Kaduna Open Government Strategic Vision (2024-2025)

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

May 2027

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

December 2025

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

   The current administration of Senator Uba Sani elected into power to deliver the dividends of democracy based on the SUSTAIN Agenda. This Agenda clearly highlights the priority of Government over the next four (4) years. These include; Safety and Security, Upgrade of Infrastructure, Strengthening Institutions, Trade and Investment, Agriculture, Investing in Human Capital, and Nurturing Citizens Engagement. The Agenda was carefully designed to bridge the gap between the rural and urban areas, revitalize the rural economies, address poverty, empower citizens, address infrastructure deficits, and renew the citizen's belief in governance and democracy. This maintains that the welfare of the citizens of Kaduna State remains top priority.

   - The long-term vision for Safety and Security is to ensure a peaceful and united Kaduna State that guarantees investment in our economy, hope and certainty for the future.
   - Upgrade of Infrastructure focus is to consolidate and continue the unprecedented infrastructure upgrade programme that began in 2015. The goal is Transformation of the Rural Areas through massive infrastructural development.
   - Strengthening Institutions focuses on having a public service system with qualified and motivated staff, efficient in promoting good governance and delivering exceptional public service for citizen welfare and socio-economic growth. It is believed that sustained growth and development require the support of a dedicated public service machinery, with skilled personnel who are committed to the public good.
   - Trade and Investment focus is on sustaining the conditions for economic dynamism through investments, vibrant commercial activities, skills development, and job creation. This ultimately translates to making Kaduna State the dominant hub for investment and commerce in Nigeria.

- The focus of Agriculture is on ensuring food security by encouraging investment in food production and processing, and manufacturing of agricultural implements in Kaduna State. The goal is to have a well-developed, productive system of innovative and technologically driven agriculture, able to serve food needs and service the industrial sector.
- Investing in Human Capital is devoted to building and empowering people for development and prosperity. Citizens have been identified as the resource that create, develop or transform all the resources that make civilised existence possible. Further to this, it is well educated and healthy persons that have the skills to exercise initiative and the vigour for the hard work that is required to build a strong society and a prosperous economy. This is why the focus is firmly on investing in Human Capital and by sustaining the commitment to expand access to Education and Health, two key sectors which together have consistently taken the largest chunk of budgetary allocations in Kaduna State.
- Nurturing Citizens Engagement is the pillar that will continue to build, strengthen and nurture a beneficial relationship between government and communities. The goal is the effective engagement with communities for equity, responsiveness, collaboration and accountability.

In the end, the SUSTAIN Agenda vision is to achieve a united and prosperous state with abundant economic opportunities.

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

The Co-creation of the First and Second OGP State Action Plans 2018-2020 and 2021- 2023 has resulted in critical reforms in the State.
These reforms cuts across five (5) commitments namely open budgeting, open contracting, Citizens Engagement, Strengthening Social protection Systems in the State and Improving Service Delivery in Education and Health Sectors.
- The establishment of Community Development Charter (CDC) as a participatory Budgeting tool where citizens influence the Budget at the State and Local Government area is worthy to note. Leveraging technology as an enabler in Open Governance saw the automation of the CDC process in the State with more needs being submitted on time to inform the Budget. Others include, Incorporated the CDC as part of the approved annual budget calendar, Organized meetings between Government and Citizens to create awareness on the revenue and expenditure position of the State, Organized public hearings on the 2022 and 2023 Draft Budget at the Kaduna State House of Assembly with General Public, Civil Society Organizations and Media in attendance, Consistently published Annual Budgets and Quarterly Budget Performance Reports, Organized Radio Engagements, Social Media Chats, media breakfast meetings and Public Policy Dialogue to update Citizens on government policy/programs and get feedback on government performance, Organized an Interactive Session with Citizens Group, Private Sector, Women Groups, Academia and People Living with Disabilities on 2023-2025 Medium Term Expenditure Framework (MTEF) and organized well attended townhall meetings with participants from all subsectors of the economy to get citizens' input into the budget.

- Published Bills of Quantities (BOQs) on the Kaduna State Public Procurement Authority (KADPPA) website to ensure procurement information is available and assessable to Citizens, conducted town hall meetings for sensitization of stakeholders on public procurement, organized and published sensitization reports from engagement with women, PWDs and socially excluded groups on public procurement in the State, Published report of the Transparency and Accountability of MDAs sustained the publication of all Contracts in the State in line with the Open Contracting Data Standards (OCDS), Implementation of E-Procurement Portal, training of stakeholders on Gender Responsive procurement in collaboration with UN Women and sustained the publishing of Annual Procurement Reports.
- Engaged Price Water House Coopers (PWC) to restructure Citizens Feedback App, completed the Expansion of the Eyes and Ears data centre to 4MDAs and 6LGAs (Phase I) and organized Townhall meeting in collaboration with Pastoral Resolve (PARE), Connected Development (CODE) and Coalition of Associations for Leadership, Peace, Empowerment & Development (CALPED) to sensitize citizens on the Eyes and Ears Feedback tools and how to engage constituency projects within Kaduna State.
- Conducted budget tracking activity to ascertain the releases and cash backing of social protection intervention across line MDAs and findings disseminated to stakeholders for improved Social protection intervention delivery, expanded Community Based Targeting Teams (CBTTs) and saturated the entire state, passage of the Social Security Bill, Increased coverage of poor and vulnerable Households (HHs) captured in State Social Register (SSR), Poor and vulnerable groups accessing basic minimum package of health services from the 1% consolidated revenue of the state, while others are enrolled under the Basic Healthcare Provision Fund (BHCPF) under the Health Insurance Scheme and increased enrolment into various Social Protection interventions to improve standard of living of identified poor and vulnerable households.
- For greater service delivery, Conducted community sensitization in 4 LGAs for community understanding access to programs and projects of the government, Developed Score Cards as evidence for advocacy by Kaduna Basic Education Accountability Mechanism (KADBEAM) for Education Sector, Conducted Bi-annual Maternal, Newborn and Child Health MNCH) Week, conducted quarterly review meeting with Kaduna Maternal Accountability Mechanism (KADMAM) and other key stakeholders on the Kaduna State Contributory Health Scheme, Ensured smooth quarterly Distribution Drugs and Health Commodities to 1099 Public Health Facilities through Last Mile Delivery (3PL). Developed and Deployed service delivery tracking tool for reporting progress on public infrastructure in critical sectors across the entire state supported by Partnership to Reform Engage and Learn (PERL) and Conducted Town hall meeting to increase buy-in and informal sector coverage on the Contributory Health Scheme in the State that seeks to reduce Out-of-pocket expenditure on health.

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

Given that the Kaduna State Government has successfully implemented Open Government Reforms, there is more that needs to be done most especially around institutionalizing open governance reforms. One major desire that will help navigate some challenges is the domestication of the Freedom of Information (FOI) Act in the State. This law has the potential to promote proactive and reactive disclosure while ensuring smooth collaboration between Public officials and citizens. Kaduna has implemented two Action Plans 2018-2020 and 2021-2023 and has highlighted the following areas of improvement:

- Open budget commitment area achieved significant milestones; however, there is low community confidence in the process due to non-implementation of some of the CDC nominated projects at the State and Local Government level. While progress has been made at the local government level in the terms of implementation, there is need for improvement at the state level. To address this, there is need to provide ring-fenced percentage dedicated for the CDC projects in the annual budget at the State and Local Government Areas. This has the potential to empower citizens and sustain public trust in public institutions.

- Inability of the state to disclose all procurement information due to skill gap and availability of data management infrastructures and the inability of the state public procurement authority to assist the LGAs to set up the procurement system as mandated by the LG reform law 2018. To address this, the State has joined CoST Infrastructure Transparency Initiative to proactively and reactively disclose project information of over 67 data points/elements out of which 40 points are mandatory for infrastructure projects. We have also recommitted implement the Local Government reform law by taking up milestone in the third State Action Plan that will set up procurement systems in the Local Government.

- Insufficient data on the Eyes and Ears citizens Feedback App is still a challenge. The State was supported by PwC to restructure the APP and the integration of three systems of Eyes and Ears, e-Procurement portal (Eurodynamics) and Microsoft Navision (NAV). will eventually be the solution to having real time project update on the Citizens Feedback App.

- The rising insecurity, poverty, inflation and unemployment amongst many others that constitute everyday experience of vulnerable residents of the state motivated the Governor to sign an executive order on Financial Inclusion that will see the establishment of a TRUST FUND for the poor and vulnerable in Kaduna State. Also, the Government has prioritized the payment of pensioners in the State to cushion the effect of rising economic challenges. The Government secured a charity project through the Qatar Sanabil Project. The support will include building of houses for the less privileged, underserved and vulnerable people, special homes for orphans, hospitals, markets, schools. In addition, the Qatar Charity will also provide startup support for small scale businesses, poultry farms and irrigation farmlands for the poor, full scholarships for thousands of orphans and poor children, and provision of hundreds of boreholes across the 23 local governments areas of the state.

- Improving service delivery in education and health remains a challenge in the State. This inability to expand inclusive Education, create additional safe spaces in Schools and PWDs friendly infrastructure. To bridge the gap, the Government through the SUSTAIN Agenda has committed to upgrade infrastructure across the state. The State has demonstrated its commitment by allocating more funding to Health and Education than any other sector for improved service delivery.

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

The medium-term open government goals for the State are as follows:
- Nurturing citizens engagement that will provide timely platforms for citizen input into government policy and the implementation of the SUSTAIN reform agenda.
- Embed the State Government's community engagement processes in policy development processes and ensure that government decisions are evidence-based.
- Encourage communities to monitor projects and to engage in collaborations in the area of agriculture, trade and the environment.
- Given that technology is a huge enabler in Open Governance, this administration shall ensure the full implementation of the e-governance and ICT policy of the state government.
- The administration will improve provision of accessibility to public buildings by persons living with disability and make policies that will promote their inclusion in all aspects of livelihood.
- Adherence to the Rule of Law as the guiding principle.
- Reinvent and re-energise the rural economies through massive infrastructural development to check rural - urban migration for citizens to fully embrace democracy as a system that caters for their welfare and enables them to realize their full potentials.
- Consolidate fiscal openness in Kaduna by expanding the platforms that will continue to be driven by the state fiscal, transparency, accountability and sustainability model.
- Promoting accelerated rural development by extending infrastructure development to all local government areas, with the goal of supporting our rural communities to achieve rapid economic growth and development.
- We shall be deploying a knowledge management mechanism to strengthen implementation of State Action Plan.

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

The State Action Plan design and the milestones are aligned with the vision of the SUSTAIN Agenda of the administration. The Action Plan seeks to contribute to the attainment of the SUSTAIN Agenda by promoting transparency, accountability and citizens participation across critical sectors in the state.

The State through Open Budget Commitment has sustained the platforms created for citizens inputs to influence the budget to promote ownership and sustainability which builds trust between Government and Citizens. This will lead to improved transparent and accountable citizens-oriented governance through effective budget implementation.

The disclosure of procurement information and currently project information using technology in real time seeks to demonstrated higher level of responsiveness on the part of Government. Citizens have the opportunity to access 40 mandatory data points for each project that has been published by the state government.

The Commitment on Citizens Engagement seeks to institutionalize access to information by domesticating the Freedom of Information Law in the State. This will consequently empower citizens to have access to information without barriers to hold duty bearers to account for improved service delivery.

The commitment on Social Protection seeks to achieve a life of dignity for all residents of Kaduna State by reducing the level of poverty in the state, increasing the number of vulnerable residents able to access social protection services on the basis of rights, and increasing the number of beneficiaries who graduate from the social register on account of an improved standard of living.

The last commitment on Education and Health seeks to improve equitable access to quality education and health services for formal and non-formal education and health sector in the state, improve partnerships for results between state actors and non-state actors that ensure the implementation of education and health policies across the state and; strengthen voice of accountability, including efficient procurement contract outcomes that guarantee transparency, accountability, and robust civic participation and engagement in education and health service delivery.

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

The Open government strategic vision contributes to the accomplishment of the SUSTAIN Agenda as aligned with the Kaduna State 2024-2028 Development Plan with the goal of sustaining the development strides, promote equal opportunity and the well-being of the people. The over-arching development goal is to consolidate progressive governance, sustain development strides, promote equal opportunity for the well-being of the people. Improved well-being of the people is expected to reflect and be tracked through improvement in key impact development indices such as the State GDP, SGDP per capita, Poverty by Living standard, income poverty (measured by the Purchasing Power Parity) and Human Development Index (SHDI), male and female Life expectancy.

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

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

Office, Agency, Department or Ministry
Kaduna State Planning and Budget Commission (KADPBC)
Kaduna State Public Procurement Authority (KADPPA)
Kaduna Social Investment Programme Agency (KADSIPA)
Kaduna State Ministry of Education (MOE)
Kaduna State Ministry of Health (KSMOH)

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

The OGP Secretariat domiciled in the Planning and Budget Commission is the Executive space for the co-creation process and follow-up of the Action Plan. The Point of Contact and the Civil Society Advisor manages the day-day affairs of the Secretariat with support from the Director, Monitoring and Evaluation, Permanent Secretary and Commissioner. Decisions are taken by consensus. Some of its functions include:
   ● Address matters related to the participation and involvement of other government actors.
   ● Develop and sustain internal and external communication channels on the implementation process of the action plan.

● Follow-up the fulfilment of the action plan.
● Develop training initiative, workshops and training of public officials in collaboration with donor partners.

Kaduna State is implementing five (5) Commitments in the third State Action Plan. Each commitment is managed by both State and non-State Actor, making the total number of Ten (10) Persons. This Technical Working Group (TWG) members made of both State and non-state actors oversee the implementation of the Action Plan based on each commitment. The Technical Working Groups members also forms the State Steering Committee led by the overall Government Co-chair and Non-State Actor Co-chair that meets quarterly to report progress on implementation of the plan. The State Steering Committee is chaired by the Commissioner Planning and Budget Commission who is a member of the State Executive Council (ExCO). The OGP Secretariat is responsible for coordinating and communicating with other departments related to their participation in the co-creation process, and the implementation of commitments to which they lead or contribute.

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

The following spaces have been created for the co-creation, coordination and implementation of the action plan in the State:
● The OGP Secretariat is the coordination Office, responsible for the development process of the action plan, the measures for the implementation, determining the dissemination and communication plan, and carrying out the monitoring of the results.
● Design and deployment of Technical Working Group Mapping tools for non-state actors to identify commitment areas to support its implementation.
● State Action Plan III Zero Draft workshop is the space created with support from Partnership to Engage Reform and Learn (PERL) to proposed the commitment area from the citizens angle that Government should implement.
● State Action Plan validation meeting is the space created with support from Partnership to Engage Reform and Learn (PERL) for both State and non-state actors meet to validate the proposed milestones and the Action Plan in general. This meeting was held physically and inputs are further added to the Action Plan.
● The Regular Forum is a Technical Working Group (TWG) which encompasses a larger number of government and non-governmental stakeholders. The regular forum actively participates in the co-creation of commitments as well as their implementation and monitoring.
● The Open Multi Stakeholder Forum invites citizens to deliberate on actions that relates to preparation, monitoring and evaluation of the plan, through the online WhatsApp or Zoom platform, which has been created for this purpose, and other channels of communication that enable the widest possible dissemination of the consultation.
● OpenGov Youth Innovation Hub space focused on youths between the age of 18 and 29 who are interested in Governance to identify youth specific milestones in the third State Action Plan and for co-implementation with the Government Agency leading the commitment.

- Stakeholder dialogue and validation of the OGP SAP III commitment on Health and Education is the workshop supported by Partnership for Learning for All in Nigeria [PLANE] and LAFIYA Project to facilitate ownership of diverse stakeholders to the implementation of the plan under the commitment area of improving service delivery in Education and Health sectors.
- Uploaded the action plan on google drive for citizens to make input into the third State Action Plan.
- Civil Society Selection Committee is the space created for strictly Civil Society members to select persons that will implement the third State Action Plan. This Civil Society members that are selected forms the State Steering Committee members.

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

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

Invitations was sent out to over 180 organizations and individuals to participate in the Regular Forum in accordance with diversity (age, gender, migration, urban-rural, organized, unorganized, expert, neighborhood, public-private citizens) and territoriality criteria, and it was opened up as a proposal on the government's citizen engagement web repository.

3.5. Who participated in these spaces?

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

The total of unique participants in co-creation process was 318 persons. The composition was as follows:
- Civil Society Organization representatives- 40
- Questions received online - 25
- Total Government participants (per area) 33
- Total of participants in deliberative forums (non-affiliated to an organization) - 138
- Total of participants in workshops (non-affiliated to an organization) - 76
- Academia participants (Network or institution) – 2
- Private Sector – 4

3.6. How many groups participated in these spaces?

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318
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3.7. How many meetings were held in the co-creation process?
Write a number between 0-50.

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7
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3.8. How will government and non-governmental stakeholders continue to collaborate through the implementation of the action plan?

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

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

The monitoring body for the action plan will consist of a consortium of academia and civil society representatives. This body will be led by a member of the academic community from the Local University (Kaduna State University) who will also be the main point of contact. Members of the academia will be involved in collecting the evidence, filing the Inception Assessment, the End of Commitment Assessment and other forms and analyzing the results as may be required by Independent Reporting Mechanism (IRM) or the OGP Local Support Office.

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

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

Name of contact at the monitoring body	Title	Email
Prof. Hauwa Evelyn Yusuf	Director, Center for Gender Studies, Kaduna State University	eveadex@gmail.com
Dr. Peter Adamu	Lecturer, Department of Economics Kaduna State University	peteradamu@gmail.com

Dr. Abdul Hamidu Abdullahi	Department of Local Government and Development Studies, Ahmadu Bello University Zaria.	abdulhamidu2020@gmail.com

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

The Steering Committee will designate some Monitoring & Evaluation (M&E) persons who will be responsible for monitoring of the OGP activities. Their roles will include:

- Lead the Development of the action plan implementation framework.
- Developing and jointly implementing monitoring activities.
- Supporting members of the public to constructively engage the OGP process.
- Maintaining communication with government agencies and civil society responsible in the Regular Forum for implementing specific commitments during the implementation period.
- Building partnerships between all forms of media and the OGP process.
- Monitoring OGP performance through constant reporting and documenting evidence.

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

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

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

The results of implementation will be shared with the public through:

- The Kaduna OGP Local portal, which will publish content on a quarterly basis.
- Regular communication with traditional media outlets as well as published materials on social media.
- The minutes of the Steering committee meetings on progress which will be made publicly available as well as our repository of documents that show completion of commitments.
- Inception Reports made available on the OGP Kaduna website
- End of commitment assessment report made available on the OGP Kaduna website
- Disseminate results using the OGP Kaduna, Accountability Mechanisms and Technical Working Groups WhatsApp Platforms. In addition, results shall be shared via https://pbc.kdsg.gov.ng/ and the repository for SAP III Implementation https://drive.google.com/drive/folders/1MTJMzJEDpcQudjjmg4GT3CmjNZUIDIUg?usp=drive_link

5. Endorsement from Non-Governmental Stakeholders

Name	Title	Affiliated entity (if any)
Mubarak Abdulganiyi	Civil Society Co-chair	Kaduna Local Government Accountability Mechanism
Femi Johnson	Projects, Communication & ICT Officer	Legal Awareness for Nigerian Women

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

https://kdsg.gov.ng/
https://pbc.kadgov.ng/
https://drive.google.com/drive/folders/1MTJMzJEDpcQudjjmg4GT3CmjNZUIDIUg?usp=sharing
https://pbc.kadgov.ng/upload/pdf/SDP%202021-2025.pdf
https://drive.google.com/drive/folders/1MTJMzJEDpcQudjjmg4GT3CmjNZUIDIUg?usp=drive_link
https://pbc.kdsg.gov.ng/wp-admin/admin-ajax.php?juwpfisadmin=false&action=wpfd&task=file.download&wpfd_category_id=19&wpfd_file_id=1111
https://drive.google.com/file/d/1VzyfunKRb9AZ9DipSTXWekTuLNe6GQEu/view?usp=sharing
https://citizensdemand.org/
https://kadunaeyesandears.org/
https://kdbs.ng/
https://kdsg.gov.ng/social-investment-office/
http://web.kadppa.ng/index.php/contract-agreement-boq/
https://kadppaocds.azurewebsites.net/
https://education.kdsg.gov.ng/
https://health.kdsg.gov.ng/

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

https://docs.google.com/document/d/18BSMff5VBoo3mQsj9aZJpzHOMbpYC3R6/edit
https://drive.google.com/file/d/1EtDT9ab45E-SJFjlFvV35waaaYu_L0li/view?usp=drive_link