERDEC, Dandalin Matasa Initiative for Rapid Development, CISLAC, Dataphyte, Koyenum Immalah Foundation, Centre for Transparency Advocacy, Women in Extractives, Nigerian Bar Association, NESG, CBi, Institute of Chartered Secretaries (ICSAN), ICAN,

		ANAN
Brief Description of Commitment:	This commitment seeks to address the issue of compliance with BO reporting requirements by registered entities and also enhance the use of BO data by relevant stakeholders.	
General Problem / Challenge Addressed by the Commitment:	Despite Nigeria's commendable effort in establishing a Beneficial Ownership Register in 2023, the compliance levels, particularly by legacy companies and the utilisation of the data to inform decision-making remain sub-optimal.	
Specific OGP Issue(s) in Focus:	Non-optimal filings of BO information by legacy companies (registered before the deployment of BO register) to promote beneficial ownership transparency. Expanding integration, institutionalisation and use of the data in the BO Register by stakeholders and other authorized persons.	
Rationale for the Commitment:	This commitment would support the rapid increase in the level of compliance by legacy companies and the enhanced use of BO data by key government regulators and CSO actors, for effective compliance, transparency and attainment of Nigeria's anti-corruption goals. There has been a substantial utilization of the register by competent authorities like LEAs and the NFIU, effort should focus on discrepancy reporting and resolution, direct integration and enhanced verification protocol.	
Main Objective:	To improve transparency in company ownership and control to prevent corruption.	
Anticipated Impact:	Transparency in business, reduced corruption and money laundering, and improved trust in public institutions.	
<b>Expected Outcomes</b>	<b>Milestones (Performance Indicators)</b>	
1.	Enhanced compliance with BO filings by legacy companies	<ul style="list-style-type: none"> <li>By the expiration of this NAP cycle in 2029, ensure a 20% increase in BO filings by legacy companies, achieved through incremental growth of at least 5% per year over the four-year period.</li> <li></li> </ul>
2.	Improved ease of doing business	<ul style="list-style-type: none"> <li>Improved level of transparency and accountability within the business sector.</li> <li>By 2026, CAC publishes clear, user-friendly BO filing guidelines online and launches annual user surveys in 2027 which report progressive improvements in clarity and ease of compliance.</li> <li>By 2027, at least one professional body (e.g., Nigerian Bar Association, Institute of Chartered Secretaries, or Institute of Chartered Accountants), in collaboration with the CAC, delivers an annual survey evidencing increased confidence in using BO data for due diligence. Survey findings show measurable year-on-year</li> </ul>

		<ul style="list-style-type: none"> <li>growth in BO data use from 2027 through 2029.</li> </ul>
3.	Increased API access among relevant stakeholders to facilitate verification and use of BO data	<ul style="list-style-type: none"> <li>Increase in the number of API or login access to the BO register.</li> <li>Onboard key competent authorities with institutional login access</li> <li>From 2026–2029, at least one new institutional government users (e.g., NRS BPP, NUPRC) are onboarded to the BO register API or login access each year, with at least three of these government stakeholders actively using the API or login access by 2028 and demonstrating documented cases of verification or oversight impact.</li> </ul>
4.	Targeted government agencies institutionalise and proactively use BO data to strengthen due diligence, enforcement, and policy oversight—resulting in more effective action against corruption, tax evasion, procurement fraud, and other financial crimes.	<ul style="list-style-type: none"> <li>At least one additional government agency institutionalises the use of BO data for core functions (tax, procurement, licensing, or enforcement) each year from 2026–2029. OR At least one targeted government agency (BPP, NRS, NUPRC or CCB among others) institutionalises the use of BO data for core functions (tax, procurement, licensing, or enforcement) each year from 2026–2029.</li> <li>At least one new case per year from a minimum of 3 of the “State Actors” listed above (audit, investigation, procurement review, or enforcement action) demonstrates the use of BO data, with cumulative evidence of measurable financial or compliance gains by 2029.</li> </ul>

Planned Activities		Start Date	End Date	Expected Output(s)	Output Indicator(s)
1.	Provide institutional login access to all competent authorities without	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Unique login credentials issued to each competent authority</li> <li>A user access policy document defining roles, permissions, and</li> </ul>	<ul style="list-style-type: none"> <li>Number of competent authorities that received institutional login credentials</li> <li>Percentage of competent authorities with active accounts (logged in at least</li> </ul>

	API integration			<p>data access levels for each authority</p> <ul style="list-style-type: none"> <li>• A training guide or onboarding manual for institutional users on how to navigate the register</li> </ul>	<p>once within 30 days of account creation)</p> <ul style="list-style-type: none"> <li>• Number of BO searches or queries conducted by competent authorities per quarter</li> <li>• Average time from access request to credential issuance (in working days)</li> <li>• Number of institutional users trained on using the portal</li> <li>• Number of support tickets raised and resolved related to institutional access</li> </ul>
2.	Partner with civil society organizations to independently verify a sample of beneficial ownership entries on the BO Register and confirm the accuracy of declared information.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• A signed partnership agreement or MoU between CAC and selected CSOs defining scope, methodology, and data access terms</li> <li>• A verification framework document outlining sampling criteria, assessment methodology, and reporting standards</li> <li>• A pilot verification exercise completed on a defined sample of BO entries</li> <li>• A verification report from each participating CSO documenting findings, error rates, and data quality issues</li> <li>• A remediation action plan based on CSO findings to correct inaccurate or incomplete entries</li> <li>• A feedback mechanism for CSOs to flag discrepancies directly to the registrar</li> </ul>	<ul style="list-style-type: none"> <li>• Number of CSOs formally partnered for independent BO verification</li> <li>• Number of BO entries sampled and independently assessed</li> <li>• Percentage of sampled entries found to be accurate and complete</li> <li>• Percentage of sampled entries flagged for discrepancies or errors</li> <li>• Number of verification reports published by CSOs</li> <li>• Number of corrective actions taken by the registrar based on CSO findings</li> <li>• Time taken (in working days) to resolve flagged discrepancies after CSO reporting</li> <li>• Number of verification cycles completed per year</li> </ul>

3.	Train and sensitize key stakeholders on how to access, use, and benefit from the Beneficial Ownership Register to strengthen transparency and compliance.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• A stakeholder mapping document identifying target groups (MDAs, private sector, CSOs, law enforcement, financial institutions, legal practitioners)</li> <li>• A tailored training curriculum for each stakeholder group covering register access, data interpretation, and practical use cases</li> <li>• Sensitization workshops delivered across the six geopolitical zones</li> <li>• Training sessions conducted for competent authorities on using BO data for investigations and compliance</li> <li>• Printed and digital awareness materials (fact sheets, user guides, FAQs) distributed to stakeholders</li> <li>• A dedicated online learning module or resource page on the BO Register platform</li> <li>• A post-training feedback and evaluation report summarizing knowledge gains and participant recommendations</li> </ul>	<ul style="list-style-type: none"> <li>• Number of sensitization workshops conducted</li> <li>• Number of stakeholders trained, disaggregated by stakeholder group and geopolitical zone</li> <li>• Percentage of trained stakeholders who demonstrate improved understanding of the BO Register (measured through pre and post assessments)</li> <li>• Number of training materials developed and distributed</li> <li>• Number of unique visits to the online learning module or resource page</li> <li>• Number of new BO Register searches conducted by trained stakeholders within 90 days of training</li> <li>• Number of geopolitical zones covered by sensitization activities</li> <li>• Percentage of participants rating the training as useful or very useful in feedback surveys</li> </ul>
	Develop and publish a BO data field harmonisation standard to align definitions,	Jan 2026	Dec 2027	<ul style="list-style-type: none"> <li>• A published BO data field harmonisation standard or technical guidance document agreed upon by participating agencies.</li> </ul>	<ul style="list-style-type: none"> <li>• Whether a harmonisation standard has been published (Yes/No, with date).</li> <li>• Number of agencies that adopt the harmonised data fields in their own systems.</li> </ul>

identifiers, and disclosure requirements across CAC, BPP, NRS, NUPRC, NEITI, and MCO.			<ul style="list-style-type: none"> <li>• A cross-agency technical working group established and meeting regularly to oversee implementation of the standard.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of cross-agency technical working group meetings held per year</li> <li>• Evidence of reduced data mismatch: cross-agency BO queries following adoption.</li> </ul>
Implement a structured BO data verification mechanism, in partnership with CSOs, to assess accuracy, completeness, and consistency of information in the BO Register	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• A BO verification methodology developed and documented.</li> <li>• At least two CSO partners trained and accredited to conduct BO data verification. Annual verification reports produced, with findings submitted to CAC for remediation.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of CSO partners formally engaged in BO verification activities per year.</li> <li>• Number of BO entries verified annually.</li> <li>• Number of discrepancies or inaccuracies identified and reported to CAC.</li> <li>• Percentage of flagged discrepancies resolved by CAC within an agreed timeframe.</li> </ul>
Establish a BO discrepancy resolution protocol, drawing on the Austrian WiEReG model, to enable systematic identification and correction of inaccurate or inconsistent BO declarations.	January 2027	Dec 2028	<ul style="list-style-type: none"> <li>• A Nigeria-adapted discrepancy resolution protocol drafted and approved by CAC.</li> <li>• A pilot run of the protocol with at least one sector or agency completed by end of 2027.</li> <li>• A discrepancy resolution workflow integrated into CAC's BO register operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Whether the discrepancy resolution protocol has been published and adopted (Yes/No, with date).</li> <li>• Number of discrepancy cases processed through the protocol per year.</li> <li>• Percentage of discrepancy cases resolved within defined timelines.</li> <li>• Evidence of CAC capacity to operationalise the protocol without external technical support by 2029.</li> </ul>
Produce and publish Nigeria's BO transparency	June 2027	December 2027	<ul style="list-style-type: none"> <li>• A published report documenting Nigeria's BO transparency journey from 2016 to 2026, covering</li> </ul>	<ul style="list-style-type: none"> <li>• Whether the 2016-2026 progress report has been published (Yes/No, with date and accessibility).</li> </ul>

	progress report (2016-2026), and institutionalise annual BO data reporting			<p>legislative milestones, register performance, FATF greylist exit, and outstanding challenges.</p> <ul style="list-style-type: none"> <li>An annual BO data report produced by CAC from 2026 onward, covering compliance rates, API and login access usage, agency uptake, and register accuracy trends.</li> </ul>	<ul style="list-style-type: none"> <li>Number of annual BO data reports produced and made publicly available</li> <li>Number of data points collected and disaggregated by user category (law enforcement, financial institutions, procurement agencies, CSOs).</li> </ul>
	In partnership with CSOs, conduct legal and policy groundwork for a presidential executive order or ministerial regulation establishing CAC as Nigeria's primary BO registry authority.	Jan 2026	August 2027	<ul style="list-style-type: none"> <li>A legal analysis produced by CAC and the Federal Ministry of Justice mapping existing provisions in CAMA, the Money Laundering Prevention and Prohibition Act, and Nigeria's data protection legislation relevant to BO data governance authority.</li> <li>A policy gap analysis identifying where existing law is insufficient and where the executive order or ministerial regulation needs to fill the gap.</li> <li>A draft instrument prepared, reviewed for legal coherence and enforceability, and circulated to key stakeholders for input.</li> </ul>	<ul style="list-style-type: none"> <li>Whether the legal and policy analysis has been completed and shared with relevant MDAs (Yes/No, with date).</li> <li>Whether a draft instrument has been produced by FMOJ in coordination with CAC (Yes/No, with date).</li> <li>Number of legal review sessions or consultations held between CAC and FMOJ.</li> <li>Whether the draft has been circulated to NUPRC, NEITI, NEPZA, MCO, and other named agencies for input (Yes/No, with date).</li> </ul>
	Convene a multi-agency consultative process to validate the draft instrument and agree on a cross-sectoral BO			<ul style="list-style-type: none"> <li>A multi-agency consultative session convened with sector regulators including NUPRC, NEITI, NEPZA, MCO, NFIU, BPP, and NRS to review the draft instrument and agree on</li> </ul>	<ul style="list-style-type: none"> <li>Number of multi-agency consultative sessions held.</li> <li>Number of sector regulators that formally participate in the consultative process.</li> <li>Whether a cross-sectoral BO data</li> </ul>

	data alignment framework.			<p>alignment requirements.</p> <ul style="list-style-type: none"> <li>• A cross-sectoral BO data alignment framework produced, specifying harmonised identifier standards, disclosure protocols, and submission requirements for each agency.</li> <li>• A defined transition period agreed upon, with agency-specific compliance milestones documented.</li> <li>• A consultation report produced, capturing agency positions, commitments, and outstanding concerns.</li> </ul>	<p>alignment framework has been produced and agreed upon (Yes/No, with date).</p> <ul style="list-style-type: none"> <li>• Whether agency-specific transition timelines have been documented and shared (Yes/No, with date).</li> <li>• Whether a consultation report has been produced and made available to OGP stakeholders (Yes/No, with date).</li> </ul>
	Finalise, gazette, and communicate the executive order or ministerial regulation and monitor agency compliance with its requirements through to 2029.	June 2027	January 2028	<ul style="list-style-type: none"> <li>• The executive order or ministerial regulation signed, gazetted, and publicly accessible.</li> <li>• Formal communication of the instrument to all named agencies through official circulars and implementation guidance.</li> <li>• An annual compliance review mechanism established, with CAC tracking and reporting on agency alignment progress each year from 2027 to 2029.</li> <li>• At least one mid-term review conducted by 2028 to assess implementation gaps and trigger corrective action where agencies are non-compliant.</li> </ul>	<ul style="list-style-type: none"> <li>• Whether the instrument has been signed and gazetted (Yes/No, with date and Federal Gazette reference).</li> <li>• Number of agencies that receive formal communication and implementation guidance from CAC.</li> <li>• Number of agencies that complete alignment of their BO data protocols with CAC's published standards within the transition period.</li> <li>• Number of annual compliance review reports produced by CAC.</li> <li>• Whether a mid-term review has been conducted and its findings published (Yes/No, with date).</li> <li>• Number of corrective actions initiated against non-compliant agencies, with</li> </ul>

					documented outcomes.
Source(s) of Funding:		CAC, BPP, Donor Agencies			

## Access to Information

### Commitment 6 - Access to Information

Commitment Number 6		
Thematic Area:	<b>Access to Information</b>	
Commitment	Strengthen the full implementation and operationalization of the Freedom of Information Act (FOIA) 2011 by enhancing compliance by public institutions, improving responsiveness to information requests, and fostering inclusive citizen participation.	
Implementation Period:	January 2026 - December 2029	
Lead MDA:	Federal Ministry of Justice	
Responsible Person:	Lateef Fagbemi, SAN	
Designation:	Attorney General of the Federation and Hon. Minister of Justice.	
Email and Phone Number(s):	info@justice.gov.ng	
Other Actors Involved in the Implementation:	State Actors:	National Information Technology Development Agency (NITDA), House of Representatives Committee on FOI, NOA, ETC.
	Non-State Actors:	Media Right Agenda (MRA), Centre for Transparency Advocacy (CTA), Koyenum Immaleh Foundation (KIF), Nigerian Bar Association (NBA), MELUIBE Foundation, Initiative for Research, Innovation and Advocacy in Development (IRIAD), Daily Trust, ACEIDEV, the Productive Youths Development Initiative (PYDI), BudgIT, Social Economic Rights and Accountability Project (SERAP), International Press Centre (IPC), Public and Private Development Centre (PPDC), DATAPHYTE, Youth Education on Human Rights and Civil Responsibilities (YEHRRCR), Advocacy Partnership for Good Governance (APAGG), Policy Alert, Tunani Initiative.
Brief	This commitment seeks to promote transparency, accountability, and good governance by strengthening the	

Description of Commitment:	implementation of the Freedom of Information Act (FOIA) 2011 in Nigeria. It aims to ensure that public institutions fully comply with FOIA provisions by improving their responsiveness to information requests, institutionalizing best practices in record-keeping, and fostering a culture of openness. It will also support inclusive citizen participation by empowering civil society and the public to engage in the oversight, monitoring, and evaluation of FOIA implementation across all levels of government.
General Problem / Challenge Addressed by the Commitment:	<ul style="list-style-type: none"> <li>● Low Compliance by Public Institutions: Many Public Institutions have not fully complied with the provisions of the FOIA, particularly in proactive disclosures and timely responses to requests.</li> <li>● Delays and Denial of Information Requests: Citizens and civil society often face prolonged delays, unjustified denials, or no response at all when submitting FOI requests.</li> <li>● Weak Institutional Capacity: Many public institutions lack trained FOIA desk officers, proper record-keeping systems, and the tools needed to handle information requests efficiently.</li> <li>● Limited Public Awareness and Engagement: A large portion of the population, especially at the grassroots, remains unaware of their rights under the FOIA or how to exercise them.</li> <li>● Lack of Accountability for Non-Compliance: There are currently weak or no enforcement mechanisms to hold public institutions accountable for FOIA violations.</li> <li>● Poor Monitoring and Reporting: Inadequate monitoring, evaluation, and reporting mechanisms make it difficult to assess FOIA implementation progress or identify areas for improvement.</li> <li>● Exclusion of Citizens from Oversight Processes: Citizens and civil society organizations are often left out of FOIA implementation and oversight, reducing opportunities for transparency and public trust.</li> <li>● Insufficient Political Will: In some cases, a lack of commitment from leadership within public institutions hinders proactive disclosure and information sharing.</li> <li>●</li> </ul>
Specific OGP Issue(s) in Focus:	<ul style="list-style-type: none"> <li>● Access to Information: Central to this commitment is ensuring that citizens have timely and unrestricted access to public information, a core principle of OGP.</li> <li>● Transparency: Promotes transparency by encouraging proactive disclosures and openness in the operations of public institutions.</li> <li>● Public Accountability: Enhances accountability by making it easier for citizens and civil society to hold government institutions responsible for their actions and decisions.</li> <li>● Anti-Corruption: Participation: Encourages inclusive citizen engagement in FOIA monitoring, implementation, and feedback processes. By improving access to information, the commitment helps uncover corruption, misuse of public funds, and inefficiencies in public service delivery.</li> <li>● Technology and Innovation for Openness: Encourages the use of digital platforms and innovations to streamline</li> </ul>

	<p>information request processes and facilitate proactive disclosures.</p> <ul style="list-style-type: none"> <li>● Rule of Law and Legal Frameworks: Strengthens adherence to legal provisions under the FOIA and promotes legal reforms or policy directives to ensure effective enforcement.</li> <li>● Open Justice: Supports transparency in the justice system by promoting the public's right to access legal information and court decisions.</li> </ul>
Rationale for the Commitment:	<p>The Freedom of Information Act (FOIA) 2011 is a cornerstone of Nigeria's efforts to promote transparency, accountability, and good governance. However, over a decade since its enactment, compliance across public institutions remains weak. Many Ministries, Departments, and Agencies (MDAs) either ignore information requests, respond inadequately, or fail to proactively disclose critical public information, thereby undermining citizens' right to know.</p> <p>This commitment is necessary to bridge the gap between policy and practice by addressing systemic issues such as poor institutional capacity, low public awareness, and lack of enforcement mechanisms. It will support the institutionalization of transparency and open governance through capacity-building, digital innovations, strengthened oversight, and increased civic participation.</p> <p>Nigeria can enhance public trust, reduce corruption, and foster more inclusive and informed civic engagement which are key pillars of the Open Government Partnership (OGP) by improving FOIA response.</p>
Main Objective:	To strengthen the full and effective implementation of the Freedom of Information Act (FOIA) 2011 by improving institutional compliance, enhancing the responsiveness of public institutions to information requests, and promoting inclusive citizen participation in transparency and oversight processes.
Anticipated Impact:	The strengthened implementation of the FOIA 2011 is expected to lead to increased transparency and accountability in public service delivery. Citizens will have improved access to timely and accurate public information, enabling them to make informed decisions and participate meaningfully in governance. Public institutions will become more responsive and open, thereby building public trust, dissuading corruption, and promoting a culture of openness and integrity across all levels of government. This will contribute to a more transparent, inclusive, and accountable democratic system in Nigeria.
<b>Expected Outcomes</b>	<b>Milestones (Performance Indicators)</b>
1. Increased compliance with FOIA by public institutions	<ul style="list-style-type: none"> <li>● Percentage of Public Institutions with functional FOIA units or designated desk officers</li> <li>● Number of Public Institutions that submit annual FOIA compliance reports</li> <li>● Number of Public Institutions regularly publishing proactive disclosures on their websites</li> <li>● Frequency of FOIA training sessions conducted for public officials</li> </ul>

2.	Improved responsiveness to information requests	<ul style="list-style-type: none"> <li>• Average response time to FOIA requests across Public Institutions</li> <li>• Percentage of FOIA requests responded to within the legally required timeframe</li> <li>• Number of FOIA requests granted, denied (with reasons), or appealed</li> <li>• User satisfaction ratings with the FOIA request process (via surveys)</li> </ul>
3.	Increased citizen awareness and use of FOIA	<ul style="list-style-type: none"> <li>• Number of FOIA requests submitted by citizens, CSOs, and journalists annually</li> <li>• Number of public sensitization or awareness campaigns conducted</li> <li>• Percentage increase in public knowledge of FOIA rights (based on pre/post surveys)</li> <li>• Number of civil society-led FOIA monitoring or advocacy initiatives.</li> </ul>
4.	Strengthened civil society and citizen oversight of FOIA implementation	<ul style="list-style-type: none"> <li>• Number of CSOs actively monitoring and reporting on FOIA implementation</li> <li>• Frequency of multi-stakeholder engagements or FOIA implementation review meetings</li> <li>• Number of policy recommendations or reforms initiated as a result of citizen or CSO engagement</li> <li>• Creation and use of a public FOIA performance scorecard for Public Institutions.</li> </ul>
5.	Use of technology and innovation to support FOIA implementation	<ul style="list-style-type: none"> <li>• Development and launch of a centralised FOIA portal or digital dashboard</li> <li>• Number of public Institutions integrating FOIA functionalities into their websites</li> <li>• Percentage of FOIA requests submitted or tracked online</li> <li>• Availability of open data sets and downloadable public information on official platforms</li> </ul>

Planned Activities		Start Date	End Date	Expected Output(s)	Output Indicator(s)
1.	Conduct FOIA compliance training for public institutions	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• Improved knowledge and capacity of FOIA desk officers and public officials</li> </ul>	<ul style="list-style-type: none"> <li>• Number of FOIA compliance trainings conducted for public institutions</li> <li>• Number of public officers trained</li> <li>• Number of FOIA desk officers trained</li> </ul>
2.	Develop and disseminate FOIA compliance guidelines and toolkits	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• Standardized FOIA compliance materials adopted across MDAs</li> </ul>	<ul style="list-style-type: none"> <li>• FOIA compliance guidelines developed</li> <li>• FOIA toolkits developed</li> <li>• Number of MDAs using the FOIA compliance guidelines and toolkit</li> <li>• Number of toolkits disseminated</li> </ul>

					<ul style="list-style-type: none"> <li>• Number of compliance guidelines disseminated</li> </ul>
3.	Establish/strengthen FOIA desk units in Public Institutions	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• Functional FOIA desks across target public institutions</li> </ul>	<ul style="list-style-type: none"> <li>• Number of MDAs with designated FOIA units.</li> <li>• Number of MDAs with designated FOIA Desk officers</li> <li>• Number of MDAs with functional FOIA desks</li> </ul>
4.	Launch public awareness campaigns on FOIA rights	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• Increased public understanding and use of FOIA</li> </ul>	<ul style="list-style-type: none"> <li>• Number of public awareness campaigns on FOIA held.</li> <li>• Population reached (estimated)</li> </ul>
5.	Develop a central FOIA portal for tracking and submitting requests	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• Enhanced access to public information and transparency</li> </ul>	<ul style="list-style-type: none"> <li>• FOIA portal developed and functional</li> <li>• Number of FOIA requests submitted via the FOIA portal</li> </ul>
6.	Conduct annual FOIA performance assessments of MDAs	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• Evidence-based evaluation of FOIA compliance levels</li> </ul>	<ul style="list-style-type: none"> <li>• Number of annual assessments conducted on FOIA compliance of MDAs</li> <li>• Number of FOIA performance reports produced.</li> <li>• Number of citizens Satisfaction surveys held on the FOIA.</li> </ul>
7.	Organize FOIA stakeholder roundtables and policy dialogues	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>• Strengthened collaboration between government, CSOs, and citizens</li> </ul>	<ul style="list-style-type: none"> <li>• Number of FOIA roundtables/dialogues held</li> <li>• Number of participants in attendance</li> </ul>
8.	Support CSO-led FOIA monitoring and advocacy initiatives	Dec,2025	Jan,2029	<ul style="list-style-type: none"> <li>• Enhanced citizen oversight of FOIA implementation</li> </ul>	<ul style="list-style-type: none"> <li>• Number of CSO advocacies held on the FOIA.</li> <li>• Number of FOIA monitoring reports produced by CSOs</li> </ul>
Source(s) of Funding:		Federal Government Budget and Donor Agencies			

## Justice and Human Rights

### Commitment 7 - Access to Justice

Commitment Number 7		
Thematic Area:	<b>Access to Justice (People-Centred Justice)</b>	
Commitment	Strengthen people-centred justice by increasing access and expanding the use of Alternative Dispute Resolution mechanisms to deliver fair, timely, and inclusive justice services	
Implementation Period:	January 2027 - December 2029	
Lead MDA:	National Judicial Institute (NJI) & Office of the Chief Justice of the Federation Ministry of Justice.	
Responsible Person:		
Designation:	Chief Justice of the Federation / Director-General, NJI	
Email and Phone Number(s):	<a href="mailto:info@nji.gov.ng">info@nji.gov.ng</a>	
Other Actors Involved in the Implementation:	State Actors:	National Judicial Institute Office of the Chief Justice of the Federation Federal Ministry of Justice (FMoJ) Legal Aid Council
	Non-State Actors:	The Hague Institute for Innovation of Law (HiIL), Dataphyte, Citizen Gavel, Hope Behind Bars, Public and Private Development Centre, Centre for Journalism Innovation and Development (CJID), Lawyers Alert, S4C, SERAP, CLEEN, PWAN, YLF
Brief Description of Commitment:	This commitment aims to advance people-centred justice in Nigeria by improving access to justice and strengthening Alternative Dispute Resolution (ADR) mechanisms. It will support the institutionalization of Community Justice Centres (CJCs) in close alignment with existing ADR me, expand community-based mediation services, and enhance collaboration between justice institutions and citizens. Through legislative advocacy, legal reforms, capacity building, and public awareness initiatives, the commitment seeks to promote faster, more affordable and inclusive justice services, particularly for vulnerable and underserved communities.	
General Problem /	Access to justice in Nigeria remains limited for many citizens due to high costs, complex legal processes, court congestion, and limited availability of community-based dispute resolution mechanisms leading to unresolved	

Challenge Addressed by the Commitment:	disputes and weakened trust in the justice system. Although Alternative Dispute Resolution (ADR) mechanisms exist, they are not widely available at the community level and limit the ability to provide timely, affordable, and people-centred justice services. This commitment addresses these gaps by promoting legal reforms, expanding ADR structures, and institutionalizing community-driven justice solutions.
Specific OGP Issue(s) in Focus:	Promote Transparency, Strengthen Governance and Accountability, Promote Inclusion and Empower Citizens
Rationale for the Commitment:	<b>If</b> accessible and community-based justice mechanisms are strengthened, <b>and</b> Alternative Dispute Resolution systems are expanded and institutionalised through clear legal frameworks, <b>then</b> more citizens, especially vulnerable and underserved groups will be able to resolve justice problems in a timely, affordable, and inclusive manner.
Main Objective:	A people-centred justice system that delivers accessible and community-based solutions to everyday justice needs.
Anticipated Impact:	This commitment will make the judicial system more people-centred, strengthen community-based justice mechanisms to improve outcomes for citizens, reduce court congestion, and build greater public trust in the justice system.
<b>Expected Outcomes</b>	<b>Milestones (Performance Indicators)</b>
Access to affordable, timely, and community-based justice services.	<ul style="list-style-type: none"> <li>● Pilot CJC centres established and operational across 3 geopolitical zones with documented case intake, mediation and referral procedures.</li> <li>● Justice actors in pilot zones report increased proficiency in using standardised practice guidelines for dispute prevention and resolution</li> <li>● Citizens report CJC services as satisfactory (covering affordability and accessibility) of the provided services</li> </ul>
Expanded alternative Dispute resolution mechanisms to better integrate into the formal justice system, reducing reliance on lengthy court processes.	<ul style="list-style-type: none"> <li>● Formal linkages established between CJCs and formal courts with documented case flow mechanisms</li> <li>● Legal framework (CJC enabling law) formally enacted</li> <li>● Increased or improved ADR mechanism rates (at least in pilot zones)</li> </ul>

Increase public confidence in the justice system.	<ul style="list-style-type: none"> <li>Media coverage or public perception surveys show improved confidence in accessibility to the justice system</li> <li>Improved perception of fairness in dispute resolution points among ADR and CJC beneficiaries by the end of implementation</li> </ul>
increased awareness of peaceful and collaborative ways to resolve justice problems.	<ul style="list-style-type: none"> <li>Baseline awareness survey conducted to gauge knowledge levels of ADR/mediation among target populations in the pilot zones</li> <li>Radio programs and community dialogue event conducted to share information on CJC &amp; ADR services</li> </ul>
Improved coordination between government institutions, civil society, and communities in delivering justice services	<ul style="list-style-type: none"> <li>Technical Working Groups have been established and meeting regularly with documented representation from key stakeholders</li> <li>Formal MOU signed between key stakeholders defining roles, responsibilities, and coordination mechanisms</li> <li>Policy directives issued by the MOJ recognizing the CJC operations and mandating institutional support</li> <li>Joint coordination mechanisms co-produce policies and/or guidelines to harmonise CJC operations with existing ADR systems and the justice sector framework</li> <li>Sustainability framework for the continuation of ADR and CJC services developed</li> </ul>

Planned Activities	Start Date	End Date	Expected Output(s)	Output Indicator(s)
1. Train Formal and informal justice actors on the use of existing practice guidelines to prevent and resolve identified justice problems.	Dec 2025	Dec 2029	<ul style="list-style-type: none"> <li>Enhanced capacity of justice actors to use standardised practice guidelines, resulting in better-quality dispute resolution, consistency in justice outcomes and increased access to justice for citizens.</li> </ul>	<ul style="list-style-type: none"> <li>Number of trainings held for formal and informal justice actors on the use of existing practice guidelines to prevent and resolve identified justice problems.</li> <li>Number of formal and informal justice actors trained</li> </ul>
2. Pilot 3 community justice centres in three (3) out of the	Dec 2025	Dec 2029	<ul style="list-style-type: none"> <li>Increased access to affordable and timely justice services for citizens in the three pilot zones.</li> </ul>	<ul style="list-style-type: none"> <li>Number of community justice centres piloted in the geo-political zones</li> <li>Number of geopolitical zones with</li> </ul>

	(6) geopolitical zones.			<ul style="list-style-type: none"> <li>• Reduced pressure and caseload on formal courts within the pilot locations.</li> <li>• Improved trust and confidence of communities in people-centred justice system</li> </ul>	community justice centres.
3.	Promote pre-litigation mediation through Community Justice centres	Dec 2025	Dec 2029	<ul style="list-style-type: none"> <li>• Increased use of mediation as a first option for resolving disputes before formal court action.</li> <li>• Faster and more affordable resolution of justice problems.</li> <li>• Reduction in the number of cases filed in formal courts.</li> <li>• Improved social cohesion through peaceful and collaborative solutions.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of Community Justice centres promoting pre-litigation mediation</li> <li>• Number of Public awareness campaigns conducted on the benefits of mediation before going to court.</li> <li>• Number of cases filed in formal courts</li> <li>• Establish Referral mechanisms between courts, police, lawyers, and CJsCs for pre-litigation cases.</li> <li>•</li> </ul>
4	Develop policy guidelines and operational frameworks for the Community Justice Centre.	Dec 2025	Dec 2029	<ul style="list-style-type: none"> <li>• Standardized and consistent operations across Community Justice Centres.</li> <li>• Improved quality and professionalism in the delivery of community-based justice services.</li> <li>• Stronger coordination between CJsCs and formal justice institutions.</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Comprehensive policy guidelines for the establishment and management of Community Justice Centres developed.</li> <li>• Standard Operating Procedures (SOPs) for case intake, mediation, referrals, and reporting developed for the Community Justice Centre.</li> <li>• Clear governance and accountability frameworks for CJsCs produced.</li> <li>• Harmonized procedures aligned with existing justice sector policies and ADR systems developed</li> </ul>
5	Engage Ministries of Justice and Judiciary on formal adoption of	Dec 2025	Dec 2029	<ul style="list-style-type: none"> <li>• Increased government buy-in and ownership of the Community Justice Centre model.</li> <li>• Formal recognition and integration</li> </ul>	<ul style="list-style-type: none"> <li>• Number of High-level advocacy meetings held with Ministries of Justice, Judiciary, and relevant government agencies.</li> <li>• Policy briefs/ technical presentations on</li> </ul>

	Community Justice Centres			<p>of CJs into justice structures.</p> <ul style="list-style-type: none"> <li>• Stronger collaboration between CJs, courts, and other justice institutions.</li> <li>• Policy directives issued to support CJC operations.</li> <li>• Progress toward sustainable government funding and institutional support for CJs.</li> </ul>	<p>the CJC model developed and shared with decision-makers.</p> <ul style="list-style-type: none"> <li>• Number of Formal stakeholder consultations and roundtable discussions conducted.</li> <li>• Draft MoUs supporting CJC adoption prepared.</li> <li>• Number of Technical Working groups established to guide government integration of CJs.</li> </ul>
6	Advocate to the National Assembly for the passage of the Community Justice centre	Dec 2025	Dec 2029	<ul style="list-style-type: none"> <li>• Increased awareness and understanding among legislators of the importance and benefits of Community Justice Centres.</li> <li>• Formal legislative process initiated for the CJC enabling law.</li> <li>• Strengthened political will and support for people-centred justice reforms at the national level.</li> <li>• Enabling law passed, providing a legal framework for the establishment and sustainability of CJs.</li> <li>• Improved coordination between the government, CSOs, and communities for justice sector reforms.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy briefs/legislative proposal on the CJC model prepared</li> <li>• Number of relevant Committees of the National Assembly presented with the Policy brief/Legislative proposal</li> <li>• Number of Stakeholder advocacy meetings/ consultations/ roundtables with legislators held.</li> <li>• Number of Campaign materials highlighting the benefits of CJs developed and disseminated.</li> <li>• Number of position papers on the CJC developed and disseminated.</li> <li>• Number of Coalition civil society organisations in the justice sector mobilised to support the legislative process.</li> </ul>
7	Use radio programs and community dialogues to educate citizens on	Dec 2025	Dec 2029	<ul style="list-style-type: none"> <li>• Increased awareness of ADR and CJC protocols within communities</li> </ul>	<ul style="list-style-type: none"> <li>• Number of IEC materials on the CJC and other ADR services produced.</li> </ul>

the use of the CJC and other ADR services				
Source(s) of Funding:	Federal Government Budget and Donor Agencies			

### Commitment 8 - Business and Human Rights

Commitment Number 8					
Thematic Area:	<b>Business and Human Rights</b>				
Commitment	Review, Ensure, and Monitor the Implementation of the Nigerian National Action Plan on Business and Human Rights.				
Implementation Period:	Jan 2026 - Dec 2027				
Lead MDA:	National Human Rights Commission (NHRC)				
Responsible Person:	Tony Ojukwu				
Designation:	Executive Secretary, NHRC				
Email and Phone Number(s):	<a href="mailto:info@nhrc.gov.ng">info@nhrc.gov.ng</a>				
Other Actors Involved in the Implementation:	<table border="1"> <tr> <td>State Actors:</td> <td>Federal Ministry of Justice, Ministry of Labour and Employment, Ministry of Environment, National Environmental Standards and Regulations Enforcement Agency (NESREA).</td> </tr> <tr> <td>Non-State</td> <td>Abuja Chamber of Commerce and Industry (ACCI), Nigerian Bar Association (NBA), Civil Society</td> </tr> </table>	State Actors:	Federal Ministry of Justice, Ministry of Labour and Employment, Ministry of Environment, National Environmental Standards and Regulations Enforcement Agency (NESREA).	Non-State	Abuja Chamber of Commerce and Industry (ACCI), Nigerian Bar Association (NBA), Civil Society
State Actors:	Federal Ministry of Justice, Ministry of Labour and Employment, Ministry of Environment, National Environmental Standards and Regulations Enforcement Agency (NESREA).				
Non-State	Abuja Chamber of Commerce and Industry (ACCI), Nigerian Bar Association (NBA), Civil Society				

	Actors:	Legislative Advocacy Centre (CISLAC), Trade Unions (e.g., NLC). Civil Society Legislative Advocacy Centre (CISLAC), Nigeria Labour Congress (NLC), Trade Union Congress (TUC), Nigerian Economic Summit Group (NESG), Manufacturers Association of Nigeria (MAN), livestock sector associations (e.g., Poultry Association of Nigeria), UN Working Group on Business and Human Rights, UNDP, Amnesty International.
Brief Description of Commitment:		This commitment aims to promote responsible business practices that respect human rights across Nigeria's key economic sectors by implementing the National Action Plan on Business and Human Rights (NAPBHR). Through transparent policies, stakeholder engagement, and accountability mechanisms, the commitment will foster corporate respect for human rights, address violations (e.g., labour rights abuses, environmental degradation, and community conflicts), and enhance access to remedies. The NHRC and ACCI will lead a multi-stakeholder process to ensure inclusive policy development, public access to information, and effective grievance mechanisms, aligning with the United Nations Guiding Principles on Business and Human Rights (UNGPs).
General Problem / Challenge Addressed by the Commitment:		Nigeria adopted a National Action Plan on Business and Human Rights but lacks a clear system to track whether government agencies are acting on their commitments. Without regular monitoring, there is no way to know which actions have been completed, which are delayed, and which have stalled entirely. This creates three problems. <ol style="list-style-type: none"> <li>1. Government agencies face no pressure to follow through on assigned responsibilities.</li> <li>2. Citizens and civil society cannot hold duty bearers accountable because progress data is not publicly available.</li> <li>3. Gaps between policy commitments and actual implementation go undetected and unresolved.</li> </ol> The commitment addresses the absence of a structured, transparent, and inclusive mechanism to review progress, identify bottlenecks, and ensure the NAP delivers real outcomes for affected communities.
Specific OGP Issue(s) in Focus:		Corporate Accountability; Civic Participation; Access to Information. Rights Protection, Transparency
Rationale for the Commitment:		Nigeria's economic sectors, including livestock (a focus of ACCI's activities) and extractives, face human rights challenges, including forced labour, environmental pollution, and land disputes (e.g., farmer-herder conflicts). The absence of a fully implemented NAPBHR, coupled with limited transparency in corporate practices, hinders accountability. This commitment leverages the NHRC's mandate to protect human rights and ACCI's private sector influence to drive policy reforms, stakeholder collaboration, and public participation, aligning with OGP's open government principles and Nigeria's commitments under the UNGPs.
Main Objective:		<ul style="list-style-type: none"> <li>• Review, Adopt, and Implement a Transparent NAPBHR: Review, improve and operationalise the National Action Plan on Business and Human Rights through inclusive, publicly accessible processes.</li> <li>• Enhance Corporate Accountability: Establish mechanisms to monitor and report human rights impacts of</li> </ul>

	<p>businesses in the selected sectors with vulnerabilities.</p> <ul style="list-style-type: none"> <li>● Strengthen Access to Remedies: Create accessible grievance and redress mechanisms for communities and workers affected by business activities.</li> <li>● Promote Stakeholder Engagement: Foster multi-stakeholder collaboration involving government, private sector, civil society, and communities to ensure inclusive policy implementation.</li> <li>● Increase Public Awareness and Participation: Use open data and civic engagement to educate citizens and businesses on human rights responsibilities.</li> </ul>
Anticipated Impact:	<p>Short-Term (by Dec 2026): Finalised NAPBHR, established monitoring and grievance mechanisms, and increased awareness among 1 million citizens and 50 businesses. Medium-Term (by Dec 2027): 20% reduction in human rights violations in the livestock, manufacturing, supply chain, and extractive sectors, 100 grievances resolved, and 1,000 stakeholders trained.</p> <p>Long-Term: Nigeria becomes a regional model for business and human rights, with a scalable NAPBHR framework adopted in other African OGP countries.</p> <ul style="list-style-type: none"> <li>● Legislative Alignment - Completion of the review of the Labour Act and CAMA to include BHR clauses.</li> <li>● Institutionalisation - Number of BHR Desk Officers trained and active amongst stakeholders like the Ministry of Mines and Steel Development, and NUPRC, etc</li> <li>● Remedy Access - Number of cases successfully mediated via the National Human Rights Commission without escalating to long-term litigation.</li> </ul>
<b>Expected Outcomes</b>	<b>Milestones (Performance Indicators)</b>
1	<p>Stakeholders are well-grounded in the framework</p> <ul style="list-style-type: none"> <li>● Trained business representatives report confidence in applying human rights due diligence standards within their organisation.</li> <li>● Government agencies operationalise business and human rights desk officers with documented handbooks and reporting mechanisms.</li> <li>● Key stakeholders demonstrate proficiency in UNGPs and NAPBHR implementation as measured by post-training assessments.</li> </ul>
2	<p>Establish a Business and Human Rights Action Plan Implementation Monitoring Framework</p> <ul style="list-style-type: none"> <li>● Establish a round table for the implementation of the existing NAP-BHR to partner or collaborate with the already established National Working Group (NWG-BHR)</li> <li>● Encourage the cascading of the same Working Group to the States (Sub-National)</li> <li>● Baseline and mid-term human rights impact assessment completed with documented findings and sectoral recommendations</li> </ul>
3	<p>Establish a National</p> <ul style="list-style-type: none"> <li>● Grievances and complaints received, mediated and resolved through an accessible mechanism in selected</li> </ul>

	Centre For Business and Human Rights and Create Grievance and Redress Mechanisms	<p>sectors, with increased satisfaction rated among complainants.</p> <ul style="list-style-type: none"> <li>• Documented case studies and remedial outcomes published, demonstrating effective grievance redress without escalation to protracted litigation.</li> <li>• National Centre for Business and Human Rights established with staffing, operational protocols, and linkages to NHRC documented.</li> <li>• Community satisfaction survey shows confidence in the grievance mechanism accessibility, fairness and timeliness</li> </ul>
4	Establish a desk for Business and Human Rights in each state Chamber of Commerce, and Conduct Capacity-Building Programs	<ul style="list-style-type: none"> <li>• Support desks established with trained personnel and documented operational procedures</li> <li>• Target SMEs receive targeted capacity building on human rights compliance</li> <li>• State-level chamber staff demonstrate competency in mentoring and advising member businesses on human rights due diligence and grievance mechanisms</li> <li>• Target sectors adopt documented human rights policies or grievance-handling procedures, verified through desk-based compliance assessment.</li> </ul>
5	Launch Public Awareness Campaign	<ul style="list-style-type: none"> <li>• Citizens reached through integrated media, social media and community outreach campaigns with demonstrated awareness of corporate human rights responsibilities.</li> <li>• Pre-and post-campaign awareness surveys show an increase in public knowledge of business human rights violations and the remedy mechanisms</li> <li>• Community-level dialogues conducted in affected areas, documenting citizens' concerns and remedy pathways</li> </ul>
6	Establish a Multi-Stakeholder Oversight Committee	<ul style="list-style-type: none"> <li>• A multi-stakeholder oversight committee formally constituted with representation from government, the private sector, civil society, and affected communities, with a charter and documented governance procedures.</li> <li>• Committee convenes monthly with documented attendance, minutes, decisions, and escalation protocols, submitting reports to the OGP NSC.</li> <li>• Oversight committee reviews and approves selected human rights impact assessments and corresponding remedial action plans</li> </ul>

Planned Activities		Start Date	End Date	Expected Output(s)	Output Indicator(s)
1.	Conduct multi-stakeholder consultations to finalize	Jan 2026	Dec 2027	<ul style="list-style-type: none"> <li>• A finalized and validated NAPBHR document that reflects input from all</li> </ul>	<ul style="list-style-type: none"> <li>• Number of multi-stakeholder consultation sessions held (disaggregated by geopolitical zone or sector).</li> </ul>

	the NAPBHR, ensuring transparency and public input.			<p>stakeholder groups.</p> <ul style="list-style-type: none"> <li>• Consultation reports documenting feedback received, issues raised, and how they were addressed.</li> <li>• A stakeholder participation register showing representation across government, civil society, private sector, and affected communities.</li> <li>• A public summary of the consultation process and outcomes, published on a government website or portal.</li> </ul>	<ul style="list-style-type: none"> <li>• Number and diversity of participants across all sessions (disaggregated by government, civil society, private sector, academia, and affected communities).</li> <li>• Number of written submissions or recommendations received from stakeholders.</li> <li>• Percentage of stakeholder recommendations reflected in the final NAPBHR document.</li> <li>• Number of consultation reports produced and published.</li> <li>• Publication date of the finalized NAPBHR document.</li> <li>• Number of platforms or channels used to invite public input (physical meetings, online portals, written submissions).</li> </ul>
2.	Publish the plan on an open government portal.	Jan 2026	Jun 2026	<ul style="list-style-type: none"> <li>• The finalized NAPBHR document uploaded and accessible on a designated open government portal.</li> <li>• A public notification or announcement informing citizens and stakeholders that the plan is available online.</li> <li>• The document published in accessible formats (PDF, HTML, and plain language summary).</li> <li>• A feedback mechanism</li> </ul>	<ul style="list-style-type: none"> <li>• NAPBHR document published on an open government portal.</li> <li>• Number of accessible formats in which the plan is published.</li> <li>• Number of public notification channels used to announce publication.</li> <li>• Number of downloads or views of the published document within the first 6 months.</li> <li>• Availability of a citizen feedback mechanism on the portal.</li> <li>• Number of citizen comments or questions received through the feedback mechanism within 6 months.</li> </ul>

				linked to the published plan allowing citizens to submit comments or questions	
3.	Establish accessible grievance mechanisms for communities and workers affected by business activities, integrated into NHRC's mandate	Jul 2026	Jun 2027	<ul style="list-style-type: none"> <li>• A formal grievance mechanism framework document approved by NHRC and relevant MDAs.</li> <li>• Designated grievance intake points operational at NHRC offices across all geopolitical zones.</li> <li>• A standardized complaint form and process guide available in English and major local languages.</li> <li>• A digital grievance submission portal accessible via web and mobile.</li> <li>• Trained NHRC staff and focal officers equipped to receive, process, and escalate business and human rights complaints.</li> <li>• Public awareness materials informing communities and workers about how to file grievances.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of grievance intake points established and operational across NHRC offices.</li> <li>• Number of languages in which the complaint form and process guide are available.</li> <li>• Existence of a functional digital grievance submission portal (yes/no).</li> <li>• Number of NHRC staff trained on receiving and processing business and human rights grievances.</li> <li>• Number of public awareness campaigns conducted to inform affected communities and workers about the grievance mechanism.</li> <li>• Number of grievances received through the mechanism within the first reporting period.</li> <li>• Average time taken to acknowledge receipt of a grievance after submission.</li> <li>• Number of grievances resolved or escalated within the defined timeline.</li> <li>• Number of geopolitical zones with at least one operational grievance intake point.</li> <li>• Number of community and worker groups directly engaged during the rollout of the mechanism.</li> </ul>
4.	Train businesses,	Jan 2026	Dec 2027	<ul style="list-style-type: none"> <li>• Training curriculum and</li> </ul>	<ul style="list-style-type: none"> <li>• Number of training sessions held.</li> </ul>

	government agencies, and communities on UNGPs and NAPBHR implementation, focusing on selected sectors.			<p>material developed covering UNGP’s NAPBHR, human rights due diligence, and remedy mechanism</p> <ul style="list-style-type: none"> <li>• Training sessions conducted for sectorial stakeholders.</li> <li>• Training completion and competency assessment reports documenting participant knowledge gains, application</li> </ul>	<ul style="list-style-type: none"> <li>• Percentage of participants reporting improved knowledge.</li> <li>• Training materials published online</li> </ul>
5.	Use media, X, and community outreach to raise awareness of business and human rights responsibilities, targeting 1 million citizens.	Jan 2026	Dec 2027	<ul style="list-style-type: none"> <li>• Social media campaign launched</li> <li>• Media features in reputable news outlets documenting business human rights issues and NAPBHR benefits.</li> </ul>	<ul style="list-style-type: none"> <li>• Number of awareness campaigns launched.</li> <li>• Number of citizens reached</li> <li>• Number of businesses adopting human rights policies.</li> </ul>
	Form a committee to oversee NAPBHR implementation, monitor progress, and report to the OGP National Steering Committee.	Jan 2026	Dec 2027	<ul style="list-style-type: none"> <li>• Multi-stakeholder oversight committee formally established</li> <li>• Quarterly convening of committee</li> </ul>	<ul style="list-style-type: none"> <li>• Committee established and number of oversight reports published</li> <li>• Stakeholder satisfaction level of steering committee (target: 70%)</li> </ul>
Source(s) of Funding:		Federal Government Budget (NHRC allocation), International Development Partners, and Private Sector			

## Extractive Transparency

### Commitment 9 - Extractive Reforms

Commitment Number 9					
Thematic Area:	<b>Extractive Transparency</b>				
Commitment	Promote the implementation of extractive reforms in Nigeria (PIA 2021, Solid Mineral Act and the 2011 guidelines and other relevant laws)				
Implementation Period:	December 2025 - November 2029				
Lead MDA:	NEITI Ministry of Petroleum Min. of Solid Minerals Development,				
Responsible Person:	Executive Secretary Senator Heineken Lokpobiri Dele Alake				
Designation:	Executive Secretary Minister of State for Petroleum Minister of Solid Minerals				
Email and Phone Number(s):					
Other Actors Involved in the Implementation:	<table border="1"> <tr> <td>State Actors:</td> <td>NUPRC, MEC, Min. of Environment, NMDPRA, NOSDRA, NESREA, NCDMB, NNPC</td> </tr> <tr> <td>Non-State Actors:</td> <td>Center for Transparency and Accountability (CTA), Publish What You Pay (PWYP) Nigeria, Centre LSD, Spaces for Change, BudgIT, Koyenum Imalah Foundation (KIF), Initiative for Research, Innovation and Advocacy in Development (IRIAD), Socio Economic Research and Development Centre (SERDEC), Women in Extractives, Women in Mining, Conscience for Human Rights and Conflict Resolution (CHRCR), Policy Alert, Dataphyte</td> </tr> </table>	State Actors:	NUPRC, MEC, Min. of Environment, NMDPRA, NOSDRA, NESREA, NCDMB, NNPC	Non-State Actors:	Center for Transparency and Accountability (CTA), Publish What You Pay (PWYP) Nigeria, Centre LSD, Spaces for Change, BudgIT, Koyenum Imalah Foundation (KIF), Initiative for Research, Innovation and Advocacy in Development (IRIAD), Socio Economic Research and Development Centre (SERDEC), Women in Extractives, Women in Mining, Conscience for Human Rights and Conflict Resolution (CHRCR), Policy Alert, Dataphyte
State Actors:	NUPRC, MEC, Min. of Environment, NMDPRA, NOSDRA, NESREA, NCDMB, NNPC				
Non-State Actors:	Center for Transparency and Accountability (CTA), Publish What You Pay (PWYP) Nigeria, Centre LSD, Spaces for Change, BudgIT, Koyenum Imalah Foundation (KIF), Initiative for Research, Innovation and Advocacy in Development (IRIAD), Socio Economic Research and Development Centre (SERDEC), Women in Extractives, Women in Mining, Conscience for Human Rights and Conflict Resolution (CHRCR), Policy Alert, Dataphyte				
Brief Description of Commitment:	This commitment strengthens transparency in Nigeria's oil, gas, and mining sectors. The commitment will improve public access to key information: Host Community Development Trust funds, Community Development Agreements, sector contracts, licenses, permits, and revenue data. A gap analysis of current laws will be				

	<p>conducted to identify weaknesses. This commitment will translate complex regulations into plain language that communities can understand. It will create community scorecards so citizens can track company performance, educate host communities about their rights under new extractive laws and establish a central data disclosure platform where anyone can access extractive sector information. These actions will give communities the knowledge and tools to hold government and companies accountable.</p>
<p>General Problem / Challenge Addressed by the Commitment:</p>	<p>Nigeria's oil, gas, and mining sectors operate with limited transparency. Communities hosting extractive activities cannot access basic information about revenues, contracts, licenses, or permits. Host Community Development Trust funds exist on paper, but communities do not know how much money they should receive or how it gets spent. Companies sign Community Development Agreements behind closed doors. Extractive sector laws and regulations use technical language that ordinary citizens cannot understand. No central platform exists where the public can find extractive sector data. This information gap leaves communities powerless. They cannot track what companies promised versus what they delivered. They cannot verify if their statutory benefits reached them. They cannot hold government agencies or companies accountable for failures. Without access to clear information, host communities remain excluded from decisions that directly affect their land, environment, and livelihoods.</p>
<p>Specific OGP Issue(s) in Focus:</p>	<ul style="list-style-type: none"> <li>• Transparency</li> <li>• Accountability</li> <li>• Participatory Governance</li> </ul>
<p>Rationale for the Commitment:</p>	<p>Nigeria passed new extractive sector laws, including the Petroleum Industry Act 2021 and amendments to the Solid Mineral Act. These laws contain strong transparency provisions. But passing laws is not enough. Most government officials do not fully understand the new requirements. Companies are not complying. Host communities do not know their new rights. No one is tracking whether the laws deliver their promised benefits. We need to measure where implementation stands today. We need to identify what is blocking progress. We need to close the gap between what the law says and what happens on the ground. This commitment creates the systems to monitor implementation, educate stakeholders, and make extractive sector information accessible to everyone who needs it.</p>
<p>Main Objective:</p>	<p>To promote the implementation of extractive reforms in Nigeria (PIA 2021, Solid Mineral Act and the 2011 guidelines and other relevant laws)</p>
<p>Anticipated Impact:</p>	<p>Communities will access real-time data on extractive sector revenues, contracts, and development funds. Government agencies and companies will face public scrutiny on their compliance with transparency laws. Host communities will use scorecards and rights education to demand accountability. The extractive sector will operate with greater openness, reducing corruption and ensuring benefits reach the people who bear the costs of oil, gas, and mining activities.</p>

Expected Outcomes		Milestones (Performance Indicators)
1	Legal framework gaps identified and addressed	<ul style="list-style-type: none"> <li>● Gap analysis report published covering PIA 2021, Solid Mineral Act, and related regulations</li> <li>● Number of identified gaps with recommended solutions</li> <li>● Number of regulatory agencies that adopt gap analysis recommendations</li> </ul>
2	Host communities understand their rights and can track performance	<ul style="list-style-type: none"> <li>● Number of host communities trained on extractive sector rights</li> <li>● Number of community scorecards completed and published</li> <li>● Simplified versions of key regulations published in multiple Nigerian languages</li> </ul>
3	Extractive sector data accessible to the public	<ul style="list-style-type: none"> <li>● Data disclosure platform launched and operational</li> <li>● Number of datasets published (contracts, licenses, permits, HCDDT allocations, revenues)</li> <li>● Number of monthly users accessing the platform</li> <li>● Percentage of extractive companies submitting required disclosures</li> </ul>

Planned Activities	Start Date	End Date	Expected Output(s)	Output Indicator(s)
1 Review/gap analysis of relevant extractive laws/regulation	December 2025	November 2029	<ul style="list-style-type: none"> <li>● Gap Analysis Reports</li> <li>● Simplified Reports of identified gaps</li> <li>● Infographics</li> <li>● Factsheets</li> </ul>	<ul style="list-style-type: none"> <li>● Number of gap analysis review reports on the extractive laws/regulation produced</li> </ul>
2 Simplification, production and dissemination of extractive sector laws and regulations	December 2025	November 2029	<ul style="list-style-type: none"> <li>● Simplified laws and regulations</li> <li>● Infographics</li> </ul>	<ul style="list-style-type: none"> <li>● Simplified extractive sector laws and regulations produced.</li> <li>● Number of simplified extractive sector laws disseminated</li> </ul>
3 Facilitate scorecard development on HCDDT, CDA	December 2025	November 2029	<ul style="list-style-type: none"> <li>● Database</li> <li>● HCDDT &amp; CDA Scorecards</li> <li>● Videos and pictures of meetings</li> </ul>	<ul style="list-style-type: none"> <li>● Number of scorecard development workshop held</li> <li>● Number of HCDDTs participated</li> <li>● Number of CDAs participated</li> <li>● Number of Engagement reports produced</li> <li>●</li> </ul>
4 Awareness creation	December	November	<ul style="list-style-type: none"> <li>● Town halls</li> </ul>	<ul style="list-style-type: none"> <li>● Number of town halls meetings held for host</li> </ul>

	and rights education campaign for Host Community	2025	2029	<ul style="list-style-type: none"> <li>• Workshops</li> <li>• Reports from meetings</li> <li>• Infographics</li> <li>• Media engagements</li> </ul>	communities <ul style="list-style-type: none"> <li>• Number of workshops held for host communities</li> <li>• Numbers of meeting reports produced</li> <li>• Number of media mentions</li> </ul>
5	Establishment of extractive sector data disclosure centre	December 2025	November 2029	<ul style="list-style-type: none"> <li>• Database</li> <li>• Data centre</li> </ul>	<ul style="list-style-type: none"> <li>• Data disclosure centre established for the extractive sector.</li> </ul>
Source(s) of Funding:		Government, Donors, Partners, etc.			

## Anti-Corruption

### Commitment 10 - Asset Recovery

Commitment Number 10	
Thematic Area:	<b>Fiscal Transparency</b>
Commitment	Strengthen Asset Recovery and Management Framework in Nigeria
Implementation Period:	2025 – 2029
Lead MDA:	Federal Ministry of Justice
Responsible Person:	Prince Lateef Fagbemi, SAN
Designation:	Attorney General of the Federation and Honourable Minister of Justice
Email and Phone Number(s):	<a href="mailto:agf@justice.gov.ng">agf@justice.gov.ng</a>
Other Actors Involved in the Implementation:	State Actors: Federal Ministry of Justice, Anti-Corruption Agencies (ACAs), Law Enforcement Agencies (LEAs).

	Non-State Actors:	CLEEN Foundation, ANEEJ, African Centre for Governance, Asset Recovery and Sustainable Development, CISLAC, HEDA Resource Centre, CSJ, Center for Fiscal Transparency and Public Integrity, Koyenum Immalah Foundation, Centre for Transparency Advocacy, Women in Extractives, SERDEC.
Brief Description of Commitment:	This commitment aims at improving coordination, strengthening legal frameworks by enhancing cooperation through information sharing, capacity building, and advocacy, ensuring the proper utilisation and management of recovered assets. The commitment will focus on strengthening the asset recovery framework for greater accountability, transparency, and proper stewardship of public resources.	
General Problem / Challenge Addressed by the Commitment:	Nigeria, having made tremendous efforts in asset recovery in recent years, still faces issues of lack of effective coordination, efficiency, limited capacity for transparent tracking, management and utilization of recovered assets and weak legal and institutional frameworks which undermine public trust and hinder effective asset recovery.	
Specific OGP Issue(s) in Focus:	There is weak coordination, transparency and accountability in the recovery, management, and utilization of recovered assets in Nigeria.	
Rationale for the Commitment:	Nigeria's asset recovery and management system is weak due to poor coordination, legal gaps, and low capacity, which erodes public trust and citizens' participation. Efficient recovery and management of recovered assets is vital for restoring public trust, deterring corruption, and ensuring that recovered assets are used for national development. A systematic asset recovery and management framework will enhance Nigeria's ability to comply with international standards such as the UNCAC and GFAR principles and support sustainable socio-economic growth by utilising recovered assets toward public priorities.	
Main Objective:	To establish a transparent, efficient, and accountable asset recovery and management system that enhances coordination, ensures proper management and utilization of recovered assets, and strengthens public trust in Nigeria's anti-corruption efforts.	
Anticipated Impact:	Strengthening Nigeria's asset recovery and management system will lead to more transparent, efficient, and accountable processes. This will increase public trust in government, improve the return and use of stolen assets for national development, enhance compliance with international anti-corruption standards such as the UNCAC and GFAR Principles, and ultimately support sustainable socio-economic growth across the country.	
<b>Expected Outcomes</b>		<b>Milestones (Performance Indicators)</b>
1.	Improved coordination among	<ul style="list-style-type: none"> <li>Formal inter-agency coordination mechanism established with well documented TORs and quarterly meetings held.</li> <li>Information sharing protocols and data exchange agreements operationalized between participating agencies</li> </ul>

	agencies involved in asset recovery, management, and use.	<ul style="list-style-type: none"> <li>• Annual inter-agency coordination performance report documenting collaboration efforts.</li> </ul>			
2.	Increased capacity of institutions to trace, recover, and manage stolen assets effectively.	<ul style="list-style-type: none"> <li>• MDAs and ACAs demonstrate proficiency in asset tracing, recovery and management procedures</li> <li>• Standardized operational manuals and asset recovery procedure developed, approved and adopted by key institution</li> <li>• Advanced training programs conducted with key stakeholders</li> <li>• Post training performance metrics to show improvement in asset recovery case outcomes and timelines</li> </ul>			
3.	Enhanced utilisation of recovered assets for public development projects.	<ul style="list-style-type: none"> <li>• National legal framework for utilization and disposal of recovered assets</li> <li>• Public development of asset utilization reports developed to demonstrate transparent allocation and social impact</li> </ul>			
4.	Enhanced transparency and public access to information and participation in recovery and management of recovered assets	<ul style="list-style-type: none"> <li>• Dedicated open data portal on asset recovery established and maintained with regular publications</li> <li>• Citizen's feedback and participation mechanisms established with documented evidence of citizen's input influencing asset recovery policy decisions</li> </ul>			
5.	Strengthened public trust and confidence in anti-corruption efforts and governance	<ul style="list-style-type: none"> <li>• Baseline public trust survey measuring citizens confidence in asset recovery and ACAs</li> <li>• Media coverage analysis demonstrates positive narrative shift on asset recovery outcomes published across national and local media</li> <li>• Increase in citizen's trust in the utilization of asset recovery for national developments</li> </ul>			
Planned Activities		Start Date	End Date	Expected Output(s)	Output Indicator(s)
1.	Capacity building of MDAs and ACAs in the	Feb 2026	Dec 2029	<ul style="list-style-type: none"> <li>• Capacity building and sensitization workshops held across 6</li> </ul>	<ul style="list-style-type: none"> <li>• Number of capacity building and sensitization workshops held for</li> </ul>

	implementation of the Proceeds of Crime (Recovery and Management ) Act 2022.			<p>geopolitical zones</p> <ul style="list-style-type: none"> <li>Increased knowledge and capacity of MDAs and anti-corruption agencies to implement the Proceeds of Crime Act.</li> </ul>	<p>MDAs and ACAs on the proceeds of crime (Recovery and management Act 2022))</p> <ul style="list-style-type: none"> <li>Number of MDAs and ACAs trained</li> </ul>
2.	Advocacy for the establishment of a framework for domestic asset recovery and management.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Advocacy messages and tools developed.</li> <li>Advocacy engagement held and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Number of advocacies held for the establishment of a framework for domestic asset recovery and management</li> <li>Framework for domestic Asset recovery and management developed.</li> </ul>
3.	Community sensitization and engagement on the recovery, management, and utilization of recovered assets.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Sensitization workshop of the community was conducted across 6 geopolitical zones.</li> </ul>	<ul style="list-style-type: none"> <li>Number of sensitization workshops held</li> </ul>
4.	Advocacy to establish a national legal framework for the utilisation and disposal of domestic and international recovered assets.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Advocacy messages and tools developed.</li> <li>Advocacy engagement held and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Number of advocacy engagements held.</li> <li>Develop National Legal Framework for the utilization and disposal of domestic international recovered assets</li> </ul>
5.	Sensitization on the use of recovered assets (local and subnational) by publishing asset sharing agreements by the government.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Sensitization workshops held across 6 geopolitical zones.</li> </ul>	<ul style="list-style-type: none"> <li>Number of sensitization workshops on the use of recovered assets held</li> </ul>
6.	Advocacy for Implementation of the Whistleblower Policy and Enactment of the Whistleblower Protection	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Advocacy messages and tools developed.</li> <li>Advocacy engagement held and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Number of advocacy engagements on the implementation of the whistleblower policy held.</li> <li>Enactment of the Whistleblower</li> </ul>

	Act.				Protection Act. <ul style="list-style-type: none"> <li>Number of advocacy tools developed</li> </ul>
7.	Advocacy for upgraded API access of BO to include ACAs.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Advocacy messages and tools developed.</li> <li>Advocacy engagement held and monitored.</li> </ul>	<ul style="list-style-type: none"> <li>Number of advocacy engagements on the upgraded API access of BO to include ACAs held.</li> </ul>
8.	Capacity building for CSOS and CBOs on asset recovery, management, utilization and monitoring	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Sensitisation workshops held across 6 geopolitical zones.</li> </ul>	<ul style="list-style-type: none"> <li>Number of sensitization workshops held.</li> </ul>
9.	Support national roundtable dialogue.	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>National roundtables dialogue held.</li> </ul>	<ul style="list-style-type: none"> <li>Number of National roundtable dialogue held.</li> </ul>
10.	Establishment of citizen observatory including community leaders, traditional leaders, national union of road transport users , market union associations, real estate associations e.t.c on asset recovery, management and utilization	Jan 2026	Dec 2029	<ul style="list-style-type: none"> <li>Establishment of a citizens observatory.</li> </ul>	<ul style="list-style-type: none"> <li>Number of citizen observatory on asset recovery, management and utilization established.</li> <li>Number of stakeholders engaged</li> </ul>
Source(s) of Funding:		FMOJ, Donor Funding			

## Climate Change

### Commitment 11 – Climate Change Governance

Commitment Number 11		
Thematic Area:	<b>Climate Change Governance</b>	
Commitment	To Strengthen the Implementation of the Climate Change Act 2021 and Related Frameworks through Transparency and Multi-Stakeholder Participation	
Implementation Period:	January, 2026 - December, 2029	
Lead MDA:	National Council on Climate Change Secretariat	
Responsible Person:	Mrs. Omotenloye Majekodunmi	
Designation:	Director-General/CEO	
Email and Phone Number(s):		
Other Actors Involved in the Implementation:	State Actors:	Federal Ministry of Environment, Federal Ministry of Justice, Federal Ministry of Finance, Federal Ministry of Budget and Economic Planning, Nigeria Revenue Service and States Internal Revenue Services, National Assembly and States Houses of Assembly, State Ministries of Environment or designated agencies in charge of climate change, National and sub-national OGP offices, Central Results Delivery Coordination Unit, Nigeria Extractive Industry Transparency Initiative
	Non-State Actors:	Fundlink Aid International, PACE Nigeria, Shehu Musa Yar'Adua Foundation, Foreign, Commonwealth and Development Office, Natural Resource Governance Institute, Gee

		Foundation for Social Justice and Development, Centre for Environmental Sustainability and Development Awareness, Youth Empowerment and Social Development, Policy Alert, BudGIT Foundation, NG Youth SDGs, Jos Green Centre
Brief Description of Commitment:	This commitment seeks to improve the implementation of the Climate Change Act 2021 by strengthening the coordination role of NCCC, clarifying institutional roles, creating awareness and building relevant climate capabilities among climate-sensitive MDAs at the national and sub-national levels, promoting citizen participation through Citizens Climate Assemblies, and strengthening financing mechanisms.	
General Problem / Challenge Addressed by the Commitment:	The implementation of the Climate Change Act is hindered by weak coordination structures among climate sensitive MDAs, lack of awareness and weak capabilities of state and state actors at the sub-nationals to drive implementation, overlapping mandates among MDAs, low public awareness and engagement, and weak climate financing mechanisms.	
Specific OGP Issue(s) in Focus:	<ul style="list-style-type: none"> <li>● Transparency</li> <li>● Public Participation</li> <li>● Accountability</li> </ul>	
Rationale for the Commitment:	<ul style="list-style-type: none"> <li>● Strengthening the NCCC and clarifying institutional roles will enhance coordination</li> <li>● Citizens' Climate Assemblies and Community of Practice for State Actors will strengthen legitimacy and responsiveness, while raising awareness towards adoption of relevant mitigation, adaptation, and resilience practices, and preparing national and subnational entities for international engagements.</li> <li>● A strong climate finance mechanism will enable sustainable climate action.</li> </ul>	
Main Objective:	To strengthen the implementation of the Climate Change Act through transparency, inclusion, and sustainable financing.	
Anticipated Impact:	More effective, inclusive, and accountable climate governance at national and subnational levels.	

Expected Outcomes		Milestones (Performance Indicators)
1	Improved coordination of climate change actions at the national and sub-national levels	<ul style="list-style-type: none"> <li>• Number of NCCC statutory meetings held per year</li> <li>• Percentage of MDAs sending reports in a timely manner in line with NCCC guidelines</li> <li>• Number of sub nationals that have developed climate change policies aligned to National policy documents in line with international commitments</li> </ul>
2	Improved Climate Change Act with clarified institutional mandates	<ul style="list-style-type: none"> <li>• Institutional review working group established</li> <li>• Institutional responsibility matrix published</li> <li>• Revised Climate Change Act enacted</li> </ul>
3	Citizens' Climate Assemblies institutionalized	<ul style="list-style-type: none"> <li>• 6 pilot Citizens' Climate Assemblies inaugurated and mainstreamed</li> <li>• Percentage of the Assembly decisions integrated into climate policies developed or revised.</li> </ul>
4	National Climate Fund and carbon credit roadmap established	<ul style="list-style-type: none"> <li>• National Climate Fund operationalised</li> <li>• National carbon market roadmap developed</li> </ul>
5	A Participatory Investment-ready Climate Projects Preparation Facility established	<ul style="list-style-type: none"> <li>• National Climate Projects Register developed</li> <li>• Civil society-led projects' transparency and justice audit report submitted</li> </ul>
6	Climate	<ul style="list-style-type: none"> <li>• Open-access Climate Finance Dashboard created and uploaded</li> <li>• CSO-led climate finance audit reports</li> </ul>

	finance information accessible on dashboard				
Planned Activities		Start Date	End Date	Expected Output(s)	Output Indicator(s)
1.	Establish institutional review working group	Q1 2026	Q1 2026	<ul style="list-style-type: none"> <li>Working group TOR and membership list</li> </ul>	<ul style="list-style-type: none"> <li>Terms of Reference (TOR) published</li> </ul>
2.	Conduct review of Climate Change Act 2021	Q1 2026	Q4 2028	<ul style="list-style-type: none"> <li>Revised Climate Change Act</li> </ul>	<ul style="list-style-type: none"> <li>Revised Act published</li> </ul>
3.	Conduct legal review and publish Institutional Responsibility Matrix	Q1 2026	Q2 2026	<ul style="list-style-type: none"> <li>Institutional Matrix</li> </ul>	<ul style="list-style-type: none"> <li>Document published</li> </ul>
4.	Create Stakeholder Engagement Platforms	Q1 2026	Q4 2026	<ul style="list-style-type: none"> <li>Pilot Citizens' Climate Assemblies in 6 states in the 6 geopolitical zones of Nigeria</li> <li>Community of Practice (CoP) for State Actors</li> </ul>	<ul style="list-style-type: none"> <li>Climate Assembly Reports available online;</li> <li>CoP Reports available online</li> </ul>
5.	Integrate Climate Assembly decisions into policy reviews	Q1 2026	Q3 2029	<ul style="list-style-type: none"> <li>Updated policy draft</li> </ul>	<ul style="list-style-type: none"> <li>Policy includes cited inputs</li> </ul>

6	Inaugurate National and subnational Climate Funds to make them operational	Q1 2026	Q4 2027	<ul style="list-style-type: none"> <li>• Draft Fund design and governance structure</li> </ul>	<ul style="list-style-type: none"> <li>• Design document published</li> </ul>
7	Host national roundtable on development of carbon credit market	Q2 2026	Q1 2027	<ul style="list-style-type: none"> <li>• Roadmap for the local carbon market</li> </ul>	<ul style="list-style-type: none"> <li>• Published roadmap</li> </ul>
8	Design and launch of the Climate Projects Preparation Facility to meet domestic and international funding and financing requirements	Q1 2026	Q4 2029	<ul style="list-style-type: none"> <li>• Online National Climate Change Project Registry with project tracking</li> </ul>	<ul style="list-style-type: none"> <li>• Registry URL,</li> <li>• Number of projects listed</li> </ul>
9	Civil society-led audit of projects pipeline for transparency and inclusivity	Q2 2026	Q4 2029	<ul style="list-style-type: none"> <li>• Projects Transparency and Justice Evaluation Report</li> </ul>	<ul style="list-style-type: none"> <li>• Report published online</li> </ul>
10	Develop Climate Finance Dashboards at national and subnational levels	Q1 2026	Q4 2027	<ul style="list-style-type: none"> <li>• Open-access dashboard</li> </ul>	<ul style="list-style-type: none"> <li>• Climate finance reports published</li> </ul>
Source(s) of Funding:		National and Subnational Government Budgets, Global Climate Fund, Climate Finance Donors, Development Partners, Voluntary Carbon Market Revenue, Climate Sector Investors			

## Civic Space

### Commitment 12 – Civic Space

Commitment Number 12	
Thematic Area:	<b>Civic Space</b>
Commitment	To Protect and Expand Civic Space in Nigeria by Strengthening Safeguards for Freedom of Assembly, Association, and Expression, Promoting an Enabling Environment for Civil Society, and Advancing Open Governance at All Levels
Implementation Period:	January, 2026 – December, 2029
Lead MDA:	National Human Rights Commission (NHRC)
Responsible Person:	Tony Ojukwu
Designation:	Executive Secretary, NHRC
Email and Phone Number(s):	<a href="mailto:info@nhrc.gov.ng">info@nhrc.gov.ng</a>
Other Actors Involved in the Implementation:	<p><b>State Actors:</b> Nigeria Police Force, Police Service Commission (PSC), Inspector General of Police, National Human Rights Commission (NHRC), Federal Ministry of Justice, House of Representatives Committee on Civil Society and Development Matters, Corporate Affairs Commission (CAC), Nigeria Revenue Service (NRS, formerly FIRS), National Assembly, Ministry of Interior, Association of Local Governments of Nigeria (ALGON), State Houses of Assembly.</p> <p><b>Non-State Actors:</b> Nigeria Network of NGOs (NNGO), Civil Society Legislative Advocacy Centre (CISLAC), Partners West Africa Nigeria (PWAN), Network on Police Reform in Nigeria (NOPRIN), Nigeria Bar Association (NBA), Amnesty International Nigeria, Open Government Partnership Secretariat, Abuja Chamber of Commerce and Industry (ACCI), Nigeria Labour Congress (NLC), Trade Union Congress (TUC), Centre for Democracy and Development (CDD), Socio-Economic Rights and Accountability Project (SERAP). CLEAN Foundation, WACSI-</p>

	NODE
Brief Description of Commitment:	<p>This commitment seeks to protect and expand civic space in Nigeria at a critical juncture marked by the approach of the 2027 general elections, the enactment of new tax legislation affecting nonprofits, the anticipated issuance of a code of corporate governance for nonprofits, growing concerns about police management of protests, and the expanding autonomy of local governments. The commitment brings together government institutions, civil society, and the private sector to establish institutional safeguards for freedom of assembly, reform provisions of the Companies and Allied Matters Act (CAMA) that constrain nonprofit operations, address the chilling effects of the new tax laws on civil society organisations, and promote open governance at the local government level. Through targeted advocacy, policy engagement, and capacity building, the commitment will ensure that civic space is protected, citizens can freely exercise their fundamental rights, and an enabling environment for civil society is strengthened across all tiers of government.</p>
General Problem / Challenge Addressed by the Commitment:	<p>Nigeria’s civic space faces a convergence of threats that, if unaddressed, will significantly undermine citizens’ ability to organise, advocate, and hold government accountable. Several interrelated challenges demand urgent and coordinated action.</p> <p>First, there is no standardised framework for policing protests in Nigeria. The absence of a protest policing toolkit means that law enforcement responses to demonstrations – particularly those anticipated around the 2027 elections – remain unpredictable and often disproportionate. Reports of police brutality during civic actions continue to rise, eroding public trust and deterring citizens from exercising their constitutional right to peaceful assembly.</p> <p>Second, Section 839 of the Companies and Allied Matters Act (CAMA) grants the Corporate Affairs Commission sweeping powers over nonprofit organisations, including the authority to suspend trustees and appoint interim managers. These provisions, drawn from UK nonprofit law but applied without corresponding safeguards, threaten the independence and autonomy of civil society organisations and have a chilling effect on civic participation.</p> <p>Third, the new Nigeria Tax Act and the Nigeria Tax Administration Act impose stringent compliance requirements on nonprofits, including provisions that criminalise trustee liabilities and impose personal imprisonment on nonprofit board members for tax filing failures. These measures pose a significant threat to freedom of association by deterring qualified individuals from serving on CSO boards, thereby weakening governance and leadership in the sector.</p>

	<p>Fourth, the growing autonomy of local governments under recent judicial and constitutional developments, while positive for decentralisation, introduces new civic space challenges. Without proactive engagement with structures such as the Association of Local Governments of Nigeria (ALGON), there is a risk that increased scrutiny at the local level may be accompanied by restrictions on civic activities, limited transparency, and exclusion of citizens and civil society from local governance processes.</p>
Specific OGP Issue(s) in Focus:	<p>Civic Participation; Freedom of Assembly; Freedom of Association; Access to Information; Transparency and Accountability; Right to Protest; Enabling Environment for Civil Society; Open Local Governance</p>
Rationale for the Commitment:	<p>Nigeria’s civic space is at a critical inflection point. The convergence of the 2027 general elections, new tax legislation, anticipated nonprofit governance codes, persistent police brutality, and expanding local government autonomy creates both threats and opportunities. The absence of a dedicated commitment on civic space in the National Action Plan would leave these challenges unaddressed at precisely the moment when Nigeria most needs robust protections for civic freedoms.</p> <p>The OGP framework provides a unique platform to co-create binding commitments between government and civil society that safeguard the rights of citizens to organise, protest peacefully, and engage in public affairs. Nigeria’s OGP membership carries an obligation to promote civic participation, and this commitment directly responds to that mandate by addressing the most pressing threats to civic space.</p> <p>Furthermore, the anticipated adoption of the protest policing toolkit ahead of the 2027 elections presents a strategic window to institutionalise human rights-compliant policing standards. The legislative engagement on CAMA Section 839 builds on existing momentum with the House of Representatives, and proactive engagement with the Nigeria Revenue Service on the tax implications for CSOs can prevent the unintended consequences of the new tax laws from crippling the nonprofit sector. At the local government level, early engagement with ALGON and related bodies can embed transparency and participatory governance standards before restrictive practices take root.</p>
Main Objective:	<p>Protect and promote freedom of assembly by securing the adoption of a standardised protest policing toolkit by the Nigeria Police Force, ensuring human rights-compliant management of protests and demonstrations, especially during the 2027 electoral cycle.</p> <p>Strengthen the enabling legal environment for civil society by advancing legislative safeguards for Section 839 of CAMA to prevent undue government interference in the governance and operations of nonprofit organisations.</p>

	<p>Mitigate the adverse effects of new tax legislation on nonprofits by engaging the Nigeria Revenue Service to secure tax amnesty provisions, exemptions, or administrative reliefs that protect freedom of association and encourage qualified individuals to serve on CSO boards.</p> <p>Promote open governance at the local government level by working with ALGON and state-level structures to embed transparency, accountability, and citizen participation in local government operations.</p>									
Anticipated Impact:	<p>Short-Term (by Dec 2026): Protest policing toolkit adopted by the Nigeria Police Force and integrated into police training curricula ahead of the 2027 general elections. In-depth comparative analysis of CAMA Section 839 submitted to the House of Representatives Committee. Initial engagement with the Nigeria Revenue Service on CSO tax reliefs completed. ALGON engagement framework established.</p> <p>Medium-Term (by Dec 2028): Amendment bills or committee recommendations for reform of CAMA Section 839 introduced in the National Assembly. Administrative guidelines or exemptions for CSO tax compliance issued by the Nigeria Revenue Service. Open governance pilot frameworks adopted by selected local government areas.</p> <p>Long-Term (by Dec 2029): A measurably safer environment for civic action, with reduced incidents of disproportionate force during protests, a reformed legal framework for nonprofit governance under CAMA, a tax regime that supports rather than penalises civil society, and demonstrable improvements in transparency and citizen participation at the local government level. Nigeria becomes a regional model for civic space protection within the OGP framework.</p>									
	<table border="1"> <thead> <tr> <th data-bbox="159 938 232 986"></th> <th data-bbox="232 938 1234 986">Expected Outcomes</th> <th data-bbox="1234 938 2078 986">Milestones (Performance Indicators)</th> </tr> </thead> <tbody> <tr> <td data-bbox="159 986 232 1326">1</td> <td data-bbox="232 986 1234 1326">Standardised protest policing guidelines adopted and operationalised by the Nigeria Police Force</td> <td data-bbox="1234 986 2078 1326"> <p>Protest policing toolkit formally adopted by the Inspector General of Police through an official directive or policy circular.</p> <p>Number of police training academies and commands that have integrated the toolkit into their curricula.</p> <p>Reduction in documented incidents of disproportionate force during protests, as reported by the NHRC and civil society monitors.</p> </td> </tr> <tr> <td data-bbox="159 1326 232 1406">2</td> <td data-bbox="232 1326 1234 1406">Legislative reform of CAMA Section 839 advanced to protect nonprofit autonomy</td> <td data-bbox="1234 1326 2078 1406">In-depth comparative analysis of CAMA Section 839 (with UK law comparison) submitted to the House Committee on</td> </tr> </tbody> </table>		Expected Outcomes	Milestones (Performance Indicators)	1	Standardised protest policing guidelines adopted and operationalised by the Nigeria Police Force	<p>Protest policing toolkit formally adopted by the Inspector General of Police through an official directive or policy circular.</p> <p>Number of police training academies and commands that have integrated the toolkit into their curricula.</p> <p>Reduction in documented incidents of disproportionate force during protests, as reported by the NHRC and civil society monitors.</p>	2	Legislative reform of CAMA Section 839 advanced to protect nonprofit autonomy	In-depth comparative analysis of CAMA Section 839 (with UK law comparison) submitted to the House Committee on
	Expected Outcomes	Milestones (Performance Indicators)								
1	Standardised protest policing guidelines adopted and operationalised by the Nigeria Police Force	<p>Protest policing toolkit formally adopted by the Inspector General of Police through an official directive or policy circular.</p> <p>Number of police training academies and commands that have integrated the toolkit into their curricula.</p> <p>Reduction in documented incidents of disproportionate force during protests, as reported by the NHRC and civil society monitors.</p>								
2	Legislative reform of CAMA Section 839 advanced to protect nonprofit autonomy	In-depth comparative analysis of CAMA Section 839 (with UK law comparison) submitted to the House Committee on								

					<p>Civil Society and Development Matters.</p> <p>Amendment bill or committee recommendation for reform of Section 839 introduced in the National Assembly.</p> <p>Number of advocacy engagements and consultations conducted with legislators on CAMA reform.</p>
3	Tax compliance framework for nonprofits reformed to protect freedom of association				<p>Formal engagement with the Nigeria Revenue Service on CSO-specific tax reliefs or administrative guidelines completed.</p> <p>Number of CSOs that benefit from revised compliance frameworks, exemptions, or amnesty provisions.</p> <p>Reduction in personal liability risks for nonprofit board members under the new tax laws.</p>
4	Open governance principles embedded in local government operations through ALGON engagement				<p>Memorandum of understanding or engagement framework established with ALGON on open governance.</p> <p>Number of local government areas that adopt transparency and citizen participation guidelines.</p> <p>Number of civil society-local government dialogue platforms established at the subnational level.</p>

	Planned Activities	Start Date	End Date	Expected Output(s)	Output Indicator(s)
1.	Adoption of Protest Policing Toolkit: Engage the OGP Secretariat, National Human Rights Commission, Police Service Commission, and	Jan 2026	Dec 2026	<p>Protest policing toolkit formally adopted by the Nigeria Police Force through official policy directive.</p> <p>Toolkit integrated into the OGP National Action Plan as a civic space commitment.</p> <p>Policy briefs and supporting advocacy documents</p>	<p>Number of copies of the protest policing toolkit printed and distributed to police commands.</p> <p>Number of consultative meetings held with the OGP Secretariat, NHRC, PSC, and IGP.</p> <p>Number of policy briefs produced and distributed.</p> <p>Official adoption instrument (policy directive, circular, or order) issued by the IGP or PSC.</p> <p>Number of police training institutions that have received</p>

	<p>Inspector General of Police to secure early adoption of the protest policing toolkit. Host a consultative meeting to integrate the toolkit into police training and operational policies. Print and distribute the toolkit. Produce and distribute policy briefs and supporting documents to relevant stakeholders ahead of the 2027 elections.</p>			<p>produced and disseminated to key decision-makers.</p> <p>Consultative meeting report documenting stakeholder endorsements and adoption commitments.</p>	<p>and integrated the toolkit.</p>
2.	<p>Legislation on Safeguards for Section 839 of CAMA: Produce the in-depth analysis of Section 839, including a comparative review of UK</p>	<p>Jan 2026</p>	<p>Dec 2029</p>	<p>Comprehensive in-depth analysis of CAMA Section 839, including comparative review of UK nonprofit law, produced and submitted to the House Committee.</p> <p>Amendment bill or committee recommendation for reform of Section 839 introduced in the National Assembly.</p>	<p>In-depth analysis document produced and formally submitted to the House Committee on Civil Society and Development Matters.</p> <p>Number of advocacy meetings and engagements with the Committee Chair and members.</p> <p>Number of legislative instruments (amendment bills, committee recommendations, or motions) initiated for reform of Section 839.</p> <p>Number of CSOs and stakeholders engaged in support of</p>

	<p>nonprofit law as requested by the House of Representatives Committee on Civil Society and Development Matters. Submit the analysis to the Committee. Sustain advocacy with the Committee to secure legislative attention for the introduction of amendment bills or committee recommendations for reform of the provision. Engage broader legislative and civil society stakeholders to build support for an enabling legal environment for nonprofits.</p>			<p>Broader legislative and CSO stakeholder support mobilised for CAMA reform.</p>	<p>the reform.</p>
3.	<p>Tax Amnesty for CSOs: Engage the Nigeria Revenue Service</p>	<p>Jan 2026</p>	<p>Dec 2029</p>	<p>Formal advocacy engagement with the Nigeria Revenue Service on CSO tax reliefs completed.</p>	<p>Number of formal engagement sessions held with the Nigeria Revenue Service. Number of policy briefs, position papers, and legal analyses produced.</p>

<p>(NRS, formerly FIRS) to advocate for CSO-specific tax reliefs, administrative exemptions, or amnesty provisions under the new Nigeria Tax Act and the Nigeria Tax Administration Act. Advocate for the removal or amendment of provisions that criminalise trustee liabilities and impose personal imprisonment on nonprofit board members for tax filing failures. Produce policy briefs, position papers, and legal analyses to support sustained engagement with the NRS, the National</p>			<p>Policy briefs and legal analyses on the impact of the new tax laws on nonprofits produced and disseminated.</p> <p>Administrative guidelines, exemptions, or amnesty provisions for CSO tax compliance issued or initiated.</p> <p>Advocacy for amendment of provisions imposing personal criminal liability on nonprofit board members advanced.</p>	<p>Number of administrative instruments (guidelines, circulars, or exemptions) issued by the NRS in favour of CSOs.</p> <p>Number of advocacy engagements with the National Assembly on amendment of punitive tax provisions.</p> <p>Evidence of reduced personal liability risk for nonprofit board members (e.g., revised guidelines or legislative action).</p>
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	Assembly, and relevant executive bodies.				
4.	Open Local Government Engagement: Work with the Association of Local Governments of Nigeria (ALGON), state Houses of Assembly, and relevant subnational bodies to promote transparency, accountability, and citizen participation in local government operations. Develop and disseminate a framework for open local governance that includes guidelines on budget transparency, public access to	Jan 2026	Dec 2029	Open local governance framework developed and endorsed by ALGON. Pilot implementation of the framework in selected local government areas across the six geopolitical zones. Civil society-local government dialogue platforms established to promote civic engagement at the subnational level. Guidelines on budget transparency and public access to information disseminated to local government councils.	Open local governance framework document produced and formally presented to ALGON. Number of local government areas that adopt and implement the open governance framework. Number of civil society-local government dialogue sessions held. Number of local government budgets published in accessible formats. Number of geopolitical zones with active open governance pilot programmes.

<p>information, civic engagement, and protection of civic space at the local level. Pilot the framework in selected local government areas across Nigeria's six geopolitical zones.</p>				
<p>Source(s) of Funding:</p>	<p>Federal Government Budget, Donor Agencies, and Civil Society Development Partners</p>			

# SECTION

3

NATIONAL ACTION PLAN  
IMPLEMENTATION AND  
CO-ORDINATION FRAMEWORK



### 3.1 Implementation and Coordination Framework

The implementation of this action plan will be through a dynamic multi-stakeholder engagement process, designed to foster collaboration and ensure equal representation among all participants. Central to this approach will be a Steering Committee, which will act as the guiding body. This committee will bring together diverse voices and perspectives, enabling co-creation and teamwork that utilises the strengths and expertise of each stakeholder. Through this inclusive framework, we aim to create a more effective and comprehensive action plan that addresses the needs and aspirations of the entire community.

The steering committee is composed of a total of 12 members, evenly split between six (6) representatives from various government Ministries, Departments, and Agencies (MDAs) and six (6) representatives from Civil Society Organisations (CSOs), private sector organisations, and professional bodies that are relevant to the key thematic areas of the Open Government Partnership (OGP). Members will serve a term of 2 years and can be re-elected for an additional consecutive term of 2 years, allowing for continuity and the possibility of leveraging accumulated experience and insights throughout their tenure. This structure ensures a balance of perspectives and expertise, crucial for effective governance and participation in the OGP process.

The objective is to establish a more streamlined, responsive, and effective committee to oversee the implementation of the fourth National Action Plan. This committee will focus on enhancing operational efficiency, ensuring accountability, and fostering

collaboration among various stakeholders. By doing so, it will facilitate timely decision-making and adaptation to emerging challenges, ultimately driving the successful execution of the plan's goals and initiatives.

### 3.2 National Steering Committee

The National Steering Committee (NSC) will convene quarterly to provide strategic leadership and guidance for the effective implementation of the action plan. Each meeting will serve as a platform for the committee to comprehensively review progress made, address any challenges encountered, and identify solutions to obstacles hindering the execution of specific activities in the Action Plan.

Prior to these quarterly meetings, the lead Ministries, Departments, and Agencies (MDAs), along with their implementing partners, are required to submit a detailed memorandum to the committee through the OGP Secretariat. This memo should clearly outline the progress achieved and the challenges faced in relation to each specific activity outlined in the action plan. By fostering transparency and accountability, this process allows the NSC to gauge the effectiveness of current strategies and make informed decisions moving forward.

The quarterly meetings will be deemed statutory, ensuring that they are a fixed element of the NSC's operational schedule. At the beginning of each calendar year, members will collaboratively approve an annual calendar that outlines the dates and focus areas for each of the quarterly meetings. This proactive approach aims to enhance coordination among stakeholders and ensure that all parties are aligned in their efforts to achieve the overarching goals of the action plan.

The National Steering Council (NSC) has the authority to convene an emergency meeting when urgent issues arise that require immediate attention. Such meetings can be initiated by the Governance and Leadership Committee of the NSC if they determine that circumstances warrant a prompt gathering. Additionally, members of the NSC have the option to formally request an emergency meeting by submitting a memo that must be signed by at least five members of the NSC. This protocol ensures that critical matters can be addressed swiftly and efficiently, maintaining the committee's responsiveness to pressing issues.

The roles of the NSC shall include the following:

- i. Establish high-level strategies, policies, and procedures.
- ii. Provide targeted outreach and support to encourage members, government institutions, and non-state actors to fulfill their Open Government Partnership (OGP) commitments.
- iii. Assist with fundraising efforts.
- iv. Represent OGP and promote its achievements on the international stage.
- v. Set a strong example by upholding OGP values and principles and making ambitious commitments.
- vi. Recruit and brief new Steering Committee members during the transition phase of the NSC.
- vii. Connect the OGP Secretariat with key potential partners.
- viii. Approve the budget for the OGP Secretariat and the annual work plan.

### 3.3. Co-Chairs for the OGP National Action Plan (Governance and Leadership Sub-Committee)

Four co-chairs will spearhead the National Steering Committee (NSC), each bringing a unique perspective and expertise to the leadership structure. This includes one designated lead government co-chair, who will oversee the committee's operations, alongside an incoming government co-chair responsible for transitioning new initiatives and strategies. Complementing this duo, there will also be a co-chair and an incoming co-chair representing non-state actors, ensuring that diverse voices from civil society and other sectors are actively included in the decision-making process.

Together, these four co-chairs will not only guide the overall direction of the NSC but will also form the Governance and Leadership Sub-committee, which will work closely with the National Coordinator/Executive Director of the Nigeria Open Government Partnership (OGP) Secretariat. This sub-committee will be integral to fostering collaboration, enhancing transparency, and promoting accountability within the NSC's initiatives, thereby reinforcing the commitment to inclusive governance.

Their responsibilities shall include the following:

- i. Ensure the vitality of OGP leadership by recruiting and orienting new members and co-chairs for the National Steering Committee.

- ii. Collaborate with the OGP Secretariat's National Coordinator/Executive Director to plan and conduct Steering Committee meetings.
- iii. Hire and supervise the National Coordinator/Executive Director.
- iv. Secure adequate funding for the OGP to achieve its strategic objectives.
- v. Provide oversight in financial, legal, and ethical matters.

### 3.4. OGP Secretariat Management Team

The OGP Secretariat will be led by the National Coordinator/Executive Director and supported by at least four Senior Advisers, specifically: (i) Civil Society Adviser, (ii) Public Sector Adviser, (iii) Communications Adviser, and (iv) Subnational Engagement Adviser. Additionally, there will be four support staff members focusing on finance and administration, monitoring and evaluation/independent review, technology, and innovation. The roles of the Advisers will include:

#### 3.4.1. Adviser on Civil Society

- i. Establish and sustain the trust and credibility of the OGP Secretariat and the government with civil society organisations, private sector groups, and professional bodies.
- ii. Create an effective engagement strategy and work plan for civil society, private sector groups and professional bodies.
- iii. Develop and collaboratively implement civil society programs and activities to support the

implementation of the Action Plan and sustain OGP principles.

- iv. Assist civil society partners in effectively participating in the OGP process.
- v. Foster partnerships between the private sector, businesses, and the OGP Platform.

#### 3.4.2. Adviser on Public Sector

i. Offer advisory support and guidance on all public sector issues related to the engagement of government agencies in the OGP process.

ii. Maintain communication with Ministries, Departments, and Agencies (MDAs) responsible for implementing specific commitments outlined in the National Action Plan (NAP) during its implementation period.

iii. Reach out to the MDAs responsible for implementing specific commitments to gather information on their progress, which will be included in the self-assessment report and memos to the NSC.

#### 3.4.3. Adviser on Communications

i. Provide the necessary input and guidance to implement the communication strategy in accordance with management decisions.

ii. Manage all secretariat and NSC communication and media engagement.

iii. Foster partnerships between various media forms and the OGP

process.

- iv. Disseminate the decisions of the NSC to the OGP community.
- v. Publish a monthly newsletter to highlight activities and achievements from the implementation of OGP activities.

#### 3.4.4. Adviser on Subnational Engagement

- i. Responsible for developing and building the relationship between the OGP process and the various states.
- ii. Provide a quarterly update on the subnational OGP process to the NSC.
- iii. Provide technical support to subnational state and non-state actors in the implementation of OGP.

#### 3.4.5. Support Staff

The Secretariat is comprised of the National Coordinator/Executive Director and a dedicated support staff team. This team is instrumental in managing a diverse array of functions, which encompass technology and innovation initiatives, comprehensive monitoring and evaluation processes, as well as essential administration and financial management tasks.

The National Coordinator/Executive Director has the authority to formally request additional support staff as needed from the Head of Service. Furthermore, they may also seek the secondment of personnel from Civil Society Organisation (CSO) partners to bolster the Secretariat's efforts in effectively executing its strategic activities and fulfilling its mission. This collaborative approach ensures the Secretariat remains agile and well-equipped to address the demands and challenges it faces.

#### 3.4.6. Monitoring and Evaluation

Internal Monitoring & Evaluation (M&E) of the NAP implementation is important to:

- i. Ensure that MDAs are on track to fulfill their obligations under each commitment;
- ii. Assist the NSC in overseeing the implementation process, identifying potential gaps and determining where support and resources need to be directed.
- iii. Enable citizens, the private sector, civil society, and the media to hold the government accountable for delivering on its OGP commitments.

The NAP III will utilise a Results-Based Management (RBM) Framework, along with appropriate output and outcome Key Performance Indicators (KPIs), designed to track achievements, results, and impacts of OGP commitments. The M&E system will be presented in a simple template to make it easy for MDAs and civil society to monitor and evaluate progress.

Each of the commitments articulated in the NAP has KPIs that will guide the M&E process. Through consultation with stakeholders, the M&E framework will include acceptable results (what should be expected or seen) for each commitment area. Each of these results will be reviewed in relation to how they align with citizens' needs, and agreed-upon indicators will be established for these results. The method to capture results most effectively will be agreed upon, as well as who will be responsible for this, within the MDAs.

The results framework will give a clear view of the performance status of the commitments at a glance. It will be sequentially presented; linking commitments to ambitions (outcomes/impacts) and indicators to ensure that implementation of activities (milestones) is purposeful and results-oriented. This M&E strategy recognises that the performance of each commitment in the NAP will be measured against the focus areas to determine the overall level of change achieved. A yearly qualitative assessment will also be conducted across the commitments to ascertain the level of openness regarding each area of focus. Before performing the qualitative evaluation, a set of questions/checklists, in addition to the KPIs outlined in the results framework, shall be prepared to ensure consistency in the assessment. In addition, the M&E Specialist will provide technical guidance and capacity building at the National and sub-national levels in line with the performance management process of the OGP.

### 3.4.7. Working Groups

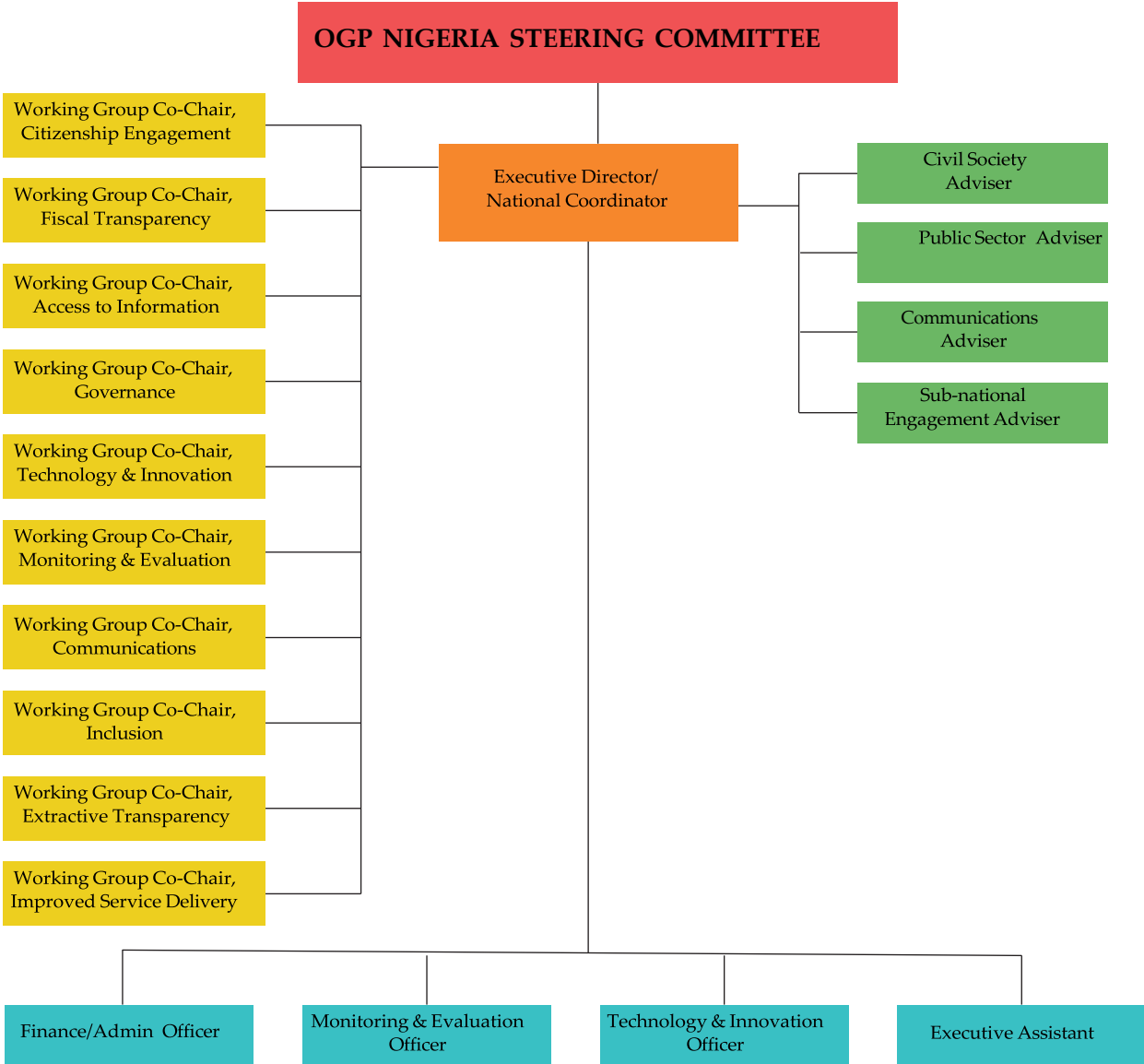
Working Groups will be established along the OGP working groups – Seven thematic areas as well as the three crosscutting issues identified in the NAP III. Co-Chairs selected by each working group will lead the Working Groups made up of Representatives of Ministries, Agencies, Departments, CSOs and the private sector, depending on expertise. They will be elected every two years by the members of the working groups. The Working Groups will also be required to develop their terms of reference and guidelines with the support of the OGP Secretariat.

### 3.4.8. Funding

The Federal Government is required to allocate funds for the operation of the National Secretariat in the annual budget. The OGP National Coordinator will prepare a budget, which the National Steering Committee will approve during their second-quarter meeting. This approved budget will then be submitted to the Ministry of Budget and Economic Planning. The funds will support the secretariat's coordination of the implementation of the National Action Plan. Additionally, each Ministry, Department, and Agency (MDA) must prepare and include its implementation budget for the action plan as part of its annual budget.

The secretariat will collaborate with non-state actor partners to secure donor funding to support either its operations or the implementation of specific commitments and activities. A report outlining the funding and technical assistance received from non-state actors and development partners will be submitted to the National Steering Committee (NSC) for their acknowledgement and recognition of the donors' contributions.

### 3.5. ORGANOGRAM OF THE OGP PROCESS IN NIGERIA



### 3.6. Subnational OGP Process and OGPLocal Program

The National Steering Committee (NSC) and the Open Government Partnership (OGP) Secretariat are committed to offering ongoing advisory and technical support to the states participating in the Sub-national OGP process, as well as those engaged in the Support Unit-managed OGPLocal program. In an effort to further strengthen the framework for open governance, the Secretariat will update the Subnational OGP Guidelines. This revised document will comprehensively outline the essential processes and procedures necessary for fostering sustainability and enhancing the implementation of OGP initiatives at both the State and Local Government levels. Also, it will serve as a comprehensive resource for prospective members seeking to join the initiative, ensuring they are equipped with the knowledge and tools necessary to promote transparency, citizen engagement, and accountable governance in their regions.

### 3.7. Conclusion

This Action Plan represents Nigeria's commitment to transparency, accountability, and citizen participation. Through five concrete commitments, we will strengthen fiscal transparency, open up public contracting, and establish a beneficial ownership register. These reforms will reduce corruption, improve public service delivery, and rebuild trust between government and citizens.

Implementation requires coordination across multiple MDAs. The Ministry of Finance leads fiscal transparency reforms. The Bureau of Public Procurement drives open contracting standards. The Corporate Affairs Commission anchors the beneficial ownership register. Each commitment includes clear

timelines, responsible agencies, and measurable targets. Success depends on your active participation and sustained effort.

Citizens will see real changes. Government spending becomes more transparent through improved budget portals and procurement data. Contract awards follow clear, competitive processes. Company ownership information becomes publicly accessible. These reforms create opportunities for citizens to monitor government performance and hold officials accountable.

We will track progress through regular monitoring and independent evaluation. Civil society organizations will verify implementation. Annual reports will show what we achieved and where we fell short. This Action Plan is not just a document. It is a roadmap for building a more open, accountable government that serves all Nigerians.

SECTION

4

CROSS-CUTTING  
AREAS



To ensure effective implementation of Nigeria's OGP commitments, the NAP IV includes three crosscutting areas of work. These are: (1) Technology and Innovation; (2) Monitoring and Evaluation; and (3) Media and Communications. The NSC agreed that achieving all commitments and objectives under the NAP IV would require the effective use of these three tools and has established three specific working groups tasked with the responsibility of integrating these tools into the commitments under the thematic areas, and work closely with MDAs and civil society in the use and implementation of these tools. The tools remain relevant in achieving all commitments and objectives under NAP IV

#### 4.1. Technology and Innovation

The use of technology to provide greater access to information and data is at the heart of an open and transparent government. The NSC recognizes that Technology and Innovation cuts across all five OGP thematic areas and that appropriate solutions and infrastructure are required to deliver on each of the commitments. Therefore, a specific Technology and Innovation Working Group has been established to:

- Identify emerging and existing government IT solutions and infrastructure that are available for the implementation of OGP commitments.
- Establish what their status is and what gaps exist.
- Recommend how those gaps can be filled through improvements in existing systems and infrastructure or the use

of new and innovative tools that are realistic given the present economic realities.

In addition, Nigeria has a Central Open Government Information Platform that serves as the OGP Nigeria portal/website, to make information sharing with stakeholders easier and more efficient. This public-facing platform is real-time, sharing information with Nigerians about the progress on implementation of the OGP NAP commitments and other relevant governance information. Also, OGP Nigeria plans to set up an Action Plan implementation dashboard on the website for real-time update on implementation.

The National Information Technology Development Agency (NITDA) has a mandate which includes improving access to public information, imbuing transparency into government processes using IT, and ensuring that IT resources are readily available to promote efficient national development. This mandate aligns directly with the OGP principles and objectives.

In line with that, NITDA and the Technology Working Group will:

- Constitute a Digital Governance Multi-Stakeholder Coordination Group to support implementation of relevant Commitments.
- Address identified IT gaps in order of priority, considering limited timeline and resources.
- Provide a continuous technology support mechanism to the Implementation of OGP Commitments.

- Ensure that all technological implementations across relevant MDAs conform to global information technology standards to guarantee systems interoperability.

#### 4.2. Media and Communications

NSC has approved for NAP IV, a Media & Communications cross-cutting Working Group to provide support in disseminating information on implementation in real time. With the support of NSC, the OGP National Secretariat had strengthened its monthly newsletter (PDF and Digital). This will help in giving real time updates on NAP IV implementation to stakeholders.

The Media and Communications Working Group will:

- Work to increase citizens' awareness about OGP, including principles, processes and reform achievements so far.
- Work with relevant stakeholders to implement OGP Nigeria's Communications Strategy.
- Work with the OGP National Secretariat to keep stakeholders informed on implementation progress and current activities.

The Federal Ministry of Information and National Orientation will take the lead in this with relevant partner organizations, both Government and Civil Society providing the necessary

support for effective media engagements.

#### 4.3. Monitoring and Evaluation

Internal Monitoring & Evaluation (M&E) of the NAP implementation is important to: (i) ensure that MDAs are on track to fulfill their obligations under each commitment; (ii) assist the NSC to oversee the implementation process, identify potential gaps and determine where support and resources need to be directed; and (iii) enable citizens, the private sector, civil society and the media to hold government to account with respect to delivering on its OGP commitments. The NAP IV will use a Results Based Management (RBM) Framework, along with appropriate output and outcome Key Performance Indicators (KPIs), crafted to track achievements, results and impacts of OGP commitments. The M&E system will be presented in a simple template to make it easy for implementing MDAs and civil society to monitor and evaluate progress.

Each of the 12 Commitments articulated in the NAP IV have KPIs that will guide the M&E process. Through consultation with stakeholders, the M&E framework will include acceptable results (what should be expected or seen) for each commitment area. Each of these results will be reviewed with respect to how they link to citizens' needs and there will be agreed indicators for these results. The method to capture results most effectively will be agreed upon as well as who will be responsible for this, within the MDAs.

The results framework will give a clear view of the performance status of the commitments at a glance. It will be sequentially presented, linking commitments to ambitions (outcomes/ impacts) and indicators to ensure that implementation of activities (milestones) is purposeful, and results oriented. The OGP focus areas of openness (Transparency, Accountability, Public Participation and Technology/ Innovation) provide direction to specific commitments captured in the NAP. Therefore, this M&E strategy recognizes that the performance of each of the commitments in the NAP will be measured against the four focus areas to determine the overall level of change that has been achieved. A yearly qualitative assessment will also be conducted across the commitments to ascertain the level of openness regarding each of the four openness areas. Prior to the qualitative assessment, a set of questions/checklist, in addition to the KPIs contained in the results framework, shall be prepared to ensure consistency in assessment. In addition, the M&E Specialist will be responsible for providing technical support by providing technical guidance and capacity building at the National and sub-national levels in line with the performance management process of the OGP.

SECTION

5

SUB-NATIONAL ENGAGEMENT



## 5.1. Context

In line with the 2019 recommendations by the International Steering Committee for members to deepen Subnational OGP implementation, with the support of NSC, the OGP National Secretariat initiated series of advocacy on the Nigeria Governor Forum, the National Economic Council, and other platforms. Partners working in the Subnational also implemented various programs to support OGP adoption in that level. A combination of these efforts has built a vibrant Subnational OGP engagement in Nigeria. Currently 28 States had signed up to the OGP process with two of those states (Kaduna and Plateau) as well as the Abuja Municipal Area Council (AMAC), and Anambra East Local Government joining the Global OGP Local Program.

With the support of NSC, the OGP National Secretariat had initiated critical steps to enrich OGP implementation in the Subnational. These include: High-level communication with State OGP Leaders to increase commitment, embedding a subnational page on the OGP Nigeria website, commencing a State performance index, among others.

## 5.2 A Framework for Participation in the OGP Process by States

Any State seeking to join the Open Government Partnership (OGP) in Nigeria must demonstrate a minimum level of commitment to open government principles in four key areas, namely:

1. Fiscal Transparency
2. Access to Information
3. Asset Disclosures by Public Officials, and
4. Citizen Engagement

Such commitment will be demonstrated by outlining steps already taken by the State in question to improved governance in the above areas. The State must also further make a specific commitment in its “letter of intent” to further improve governance in these four areas, at a minimum, and must endorse the Open Government Declaration (contained in: <https://www.opengovpartnership.org/open-government-declaration>).

Any State that desires to join OGP Nigeria and is able to satisfy these requirements may then take the following steps: Review and understand the National Action Plan in this case NAP IV.

- i. Write a letter of intent to the Co-Chairs through the OGP Nigeria Secretariat in the Federal Ministry of Budget and Economic Planning to express intent to join the OGP in Nigeria.
- ii. Upon receiving the letter of intent, the OGP Nigeria Secretariat will verify the claims made by the State about the steps already taken by the State to improve governance in the four areas identified above. The Secretariat may undertake such verification by asking for supporting evidence from the State in question, by visiting the State and interviewing relevant stakeholders to establish the veracity of the claims or, where possible, conducting desk or online research to obtain relevant information.
- iii. If satisfied that the State in question has satisfactorily

demonstrated a minimum level of commitment to the open government principles, as required, and has expressed its commitment to further improve governance in the relevant areas, the OGP Nigeria Secretariat shall forward the letter of intent to the Co-Chairs with a recommendation that the State in question be admitted into or denied membership of OGP Nigeria, as the case may be, with a summary of its findings with regards to the steps already taken by the State.

iv. Upon receiving the letter of intent, each Co-Chair will respond to the OGP Nigeria Secretariat stating his or her decision on whether the State in question should be admitted into OGP Nigeria or denied membership.

v. If a majority of the Co-Chairs vote to deny the State membership of OGP Nigeria, the State shall be informed in writing by the OGP Nigeria Secretariat that it will not be admitted into OGP Nigeria. If the State remains desirous of joining OGP Nigeria and is willing to apply in the future to be admitted, it may seek the advice of the OGP Nigeria Secretariat on how to improve governance in the State along the four key areas identified to become eligible. The OGP Nigeria Secretariat may then work with and support the State government and other stakeholders in this process.

vi. If, however, a majority of the Co-Chairs vote to admit the State into OGP Nigeria, the OGP Nigeria Secretariat shall duly inform the State in question in writing, and advise the State about the next steps for formal acceptance into the OGP Nigeria Family, which will include some or all the following steps:

vii. In collaboration with the OGP Secretariat in Nigeria,

the State will be expected to organize a workshop to bring together relevant government institutions and relevant civil society organizations and private sector institutions to discuss OGP principles to determine (i) the persons who should be members of the State Steering Committee as well as those to serve as Co-Chairs, and (ii) the Commitments that the State should make in its State Action Plan.

viii. States will send the list of the State Steering Committee members and Co-Chairs as well as the commitments from the state to the Co-Chairs of the National Steering Committee. Such commitments will be expected to reflect issues of transparency, accountability and participation of citizens in line with the priorities and context of the State in question.

ix. The State will thereafter inform the OGP Nigeria Secretariat if it requires assistance to develop the State Action Plan around its commitments and indicate the nature of the assistance required.

x. Each State admitted to OGP Nigeria in this manner would be expected to formally send a request to the OGP Nigeria Secretariat for training of the State Steering Committee members and Co-Chairs on the development and implementation of the State Action Plan.

The process of developing NAP IV followed an intentional co-creation course involving robust consultations with citizens, civil society and relevant government agencies. The partnership that the civil society and government provided ensured that the content of this plan was co-created from the beginning. Such a robust participatory process inspired a communication strategy that will enable both government and the citizens to take complete ownership of this plan and what it intends to achieve. It is expected that civil society will co-creatively partner with government to ensure that implementation is consistent with all aspects of the promises contained herein. Policy makers at all levels of governance are expected to remain open to receive constructive feedback and suggestions on ways to improve the implementation of the NAP IV and maximize its impact.

As we proceed on these positive steps in our nation's journey from transparency to accountability, the Nigeria OGP Secretariat and the National Steering Committee stand ready to work hand in hand with all stakeholders to ensure that a more open and transparent government delivers the equitable and sustainable development that meets citizens' desire for tangible improvements in service delivery.

*End of document.*

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