



Open Government Partnership

**OGP LOCAL**  
Kaduna State

**2022**

...committed to transforming how government serves its citizens while promoting transparent, participatory, inclusive and accountable governance.

# OPEN GOVERNMENT PARTNERSHIP

KADUNA MODEL OF CO-CREATION AND CHANGE





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## FOREWORD BY THE EXECUTIVE GOVERNOR OF KADUNA STATE



Kaduna State joined the Open Government Partnership as part of its efforts to promote transparency, accountability, and access to information, as well as to open the civic space for robust dialogue. The commitments made in the first action OGP plan included the promotion of Open Governance to help eliminate corruption and waste, serve the citizens better and increase the responsiveness of our administration.

Since then, Kaduna State has made remarkable progress in realising the goals of the open government partnership. Citizen's demand has increased,

and the calibre of civic engagement has been robust. As a result of changing the culture of Government by being open and creating democratic platforms and permanent dialogue mechanisms, we have moved from Government making decisions to the co-creation principle with civil society.

These steps have earned Kaduna State due recognition for its commitments to Open Government. In 2018, the World Bank ranked Kaduna as the best State in ease of doing business. We have shown the world how the Eyes and Ears Citizens Feedback App is used to monitor and improve the delivery of public goods.

We are conscious of the fact that to compete globally, we must chart a new course and that we have done successfully by making bold and difficult decisions in the interest of the people of the State. We are promoting open government reforms in critical areas of Public Financial Management, Local Government, and public procurement. Also, transformative reforms that help build trust with our citizens are being executed together with new forms of citizens participation in policy development, implementation, and evaluation.

We are sharing this OGP Kaduna story to show the evidence of our continued commitment to ensuring value for money, accountability, and transparency in governance. Our focus, therefore, is to maintain this tempo and handover a government that set a new trajectory of growth and development.

For sustainability, we believe that the civic space is critical to drive this process. We have co-created permanent dialogue mechanisms in critical sectors of the state to advance the demands for good governance and better policy outcomes. As a subnational government, we remain committed to improving the well-being of the generality of our citizens through deliberate efforts and policies. Our government will continue to ensure effective partnerships with development partners and civil society in formulating informed decisions on programme planning, budget forecasting and resource allocation as well as impact analyses of initiatives undertaken to raise the living standard of our citizens.

At this juncture, I wish to express my deep gratitude and appreciation to all those who facilitated, contributed, and worked hard to develop this document. I have no doubt that it will serve as a strong tool in broadening our advocacy for good governance at all levels.

**Nasir Ahmad El-Rufa'i**  
Governor, Kaduna State

## FROM THE GOVERNMENT CO-CHAIR



The Kaduna State Government subscribed to the Open Government Partnership (OGP) as part of the reforms around Public Financial Management (PFM), in order to promote Transparency, Accountability, Freedom of Information and Civil participation in Governance. This bold step taken by Gov. Mal Nasir El-Rufai, marked a turning point in the fight against corruption.

The commitment in the first action plan focused on Open Budget, Freedom of information, Ease of doing Business, Open Contracting and Citizens Engagement. These were carefully tailored to guarantee the aims of the PFM

Reforms, for expanding opportunities and feedback. While supporting the focus of the first action plan, the second action plan further seeks to strengthen Social Protection Systems in Kaduna and improve service delivery in the Health and Education sectors.

OGP has helped us build trust between citizens and Government. Kaduna is now a state where policies are co-created and citizens influence the State and Local Government Budget, through the Community Development Charter (CDC) as a participatory budgeting process. This has further consolidated fiscal openness and promoted participation and accountability, by expanding the platforms and showing how resources are distributed.

Since its inception, The Kaduna Story has developed to document and disseminate all the reforms around OGP and has created a critical process of knowledge management. The OGP Kaduna Model has two fundamental aspects, namely; the Co-creation Principle and the Development of Permanent Dialogue Mechanisms.

The Story therefore, centers on:

- i) Open Forum - where partnership is ensured in the creation of OGP and participant recruitment,
- ii) Management of the ongoing operations of the Open Forum; and
- iii) Participation in the development of action plans for the State.

Through collaborative initiatives, Kaduna State has developed Permanent Dialogue Mechanisms across critical sectors in the State. We believe that the future of sustained engagement in Kaduna State lies in the civil society that are always willing to engage and the Accountability Mechanisms, (being KADMAM, KADBEAM, KADSPAC and LGAM), that work around the Health, Education, Social Protection, and the Local Government Areas.

So far, these commitments have expanded the civic space in Kaduna and have made significant impact on the economic and social development of the State. Likewise, they have contributed to the growth of revenue, supported by the laws and measures passed by the legislature, and promoted good governance through improved PFM. This is in line with this administration's vision of making Kaduna Great Again. Today we are proud to share our Kaduna Story with the world, hoping it will inspire people in and out of Government to engage in Transparency and Accountability at all levels.

Finally, it is my hope that users of this document will find it helpful, as a practical guide to implementing Open Reforms at any level of the society and as a template for coordinating and advancing Open Government Reforms.

**Umma Yusuf Aboki**  
Commissioner, Planning and Budget Commission.



# FROM THE CITIZENS CO-CHAIR



The journey of Civil Society and Government Partnership in Kaduna state began almost 20 years ago with the support of the Health programmes such as the Promoting Sexual and Reproductive Health, HIV & AIDS (PSRHH), Comprehensive Integrated Approach to HIV Prevention and Care in Nigeria (CIHPAC), Enhancing Nigeria's Response (ENR) and Strengthening Nigeria's Response (SNR) through the Kaduna State Action Committee on AIDS (KADSACA) and the Education Sector Support Programme in Nigeria (ESSPIN) for the education sector.

Now, with the coming of OGP, the slow growth has been catalyzed into a

beautiful firework creating a colorful chain of networks that have linked itself from the state through the LGAs, the local communities, down to the facilities, communities, and households. The networks have also spread beyond the education and health sectors into governance, social protection, environment, and fiscal responsibility creating an inclusive web bringing citizens from different walks of life and social background to one space.

The beauty of the journey is the growth of citizens' awareness about what affects them and the healthy strategies that have been employed to engage with and hold the government accountable for its actions. While the government has become more open and accommodating of the citizen group.

Despite the years attained, Kaduna's journey has just begun because there is more needed to be achieved and the hurdle of political transitions and varying political interests. So, the duty remains with the CS to hold firm on the space and continue to engage appropriately until we reach the peak of this partnership stronger to explore and conquer more difficult hurdles that may come in the future.

## Hadiza Umar

Lead/Founder, Hope for Communities and Children (H4CC)

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# LIST OF ACRONYMS

OGP	Open Government Partnership
PERL	Partnership to Engage, Reform and Learn
FCDO	Foreign Commonwealth and Development Office
CSOs	Civil Society Organizations
KADMAM	Kaduna Maternal Accountability Mechanism
MCH-CS P	Maternal Child Health Civil Society Partnership
SFTAS	States Fiscal Transparency, Accountability and Sustainability
NAP	National Action Plan
MDAs	Ministries Departments and Agencies
SDP	Kaduna State Development Plan
SSC	State Steering Committee
FOI	Freedom of Information Act
KADIPA	Kaduna Investment Promotion Agency
KASUPDA	Kaduna State Urban Planning Development Agency
KADIRS	Kaduna State Internal Revenue Service
CDC	Community Development Charter
BPP	Bureau of Public Procurement
KADBEAM	The Kaduna Basic Education Accountability Mechanism
KADSPAC	Kaduna Social Protection Accountability Coalition
LGAM	Local Government Accountability Mechanism
KADCHMA	Kaduna State Contributory Health Management Authority
PHCs	Primary Healthcare Centers
BCHPF	Basic Healthcare Provision Fund
CBOs	Community-Based Organizations
BC&CoA	Budget Classification and Chart of Accounts
NcoA	National Chart of Accounts
TWGs	Technical Working Groups
LFTAS	Local Government Fiscal Transparency, Accountability & Sustainability
PWDs	Persons With Disabilities
SAP	State Action Plan
MTEF	Medium-Term Expenditure Framework
PFM	Public Financial Management,
P&S	Policy and Strategy
PSM	Public Service Management
SBMCs	School Based Management Committee
WDCs	Ward Development Committee
OCDS	Open Contracting Data Standards
KADPPA	Kaduna Public Procurement Authority

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## ABSTRACT

Countries and sub-nationals join OGP in the yearning to achieve a global practice of a strengthened democracy that is inclusive and participatory from all stakeholders. At the core of the OGP operational model is the existence of a collaborative relationship between state and non-state actors (often referred to as co-creation). It involves opening civic space for citizens' involvement and engagement in governance decision-making processes, hence the "partnership". For a government to join the OGP, it has to collaboratively draft its actions and implementation plans which often clearly state its commitments for a two-year period. Kaduna State is the first subnational government to join the OGP in Nigeria. The Story delved into the Kaduna OGP model of change, most importantly the impact that the model is having and its sustainability plan for continuity in Kaduna State. Five key areas covered include the Kaduna practice of governance before joining OGP covering the motivation, processes followed, the key actors involved in the process and the vital roles they played toward establishing the platform in the State; the key activities of OGP–Kaduna through the years with a focus on new initiatives and achievements of the model of change and how that has been applied across the different stages and activities of OGP platforms for impact and sustainability in the State. The Story is told using insights gained through in-depth interviews with critical stakeholders involved in the OGP Kaduna from inception to date, shadowing activities of the OGP Kaduna secretariat, steering committee, TWGs, and the OGP community at large. Insights were also obtained through ethnographic data collection methods that review existing documents such as reports, memos, and documents about the OGP reforms in the State. Therefore, this story extracted cross-cutting conversations from 20 interviews and 20 document reviews to put in the discoveries in terms of the realization of a co-created civic space that makes up of political institutions, and economic development in the Kaduna OGP space. In a bid to strengthen initiatives in 2021, the State considered its OGP commitment areas as the platform on which reforms could be built.

**Keywords:** Kaduna State, Open Government Partnership, Civic Space, Commitments.



Improved transparent and accountable citizens-oriented governance through effective budget implementation



Improved transparent and accountable citizens-oriented governance, through effective budget implementation using the Citizens Feedback Application



Improved accountability and transparency of the service delivery processes in health services through public participation



Effective and efficient procurement systems evident in better contract outcomes that guarantee value for money, transparency, accountability, and robust civic participation



Providing a life of dignity for all



Improved equitable access to quality educational services for formal and non-formal education in the State and improved partnerships for results between state actors and non-state actors that ensure the implementation of education policies across the State.



# PROLOGUE

Through the years, the civic space in Nigeria has become wider and more interactive. The rise of civil society organizations tackling various pressing issues has led to more awareness and participation of citizens in the affairs of the state. The advent of the internet and how rapidly it has morphed has also been very instrumental to this development as well. Through platforms like Twitter and Facebook, there is a clear drupe between the government and governed. Information access and sharing have also become easier, which has aided in setting potent accountability mechanisms which promote checks and balances.

Nigeria, like many other African countries, has had its issues in terms of its democracy and the relations between the governed and the government. This is why the Open Government Partnership is a welcomed development in our system. The OGP model of cocreation takes citizens centered approach around government policies, ensures adequate transparency, accountability, and a citizen-empowered country.

Kaduna State has been a leading hub in various governance trends and initiatives for a long time now. Although it can be argued that the civic space was relatively open prior to the coming of OGP, the space did not foster a proper collaborative network with the various key stakeholders in the state. The already

existing internal structures and mechanisms in the states placed the state in a strategic position to lead the Federal Government of Nigeria into developing its action plans. Also, the coming of OGP and the signing of the commitments made by the state strengthened and empowered most of the already existing platforms.

This publication highlights how the Open Government Partnership system was built in Kaduna State and how it has achieved its co-creation model through the years. It highlights the various initiatives that have been strengthened by the OGP, the gaps in the existing models and recommendations for future work.

This publication also describes the various tools that have been developed through inclusive and collaborative efforts by various key state and non-state actors to ensure accountability from the government in the state. It discusses how these tools work and the various mechanisms that have been put in place to ensure the sustainability of the platforms.

The objective of this publication is to serve as a learning document for the state's OGP actors and other subnational governments who may want to join OGP in Nigeria.

**Tara Jeremiah Wyah**  
Point of Contact – OGP Kaduna  
**Saied Tafida**  
OGP Kaduna Citizens Advisor

## THE OGP MODEL





# BACKGROUND

Across the 36 states of Nigeria, issues around accountability, corruption and inadequate or absence of civic participation in governance had left much to be desired and have been the subject of many discussions. Kaduna is no different. There used to exist a culture of government secrecy, a web of disinformation fueled by little to no communication between state officials and the citizens. Citizens were not allowed access to information about government processes and were left to their imaginations when it came to discovering what the government was up to and how it was meant to improve their lives. The divide between State and citizens was further supported by the zero legal obligation on state officials to respond to requests for information or face sanction for noncompliance.

Furthermore, there was no legislation that enforced civic monitoring of public officials, reforms to discourage corruption and increase accountability and transparency in the public sector. There were also no plans to protect persons who exposed information or activity that was illegal either in the public or private sector. The process for growth in the areas of budget transparency and participation, and the need to establish an ecosystem and pattern that strengthened governance in the State, was weak.

The Open Government Partnership (OGP) in simple terms, is about ensuring that citizens have a say in the way that they are governed. In a more structured definition, it is an international effort in which representatives from government and civil society work together to develop strategies that make governments more open, responsible, and inclusive of their constituents.

Kaduna was the first state in Nigeria to join the OGP in 2018 and it has pursued open governance even without the word partnership added to the nomenclature. For many years civil society organizations, the state government and development partners like SPARK, SAVI and PERL among others have been laying the groundwork for open governance processes that would allow residents to actively participate in the governance process as part of a multi-stakeholder approach. For example, from 2013 – 2014 Kaduna State opened up its budget process and used to hold town hall meetings. It was an initiative like none ever, and by design, the first of its kind in Nigeria. At these meetings, individuals did not only discuss and provide inputs to the state budget, but they also were able to voice their concerns where necessary and without fear.

There were also other notable initiatives embarked on by the State, like the toll-free phone lines, and an app called CitiFeed that allowed citizens to report on state project spending and implementation. The State did not shy away from the media too, in fact, it stretched its roots into the media and bore fruits in the forms of programmes aired on various radio and television stations. This was all to increase public understanding and participation in government processes.

Although the initiatives created by Kaduna State were quite bold and creative, it was not until 2015 that it became very glaring that the state was leaving no stone unturned when it came to citizens' participation. In a surprising, yet inspiring move, Kaduna State announced the online release of the state budget and audited annual financial statements within 6 months of the



financial year-end account in 2015, two years before it joined the OGP. It was such a significant and courageous step, a testament to the State's commitment to citizen participation. It's worth noting also that a budget monitoring team known as the Tracka Team existed at about the same time (2015–2016), allowing individuals to participate in the budget process and have their questions answered.

While the State government had indeed done its part in pushing OGP and its many initiatives that preceded OGP, civil society organizations were also a part of the journey. CSOs helped in the provision of some level of social accountability in the State. They did this through CSOs coalitions, like the Kaduna Maternal Accountability Mechanism (KADMAM) and Maternal Child Health Civil Society Partnership (MCH-CSP) under the overall leadership of the Concerned Civil Society Group in Kaduna which track government activities and requests explanations from public officials. It is interesting to note that two citizen platforms were among the key drivers of OGP in Kaduna and were very instrumental in pushing for the State's involvement in OGP. They supported the government in writing to the global community on the State's interest to join the OGP in 2016.

The effort put in place by the State and CSOs has made it as clear as day, that the State's involvement in OGP had been a thing that the State had a vested interest in for many years. This is evident because there is a political will from the government: how the governor took it as a priority, the appointment of the Honorable Commissioner of Planning and Budget as the point of contact, the priority commitment being powerful and critical areas to the arm of government and ensuring impact to people, the dedication of a budget line for OGP activities, Action Plan of the 2018-2020 were meticulously followed, different implementation plan, timely and consistent review of the action, high level and approval push, requisite support-secretariat to ensure that these are followed.



## THE KADUNA STATE GOVERNMENT SIGNED INTO OGP BECAUSE:

01



Political will for reforms and inclusive governance in the state.

02



Determination for change in governance process and policy development frameworks

03



Reduced political apathy from the citizens.

04



The benefits of joining OGP. This is in terms of meeting up to the commitments and improving the state's reputation and legitimacy and credibility.

## THE OGP KADUNA MODEL

When Kaduna State Joined the OGP as the first local member in Africa, the priority for the State was developing a multi-stakeholder process. There are two fundamental aspects of OGP, one is the co-creation principle and the second, the development of a permanent dialogue mechanism for sustainability. The idea was to ensure the active engagement of citizens and civil society using various platforms. This is evident in three key areas.

01

### OPEN FORUM

where partnership was ensured in the creation of the OGP and participant recruitment.



02

### MANAGEMENT

of the ongoing operations of the open forum



03

### PARTICIPATION

in the development of the Action Plan (or Plan)



### CO-CREATION OF OPEN FORUM (SIGNING OF OGP)

In 2016, Kaduna felt it was ready to align itself properly with the Global OGP and so carefully crafted its application. It was unfortunately turned down; a state could not sign itself into OGP without the country where it was from, being registered and recognized at the National OGP level. Kaduna was then faced with a decision; to bring the dream of attaining OGP to an end or to push and convince the government at the federal level, to key into the initiative.

The decision was however easy to make for Kaduna, the State immediately took part in drafting the National OGP Action Plan after the President has committed to joining the OGP in 2016 at the London Anti-corruption Summit. Kaduna was the first to accept the advocacy appeal by the National to the Nigerian Governors Forum with the aim being to ensure support and the buy-in of states and other subnational governments. Eventually, in 2017 Nigeria's application was granted and the country was signed into OGP Global. The government's pledge was signed on the spot, and the name of the government's point of contact was provided as the then Commissioner of Planning and Budget, Muhammad Sani Abdullahi.

The OGP National have created a platform for state governments to join the implementation of the national action plan as "Subnational status"



These initiatives paved the way for Kaduna to join OGP as a subnational and later as a local in 2018. There was active participation of both civil societies and state government actors in the process of the State joining the OGP at both levels. For instance, the civil society group known as Action Group and Concern Civil Societies wrote a letter of request to OGP global for the State to

join the OGP. Also, civil societies like Followtaxes actively partook in drafting the State action plans that were submitted. These action plans were what met the criteria that allowed Kaduna to join the OGP at both levels.

## KEY STAKEHOLDERS INVOLVED IN THE PROCESS OF ESTABLISHING OGP IN KADUNA STATE INCLUDE:



The vision for Kaduna state was quite straightforward; an open government strategic vision that aimed to contribute to the accomplishment of the Kaduna State Development Plan (SDP) (2021-2025) by establishing open government components that can impact on the economic and social development of the State. The OGP Action Plan commitment areas' targeted contributions to the expansion of revenues supported by laws, and measures that were expected to promote good governance through improved public finance management to ensure development across the State.

Overall, Kaduna's joining of OGP demonstrated the State's commitment in ensuring more effective citizens' participation across the entire governmental process and in the public sector. It meant that the State was willing to develop guidelines and establish effective implementation procedures for the actualisation of the open space and for citizens' engagement and open government systems. It also meant that the State was ready to develop a process that ensured fiscal transparency and adopting citizens' engagement reforms.

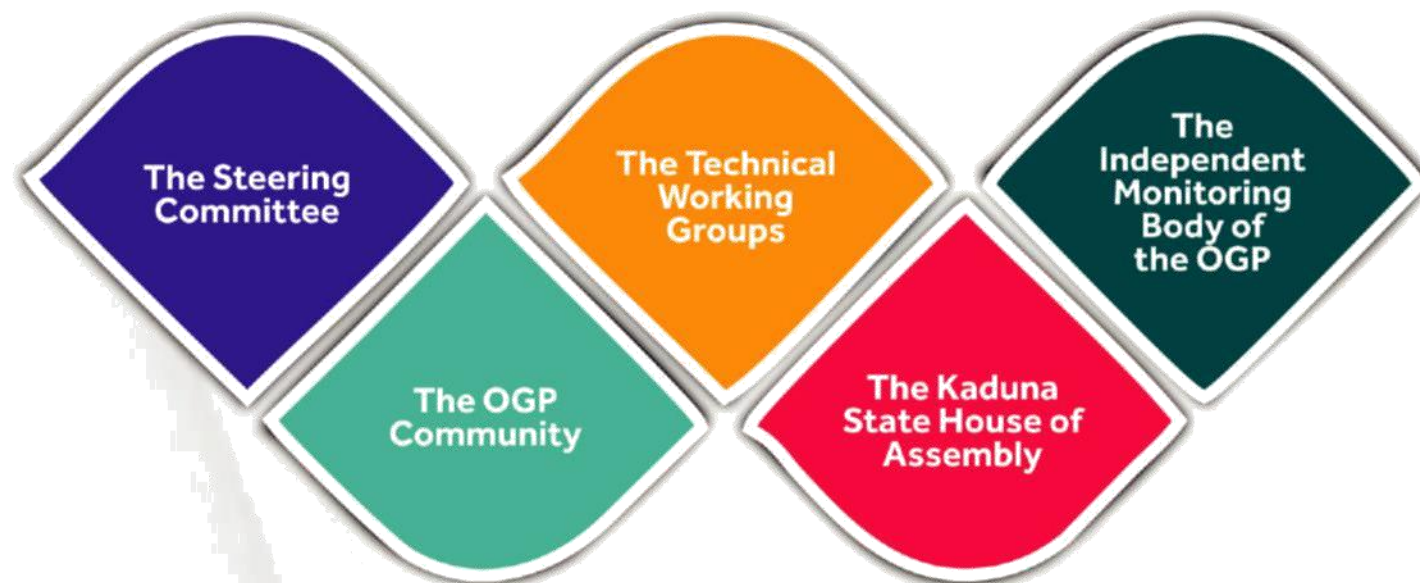
Also, citizen forums, created through various platforms, allowed parties (State and non-state actors) to deliberate on actions related to the preparation, monitoring and evaluation of governance activities. Suffice also to say citizens' lack of understanding of the co-creation is making them unaware of the level of achievements the OGP Kaduna have been able to harness.



## CO-CREATION OPERATIONS

The journey to OGP operations in itself too was never alone one for Kaduna. It had always enjoyed the support of stakeholders in its race to have an open government space where citizens are involved in government processes. For example, as mentioned earlier, the letter of intent to join the OGP was drafted by the state government, a civil society group (Action Group) and a civil society coalition (Concerned Civil Societies in Kaduna). The draft of the two (2) OGP action plans was not much different either. They were co-created by the citizens and the government representatives in the State Steering Committee (SSC) – a committee which serves as a consultation platform for constant dialogue between government and civil society to shape the OGP agenda in the State. It is safe to say that Kaduna has already achieved some level of participation and creation of key stakeholders in its activities.

This co-creation of OGP activities is also coordinated and facilitated in a secretariat known as OGP Kaduna, domiciled in the Planning and Budget Commission. The secretariat's administration is also co-created and coordinated by a Point of Contact government official and a Citizens Advisor who deputizes the Point of Contact. The office is responsible for the development process of the action plan, the measures for the implementation, determining the dissemination and communication plan, and monitoring the results. The overall OGP community in the State hence is hinged on five groups.



## ACTION PLANS AND COMMITMENTS

The overall co-creation of OGP in Kaduna as it started from the intent of the state in joining the OGP extends also in the drafting and implementing of action plans. The commitment to this revealed that the State held on to principles that supported co-creation. Though resulted in the first action plan in 2018 was largely drawn from Nigeria's national action plan with seven commitments for inclusion in the action plan. Both partners made submissions to the action plan through a wide range of stakeholders' consultation workshops with about 138 representatives from the government, CSOs, the private sector, professional associations, media, as well as traditional and religious leaders in attendance. The action plan was also shared via newsletters, text messages, and social media platforms (Twitter, Facebook, and WhatsApp) among others.

The First Action Plan had seven commitments in line with the National Action Plan, the State Development Plan for 2016–2020 and the previous government initiatives of open government. The seven commitments were later submerged into five in line with the OGP global recommendations. It covered open budgeting, open contracting, ease of doing business, access to information, and civic participation. On IRM review, the State was labelled 'moderate' in three commitment areas and minor progress on ease of doing business and FOI commitments at the end of the timeline of the plan.

Furthermore, the First Action Plan for Kaduna State laid a solid groundwork for more open government reforms and the second action plan. Kaduna is currently implementing five commitments from its 2021-2023 action plan. This plan features commitments related to public service delivery, anti-corruption, and inclusion, known as Open Budget, Open Contracting, Citizens' Engagement, Strengthening Social Protection System and Improving Service Delivery in the Education and Health sectors.

These commitments were made to build on the successes recorded from the First Action Plan. The State believes that by laying the groundwork for open government components that can have an effect on economic and social development, the open government strategic vision would support the goals of the Kaduna State Development Plan (SDP 2021-2025). More reforms were also witnessed alongside the Second Action Plan.



## KEY ACHIEVEMENTS ACROSS COMMITMENT AREAS BY KADUNA STATE FROM THE FIRST STATE ACTION PLAN

**1** Adoption and implementation of a citizens-oriented budget, timely publication and dissemination of the State Budget, Citizens Budget and Quarterly Budget Performance; established Community Development Charter (CDC) Desk at Planning and Budget Commission.

**2** Publication and Distribution of Public Procurement Law and Guidelines (both online and hardcopies), publication of contracts in line with the Open Contracting Data Standards (OCDS), deployment and implementation of e-Procurement Portal, public sensitization and mobilization of stakeholders on public procurement principles and processes.

**3** Institutional reforms in KADIPA, KADGIS, KASUPDA and KADIRS that saw the State ranked as the first in Ease of Doing Business; attracted billions of dollars' worth of investments to the State, published periodic Ease of Doing Business reports, provided vocational, digital and entrepreneurial skills to thousands of citizens.

**4** Developed and currently expanding coverage of the Eyes and Citizens Feedback online application; introduced toll free lines, radio and TV programs; established Citizens Feedback Desk at the Kaduna State House of Assembly.

It is worth to note that in the development of the Second Action Plan, there was equal representation of the team. The civil society groups were the ones that drove the process, the review of the First Action Plan to identify the gaps and decide on which to drop and roll over or add. All committees were headed by civil society groups because it was Civil Society-led.

## PERMANENT DIALOGUE PLATFORMS

In order to ensure sustainability and improve its collaborative efforts, the permanent dialogue platforms are aimed at ensuring an automated process in OGP activities in the State. Although most of the platforms and processes were already existent in the State, the OGP model solidified and strengthened these platforms. These platforms include:

### TOWN HALLS MEETINGS

Town hall meetings are a commitment in the OGP that the state government must use to coordinate and generate inputs from citizens. There are several such in Kaduna State even before the signing of OGP, but it is further strengthened because of OGP. Now, town halls are what citizens and government use as a platform for dialogue in matters of governance. They include the state town halls for budget engagement normally conducted before budgets are submitted to the executives for citizens' input and consideration.

Also, town halls as a budget process are conducted at community levels (Wards and LGAs) to enable citizens to generate, prioritize, and validate the needs of the communities to be reflected in the state budget, which is called CDC. Also, there are similar town halls conducted by elected officials and politicians to discuss with citizens their needs which also reflects their constituents' projects. The citizens use town halls for engagements such as sensitization and dialogue platforms for community decision-making and consultation mechanisms.

Accountability mechanisms also conduct town halls and public dialogues across key issues in the State. The open health sector, education, social protection, and local government affairs among others. Over the years these town halls have yielded impact as a dialogue and collaboration platform of engagement and understanding. At other points, this can be regarded as a grievance mechanism where different stakeholders are brought together to ask questions, deliberate, and make a consensus on issues that affect them.

### PUBLIC HEARINGS

Public hearings are platforms of proceedings before a court or other decision-making body or an officer such as a government agency or a legislative body or officer. Public hearings are a platform of dialogue in OGP activities, especially around the budget process. They provide a platform for consultation and hearing of citizen's submissions on the budgets submitted. They are usually held on the floor of the House of Assembly with the elected members of the house and in attendance of a team of e.g., BPP, Commissioners etc. It is usually a hearing of citizens' input into the budget on the floor of the legislature. It is citizens driven, that is to say that it is the citizens who lead those particular engagements.

Since the joining of OGP, Kaduna State has been consistent with conducting public hearings for its budget. The 2022 budget public hearing used the accountability mechanism approach to look at the budget sectorial for a robust analysis of the budget and quality input were made and it was adjudged as one of the best so far. In some instances where town halls meetings did not hold like the case of the 2021 budget, which is part of the rule of OGP, the public hearing platform was used to ensure that what was to be contributed at the town hall meetings were reflected.

Also, one of the gains of conducting public hearings is that elected representatives who attend usually get access to the yearnings of the citizens directly as they hear what the citizen's inputs are into the budget and how these align with their mandates.



## KADUNA STATE HOUSE OF ASSEMBLY AND OGP

Kaduna State House of Assembly has been one of the most responsive legislative arms of government in the country, the House has been able to pass over 140 bills into law. The House of Assembly former Deputy Speaker was the head of government delegation to the Open Government Partnership submit held in 2021. The OGP Steering Committee sensitize the members of the State House of Assembly on the key commitment areas of the Open Government Partnership as well as the Community Development Charter for the understanding and effective service delivery.

Executive/Legislative Dialogue between Kaduna State House of Assembly and the State Executive Council which was aimed at enhancing synergy and collaboration among the two arms of government for effective service delivery and the Kaduna State House of Assembly was supported to scrutinize budget estimate as well and the Medium-Term Expenditure Framework to deepen its understanding and passage. PERL facilitated the processes to deepen the legislatures understanding.

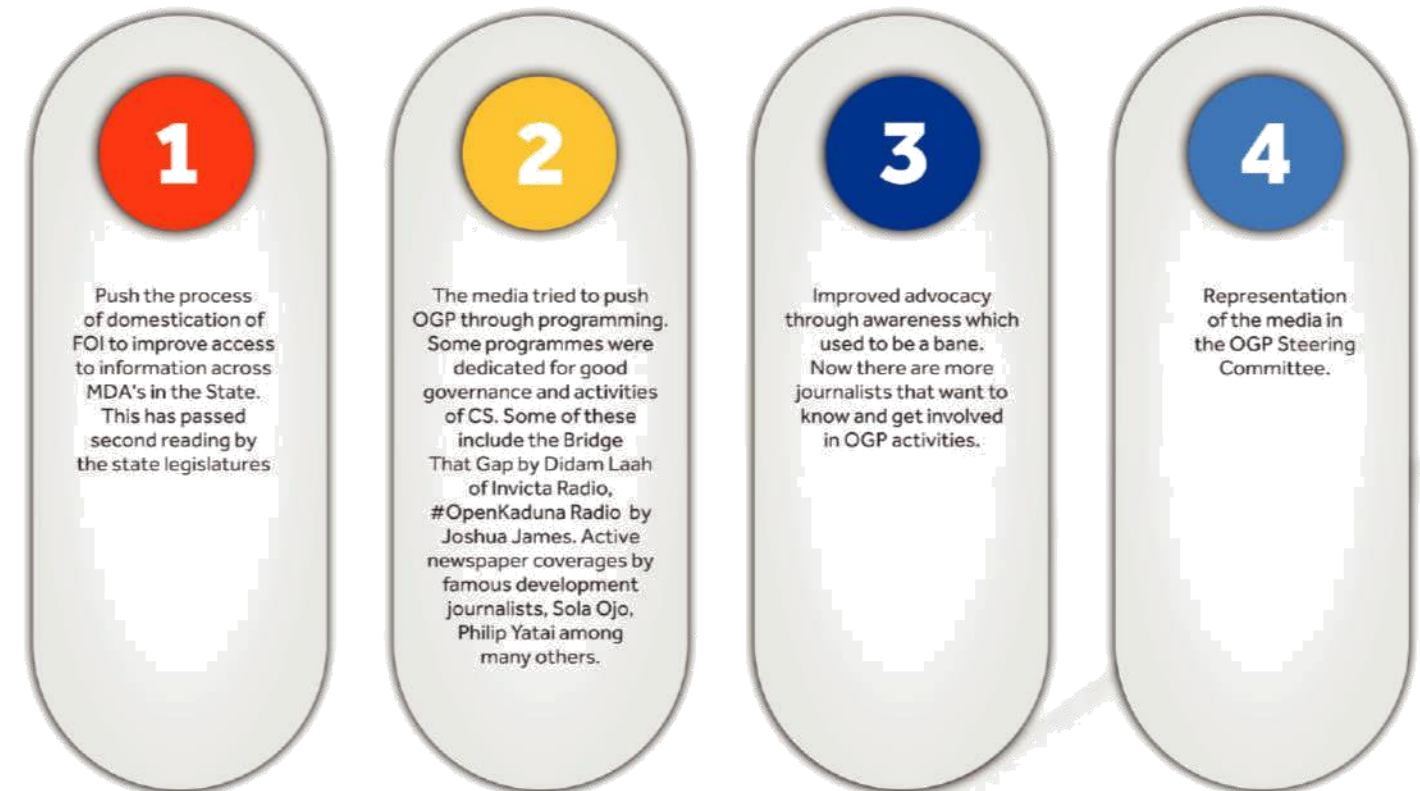
State House of Assembly has continued to conduct public hearings and have always presented the report of these public hearings on the floor of the House. Press statements are also issued at the end of these hearings. These reports are captured verbatim by the media and are readily accessible in media archives. The budget public hearings - which has now been held three times consecutively - is one of the key processes through which citizens engage with the Legislature. Similarly, The House has invited citizens to budget defense of the Local Government. The House Assembly has invited citizens to participate in the review of audited accounts of the state to strengthen transparency.

To further involve citizens in its processes, the SHoA routinely circulates draft bills to citizens groups for their input before the bills are passed into law.

## MEDIA MAINSTREAMING IN OGP

It is believed that the sustainability of OGP in some way (some even believe that it rests in entirety) rests on the media because of the co responsibility of information, education and entertainment. Most importantly, it is so believed because of its agenda setting role which is a key component of the OGP. That is to say that to sustain OGP, the media has to go beyond just reporting transformational media which has to do with agenda setting. Even before the joining of OGP Kaduna's media was considered one of the most vibrant in the country. The State hosts more than 30 media houses and has some of the finest journalists in the country. Though the use of media by the government was considered one sided only as information passers, or just a channel, the media themselves used to be focused on traditional journalism with little development journalism or research, investigative journalism talkless of citizen journalism. The citizens themselves passively use media as a ride course rather than partners. Thus the advent of OGP was believed to strengthen the relationship of the media and the other partners with a lot of the On Air Personalities picking interest and passionately engaging in the process. With the advent of OGP in the State and the level of awareness a lot of changes were made in the affairs of media and the practice.

### Some of the strides made by media on OGP activities in Kaduna state include:





# ACCOUNTABILITY MECHANISMS AS PERMANENT DIALOGUE PLATFORMS

Accountability mechanisms are the permanent dialogue mechanisms of the OGP because the policy requires that social reformers in and out of government collaborate and partner to bring about reforms using OGP as a platform. They give citizens and partners the opportunity to sit, discuss and co-create which means if there is no permanent dialogue mechanism, there cannot be co-creation and these call for equal number of representations and decision power.

The accountability mechanisms are different from the OGP technical working groups, but the Kaduna OGP model is unique as it allows them feed into the technical working groups through one of its commitments – Improving Service Delivery, which seeks to improve equitable access to quality services through strengthened voices and accountability through CSO participation and engagement in critical sectors, healthcare and education as well as improve partnership for results between state and non-state actors that ensures the implementation of education and health care policies. These are all the activities of the mechanisms that get into the fifth OGP commitment – a sort of transgressional model.

These accountability mechanisms hold dialogues at different levels through meetings, roundtable discussions and public policy dialogues around key reform areas that they are involved in. They also generate data, validate, and develop score cards which are used to highlight government performance in terms of budget implementation, improving service delivery and showcasing gaps in governance. For Example, To show how amounts of what is budgeted do not equal the amount released or cash backed and how that affects service delivery.

The accountability mechanisms also elicit conversations especially in the media space to get the citizens' discussions around that also tell what was done in terms of implementation of reform, what has not done well and should be done to correct it. Generally, they are in place to hold the government accountable. Notable mentions in Kaduna State are Kaduna Maternal Accountability Mechanism (KADMAM), Kaduna Basic Education Accountability Mechanism (KADBEAM), Kaduna Social Protection Accountability Coalition (KADSPAC), and Local Government Accountability Mechanism (LGAM).

## KADUNA MATERNAL ACCOUNTABILITY MECHANISM (KADMAM)

KADMAM was established in the year 2015 before the State joined OGP. The platform advocates for accountability and transparency in the health sector and influences positive outcomes of health care delivery services in Kaduna State. KADMAM is working with three co-created sub-committees, Advocacy, Evidence Generation and Knowledge Management and Communication with its members from state ministries, agencies and departments, religious institutions, professional bodies, traditional institutions, media, and civil society organizations. This alliance is aimed at enhancing partnership with the state and local government as well as advocate for effective and efficient implementation of the Kaduna State health sector policies and programmes in order to enhance good governance and citizen's access to quality health care.

Domestication in Kaduna State, law establishing KADCHMA and PHCUOR, Kaduna State Policy on Food and Nutrition, Kaduna State Multi Sectorial Strategic Plan of Action on Nutrition and the Kaduna State Social Protection Policy among others.



Citizens participation in budget analysis to influence health sector budget. This is through budget tracking to monitor budget implementation, tracking of the delivery of PHCs through spot checks particularly availability of drugs, consumables, and minimum PHC requirements



Citizens involvement in drafting Accountability Frameworks e.g. BHCPF Accountability framework and use same to hold government accountable



## LOCAL GOVERNMENT ACCOUNTABILITY MECHANISM

The Local Government Accountability Mechanism brings both state and non-state actors in an inclusive and participatory process towards strengthening ongoing governance reforms and improving service delivery at the local government level. It was initiated by the Ministry for Local Government supported by PERL and facilitated by Civil Society partners and has an objective to build structured synergy among critical CBOs to effectively work with local government counterparts through a permanent dialogue mechanism for improved service delivery and accountability at the LGAs with the aim of deepening and institutionalizing and sustaining ongoing local government reforms, as well as creation of a permanent dialogue between the government and local citizens which is critical in sustaining the OGP tempo.

### Amendment of the Local Government laws



## KADUNA BASIC EDUCATION ACCOUNTABILITY MECHANISM (KADBEAM)

Kaduna Basic Education Accountability Mechanism (KADBEAM) KADBEAM uses a multi stakeholder approach, just like KADMAM but in the education sector. The platform advocates for accountability and transparency in the health sector and influences positive outcomes of health care delivery services in Kaduna state. It also working with three sub-committees, Advocacy, Evidence Generation and Knowledge Management and Communication with its members from state ministries, agencies and departments, religious institutions, professional bodies, traditional institutions, media, and civil society organizations. This alliance is aimed at enhancing partnership with the state and local government as well as advocate for effective and efficient implementation of the Kaduna state education sector policies and programs in order to enhance good governance and citizen's access to quality health care.





## THE KADUNA SOCIAL PROTECTION ACCOUNTABILITY COALITION (KADSPAC)

The Kaduna state has identified social protection as a tool to address multidimensional poverty among its residents. The state government has provided the enabling environment to reap the benefits of social protection in addressing poverty and vulnerability. Some of the key reforms include the development of a State Social Protection Policy and draft Implementation Plan. The government also recently developed a Youth-focused Social Protection Programme and Fiscal Space Analysis, to increase investment in the social protection sector. A Social Protection Bill is also

### ACHIEVEMENTS

- 1 Advocacy conducted for Focal Person Social Investment Program led to a working synergy in the implementation of Social Protection Programs in Kaduna state
- 2 The findings from the Covid-19 1st phase palliative distribution tracking led to a well-coordinated distribution and wider coverage of vulnerable citizens (PWDs etc.)
- 3 The use of the state social register for targeting the poor and vulnerable households for the palliative distribution as a result of our advocacies to key stakeholders
- 4 Advocacies conducted led to government commitment in allocating 1% of the IGR to Social Protection interventions.
- 5 Advocacy conducted by KADSPAC led to the inclusion of SP LG champions in the Community Base Targeting for populating the SSR
- 6 Selected, trained, and mentored LG/Ward SP champions in tracking SP activities in the state.
- 7 The advocacy conducted led to the inclusion of SP ward champions in the covid-19 3rd phase palliative distribution.
- 8 Increased public awareness, multi-sectorial buy -in and feedback on the SP Policy.
- 9 Whistle blowing on the diversion of palliatives.

being developed to ensure diversity/Inclusion of representation and sustainability.

Kaduna Social Protection Accountability Coalition (KADSPAC) is a network of active civil society and media partners working collaboratively to strengthen transparency and accountability in the social protection system in the State. The coalition was formed in 2019 with the support of Save the Children International (SCI) to build the capacity of members on transparency and accountability in tracking the social protection system in Kaduna state.

- 10 Supported the development and approval of SP policy in Kaduna State
- 11 Increase in the number of PWDs accessing palliatives from the 1st – 3rd phase
- 12 KADSPAC secured membership in the State Steering Committee on SP and also a member of the Financial Inclusion Committee of Practice in the Economic council.
- 13 Increased transparency and accountability in delivery of social protection programmes through quarterly budget tracking and advocacy for improved funding for SP programmes
- 14 Supported the review of State Development Plan (SDP) and SP was prioritized in the reviewed plan
- 15 Pushed for the inclusion of SP as a commitment area in Open Government Partnership (OGP) State Action Plan 2021-2023
- 16 KADSPAC secured the position of the Citizens co-chair OGP-TWG
- 17 Our social media hashtags have become a platform for social protection advocacy's



## THE TAX JUSTICE NETWORK

The Tax Justice Network (TJN) is a loose association of individuals and groups interested in engaging issues related to Tax Justice and promoting a fair, just, equitable and progressive Tax regime in Nigeria. The network aim at advocating for equity and inclusive prosperity in Nigeria to foster social economic justice through an equitable and fair tax system in country. Taxes and revenue generation through which the governments raised the needed funds to provide citizens with essential services are critical elements in governance. These critical elements bring the government, communities and businesses together based on symbiosis relationship that

benefits all. Since the citizens and businesses provide funds to the government in forms of taxes and levies, it is expected that the government be transparent, accountable, and open in managing the funds and provide public goods. It on this premise that citizens need information with which to hold government accountable, promote good governance, promote tax education and awareness, as well as articulate, protect and advance taxpayers' rights. This will significantly mobilize citizens to demand for accountability and transparency in the utilization of tax revenue and ensure tax compliance from the taxpayers. To achieve these, the network agreed to partner and collaborate with some development partners as well as Kaduna state Internal Revenue Service to ensure that the services is at its best in driving the process while on the other hand the citizens are well informed to get tax justice.





# COMMUNITY PLATFORMS FOR SUSTAINABLE IMPACTS

Community-based structures such as the Community Development Charters, the School Based Management Committees, and Ward Development Committees are believed to further strengthen co-creation, coordination, and implementation of OGP activities and ensure sustainability of the reform in Kaduna state. The platforms are also co-created in such a way that they directly speak to the OGP commitments, and to critical sectors of the State hence the impact of their activities.

## COMMUNITY DEVELOPMENT CHARTER (CDC): CO-CREATION OF BUDGET NEEDS

Community Development Champions (CDC) came into Kaduna in 2017 after a learning among government officials and citizens to Anambra as supported/initiated by Development partner PERL on Community Development Charter. Anambra state has what it refers to as the Citizens Charter where citizens at LGA level select projects based on their priority needs and submit to the State for consideration in the budget. Immediately the team returned back to Kaduna the model was adapted to include citizens' nomination of projects at various communities through their Community Development Champions who are appointed members of their community. The submission is done through CDC template also known as Community Development Charter - a document that contains periodized needs of the citizens after consultations are being made at various levels. It has a protocol or framework which highlights the level of process the citizens went through in selecting the projects.

These communities are mapped, disintegrated into various demographics like youth group, women group, Persons With Disabilities (PWDs), market women group, market men group among others. These groups come together to identify and prioritize their needs, which is submitted at the LGA and onward to submission to the State through the Planning and Budget Commission. Since inception, CDC has influenced LGA by an average of 50% since it has started. Seeing its impact, the Planning and Budget Commission, PERL and citizens worked out a memo that seeks for its approval by the Executives as a permanent budget protocol. This mandates all MDA and sectors to consider at least 50% of citizens' periodize needs in its budget. In other to ensure efficiency, the process was recently automated and digitized.

## THE SCHOOL-BASED MANAGEMENT COMMITTEES

The School-based management committees serve as an important link between schools and the communities they serve (SBMCs). SBMCs are composed of a variety of community individuals involved with their school. The selection of the composition takes an inclusion approach to ensure representation from various strata and demographic of the communities. The SBMCs work to increase school quality, efficiency, and community involvement in education. They provide a method for everyone in the community to contribute to the achievement of education and a tool for educational authorities to listen to what adults and children want from schools. Citizens form this committee hence considered citizens driven.

## WARD DEVELOPMENT COMMITTEE

Accountability and transparency processes can have a positive impact on services. In Nigeria, one of the ways this is being done is by linking providers and users directly (through dialogue and negotiation) and promoting accountability as a mechanism to improve health services. In 2000, the Federal Government of Nigeria revitalized Primary Health Care by introducing the Ward Health System instituted by the National Primary Health Care Development Agency (NPHCDA) to provide a formal channel through which health facilities, LGAs, and states can be held to account for their performance, recognizing the critical role of community participation in PHC management and sustainability. The role of the WDC in strengthening primary health care is also recognized in the BHCPF.

In Kaduna state this has been fully institutionalized where all the 255 wards in the State have WDCs and in full operations. The members of the WDC composed of representatives of PHC facilities, local government areas, civil society organizations and counsellors' representatives.

**Over the years, WDCs were very instrumental in Citizen engagement and as a countability platforms. They:**

- 1** ·Serve as intermediary between the community and PHC facility 
- 2** ·Monitor the use of facility resources both human and materials 
- 3** ·Support the development of the community by bringing together key stakeholders 
- 4** ·Provide information to the citizens on the need to use the services available at PHC facility 
- 5** ·Mobilize the citizens for the social and health development of communities 



## KADUNA MUTUAL ACCOUNTABILITY FRAMEWORK - KMAF

The framework is established to reaffirm the joint commitment and continued cooperation between Kaduna State Government and Partners. It builds on the Kaduna State International Development Cooperation Framework 2017 – 2020 which provides a legal framework and guideline for all donor partners support into the State. The framework covers key areas of commitment by the Kaduna State Government and Partners and aligned to the overarching Kaduna State Development Plan 2021–2025.

The framework is intended to bring about co-creation among the various donors and development partners in the State to avoid duplication of efforts. It has pillars which include partner coordination and strengthening citizens' engagement in reforms across the State looking at citizens' contributions and how the citizens derive the process sustainability of what the citizens have in the activities of government as well as highlight the platform of OGP. Though the emphasis is only on three areas: education, health, and infrastructure the impact of MTEF is felt in virtually all the sectors in the State including agriculture, works and other aspects of social protection.



Joshua A. Do they work? Assessing the impact of transparency and accountability initiatives in service delivery. *Dev Policy Rev* 2013;31(S1):S29–48.  
Garba, A., Bandali, S., The Nigeria Independent Accountability Mechanism for maternal, new-born and child health. *International Journal of Gynecology and Obstetrics* 2014; 127: 113–116  
Abused, O.A et al. Establishing a sustainable ward health system in Nigeria: are key implementers well informed? *Journal of Community Med Health Educ*; 2012; 2(7)

## REFORMS FOR STRENGTHENING FISCAL SUSTAINABILITY

Kaduna state has over the years been recognized for championing reform initiatives that seek to strengthen transparency, accountability, citizens engagement and fiscal sustainability. These reforms have led to appreciable progress in participatory budgeting and development planning in the State. There was a separate self-assessment of four major areas of reform in Kaduna state some of which include Public Financial Management (PFM), Policy and Strategy (P&S), Public Service Management (PSM) and Monitoring and Evaluation (M&E) aimed at strengthening fiscal sustainability and enabling meaningful developmental projects.

### A PUBLIC FINANCE MANAGEMENT REFORM

Kaduna state brought about the amendment of the Local Government laws (e.g the Tax Codification Law 2020), 23 LGAs Development Plans, Planning & Budget Manual, Policy-based budgeting, Implementation of a Budget Classification and Chart of Accounts (BC&CoA), Participatory Budgeting/Community Development Charter (CDC), Local Government Fiscal Transparency, Accountability & Sustainability (LFTAS) program and annual Audit Reports.

Specifically, these revealed increased budget transparency, predictability and control, increased citizens' participation, and community influence in the budget process through the Community Development Charter (CDC), increased collaboration and partnership between citizens' and government and influenced 23 Local Government budgets on average by 50%.

### B LOCAL GOVERNMENT GOVERNANCE REFORMS

Local Government Reforms: Local government reforms centers on the very strong commitment by the State to open governance. CDC, LFTAS, the Local Government Reform Law, Section 72 (1) (c) (d) guarantees consultation with citizens before the Local Government Budget is passed into Law. It was informed based on Kaduna State Local Government Governance Baseline Self-assessment undertaken in 2017 and is guided by Local Government Development Plan, LFTAS indicators on adherence to policy documents which mandates 50% of projects contained in the plan to inform the budget as well as Budget town hall meetings that provides citizens with the powers to make input into the annual budget through reviews of Local Government Budget and Performance. It helps to determine areas for improvement and realignment for improved service delivery which further improves transparency and strengthens citizens' engagement at the Local Government level. This has also enabled an environment for citizens to have the capacity to participate and has over time contributed to improved service delivery especially at the Local Government level.





## PUBLIC PROCUREMENT REFORM

As one of the key areas of priority of the state government and also later one of the commitments of the OGP, Kaduna state operates what is regarded as public procurement reform which was established in 2016. Through enactment of the reform, a law was passed that mandated the government to involve citizens in the procurement process from the beginning to the end. It was considered critical as a result of findings from an audit report that was conducted by the Kaduna state government that found many procurements existed only on paper. The government while signing the reform was also said it found it a key priority because it is the sustainability plan to institutionalize the reform beyond the administration.

## OGP KADUNA INITIATIVES

To facilitate the participation of citizens in open governance, the Kaduna OGP leverages on existing open governance platforms and new initiatives such as the eyes and ears, the OCDs, the CDC. These platforms are used for budget process and tracking as well as monitoring of government projects.

### Eyes and Ears

It can be dubbed a double-edged sword; a strategic feedback and monitoring tool used by citizens to track various projects and programmes in the State. Citizens are able to report project performance and provide information on progress made towards achieving various performance indicators as provided in the State Development Plan (SDP). So far, the Eyes and Ears initiative has yielded more citizens participation in the CDC process, budget town hall meeting, multi-stakeholders meeting, citizens engagement on contract tracking and monitoring, continuous grassroots mobilization, and expansion of data centers to all MDAs and LGAs ongoing projects. The Eyes and ears empower people and promote transparency in governance. It provides a platform and also, opportunities for information sharing, and collaboration for citizens to both understand what their governments do and to influence decision making as citizens have access to public information and empowers citizens to engage and build trust between themselves and the government.

This has resulted in improved, transparent, and accountable citizens-oriented governance, through effective budget implementation and data sharing using the citizens' feedback App. The key achievements include citizens' participation in the CDC process, budget town hall meeting, multi-stakeholder meeting, toll free line and engaging citizens on contract tracking and monitoring, continuous grassroots mobilization, radio programs, e-ticketing, expansion of data centers to all MDAs and LGAs ongoing.

That governor passionately said, "we are opening the space and have joined OGP because we want to have access to the same information I have now when we have the government." The law saw to the establishment of a Public procurement agency and all the operational guidelines, institutions, and structures such as procurement units, procurement planning committees and Due Process Committees. The enabling law of the KPPA includes provision for complaints and appeals mechanisms for citizens engagement and ensures access to procurement information. Also, it would be worthy to note the works of civil society organizations in ensuring the popularization of the procurement laws in the state among citizens. For example, Follow Taxes has been working on translating and simplifying the public procurement processes into local languages.

### OCDS and Related Portals

When the Kaduna state government enacted the Public Procurement law and established a procurement regulatory agency – Kaduna Public Procurement Authority (KADPPA) it was to be a way to drive one of its OGP commitment areas – To oversee the states' procurement system and ensure it conforms to International standards. The Open Contracting Data Standards (OCDS) Portal and the Kaduna Public Procurement e-Portal provides the enabling system of disclosure of contracting data, documents, and information under the state public procurement authority.

The State also established a Microsoft Navision based procurement monitoring and payment system. It is an accounting application designed by Microsoft used by the fund release community and housed at the accountant general's office of the Kaduna State ministry of finance. This deliberate effort has brought various achievements that include the publication and distribution of public procurement law and guideline (both online and print), publication of contracts in the State in line with the OCDS standards, deployment and implementation of E-Procurement portal, public sensitization, and stakeholders' engagement on public procurement principles in the State, registration, training, and encouragement SMEs participation in public procurement in the State.

It is without a doubt that the first action plan, Kaduna State committed to the progressive implementation of open contracting and the adoption of the open contracting data standards to enhance transparency, accountability and citizens' engagement in public procurement and fiscal transparency.

The second action plan, however, prioritizes the use of technology in timely data publication and availability, and the use of public data by different categories of stakeholders. The idea is to open the contracting process for citizens to access useful procurement information that can aid informed decision-making and provide reliable feedback concerning procurements at all stages of the process. Since this initiative, the State has witnessed increased awareness in regard to the OGP, public procurement, procedures, and Open Contracting Portal in the State. It has also recorded increased proactivity in disclosing procurement data (Procurement Plans, BOQs and reporting), and improved capacity of Civil Society Organizations in regard to access and utilization of public procurement data.



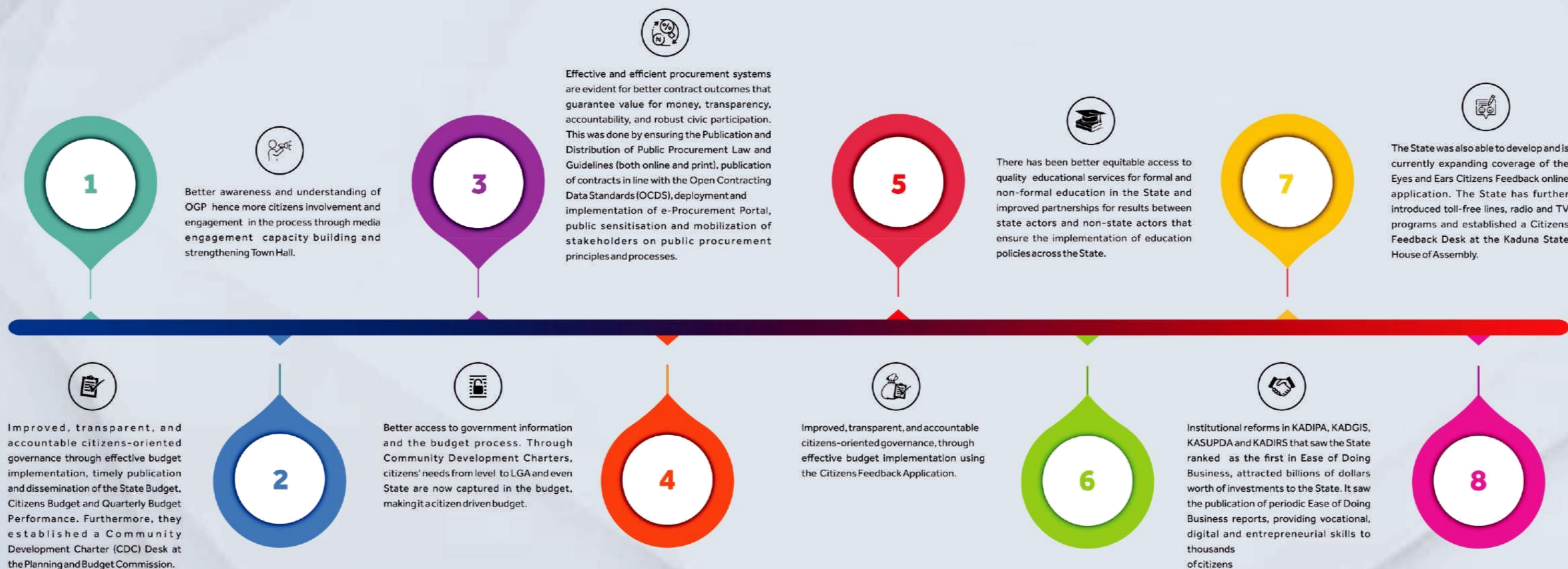
### 3. Community Development Charter (CDC):

The Community Development Charter was co-created in 2017 by state and CSO actors as a budgeting tool that has been used to influence the state Local Government Budget, thereby implementing the needs and aspirations of citizens at the local level. Throughout the State, the development charter mandates that the government at local levels ensure that citizens are

carried along in budget processes through town halls. However, since the coming of OGP, the mechanism has been strengthened significantly. This is so because the CDC contains prioritized needs and since the State's joining of OGP in 2018, at least on the average, 50% of CDC has informed the LGA budgets. CDC has now been properly captured in the state budget calendar and budget manual.

## KEY ACHIEVEMENTS OF OGP KADUNA MODEL OF CO-CREATION AND CHANGE

Since joining OGP in 2016, the Kaduna State government has recorded significant successes through the various initiatives it has co-created. Some of these successes include:





## SOME SUCCESS STORIES

### Eyes and Ears Monitoring team

Aisha a Resident of Jema'a LGA, came across a clinic that is not in good shape as a result of her motivation to prevent women dying from Labour. She reported about Health Clinic Ninte in Godogodo Ward, Jema'a LGA.

She therefore logged her complaint using the Eyes and Ears Kaduna Citizens Feedback Application on her phone. All the way from Kaduna, the Eyes and Ears team verified, and the Governor directed the immediate repair of the Clinic which was done accordingly. After the directive by the Governor was carried out, the Eyes and Ears team went back with Aisha to the Health Clinic and showed her that her complaint had been rectified.

In the month of September 2019, using social media, a team of concerned citizens were able to bring the attention of the governor and his cabinet to the dilapidating state of a public health facility in Kaduna State.

This action brought about:

01

Attentions of the government to the facility

02

Construction of a new 6-room theatre ward in the facility

03

Budget line allocation for the hospital

04

Attention of the facility management to work together with the community to improve the standard

05

Transferred of new, experience facility secretary from Gwamna Awon General hospital

06

Training of the facility health workers by the hospital management on ethics of their work and patients relationship

07

Hospital plan to strengthen service uptake

08

A N70,000,000.00 was budgeted for the construction of solar power borehole



Governor Kaduna  
@GovKaduna

1. Thank you and @m\_yushau for highlighting the poor sanitary conditions at the General Hospital, Rigasa, and the unhelpful attitude of the personnel there. Deputy Governor @DrHadiza Balarabe has paid an unscheduled visit to the hospital and confirmed the complaints made.



Lukman Bugaje @wisdombugaj · 04 Aug 19

In Shaa Allah if the listening governor @elrufai sees this, he will definitely do something about it. [twitter.com/m\\_yushau/statu...](https://twitter.com/m_yushau/status...)



Governor Kaduna  
@GovKaduna

2. Deputy Governor @DrHadiza Balarabe also observed that five doctors on call were absent from their duty posts. She asked the medical director to commence remedial action, including querying the absent doctors and urgent steps to improve the sanitary conditions in the facility



11:19 AM · 06 Aug 19 · Twitter for iPhone



# CHALLENGES ENCOUNTERED

Although the State has recorded significant successes in its first and second State Action Plans, it has not been without its challenges. Some of the challenges that the State has encountered are:

## Technical Know-How

Most of the tools developed through the years require some level of tech skills or education to be used maximally by the citizens. Tools like the eyes and ears, OCDS etc requires one to understand the some working intricacies of web navigation, and this has caused most citizens to not interface with the platforms as much as they should. Furthermore, most citizens do not understand how budget review processes are done. This gap in knowledge has led to poor involvement from some of the citizens.

## Budgeting and Financing Models for OGP Activities

Following the interviews conducted for this story, it was gathered that the funding of OGP activities is mostly narrowed down to the state government and with little to no donor support, very few CSOs. Most people are concerned that since most of the financing comes from the government, it is hard to trust the output of OGP activities in the State. This lack of a co-financing model, structure or strategy has also led to fears about the sustainability of OGP in the State.

## Operations and Organization

Most of the initiatives and platforms created in the State were government led initiatives. Although CSOs were carried along in the process and participated actively, these initiatives were initiated by the state government and not the CSOs.

## Inclusion

Another area of challenge that has thwarted the effectiveness of the OGP model in the State is in the aspect of inclusivity of the non-English speaking natives of the State. The fact that the OGP has no Hausa representation creates a big gap that marginalizes grassroot rural dwellers who account for a larger percentage of the citizens in the State.

## Insecurity

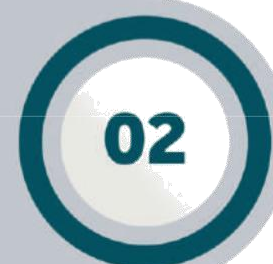
Another major challenge that has hampered the activities of OGP in the state is the rising insecurity especially in satellite communities.

# RECOMMENDATIONS FOR SUSTAINABILITY

The recommendations for sustainability were drawn from the interview conducted and also deduced from the findings and challenges of the Kaduna State OGP model.



The State Executive Council had approved the formation of the Kaduna State Reform Sustainability Committee in order to ensure the sustainability of the works and models of OGP Kaduna. The committee was expected to draw its membership from the 23 Local Government Areas as well as Civil Society Partners. This committee would be saddled with the responsibility of producing a compendium of all the reforms in the State from 2015 – 2023, the situation of the State before the reforms, the current situation, what has changed and projections. This would in turn serve as a learning document.



There is also the need for CSOs to allow for seamless engagement with the government as this will transfer their capacity to citizens, especially at the LGA level. These could be done in form of jingles and other IEC materials



Development Partners to support CSOs with resources to support the transition



Furthermore, there is a need for key state and non-state actors to strengthen a better structure in breaking down how to use the platforms created for citizens in the state. Especially for the rural settlers



The OGP activities of the state needs to be translated into the Hausa language to foster inclusion and understanding among the non-English natives of the state.