

Reforms of the Federal Capital Territory Administration

Problem

Federal Capital Territory Administration has carried out several reforms and changes since the inception of FCT.

Before the reform of El-Rufai Administration between 2003-2006, FCT was operating as a Ministry known as Ministry of Federal Capital Territory (MFCT). The territory was heavily faced with critical bureaucratic bottleneck and other associated issues such as land administration, housing, infrastructure provisions, transportation, and traditional instability amongst others due to influx of people from across the States of the federation.

Prior to the year 2010, FCT witnessed series of problems in sub-sectors, such as:

Land Administration:

- Inadequacy of requisite manpower to run the Department of Land Administration effectively.
- Lack of an effective Administrative structure required for enhanced performance.
- Even though Land Use Act of 1978 provides for the Land Use Allocation Committee (LUAC) it has not been effectively put into use thereby giving way to administrative / political discretion in Land allocation.
- Lack of proper coordination amongst Land related Departments viz Urban and Regional Planning [URP], Survey & Mapping, Land Administration Department, Abuja Geographic Information System [AGIS] and Parks & Recreation.
- Lack of proper Land registry for easy storage and retrieval of files and other Land documents.

Federal Capital City (FCC) and Satellite Towns development

- The Engineering infrastructure that has so far been provided cannot meet the requirements of the present population in the Federal Capital City (FCC) and its environs, which is always in the increase hence there is still much to be done in this area.
- Inadequate infrastructure provision in the satellite towns and other regional areas

Housing in FCT

- Faced with the dwindling resources of government, coupled with the competing demand of other sectors, there was a shift in policy that sought to encourage the private sector involvement in housing delivery programme.

Education Sector

- Decayed school infrastructure requiring renovations
- The Teacher-Pupil ratio stood at 1:60 for primary, 1:94 for Junior Secondary and 1:60 for Senior Secondary schools respectively
- For examination pass rate in core subjects, Junior Secondary recorded 57%, while Junior Secondary school recorded 15%, which requires improvement.

Health Care Sector

- 74% of the communities in the Federal Capital Territory are without primary health care while only 26% have primary health care.

- The implication is that the Secondary Healthcare facilities are overstretched with decaying facilities that require rehabilitation and renovations.
- The growing population is putting pressure on demand for more Secondary Healthcare Facilities minding the fact that Primary Healthcare facilities are to be provided by the Area Councils.

Transportation

- The sector was until year 2006, unregulated. Before 2006, individuals could purchase vehicles and register them at will. In an attempt to regulate the industry four mass transit companies were engaged to operate mass transit buses in 2006.
- The sector is unregulated and this makes it difficult for planning. The Bus service is unscheduled without terminals. Passengers are still under served due to inadequate vehicular fleets. There is need to increase the number of buses.

Traffic Management

- There exist traffic flow hindrance in the city, which is responsible for a greater loss of man-hour leading to emission, which leads to stress to commuters.

Waste Management

- Waste management in FCC including the Area Council is currently in poor state due to the relaxed enforcement rules and regulation.
- The high influx of people into the City results to emergence of hawking and begging along major high ways and junctions in the FCT.
- The perennial problem of indiscriminate felling of trees, illegal quarrying, and sand dredging in the FCT is also resulting to environmental degradation.
- City environment is poorly maintained, notably the parks & recreational facilities. These facilities are also inadequate for the residents of the City.

Security Services

- There are no adequate and realistic statistical data that paints the real security picture in an informed manner. The situational reports through the media and the general public concern and anxiety depict a very dismal outlook.

Revenue Generation

- Absence of enabling laws.
- Natural resistance of members of the public to payment of bills.
- Weak systems and processes that allow leakages in the Revenue Collection System

Reform Actions

Successive Governments of FCT undertook a series of legal and administrative changes/reforms including significant legal evolution, which comprises the enactment of Act 12 of 1984, entitled “Federal Capital Territory Applicable Laws” that was later incorporated into the 1990 codification, now known as Cap F6 LFN 2004. Notable administrative changes before year 2009 include: -

1. The evolution of Area Councils from the Development Areas;
2. Relocation of the FCT Headquarters from Gwagwalada to the Federal Capital City, Abuja; and
3. Establishment of Secretariats and Agencies by *Order 1 of 2004 [Federal Capital Territory (Establishment of Functionaries and Departments) and Ministry of Federal Capital Territory (Dissolution)]*.

4. Establishment of the department of Monitoring and Inspection in the FCT, in year 2009.

FCT Administration is still without an enabling law as contemplated in Section 303 of the 1999 Constitution, to wit: there should be an Act of the National Assembly to determine the “political and administrative structure of the FCT, Abuja” and that the provisions of the Constitution shall apply to the FCT as if it were one of the States of the Federation. Also, the administrative and organizational structure of the FCT is too unwieldy and cumbersome for operational efficiency, the infrastructural development.

Consequent upon the identified problems of FCT, in April 2010 the FCTA set up a 17-Man Committee to Chart a Roadmap for the Sustainable Development of the FCT. The committee made significant recommendations that include: -

1. The provision of CCTV devices, additional Patrol vehicles and reinvigoration of the Group of 6 on security to provide the needed synergy to achieve optimum effect;
2. The establishment of a Revenue Department to harness all available revenues and minimize the leakages as a prelude to the enactment of the law for the FCT Revenue Board;
3. Removal of existing speed breakers on the roads in the city, and replacement with more friendly rubber bond type to enhance free flow of traffic;
4. The realignment of the existing organizational structure to bring about the necessary efficiency and process improvements in the system;
5. The creation of Finance and Economic Development Secretariat and the office of Surveyor General;
6. The provision of additional 20,000 cubic meters per hour of water to the residents of the FCC at the completion of Phase 3 Treatment Plant, and Associated Mains at Usuma Dam and Tank 1;
7. Re-organization of the Land Administration processes to provide for efficient and equitable distribution to all Nigerians and maintaining the role of AGIS as service provider;
8. Partnership between the Area Councils and the FCT in areas of Infrastructure, agriculture and Poverty reduction.

In July 2011, the Honourable Minister of FCT revisited the Report of the Committee on Charting a Road Map for Sustainable Development and, in August 2011, constituted a *Committee on the Restructuring and Reorganization of the FCT Administration*. The Committee was given the following Terms of Reference (ToR): -

- i. Reposition the FCTA through restructuring and reorganization of the Secretariats, Departments and Agencies (SDAs) for better performance to achieve FCT goals and the Transformation Agenda of Mr. President in line with Vision 20:2020;
- ii. Recommend optimum utilization of human capital in the right mix to achieve result-oriented programmes and projects; and
- iii. Recommend on ways of improving existing infrastructures and institutional capacity strengthening to enhance better service delivery in the FCT.

The Restructuring and Reorganization Committee concluded its assignment and recommended the following: -

1. Review of Order 1 of 2004;
2. Ensuring passage of outstanding FCT bills by the National Assembly;

3. Establishment of FCT Regional and Urban Planning Board as provided under the Nigerian Urban and Regional Planning Act, to address the confusion in which land-related Departmental functions under different Agencies;
4. Consideration of the proposed FCT Administration Organograms: - Some of the descriptions of the structures are:
 - a. Chief of Staff to the Hon. Minister should be re-designated as Principal Secretary;
 - b. Deputy Principal Secretary should be provided for the Hon. Minister of State;
 - c. *Permanent Secretary, FCT should operate like the Secretary to a State Government under the Functional title 'Secretary to the FCT Administration' be appointed by the Hon. Minister in consultation with the Hon. Minister of State and the Chairman FCT Civil Service Commission, who will be from amongst serving or retired Federal Public Officers not below the rank of a Director, GL17;*
 - d. *Establishment of the Office of the Coordinator-General of Service FCT, whose roles and responsibilities shall be likened to the Office of the Head of the Civil Service of a State;*
 - e. *Creation of an FCT Civil Service Commission responsible for appointment, promotion, records and discipline of staff of the FCT;*
 - f. *The activities in the Mandate Secretariats should be coordinated by Coordinating Directors who shall also be the Accounting Officers of the respective secretariat;*
 - g. Three more additional Secretariats be created as follows: Abuja City Management & Environment (New), Physical Planning & Land Admin (New), Information and Communication (New), Finance and Investment (New) Secretariats;
5. Establishment of FCT Internal Revenue Service Board to statutorily coordinate, facilitate and monitor the collections of revenue;
6. Office of the Treasurer General to be established with the functions similar to the Accountant General of a State;
7. The Department of Economic Planning, Research & Statistics should be renamed as Economic Planning and Budget Department to be saddled with the responsibilities of planning and budgeting for FCTA;
8. Land Use Plans should be adequately protected through registration in line with extant laws;
9. Enhancing a well-structured and balanced development of the Satellite Towns with a view to attaining equitable provision of infrastructure and decongesting the City Centre;
10. Strengthening the current cooperation between the FCT, Abuja and the neighbouring States;
11. Establishing an Integrated Social Security Information Infrastructure that will bring under a common platform the databases of all segments of the civil society to enhance inter-sectoral data exchange and information sharing, effective public participation;

12. Formulating and implementing a comprehensive policy on resettlement and compensation, inspired by the World Bank's *Operational Policy (OP 4.12) on Involuntary Resettlement*, as successfully practiced in Lagos and Brasilia;

Main Achievements

- Synergies have been created between Secretariats, Departments and Agencies (SDAs) to work together in attaining the goals and vision of the FCT.
- All the sectors of the FCTA have seen transformation:
 - Collaboration with private sector in areas of transportation services on the provision of 300 high capacity buses in 2013 & 2014 as well as the Abuja Taxi Scheme with 680 taxis.
 - Health services have seen a reduction in under 5-mortality rate from 155 per 1,000 children in 2010 to 60 per 1,000 children. Maternal mortality rate have dropped from 378 for every 1,000 women in 2010 to 200 for every 1,000 women in 2014.
 - In Education services, the margins of pupil-classroom ratio have reduced from 1:57 in 2010 to 1:40 in 2013.
- Due to the increase in the provision of primary infrastructure such as road, the accident rate has reduced from 35% in 2010 to 6% in 2013 and the travel time has reduced from 1hr.30minutes into the city in 2010 to 30 minutes in 2014;
- Completion and commissioning of phases 3 & 4 Lower Usuma Dam water treatment plant, with capacity of generating 20 million litres of water per hour. There is increased access to potable water from 40% in 2010 to 52% in 2014 for the FCC residents.
- FCTA have seen increased implementation of policies, programmes, initiatives and schemes that will facilitate the development/provision of infrastructure. These include;
 - Mass housing scheme through Private Sector Participation in the provision of houses;
 - Public Private Partnership (PPP) initiatives for the development of more district in the FCT e.g Katampe district.
 - Land Swap scheme to develop infrastructure in Phase 4 of the FCC through collaboration with investors on incentive driven arrangement.

Key Challenges

- Rapidly expanding population putting pressure on infrastructure and services such as refuse collection
- Growing vehicular traffic
- Street begging and prostitution
- Inadequate revenue generation to augment budgetary provisions;
- Absence of enabling laws in some Agencies;
- Weak systems and processes that allow leakages in the Revenue Collection System;
- Lack of full implementation of some completed reports such as the Road Map for Sustainable Development - 2010, and the Restructuring and Reorganization of FCTA - 2011.

Assessment of the Reform Initiative

Assessed against the 10 criteria judging the success if government reform initiatives, a number of very promising achievements have already been recorded.

S/No.	Assessment Criteria	Result of Assessment
1.	Have the reforms improved the quality and quantity of public services?	The quality of public services in the FCTA has gone up compared to what it was in 1999. Also, the growth in Abuja's population means that the quantity of services provided has greatly increased. However, as Abuja is Africa's fastest growing city, the infrastructure is straining at the seams to serve the growing population.
2.	Do more people now have access to services, including disadvantaged groups such as women, young persons and people with physical challenges?	Residents have access to contact FCT directors through call centre and 112 free emergency call number. Also radio program have being organized on weekly basis with Directors by direct telephoning. Abuja Digest produces bi-monthly news about the FCTA and other related matters.
3.	Have reform reduced the cost of governance?	Significantly, through the increased use of Information and Communication Technology for Governance transactions between Secretariat, Departments and Agencies (SDAs) as well as in-house knowledge transfer and capacity building.
4.	Have the reforms made the service more affordable for citizens	The cost of services have largely stayed the same.
5.	Have the reforms reduced corruption?	The Ministry of the FCT was previously reputed to be the most corrupt Ministry in Nigeria. Although issues remain, the level of corruption has reduced compared to the MFCT days.
6.	Have the reforms reduced unnecessary bureaucracy and red tape?	Yes. Due to increased synergy between the SDAs, getting the services in the FCTA is now easier and less cumbersome.
7.	Are the reforms likely to lead to improved development outcomes?	Yes. A well-restructured and reorganized FCTA will actually lead to a better service delivery and economy growth.
8.	Are things improving, staying the same or	Things are improving but there is need to implement fully the reports of the reforms.

S/No.	Assessment Criteria	Result of Assessment
	getting worse?	
9.	Where things are improving, will those improvements endure?	The sustainability of the improvement is dependent on the increase capacity building of the staff.
10.	Where things are not improving, what should be done?	Not Applicable

Proposed Next Steps

- Full implementation of all reports relating to the reforms in the FCTA to enhance service delivery;
- Strengthening of the recently approved FCT Board of Internal Revenue to increase the revenue generation status of FCT for improved economic growth and development;
- Ensure passage of FCT related Bills in the National Assembly;
- Strengthen partnerships and collaboration with private sectors/investors in the provision and development of infrastructure in the FCT;
- Encourage more synergy between the Secretariats, Departments and Agencies to ease public administration in the FCTA