

THE FEDERAL CAPITAL TERRITORY ECONOMIC EMPOWERMENT AND DEVELOPMENT STRATEGY (FEEDS)

DRAFT 2

This is the preliminary draft (working document) for comments and suggestions only. It is expected that after the FCT wide consultations and debates on the draft document, it will be substantially revised as comments and contributions are received from stakeholders and Government officials. The document will also be subjected to in depth editorial work.

A MAP OF FCT

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ABBREVIATIONS

AFRIGOV	African Institute for Democratic Governance
AGIS	Abuja Geographic Information System
AIPDC	Abuja Investment and Property Development Company
ARV	Anti Retroviral
ASUU	Academic Staff Union of Universities
ATDA	Abuja Tourism Development Agency
CC	Consultative committee
CTT	Core Technical Team
CDD	Centre for Democracy & Development
CF	Consultative Forum
CFCR	Citizens' Forum for Constitutional Reform
CIDA	Canadian Development Agency
CISCOPE	Civil Society Coalition on Poverty
CISGHAN	Civil Society Coalition on HIV/ AIDS in Nigeria
CSACEFA	Civil Society Coalition on Education for All
CSOs	Civil Society Organisations
CRESNET	Network of Conflict Resolution Facilitators
CWSI	Centre for women and Social Intervention
DFID	Department for International Development of the United Kingdom
EU	European Union
EWG	Education Working Group
FAWE	Forum for African Women Educationists
FBOs	Faith Based Organisations
FCDA	Federal Capital Development Authority
FCT	Federal Capital Territory
FEEDS	Federal Capital Territory Economic Empowerment and Development Strategy
FIDA	International Federation of women Lawyers
FOMWAN	Federation of Muslim Women of Nigeria
GADA	Gender and Development Action

GIS	Geographic Information Systems
HIV/AIDS	Human Immunodeficiency syndrome/ Acquired Immune Deficiency Syndrome
HSDP	health system development project
HOR	House of Representatives
ICEE	Internal Common Entrance Examination
ICT	Information and Communication Technology
IGR	Internally Generated Revenue
IPCR	Institute for Peace and Conflict Resolution
LACVAW	Legislative Advocacy Coalition on Violence against Women
LIS	Land Information Systems
MAN	Manufacturers Association of Nigeria
NANS	National Association of Nigerian Students
NATA	Nigeria Automobile Technicians Association
NAWOJ	National Association of Women Journalists
NBA	Nigeria Bar Association
NEEDS	National Economic Empowerment and Development Strategy
NLC	Nigeria Labour Congress
NPC	National Population Commission
NUC	National Universities Commission
NUJ	Nigeria Union of Journalists
NUT	Nigeria Union of Teachers
NYSC	National Youth Service Corps
OMFCT	Office of Minister of Federal Capital Territory
Outer Northern Expressway	ONEX
Outer Southern Expressway	OSEX
OPS	Organised Private Sector
PB	Property Beacons
PLWHA	People living with HIV/AIDS
PHC	Primary health Care
PMTCT	Prevention of Mother to Child Transmission
PPPRA	Petroleum Products Pricing and Regulatory Agency

SACA	State Action Committee on AIDS
SMARTGA	Specific, Measurable, Attainable, Realistic and Gender Aware
S/D/A	Secretariat, Department, Parastatals or Agency
SME	Small and Medium Enterprises
TDPs	Title Deed Plans
UNDP	United Nations Development Project
UNICEF	United Nations Children Education Fund
USAID	United States Agency for International Development
VCCT	Voluntary Confidential Counselling Test
WIN	Women In Nigeria
WRAPA	Women's Rights Advancement and Protection Agency

FOREWORD

A Living Document

The Federal Capital Territory Economic Empowerment and Development Strategy (FEEDS) is devoted to identifying fundamental problems of development, analysing what needs to be done, and offering concrete proposals on how to accelerate progress. This understanding has informed our vision, which is to create a first class capital territory with effective service delivery comparable to the best in the world. Our mission is to build and administer a federal capital territory in strict compliance with the original plan through the establishment of an effective, and enduring service oriented Administration that can respond to the needs of all residents and other stakeholders. Our values are informed by:

- Dedication to duty
- Integrity measured in quality service and Consumer protection
- Transparency and respect for due process, through accountability and democratisation of information
- Equal opportunity regardless of gender, age, religion, physical state, marital status or ethnic affiliation.
- Commitment to highest ethical standards and professionalism
- Participation as a core principle in decision-making: This is operationalised by ensuring voice, consultation, dialogue and ownership.

Nigeria is a member of the United Nations system and a member of the Breton Woods Institutions i.e. the World Bank, IMF and the World Trade Organisation (WTO). The United Nations increasingly defines development from the standpoint of humanity- the well being of the poor and especially the poorest of the poor. There is by implication, greater concern with increased social sector development at par, with economic sector development. This demands greater governmental responsibility in terms of priorities and also increased spending. On the other hand, there are the challenges posed by neo liberalism- Government's responsibility is defined as limited to providing only the enabling conditions for commerce to thrive¹. This may have the effect of polarizing classes by making the poor, poorer and the rich, richer with social categories, such as women, children, the elderly, persons living with disabilities and even the most virile sector of our labour force, the youth, suffering more. We believe that despite this policy environment though, there is room to strike a balance between producing people responsive policies and increased private sector participation through the strengthening of a triad of partnerships: government, private sector (formal and informal sector) and civil society. The Federal Capital Territory Economic Empowerment and Development Strategy (FEEDS), recognises these partnerships in a mutually symbiotic manner, which

¹ Elizabeth Martinez and Arnolde Garcia "What is Neo- liberalism"? A brief definition for Activists, 2002

is practicable, and which gives voice to people's aspirations, thereby guaranteeing the rights of all stakeholders. FEEDS, also matches resources to policy thrust over mid - term periods of 3 years as well as rolling plans. This has hardly been a feature of any national planning tool before now.

Perhaps more important is the fact that NEEDS/FEEDS offers us hope, the guarantee that together we can create a *living document*; this we can do, by taking a keen interest in ensuring that governance represents negotiated aspiration, policy thrusts are carried out as agreed, that resources are allocated according to the appropriation act and information is democratised. We owe it a duty to our children, our nation and ourselves to strengthen the demand side of governance, by utilising and sustaining the window of opportunity FEEDS creates.

We would like to thank those who made time to read, comment and critique the FEEDS through the processes of consultation; dialogues with civil society, community based organisations, occupational groups, staff of the Federal Capital Territory Administration, organized private sector and donor roundtable. The fact that they communicated their concerns to us is a true reflection of their friendship. We must remember that FEEDS is only a means to an end and there is work to be done in ensuring that it is implemented appropriately. We intend to guarantee this through the development of a flexible document, which is responsive to budget discipline and an output-measured approach that is open to review and contributions by all stakeholders.

While the Administration is determined to fulfil its obligations, we expect the public in return to give us constant feedback and to utilize the services rendered with care and diligence in the interest of the general good.

**Nasir Ahmad el- Rufa'i, OFR,
Minister, Federal Capital Territory and Chairman, Federal Capital
Development Authority**

Executive Summary

This policy document outlines the policy programs that the FCT Administration intends to carry out to accomplish its vision and mission of reducing poverty and bringing development to the FCT. It begins by introducing the FCT and presents a 'Situation Analysis' of its strategic position - the 'where we are' - of FCT now. It also outlines the strategic policy areas and the initiatives that Government intends to pursue to advance the collective interest of the people of the FCT. The policies are well grounded in the Federal Government's NEEDS Initiative - Wealth creation, employment generation, poverty reduction, and value re-orientation. FEEDS represents the FCTA's initiative for meeting the Millennium Development Goals, which are:

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve Maternal Health
- Combat HIV/AIDS, Malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership

The policies are articulated in Social and Economic Sectors. There are also policies on Government Reforms and Policy Sustainability. In the Social Sector, the major policy areas are Education, Health, Housing, the Environment and Social Welfare. The main concern of Government under education is to improve enrolment, access and examination pass rate. Government is also keen to sustain and improve literacy rate in the FCT. A number of strategies have been put in place to achieve this, which includes rehabilitation of classrooms, building additional classrooms, provision of furniture, library and teaching aids. Government have also considered building girls only schools to minimize gender disparity. Other efforts include the possibility of providing lunch and uniforms free in selected primary schools.

Under Health, Government is focusing on reducing infant, child and maternal mortality rates. Government have also considered the danger of HIV/AIDS and have articulated policies to contain it as well as assist people living with HIV/AIDS. The main policy here is provision of AVR drugs, public enlightenment and training.

Government is also concerned about the housing needs of people in the FCT especially given the population explosion of FCC in the last several years. Government have designed policies to build a certain number of housing units annually and to provide plots of land to individuals for building houses. Government intends to strengthen environmental protection through improved public sanitation, refuse collection and improved management of gardens and parks in the FCC. Government also intends to minimize traffic hold-ups in some notorious areas as well as control rampant, indiscriminate and irregular parking of vehicles. Social Welfare is a major concern of the FCTA. Policies have accordingly been developed to cater for the disabled, prompt payment of pensioners and the general improvement of the welfare of the less privileged.

The document also articulates and explains the policies for the Economic Sector. Topics in this section address the twin problems of poverty eradication and economic development through empowerment and participation. Hence its focus: Revenue Generation, Agriculture and Food Security, Rural Access and Mobility, and Employment Generation. Targets and funding estimates have been presented for each sector and a brief action plan for each has been provided (in the appendix).

Government will harmonize its revenue generation efforts by seeking legislation from the National Assembly for the establishment of the FCT Board of Internal Revenue. This is expected to boost revenue by many folds and the revenue so derived will be used to fund up to 35% of FCT's recurrent expenditure. In agriculture, Government intends to raise the level of participation of youth and women group in farming and livestock activities thereby providing employment for them and raising their per-capita income. Government policy initiatives here include the provision of land, fertilizer and other inputs such as tractor services, insecticides etc.

Government intends to improve access to and from rural areas as well as improve mobility between the FCC and its satellite towns. This policy entails building and upgrading roads to open and link up towns and villages for improved social and economic activities. This is also expected to spread development and ease the population pressure within the FCC.

The document has outlined Government policy initiative for Employment Generation. The task is to provide an enabling environment for individual and the private sector to drive economic development. Policy initiatives centre on the development of Abuja Enterprise Agency, Abuja Technology Village and Alternative Source of Energy. The AEA is mainly concerned with provision of capital, advisory and training services to individuals who have a commercially viable idea. Ultimately, the AEA hopes to develop the private sector by helping individuals and organizations to manage the transition from sole-proprietorship to industrialization.

The ATV, on the other hand, is modelled after Silicon Valley - it is expected to

be a 'park', a giant facility and a hub for technology and computer experts to develop and write software, win outsourcing contracts from overseas and possibly assemble computers. Government intends to make budgetary allocation annually to these policies until they bear fruits. In this regard, Government also intends to collaborate with several other bodies and agencies to achieve its vision.

On alternative sources of energy, FCTA will seek to persuade the Federal Government to supply gas to the FCC.

Further, the document presents FCTA's reform initiatives. This affects Land Administration, Right-sizing of the Public Service, Accountability and Transparency. Under Land Administration, Government have computerized the system to eliminate multiple allocation and generally minimize corruption in the system and to improve service delivery - faster processing of land application and processing of title documents. Government is also keen to reclaim the Abuja Master Plan. It seeks to achieve at least 80% conformity to the plan, which Government hopes to accomplish through a number of strategies such as reclaiming land intended as public parks and removal of illegal settlements/structures within the FCC.

In right-sizing, FCTA intends to have a competent, relevant and productive workforce while at the same time arranging and delivering humane, attractive and responsive retirement scheme for its staff. The policy thus have provided for prompt payment of entitlements to affected staff, pre-retirement training on self-reliance (for those going into private business) and collaboration with the AEA to provide assistance for retirees.

Accountability and Transparency are the hallmark of the FCTA since 2003. They are important principles that guide conduct and implementation of the strategies derived in this document. FCTA has gone beyond hype to concretise and indeed ingrain accountability, transparency and ethics in all its affairs. This has culminated into partnering with the Convention on Business Integrity (CBI), conducting regular staff audit and monitoring budget performance and publishing the result.

Finally, the document outlines how the policy initiatives could be sustained. It articulates Sustainability Strategies to address the major problems of failure in planning and strategy - the inability to define in clear terms how strategies will be sustained. This problem is adequately covered under Implementing FEEDS, Funding FEEDS, The PPP Initiative, Institutional Stakeholder Ownership and Monitoring and Evaluation.

Under Implementing FEEDS, Government envisages 'locating' FEEDS within the existing structure but charging a specific organ of Government for its implementation, monitoring and control. This organ will report directly to the Honourable Minister. Funding FEEDS identifies the various sources of funds

available to FCTA including grants, budgetary allocation, Development Partner's contribution, counterpart funding, contributions from NGOs and Area Councils and donations from and participation of the private sector. In the PPP initiative Government outlines how the Private Sector is expected to participate and facilitate industrialization within the FCT. Details of the partnership and areas of participation and how Government will facilitate development are stated.

In line with democratic principles and openness Government intends to imbibe the culture of Institutional Stakeholder Ownership. This is intended to provide opportunity for a quarterly FEEDS interface meeting to review performance, publication and dissemination of prior information etc. It is a forum where Government intends to receive feedback on FEEDS implementation from stakeholders. The information so collected will be the basis for monitoring and evaluation.

Chapter 1

The Vision of Abuja

Introduction

The land identified as the Federal Capital Territory is located in the centre of Nigeria. It covers an area of 8000 square kilometres, with the Federal Capital City Abuja having 250 square kilometres. It is bounded in the North by Kaduna State, on the West by Niger State, on the East and South by Nassarawa and Kogi states respectively. Geographically, the FCT lies within latitude 9°30' North and Longitude 7°9' East. The area experiences two seasons: The dry/harmattan season which spans from November to April and the rainy season from April to November each year.² (See table on page 16)

The scenic splendour of Abuja characterised by an avalanche of low hills, mountains, transverse shallow valleys, deep green vegetation, rich topography and a friendly weather is a tourist haven awaiting exploration. With the presence of an International Airport and world standard first class hotels, Abuja, Nigeria's Centre of Unity, has today become the preferred conference venue of the West African sub-region, and the melting pot of Nigeria's political and social development. These attributes, together with the hospitality and industry of residents have attracted many visitors to the city of Abuja.

Apart from some of the natural endowments of Abuja, cultural artefacts of the original Gbagyi inhabitants, as well as human-made structures, those who come to Abuja have a variety of activities at their disposal to make their stay worthwhile. These include wildlife, mountaineering, boating, pottery and contemporary art works and other exquisite landmarks, which dot Abuja.

The presence of the cream of Nigerian society, international development workers, diplomats, top corporate executives, and government functionaries coupled with a vigorous reform agenda of the present administration to provide security makes Abuja a potential captive market for investment in real estate, recreational parks and mining.

More than 70% of the land is rural. The FCT is subdivided into 6 Area Councils, Abaji, Abuja Municipal, Bwari, Gwagwalada, Kuje and Kwali. The urban areas are in the Federal Capital City (FCC) namely, Garki, Maitama, Wuse, Asokoro, Gwarinpa and Gudu districts. Other urban areas are the local government or Area Council headquarters. Notable satellite towns include Kubwa, Nyanya, Karu, Karshi, Karmo, Lugbe and Idu. Others are Gwagwa, Jiwa and Jikwoyi in the Municipal Area Council. Some remote villages near the city are beginning to grow, like Kuchigoro and Aleyita in Abuja Municipal Area Council.

² Education Secretariat's submission (2004) and the International Planning Associates 1979

Abuja was envisioned as the political capital and geographical heartland of Nigeria. It is equidistant from all parts of the country. Abuja is a symbol of Nigeria's unity and a reaffirmation of her enduring vision of dynamism and prosperous development. It was created by the Murtala-Obasanjo Administration and designated the Federal Capital Territory in 1976. Abuja has since become home to Nigerians from all walks of life including those who are the original inhabitants. Abuja was intended as an inclusive city for all Nigerians with no indigene/settler dichotomy. All are considered to be residents of FCT.

Literacy trend in the FCT indicate growth in the number of literate people in the area. According to the 1991 National Population Census, about 56.4% of the population aged 6 years and above were literate. Life expectancy in the FCT area is adjudged low with an average of 52 years³ for both male and female. Residents of FCT have access to health care services within 40 minutes walking distance on the average; these health care centres however offer varying levels of services). About 60% of FCT residents have access to clean water defined as borehole and pipe borne water. However, as we shall see in the body of the report, access to portable water supply through public pipes is low at about 35% mainly due to population explosion in the FCT.

Population and Cultural background:

The initial vision for Abuja as the Federal Capital Territory (FCT) was for an optimal population of about 3 million people after completion of a five - phase development plan. The estimated population of the city in 1998 alone was 3 million when the first phase of development was not even completed. Today (2005) that figure has more than doubled to an estimated population of 6.7 million, with an annual growth rate of 13%⁴ even though only two phases have been developed. ⁵. According to the 1991 census, women formed 44.8% of the population, with the male population put at 55.2%⁶ of the estimated 6.7 million population of the FCT, 50% are school age children⁷.

³ See Basic demographic data in State of the World's Children UNICEF, 2004 page 124.

⁴ Figure is derived from National Population Commission's estimate, demographic surveys and studies conducted by the private sector and multi lateral organizations. The national population census of 1991 put the population of the FCT at 371,674. The department of Planning, Research and Statistics utilized NPC projection from the 1991 census, of an assumed annual growth rate of 4% to arrive at a figure of 1.8m by 1998. In a separate exercise, the lands department of the FCDA obtained a population size of 4.8 million, utilizing the number of plots of land allocated as well as size of land developed within phases 1 and 2 of the city. Julius Berger in its own survey, utilizing satellite imagery, arrived at a figure of 7 million in 1998. Using hyper-geometric method, the PRS department drew a simple average of these data and arrived at an average of 4.5 million as at 1998. A projection of 4% annual growth would put the present population of the FCT at approximately 6.5 to 6.7 million people.

⁵ Comprehensive crisis intervention initiatives for FCT Basic education, study on incorporating a 'cradle to grave' mass literacy campaign 2004

⁶ National Population Commission November 1991 in FCT statistical year book 2002

⁷ FCT Education Secretariat data 2004.

The FCT is a multi-cultural society. It is indeed the Centre of Unity the different indigenous cultures found in Abuja today have their origin from numerous ethnic groups within the territory. Before Abuja was created, there were pockets of various ethnic nationalities living in the land. For instance, in Abaji Area Council, there are the Igbirras, Gbagyis, Ganaganas, Nupes, Bassas, Hausa and Fulanis. Gbagyi, Koro, Fulani and Hausa people are predominant in Bwari Area Council. In addition, prominent tribes who live in Kuje include Gade, Gwandara, Bassa, Gbagyi, Hausa and Fulani. Kwali Area Council which borders Kuje has the same ethnic groups. The most populous tribes in Kwali Area Council are the Gbagyis followed by Ganagana and Nupe people. In the Municipal Area Council, the indigenous groups are the Gbagyi, Gwandara, Gade, Bassa, Hausa and Fulani. Virtually all tribes use Hausa and English for commercial and educational activities.

The cultures of the inhabitants are manifested in their ways of life, in terms of what they wear and their faith. Farming cuts across all the ethnic groups. The major food crops are yam, maize, guinea corn, beans and millet. However, the ethnic groups have their respective specialty in divergent crafts; for example the Bassa people are good in farming and fishing while the Nupes and the Ganaganas are blacksmiths.

Women's Activities

Women's activities span political, social and economic spheres in the FCT. Women are engaged in formal employment as office workers, teachers, health workers and other professions. Women dominate the informal sector spheres of food vending, trading and tailoring services in the FCT. They also work alongside their families in businesses such as carpentry, printing, while the young girls hawk. Women engage in animal husbandry and crop farming from planting, tiling, harvesting and processing to marketing.

Women and children are largely responsible for collection of firewood both as cultural artefacts as in traditional Gbagyi culture and as source of energy and income for the family. They are also saddled with the responsibility of finding, fetching and storing water. A traditional economic activity of the original inhabitants of the FCT is pottery, which is dominated by women.

Women are also breaking new grounds as the occasional construction worker and female bus driver can be seen. Equally important is the participation in partisan politics where women have emerged as senators, local government chairpersons and councillors, amidst other leadership positions in various parties. These are arenas, which used to be considered the exclusive preserve of men.

Women are also custodians of culture. Songs and dance depicting rural life, virtues such as integrity, honesty and love are woven into the work and social life of the communities. Marriages, harvest and child naming ceremonies are social events, which bring to the fore women's community building role.

There is a good level of awareness amongst women as inferred from responses to issues of HIV/AIDS, child labour and politics. For instance, many women were agreed that advocacy against child hawking is important. Though children of both sexes participate in hawking, girls are more vulnerable because of the higher propensity of gender-based violence such as rape, harassment and other forms of abuse. They have argued for increased attention to the young girl through creation of girls' only schools and scholarship opportunities to ensure they have equal access to quality education.

Poverty Analysis

Poverty is a multi faceted phenomenon. It arises from a lack of access to income, social or physical security, absence of voice or protection of human rights or lack of access to justice. Therefore, while low income (living on less than \$1 a day) is a measure of poverty, illiteracy, ill- health, disability, gender inequality and environmental degradation are also aspects of being poor⁸. FEEDS recognises an interconnection amongst all these forms of poverty. A lack of voice for instance, could impede access to health services or credit facilities even where they are available. Absence of physical security may jeopardize food security, which may in turn have an adverse effect on the environment.

By far the poorest categories of people in the FCT are women, children, the aged and persons living with disabilities, because they are made more vulnerable by the absence of adequate services. The size of these categories in the FCT makes the issue of poverty very alarming. According to the 1991 census, women formed 44.8% of the population, with the male population put at 55.2%⁹ of the estimated 6.7 million population of the FCT, 50% are school age children¹⁰.

We have recognised that in order to commit to poverty reduction, a cluster of ideas must be pursued simultaneously¹¹. These include investing in education and health with a clear perception of gender dynamics, increasing the productivity of small farmers, improving basic infrastructure, developing an industrial base, which recognizes entrepreneurial activities, promoting democratic governance and respect for human rights, and ensuring environmental sustainability. (EDITOR, A COLOUR PIE WILL BE GOOD HERE).

FEEDS submits to a rights based approach to poverty reduction. The basis of which is the provision of adequate access to basic social amenities such as education, access to water, health and social security as non-negotiable prerequisites for a good life. These needs are recognised as claimable rights,

⁸ World Development Report 2004, IBRD/ World Bank 2003

⁹ National Population Commission November 1991 in FCT statistical year book 2002

¹⁰ FCT Education Secretariat data 2004

¹¹ Human Development Report 2003, UNDP New York

which come with duties, responsibilities and an accountability dimension¹². In essence, the human rights approach to poverty reduction and development assumes that beneficiaries of poverty reduction are active subjects with the right to a voice in policy process; active subjects who should be given every institutional opportunity to own the process of their own development. Government on the other hand, has the right to enforce laws and protect public resources on behalf of the subjects. Each party thus has rights, obligations and responsibilities.

The FCT Economy

The FCT Economy is a public sector dominated economy driven largely by Government patronage. As the seat of the Federal Government and a place still 'under construction' the FCT and especially the FCC attracts businesses ranging from international construction firms to individual service providers. Almost all the major national banks are present in Abuja as well as major hotels, some of them with international holdings. A large portion of the economy is made up of traders, artisans, farmers and other individual service providers.

Government/Governance

In keeping with the constitutional provisions, which treat the FCT as if it were one of the States of the Federation, the system of governance here is similar to that of the 36 States in Nigeria. According to Sections 299 and 302 of the 1999 Constitution, the President is the 'Governor' of FCT. The president by right delegates powers to the Minister of the FCT in the Presidency. Constitutionally, FCT has one Senatorial seat and two House of Representatives constituencies

In place of Ministries and Commissioners (as obtains in States) the FCT Administration is organized around Secretariats headed by Secretaries. There is presently Five Secretariats viz.: -

1. Education Secretariat
2. Health Secretariat
3. Social Services Secretariat
4. Agriculture Secretariat
5. Transport Secretariat

¹² A contribution to the NEEDS dialogue, Civil Society Poverty Reduction Coalition 2004

There are also a number of Parastatals providing specialized services key among which are the following: -

1. Federal Capital Development Authority (FCDA)
2. Satellite Towns Development Authority (STDA)
3. FCT Water Board
4. Abuja Environmental Protection Board (AEPB)
5. Abuja Investment and Property Development Company (AIPDC)

Other Parastatals to be created soon are the Board of Internal Revenue (BIR) and the Abuja Municipal Management Agency (AMMA).

The other tier of governance is the Area Council, which operate as Local Government Areas. There are six such Area Councils in the FCT namely, Abaji, Abuja Municipal, Bwari, Gwagwalada, Kuje and Kwali. An elected Chairman heads each Area Council. At the community level, there are fourteen Traditional Rulers of First, Second and Third Class ranks, whose authority span the entire Area Council of their domain. The Chairperson of the FCT Council of Traditional Rulers is Mallam Adamu Baba Yunusa, a First Class Chief and the Ona of Abaji, who was appointed to the throne July 01, 1997.

Brief Review Of Major Changes In The Last Few Years

It is often said that change is the only constant in life. This natural phenomenon is also a characteristic of the FCT especially in the last two years when this Administration headed by Malam Nasir el-Rufa'i came into office. These changes span the spheres of administration, accounting and personnel management. They also include computerisation of land records, which replaced the manual and physical storage method, which was fraught with malpractices such as fake and multiple allocations and frequent changes to land use in flagrant disregard of regulations. The computerisation also creates a more manageable accounting system for collection of land revenue for the FCT. With the establishment of Abuja Geographical Information Service (AGIS), over 2000 maps have been captured digitally, making land administration and revenue collection a lot easier.

The Administration has also carried out staff audit, which led to the recovery of about ₦68 million hitherto paid to non-existent 'ghost' workers. The audit also provides an easy to access database on the status of workers, personnel record and history as well as thumb prints to guard against impersonation.

The structure of the FCT policy machinery has also undergone an overhaul. The challenge of being a cross between a ministry and state means that FCT management is at once saddled with the responsibility of making policy as well

as providing services. Consequently, the 27-year old Ministry was abolished in March 2005 in its place is the FCT Administration (FCTA) which consists of Federal Capital Development Authority (FCDA) Satellite Towns Development Agency (STDA), 5 secretariats, and other agencies. All solely designed to ensure effective administration of FCT and enhanced service delivery. The Minister, is still designated Minister of FCT as recognised by the 1999 constitution, Section 302. He remains chairperson of Federal Capital Development Authority (FCDA), as spelt out in section 18a of the FCT Act.¹³

To ensure due process in the conduct of government business, the administration has subscribed to the Convention on Business Integrity (CBI). Each policy site in FCTA has an internal due process certification procedure, which ensures transparency, publication of information, open bids in our business dealing. A website www.fct.gov.ng has been launched. Information such as work opportunities, budget, staff profile and history of FCT are available on the website.

Data and statistics Federal Capital Territory (FCT)

- Designated Federal Capital in 1976
- Total land Area: FCT 8,000 square kilometres, with Federal Capital City (FCC) having 250 square kilometres.
- The FCT is bounded in the North by Kaduna, in the West by Niger, in the East by Nassarawa, and in the South by Kogi States.
- It has 6 Area Councils: Abuja Municipal (AMAC), Abaji, Bwari, Gwagwalada, Kwali and Kuje.

Developmental Phases: 4 with a possible 5th phase

- Phase One CBD (AO), Maitama (A5&6), Wuse I (A2), Wuse II (A7&8), Garki I (A1) & II (A3) and Asokoro
Planned population: 230,000
- Phase Two: Katampe, Mabushi, Utako, Wuye, Durumi, Gudu (B1), Jahi, Kado, Jabi, Dakibiyu, Kaura, Duboyi, Gadiwa, Dutse and Kukwaba National Park.
Planned population: 585,000
- Phase Three: Bunkoro, Gwarinpa II, Gwarinpa I, Mboru, Industrial Area I, institutions and research centres, industrial area II, Galadimawa, Dakwo, Lokogoma, Wumba, Wupa, Dape, Karmo, Pyakasa, Okanje, Kabusa and Saraji.
Planned population: 640,000
- Phase Four: (Master Plan at preparation stage)
Planned population: 1,700,000

NB/ Only phases 1 and two have been developed so far, but the present total population of the FCT is already over 6 million.

Source: FCDA Records

¹³ See the Federal Capital Territory (Establishment of Functionaries and Departments) and Ministry of Federal Capital Territory (Dissolution) Order No. 1 of 2004 order signed by President Olusegun Obasanjo, dated 24th December 2004.

Presentation

This policy document is arranged into Five Parts. Part One introduces the FCT and presents a 'Situation Analysis' of the strategic position - the 'where we are' - of FCT now. It also outlines the strategic policy areas and the initiatives that Government intends to pursue to advance the collective interest of the people of the FCT. This Part also discusses the framework and methodology followed in preparing the FEEDS Document. Part Two is concerned with Government policies in the Social Sector - Education, Health, Housing, Security, the Environment and welfare - it enumerates targets and strategies to towards the implementation of the Millennium Development Goals (MDGs).

Part Three of the document seeks to explain the Economic Sector. Topics in this section address the twin problems of poverty eradication and economic development through empowerment and participation. Hence the focus: Revenue Generation, Agriculture and Food Security, Rural Access and Mobility, and Employment Generation. In Part Four, an attempt is made to present Government reform initiatives as it affects Restructuring FCT for Better Service Delivery, Land Administration, Right-sizing of the Public Service, Accountability and Transparency as well as Reclaiming the Abuja Master Plan.

Part E of the report, which is tagged Sustainability Strategies address the major problems of failure in planning and strategy - the inability to define in clear terms how strategies will be sustained. This problem is adequately covered under Implementing FEEDS, Funding FEEDS, The PPP Initiative, Institutional Stakeholder Ownership and Monitoring and Evaluation.

Chapter Two

Strategic Framework For Preparing The FEEDS Document

Introduction

In developing a framework for FEEDS, we envisioned an intricate link between economic and social development. We have thus chosen to adapt the goals of NEEDS in order to reflect the challenges of the FCT. NEEDS has four key goals: Wealth creation, employment generation, poverty reduction, and value re-orientation. NEEDS hopes to achieve these goals through the following strategies: Reforming the way government works and its institutions; growing the private sector; implementing a social charter for the people; and re-orientation of the people with an enduring African value system. These steps are a prerequisite for enhanced service delivery, which MDGs seek to entrench. The Millennium development goals are:

- Eradicate extreme poverty and hunger
- Achieve universal primary education
- Promote gender equality and empower women
- Reduce child mortality
- Improve Maternal Health
- Combat HIV/AIDS, Malaria and other diseases
- Ensure environmental sustainability
- Develop a global partnership

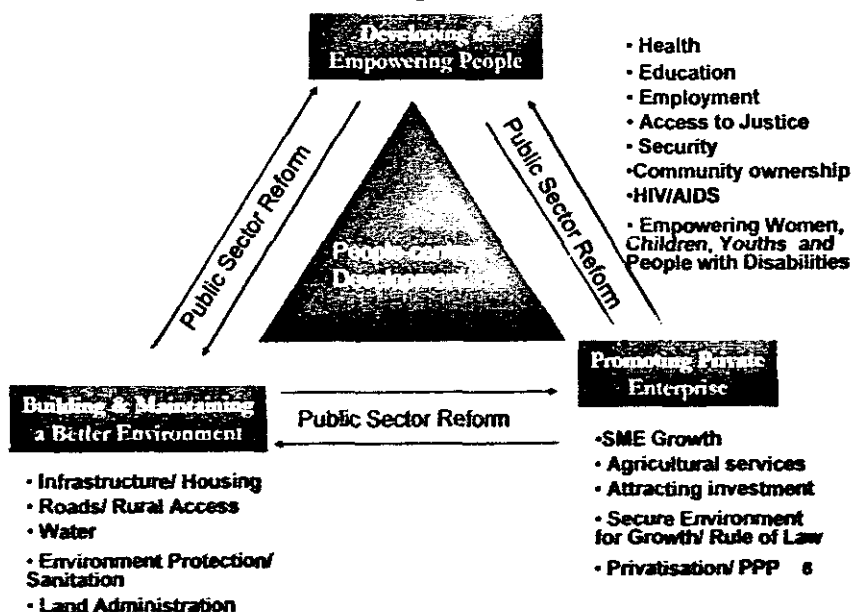
The FEEDS policy targets are designed to reflect a response to the MDGs. In addition to adapting the goals of NEEDS, FEEDS has devoted particular attention to issues of implementation, monitoring and evaluation. These issues are captured as conditions for sustainability.

The approach adopted by the FCT to prepare the FEEDS Document is depicted on the diagram **FEEDS STRATEGIC FRAMEWORK** below. The policy framework is based on three key areas - (1) **Developing and Empowering People**, which means the provision of sustainable Healthcare delivery system, provision of education, social welfare and access to justice. (2) **Promoting the Private Sector**, which consists of growing small and medium size enterprises, development and support of agriculture, employment generation and an open

and transparent privatisation and commercialisation program. (3) **And Building and Maintaining a Better Environment**, which mainly focuses on infrastructure development, housing, water and energy supply and land administration.

A key principle of the document is that all policy areas are people centred. Implementation of policy will be achieved within the context of public sector reform.

FEEDS Strategic Framework



FCTA as a NEEDS Pilot Project

Before its abolition in March 2005, the Ministry of the Federal Capital Territory (MFCT) was selected as a pilot reform ministry, specifically as a public service /institutional case study under the National Economic Empowerment and Development Strategy (NEEDS). The reasons for the choice of MFCT are not far-fetched:

One, the MFCT was the largest Federal Ministry with over 25,000 employees and one of the few Ministries directly responsible for service delivery in Nigeria. Two, the public perception of corruption at the MFCT provided a veritable ground for implementing reform with sympathy. Three, the FCT functions as a "State Government," thus reforms at the MFCT would provide a model for other states in the country to implement their Economic Empowerment and Development Strategy (SEEDS). Four, the FCT is geographically accessible and it is expected that the benefits of the reforms (such as improved service delivery) will be visible and will generate support for

reforms across the nation and lastly and most importantly, previous experience has prepared the present leadership for human resource capacity building and implementation of difficult reforms.

METHODOLOGY

Early in the life of the present FCT Administration, 2003, a situational analysis was carried out to determine the strengths and weaknesses inherent in the system, and also examine opportunities and threats that existed around the Administration. This is referred to as a SWOT analysis and is presented in the table below.

Table 3 SWOT Analysis

<p>Strengths</p> <ul style="list-style-type: none"> *Ability to design interventions / Draw up logical frameworks *A committed core team *A respected Minister *Research capability *Self evaluation *Strong link to FGN *Good cooperation between FCT Administration and Area councils 	<p>Weaknesses</p> <ul style="list-style-type: none"> *Inadequacy of skilled HR in MFCT *Small size of reform team *Inadequate communication channel to public *Status of MFCT as both a ministry and a service provider
<p>Opportunities</p> <ul style="list-style-type: none"> *Positive perception of the Minister *Donor respect and interest *Civil society - to give technical expertise *ICT (e- governance) *On going civil service restructuring *The Media *Availability of Land *Public Private Partnerships *Availability of Advisers *Public good will towards Administration 	<p>Threats (Constraints)</p> <ul style="list-style-type: none"> *Dual role as ministry and state *HIV/ AIDS¹⁴ *Post 2007 - sustainability *Late passage of appropriation bills *Inadequate reliable data *Weak local governance system *Donor fatigue *Media

To achieve the Abuja vision, the FCT Administration conducted a diagnostic analysis on salient issues perceived as pertinent to the development of the Territory. This process culminated in the development of the FCT 2003- 2007 strategic plan based on the SWOT analysis above and on consultations, which continued using a variety of other sources such as, meet-the-people tour of Area Councils, analysis of unsolicited memos and letters from the public¹⁵ written since the inception of this Administration. The SERVICOM action statement on commitment to provision of quality service delivery also served as a guide. To further deepen dialogue, consultations was decentralized into stakeholder categories e.g. HIV/AIDS working group, education and labour

¹⁴ Around 3.5 million Nigerians adults live with HIV /AIDS accounting for almost 10% of the world's total. National average is put at a conservative 5.0% - DFID. According to the 2003 Sentinel report, FCT has 8.4% sero prevalence rate. The third highest in Nigeria, after Cross Rivers and Borno states respectively.

¹⁵ Over 300 of such memos were received from 2003 to 2004.

stakeholders. Numerous opportunities to dialogue with Area Council Chairpersons such as funds allocation meetings and national immunizations days were also utilized. Informal consultations, such as Ramadan dinners with Mr. Minister, and courtesy calls, where feedback on the work of the Administration was given, also proved useful for collating inputs of different stakeholders.

Other sources include content analyses of newspaper reviews and the President's mandate to the Minister to put an end to corruption, computerise land records and streamline the Administration of the FCT into a more service oriented structure. The concerns of the citizens of the FCT were articulated and clarified from these wide ranging sources. This now culminated into the FCT Vision, which has also informed the process of developing FEEDS.

Strategic Intent

Following various consultations and the determination of the current administration in FCT it found necessary to articulate its vision and mission to guide current and future efforts. The following have generally been accepted as the vision and mission of the FCT

Our Vision

To Create A First Class Capital Territory With Effective Service Delivery Comparable To The Best In The World

Our Mission

To Build And Administer A Federal Capital Territory In Strict Compliance With The Original Plan Through The Establishment Of An Effective, And Enduring Service Oriented Administration That Can Respond To The Needs Of All Residents And Other Stakeholders.

EDITOR, INFO BAR V,M &Vis

Our values are informed by:

- Dedication to duty
- Integrity measured in quality service and Consumer protection
- Transparency and respect for due process, through accountability and democratisation of information
- Equal opportunity regardless of gender, age, religion, physical state, marital status or ethnic affiliation
- Commitment to highest ethical standards and professionalism
- Participation as a core principle in decision-making: This is operationalised by ensuring voice, consultation, dialogue and ownership.

The key challenge of reform as we envision it is to achieve a link between our aspiration (vision) and our broad goal of achieving it (mission), as well as the core beliefs and principles that underline our commitment (values) and to translate this into outputs that can engender transformative change. FEEDS gives us the opportunity to achieve this.

Writing FEEDS

In developing the FCT FEEDS, we constructed a concentric circle of responsibilities, which guaranteed qualitative participation and effective time usage. These are the Core Technical Team (CTT), the Consultative Committee (CC) and the Consultative Forum.

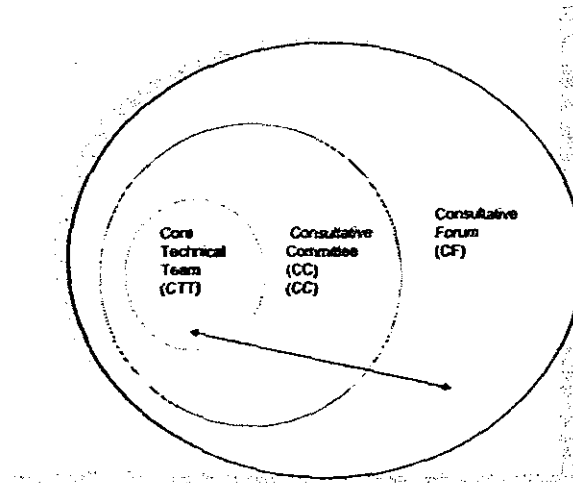
Core Technical Team: Responsibility for the design and coordination of FEEDS began with the Core Technical Team (CTT), located in the Minister's office. CTT consisted of in house and external technical expertise - researchers and analysts- drawn from civil society, private sector and government. The CTT was tasked with the responsibility of consulting with FCT residents across gender, age, ethnic and religious divides, through a process of needs assessments, using the sources and processes outlined in the earlier section.

Consultative Committee: The next layer of consultations was the Consultative Committee (CC), which comprised stakeholders within all relevant government Departments, Agencies and Parastatals, Area Councils and National Assembly. The task of the CC was to analyse the findings of the CTT, transform the needs into policy targets by matching necessary human and material resources to needs identified. The process of developing the policy targets was informed by the SMARTGA principles, which demands the identification of Specific, Measurable, Achievable, Realistic, Time- bound and Gender Aware policy objectives and strategies.

Consultative Forum: The third layer was the Consultative Forum (CF), which is a broad based multi stakeholder dialogue forum. The ongoing reform and restructuring of FCT - both as a Ministry and a State has envisaged the inclusion of all citizens in the change process of developing the FCT, ensuring basic services are delivered to the citizens efficiently and effectively and holding all persons involved in this process accountable for acts of commission or omission. In this sense, the process of preparation, dissemination, implementation and monitoring of FEEDS is also designed to be an all - inclusive and participatory process. Hence, the CF, which is a multi stakeholder forum of the FCT, will serve as a feedback and review loop. An advocacy version in Hausa, Yoruba and Gbagyi would also be produced. We envision that after FEEDS is prepared, the CF will metamorphose into a public- private- civil society partnership for monitoring and evaluating implementation of FEEDS and effective resource management in the FCT. As we move to the next stage of finalizing FEEDS, the draft document would be presented to these stakeholders as a means of verifying and adopting stated priorities.

Figure 1: FEEDS consultation and preparation framework

FEEDS Consultation Framework



9

Feedback and priorities from Consultations

For the Area council consultations, two contiguous Area Councils each were held together to enrich the debate and also provide an opportunity to draw similarities or differences in situations and needs. Single forum each was devoted to the formal and informal sector and CS consultations. Consultations were conducted in English, Hausa and Gbagyi, as three languages broadly spoken across the consultation belt. Representatives of each community were listened to as they expressed their hopes, fears and aspirations. Time was then allowed for response from the FEEDS Core Technical Team (CTT) and Consultative Committee (CC) members present. At the end of discussions, each community was asked to give 3 priorities which they would want addressed in 2005 and also to nominate 5 representatives, women and men¹⁶ who would serve as FEEDS interface with the FCT administration. The responsibility of the interface group would be to:

- Facilitate information exchange between the FEEDS team and their various communities,
- Serve as link persons between the community, donors and other stakeholders who would be interested in supporting empowerment initiatives.
- Facilitate input and collation of community scorecards as tools for evaluating FEEDS.

¹⁶ The only exception is the formal and informal sector because it had participants from a multi variety of sectors and participants who were not members of the business community. The intention is to write to each of the stratum that was present to ask for a representative each e.g. the banks, SMEs,

- Facilitate the emergence of a permanent people's Forum on FEEDS.

Summarised below are priority issues as raised at each fora and an analysis of recurring decimals.

Kwali

- Downward review of school fees
- Establishment of vocational schools, more primary schools and girls only sec. schools
- Youth empowerment - fish and sugar farming

Abaji

- Downward review of school fees
- Establishment of vocational schools, girls only schools
- Youth employment
- Access to ARV

Kuje

- Feeder roads
- Access to land
- Agricultural inputs and services

Gwagwalada

- Industrialization
- Access to land
- Steady electricity
- Water

Bwari

- Community health care
- Youth Empowerment
- Reduced cost of education
- Water

AMAC

- Water
- Shelter
- Sanitation

Formal and Informal sector

- Water
- Education
- Roads
- Waste management

Civil society

- Education, child rights
- Access to housing
- Access to Health especially preventive care
- Good Governance - citizen participation
- Security of lives and property
- Industrialization- job creation
- Gender analysis as a crossing issue

Recurring priority Issues from the above table are;

- Good quality affordable education
- Community health services
- Water
- Employment
- Feeder roads
- Access to land

There were also recurring themes, which the content and tone of FEEDS has taken into account.

- Social security: This has been largely defined as guaranteed access to land. It was a recurring theme across all consultation fora, though the passionate articulation of concern came more from the Area Council communities. Analysis begun from the conclusion that lack of

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You tell a man
the children
have been
sent home
from school
for not paying
school fees.
He says O-Ho.
You tell him
no money for
food he says o
- Ho. Manage
water and go
to bed.
Well, we
women cannot
afford o- Ho.
We have to
work to
protect our
families.

Woman at
Gwagwalada/
Kuje forum

resettlement and payment of compensation to affected original inhabitants breeds disempowerment, discontent and a build up of conflict, with the attendant result of escalation. The other dimension was lack of control over land. Before now communities had control over their lands and could pass same on to next generation. Now even in cases where such lands were given to original inhabitants there was the problem of insecurity remained, as there was no guaranteed ownership of such land.

- **Gender analysis** as a crossing issue: This was expressed in different ways from the Area Council communities to civil society. Concerns were expressed about the need for a methodology of integration that would mainstream gender analysis with specific focus on the position of women in relation to opportunities and resources, livelihood, basic needs such as food, water and shelter
- **Ownership** - monitoring and joint planning responsibilities to be shared between government and the communities.
- **Importance of Data:** We are setting policy targets with a bit of caution because we do not have adequate reliable and verifiable data. With the exception of education we do not have detailed data in other sectors. This means that it is difficult to plan adequately. Allusions have been made to a daytime and nighttime population for Abuja; which of these are we planning for?
- The importance of value reorientation was alluded to in many ways during the consultations. In Kwali/Abaji forum it was *chin amana*¹⁷, in subsequent consultations terms such as corruption and lack of transparency were used.

Policy Targets, Strategies And Funding

In order to guarantee economic development, our lived reality has shown that there must be clear policy targets, strategies, measurable outcomes and a sustainability plan whose main goal is to create **people centred development options**. Specifically, the following priority sectors have been identified as necessary for the actualization of our framework as well as the poverty analyses proffered in earlier sections of FEEDS. These priorities shall be the pivot of policy formulation and budgeting for the planning period of 2005 - 2007 subject to review beyond 2007, they are:

B The Social Sector

- I. Education
- II. Health
- III. Water supply

¹⁷ Meaning betrayal of trust in Hausa language

- IV. Environmental protection
- V. Security
- VI. Access to Justice
- VII. Housing
- VIII. Social Welfare

C The Economic Sector

- IX. Agriculture and food security
- X. Rural access and mobility
- XI. Revenue generation
- XII. Employment Generation

PART D Institutional Reforms

- XIII. Restructuring FCT for Better Service Delivery
- XIV. Land Administration
- XV. Right-sizing
- XVI. Accountability and Transparency
- XVII. Reclaiming the Abuja Master Plan

PART E Sustainability Strategies

- XVIII. Implementing FEEDS
- XIX. Funding FEEDS
- XX. The PPP Initiative
- XXI. Institutional Stakeholder Ownership
- XXII. Monitoring and Evaluation
- XXIII. Mitigating Risks

We have summarised in the table below, some of the targets we hope to accomplish during the next three years.

Table 1 Selected targets

Targets	Actual	Projections		
	2004	2005	2006	2007
Macro economic targets				
Growth in revenue				
Minimum number of jobs created		5000	5000	
Sectoral Target outputs				
Agriculture support services	40%	40%	50%	70%
Tourism Development	5%			
Computerization of land records	40%	50%	10%	100% completion
Services				
Children's access to Education immunisation coverage	39%	55%	60%	70%
HIV/AIDS access to Anti Retroviral	20%	30%	55%	64%
Access to medication for the reduction of opportunistic infections				
Access to safe water	40%	50%	60%	80%
Sanitation/ solid waste collection				

Rate of completion of roads in satellite towns-	40	50%	70%	90%
Payment of pensions		50%	70%	
E - government solutions	10%	60%	70%	80%
Reclamation of the Abuja Master Plan	20%	30%	40%	60%

PART B The Social Sector

Education

Health

Water supply

Environmental protection

Security

Access to Justice

Housing

Social Welfare

Chapter 3

Education in the FCT

Introduction:

Education is the key to the future because it is fundamental to the cultivation of quality human resource. An appraisal of the situation has shown that the continuous influx of people into the FCT has led to an overstretching of our educational facilities. City classrooms are overcrowded with an average of 163 children per class. However some rural schools have less than 200 total enrolments. The condition of learning in many instances is less than conducive as classrooms are in dilapidated state, teaching aids such as textbooks and laboratory equipments are inadequate. Also, basic facilities such as toilets and first aid clinics are inadequate or absent in some instances. These are important facilities; as reported by the Forum for African Women Educationists (FAWE) and education practitioners, lack of protective sanitary materials and separate toilet facilities are some of the biggest obstacles hindering performance of girls in class¹⁸.

Common assessments tests for pupils' performance in the public primary schools in the FCT reveal a poor performance. At present, the educational pass rate in the FCT is a low 25%. In the Internal Common Entrance Examination, the average pass rate of pupils in FCT public schools was 13.02% using 300 out of a total score of 600 as pass mark. However, as a result of the very low performance of pupils, cut off mark for admission into secondary schools is reduced to as low as 120 points for some Area Councils.

Challenges and Constraints to Education in the FCT

As noted above, inadequate number of classrooms, inhabitable classrooms and shortage of basic teaching materials, absence of libraries, standard laboratories and computers, and teacher motivation portray the desperate need for rehabilitated schools as well as additional schools of better quality and standard.

The present ratio of between 70-120 students per classroom is problematic. To absorb the expected UBE output therefore, more classrooms and classroom space have to be provided to meet the target of the National Policy on Education classroom/pupil ratio of 1 to 40. For the 2004/2005 academic session, the students' population is 78,000 across 45 Post Primary Schools with only 879 classrooms. The actual requirement for this size of students is 1968 classrooms. The 879 classrooms currently in use are grossly inadequate representing a mere 44% of what is required. From the population of the FCT currently estimated at 6.7 million and annually growth rate of 13%, provision of

¹⁸ GWSAfrica@lists.sri.apc.org

additional classrooms needs to be addressed urgently to avert an imminent crisis-where we have class sizes of 150-200 students, or learning under the tree or even a situation where children dropout of school completely.

At the end of the 2003/2004 session, there were 15 boarding schools with 74 hostels and a population of about 18,000 students in the FCT. The capacities of the hostels are already overstretched. To avert health hazards like meningitis and other communicable diseases, more hostels need be provided to encourage and sustain the drive for increased retention in enrolment. Other factors responsible for the low performance of pupils in examination include the following: -

1. Non availability of enough research work on the teaching and learning processes to identify gaps for possible corrections,
2. Inadequate capacity building of the teachers to improve on the basic skills acquired in their NCE and first degree education¹⁹
3. High pupil /teacher ratio which results in low individual attention to pupils by one teacher teaching too many pupils.
4. Inadequate libraries in the schools, ineffective monitoring and evaluation of schools, inadequate co-curricular activities to help keep the children mentally alert and high record of illnesses, which reduce pupils' participation in schools as well as teachers attendance and performance.
5. Equally important reasons are absence of a teacher welfare package and high prevalence rate of HIV/AIDS in the FCT.

At present, primary school enrolment in FCT public schools is less than optimal level. In 2003/2004, enrolment was put at 300,739; 161,911 boys and 138,828 girls. This represents only 39% of the school age population. This situation has occurred for a variety of reasons such as the poor economic status of the rural communities who find it difficult to meet the cost of uniforms, books, feeding and other school charges for their wards; the general apathy towards schooling owing to the high number of youths who lack gainful employment after schooling; a high drop out rate due to child marriage, and economic activities like farming and hawking.

Another obstacle to increased primary to secondary school enrolment is inadequate number of secondary schools especially in areas of high population density e.g. Abuja city centre, Kubwa, Jiwa, Gwagwalada, etc. For instance

¹⁹ About 95% of the teachers with teaching qualifications had never acquired any form of training after graduation from colleges and universities. The remaining 5% that had attended some forms of trainings and workshops are those in UNICEF pilot schools designated as child-friendly schools or Community Development (CD) communities.

out of the 20, 606 candidates who were successful in the 2004 Internal Common Entrance Examination (ICEE), there were vacancies for only 5,286²⁰. This no doubt is an alarming situation.

Vocational skills acquisition and proficiency are necessary ingredients for technological advancement and self-empowerment. In line with the current government policy on economic empowerment, the Agency for Mass literacy has five Youths Vocational Training Centres in Bwari, Karshi, Kuje, Kwali and Abaji with total enrolment of 506 youths. However these centres are operating below optimum capacity because they lack basic machines and equipments, sufficient workshop and classrooms, access to credit and awareness by the populace.

Potentials For Education In FCT

In spite of these daunting constraints and challenges, education has its brighter points in the FCT. The present Administration under Malam el-Rufa'i has shown intense commitment to regenerate education as evidenced by improvement in the sector's budgetary allocation over the last several years. The Education Secretariat has matched the Minister's commitment with enthusiasm and is determined to achieve improvement in the sector. Other potentials of the Education Sector include:

1. Availability and willingness of Donor Agencies (DFID, UNICEF, etc) to assist by providing technical and financial assistance to carryout education programs in the FCT;
2. A sympathetic Private Sector and philanthropists that could be approached for assistance on specific projects such as provision of books and other instructional materials, supply of laboratory equipments and building Girls Hostels, which could be named after them;
3. Access to power and information, which makes it possible to approach Local and International NGOs, for assistance. One such NGO just donated computers worth millions of Naira to improve education in FCT;
4. Willingness of the local population to participate in education as noted in the findings of the Consultative Forum;
5. Education is a major focus of the Federal Government, which may be sympathetic and indeed willing to make special case and grant for education in the FCT.

²⁰ Education secretariat data 2004

Academic and administrative institutions/agencies responsible for education delivery in the FCT

- ❖ 406 public primary schools with an enrolment of 300,739 managed by the FCT Primary Education Board.
- ❖ 45 public post -primary schools with an enrolment of 78,579 managed by the newly established Secondary Education Board.
- ❖ 97 private Nursery/Primary Schools with an enrolment of 39,983 and 20 private post-primary schools with an enrolment of 7693 to be supervised by the newly created Department of policy and of Schools.
- ❖ College of Education Zuba, which trains NCE teachers in the Arts, Social Science, Sciences, and Vocational Subjects.
- ❖ FCT Agency for Mass Education is concerned with adult literary, acquisition of vocational skills, women education and other forms of non- formal education.
- ❖ The Education Resource Centre provides academic services to all FCT schools in curriculum, examination, library, guidance and counseling, education research, education and information technology.

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Policy Targets for Education in FCT

MDG Target is aimed at ensuring that by 2015 children everywhere boys and girls alike would be able to complete a full course of primary schooling. It is also committed to the elimination of gender disparity in primary and secondary education by 2015.

FCT targets:

- Increase enrolment from the present 39% to 45% in primary school is achieved by the year 2007;
- Reduce teacher /pupil ratio to the benchmark of 1: 60 over the next 3 years;
- Increase exam pass rate from the present 13.02% to 25% in FCT public schools by 2007;
- Sustain the current 50% adult literacy level in FCT in 2005 and improve to 60% by 2007

Strategies for Boosting Education in the FCT

The following are broad strategies, which the FCT intends to implement over the coming years to achieve the above targets. It should be emphasized that while the resources for carrying out some of these strategies are not apparent, we feel it is important to capture a broad array of issues and problems to guide current and future Governments on the educational priorities of the FCT. (These strategies have been captured in eleven broad areas of activities in Appendix One)

- Provision of uniforms to pupils in all primary schools in the rural areas and free textbooks and other teaching aids
- Create a UBE board for effective functioning of the primary education sector and eligibility for UBE national funds.
- Provide one free meal a day in selected rural schools.
- Rehabilitate 1336 primary school classrooms
- Provide 2429 primary school desks
- Provide 4 school buses along school routes
- Construct additional 433 classrooms in existing Primary schools to decongest overcrowded classrooms

- Provide Classroom furniture for 57,454 students
- Provide drainages and toilets to 28 schools and kitchen and dining for 5 schools.
- Integrate 15 traditional Qu'ranic/Islamiya schools into the formal education system.
- Provide additional resource rooms in identified primary schools to facilitate interaction and integration of children with special needs
- Build a school for children with special needs.
- Scholarships to indigent children, especially the girl - child
- Construct Additional 1,200 classrooms for post -primary schools
- Provide for free 100 No. 2BR flats Teachers Quarters in rural schools and Semi-rural schools by 2006.
- Establish 2 new secondary schools (including a girls school)
- Provide 30 ICT laboratories
- Provide vocational equipment and materials in the existing 5 Centres including equipment and materials for women and girl-child centres.
- Recruit 49 qualified instructors for the youth vocation training centres.
- Review curriculum to include entrepreneurial development education and integration of HIV/AIDS.
- Ensure that existing libraries have up to 50% of their books and other resource requirements met.
- Added incentive to teachers in rural schools e.g. car and motorcycle loans plus N5, 000 rural allowance.
- Support teachers attendance of sandwich programmes and study leave with pay
- Liaise with relevant authorities to ensure access to water, electricity and roads to rural communities where schools are sited
- Restructure & empower the Inspectorate units to monitor public and private schools

- Create Community School Management Committees to monitor resources

Funding Education

The FCT administration has devoted 12.5% of the 2005 FCT Budget - N3.0 Billion to educational development. Other sources of funding education are as contained in the income profile below. In addition the FCT have devised creative means of addressing educational challenges through the following steps:

- Special request from the federation account. In this instance, particular attention would be devoted to education as an area of development, which requires critical intervention.

Increase in secondary school fees by 30%. We however recognize that increase in cost of education may discourage school attendance therefore, schoolbooks shall be provided free of charge, in addition to free meals and uniforms in rural schools. While full scholarships shall be provided to indigent students.

- Donor approach: Adopt a school campaign to private sector/civil society organizations, whereby such organisations or individuals may assume responsibility for funding specific needs of adopted schools such as school renovation, teacher training, free meals and ICT, over a given time period.
- Other sources, such as IGR, Contributions from Local Governments etc

The above scenario gives us an income profile for 2005 as follows: -

Income Source	Expected Average Annual Income
1. Budgetary/Statutory Allocation	N3 Billion pa
2. FGN Special Grant	N250 Million in 3 years
3. Contributions from Area Councils	N3 Billion pa
4. School Fees/Levies	N100 Million pa
5. Donor Assistance	N200 Million pa
6. Private Sector Grants/Donations	50 Million pa
7. NGO Grants and Donations	N200 Million pa
8. Others	N150 Million pa
Total	N6, 950 Billion

Chapter 4

Health in the FCT

Introduction

The FCT, like other parts of the country, has its health challenges. Data shows that infant mortality rates have worsened between the 1990s and 2003. For instance National Demographic and Health Survey (NDHS) survey data showed that in 1990, North Eastern²¹ and North Western Nigeria recorded 83 and 110 deaths respectively, out of every 1000. By 2003, the figures had risen to 129 and 136 respectively.²² 2002 statistics put crude death rate at 14 out of every 1000 persons²³. Under 5 mortality rates is equally disturbing with Nigeria having the 15th highest child mortality rate out of 193 countries of the world.²⁴

Life expectancy is also low with an average of 52 years²⁵. Though residents of FCT have access to health care services within 40 minutes walking distance on the average, these health care centres however offer varying levels of services. For instance in the rural areas while there are health centres, many are in poor state of rehabilitation. There is less availability of drugs and medical personnel, some of who do not report to work as appropriate. The situation is rendered more precarious by the absence of female health personnel in some instances. This is a vital determinant of maternal health service utilisation because while women may be willing to come to antenatal clinics, they would shy away from delivery in the hospitals for reasons of religious and cultural considerations, which demands privacy and woman-to-woman contact in such sensitive matters as gynaecology and obstetrics.

FCT has 14 hospitals. 4 of these; Garki, Wuse, Asokoro and Maitama hospitals are prototype district hospitals, which were designed to provide care for a small number of people in those districts. The remaining 10 are satellite hospitals some of which like Kwali and Kubwa have been upgraded to general hospitals, which are able to provide more specialised care.

While we focus on orthodox medical methods through the hospitals, we also recognise traditional modes of service provision, which cannot be discountenanced. In this case, traditional birth attendants. TBAs are accepted institutions in the rural areas in obstetrics service. This role needs to be factored into the design of health care intervention. Therefore rather than

²¹ Geographically the FCT is located in northern Nigeria

²² 2003 Nigeria Demographic and Health Survey (NDHS) 2004 National Population Commission and ORC Macro. Page 109

²³ This means total number of death per 1000 population every year. See State of the World's Children UNICEF, 2004 page 124

²⁴ See State of the World's Children UNICEF, 2004 page 124, Page 101

²⁵ See basic demographic data in State of the World's Children UNICEF, 2004 page 124.

ignoring TBA or labelling them as inadequate, it is more strategic to strengthen the institution in the areas of hygiene, better birth management and information on mitigating the spread of HIV/ AIDS amongst other skills.

We believe that with increased funding and better access to improved technologies of health delivery as well as public awareness, we can begin to improve. The FCT has some of the best and most affordable public health care services comparable to other states of the Federation. This is a record we intend to sustain. The Health and Human Services Secretariat charged with the responsibility of articulation and delivery of health care services in the FCT is poised to implement its Servicom charter, which is a compact between service providers and users. Closer collaboration and analyses of need with the Area Councils would also be pursued.

Constraints and Challenges of Healthcare Delivery in the FCT

The challenge though is that our facilities are overstretched due to population explosion. Out -patient attendance is 157,337 visits over a period of 6 months. Informal community dwellers (squatters) constitute over 50% of users of health services in the FCT, people from neighbouring States also prefer to patronise FCT hospitals given the relatively cheaper cost and better quality of services compared to what obtains in those States. The subsequent result is a population - facility mismatch. For instance, we have a perennial shortage of beds with an average bed to population ratio of 1:20, in public hospitals, which have on the average 100 beds, including neo natal space. Another challenge is low Doctor patient ratio, with approximately 1: 2000 in FCT public hospitals. Maximum mortuary capacity is 15 beds for Maitama hospital while the other 3 district hospitals have 6 each. Though when Garki is fully renovated, there would be space for 12 more beds bringing the total number of mortuary body units in that hospital to 18. Other challenges include: -

1. Steady and uninterrupted power and water supply remains a major challenge that needs to be addressed in order to boost the quality of health service.
2. There is inadequate blood banking services in our hospitals. A blood bank is a place where blood and related components can be obtained regularly. In instances where there is not enough blood in the bank then services is said to be inadequate. At present, relations are asked to donate blood for safekeeping. In most instances patients do not heed this advice or are unable to find persons willing and qualified to donate blood.
3. Scarcity is compounded by the increasing reluctance of many people to donate blood for fear of discovery of their HIV status and subsequent vulnerability to stigmatisation. Another issue in adequate blood banking is the quality of blood itself. At present the technology for screening

blood samples is not capable of detecting early HIV infection in blood samples. This increases the risk of infection.

4. Another challenge of a population - facility mismatch is the fast paced deprecation of work tools, which outstrips replacement rate. Surgical equipments, for dressing injuries and instruments for obstetrics are critical. Given that on the average our hospitals record 8- 9 child deliveries per day it is important that the status of facilities including work tools is addressed.
5. Area Council management are responsible for the provision of rural health care services. Due to budgetary and planning constraints, Area Councils are not able to keep up services beyond provision of basic primary health care such as treatment of dysentery, malaria and minor injuries. The more complex ailments are referred to sister satellite hospitals in Kuje, Bwari, Gwarinpa, Kubwa, Kwali and Nyaya refer to city hospital.
6. Effective emergency response is vital for the guarantee of access to health care. It also depends on effective communication between recipient of care and the provider. Ambulances for home-based care are an integral part of emergency response. The only emergency response at the moment is multi directional transfer of patients from one health centre to another where required care is assured.
7. The health response is essentially steeped in curative care such as treating typhoid, malaria, and pneumonia. We recognise the need to step up our preventive agenda through health education, awareness creation and behavioural change.

Prospects of Healthcare Delivery in FCT

In analysing customer satisfaction, service users suggested an improvement in state of sanitation in our public hospitals, reduction in consultation waiting period, and increased professionalism in healthcare. Government is committed to bringing these about, which is a major prospect for healthcare delivery in the FCT. Government will ensure that all 14 hospitals in the FCT, including Garki hospital, which is undergoing rehabilitation, operate at optimal capacity. To achieve this, we would need to refurbish our hospitals to acceptable standards, employ more medical personnel and aim for the WHO approved ratio of 1 doctor to 20 patients. Other prospects for improving healthcare service delivery in the FCT in the immediate future are: -

1. We anticipate that this would boost out -patient attendance from the current 157,337 over a period of 6 months, to twice that number.
2. Access to neighbourhood health care is a prerogative to bringing primary

and preventive health care services nearer to the people.

3. The Administration plans to devolve primary healthcare from secondary healthcare so that service provision is accelerated and our hospitals are decongested. Services such as ante natal clinics, family planning and immunization would be offered in neighbourhood centres. Antenatal care for instance is of paramount importance. In the past, there was apathy towards antenatal clinics. Today the response is much higher due to increased enlightenment. Between May - October 2004 in 5 of our hospitals, we recorded 64,521, antenatal attendance²⁶ this number could grow with increased qualitative service and information.
4. Current Government Plan to reclaim the Abuja Master Plan and its consequent effect on depopulating the FCC will minimize the pressure on the health facilities.
5. Government is also committed to training and re-retraining of all cadres of healthcare workers. Sanitation, laundry, landscaping and security services of the hospitals will also be concessioned to private sector operators.
6. The Administration also intends to invest in state of the art blood screening equipments that can test the incidence of HIV (new infections) in a blood sample even within the window period. Secondary health care centres in peri urban centres would be upgraded to provide quality service comparable to that in the city. Before the end of the year 2005, surgical services would be introduced in 4 hospitals. The newly rehabilitated Kubwa satellite town hospital has already commenced 24-hour service.

Policy Targets for Healthcare Delivery in FCT

Health related targets as stated in the MDGS are as follows:

1. Reduce by 2/3, between 1990 and 2015, the under -five mortality rate.
2. Reduce by ¾, between 1990 and 2015, the maternal mortality ratio.
3. Have halted by 2015, and reversed incidence of malaria and other major diseases.

FCT's Targets

²⁶ Data from FCT Health and Human Services Secretariat across 5 hospitals, Asokoro, Maitama, Kubwa, Nyanya and Wuse, between May and October 2004.

- Reduce infant & maternal mortality from the current 120/1000 to 100/1000²⁷ by 2007;
- Reduce access to healthcare service from the current 40 minutes walking distance to 30 minutes in selected areas by 2007;
- Reduce Doctor/patient ratio from the current 1:2000 to 1:1800 by 2007
- Provide 24 hour Emergency Services from 2006.
- Achieve 60% user satisfaction rate (as measured by user surveys) by 2007

Strategies

- Designate and equip 3 FCT Hospitals as Maternal & Child care Centres by 2005.
- Collaborate with Area Councils to provide Primary Healthcare services such as immunization by 2005.
- Build and equip 10 neighbourhood healthcare centres across the 6 area councils by 2007
- Ensure reduction in vulnerability of FCT residents to common and deadly diseases such as malaria, tuberculosis etc. by 2006
- Provide a central vaccine and certain categories of 'prescription' drug storage facility in strategic locations by 2006;
- Provide PHC drugs and consumables on a drug revolving modality in all hospitals by 2005;
- Strengthen ambulance services in all FCT hospitals by 2005
- Obtain emergency hotlines in all hospitals by 2006
- Provide technical assistance to Area Councils on disease diagnosis and family healthcare by 2005
- Employ 100 doctors and 200 other medical staff by 2007.
- Refurbish Garki Hospital by 2005

²⁷ This target is inferred from the statistic in neighbouring states of Kogi, Niger and Nassarawa which show an average of 120 per 1000 live births

- Rehabilitate dilapidated primary health care centres by 2006
- Employ increased female health personnel in rural communities by 2006
- Engage in south - south partnerships to increase number and quality of medical personnel and equipment by 2005

Funding of Healthcare Delivery in the FCT

There is a provision of N1.8 billion in 2005 budget for health. With cleaning and provision of meals concessioned out, there would be reduced overhead in that department while greater efficiency in service provision is gained.

South - South cooperation would also mean brain gain and circulation, where technical expertise is exchanged between FCT hospitals and medical teams from China and India, without a high direct cost to the FCT.

The health secretariat would also tighten its revenue collection mechanism for those services for which it charges fees. About N50 million is expected per annum.

We recognise and appreciate the role of donors in increasing access to qualitative health service. We anticipate a continuation of this relationship. Collaborations with medical institutions in the West, which can provide access to medical equipments, would be pursued. It is anticipated that approximately N500m may be gained from support from development partners in 2005.

Income profile of the Health Secretariat for the period 2005 - 2007 according to sources is: -

Source of Income	Amount Expected		
	2005	2006	2007
1. Statutory/Budgetary Allocation	N1.8Bn	N1.8Bn	N2.0Bn
2. South-South Cooperation	(23m)	-	-
3. Donor Agencies	418.14mm	418.14mm	418.14mm
4. Internally Generated Funds	20	25	30
5. Drug Revolving Funds	50mm	30mm	-
6. Private Sector Donations	20	25	15
7. Contribution by Area Councils	100	120	150
Total	2,385.14m	2,418m	2,613.140m

HIV/AIDS

Introduction

The 2003 sentinel survey puts the sero - prevalence rate of the FCT at 8.4%. This is the third highest rate in the country after Cross River and Benue states with 12% and 9.3% respectively. HIV /AIDS is thus a growing challenge in the FCT which needs to be addressed from a multi sectoral perspective. Especially given the vulnerability of young persons between the ages of 16 - 24 and the gendered nature of infection and spread.

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In articulating the FCT care and response strategy, we recognised that while it is extremely important to draw public attention to *why* people must not contract HIV, of equal importance is the articulation of a response on *how* to enhance the quality of lives of those who already live with the virus, or may be in imminent danger of being infected. Therefore, a multifaceted and integrated strategy of comprehensive care, which includes clinical prevention and treatment, care and support as well as information dissemination towards attitudinal change is required if we are to achieve an impact. Specifically, our response includes:

- a. Prevention of mother to child transmission (PMTCT);
- b. Behavioural change communication strategies
- c. Treatment of opportunistic infections;
- d. Safe blood transfusion;
- e. Provision of access to affordable ARVs;
- f. Skills for home - based care; and
- g. Economic empowerment for persons living with HIV/AIDS (PLWHA).

Constraints and Challenges to Containing/Reversing HIV/AIDS Prevalence in FCT

There are a number of constraints and challenges facing the FCT Administration in its fight against the HIV/AIDS scourge. The following constitute some of the major ones: -

1. Poor and or inadequate information dissemination particularly in the rural areas and among the poor thus making them very vulnerable to infection;

2. Reluctance on the part of the general public for free and voluntary testing to determine their HIV/AIDS;
3. Social stigmatisation and rejection of PLWHA largely due to ignorance and attitudes;
4. Poor and or inadequate diagnostic capacity to detect infection early enough;
5. Poor and or inadequate blood screening equipment and storage facilities;
6. Absence of a coherent, concerted and consistent national policy on how to contain and or reverse the prevalence of the scourge;
7. Inadequate financial and other resources that are needed to fight the scourge

Prospects of Containing/Reversing HIV/AIDS Prevalence in FCT

The above constraints, notwithstanding, the fight against HIV/AIDS have many support and supporters. There is a growing awareness on the part of the public on the need to protect themselves and their family from HIV/AIDS. Government has made impressive efforts in some cases by providing free drugs for carriers of the disease. It also offers free testing especially for expecting mothers. Other prospects of containing the disease include: -

1. Existence of a large number of NGOs, International Organizations, Donor Agencies etc that offer financial, advisory, technical, equipment and treatment support either directly to patients or agencies responsible for their treatment;
2. Federal Government initiative through the national Action Committee on AIDS (NACA)

Policy Targets for Containing/Reversing HIV/AIDS Prevalence in FCT

MDG target: Have halted by 2015, and reverse the spread of HIV/AIDS,

FCT Target

Reduce or retain the current 8.4% sero prevalence HIV rate in FCT

Strategies

- Ensure a multi sectoral response to HIV /AIDS
- Train health workers on how to minimise, and where possible, eliminate transmission.

- Provide test and screening kits (To who and where?)
- Provide drugs and consumables as well as an ARV Service Scheme, which provide access to affordable and acceptable ARV to PLWHA on PMCT and expand VCCT centres to Area Councils
- Build partnerships with NGOs, the private sector and donors that can facilitate care and support programmes;
- Partnerships with organisations which have state of the art technology for detecting HIV in blood samples technology for detecting HIV in blood samples within its window period;
- Provide access to credit for PLWHA and People Affected by AIDS (PABA)
- Sustain current campaign on mitigation of HIV/ AIDS especially in the rural areas.
- Train TBAs in 6 Area councils on HIV mitigation
- Provide free therapy for prevention of mother to child HIV/AIDS transmission in designated government hospitals;
- Work with the Education and Social Development Secretariats to review curriculum and educate the public.

Funding the HIV/AIDS Effort in FCT

There is a sum of N200m in 2005 budget principally for commencement of a revolving anti retroviral drugs scheme and procurement of state of the art blood testing equipment. In addition, implementing agency would devote 5% of recurrent budget to integrating HIV/AIDS issues in their work. We also have donor commitments in the area of technical and material assistance, which we intend to explore in 2005. The FCTA intends to pursue other sources of funding to execute the HIV/AIDS efforts.

Chapter 5

Water Supply in the FCT

Introduction

Water is a basic need, which is at once a consumable for households, industries and commercial ventures as well as nature. Access to potable drinking water is a health and sanitation challenge. At present, the FCT has only a single water source, the Lower Usuma Dam, which was meant to serve a population size of 250,000. However with the spiralling population size of the FCT, this clearly proved inadequate in realising the current water requirement of 96,000 cubic metres per day²⁸. The plan is to supplement Usuma dam with water from the Gurara dam in Niger State and to construct additional treatment plants.

The policy objective of the FCT Administration under Mallam Nasir el-Rufa'i is to ensure that the entire FCT has access to potable drinking water and water for agricultural and industrial usage. A key dimension of this policy is to preserve water. This requires that consumers recognize water as a valuable resource, which must be used frugally because water truly is life. Certain measures have thus been proposed in this direction:

1. First, to put pay-as-you-use meters in the low density FCC and
2. Secondly, to provide boreholes to rural areas and satellite towns and
3. Third to embark on public enlightenment campaigns on the need to conserve water.

Prior to the installation of pay-as-you-use meters in the city, the level of water consumption and waste was at an astronomical height. This situation was particularly alarming given the falling water level from 574 cubic metres in 1987 to a consistent yearly drop leading to the current 569 cubic metres of water in 2005. At the end of the rainy season 2004 by which time the Usuma dam ought to have been filled to capacity, we only had 75% water level, out of which only 45% was available for consumption. Metering was thus a useful and welcome way to curb waste because when people use water frugally, more water is freed up for the use of other persons and households. Another reality that compelled us to value and put a cost to water is the realisation of the falling level of water in the FCT for consumption in year 2005 dry season.

As a further step to conserve water, we intend to create a community stakeholder - *waste- not- want- not* committee in the FCT. This will include members of the media, Area Councils leadership, community groups that would

²⁸ Abuja Handbook. MFCT. 1998 Page 39

engage in campaigns and education against waste. In addition, we will hold stakeholder consultations, before boreholes are sited.

A major challenge is thus to raise and sustain the water supply level while, at the same time, maintain and indeed improve our capacity for self-sustaining and sustainability of the supply.

Constraints and Challenges to Water Supply in FCT

As noted above, spiralling population growth in the FCC in particular (and in the FCT in general) is a major constraint on water supply. Household and industrial demand for water has surpassed existing supply capacity by many folds. Other constraints include: -

1. Poor planning culture, which has led to short-term 'quick fix' solutions to what is clearly a long-term problem;
2. Poor commitment to the Abuja Master Plan, which has led to illegal settlements with attendant negative consequences on water supply;
3. Slow pace of work to develop other phases of the FCC that will necessitate consideration for water supply;
4. Over dependence on a single source of raw water - the Lower Usuma Dam, which remains at the mercy and vagaries of the weather;
5. Population explosion compared to number planned for, which has created dwindling access to water for majority residents of the FCT.

Prospects of Water Supply in the FCT

Government is concerned about the shortage of water in the FCT and is committed to solving the problem. The FCT is today well positioned to become 'comparable to the best in world' as envisioned by the Honorable Minister. The Water Board is poised to seize the moment and turn this prospect into improved water supply in the region. The immediate prospects are:

1. Government is committed to augmenting the dwindling water supply in the FCT, by transferring raw water from the Gurara dam to the Usuma dam, which is a distance of 75 kilometres. 3 metre diameter water pipes, which would ensure supply flow rate of 45,300 cubic meters per hour to Usuma Dam reservoir would be used. The water transfer would swell the reservoir capacity of Usuma dam from the present 100 million cubic metres of water to 850 million cubic meters.
2. In readiness for this anticipated increase in capacity, the expansion of the diameter of water pipes at the Usuma dam is to commence in 2005

in readiness for a supply of 30,000 cubic meters of water per hour to FCT expected at the completion of the transfer project in 2006.

3. There will be dramatic and welcome improvement over Usuma dam's current supply capacity of 10,000 cubic meters per hour, or sometimes 4,000 cubic meters per hour (as a result of very low water level).
4. This transfer though would only bring raw water suitable for nature and agricultural purposes but not fit for drinking. Therefore 2 water treatment plants are planned for 2006 as a necessary component of access to safe water. This would be completed by the end of 2006. 100 % of FCT residents would have access to safe drinking water when this project is completed in 2007.

Rural water supply

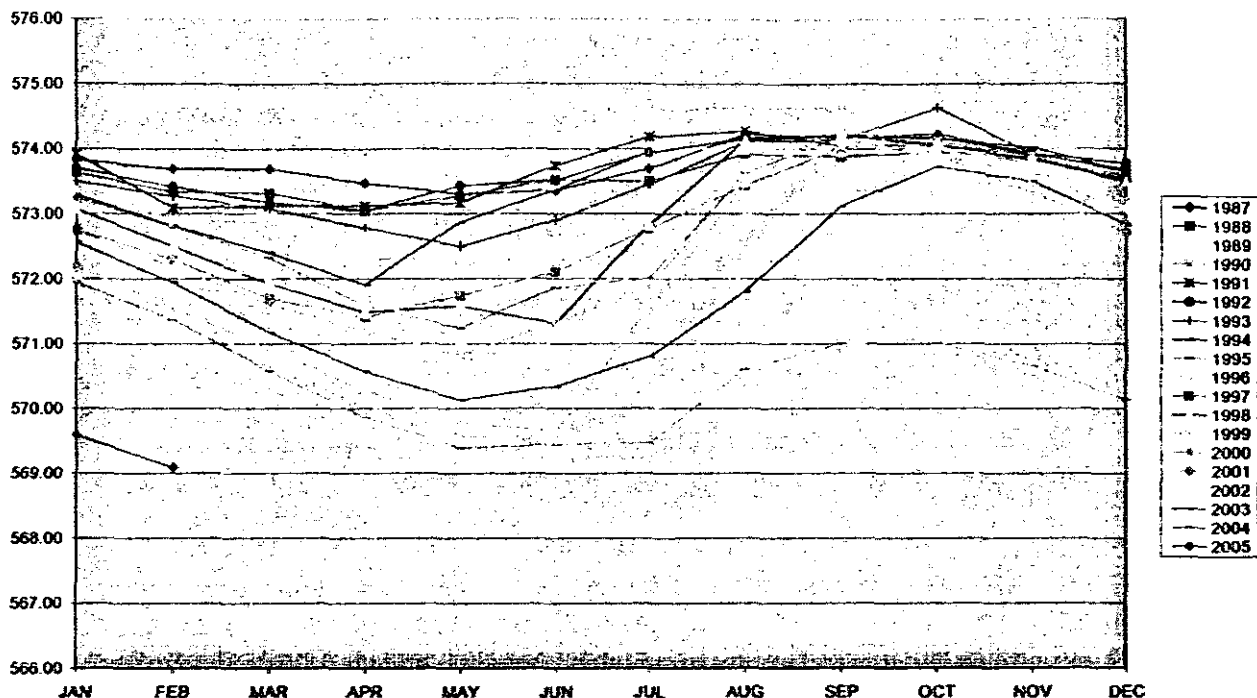
As noted earlier, the second leg of the FCT policy is to supply water to rural and satellite towns of the FCT. Majority of the residents of the FCT reside in peri - urban and rural communities. A holistic response to access to water must thus include a rural water supply plan. Given the present shortage of water supply in FCT, it becomes inevitable to carry out geological survey of water table in the rural peri urban communities.

Assessment of water facilities has shown that there are many rural water projects in various stages of completion and disrepair in the FCT. For example, DFRRRI water projects, which requires minor repairs. There is, therefore the need to collaborate with STDA to ensure that before commencing on construction of more water points, an assessment is done of existing water points that can be rehabilitated.

As part of the rural water scheme, it is also anticipated that the Southern FCT water plan is a mid-term plan to provide an alternative dam in the southern part of the FCT, which would ensure access to water for the satellite and rural communities in the FCT.

A policy of water management that gives some measure of autonomy to rural communities to decide where boreholes are cited and a role in the management and sustenance of water shall be pursued.

Figure 2: Changing Water Level in Usuma Dam between 1987 and 2005 in cubic metres of water.



Source: FCT Water Board, 2005

Policy Targets for Water Supply in the FCT

MDG:

Halve by 2015 the proportion of people without sustainable access to safe drinking water

FCT Targets:

Provide access to adequate potable water in 4 districts in phase 1, by 2006;

Increase raw water storage from the current level of 100 million cubic meters at Usuma Dam to an additional 850 million cubic metres at the Gurara Dam for FCT by 2006

Provide 100% access to potable water in the FCC by 2007; (This will require increasing water supply from the present rated output of 240 million litres per day to 7.2 billion litres per day by 2007);

Increase collection of water rates by 100% by 2006 to boost IGR

Provide access to potable water in 70% of rural areas in FCT

Strategies For Water Supply in the FCT

- Complete treatment plants and their associated trunk line with storage tanks and finish water treatment plants 3 & 4 by 2007
- Complete Gurara dam water transfer to lower Usuma dam project by 2007;
- Harmonize rates between the various classes of consumers by 2007
- Seek legislation to 'correct' the structure of the Water Board in 2005
- PPP initiative to put in pay-as-you-use meters in the entire city to curtail waste and improve revenue collection and to improve water supply in phase 3 & 4 city development;
- Apply appropriate sanctions including prosecution, where necessary, to collect revenue for service provided.
- Conduct hydro-geological surveys to improve access and monitor water resource potentials of the FCT.
- Compliment the efforts of the Area Councils and Local Communities by providing 6 motorised boreholes in each Area Council for the next two, years according to needs.
- Provide 120 hand-pump driven borehole in rural areas under the Presidential Water Supply Initiative;
- Maintain trunk/pipe line
- Stock essential maintenance spares.
- Update skills of staff through appropriate education and training
- Create independent and responsive complaints unit
- Provide basic utility needs of staff

Funding the Water Project

The sum of N45 billion is required from 2005 - 2006 to achieve the Water Transfer and Treatment Plant projects. The Federal budget has set side funding for this. The Administration is also sourcing for private bonds to finance the project. FCT water board also has a rising **revenue profile**, which can be increased with a more compact bills collection regimen.

The Water Transfer Project is the responsibility of Federal Ministry of Water Resources, while the Treatment Plant expansion project is the responsibility of the FCT Water Board. Total funding for the two projects is N45.0Billion. N30Billion of this amount is for the Water Transfer Project and will be funded from the Federal Budget while N15Billion is for the Treatment Plant expansion, which will be funded from FCT Statutory Allocation.

It is also possible to get funding from donors on Community Water Projects in one of their 'Issues Based Projects'.

The Recurrent expenditure of the Water Board, which is estimated at N480 Million will be funded entirely from the internally Generated Revenue of the Water Board. This figure is expected to rise sharply in 2007 when water supply is expected to increase dramatically thereby increasing overheads and possibly personnel cost.

The FCT Water Board became self-sustaining in 2000.

Income Profile of the FCT Water Board

From the above information, income profile of the FCT could be stated as: -

Item	2005	2006	2007
1. Federal Intervention	15.0BB	15.0BB	-
2. Budgetary Allocation	15. 0BB	-	-
3. Internally Generated Funds	480mm	1BB	2.0BB
4. PPP Initiatives	200mm	300mm	500mm
5. Donor Agencies	-	50mm	50mm
	Grand Total N49,580,000,000		

Chapter 6

Protecting the Environment

Introduction

Abuja was intended to be a well-designed city with excellent first class service features like well-demarcated residential, commercial, recreational and green areas. The city was meant to have well-planned transport system, flood control, water and waste management systems and several satellite towns, which would relieve pressure on the Federal Capital City.

Unfortunately, the picture as at 2003 was one of indiscriminate erection of structures, blockage of water and sewer lines, poor waste disposal habits and methods, pollution and loss of green areas.

The predominant abuse identified was the change of land-use; areas earmarked for schools, markets, and as water ways, buffer zones and green areas were used for other purposes. For instance, space designated for recreational activities were usurped for construction of houses, leaving residential areas without parks for children and families. This distortion of land use has a negative impact on the natural and social environment as the delicate balance of the eco system and the health and well being of residents are affected.

A proactive development control strategy is a veritable aspect of environmental safety. It is important to monitor land use to prevent indiscriminate construction of structures, which may pose an environmental hazard in the long term. The FCC for instance has central sewer lines which means that a network of sewer lines runs below the ground surface, construction on any of these lines may result into pressure on the pipes leading to a burst and monumental environmental pollution of epidemic proportions. The same analogy applies to waterlines a burst of which could lead to disruption of water flow and heightened sanitation situation.

Majority of residents have expressed their appreciation of the Administration's ongoing bold step to reclaim the Abuja Master Plan. The policy in this direction has been to protect livelihood. Before such exercises are carried out, adequate information is passed to affected persons and equally important, alternatives are proffered such as in the case of the market resettlement schemes. Informal sector markets, which are open rental spaces, for small traders will be constructed in each district as earmarked in the Master Plan. The broad thrust of the reclamation of the Master Plan through the removal of structures that constitute public hazard is a critical step, which has implications for environment, town planning, service provision, health and sanitation etc that needs to be explored in greater details. It is not just about demolition, it is

especially about building a safe and healthy capital city comparable to any in the world.

Traffic control is another challenge. The FCT has some major city roads and high ways, which make traffic-flow relatively smooth. However with the growth in population there is increased traffic, and accidents as a result of disrespect for traffic rules, inadequate signalling facilities and rickety vehicles. This situation has raised the challenge of effective policing of our roads and road users to ensure respect for the rule of law. A new road traffic act aimed at strengthening traffic enforcement in FCT is in the pipeline. Other steps are clear demarcation of roads, zebra crossing signs, speed limits and the provision of signalised junctions, which would reduce traffic jams and accidents. At present, there are 80 signalised junctions in the FCC. This would be increased to 112 by 2006. A category of road users, which has a weak attitude to traffic rules, is commercial motorcycle riders. The Administration plans to regulate their activities in the interest of public safety. It is envisioned that the introduction of alternative mass transit system would inevitably phase out the use of motorcycles as means of transport.

Constraints and Challenges of Environmental Protection in the FCT

Waste management, which includes pollution control, refuse collection, disposal and recycling of solid and liquid waste, is a palpable challenge in any modern city. Liquid waste especially in the FCC where the system of disposal is an interconnected centralized structure is well coordinated. In fact, opportunity exists for the conversion of the waste collected into organic fertilizer²⁹. The key challenges though lies in devising avenues of turning waste collection into a veritable revenue generator. The billing system has been fraught with corrupt practices, leading to loss of revenue.

A related issue is access to public conveniences. In the past where public toilets were created, they were converted to living spaces by the homeless as a result of poor monitoring of usage of the conveniences. The Administration intends to provide more toilets in public areas especially in parks and at bus stops. Self-cleaning, self-regulatory modern toilets would be provided in these locations.

Potentials of Environmental Protection in the FCT

The administration intends to ensure conformity with global best practice in waste management and encourage waste dumping at designated site by Promoting the 3Rs of Waste Management - Reuse, Reduce and Recycle. A waste dumpsite, which would recycle solid household waste, is at the design stage so also is an auto- pound, which would crush scrap metal for fabrication. The 3R model would also create wealth from waste, which has the multiplier effect of creating jobs, revenue and increased social security. We hope to

²⁹ This is a future revenue generation proposal to be coordinated by agriculture & rural development secretariat and AEFMB.

measure our gains through reduction in the number of existing illegal refuse dumps within the city and increased number of clean streets.

In a similar vein, the challenge of reclaiming the Master Plan, setting ground rules for land use in conformity with the Master Plan and also addressing issues of conservation, pollution, wastage of water becomes a necessity if the vision of the FCT as a first class habitable city is to be realised.

A related environmental hazard is pollution, predominantly noise and air pollution. The environmental board intends to strengthen its public enlightenment and enforcement mechanism to ensure that sources of noise such as, generators, economic activities in residential areas and religious worship are checked through information, education, enlightenment and enforcement mechanisms.

Some of the first steps would be the review of the Abuja Master Plan. This exercise was last carried out in 1979, even though ideally, the Master Plan should be reviewed every 5 years, to ascertain changing land use needs and compliance with the Master Plan. This is particularly important in view of the reality of the population explosion in Abuja. This Administration has therefore commissioned a review of the Master Plan. The Development Control office would be strengthened to have officers in all area councils to ensure effective monitoring of compliance with development control standards.

In addition, greater attention would be paid to use of outdoor space for advertisements. Out door advertising is a veritable source of revenue but it also represents another environmental concern, which the Administration takes seriously. Of great importance is the message on advertising boards as well as their location, which could encourage indiscriminate billboard advertising, that constitute environmental hazards by their location. Out door advertising would be concessioned to private sectors operators. Bus shelters planned for different parts of the city would be managed through a build, operate and transfer contract.

Policy Targets

MDG:

Integrate the principles of sustainable development into country policies and programmes and reverse the loss of environmental resources.

FCT Targets

Make AEPB self sustaining by 2006

Collect and dispose up to 80% of waste in the FCC (as measured by user census) by 2007

Reduce access to public conveniences in the FCC to within 15 minutes walking distance by 2006

Reclaim for greening 80% of areas earmarked in the Master Plan by 2006

Minimize traffic congestion in 3 notorious areas of the FCC by 2006;

Strategies

We aim to implement the under listed strategies within the next 3 to 5 years.

- License and concession Waste Collectors and privatize Waste Collection Services in all districts of the FCC and Area Council Headquarters
- Build a globally acceptable / appropriate waste collection and disposal system, which includes litter control and using waste receptacles such as proper bagging and covered bins as well as connection to central sewer;
- Establish Incineration Plant at Gosa, 1 Transfer Stations each at Karmo, Nyanya and in 3 selected new Satellite Towns as well as designate an Auto Pond for metal scraps at appropriate sites;
- Conduct public enlightenment on environmental conservation and activate stakeholders participation in proper disposal of refuse;
- Identify green areas through AGIS digital maps and Master Plan and collaborate with STDA and A & RD to ensure conservation of green areas in the rural areas;
- Prosecute environmental defaulters through the municipal mobile courts and present awards to best performers.
- Provide public toilets in all major parks and bus shelters in the city through PPP.
- Build a new sewage treatment plant for Abuja
- Facilitate legislation on
 - a. Provision of toilets and septic Tanks in all residential, institutional and commercial structures in Area Councils
 - b. Facilitate the enactment of a law on use of parks, vehicle pollution control and vehicle parking especially within the FCC.
- Provide 112 junction signals to improve traffic control in the FCC
- Designate and complete parking spaces and washing bays as well as

Bus/Taxi Stops for automobiles in the FCC

- Reclaim Jabi lake and develop into a resort through PPP
- Develop four multi-level commercial car parks in the FCT following the Build, Operate and Transfer method of delivery by 2007
- Construct an automotive village in Tunga-Maje that will cater for the automotive industry and ancillary services

Funding the Environmental Protection Efforts in FCT

The funding profile for the above strategies is: -

Item/Source	2005 mm	2006 mm	2007 mm
1. Statutory/Budgetary Allocation	N800	800	1,000
2. PPP Initiative,	113m	113m	150
3. Internally Generated Funds	200	250	300
4. Donor Agencies	10	10	15
	Grand Total N3, 561,000,000		

Chapter 7

Access to Justice

8.0 Introduction

Access to justice has both livelihood and legal connotations. It encompasses issues of human rights, access to resources and opportunities for all social categories.³⁰ For instance, women, youth, the aged, persons living with disabilities and children and the poor generally experience degrees of vulnerability. The Administration's objective in this regard is preventing marginalization or discrimination in the FCT. All implementing agencies shall be tasked to conduct vulnerability analysis and mainstream these concerns in their programme design, implementation and evaluation. For instance:

Children's Rights: children are a valuable treasure whose rights must be preserved. Health response addresses the rights of the child through PMTCT therapy, immunization and ARV for orphans. The FCT Administration has developed guidelines for the operation of crèches and orphanages in the FCT, in addition to setting up its own orphanage. A school for disabled children is also at the planning stages. The school is billed to enrol children from 2006.

Women's Rights: Each implementing agency is expected to integrate a gender perspective into their planning and implementation processes. E.g. Scholarships have a policy bias towards increasing girls' access to education. Maternal health care is a core component of the health care plan of the FCT. Shelter for battered women is also a desirable component of civilization and one that the FCT is keen to provide.

Constraints and Challenges to Access to Justice in the FCT

A number of constraints appear to militate against the effort to bring justice to all in the FCT chief among which are the following: -

1. High incidence of poverty among the generality of the population makes access to justice a luxury, which only the rich and powerful can afford;
2. Loss of confidence in the legal process owing to years of abuse and neglect by successive regimes;
3. Recurring cases of disobeying court orders by the rich and powerful in the society;
4. Corruption, particularly among prosecuting officers - the police;

³⁰ *Security, Democracy & Development in Liberia: State Rebuilding after State Collapse*, (London: Centre for Democracy & Development, London, 1998).

5. Shear size and diversity of cases, which makes dispensing of justice, slow, expensive and tedious;
6. Poor and sometimes shoddy investigative practices of the police and other agencies, which invariably leads to unfair treatment of suspects and in many cases unfair trials and judgements;
7. Poor and or lack of awareness on the part of a large portion of the population of their fundamental human rights and or ignoring of same by the police and other agencies;

The democratic dispensation and changes in the FCT Administration and recently in the police hierarchy has tremendously improved the situation in recent times.

Prospects of Access to Justice in the FCT

As noted above, the FCT Administration since 2003 has been committed to the principles of justice, equity and fairness in all its affairs. The potential for access to justice in FCT are high. Avenues such as mobile courts use of traditional institutions as multi door courthouses are being explored. Mobile courts are instituted by government to hear cases of persons and organisations that are defaulters of government services such as water or sanitation bills. Mobile courts have also been introduced where the development control department of the FCDA needs to sanction non-compliance to the Master plan. Mobile courts are a means of accelerating access to fair hearing both for government, which is the plaintiff as well as for the defendants.

In the case of the AEPB for instance, mobile courts are held to recover the debts owed it by its service users. The Court sits twice a week in locations, which is determined by size of number of defaulters in that area. Notice is first served to defaulter, some of whom pay before the stipulated time when court action would be instituted. Those who do not pay are served a second notice and afterwards informed about AEPB's intention to take them to the mobile court.

Defaulters are arrested and arraigned before the court or summoned in instances where they refuse to appear. Some negotiate and plead with the court to pay a certain percentage and the balance of the bill in instalments, some are adamant that they do not have the money. And such people may be taken to Kuje prison except an undertaking to pay is given.

The mobile courts have provided a useful alternative to the regular courts, as its processes are not too inundated by technicalities, The issue at stake is also a direct one of indebtedness which is usually prove by evidence of service provision without a reciprocity of payment for such services rendered. More over it is held in the vicinity of the offenders so physical access is not a

problem. It also costs less, as cases are usually resolved within a day with clear outcomes achieved. AEPB held over 12 court sessions in 2004. Within two months of the court sessions it recovered about 15 million naira out of the N71.00 Million owed it.³¹ The mobile court system has thus been useful as a tool for accelerating justice. The system could however be strengthened through the provision of adequate logistics to ensure effective reach and quicker dispensation of justice. The number of court session can itself be reduced through devising a more effective bills collection system.

Another strategy, which the FCT Administration is articulating as an access to justice issue is the strengthening of the Traditional Institutions to serve as facilitators of alternative dispute resolution mechanisms. In many local communities, the traditional heads are also viewed as spiritual heads whose words are respected because they are upheld as neutral arbiters and the guardian of all. In instances of family rows, social disagreements amongst clans and other kith and kin, traditional rulers mediate and help agree a compromise that would appease both parties and keep the peace. This is a methodology that is indigenous, accepted by the people and thus holds the potential to transform conflict. FCT has 14 broad traditional chiefdoms, which have smaller units of traditional leadership. The Administration intends to work closely with these institutions on matters of resettlement, youth employment and security - flashpoints of conflicts.

Another form of alternative dispute resolution mechanism is the Multi Door Court House, system. Although there is a federal initiative in the FCT at present, the Administration intends to provide another before the end of 2006, which is an alternative dispute resolution forum, where mediation rather than prosecution is the goal. Hearings are held summarily and compromise is reached quicker. In order to encourage the use of the multi door, the Administration intends to include in its transaction agreement with partners, settlement of disputes by the Multi Door courthouse.

FCTA may also consider the formation of Legal Aid Council to provide free legal services for the poor on a sustainable basis. This may be achieved by sustaining existing partnership with NGOs and Development Partners who may be willing to participate in the scheme. This collective effort is expected to assist and or encourage the enforcement of fundamental human rights at all levels of the society and in all spheres of social life.

Recent changes in the police hierarchy are also showing an encouraging sign to 'serve and protect with integrity'. Other prospects of access to justice in the FCT are: -

³¹ Discussions with a Lawyer to AEPB's Mobile court April 2005

- The rising credibility profile of the FCT Administration which is restoring confidence in governance and the legal system in particular;
- Existence of numerous NGOs and Donor Agencies all willing to support access to justice
- Growing willingness of the public to co-operate with security agencies and the government to fight corruption
- Existence of strong civil society organizations, which appears to highlight lapses and offer suggestions in the dispensation of justice;
- Growing investigative journalism, which occasionally expose abuses and lapses in the system;

Policy Targets

To benefit from these prospects and mitigate the negative effect of the constraints, the FCT Administration is intent on achieving the following targets:

- Reduce time of dispensing with cases in customary courts to no more than 90 days by 2006;
- Eliminate/Minimize indiscriminate and prolonged detention for certain offences, misdemeanours, etc., (which almost always affect the poor only) by 2006;
- Enforce the 24 hours only detention order in police cells by 2005;

Strategies

- Sustain the transparent and accountable culture of the current FCT Administration;
- Provide and spread evenly, 10 additional magistrate courts in the FCT by 2007;
- Conduct regular public enlightenment programs jointly with the police and other agencies to educate the public on their fundamental rights;
- Advocate a Social Charter and enforce the resulting 'contract' between the Government and the people;

Chapter 8 Housing

9.0 Introduction

Shelter is an integral aspect of social security. Given the population explosion in the FCT the Administration has encouraged investment in the provision of mass housing but this has not yielded result at an anticipated pace, nor has it translated into low income housing. From inception of the FCT about 2132 hectares of land have been allocated to 35 developers with allocations ranging from 5 to 225 hectares,³² yet we have less than 5000 houses on ground. The Administration has thus renewed its commitment on housing. The focus of the new policy now is on: -

- Acceleration of low income housing, which would be affordable to majority in the lower income bracket;
- Resettlement and Compensation for original inhabitants
- Sale of houses to career and none career public servants as well as the general public

Construction for the Low Income Group

Certain ideas have been examined in this direction, such as providing land to squatters to acquire and build their own homes in the satellite towns were land is more affordable, encouragement of private sector developers to invest in low income housing and creating access to mortgage financing for residents.

We estimate that about 420,000 plots of land will be needed to accommodate squatters who would have to be moved. They are expected to develop such land in 2 years from the time of allocation, with FCDA and our Aso Savings & Loans Ltd., assisting them to have access to mortgage and other loans. The collateral for such loans will be the title deeds given to them.

Resettlement and Compensation for original inhabitants

The FCT was envisioned as an inclusive city for all Nigerians with no indigene/settler dichotomy. This was to ensure that everybody, regardless of ethnic or religious affiliation, enjoyed equal access to land and other opportunities in the FCT. Integral to this vision therefore, was the need to resettle all groups and communities that inhabited the present FCT before 1976.

³² Report of FCT committee on mass Housing development May 2004

- Strengthen alternative dispute resolution by providing training, for example, to traditional rulers to record their proceedings on dispute resolutions to establish precedence;

Funding Access to Justice in the FCT

Funding access to justice will be mainly from the independent budget of the Federal Judiciary, which has jurisdiction over the FCT. (Amina to please verify this statement) However, funding for alternative dispute resolution is expected from the funds allocated to the Traditional Rulers/Institution from the Area Councils' funds as well as the Area Councils' Training Funds.

Majority of the original inhabitants of this area are farmers, which means that they need to have access to fertile land, for farming and grazing. The anthropological analysis of the Gbagyi people that inhabit most of the FCT clearly shows that they prefer to live on their farms. They also live in pockets surrounded by their cultural artefacts. In Garki alone, we have about 50 communities, which together totalled about 5,000 persons. The population now is much larger due to the influx of latter day tenants. The practical implication of the foregoing is that many of the original inhabitants would have to be moved to other parts of the FCT.

Accordingly, in January 2004 a Committee comprising Staff of Abuja Municipal Area Council (AMAC), Federal Capital Development Authority FCDA, MFCT and three local community leaders was constituted. According to the report, 49 villages totalling approximately 41, 270 households needed to be resettled from the FCC to designated areas in the FCT. A sum of N66 billion is required for the exercise.

The Administration intends to ensure that resettlement and compensation are pursued humanely, where resettlement does not translate into displacement, but an opportunity to improve the standard of living of all the households concerned. Affected structures, crops and economic trees belonging to the original inhabitants must be paid for in line with provision of the Land Use Act. Section 29 (4c) of the Land Use Act 1978 provides for compensation in respect of 'crops on land apart from any building, installation or improvement there on: for an amount equal to the value as prescribed and determined by the appropriate officer'. Section 6 (c) of the FCT Act 1976 (cap.128 LFN) similarly states that compensation under sub section (1) of this section shall as respects 'crops on land, be for an amount equal to the fair market value of such crops.' Compensation rates for crops and economic trees at 2003 market value within the FCT, is attached as annexes 2(a) and 2(b). These were negotiated and agreed to by all stakeholders.

Sale of Houses to Public Servants

The Federal Government would offer for sale about 30,000 houses in Abuja. All residents, especially career public servants are encouraged to buy the government houses, which they occupy, at present valuation, excluding the cost of land and infrastructure. Such houses will only be offered to the external public where the staffs have not indicated interest. The services of key banks will be secured to provide mortgage facilities which will be payable over a period of 12 years.

Mass housing scheme

Unlike the past mass housing projects in the past which have been fraught with non compliance with terms of agreement, land speculation and under delivery on targets, the FCTA is poised to ensure full compliance, service delivery and

outright prevention of Land speculation regarding land allocated to short listed applicants in this new mass housing scheme.

Advertisement was put out in key daily newspapers for interested parties to apply for participation in the scheme. 121 applied out of which 46 met the criteria of selection which included demonstration of ability to fund raise, a plan that would lead to affordable housing, technically sound infrastructure scheme and innovation.

Steps in the qualification process are as follows

- The FCTA invited applicants
- Evaluate and pre-qualify applicants
- Go into development lease/land use agreements (75% complete)
- The developers go to site, build and finance project, completely independent of FCTA.

Between 20 and 50 Hectares of land space would be allocated by the FCTA to each developer/applicant. Extensions can be granted based on request and or implementation of primary infrastructures in such areas by FCDA. A Minimum of 250 units is expected to be built in 18 months but some applicants are offering to build 5000 housing units. It is expected that a *minimum* of 12,800; 46 X 300 Housing units of various sizes, specifications and styles will be delivered within the next 18 months.

The FCTA will provide primary infrastructures to the sites and areas and closely monitor and ensure quality control in the provision of secondary infrastructures by the developers.

The PPP unit has a budget of 50million naira which if passed will be used for capacity building and for basic logistics and operational activities of the unit regarding its projects. Based on the fundamental assumption that 1 family gets 1 house unit (a 1 bedroom, 2 bedrooms, or other variants) then it can be roughly put that a minimum of **12,800 families** will be housed under this scheme. There are different ownership schemes/structures of payment preferred which range from paying for a finished house, in a cash and carry mode or paying in instalment with initial deposit.

Policy Targets

- Provide 30, 000 plots of land in satellite town every year from 2005 to 2007;
- Eliminate corruption in land allocation and administration by 2006;

- Build/Provide 1,000 houses every year from 2006 for the next 5 years.

Strategies

- Make Land application forms available on the internet by 2005;
- Revalidate Rights of Occupancy and Certificates of Occupancy documents by 2005;
- Make land available for sale to squatters by ensuring equitable access to land to all social and economic categories of the population by 2005.
- Build 700 units of houses, which incorporate commercial and recreational components; by 2007
- Build seven blocks of thirty eight luxury 3-bedroom terrace houses on a total land area of approximately 16, 300 square metres for sale by 2007

Funding the Housing Policy in FCT

The resettlement and compensation programme will be implemented in tandem with the pace of the development of the FCC and Satellite Towns. The sum of N250 million is being proposed in the FCT statutory budget for 2005. In total N66.00b is required to effectively resettle original inhabitants. (Could this not be the problem of land administration?) It is proposed that the resettlement plan spans a period of 7 years. ~~Unauthorized settlers will not be encouraged to apply for land in the FCT~~

Chapter 9 Social Welfare

Introduction

The social development secretariat was created to take charge of this includes, support to indigent persons who are unable to pay for services. Support for persons living with disabilities, affirmative action for PLWHA. The main focus of Social Welfare in the FCT will be on: -

1. Persons Living With Disabilities
2. Rehabilitating the Destitute
3. Pension Scheme

Persons Living With Disabilities

The FCT Administration is concerned that persons with disabilities have not been fully integrated into the social and economic activities of the FCT. Unfortunately, such persons, due to no fault of theirs, have become victims of inadvertent discrimination, stigmatisation, exploitation and perhaps marginalization. In accordance with the democratic principles of justice, fair play, equal opportunities, popular participation and social inclusion, the FCTA is committed to addressing these problems. The Administration is accordingly adopting *Article 1* of the 1983 ILO Convention, which reads:

1. For the purpose of this Convention the term "disabled person" means an individual whose prospects of securing, retaining and advancing in suitable employment are substantially reduced as a result of a duly recognised physical or mental impairment.
2. For the purposes of this Convention, each Member shall consider the purpose of vocational rehabilitation as being to enable a disabled person to secure, retain and advance in suitable employment and thereby to further such person's integration or reintegration into society.
3. The provisions of the Convention shall be applied by each Member through measures, which are appropriate to national conditions and consistent with national practice.
4. The provisions of this Convention shall apply to all categories of disabled persons.

Government will, accordingly, articulate targets and strategies for implementing the convention. (Please see below).

Rehabilitating the destitute

In order to evolve a strategy that removed beggars from the street, a rehabilitation team was inaugurated to dialogue with the affected person on the modalities of for safer alternative means of livelihood. Yangoji and the Bwari School for the disabled were two such projects that emerged

- 1. Yangoji Rehabilitation Centre:** Yangoji is a destitute rehabilitation village located in Kwali area council, which was specially created for persons living with leprosy and their families. At present, there are 127 families in Yangoji on a total acreage of land is 38.1 hectares. The plan is for 150 families when it is at optimal level. Yangoji still has 73 plots of surveyed land ready for the construction of shelter. There is provision made for a primary school, health centre, women centre and market amongst other social amenities. The Agency for Mass Education, Health and human services secretariat and the primary education board would have responsibility for managing these projects accordingly. The International Leprosy Mission (ILM) would be approached to offer technical support as appropriate. The Leprosy community would manage its day-to-day political and administrative affairs within the confines of the laws of the FCT and regulations of the Kwali Area Council where it is located.
- 2. The Bwari School for the disabled:** is a vocational school for youths aged 12 - 35. At present there are 53 students about to graduate. There are 4 training clusters- welding, shoe making, tailoring and electrical works. As an added skill, trainees are taught how to manage a poultry farm. A seed grant would be provided at the end of the training to start the trainees off as self-employed persons. The Bwari School has become an acknowledged success with interested parties from other states requesting training space for disabled persons.

Pension Scheme

Following shortcomings of the old pension scheme where the Federal Capital Territory (FCT) bore the burden of settlement of pension and gratuity of retirees, with its attendant corruption and indignities suffered by beneficiaries, there is a new Pension Scheme, called Defined Contributions (DC). Under the new scheme here is a defined percentage of contribution of 7½% paid by the employee from earned income. His employer also pays the same percentage bringing the total to 15% into the employees account.

This new development is a fall out of the New Pension Act of 2004, which emphasizes Contributory Pension Scheme. It came into being in the third quarter of 2004 and provides for the following: -

- 1. That every worker in the FCT or Parastatals shall on retirement receive his/her benefits as and when due.**

2. That improvident staff should be encouraged to save for the rainy day
3. The application of uniform set of rules, regulations and standards for the administration, including payment of benefits to the public servants on retirement
4. The Scheme shall be privately managed by Pension Fund Administrators

Many would-be retirees dread the word retirement, but invariably do not save for that eventual reality. The challenge therefore is sensitisation of existing employees through seminars and workshops on the importance of preparing for post employment period. There is also the urgent need to educate employees on what skills to develop so as to avoid boredom, self-pity and waste in post retirement life.

One unfortunate constraint is lack of funds to embark on this public enlightenment program. There is also a dearth of logistics to enhance its operations and effectiveness. The FCT Pension Department desires that it be made the clearinghouse on matters relating to pension and gratuity issues. It is hoped that the new reforms would usher in a new era where pensioners no longer have to colonize a section of the city waiting for their benefits as well as pity from passers-by.

Policy Targets:

- **Eliminate begging and other forms of destitution in the FCT by 2007**
- **Reserve/Create 200 jobs for the disabled in the formal sector by 2006**
- **Settle/Pay all outstanding pension arrears by 2005**
- **Create 1,000 jobs for the disabled in the informal sector by 2007**

Strategies

- **Conduct census of all disabled persons in the FCT**
- **Provide social security such as free education, free medical care for certain categories of disadvantaged groups**
- **Install 'disabled persons user friendly' facilities in public buildings**
- **Provide pension funds for all retirees on a timely basis**
- **Enforce the 'equal opportunity' principles in Government employment to ensure that persons with disability are appropriately considered and**

employed

- Improve/Sustain budgetary allocation for the rehabilitation centre and the school for the disabled
- Partner with NGOs, such as faith-based organizations to support the FCT Program for the disabled

Funding Social Welfare in FCT

This is an emerging policy area, which Government hopes to find funds for in the near future.

PART C The Economic Sector
Employment Generation
Agriculture and food security
Rural access and mobility
Revenue generation

Chapter 10

Employment Generation in FCT

Introduction

Sustainable employment is a key requirement of poverty reduction. Statistics in NEEDS document reveal an urgent need to address employment - Nigeria has an annual population growth rate of about 5.3%! This translates into an urbanization rate, which is one of the fastest in the world. With a stagnant secondary sector, urban unemployment is acute with the attendant high level of crimes and socio-political tensions. As at March 1999, 23.2 percent of the rural labour force was unemployed, while 12.4 percent of the urban dwellers were without jobs. In March 2003, rural unemployment rate had dropped to 12.3 percent and urban rate to 7.4 percent (giving a composite unemployment rate of 10.8 percent). These are large numbers given that the labour force is about 61 million in Nigeria³³.

In this direction the Administration believes that employment may be best realised through a variety of means and is accordingly focusing on the following policy areas to generate employment in the FCT: -

1. Government Employment;
2. Private sector development
3. Self-employment.

In this new policy initiative, Government wishes to inculcate a new value and perception of employment and work. Government cannot be perceived as the sole or necessarily the best employer. Self - employment may be more fulfilling than paid employment. In fact the notion of job security (rising through the ranks in a pensioned employment) may not be a realistic or an effective way to develop potential and keep employment, rather an understanding of job opportunity (identifying the chance to provide service and filling that niche), is a guiding force of the new economy.

Accordingly, the role of the informal sector in contributing to the growth of the economy can no longer be ignored. This is evident in global attention increasingly shifting to support for self-employment through micro, small and medium enterprises, with the UN proclaiming 2005 as the international Year of micro credit.

Constraints and Challenges to Employment Generation in FCT

Though these are national figures, it is a known fact that Abuja is Nigeria's fastest growing city and indeed the world's. The population explosion in FCT, thus gives cause for alarm, such that the issue of employment generation assumes urgency and creative ideas are needed to achieve sustainable employment. Other constraints and challenges are: -

- The size of the population and the number seeking employment is at once both daunting and overwhelming, which threatens to make any effort to become just a 'drop in the ocean';
- A generally 'dependent mindset' of the people, which conditions many to depend on and indeed believe that Government owes them a job;
- Falling standard of education and poor curricula development, which render many job seekers as misfits to the new demands of the 'information and knowledge' economy and society;
- Mounting claims on Government resources for social and economic development and an equally growing pressure for accountability and transparency in governance is increasingly forcing Governments to rationalize and thus withdraw from areas where the 'market' is better suited to handle.
- Poor cultivation of and or abandoning the entrepreneurial and creative Nigerian spirit in pursuit of 'quick fixes' and 'get rich quick' schemes;
- The prevailing and prolonged harsh economic and social realities, which has ensured and witnessed the alarming failure rate and collapse of thousands of otherwise brilliant ideas, products, people and markets;
- Absence of sustainable support mechanisms in the form of advises, product designs, credit and especially market security, which is a necessary requirement to overcome initial 'teething problems' of a new enterprise;
- High cost of starting up a business in the FCT, which in many cases is as high as three times in other places largely due to cost of business premises and other incidentals;

No one could be so presumptuous as to blame the Government for all these constraints and challenges. The assumption at the FCT is that Government and the people are partners with equal responsibility to develop the place. A change of mindset is thus a necessary requirement for success.

Prospects of Employment Generation in the FCT

Providing an enabling environment, which guarantees an alternative source of employment, is a fundamental responsibility, which this Administration takes very seriously. Government is therefore committed to creating that environment where infrastructure, energy, technology and credit are available to any interested entrepreneur who seeks self-employment. Other prospects of employment generation in the FCT include: -

- Existence of a large, steady, yet, growing market for a variety of product offers;
- Access to rich variety of information and support available in many Government Agencies, NGOs and Groups;

In addition to these, the FCT Administration is further committed to the following specific policy areas, which are all designed to generate employment

An Enterprise Agency (AEA)

The AEA will be an independent agency, which is charged with the responsibility of providing workspaces, mentoring advice, data and credit facilities to persons and cooperatives that want to start their own business. AEA will support emerging micro, small and medium scale businesses with market survey information, and access to administrative and legal procedures with reduced bottlenecks. In return, Abuja gets increased security and revenue generation. We envision that if 1, 000 persons were to directly benefit from AEA services, every year, the multiplier effect of that would lead to 2, 000 jobs assuming each beneficiary employs at least 2 persons.

On the informal sector, new market sites will be provided to residents interested in buying and selling as a means of income. The regional market in Dei-dei and Utako market in the FCC are examples of new openings. At least 5 Neighbourhood centres would be constructed between 2005 and 2006. The neighbourhood market place is designed to accommodate low income and other traders. Contracts have been signed with private sectors developers to build markets on a Build, Operate and Transfer (BOT) basis.

The immediate policy focus of AEA is generating employment in the short and medium-term. In this wise, it all seek to support all viable ideas within its resources and competencies. Support in this area will initially focus on the following: -

1. Skill-based entrepreneurs - people with a specific and commercially relevant skills who have an idea, commitment and solid reputation and good references but who lack the needed input to start their business.
2. Need-based entrepreneurs - people who have identified a particular customer need in a particular market and with the requisite personal

makeup but lacking the equipment or capital to start their business.

In the long-term, however, the policy focus will be to encourage the development of technology and competencies with a view to entering and dominating a particular industry and market. This category of entrepreneurs may be classified as:

1. Technology-based - these may be small-medium enterprises that might have grown from above or are new. They are products in domestic labour saving devices (domestic appliances), information and communication technology, electric and electronics, etc.)
2. Industry-based - this recognizes that ownership and control of technology and the resulting processes thereto is essential to industrial development. The policy focus therefore would seek to establish and exploit the linkages between 'primary raw material' in agriculture, leather, etc and attempt to develop a technology that we can 'own'.
3. Export-based - should ideally and ordinarily flow from the two policy areas outlined above. We would attempt to grow first, within the West African sub-region.

Specific industries, which the Administration intends to focus on, are aluminium and plastic (especially PVC manufacturing).

Constraints and Challenges facing AEA

Some of the major constraints to the development of the AEA include: -

- Absence of or low level of savings and investments among the people whether as individuals or corporate bodies;
- Weak technological base of the FCT;
- Poor access to credit and high interest rates where available;
- Poor entrepreneurial skills and lack of investment and savings culture;

Opportunities and Potentials for AEA

Opportunities abound for a flourishing Small and Medium Scale Industries, which could be the precursor to big industries. In addition to good raw-material base especially for agro-allied industries the availability of solid mineral deposits is a strong potential for developing the sector. Other potentials of the sector are as follows: -

- { Availability of a sizeable population;
- { Access to power and information within the FCT;

- { Presence of many NGOs who provide a range of technical expertise free;

Policy Targets

MDG:

Halve between 1990 and 2015, the proportion of people whose income is less than \$1 a day.

Halve between 1990 and 2015, the proportion of people who suffer from hunger.

FCT Targets for AEA

The policy objective is to facilitate the development of a virile SME sector capable of substantial contribution to economic growth and poverty reduction. Specific targets, however, are: -

- Increase by 40% the per capita income of people in the FCT by 2007
- Create 10, 000 jobs by 2007 - 5, 000 each in 2006, 2007;

AEA Strategies

- Set up AEA office with a versatile team
- Identify and train micro finance institutes that can transfer skills
- Identify and support economic clusters that can transform waste to wealth
- Strengthen agro based SME
- Provide incubator work spaces for SME
- Carry out Market surveys and publish information
- Liase with SMEDAN and other SME initiatives to leverage resources
- Develop an Aluminium and plastic extrusion plant in the FCT in collaboration with the Private Sector

The Abuja Technology Village

An Abuja Technology Village (ATV) is also being developed. The vision of the village is to establish a platform for creating a sustainable knowledge - based economy in Nigeria. ATV seeks to provide world-class infrastructure, civic

amenities and knowledge driven environment to facilitate technological advancement, job creation, export diversification and hasten poverty reduction in Nigeria.³⁴

Constraints and Challenges facing the ATV

The ATV is a novel idea, which is likely to consume a lot of money. This is a major constraint particularly at a time when government is rationalizing and divesting from economic activities. Other constraints facing ATV are: -

1. Competitive pressure from other countries such as India that have dominated the technology market particularly the point where ATV seek to participate;
2. Dearth of professionals with the requisite influence, credibility and clout to attract and persuade investors to the ATV;

Potentials of ATV

The key prospect here is the total commitment of Government in using ICT as a platform for administrative and social transformation. That is to say, ICT can be used to compliment efforts in Education, Commerce, Governance, Health and Security to spur broad-based development. There is also a pool of professionals in the FCT awaiting the opportunities offered by the ATV.

Other range of prospects of the ICT sector includes: -

- { Economic opportunities in terms of employment generation, increased income for both the people and the Government, higher investment returns due to access to market information, etc;
- { Enhanced integration and lower cost of governance given decentralization of governance structure;

ATV Policy Targets

- { Improve research output of other sectors such as agriculture, education and SME by 15% in 2009;
- { Achieve 25% of the FCT's IGR from the sector by 2007;
- { Achieve 45% computer literacy rate in the adult population of FCT by 2010

³⁴ Anapa Technology Village business plan and project report 2004

- { Be the regional hub for software production and for assembling hardware by 2015;
- { Achieve 100% computerization of key Government activities such as payroll, the budgetary process, pension scheme etc by 2007;
- { Attract at least three foreign technology companies to the ATV by 2007;
- { Transfer, acquire or transplant at least one major technology in the FCT by 2007

ATV Strategy

To attain the policy targets of ATV, the following strategies will be pursued: -

- Establish partnership with internationally renowned IT Institutions such as the Informatics of Singapore;
- Commission an international and domestic campaign to create awareness and support for the venture as well to attract investors and or participants in the venture;
- Model the ATV after Silicon Valley

Energy

Regular assured power supply is indispensable to growing business. The FCT Administration intends to build an alternative energy source by 2006; this will translate into access to regular power, which means cheaper energy. The multiplier effect of this would be a lower cost of goods, lower cost of transaction and increased inputs affordability. This in turn leads to assured increase in production level, increased income for the entrepreneur and government through taxes and a better standard of living for the residents as well as lower health bill for the territory.

Lack of electricity not only limits economic development but also exacerbates problems of poverty among people. The solution therefore lies in boosting the current supply level and generating more electric power and improving the distribution system to cover wide areas of the FCT.

Policy Targets

Main objective in power supply is to provide adequate, stable and sustainable power supply to generality of the population. In this regards, the targets to be pursued include: -

- Achieve a constant supply of ~~200 Mega Watt~~ of electricity for the FCT by 2007;

- Double the rate of contribution of this sector to economic growth and rate of employment in sectors that rely on electricity by 2010

Strategies

The strategies for attaining the objectives and targets of the sector include: -

- Installation of Independent Power Platforms in selected and strategic locations within the FCT;
- Cooperation with and support to NEPA to ensure stable power supply particularly with respect to broken/fallen poles, supply of transformers and broken lines;
- Close cooperation with Specialized International Agencies in boosting power supply from other viable sources most especially solar. Such agencies include the US based Solar Electric Light Fund (SELF), Tennessee Valley Authority (TVA), Tennessee Valley Infrastructure Group (TVIG), DFID, United State Agency for International Development (USAID);

Funding Employment Generation in FCT

The funding profile of the AEA and ATV are as follows: -

- N2 billion is provided for ATV in 2005 Federal budget.
- N200m provided in the 2005 budge for Abuja Enterprise Agency.
- Self-financing through Internally Generally Funds (recovery of loans, investments)

Chapter 11

Agriculture and Food Security

Introduction

This is closely linked to rural development, wealth creation and employment generation in the areas of crops and livestock production and fishery. The FCT Administration is concerned with food security and diversification of the economy. We have therefore identified a niche for our agricultural interventions: the provision support services to farmers and stakeholders in FCT. This is informed by the need to boost crop and animal production, thereby guaranteeing food security, increased employment and wealth creation.

Our objectives in this regards include, expansion of the level of available land for agricultural production, increased availability of fertilizer and other inputs, improvement in the ability of the government to provide services to farmers.

We propose to focus on subsistence farmers through their Farmer Support Groups in Area Councils. Government capacity will be partly strengthened through the conversion of the Machinery and Equipment services facility in Gwagwalada to a limited liability company, and will from season 2005, be self-financing. Its workshop component, which would have been upgraded, would also provide commercial and mechanical services for owners of agricultural/plant equipment.

In the Medium Term (1-3 years) scenario, Farmer Support Groups and interested individual private sector investors will be offered shares in the company, and government will divest completely over a period of two years. In the Long Term (over 3 years) plan, Government in the FCT will withdraw from providing such services completely, and will assist private sector providers to continue to grow. Specific policy projections are as follows:

Constraints and Challenges to Agric Development in the FCT

A number of factors have been identified as militating against the growth of agriculture in the State: -

- ⊗ Accelerated land degradation brought about by excessive utilization, deforestation, bush burning, over-grazing, gully erosion, mono-cropping and poor soil management practices;
- ⊗ Subsistence smallholder system, which is an inherently low-productivity system.
- ⊗ Heavy reliance on traditional farm implements and methods of production.

- ⊗ Ignorance among most of the peasant farmers that has slowed down their ability to comprehend and put to practice new production techniques and agric research findings.
- ⊗ Poor state of basic infrastructure for delivery of social services to rural areas particularly rural feeder roads which limit accessibility of rural farmers to markets;
- ⊗ Heavy dependence on rain-fed agriculture which is sometimes affected by drought, flooding and the menace of pests and other crop diseases;
- ⊗ Low level of private sector investment in large scale agric production;
- ⊗ High post-harvest losses due to poor storage and marketing methods;
- ⊗ Low access to credit facilities;
- ⊗ Low producer prices;
- ⊗ Low capacity for processing agric products to add value prior to selling;
- ⊗ Lack of well-organized farmers' Cooperative Societies etc.

Potentials for Agric Development in the FCT

Over 70% of the FCT landmass is considered arable, which makes it one of the most agriculturally endowed sites in Nigeria. In fact the FCT has 250,000 hectares of protective forest reserves out of which is 175,000 hectares is agric land. This arable land comprises of: -

- a. **Upland soils - which are characterized by low organic and nutrient content. It is largely used for rain season farming with great potentials for irrigation agriculture including the development of orchards;**

Fadama soils - which are of higher organic and nutrient content regularly replenished by seasonal flooding. The Fadama flood plains have access to both surface and subsurface water, which makes it amenable to both rain-fed and irrigation agriculture.

With about 80000 farming families in the FCT³⁵, there is a huge potential to boost food production through technical and financial support to big and small farmers. The secretariat intends to identify 10 farmer support groups including young farmers club, in each area councils which would be identified for capacity building in 2005 for fish farming, crop farming, animal traction etc. Fish farming for instance is a lucrative and adaptable venture, which also has a

³⁵ ARD secretariat data March 2005

high Market yield. The ARD secretariat would revive the farmers club through provision of technical knowledge, fingerlings and seed money to encourage the cultivation of fish in FCT. This way too a demand driven extension service and utilisation could be engendered.

Access to land is an integral part of food security. The ARD Secretariat intends to open up 30% of farming land in the FCT. The secretariat would serve as first point of contact for agriculture land seekers it would advise applicants through its planned land resource project. Public Private Partnerships shall be pursued in the direction of opening up large tracts of land for infrastructural development such as rural roads, drainage and partitioning of land into farm sizes.

Towards guaranteeing access to land for poor families, land nearer to communities will be parcelled off to single families on lease basis, for a minimum lease period of 35 years.

Policy Targets

MDG:

Two goals are particularly pertinent here: Halve between 1990 and 2015, the proportion of people whose income is less than \$1 a day; Halve between 1990 and 2015, the proportion of people who suffer from hunger

FCT Targets are as follows:

Expand land for agricultural production by 30% in 2006

Provide agricultural support services to 60% small farmers in the FCT by 2006

Increase the productivity and farm yield by 50% by 2006;

Reduce waste arising from poor storage, transportation etc to less than 10% of output by 2007;

Increase the rate and speed of introducing, trying and accepting new seeds, seedlings and farming practices by 2005;

Achieve the ratio of 1 extension worker to 50 farmers by 2006.

Strategies

- **Allocate farmland to youth and women's groups in the Area Councils.**
- **Give land to farming families on 35 year lease basis**

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- **Allocate farmland to youth and women's groups in the Area Councils.**
- **Give land to farming families on 35 year lease basis**

- Provide 100, 000 tons of fertilizer.³⁶
- Provide specialised workspaces e.g. one each for fish, vegetable and grains market within the city and the FCT
- Increase number of tractors for hire from present 25 to 50
- Identify 4 cooperatives; 1 in each area council, to manage tractor service
- Introduce planting, fertiliser broadcasting and herbicide application services for farmers.
- Provide counterpart funding for IFDC-DAMINA and Fadama Projects.
- Develop & Maintain Veterinary Investigation & Diagnostic Facilities in each Area Council

Funding Agriculture in FCT

Sources of funds to implement the Agricultural strategies may be identified as:

Source	2005	2006	2007
1. Budgetary Allocation	322	500	500
2. Foreign Grant -FADAMA	445	300	-
3. Federal Allocation/Grant	-	200	-
		Total N2, 265,000	

³⁶ Assume annual crop of 200,000ha, therefore we will provide Fertilizers at 500kg/ha

Chapter 12

Rural Access and Mobility

Amina: I understand the House of Assembly has not approved the creation of the STDA and has insisted that it be created as a Department within the FCDA instead of an Agency. How does this affect its functioning, targets and strategies as well as funding as envisaged in this document?

Introduction

Infrastructure provides *Access and mobility* between rural and urban population, as well as rapid development. Attention will be devoted to water, roads, rail and bus transport. Opening up the satellite areas and facilitating a linkage with the city are integral to this objective. Two major components of traffic generation in the FCT are important because they are transitory and continuing in nature. Transitory traffic derives from activities relating to the construction and build up of FCT, which is still in progress. The sources of transitory traffic are construction activities, with related needs for shipment of building materials and equipment and personal activities with related needs for transport of personal goods, government property and commercial inventories.

While the transitory component of traffic generation may cease after the completion of major construction, the continuing aspect of traffic- personal and commercial traffic will only increase. Therefore, there is the need to envision a form of mass transit that is multifaceted, capable of integrating the FCT and linking it to the rest of the nation. Equally important, is a transport plan, which would take cognizance of agriculturally productive rural communities and population centres in FCT.

Constraints and Challenges

At the moment, while there is a high degree of access and mobility work in the cities, with phases 1 & 2 in advanced stages of construction, there are few developed satellite towns and communities comparable to FCT's expanding population. There was the absence of a structure that would provide creditable data for planning and execution of the various development programmes outside the city.

Rural communities had no access roads for mobility of produce and people. This led to the creation of the Satellite Towns Development Agency (STDA). STDA was created in 2003, by the el - Rufa'i Administration. Its creation was borne out of the need to achieve even development between the FCC and the rest of the FCT. This is an important consideration, given the emerging impact on development of the lack of suitable and adequate housing and amenities for lower income workers who service residents of the city, which led to the emergence of sprawling slums in the FCC. The creation of STDA also became necessary as a result of the need to plan adequately for the resettlement of

original inhabitants who by the FCT Act, are entitled to comprehensive resettlement and compensation.

Prospects

Provision of access roads to the various communities living in FCT would mean access to markets for agricultural goods, ability to commute to the city to seek opportunities. This would greatly reduce the income poverty among the rural communities thereby improving the standard of living for rural communities and even the urban areas.

An effective public transport network would also provide the regular link to settlements and other important productive centres within the wider area of the FCT

Both rural roads and transport network would stimulate development within the rural areas which could precipitate desired mobility of the people to achieve a balanced population distribution in the FCT, boost trade, agriculture, tourism and a greater level of human development and enlightenment.

An integral part of the mobility plan is access to taxi services. The Administration through the Abuja Investment and property development Company (AIPDC) has entered into dialogue with the London Taxis International and Peugeot Automobile Nigeria to negotiate commercial terms, as well as explore financing options for the purchase of the taxis. AIPDC has also entered into discussions with HSBC Bank PLC to examine the possibility of FCT obtaining the support of the UK's Export Credit Department to finance up to 85% of the potential contract with London Taxis. Local commercial banks are also expected to bring in funds as their equity contribution. These dialogues are expected to lead to access to taxi services comparable to the best in the world, before the end of 2005.

Policy Targets

MDG:

Have achieved by 2020 a significant improvement in the lives of at least a 100 million slum dwellers

FCT Targets

- Ensure 70% of the Towns and Villages in FCT are accessible by transport networks by 2006 through provision of rural and secondary roads.
- Construct 85km of bituminous surface dressed road and 48km of earth roads with adequate drainage structures by 2006.

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- Construct 85km of bituminous surface dressed road and 48km of earth roads with adequate drainage structures by 2006.

Strategies

- Develop a plan to articulate number of roads requiring tarring, upgrading and new constructs outside the FCC.
- Commence the development of the Satellite Towns of Karshi, Bwari, Kubwa and Gousa through provision of engineering infrastructure.
- Realign and upgrade existing track roads in 3 categories: The first category asphalt finish, second category bituminous surface dressing and the third category earth roads all with adequate drainage structures.
- Set aside 10% of ground rent payable to the FCT Administration for the development of the Satellite Towns.
- Complete all detailed planning survey and engineering designs.
- Build an urban Bus System to run through the major roads across city of Abuja and provide linkages to satellite towns
- Provide 300 mass transit buses by 2006
- Build an FCC Taxi cab system of approximately 450 cars which would be provided on hire purchase basis
- Complete the rail design work and track laying for Abuja metro railway system by 2007

Funding of Rural Access and Mobility in FCT

The funding profile of STDA to finance the above strategies is: -

Sources	2005	2006	2007
Statutory Allocation	4.0 b	4.0b	2.0b
Federal Grant	50m	100m	-
PPP Initiatives	200m	200m	200
IGR (10%) of Ground Rent	100mm	100mm	100mm
		Total N11, 050, 000,000	

Chapter 13

Revenue Generation

Introduction

Much as the expenditure side of a budget is important, an even more important aspect is the revenue side. With greater access to resources, government can achieve more for the good of the people, once macro economic discipline is assured. We have two (three) main income-generating services in the FCT; the solid and liquid waste collection schemes of AEPB, the Water Board (and Land Administration). The other potential income generating agencies are the Abuja Investment and Property Development Company Limited (AIPDC), charged with encouraging private sector investments in government initiatives and managing FCT Administration's investments and the Mass transit company.

The following are identified as sources of Internally Generated Revenue (IGR) for FCT

- Land allocation-
- Tourism development -
- Waste collection -
- PAYE -
- Transport -
- Advertisement -
- Sale of government Houses - (estimated to generate N300b revenue)
- Water rates -
- Markets

In the FCT, Revenue Collection is mainly undertaken by the following Agencies:

- ◆ Federal Capital Development Authority
- ◆ Directorate of Road Transport Services
- ◆ Abuja Environmental Protection Board
- ◆ FCT Water Board and

◆ **FCT Council for Arts and Culture**

The revenues collected by these Agencies include; Deposit on Land Allocations, Fees for registration of Land Documents, Consent Fees, Premium on Land, Ground Rent, Preparation of Land Documents, Search Fee, Fees on Land Application, Fees for Processing Building Plans, Survey Fee, Site Plan Preparation Fees, Corners Shops Processing, Temporary Shade Processing Fee, Registration of Motor Vehicles, Certificates of Road Worthiness, Motor Accident Report Fee Driving Test Fee, Registration / Renewal Fee for Contractors, Tenders Fees, Advertisement (In Monthly Newspapers, Signposts), Abattoir Fees, Cattle Fees, Parks and Gardens Fee, Tractors Fees, Felling of Trees, Cooperative Societies etc, Water Bills and Waste Collection Bills.

The Federal Executive Council approved the establishment of the Federal Capital Territory (FCT) Board of Internal Revenue (The Board) in February 2003. The board would be charged with the collection of all revenues accruing to the FCT from the Federation Account or Internally Generated Revenues from all Agencies and Parastatals in the FCT. The Bill to provide legal backing for the establishment of the Board is presently before the National Assembly³⁷.

- ◆ **The Taxes and Levies which will be collected by the FCT BIR will be in accordance with the provisions of Taxes and Levies (Approved List for Collection) Act No. 21 of 1998. The Taxes collectible by State Governments in Part II of the above cited law which have been ceded to the Federal Inland Revenue Service are**
- ◆ **Stamp Duties on Bodies, Corporate and Residents of the Federal Capital Territory**
- ◆ **Personal Income Tax in respect of residents of the FCT**
- ◆ **Capital Gains Tax (Individuals) and;**
- ◆ **Withholding Tax (Individuals)**

The following are exempted:

- ◆ **Pool Betting and Lotteries**
- ◆ **Road Taxes**

³⁷ It is pertinent to point out that Section 299 of the Constitution of the Federal Republic of Nigeria, the Supreme Court Judgment in Attorney General of the Federation V Attorney General of Abia State and 35 others delivered on April 5th 2002 and the provisions of Section 85A of the Personal Income Tax Act 104 of 1993 provide sufficient legal backing for the establishment of a Board of Internal Revenue for the FCT.

- ◆ Business Premises Registration Fee in respect of Urban Areas & Rural Areas
- ◆ Development Levy on all Taxable Individual
- ◆ Naming of Streets registration Fees
- ◆ Right of Occupancy on Land owned by the State Government in the Urban Areas of the State and;
- ◆ Market Taxes and Levies where State Finance is involved.

To facilitate the work of the BIR, an operational arm, the FCT Inland Revenue Service (IRS) is being created. The Executive Chairman of the BIR and the Heads of Departments in the Service will head the Service. They will constitute the management team and will be in charge of the day-to-day activities of the IRS. The IRS would comprise of the Executive Chairman, there would be Department of Administration & Finance, Assessment, Inspectorate & Compliance, Collection, Taxes, and legal Services. It would also have a legal unit as well as an internal Audit, anti-Corruption and IT units.

With the establishment of the FCT BIR and on commencement of operation, the Board will ensure that there is adequate information and verifiable and accurate data on taxable entities and services in the FCT.

It is envisaged that there will be adequate technological infrastructure for effective revenue and tax assessment, administration and collection. The deployment of effective management information system and internal control machinery will ensure a regime of accountability and put a stop to the fraudulent activities of some revenue officials and evasion of taxes by unpatriotic citizens. This will also eradicate the budgetary indiscipline, which has characterized government in recent times.

Constraints of Revenue Generation in the FCT

There are many difficulties currently in the way of FCT Administration with regards to revenue generation. The Political and Statutory position of the FCT are such difficulties. This position (which conveniently forgets the service delivery function of the FCT) has meant that much revenue due to the FCT is either uncollected or are collected by the Federal Inland Revenue Board or by the Area Councils. The collection exercise also appears to be poorly coordinated and at best arbitrary (especially before 2003). The servicing Secretariat of Finance and Accounts is not always in the picture of what has been assessed and determined to be collected. Other constraints to revenue collection include: -

1. Absence of a Statutory Body such as the Board of Internal Revenue to coordinate and collect all revenues due to the FCT;
2. A strong Federal Inland Revenue Board lobby to delay/prevent the passage of the bill to allow FCT to collect revenue;
3. Weak and dependent Private Sector or fragmented informal sector that abhors any form of taxation, levies, etc.
4. Poor incentive scheme for revenue collectors who are consequently poorly motivated to collect revenue on behalf of an 'uncaring principal'.
5. Poor infrastructure to cope with the sheer size and volume of transaction, which leads to delays in reconciliation, possible 'leakages' and poor assessment.

Poor coordination between the Finance and Accounts and the revenue generating departments has meant the absence of targets in many revenue heads and thus a complete absence of a performance measurement and evaluation mechanism. Under these circumstances, much is left to chance instead of the managerial competence and capacity of the persons in charge.

Prospects of Revenue Generation in the FCT

The major advantage of FCT and also its major prospect for revenue generation is ironically its political position as the Federal Capital and Seat of the Central (Federal) Government. This makes the city to be influential and thus to attract economic activities and ventures into the FCT. Other prospects are: -

- Government will provide management services for the operation of Utako market by 2005.
- Old Wuse Market is expected to become a standard urban sales centre
- Existence of standard and profitably operating urban sales centre in Utako
- Abuja Markets Management Company has been incorporated as a subsidiary of AIPDC to undertake the management of Utako market
- Equity contributed by AIPDC on incorporation of the company (AMMC) will be used by the company as start up funds.
- Redirect the operations of specific public facilities as viable commercial entities.

- AIPDC will source for facility managers to run the International Conference Centre (ICC) as a profit-making enterprise

Policy Targets

Increase FCT IGR by 400+% by 2007 (from the current actual of N1.00 Billion to N4.520 Billion)

Reduce FCT recurrent expenditure (especially overheads cost/charges) by 35% by 2007

Seek to cover at least 20% of recurrent expenditure of the FCT from the IGR by 2007

Implement and sustain 40:60 ratio of recurrent to capital expenditure

Strategies

- Revise tax collection strategies to include Pay As You Earn (PAYE);
- Attempt to computerize and standardize processes of revenue collection, reconciliation etc.
- Establish better coordination between Finance and Accounts and the revenue generating organs through periodic meetings
- Revise some charges/fines/penalties upward by 200%;
- Monitor bill to National Assembly on establishment of revenue mobilization board.
- Educate public on taxation as a tool for effective service delivery
- Eliminate/Minimize leakages in revenue collection and sanction offenders.
- Reconsider hiring a private consultant to collect revenue.

Funding the Revenue Generation Effort

The Bill makes provision for the establishment of a Fund, which shall be applied towards the discharge of its functions.

The sources of this fund are:

- i. Subvention or budgetary allocation from the Federal Government;
- ii. All monies retained for the purposes of the Board by way of gifts, grants-in-aid or testamentary disposition by the Board; and
- iii. Five percent (5%) of the amount collected every month by the FCT IRS.
- iv. Share from sale of Asset
- v. Capital supplementation from Jibi Project
- vi. Proceeds from auction of land and other assets
- vii. Proceeds from AGIS

The Set-Up Team, which was mandated to “consider for purposes of expediency and desirability, the recommendation of a suitable sum as Take-Off Grant for the Board” proposed a start-off budget of N193, 292, 029.00 (One Hundred and Three Million, Two Hundred and Ninety Two Thousand, Twenty Nine Naira only).

PART D Institutional Reforms

**Restructuring FCT for Better Service
Delivery**

Land Administration

Right-sizing

Accountability and Transparency

Sticking to the Master Plan

Chapter 14

Restructuring FCT For Better Service Delivery

Introduction

A major reason for the failure of service delivery in Abuja can be traced to the structure of the MFCT. The structure of MFCT had made it an administrative challenge due to the fact that it is a cross between a Federal Ministry (with policy-making responsibilities) and State Government (service delivery responsibilities). The existing staffs are civil servants with diverse objectives and timelines who have been placed in positions requiring political decision-making and implementation. This has made it difficult to coordinate policy making and implementation. The current situation has also meant that essential services which are better and more efficiently delivered by parastatals and private organizations are being handled unsatisfactorily by bureaucratic structures, which are too far removed from the problems to effectively perform. This problematic structure has led to various institutional and structural problems in the MFCT, which have impeded effective service delivery to FCT residents.

The reality of this situation is that new structures more geared to service delivery have to emerge. This has led to a scientific audit of staff skills and capacity. Those whose skills are suited to the emerging service oriented structures would be retained within the system and provided higher remuneration and better incentive to forestall the corrupt tendencies of the past, while those whose skills are inadequate to match the required service delivery level, will be paid their entitlements and assisted to start their own businesses. The parameters for this necessary exercise of right sizing will be shared with all stakeholders including labour.

A Public Complaints Centre

A regular review of services is necessary to assure quality. This is only achievable where avenues of connection between service providers and users are created. The Public complaint centre would be established to play such a role. The centre would serve as a quick clearinghouse, linking consumers with service delivery sites and addressing consumer protection issues. The Public complaints centre would operate a physical office as well as work through a series of hotlines, which would be well advertised.

An Integrated Approach to Development

Development is about people, all aspects of which are interconnected. There should therefore be a link across all interventions, where work in one area

enhances service delivery in the other. For instance, access to water, good roads, electricity and recreational facilities in the rural areas will boost agricultural production and market, and encourage teachers to teach in rural communities. Thus, rural infrastructure would have a positive developmental impact on education, agriculture and wealth creation. Respect for the ecosystem is a vital part of the integrated response.

The approach presents two challenges: First is that each service point should have a broad understanding of the challenges of development and where possible integrate certain concerns, as common concerns across board. E.g. gender, HIV/AIDS. As part of the HIV/AIDS response, service delivery sites have been tasked to mainstream awareness generation in their programme design and also to devote 5% of their recurrent budgets to HIV mitigation, starting from 2005. Second, synergy must exist amongst all service delivery sites. This has been addressed through the institutionalization of planning, design and evaluation processes as well as policy fora where strategies are collectively debated.

Strengthening Primary Data Bank

A key challenge, which we have had to grapple with in the course of writing FEEDS was the absence of adequate data for effective analysis, projection and planning. In most cases updated verifiable data, necessary for proper planning was lacking, leaving the process to rely largely on dated analysis or generic data describing national situations. This situation occurred principally because in the defunct MFCT, data gathering was perceived as an abstract quantity, which is the exclusive responsibility and preserve of a few technical hands. The process was left with one central body; the Department of Planning, Research and Statistics, charged with the collection and analysis of data. This was problematic because a lack of capacity or work tools, in this central agency invariably meant the collapse of the data machinery.

Plans for data collection

The need for more reliable data has been agreed to by every component of policy in FCT. The administration recognises the need to devise a data plan, which could demystify data; creating a new perception of data as a key planning tool and a measure of performance. We have therefore devised a strategy of decentralising data collection by mainstreaming it in the work of every service delivery machinery in the new administrative structure. The plan is to link data collection to performance benchmarks in every policy site. This way, data not only becomes a vital part of planning, it also forms a key component of monitoring, evaluation and analysis of performance impact and projections on revenue profile and utilisation.

This means in effect that each secretariat, Parastatals or agency (S/D/A) would collect base line data on their work. Each S/D/A would have basic information about its audience size, staff strength, impact of its services and situational

analysis backed by data. E.g. number of private and public schools, teachers, quantity of fertilizer and other agro chemicals required for farming in each season, laboratory analysis of water, air, soil and related substances, number of health centres, service utilisation rate etc. A central coordinating body and database manager, responsible for synergy of data for quality control and accessibility will then be set up.

Policy target

We plan to have quarterly verifiable data on all aspect of FCT service delivery components by 2006

Strategies of achieving this target include:

- Facilitate a data collection forum which agrees methodology and conceptual clarity on data
- Decentralise data collection and identify data focal persons in each policy site
- Create a central quality control structure to harness collate and present data for our work
- Provide Budget head for data collection from 2005
- Release budgetary and other funds based on data analysis provided by each policy site.
- Embed FCT staff into the 2005 national census process to ensure detailed representation of data on FCT
- Collaborate with Federal Office of Statistics (FOS) to draw welfare indicator data

Human Resource Development/ Building Institutional Capacity

A key resource that can create transformative change is human resource. All other physical and natural resources depend on the ingenuity of humanity. This is why one of the anticipated outcomes of the reform is the cultivation of qualitative and highly motivated internal and external public i.e. the staff of the FCT Administration and FCT residents respectively. Addressing this challenge begins with the quality of physical infrastructure and curricula in our schools, an issue, which has been dwelt on in an earlier section of the document.

In order to support the emergence of institutions geared towards developing quality human resource, an entire belt towards the South of the FCT has been set aside as the higher institutions zones, where private and public institutions and governments are encouraged to set up research and learning institutions.

The ATV will also be established in the same zone. Staff of the Administration will benefit from opportunities and knowledge from elsewhere, including the private sector and civil society, especially the academia, both within the country and in the Diaspora. Wages commensurate to the market value of the input provided will also be paid.

Policy Target

- Achieve 80% computerization of key processes and activities (Accounting, Budgeting, etc.) in the FCTA by 2006
- Open up to 70% of land meant for vocational and technological learning by 2007

Strategies

To achieve these objectives FCTA intends to implement the following strategies over the next 3 years

- Increase funding to education and technological research
- Train and retrain staff on a regular basis in computing and other relevant areas
- Encourage south - south cooperation that lead to transfer of skills

Funding of the Restructuring Effort

This effort affects all facets of the FCTA. Funding will therefore come from the budgetary allocation of the Agency responsible, in this case, Education, Administration and Land Administration.

Chapter 15

Land Administration And Reclaiming the Abuja Master Plan

Introduction

Twenty-nine years ago precisely on February 4th, 1976, when the FCT was born, there was also adopted a master plan. The Master plan is a scientific document, which spells out on long-term basis, city plan and allocation of space for every basic infrastructure, bearing in mind human and environmental considerations. A distortion of this plan would lead to un-quantifiable ills and untold hardship. This is why the el- Rufa'i administration is passionate about preserving the Abuja Master Plan.

Enormous human and material resources have been invested to crystallize the hopes and visions of the founding fathers in Abuja but these efforts have not been without mistakes largely in the deviation from the master plan and initial policy on resettlement. Successive governments have grappled with these mistakes, particularly in the areas of enforcing development control standards, removing squatter settlements, evolving effective land administration and resettlement mechanism and infrastructure development of satellite towns.

The case of land Administration is particularly instructive. Before AGIS embarked on computerisation of land records, huge volume of unattended applications had always been a source of concern to the Ministry, leading to high demand and desperation from the public. This desperation from the public for plots of land has often led to some unscrupulous elements taking advantage of the situation by exploiting applicants.

The problem of scarcity of serviced plots in the City has also led to speculative prices of plots that usually attract unscrupulous elements to engage in and perpetrate forgeries of land documents for the sole purpose of duping members of the public. This situation had resulted in the Ministry and its Agencies losing valuable records, reports of studies and designs made for the development of the FCC and FCT. Besides, revenue generation and collection are made difficult. The situation assumed frightening dimensions when syndicates of illegal land dealers formed a 'parallel land office or ministry' and started issuing fake title documents until the EFCC smashed the gang late in 2003.

Prospects

Apart from the establishment of AGIS, other gains of the computerisation exercise include the capturing of 105,701 applications for Statutory Right of Occupancy from individuals and organizations that the Ministry had received

from 1980 to April 2004. The Ministry had granted 21,420 Rights of Occupancy as at April 2004 and all are captured in the new system. Out of these 21,420 grants, 15,000 were processed and issued Title Deed Plans (TDPs).

All the TDPs were scanned and over 70,000 Property beacons (PB) coordinates were calculated from the Survey data and the TDPs. From the above, over 11,000 plots were determined and digitised covering the Federal Capital City (FCC) Phases I & II. All the existing 87 Register books and 22 Access databases from the Land Department have been harmonized into the new system. Detailed information from available files for approvals of building plans were keyed in, to cover the period from 1980 to April 2004. The street network for Phase I of the City as well as those of Utako and part of Jabi District, which were named in Phase II were also digitised into the GIS.

The computerized system established in Stage 1 can give information on landed properties, cadastral maps, land records, land use, street network, engineering infrastructure, trunk sewer- and water lines. This information came from digital maps and databases, from aerial photos and satellite images, individually or in combination with their respective sources, offering 100% coverage of what is available for Phases I & II FCC with 80-90% accuracy.

The system can produce a variety of graphic and tabular information products, ranging from lists, report and paper maps to vector, raster and database data. These information products can be used for decision support in land allocations and all kinds of land related matters like detecting, documenting and resolving cases of multiple allocations of plots, encroachments on corridors of roads, water- and sewer trunk lines as well as land use mismatches

Policy Targets

Reduce the time required to process title documents in the FCT to within 90 days by 2007;

Eliminate cases of multiple titles to land and of building without permits by 2006;

Capture all land records digitally by 2005

Re-certify 60% of old Certificates of occupancy by 2006

Eliminate multiple allocations of plots by 2006

Strategies

Procure digital storage equipments,

Document all land records and keep digital maps of FCT

Develop media strategy on the need for re-certification

Produce and issue new land transaction forms

Develop a website

Funding Land Administration in FCT Land Administration, particularly with the creation of AGIS, is self-sustaining. AGIS generates its own internal revenue and is allowed to finance its recurrent activities there from. Other capital expenditure, such as the procurement of digital storage equipment are provided for through budgetary allocation.

Reclaiming the Abuja Master Plan

The sensitive nature of the attendant consequence of deviations from the Master Plan, such as new informal settlements, unplanned market expansion, and street trading, previous Administrations merely paid lip service rather than display sufficient political will to address the issues or protecting and sticking to the master plan head-on. This approach further worsened the situation leaving the present administration to inherit a near collapsed city administration, arrested infrastructure development and maintenance, sprawling squatter settlements and weak development control standards. The present FCT administration found the political will against popular opinion began an enforcement of compliance with the Abuja master plan.

The challenge

This dedication and doggedness has yielded astounding results. Markets have been cleared and made safe, parks and green areas have been re-claimed, squatter settlements are rapidly disappearing, our environment are cleaner with garbage better managed, faster infrastructure development and management are emerging and real satellite towns begin to dot the horizon.

The Administration recognise that there is a need for an effective communication strategy that will among other things, serve the following purposes:

- Change the perception of the majority of residents on the purpose of the demolition
- Totally change the definition of demolition to a more constructive and positive way that would evoke a feeling of expectation and satisfaction on the part of the people.

- Better understand the administration's policies and comply with little or no sense of apprehension.
- Motivate residents to be involved in the entire process and possibly allow them to do the demolition, as was the case in some parts Kubwa.
- Share our plans on viable alternatives with the external public
- Evolve a more proactive development control department

Prospects

The department solely responsible for the enforcement of the master plan is the Development Control Department (DCD). The department should be strengthened to adequately police the FCT, to ensure that nobody commences construction of temporary or permanent structures in any part of the FCT without recourse to the department. To achieve this, we would need to realise quickly, MM's advice on the need for environmental inspectors.

Policy Targets

- Achieve 80% conformity to the Master Plan by 2007

Strategies

- Remove 60% of illegal settlements/structures within the FCC by 2006
- Reclaim 70% of land intended for public parks, schools etc. by 2007
- Strengthen DCD through designation of environmental inspectors to prevent new settlements
- Evolve a communication strategy that would enlighten, motivate and inform the general public on the enforcement of the master plan.

Chapter 16 Right-sizing

Introduction

As part of the institutional restructuring process, there has been need for reduction in the work force of the Administration. This is informed by the desire to match competencies, pay motivational wage and also save resources for commitment to the social sector - education, health, security - and provision of basic infrastructure such as roads and water. Government is persuaded that economic and technological development is best achieved by the collective and specialized efforts of free individuals in a democratic setting rather than by government interference and meddling.

Government actually began implementing this policy in August 2004 when 260 staffs cutting across various cadres from middle management to directorate were retired. The basis for that decision and of the right-sizing policy is the current 'staff mix', which puts the supporting staff (administration/finance) disproportionately higher than the service delivery (technical/professional) staff in a ratio above 60:40.

Another problem is that the overwhelming majority of these supporting staffs, which constitute nearly 70% of total number of staffs in the FCT, are junior staff on GL01 - 06 with little requisite qualification and competence. Most of these people are not trainable and have reached the bar on their level.

However, Government strongly believes that to provide open and accountable services, there is need for persons with requisite qualifications in the right places so that service delivery will be guaranteed and sustainable. The goal of government is to achieve a right size for the work that needs to be done. This means matching skills and competencies to the meet the required needs of ensuring effective service delivery so Government in fact remains an employer.

The policy of the repositioned FCT Administration is to employ more capable hands, especially young Nigerians with the requisite technical skills and the potential to grow. These staff will be better remunerated with competitive wages and good conditions of service. Staff who would have to leave the employ of the FCTA would be encouraged to seek support from the Abuja enterprise agency in the same way as other Nigerians. AEA would help them with business advice, workspace and credit.

While certain services such as cleaning, laundry and kitchen services in the hospitals and the offices would be concessioned out to private sector, such organisations that would be given the right of operation would be encouraged to employ past staff of the Administration who may have been rendered redundant as a result of the change in policy. Therefore government reducing

its size is not intended to cause trauma to affected persons. Such individuals would be supported to find alternative employment within the private sector arrangements or informal sector through the SME scheme.

Constraints to Right-sizing in the FCT

The major constraints facing the right-sizing policy of the FCT may be said to include the following: -

- Lack of funds to pay/settle the affected persons
- Inadequate preparations for those to be affected on how to live happily in retirement and or self-employment
- Public scepticism on the real purpose and sponsors of right-sizing, which many think is another word for retrenchment

Prospects of Right-sizing in the FCT

The credibility profile of the current FCT Administration and the transparent manner in which the program is intended to be implemented provide a 'countervailing power' to check public scepticism against the program. Indeed various meeting held with Union Leaders on the issue have generated more support for the program than scepticism. Other prospects include: -

- The commitment of the FCT Administration to find the funds needed to carryout the program
- Existence of many NGOs and Development Partners who are willing to assist people on how to manage the transition from employment to retirement and or self-employment
- Rising acceptability of the policy among staff providing it remains transparent and prompt payment are made at the point of retirement

Policy Targets

- Complete the right-sizing exercise by 2006
- Achieve 100% settlement of entitlements (pension, gratuity etc.) to staff affected by right-sizing at the point of disengagement
- Ensure that at least 60% of staff affected by the right-sizing find alternative employment within one year of leaving office.

Strategies

- Develop and implement an open and transparent system with well laid-out criteria
- Arrange to pay/settle all entitlements promptly preferably at the point of effecting retirement
- Sustain the current regular and prompt payment of pension to beneficiaries
- Carryout a pre-retirement training for all FCTA staff
- Devise new identity card system for staff
- Retrain and re-deploy remaining staff
- Provide opportunity for staff leaving employment to benefit from AEA

Funding the Right-sizing Effort in FCT

It is envisaged that the World Bank and some Development Partners will provide technical support and funding for this effort. Support is also expected from the Federal Government since it is the key promoter of the reform policy that makes right-sizing a focal point in the reform exercise.

Chapter 17

Accountability and Transparency

Introduction

As earlier explained, one of the reasons why the defunct MFCT was designated a NEEDS pilot ministry was because of the endemic nature of corruption especially in land allocation and revenue misappropriation generally. Certain steps were taken to redress this. These include recertification of land owned in FCT, concessioning of sanitation services to private sector, partnership with the Convention on Business Integrity (CBI) and use of Information Communication Technology (ICT). Others are advertisement for tenders, funds allocation meetings, in-house Due Process Committees. The Administration wishes to focus on the following to strengthen its ongoing effort on Accountability and Transparency.

1. *A partnership with the Convention on Business Integrity (CBI):* CBI an anti corruption civil society organization, is committed to zero tolerance for corruption. It intends to achieve this by helping provide alternatives to corruption as a means of income. The Administration's goal in partnering with CBI is to heighten the commitment of staff to avoid unethical practices, through trainings and other growth opportunities. It is also hoped that the Administration's anti corruption stance would be institutionalized and publicized leading to a possible multiplier effect in other agencies. Under the CBI partnership, all private sector partners of the Administration with business value of more than N50 million, will be required to sign up to the CBI.
2. *ICT and e - government solutions:* The objective is to use Information Communication Technology (ICT) to foster rapid and better reorganisation of services, and to build a database of basic operational records, to create transparency and access to equal opportunities for all. This spans human resource size and typology, billing and accounting systems to land Administration. A lot of data kept manually in poor storage facilities and conditions have resulted into falsification, missing, pilfering, doctoring, and mutilation or in a lot of cases totally destroying these valuable records.
3. *Staff Audit:* Initial records in 2003 showed that the MFCT had 25,000 staff. After a process of computer generated nominal record keeping was introduced, about 4000 ghost workers were discovered³⁸. At present, a more secure system of staff records is kept through computerization. The records show years of service, current location within the system and thumbprints of such staff. Issue more new fool proof identity cards.

³⁸ Data from the office of the Minister, IT unit

4. *Strengthening the Audit Department:* The work of the audit department is very crucial in guarding the guardian. Independence of the audit department shall be guaranteed through adequate funding and structural reform to guarantee access to relevant documents and timely completion and release of audit of financial statements. Each policy site would also be mandated to respond promptly to audit enquires.

Prospects

Id card issues with the integration of ICT in all areas of work, we envision that increased access to authentic data for planning, and data for public consumption can be guaranteed. Such information as application forms, the costs of services, customer database, budget performance, staff strength etc, would be available through the Internet on a dedicated web site. This would enhance transparency and service delivery.

It also envisioned that regular budget reviews should be the norm. This is an important capacity in determining budget performance and identifying any existing constraints.

Another parameter of transparency and accountability is the pace of administrative work and transactions. In the old dispensation, the pace was slow allowing room for corruption as public servants across all categories seized the opportunity of transactions having financial benefits, to extort money from beneficiaries. Files requiring administrative and accounting responses are used as bargaining chips, when they are deliberately delayed on the desks of officers responsible for taking action. Interested parties are then compelled to part with money so that action could be expedited.

Policy Targets

- *Meet the International benchmark in the budget preparation process in 2005 against the 2006 Budget;*
- *Institute e - governance by 2006;*
- *Audit and publish Government's Annual Financial Accounts as required by law by 2006*

Strategies

- *Launch the FCT website*
- *Put basic transaction documents such as land application, sale of housing form on the web site*

- Publish budget review on the web site
- Sanction officers who keep transaction documents longer than 1 week in the course of their work
- Publish budget documents

Funding Accountability and Transparency

Transparency and accountability are another of our cross-cutting issues. Therefore funding for it is not contained in one source. It can be found under staff training which is a recurrent cost for each policy site, in the IT budget as well as communication budget which is contained under the special budget of the FCT 2005 budget. Donor organisations have also indicated interest in supporting our work in budget review.

PART E Sustainability Strategies
Implementing FEEDS
Funding FEEDS
The PPP Initiative
Institutional Stakeholder Ownership
Monitoring and Evaluation
Risk Mitigation

Chapter 18

Implementing FEEDS

Introduction

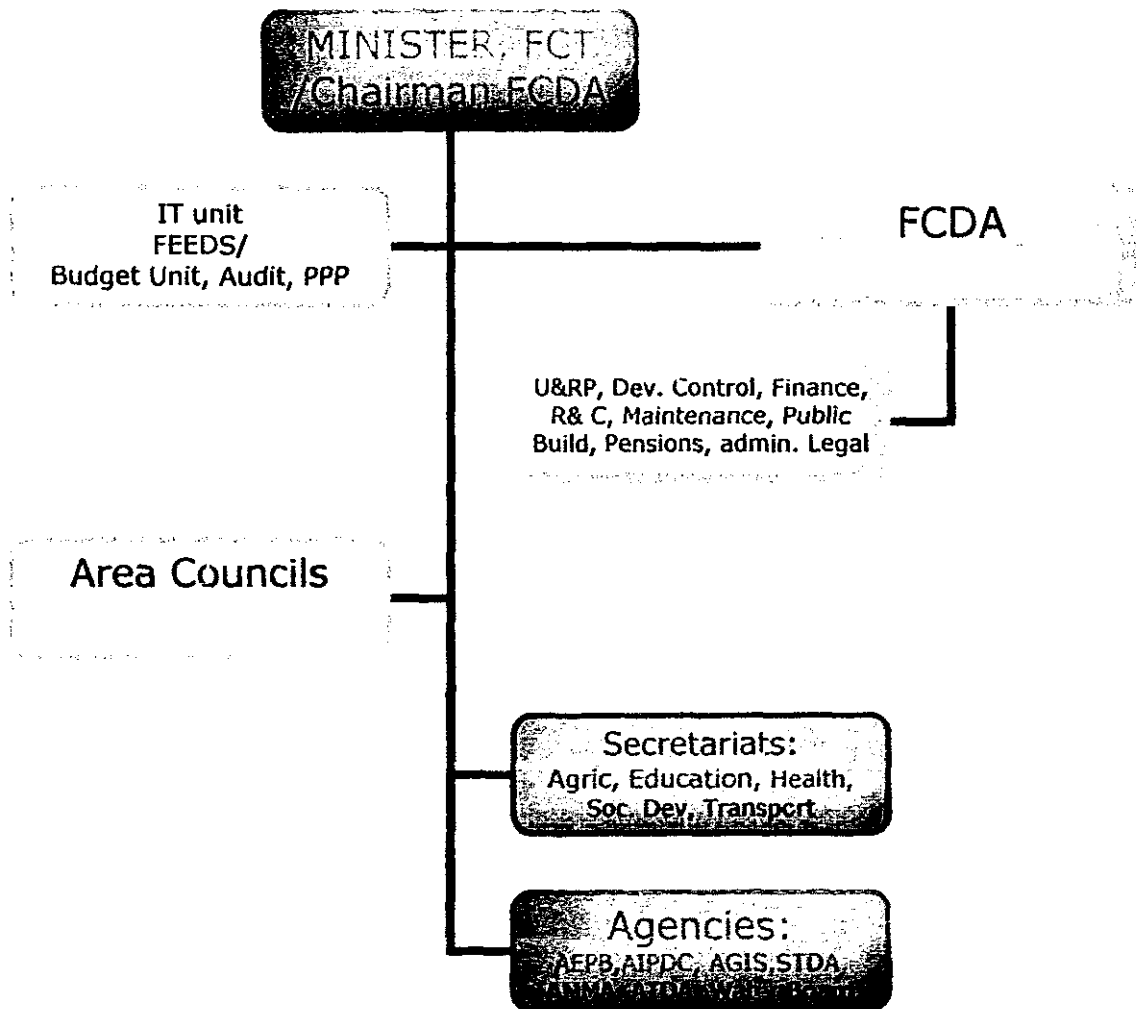
Experience has shown that though the quality of a policy document is important, what is of even more critical importance is how such a policy document will be translated into sustained action. We have therefore articulated sustainability strategies, which represent contextual issues, identified as pre conditions for the attainment and sustenance of stated policy targets. The strategies are interconnected institutional issues, informed by the ongoing reform at the MFCT, which have to permeate the process of designing policy targets, implementation and evaluation. These are:

- ◆ Implementing FEEDS
- ◆ Funding FEEDS
- ◆ Budget transparency and discipline
- ◆ Public Private Partnerships
- ◆ Human resource development/ Building Institutional capacity
- ◆ Institutionalising dialogue and debates
- ◆ Pilots case studies
- ◆ Action plan for Monitoring and evaluation

6.1 Implementing FEEDS

The ongoing reforms encompass the core functions and processes of the Ministry. This includes the review of the size, structure, organization and functions of the MFCT and Parastatals. In order to ensure institutional support for FEEDS, 5 secretariats and 5 parastatals have been delineated as implementing agencies of the policy thrust. Others are key departments under the FCDA and units in the office of the Minister. They are represented in the organogram below.

Figure 2: Implementing Agencies for FEEDS



Introduce organogram:

Synergy with Area council

During consultations some of the concerns of the participants were anchored on the need to synergise policy action between the FCT Administration and the Area Councils because both arms of government were regarded as facilitators of development. Although avenues already exist for cooperation and collaboration through dialogue fora, we believe that in order to have a credible LEEDS as a spiral effect of the FEEDS, the process of collaboration needs to be tightened through the following steps:

1. Creation of a forum to agree work plan with Area Councils. This forum would also facilitate the matching of resources to policy steps as well as the assignation of responsibilities.
2. Identify and match counterpart relevant policy officers between FCTA and Area Councils structures. E.g. health secretary and counterpart in

Area councils. This step is relevant so as to prevent the duplication of actions.

3. Develop monitoring matrix. Both arms of government would agree what, who and when to monitor as well as next steps in reviewing findings.
4. Monthly review meetings would serve as fora for the sharing and collation of monitoring and evaluation findings.
5. Joint FCTA and Area Council people's forum would be held quarterly. This provides opportunity for feedback as well as a verifiable index of synergy between the two tiers of service provision.

The Role of the National Assembly (NASS)

The success of the FCT Administration depends to a large extent on the oversight functions of the NASS. The NASS make laws for the FCT and also approves appropriations. The FCT committees of both chambers of NASS therefore have a critical role to play in ensuring budget performance and service delivery to residents of the FCT.

Speak more to their constitutional role - have a synergy of efforts

In order to ensure a symbiotic working relationship, the Administration has designed a *monthly forum* to intimate NASS with reports and briefs on policy implementation.

Chapter 19 Funding FEEDS

Introduction

A multiplicity of sources shall be sought for the funding of FEEDS. The traditionally available sources are the FCT statutory budgets as well as its 1% share of federal allocation. However, the size and nature of challenges presented by service delivery in FCT demand some creativity beyond budget sources. Hence as espoused in other sections of the document, we intend to strengthen Internally Generated Revenue and also encourage public - private cooperation. Another source of funding is donor support. The donor community has expressed ample interest in our social development initiatives as well as efforts to ensure budget transparency and discipline.

The 2005 budget is the fulcrum of FEEDS. As such resources have been allocated to reflect our framework of achieving the MDGs. Table 2 below shows sector allocations by percentage of the budget over the next 3 years. With the exception of 2005, please note that projections for other years are flexible, subject to further review through consultation with our stakeholders and an increase in revenue.

Table 2: Sectors and percentage budget allocation for 2005

Secretariat/Dept/Agency	Proposed % Allocation		
	2005	2006	2007
Education	13.50%	14.50%	15.50%
Health	12.50%	12.50%	12.50%
Agriculture	7.50%	7.50%	7.50%
Social Development	7.50%	5.50%	5.50%
Transportation	7.50%	7.50%	7.50%
FCDA- infrastructure, water supply, major roads, resettlement,	15%	15%	15%
STDA- satellite/rural feeder roads	22.50%	22.50%	22.50%
Special Projects- ARV, SME, budget monitoring, data collection, security	9%	10%	10%
Other Parastatals AEPB, AGIS ³⁹	5%	5%	5%
TOTAL	100.00%	100.00%	100.00%

Donor Support

Development partners and funding agencies have supported the work of the FCT administration in various ways. It is envisioned that support from these sources would be sustained in the few years to come.

Below is a profile of support across 2004 - 2006 from the donor community in FCT

³⁹ Please note that these are income generating parastatals in themselves.

Development Partner	Support in 2004	2005 (N)	FCT requirement	Focus
Carter Foundation		6.1m	8.3m	TB and leprosy
GAVI (immunisation)		4.74m		Polio eradication, immunisation, research in HIV vaccine
SLGP - DFID		207m		
UNICEF		23m	60m	
WB FADAMA	N300m	455m	FADAMA Counterpart funding	Food security
WB HIV/AIDS		378m	10% = N37m	HIV/AIDS including ARV
WB HSDP 2			45m	
USAID	?	?		
UNDP	?	82m		Environment, SME

Budget Transparency and Discipline

For the FEEDS document to be achievable as a development strategy, we must match resources to policy targets and also ensure that resources are spent as assigned. Budget discipline and transparency begin with a will to spend within revenue limits, and a disclosure of how resources have been appropriately matched to stated priorities. In making budget 2005 for instance, deficit has been reduced to less than N2b. In a similar vein, resource allocation for 2005 has been informed by the quantity of work that is required in each area to attain a level which can guarantee effective service delivery and the well being of citizens as expressed during the various processes of consultations with different social categories.

The Budget monitoring Office

In order to ensure budget discipline, a Budget Monitoring Unit has been established in the office of the Minister. The budget unit would ensure early preparation and dissemination budget information. It would work in conjunction with finance and accounts department of the FCDA and that of

other policy sites. The office would also carry out *budget Review*. Past budget performance will be assessed to determine the direction of spending in relation to appropriations, the nature of extra budgetary spending and link between recurrent and capital expenditure. A coherent fiscal strategy, which would also match expenditure to revenue, would be worked out in conjunction with relevant departments

Policy Targets

Ensure at least 70% budget performance from 2005

Ensure draft budgets are prepared by 3rd quarter of every year

Make budget information available to all residents from 2005

Strategies

- Issue budget circulars by 3rd quarter of the year
- Develop matrixes to ensure that budget heads are strictly adhered to,
- Monitor the reports of service delivery sites to ensure that resources are judiciously applied,
- Liase with the project monitoring office on due process certification procedures
- Publish the budget performance data for public consumption.
- Prepare profiles of IGR, loans and grants for planning and analytical purposes.
- Liase with National Planning Commission (NPC) on reviewed NEEDS benchmarks.
- Provide adequate information for the use of the audit department
- Liase with the IT unit to share such information through a list serve as well as the Internet.
- Work out a timetable and collate input for annual budget preparation
- Advice further release of funds strictly on adherence to stated action plan.
- Cause budget documents to be published and circulated widely.

Chapter 20

The PPP Initiative

Introduction

Public Private Partnerships (PPPs) are collaborations between governmental and private sector organisation with proven ability to invest in public services. Both government and the private sector share responsibilities of making services and opportunities more available to the populace. This is contrary to the widely held notion that PPPs mean privatization, or government abdicating its responsibilities to a private sector that is not matured enough to take the burden.

PPPs do not always connote financial resources; they could take the form of technical expertise. PPPs are relevant because the task of development requires ample resources which burden cannot be borne by government alone. The reality is that resources are scarce and we thus have to look to a multiplicity of sources for support. PPPs also provide an avenue for sustainability; by having external stakeholders invest in government, a safety net is created for the sustenance of reform initiatives. The FCTA is canvassing PPPs in the following areas:

- Construction of mass housing and low income housing
- Solid waste collection and disposal
- Management of mini abattoirs, orchards and fishery facilities
- Building of markets
- Building of multi - storey car parks
- Building of bus stops and terminal
- Out door Advertisement
- Eco - tourism

A PPP unit has been established in the office of the Minister. The main objective of which is to identify, assess and leverage private sector technical and financial resources for government's developmental projects. The PPP unit consists of representatives of different parastatals and secretariats whose mandate could benefit from PPP.

Policy Targets

Ensure rapid industrialisation and economic growth of the FCT by 2006

Facilitate Infrastructure Development Bonds for all FCT capital projects by 2005

Invest in an Infrastructure Finance Company (NINCA/INCA) in conjunction with other local and foreign investors by 2006

Strategies

Develop funding plans in concert with the private sector with government as the facilitator

AIPDC to participate by providing land and other infrastructure for estate development

AIPDC will source for facility managers to run the Eagle Square and ICC as a profit-making enterprise

Procure the services of competent banks to act as a joint issuing house to bond offers where applicable

AIPDC to carry out capacity assessment of both solicited and unsolicited PPP proposals

Work out FCT administration's PPP commitments and set aside accordingly

Facilitate Private sector investments through schemes such as ROT, BOOT, B

Chapter 21

Institutional Stakeholder Ownership

Introduction

We recognize that the first step to achieving the goals of FEEDS is to ensure that concerned stakeholders and local beneficiaries are integrated as 'co-managers' and 'owners' of the various initiatives. We intend to identify stakeholder categories that would be involved in the process of planning, design and implementation as well as evaluation of public policy. This will be achieved through the creation of avenues for dialogue, which are regular; issue oriented and have clear outcomes where each service delivery point would be charged with the responsibility of adequate consultation with key stakeholders. STDA for instance is planning the satellite towns in conjunction with the needs of local communities as voiced and agreed to by a collective of stakeholder categories which include women, youth, farmers, artisans etc.

Value for Money initiatives

The importance of citizen participation in budget making has been amply emphasized. The Administration intends to ensure that greater public input is made into subsequent budgets. Quarterly fora for the dissemination of budget performance assessments would be anchored

Community Score Card: The Education Secretariat is initiating a community school management committee aimed at ensuring involvement of parents, teachers and communities in monitoring the trend of expenditure and assessing the impact of resources provided. The management committee is a permanent structure, and the donor community has expressed an interest in supporting the initiative.

A Ministerial labour dialogue committee has also been created. This includes all trade and professional unions with members in the FCT Administration, and the members of the FCDA Executive Committee and heads of key departments. Other initiatives are Water Board's waste- not-want-not campaign and STDA's planning with the people project. Additional areas that could be explored in this regard also include: -

- FEEDS interface meeting quarterly to review performance
- Feedback session per year
- Publication dissemination of prior information
- Civil society

Chapter 22

Monitoring and Evaluation

Introduction

A forum shall be created for feedback on the performance of resources as matched to outputs. In order to ensure ease of monitoring, each service delivery site with policy targets, strategies and measurable outcomes has produced a detailed FEEDS plan of action.

Also included in the plan are detailed assignments of human resources as well as time frames. The action plan will serve as a monitoring tool for the Budget Monitoring Unit. Further release of funds shall depend on strict adherence to stated action plan.

In terms of measuring the *impact of our work*, evaluators would be looking to answer questions such as:

- What is happening to child mortality rate?
- What is the level for access to water supply?
- What are the state of Medical facilities and services?
- How has School enrolment improved?

This administration would be scored on this basis

Evaluate financial performance to determine whether it is according to plan

Input - output indicators

Outcome and impact indicators strategy for M &E - how do we measure performance what kind of feedback for area councils; this should be tied to the accountability process

Peer review mechanism - mid term

Score card to facilitate a review mechanism

Need to strengthen base line information - number of street children, complete picture of health status - number of clinics both public and private.

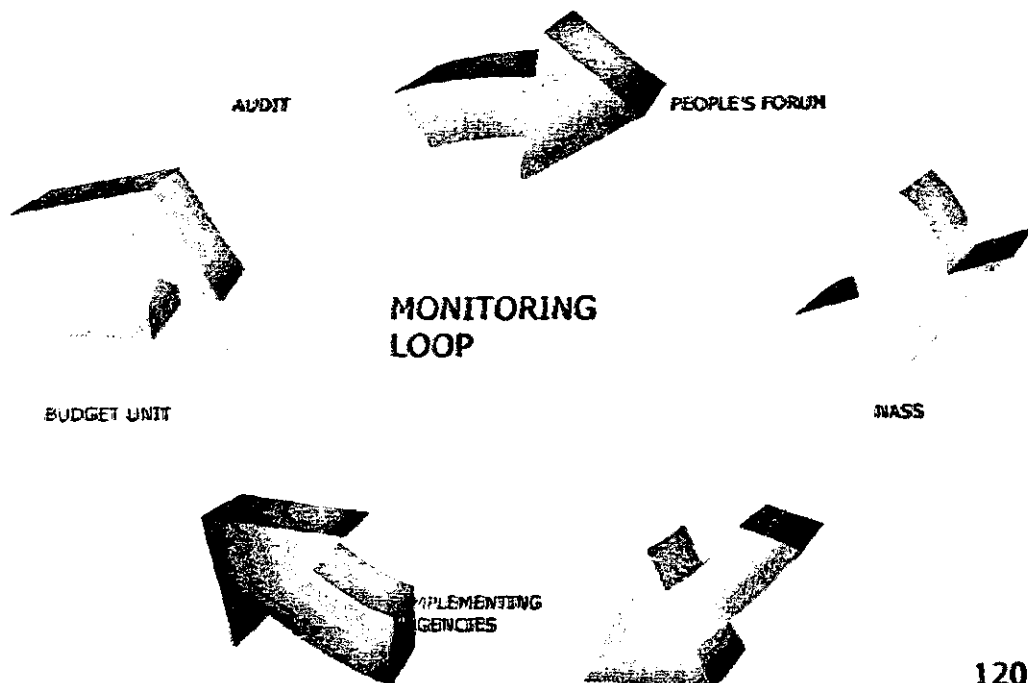
Internal score card mechanism

In an innovative move to ensure responsibility and accountability in house, the heads of each Secretariat, Agencies and departments, will sign a performance bond, based on which their work will be reviewed each year. The office of the Minister in turn will be responsible for providing all necessary economic and political capital to facilitate quality output in the service delivery sites including facilitating the development of relevant laws and guidelines for effective performance. Each service delivery site will be responsible for building a database for its work in conjunction with appropriate agencies.

Feedback Platforms

The FCT has 6 area councils whose leadership comprises elected representatives. The Area councils are equivalent to the third tier of government as obtained in the States. They have agencies that are integral to the implementation of the Master Plan and for the overall development of the territory and its residents. In recognition of this unique location, the Minister regularly embarks on a meet- the- people tour of Area Councils during which government policies is explained to residents.

The monthly funds allocation meetings are another veritable platform where policies are harnessed and matched to resources jointly with all area council chairpersons. This relationship will be sustained and strengthened towards addressing recurring challenges of the environment, poverty, and human services delivery at the grass roots. Area Councils will be supported to develop FEEDS benchmarks by adopting a spiral into Local Economic Empowerment and Development Strategy (LEEDS), which includes designation of FEEDS focal persons in each area council.



Each service delivery site is charged with developing veritable framework for monitoring, evaluation, regulation and supervision of implementation of government policies and progress of intervention activities. The framework would articulate a monitoring and evaluation scheme for implementing agencies, which will address the following:

- Vulnerability analysis
- Budget performance
- Design of the People's Forum
- Follow - up on outcomes
- Timetable for technical assistance in developing benchmarks for monitoring FEEDS
- Three-year estimates of projected revenue from income earning policy sites.
- Work out parameters for right sizing

Chapter 23

Risk Mitigation

Introduction

It is envisioned that an analysis of this nature will help us identify challenges and a possible plan of action to minimize their negative impact; hence a mitigation of risks may be achieved. For instance, the factors to guarantee the success or otherwise of FEEDS can be deduced from the analyses of sustainability factors. It can be assumed that a successful implementation of the FEEDS can be achieved if we had adequate financial and human resources. Its success is also premised on budget discipline and the interest of the public especially the private sector and civil society in ensuring accountability and transparency in governance. It is important that the appropriation bill is passed in a timely manner and projects are concluded within budget years or carried over and completed before new ones are embarked upon. Availability of data for the assessment and review of targets and strategies is a huge necessity in ensuring the success of FEEDS.

It must also be assumed that policy is continuous. A change of Administration may mean a reversal or change of policy plan. A sustained cordial relation between the Administration and the Area Councils and the National Assembly is very central to enhancement of service delivery. To make a point-blank point - what happens the day after *Malam Nasr el-Rufa'i*? Can we reasonably expect the next person to 'own' the FEEDS document or for the existing Administrative structure and system to remain as support base for its implementation?

While it may not be reasonable to answer the first second question in the affirmative, one contingent approach would be to strengthen existing systems and processes to make them 'FEEDS compliant'. It is envisaged, for example, that the structure recommended here for the implementation of FEEDS will be quickly put in place. New approaches such as the zero-based costing, sector working group and wide consultation be also quickly made to become the culture in FCTA.

Capacity building and general reorientation of staff also becomes imperative at this stage to embed the skills, patience and culture of the new initiative. Specifically, senior persons in the FCTA will need to be well grounded in the budgetary process and should participate fully and guide as well as guard it from uninformed persons seeking to tinker with or jeopardize it.

Another major possibility is budget cut - the National Assembly may not approve the budget estimates for the FCT. To mitigate this risk, it is necessary to pursue and obtain internal efficiency through cost saving measures, seeking synergy and sharing resources whenever and wherever possible. Some areas provide ready example where this could be achieved. Overhead costs - use of

stationary, fuel consumption, telephone charges and travels are such candidates for reforms and where savings could be made.

Another obvious method is of course to seek to increase IGR. There are many revenue heads that are currently generating zero revenue and others that could generate more. When the BIR comes into operation, it will be necessary to set and agree on revenue targets and to tie reward (bonus) to performance. There may also be the need to appoint a Special Assistant to liase between the FCTA and the National Assembly to establish common ground and minimize the chances of the Assembly cutting the FCTA budgetary allocations.

But perhaps this is the time to seek autonomy from the Federal Government - to seek to become a mayoralty.

Appendices

Appendix One
Activity Planning and
Medium Term Expenditure Framework
For Various Secretariats, Departments and Agencies

The Appendix contains some details of the main activities expected to be carried out under each policy area. Details of timeframe and further details relating to tasks and jobs would still have to be worked out by the respective Secretariats, Agencies and Parastatals. For example, Education Secretariat would work out details of priorities, sequencing of events and activities as to which projects and programs to be carried out within each period. For example, under construction, the Secretariat would determine which classrooms of Primary and Secondary Schools and in what proportion, as well as the number of staff houses etc and in which schools to be completed in 2005 and in subsequent years. Additional details on work plan could also be worked out in each area. For example, details of the furniture - design and specification, approvals, due process procedure, communication with affected schools and person etc - would be worked out for at least the first year - 2005.

Activity Planning - Education

Activity	When	Expected Outcomes	Who	Resources		
				2005 ,000	2006 ,000	2007 ,000
Construction	By 2007	150 Housing units	Education Sec.	484,883	2,432,202	4,352,114
Renovation and Rehabilitation	By 2007	Habitable Classrooms	-do-	113,267	286,573	257,051
Furniture and Equipment	By 2007	A seat per student	-do-	141,520	240,625	200,393
Textbooks and Library Development	By 2007	Functioning Library	-do-	21,518	234,683	119,751
Students' Welfare	By 2007	Improved enrolment	-do-	140,350	337,422	339,137
Logistical Support		Improved pass rate	-do-	20,989	44,998	49,058
Instructional Materials	By 2005	Improved pass rate	-do-	29,967	119,660	130,272
Training	By 2005	Better teachers	-do-	38,992	50,131	59,921

Community Participation	By 2005	Improved enrolment	-do-	25,787	22,340	19,310
Personnel Emoluments	By 2005	Improved teacher attendance rate	-do-	5,962,284	7,446,142	8,731,358
Others	By 2005	General		80,350	40,350	19,860
Total				7,059,907	11,255,146	14,278,245
Three Years Grand Total Deficit/Surplus						32,593,298 11,593,298

Mina: I assume from the budget approval trend, the tendency to over estimate and the rather over ambitious expectation that we will only get 35% of our budget estimates. The costing below is therefore based on these assumptions. With a deficit of over Eleven Billion Naira, you could see that even with this approach the estimates are way off what is feasible and hence realistic. There is therefore the need for revisiting either the income aspects to see if we could get more or the expenditure aspect to see if we could still save money. If we could save 35% overhead as anticipated then the deficit will amount to about N3.50 Billion. Other saving could be made in the area of rehabilitation etc. to reduce the deficit even further.

Activity Planning - Health Sector

From the strategies listed above, it could be seen that the main activities of the Health Secretariat are: -

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Construction of Healthcare facilities	By 2006	10 New Health facilities		500	500	500
Refurbishing/Rehabilitation	By 2006	Standard Facilities		290	100	
Provision of Drugs and Consumables	By 2005	Availability of items		15	5	
Drug Revolving Fund	By 2005	Availability of Drugs		50	30	

Provision of Central Storage Facilities	By 2006	Availability of essential Drugs	-	100	300
Hiring additional Medical Personnel	By 2005	Personnel Head count	9	4	-
Staff Training and Emoluments	Continuous	Improved service delivery	2,060	2,100	2,100
Logistics (Emergency and ambulances)	By 2006	-do-	25	25	-
Others (Collaboration, Partnership, Dedication)	Continuous	Increased donor funds etc	154	104	111
Total			3,103	2,968	3,016
Grand Total for Three Years					9,087
Dificit/Surplus					(1,671)

Amma: The above costs have been considerably revised: It is assumed that cost of 10 healthcare facilities should not exceed N150mm each and the cost of providing central storage facilities is estimated to be N500mm including central cooling system and other specialized and technical items. Overheads have also been cut in line with the ongoing reforms, which assume a savings of 35% cost. In any case, there are many items listed which are not even included in the 2005 budget estimate.

Activity Planning - HIV/AIDS

From the strategies listed above, it could be seen that the main activities of the Health Secretariat as it affects HIV/AIDS are: -

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Provision of test and screening Kits	By 2005	Units count		200	25	50
Provision of Drugs, consumables and AVR Scheme	By 2005	Availability		300	250	250

Expansion of VCCR Centres to Area Councils	By 2005	Availability	100	50	-
Sustain current campaign to contain HIV/AIDS spread	Continuous	Reduction in infection rate	30	30	30
Provide free therapy to prevent mother to baby infection	Continuous	Minimization or elimination of transfer	35	35	40
Provide training	Continuous	Reduction in infection rate	20	20	20
Collaboration with relevant agencies and departments.	Continuous	Multi sectoral approach	5	5	5
Total Grand Total for Three Years			690	415	395
Deficit/Surplus					1,500 NIL

Amina: I used the income estimates and information from other States and the current HIV/AIDS sero-prevalence in FCT to make the estimate. Please check with health secretariat for consistency.

Activity Planning - Water Resources

From the strategies listed above, the major activities of the Water Board and their associated cost could be identified as follows: -

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Completion of Gurara Water Supply Project	By 2006	Availability of 800cubic meters	Federal Ministry of Water Resources	15, 000	15, 000	
Completing the two Treatment Plants Project	By 2006	Availability water in the FCT	FCT Water Board	15, 000	-	
Conducting Hydro-	By 2005	Data on	-do-	25	-	

geological Survey		ground water				
Providing 120 hand pumps in rural areas	By 2005	Unit count on location	-do-, Community	60	60	60
Provision of spare parts and consumables	Continuous	No disruption in water supply -do-	FCT Water Board	200	500	1000
Maintenance	Continuous		-do-	100	200	500
Staff Training and Emoluments	Continuous	Improved quality of service	-do-	200	250	350
Partnership and Collaboration	By 2005	Prevalence of Private Sector Participation	-do-, PPP Unit in the Minister's Office	200	200	50
Others (harmonization and legislation)	By 2006		Legal Unit, FCT Water Board	25	35	50
Total Three Years Grand Total Deficit/Surplus				30,810	15,125	2,010
						47,945 1,635

Amina: The Water Board is expected to be and indeed is a self-sustaining organization. In addition however, it is expected to be a net revenue earner for the FCT. It is here assumed or suggested that it will develop a policy of using 35% of income to sustain itself, another 35% for investment and the balance of 30% to be remitted to the FCT Administration as a separate company for as its return on investment.

Activity Planning - Environment Protection

The above strategies could be streamlined and costed as follows: -

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Establish Incinerators	By 2006	Unit count on location	AEPB	250	200	150
Auto Pound for Scraps Metal	By 2006	Existence on location	PPP	-	300	

Provide Public Toilets	By 2005	Unit count on location, improved public hygiene	PPP	250	250	250
Traffic Lights	By 2005	Improved traffic flow	FCDA	30	10	10
Parking Spaces and Bus Stops	By 2006	-do-	FCDA	-	200	150
Reclaim Jabi Lake	By 2007	Improved income on tourism	FCDA/PPP	-	300	200
Facilities for rubbish Disposal	By 2005	Improved sanitation	PPP/FCDA	150	150	50
Conduct Public Enlightenment	Continuous	-do-, improved public cooperation	Donors, FCDA	20	20	20
Staff Training and Emolument	Continuous	Improved service delivery	AEPB	100	150	175
Others (Legislation, Collaboration)	By 2006	Improved IGR	FCDA, AEPB	15	10	-
Total				815	1,590	1,005
Three Years Grand Total						3,410
Deficit/Surplus						151

Amina: The above cost data are inferred. No information is provided on it is provided by the relevant office. There is therefore the need for confirmation especially on their IGR, which I assume should come from their control over out-door advertisements, the mobile courts, share from refuse collection and other income from the auto pound etc

Activity Planning - Security in FCT

The strategies identified above are also the key activities to be undertaken. However, further details are to be worked out by the relevant units in

collaboration with the police and other security agencies.

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Capacity building for officers and men	Continuous	Improved relationships, reduction in crimes	NGO, Police Affairs, Donors	-	-	-
Acquiring more communication gadgets	By 2006	Prompt response, reduction in crimes	FCDA, Police Affairs	-	-	20
Increase remuneration package of police	By 2005	Better motivation	Police Affairs	-	-	-
Public awareness campaign	Continuous	Improved relationships, reduction in crime	Police Affairs,	-	-	-
Regular patrols	Continuous	-do-	FCT Adm., Police Affairs	72	72	72
Provision of additional patrol vehicles	By 2006	Prompt response, reduction in crimes	-do-	-	20	-
Total Three Years Grand Total				72	92	92
						256

Activity Planning - Provision of Housing

Do we have an FCT Housing Cooperation that is expected to raise revenue in terms of rent from houses so built? This will affect the revenue profile otherwise we can assume that the only income will be from the budgetary allocation. It can also be assumed that the initial provision of 250.00 million for take-off grant for the housing cooperation. Please clarify.

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Build 1,000 housing	Annually	Unit count on	FCDA,	150	150	15

units	from 2005	location, improved access	Area Councils			
Sustain AGIS	Continuous	Improved IGR, transparency,	FCDA, AGIS	50	50	50
Others			FCTA	50	50	50
Total				250	250	250
Three Year Grand Total						750
Deficit/Surplus						NIL

Activity Planning - Social Welfare

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Disabled & Destitute Persons						
Census of disabled persons in the FCT.	By 2005	Report, informed policy decisions		50	-	10
Provide social security such as free education, free medical care for certain categories of disadvantaged groups	By 2006	Elimination of beggars in FCT		150	150	250
Improve/Sustain budgetary allocation for the rehabilitation centre and the school for the disabled	Continuous	-do-		50	75	100
Provide disabled persons' 'user friendly facilities' in public building.	By 2015	Social and political integration of the disabled		-	150	150

Shelter for Battered Homes Input from Amib						
Pension Scheme Provide pension funds for all retirees on a timely basis	Continuous			250	250	100

Activity Planning - Employment Generation

From the above strategies for the various areas identified under the employment generation initiatives, we have developed an action plan as described in the table below: -

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
AEA				200	100	50
Strengthen agro based SME	By 2006	Quality of farmers, improved output				
Provide incubator work spaces for SME	By 2006	Basic infrastructure				
Set up AEA office with a versatile team	By 2005	On location				
Liase with SMEDAN and other SME initiatives	By 2005	Signed agreements and working papers				
Support economic clusters that can transform waste to wealth	By 2006	Base line data and types of support				

Identify and train micro finance institutes that can transfer skills	By 2005	-do-				
ATV					2, 000	1, 000
Provide Basic Infrastructure	By 2006	Availability on location				1, 000
Commission campaign to attract local & international investors	By 2006	Rising number of enquiries from prospects				
Forge relationships with foreign technology firms	By 2006	-do-				
ENERGY						
1. Independent Power Source	By 2007	Availability on location, improved energy supply				
2. Cooperation with NEPA	By 2005	Improved power supply				
3. Partnering with International Agencies	By 2005	-do-				
Total AEA						15, 000
ATV						15, 000
ENERGY						
Three Years Grand Total					2, 200	16, 100
						16, 053
						4, 000
						30, 000
						34, 353

Can FCT arrange with or persuade the Federal Government to provide gas as alternative energy to the FCT? I don't know the details but it might be worth exploring perhaps beyond 2007

The problem of allocating resources (the ATV N2.0Billion, for example) to the various strategies and activities will still have to be worked out according to

criteria to be developed and agreed to.

Admittedly some of the figures (on energy, for example,) are arbitrary. Much still has to be done on the Independent Power Source, which demand more (less than the N80 Billion here stated)

Activity Planning - Agriculture

From the strategies listed above it could be concluded that the main activities of the Agricultural Sector are: -

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Allocation of farm land	By 2005	Increase in number youth and women farmers		30	30	45
Procurement and distribution of Agric and livestock inputs and equipment	Continuous	Increased quality & quantity of output		100	150	200
	By 2005	-do-				
Increase in no. of tractors	By 2005	-do-		36	40	40
Provision of Specialized Spaces	Continuous	-do-		10	15	15
Provision of Insecticide	By 2005	-do-		20	30	30
Counterpart Funding	By 2007	Improved livestock		80	80	80
Veterinary Diagnostic Facilities and Development of Agric Business in FCT				36	20	11
Others				10	10	1

				322	375	430
Total Three Year Grand Total Deficit/Surplus						1,127 1,138

mina: It should be emphasized that these figures are 'hypothetical' - (some came from the 2005 Budget) and should be checked against the Agreements and policies of the FCC by the Aggr. Secretariat.

Activity Planning - STDA

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Road Construction, Rehabilitation and Upgrading	By 2005	As stated in targets above		1, 100	1, 200	1. 500
Completion of Survey and Engineering Designs	By 2006	Reports and designs		3, 250	-	
Provide 300 Buses for Urban Transport	By 2006	Easier mobility, less pollution, free traffic flow		-	1, 750	
Provide 'London Taxis' for the FCC	By 2005	-do-, improved safety		?	1, 750	
Completion of the Rail Design	By 2007	-do-		-	500	500
Others				180	200	100
Total Three Year Grand Total Deficit/Surplus				4, 530	5, 400	2, 100 12, 030 900

Activity Planning - Board of Internal Revenue

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Establishing the FCT Board of Internal Revenue	By 2005	Passage of Bill, provision of infrastructure	National Assembly, FCTA	193, 292	-	
Computerization of Processes	By 2006	Harmonization and coordination of decisions, improved IGR	Finance and Accounts, Revenue Generation Units	50	10	10
Public Enlightenment	By 2005	Public cooperation, increased IGR	FCT	10	10	10

Activity Planning - Right-sizing

The above strategies call for the following action plan in the table below: -

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
<ul style="list-style-type: none"> • Settlement of entitlement • Devise new identity card system for staff • Retrain and re-deploy remaining staff • Link up affected staff with AEA 	<p>Promptly</p> <p>By 2005</p> <p>Gradually</p> <p>According to moral</p>	<p>Enthusiastic support for program</p> <p>Better Manpower planning</p> <p>Improved quality of service delivery</p> <p>'Soft landing' for affected</p>				

<ul style="list-style-type: none"> Conduct pre-retirement training 	status of staff By 2005	staff -do-				
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Activity Planning - Reclaiming the Master Plan

The activities envisage in the above strategies may be planned as in the table below: -

Activity	When	Expected Outcomes	Who	Resources		
				2005 000,000	2006 000,000	2007 000,000
Remove illegal settlements & structures	By 2006	Better FCC, reduction in crime				
Reclaim land intended for public parks, schools etc.	By 2007	-do-				
Strengthen DCD Public Enlightenment	By 2005 Continuous	Order, better sanitation Public cooperation				