



Rule of Law And Empowerment Initiative
also known as
PARTNERS WEST AFRICA NIGERIA

Accountability & Transparency

*in Abuja Municipal Area Council (AMAC)
Abuja, Nigeria*

In-depth Diagnosis Report

PARTNERSHIP WITH:



PARTNERSGLOBAL
Together for Democratic Change

SUPPORTED BY:



UNITED STATES DEPARTMENT OF STATE BUREAU OF
INTERNATIONAL NARCOTICS AND LAW ENFORCEMENT AFFAIRS (INL)

About Abuja Municipal Area Council (AMAC)

The Abuja Municipal Area Council is one of the six Area Councils in Nigeria's Federal Capital Territory. AMAC was created on October, 1984. It is located on the eastern wing of the Federal Capital Territory and comprise of Twelve Wards namely, City Centre, Garki, GUI, Gwagwa, Gwarimpa, Jiwa, Karshi, Kabusa, Karo, Nyanya, Orozo and Wuse. Each of these wards are represented by an Elected Councillor. The Councillors form the Legislative Arm of the Area Council.

The Executive Arm comprise of an elected Chairman and a vice together with an appointed secretary and other supervisory councilors and special advisers. The bulk of Federal Institutions, Ministries, Departments and Agencies are located within the precinct of the Area Council.

ACKNOWLEDGMENT

The Rule of Law and Empowerment Initiative also known as Partners West Africa Nigeria (PWAN) with support from the United States Bureau of International Narcotics and Law Enforcement (INL) conducted the facilitating Accountability, Integrity and Resilience (FAIR) using Abuja Municipal Area Council (AMAC) as the pilot Local Government aimed at improving public services, greater citizen trust, and a better business environment. This was done through collaboration with the leadership and other staff members of the council to diagnose vulnerabilities in their systems, develop and implement solutions for the identified vulnerabilities.

This activity was possible with the support of the Chairman of AMAC – Honorable Abdullahi Adamu Candido, the Head of Personnel Management of the Council – Mr. Laffurma I S Dobi, the Special Adviser on Donor Agencies and Civil Society – Honorable Abiodun Essiet, the members of the Technical Working Group (TWG) and the Anti-Corruption and Transparency Unit of the council.

PWAN appreciates the effort of the Transparency and Accountability Practitioners (TAPs), Mr Charles Omofomwan and Seyi Arowosebe who worked tirelessly with the PWAN team to ensure the entire activity was a success.

Also acknowledging the commitment of PWAN's Citizen's Security Program team who made this report possible – Nkem Okereke and Ijeoma Igwe, closely managed by the Citizen's Security Program Manager, Tolu Ojeshina. Finally, we appreciate the guidance and leadership of the Executive Director of PWAN- 'Kemi Okenyodo-for commitment to the FAIR Programme.

INTRODUCTION

The General Diagnosis Report was developed as part of the Facilitating Accountability, Integrity and Resiliency (FAIR) program. The FAIR program is designed by Partners Global and based on the Islands of Integrity™ methodology. The FAIR program guides key stakeholders at the municipal government level in a facilitated process to diagnose internal corruption vulnerabilities.

Following this diagnosis, stakeholders engage in a corresponding strategic planning process to address these vulnerabilities through practical solutions that dismantle monopoly service provision, reduce the discretion of officials, and introduce more accountability into the system. FAIR builds trust between public leaders, managers, and employees and ensures real commitment to the implementation of planned changes.

Trained Transparency and Accountability Practitioners (TAPS) lead the process, guiding the area council local government leadership and staff through an in-depth assessment of services provided and the generation of implementable solutions to address vulnerabilities to corruption.

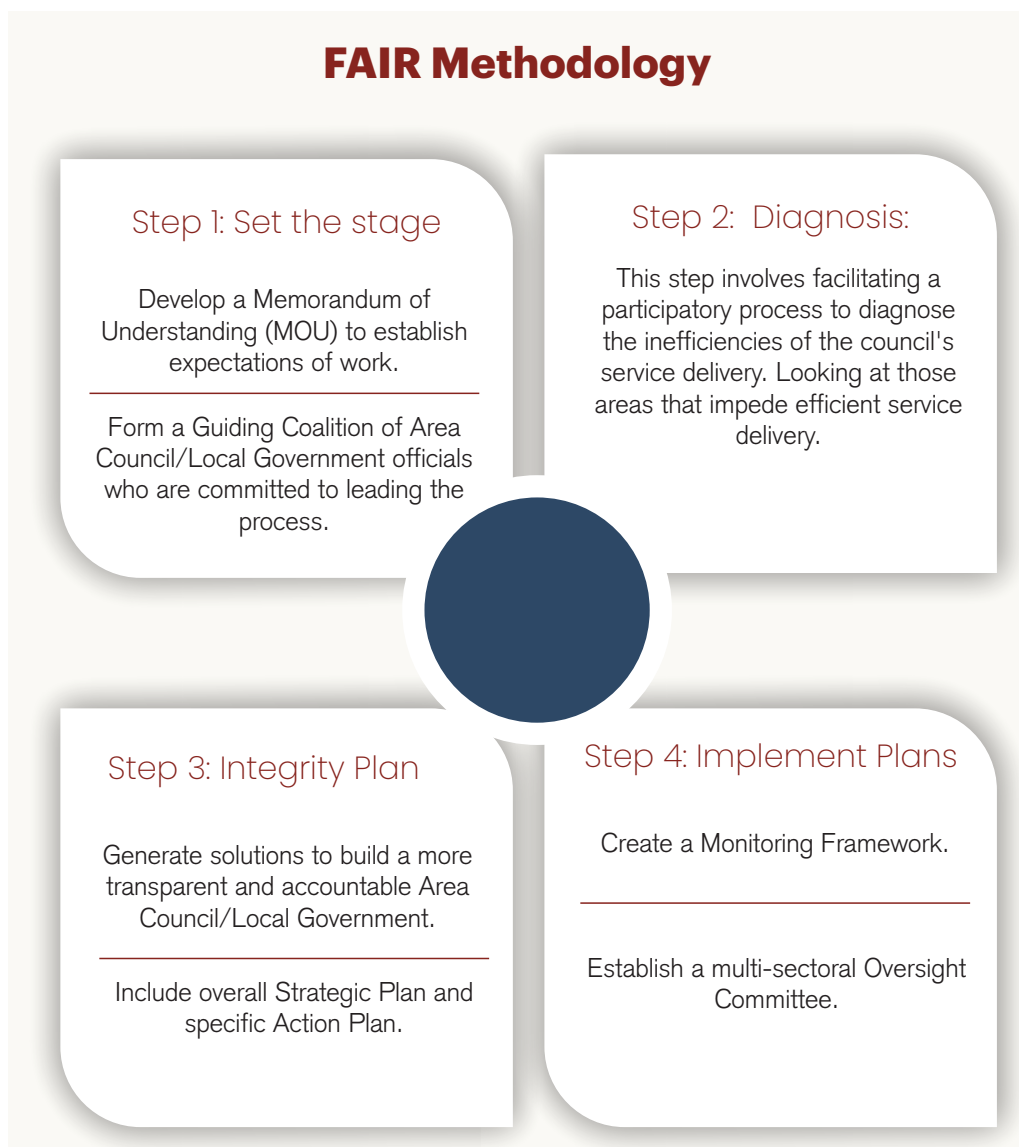
PROJECT BACKGROUND

The FAIR program was piloted in the AMAC by The Rule of Law and Empowerment Initiative also known as Partners West Africa Nigeria (PWAN), New-Rule LLC, and PartnersGlobal. The program is implemented under the Promoting Civil Society Efforts in Nigeria (ACCESS) project with support from the United States Department of State Bureau of International Narcotics and Law Enforcement Affairs (INL).

PWAN carried out the FAIR program at the Abuja Municipal Area Council (AMAC) in the FCT, which is one of six Area Councils in Nigeria's Federal Capital Territory and the first local government in the country to address corruption via the FAIR methodology. The FAIR program is focused on working with the Area Council to review their operations and services, to address corruption as well as increase effective governance.

FAIR Methodology

The FAIR program aims to help the Area Council officials improve their processes through problem-solving processes engaging multiple stakeholders and step-by-step experimentation. Project partners led AMAC officials and staff through a four-step process:



As part of phase one, PWAN established a Memorandum of Understanding (MOU) with AMAC leadership to implement FAIR. A letter of engagement was given to PWAN to commence implementation. AMAC then set up a Technical Working Group including 20 members among all AMAC departments. The role of the Technical Working Group is to assist in the coordination of the project's implementation in the local government.

During phase two, PWAN and TAPS carried out a general diagnosis survey where questionnaires were administered to the local government staff. Project partners analyzed the questionnaires and summarized the findings in a presentation. They presented these findings to the Technical Working Group in April 2020.

General Diagnosis Survey Results



The objective of the survey was to assess vulnerability to corruption of activities and services provided by the Abuja Municipal Area Council.

The General Diagnosis involved eight departments of the local government. In total, 600 questionnaires were given out to the local government. However, only 187 were filled, out of which 27 were not considered because they were incomplete. Consequently, the key findings of this report are based on the results of 150 questionnaires

Vulnerability to corruption rating is based on the corruption formula by Robert Klitgaard:

$$\text{Corruption} = \text{Monopoly} + \text{Discretion} - \text{Accountability} (C = M + D - A).$$

Activities and services that have a rating higher than 3 are considered to be vulnerable to corruption.

The average vulnerability to corruption rating for Abuja Municipal Area Council was 4.5. 66 of the 66 assessed activities or services had a vulnerability to corruption rating higher than 3, ranging from 3.6 to 5.5. Closer analysis reveals that 9 activities and services had ratings ranging from 3.6 to 3.9. The remaining 57 activities or services had vulnerable to corruption ratings ranging from 4.1 to 5.5.

Workshop description

In May and June 2020, PWAN and TAPS then held workshops with the local government's selected junior and senior staff as part of phase three. The purpose of the workshops was to



Gather qualitative data to complement the quantitative data gathered via the survey



Engage AMAC staff in a collaborative process in which they could start creating an Integrity Plan by identifying solutions to address current vulnerabilities to corruption.

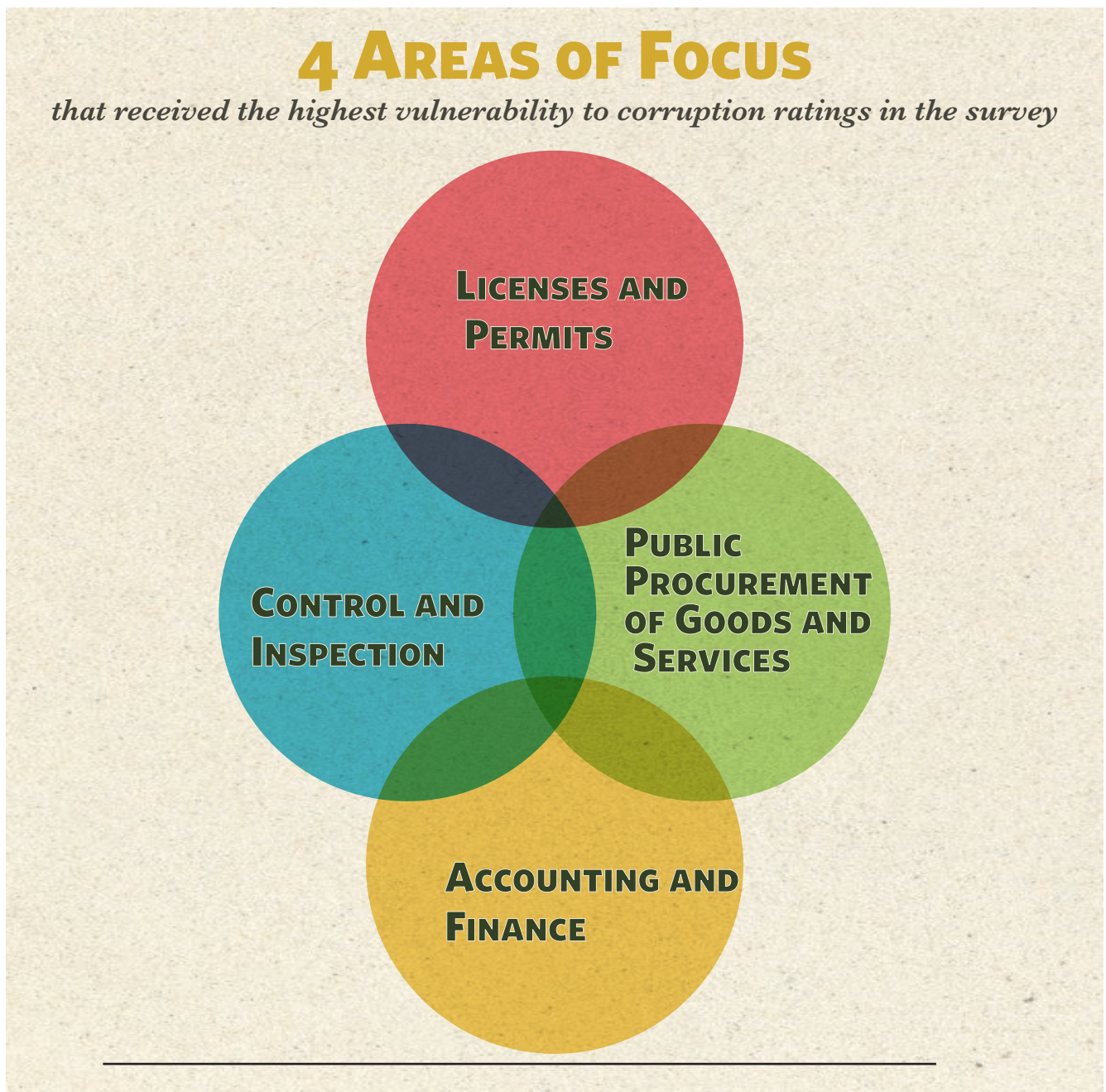
Workshop Objectives

Identify root causes to the vulnerability to corruption rating in the general diagnosis

Suggest solutions to the root causes

Workshop Focus

The workshops focused on the four service categories (Licenses and Permits, Control and Inspection, Public Procurement of Goods and Services, Accounting and Finance) that had received the highest vulnerability to corruption ratings in the survey. Under each category, only the three services with the highest ratings were discussed.



Service categories	Services under each category	Vulnerability to corruption rating
Licenses and Permits	Permits for outdoor advertising (Signage)	5.5
	Permits for outdoor trading	4.8
	Daily Tickets to drivers	4.7
Control and Inspection	Monitoring of AMAC Road Construction Sites	4.9
	Monitoring and Sanction of Food vendors	4.8
	Control of Commercial Motor parks	4.8
Public Procurement of Goods and Services	Development of Terms of Reference	4.9
	Making the purchasing contracts	4.7
	Evaluating and selecting the winners	4.6
Accounting and Finance	Collection of Revenue from private schools	4.9
	Recommendation of payments to the Chief executive	4.8
	Fumigation Certificate	4.7

Workshop participants



43 Participants

The Technical Working Group selected 43 participants for five workshops

The Technical Working Group selected 43 participants for five workshops. They invited staff from the departments responsible for those services with the highest vulnerability ratings: Administration, Finance, Works, Environmental and Public Health.

Dates and Venue

Dates	Venue	Personnel
Thursday, 20th May 2021	PWAN'S Conference Hall.	Junior staff: Grade 1- 6 (from Admin, Finance, Environmental and Works departments)
Tuesday, 25th May 2021		Senior staff: Grade 7 – 17 (from Admin and Finance departments)
Tuesday, 25th May 2021		Senior Finance department staff: Grade 7 – 17
Wednesday, 26th May 2021		Senior Staff: Grade 7-17 (from Environmental, Public Health and Finance departments)
Wednesday, 26th May 2021		Senior staff: Grade 7-17 (from Works and Finance departments)

Facilitation



1

Ijeoma Igwe (PWAN Staff)

2

Nkem Okereke (PWAN Staff)

3

Charles Omofomwan (TAP)

4

Oluwaseyi Arowosebe (TAP)

Workshop Agenda

Session 1: Project Overview and purpose of the workshop
 Session 2: Brief Presentation of the general diagnosis results for the selected service
 Session 3: In-Depth Diagnosis: Identifying Causes to Vulnerability to Corruption in the Local Government
 Session 4: Solutions Elaboration

Session 1: Project Overview and purpose of the workshop

This session was the foundation of the workshops. Participants were given a brief overview of the project and the journey so far. And questions and doubts were answered and cleared respectively to set the right tone for the workshops.



Session 2: Brief Presentation of the general diagnosis results for the selected service

Participants were presented with the general diagnosis results for all the service categories. In addition, the four service categories that had received the highest vulnerability ratings were further discussed in detail. See Annex 4: for the General Diagnosis Results.



Session 3: In-Depth Diagnosis: Identifying Causes to Vulnerability to Corruption in the Local Government

In this session, participants had the opportunity to identify root causes for the vulnerability to corruption rating for the service categories of focus (see Workshops Focus above).

Participants for each of the five workshops were divided into two groups to identify the root causes of the vulnerability ratings listed above by answering the following three questions:

1. What corrupt actions could take place because the activity/service is vulnerable to corruption?
2. Who may be affected by these corrupt actions?
3. Why: What could be the causes that would generate/allow these corrupt actions to take place?

The Root Causes

Category 1: Licenses and Permit

Activity 1: Permits for outdoor advertising (Signage)

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> • Collection of money from the public by external consultants without remitting the payment to the local government • Issuance of un-numbered receipts to evade remittance • Collection of payments without issuing receipts to avoid remitting to the local government 	<ul style="list-style-type: none"> • The local government • The staff will also be affected when it is time to pay salaries, and the local government cannot pay. • The people at the grassroots will be denied some public services. 	<ul style="list-style-type: none"> • The service is being managed by external consultants recruited by the local government • The local government is not taking decisive or legal actions against erring consultants • Lack of proper accounting by the consultants • No formal reporting to the local government by the consultants • Mismanagement of the process by local government staff led to the use of external consultants • No proper monitoring system of the process by the local government is in place

Category 1: Licenses and Permit

Activity 2: Permits for outdoor trading

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> • Sales of fake receipts to traders • Collection of revenue without issuing receipts • The consultants could overcharge traders • Consultants charging a non-uniform amount • Non-issuance of receipts by the consultants in charge after collecting payment from traders to evade remitting revenue to the local government • Multiple taxations of traders 	<ul style="list-style-type: none"> • The traders • The local government • The community members patronizing the traders may bear the high costs as a result of some of the corrupt activities 	<ul style="list-style-type: none"> • Because the local government depends on external consultants to carry out this service • Lack of proper monitoring and evaluation in place to checkmate the consultants by the local government

Category 1: Licenses and Permit

Activity 3: Daily tickets to drivers

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> • Sales of fake tickets to drivers without remitting to the local government • Multiple persons are printing tickets to collect money from the drivers. • Non-issuance of receipts to drivers • Collection of less cash from drivers without remitting to the local government 	<ul style="list-style-type: none"> • The local government • The grassroots because the local government will not have enough funds to carry out developmental projects • The drivers • The passenger 	<ul style="list-style-type: none"> • Because the local government depends on external consultants to carry out this service • Lack of proper monitoring and evaluation in place to checkmate the consultants by the local government • Poor record-keeping because the service is handled entirely by external consultants

Category 2: Control and Inspection

Activity 1: Monitoring of AMAC Road Construction Sites

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> Local government inspectors could allow contractors to use low-quality materials for construction. Bribery of inspection officers by the contractors 	<ul style="list-style-type: none"> End-users of the constructed roads The users of the roads. The local government 	<ul style="list-style-type: none"> The council staff might have collected money from the contractors. The exclusion of the Planning and Research Unit of the local government, which ought to serve as checks and balances for the local inspectors

Category 2: Control and Inspection

Activity 2: Monitoring and Sanction of Food vendors

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> A bribe is given to the monitoring team by food vendors to trade in unhygienic environments. The monitoring team may not report accurate information back to the local government 	<ul style="list-style-type: none"> The consumers of the food The local government 	<ul style="list-style-type: none"> Inadequate staff welfare. Poor working conditions for the monitoring team members

Category 2: Control and Inspection

Activity 3: Control of Commercial Motor parks

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> • Sales of fake tickets to the drivers • Bribery of the monitoring team by the park managers • Duplication of tickets by the consultants to evade remitting revenue to the local government 	<ul style="list-style-type: none"> • The drivers • The local government • These corrupt activities would lead to an increase in the fares for passengers 	<ul style="list-style-type: none"> • Rifts with touts. • Inadequate checks and balances. • Inadequate security at the parks.

Category 3: Public Procurement of Goods and Services

Activity 1: Development of Terms of Reference

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> • Development of favourable terms for personal interests • Manipulate the terms of reference by the procurement unit to favour the head or management board 	<ul style="list-style-type: none"> • The most qualified potential contractors • The end-users of the contracted services • The local government 	<ul style="list-style-type: none"> • Personal interests and management interest

Category 3: Public Procurement of Goods and Services

Activity 2: Making the purchasing contracts

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> Budget padding Neglecting the terms and conditions to favour the contractors 	<ul style="list-style-type: none"> The Contractors The local government The end-users of the contracted service 	<ul style="list-style-type: none"> Greed

Category 3: Public Procurement of Goods and Services

Activity 3: Evaluating and selecting the winners

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> Replacement of the authentic winner by another who did not win Tendering fake company documents to outshine other contractors. 	<ul style="list-style-type: none"> The Contractors The local government The end-users of the contracted 	<ul style="list-style-type: none"> Quest for personal gains. Personal interests Management interest

Category 4: Accounting and Finance Department

Activity 1: Collection of Revenue from private schools

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> • Issuance of fake demand notice to the schools • Evading payment by some schools due to compromise by revenue collectors • Non-uniformity of payment rates issues to schools • Multiple taxations by the local government • Duplication of receipts to evade remitting to the local government by the officers 	<ul style="list-style-type: none"> • The Area Council (AMAC) • The respective schools that may be shortchanged • The parents and students/pupils of the school 	<ul style="list-style-type: none"> • Lack of appropriate accounting system for the activity

Category 4: Accounting and Finance Department

Activity 2: Recommendation of payments to the Chief executive

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> • Bribery for special attention and personal gain • Inflation of amount by the recommending officer 	<ul style="list-style-type: none"> • The local government 	<ul style="list-style-type: none"> • Lack of professional personnel in the system • Lack of incentive/motivation for staff • Greed and indiscipline among the staff • lack of effective policies and implementation • Lack of proper accountability

Category 4: Accounting and Finance Department

What corrupt actions could take place because the activity/service is vulnerable to corruption?	Who may be affected by these corrupt actions?	Why: What could be the causes that would generate/allow these corrupt actions to take place?
<ul style="list-style-type: none"> • Use of sub-standard chemicals • Issuance of fake certificates • Embezzlement of money allocated for fumigation materials 	<ul style="list-style-type: none"> • The people living around the fumigated environment • The local government • The applicant 	<ul style="list-style-type: none"> • Lack of proper inspection and monitoring • Non-compliance with the directive to patronize government recommended agencies • Non-uniform certificates

Session 4: Solutions Elaboration

After identifying the root causes of the vulnerability to corruption rating, the participants had the opportunity to suggested solutions to the root causes by answering the following three questions:

1. How can we increase competition and break the monopoly in implementing the activity or delivering the service?
2. How can we limit discretion by introducing clear and simple game rules?
3. How can we enhance accountability and transparency in the work of local government?

The Strategies

Category 1: Licenses and Permit

Activity 1: Permits for outdoor advertising (Signage)

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • By opening more doors to the public • The council should give the job to staffs and ask them to meet a target • Give room to more than one business owner permits for outdoor advertising • By ensuring that suitable personnel from the Area Council effectively do their job • There should be proper accountability by the revenue collector for the outdoor advertising. • Is by attaching the staff to the revenue collectors under the area council. • Allow more than one consultant to issue permits for outdoor advertising 	<ul style="list-style-type: none"> • By developing and adhering to the MOU during the process • By giving proper information to the Area council • By writing an accurate report to the Area council • By issuing a permit to a qualified organization on a first-come, first-serve basis • Put policies in place 	<ul style="list-style-type: none"> • By delegating appropriate staff or a consultant that is capable of doing the work • By making a proper report or proper account remitting to the Area council • Adequate supervision of the staff in charge of outdoor advertising • Checks and balances

The Strategies

Category 1: Licenses and Permit

Activity 2: Permits for outdoor trading

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • By building traders' capacity through training • By giving more rooms to traders • Employment of competent persons. • Proper supervision by the area council for outdoor permit trading. • There should be proper remittance to the authority for recording purposes. • By giving more rooms to traders 	<ul style="list-style-type: none"> • Through the introduction of standards means of revenue collection • Make the proper selection process. • Accurate remittance report to the area council • By issuing proper and genuine receipt that is well stamped with authorized signature to the trader for outdoor trading • Introduce standards that everyone should follow 	<ul style="list-style-type: none"> • Any consultant going out should bring an appropriate record of what he/she collected • By monitoring the staff or the department in charge of outdoor trading • Attach staff to the revenue collectors so that proper accountability will be given to the area council. • Training • Monitoring and evaluating the process

Category 1: Licenses and Permit

Activity 3: Daily tickets to drivers

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • Printing of daily ticket properly signed and numbered • Printing of receipt document that cannot be easily duplicated or forged • There should be proper monitoring of receipts/tickets given to the drivers. • Make a proper receipt with a customized Area Council Account number. This will enable all funds received to go directly into the Area council's bank account • There should be well-stamped receipts for the driver. 	<ul style="list-style-type: none"> • Clear understanding and tolerance among the driver and revenue collected. • There should be a fixed amount for the driver for daily tickets to drivers. • Everyone should be carried along for a clear vision • An MOU should be developed and signed by all parties involved in the process. • Develop an MOU so that every staff/ consultant is aware of the agreement that will aid the process 	<ul style="list-style-type: none"> • A fixed uniformed amount should be on the tickets issued to all the drivers. • By enlightening the drivers and the staff on how and what to do the tickets. i.e. when to pay and where to buy daily ticket drivers. • The monitoring of consultant/staff when carrying out their duties • Automated tickets should be issued to the drivers.

Category 2: Control and Inspection

Activity 1: Monitoring of AMAC Road Construction Sites

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • Introduce internal and external supervisory body and consultancy for the project • Through accountability and transparency • By allowing competent contractors • The control unit should not be allowed to handle cash directly. • Employment of qualified staff (from AMAC)/ Consultants to deliver effective services. • Engage a qualified consultant to be part of the team monitoring the road construction sites 	<ul style="list-style-type: none"> • By encouraging and strengthening the monitoring and control unit • By strengthening the control unit with qualified professionals • Allowing professionals to monitor the process. • Set up a committee to monitor the process of using suitable materials for road construction. • Set a committee for monitoring road construction. • Introduce the rules of engagement based on the process of choosing the right contractor. • Set a committee for monitoring road construction. 	<ul style="list-style-type: none"> • Provision of incentive officials to the unit • The account should only be accessible to the management. • By appointing the right person in discharging the duty at the construction site • Proper recording of the funds being spent for the construction of roads • Contractors with integrity should be chosen when awarding the contracts. • By bringing more contractors and selecting the winner of genuine ones who can account for the construction sites • Engage supervisors to monitor funds being spent for the construction of roads. • Proper documentation of activities

Category 2: Control and Inspection

Activity 2: Monitoring and Sanction of Food vendors

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • Good remuneration and packages to the control and inspection unit • Use of internet banking. No cash payment. • The control unit should only issue the receipts • Equip the staff to become monitors and consultants. • Relevant external bodies to checkmate and monitor the environmental department. • Employ supervisors/ consultants to monitor and sanction food vendors 	<ul style="list-style-type: none"> • Adequate supervision of officials in charge • Effective inspection of the vendors • Health and Agriculture department should be included to checkmate the approval and monitoring of the food vendors by the environmental department • Have a policy that will guide every activity carried out. 	<ul style="list-style-type: none"> • Proper supervision of vendors. • By issuing uniformed receipts and using appropriate personnel in monitoring the vendors • A committee should be set up to monitor everything that is happening in the area council. • Training of staff/ consultants on the importance of accountability and transparency

Category 2: Control and Inspection

Activity 3: Control of Commercial Motor parks

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • Proper supervision of receipt. • By ensuring staff meets up responsibility and encouraging kickbacks. • Training and sensitization of the motor parks practitioners. • More organizations should come in to checkmate the motor park, including the proper AMAC department Revenue unit. • More organizations should come in to checkmate the motor park, including the proper AMAC department Revenue unit. 	<ul style="list-style-type: none"> • Proper supervision of ticketing. • The chief officer is closely monitoring the activities of the motor parks. • Vehicle owner's association should be formed to work and checkmate the body of the National Union of Road Transport organization. • Other organizations should help guide and control motor. • There should be a policy guiding the team in charge of the motor parks 	<ul style="list-style-type: none"> • Proper monitoring of ticketing to erase fake ticketing. • Encourage staff to be sincere in their work. • By using the same type of receipt and using an appropriate person to monitor activities at the motor park. • Computerizing the receipts issued to help have an e-data base of issued receipts • Set up a committee to monitor the team in charge of the commercial motor parks. • Issue electronic printed out receipts to allow for transparency and accountability.

Category 3: Public Procurement of Goods and Services

Activity 1: Development of Terms of Reference

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • By giving rooms to more contractors to increase competitions • Involving more professionals in the development of terms and conditions to improve fairness. • Making all the processes transparent • By setting up a committee to review any developed Terms of Reference as it relates to the procurement of goods and services • Involve suitable personnel when developing the TOR. • Qualified personnel should be involved in the development of the terms of reference 	<ul style="list-style-type: none"> • By allowing procurements on merit without any form of nepotism • By taking drastic action on those who violate the rules • By setting community to supervises the work that has been given to the council. • Set standard rules/policies to guide the process 	<ul style="list-style-type: none"> • By making policies that allow equality. • We are to put away personal interests and allow the rule of law to take place. • Developing policies to guide the process • Sanctioning

Category 3: Public Procurement of Goods and Services

Activity 2: Making the purchasing contracts

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • Adequate publicity and advertisement. • The AMAC should be fair to all people that come for purchasing contract • Accessibility to qualified contractors to register • Screening before registration • Advertisement • Presentation of tender • Only qualified bidders should be contacted. • Set up a 3-man committee or group for screening • Allow for open contracting 	<ul style="list-style-type: none"> • By adhering to the standards put in place by the organization without compromise • Set up marks or scores before qualification. • Checks and Balances. • Accountability • Freedom and partition. • Set up a committee to come up with suggestions • Set up guiding rules and checkmate invoices. • Adequate monitoring to ensure that policies regarding this service are adhered to 	<ul style="list-style-type: none"> • Staff allowance should be paid when due. • Through effective monitoring and oversight • ICPC be established. • Suspend personnel found guilty • Stop favouritism • The daily proceeds should follow based on what the policies said. • Allow criticism. • Complaint/suggestion box to allow for people to make complaints/ give suggestions that can enhance accountability and transparency • Allow public petitions • Making the processes transparent

Category 3: Public Procurement of Goods and Services

Activity 3: Evaluating and selecting the winners

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • The management should be objective in their decision not to show too much interest to one company. • To increase more contractors in selecting the winners. • Non-bias during winner. • They should be due process for the right person to emerge or win the contract. • Publicly announce for bidders and ensure that evaluating and selection of winners is made open. 	<ul style="list-style-type: none"> • By establishing an external supervisory body • By setting a committee to handle the office, not one person • Employ qualified professional personnel for better services on the selection. • Allow setting guiding rules. • Set up a scoring system that can be used as a guide • By establishing policies to guide the process 	<ul style="list-style-type: none"> • Strictly adhering to policies • Stop self-interest. • Form a committee to monitor every process • Give the contract to those who are qualified for it • The Area Council should set up multiple committees for awarding the contract. This will help reduce corruption and enhance the Area Council contract activities

Category 4: Accounting and Finance

Activity 1: Collection of Revenue from private schools

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none"> • Engage more consultants to collect revenue and give them a target to meet • Hiring qualified professionals for better services delivery to society • Engagement of a well-qualified consultant to make sure there is accountability • Employment of qualified personnel 	<ul style="list-style-type: none"> • Computerized and internet mode of payment for documentation • Uniform revenue by all schools irrespective of location • Proper monitoring of revenue • Qualification for contracts should be strictly on merit. • By introducing policies that will effectively aid in monitoring the process • Setting up a committee to monitor the collection of revenue to avoid double taxation by individuals or consultants • By monitoring and supervising the job • Set up a committee to monitor the collection of revenue to avoid double taxation by individuals or consultant 	<ul style="list-style-type: none"> • Electronic mode of revenue generation • Training of staff for better services coordination • Checks and balances. • Sanction staff who are found guilty of not doing the right thing. • Provision or creation of a single treasury account by the council to enable monitoring of direct payment to the chief executive

Category 4: Accounting and Finance

Activity 2: Recommendation of payments to the Chief executive

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none">• There should be effective checks and balance for the area council.• They should be checks and balances to help reduce the high rate of monopoly.• Provision or creation of a single treasury account by the council to enable monitoring of direct payment to the chief executive	<ul style="list-style-type: none">• There should be standard terms of payment• The council should have a mode of payment to enhance the collection of revenue• Provision of good policies that will direct the payment and strict measures for defaulters of policies• By carrying out internal audit report of the finance department• Have a designated bank account for all payments to be done	<ul style="list-style-type: none">• Regular training of staffs• Recruitment of professionals.• There should be a cordial relationship between the staff and executive.• Carrying out an audit exercise for proper accountability and transparency• Carrying out an audit exercise for proper accountability and transparency

Category 4: Accounting and Finance

Activity 3: Fumigation Certificate

How can we increase competition and break the monopoly in implementing the activity or delivering the service?	How can we limit discretion by introducing clear and simple game rules?	How can we enhance accountability and transparency in the work of local government?
<ul style="list-style-type: none">• Patronize only government-certified printing company• Proper monitoring and supervision should be put in place to help checkmate activities been carryout.• The certificate issued should be well distinguished and numbered from the unauthorized certificates.• Development of a single template for certification to avoid duplication of the certificate• Allow more consultants to issue certificates	<ul style="list-style-type: none">• Provision of strict policies to guide the issuance of certificates to avoid an incessant decision by individuals that might affect the council• There should be professional advice for good service delivery in AMAC• Provision of strict policies to guide the issuance of certificates• There should be professional advice for good service delivery in AMAC	<ul style="list-style-type: none">• Certification should have two signatories• Good and reputable data collection• Monitoring and supervision of issuance of the certificate• Get a properly registered member with AMAC for fumigation and issue an AMAC fumigation certificate• They should be constant monitoring and supervision to ensure good accountability and transparency in service delivery• The certificate issued should be well distinguished and numbered

ANNEXES

Annex 1: List of workshops participants

S/N	Full Name	Title
1.	Manasseh N. Bako	Senior Executive Officer
2.	Aishatu Wambai	Higher Environmental Health Technician
3.	Salihu Abdullahi Ekkan	Town Planning Officer
4.	Martina Paul Emmanuel	Higher Environmental Health Technician
5.	Galadima Irimiya Gode	Chief Environmental Health Technician
6.	Yakubu Magaji	Principal Environmental Health Officer
7.	Khadijat A. Bello	Chief Executive Officer- Account
8.	Rakiya A. Oyibo	Higher Executive Officer Account
9.	Danlami Yepwi Sada	Higher Executive Officer Account
10.	Hlwa Atta	Assist. Chief Architect
11.	Apollos A. Mausai	Principal Community Health Essential Worker
12.	Musa Samuel	Higher Technical Officer
13.	Elkanah Kucheti Donred	Chief Clerical Officer (Admin)
14.	Dennis Daniel	Higher Estate Valuation Officer
15.	Sunday Endurance	Senior Executive Officer
16.	Martins Asuquo	
17.	Ighedosa Mark A.	Principal Admin Officer
18.	Felix Naphtali	PRWI. Statistics
19.	Christiana Nwagbara	Principal Revenue Supretendent
20.	Fauziyyah Mamuku	Chief Executive Officer
21.	Awe Kolawole	Principal Executive Officer 1
22.	Sabdat Oliza Salawu	Chief Account
23.	Hajara Umar Abdullahi	Assistant Director
24.	Abdulrahman Abdullahi	Chief Account
25.	Isha Jimoh Ochi	Assistant Chief account Officer
26.	Otu Jacob	Senior Executive Officer
27.	Akor N. Evelyn	Assistant Director
28.	Obi Ify F.	Asst. Director
29.	Pamela Aluwe	Chief Accountant
30.	Mordecai Kaka T.	Principal Executive Officer Acct.
31.	Abdullahi Abdulqudus	Assistant chief Account officer
32.	Ofulike Gloria Uju	Chief Account
33.	Bubulo Daniel Dauda	Chief Account 1
34.	Esther David	Senior Executive Officer Account
35.	Habiba Hajiya Abubakar	Admin junior staff
36.	Abdulhamid Mohammed	Finance junior staff
37.	Nuhu Aliyu	Admin Clerk
38.	Malkasuwa Idris	Environmental Health Technician
39.	Remikat Kunpon	Chief Land Assistant (works)
40.	Habila Reuben	Women Development Assistance
41.	Esther B. Danjuma	Environmental Health Junior staff
42.	Oluwabunmi Toluhi	Women Development Assistance
43.	Salisu Dantani	Admin Clerk

Annex 2: Pictures from the workshops with the Junior Staff level.



Annex 3: Pictures from the meeting with AMAC Chairman

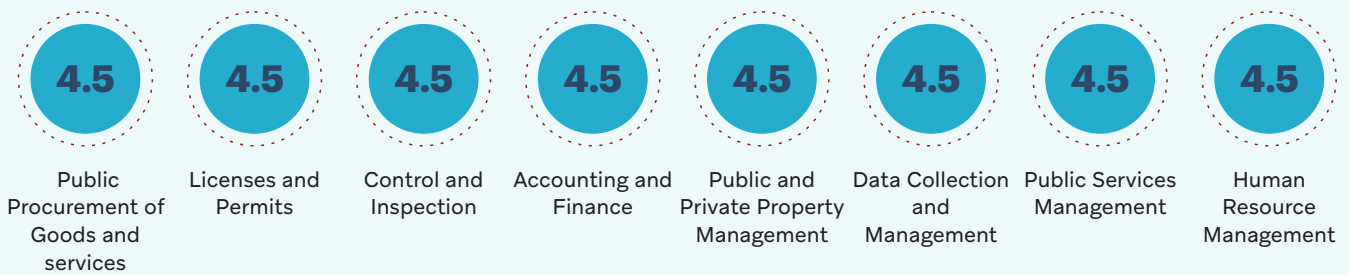


Annex 4: Pictures from the FGDs with the Senior Staff (Day 2)



Overall Vulnerability to Corruption index in AMAC

Overall Vulnerability of AMAC's Activities and Public Services to corruption Index
=4.5(Average Vulnerability

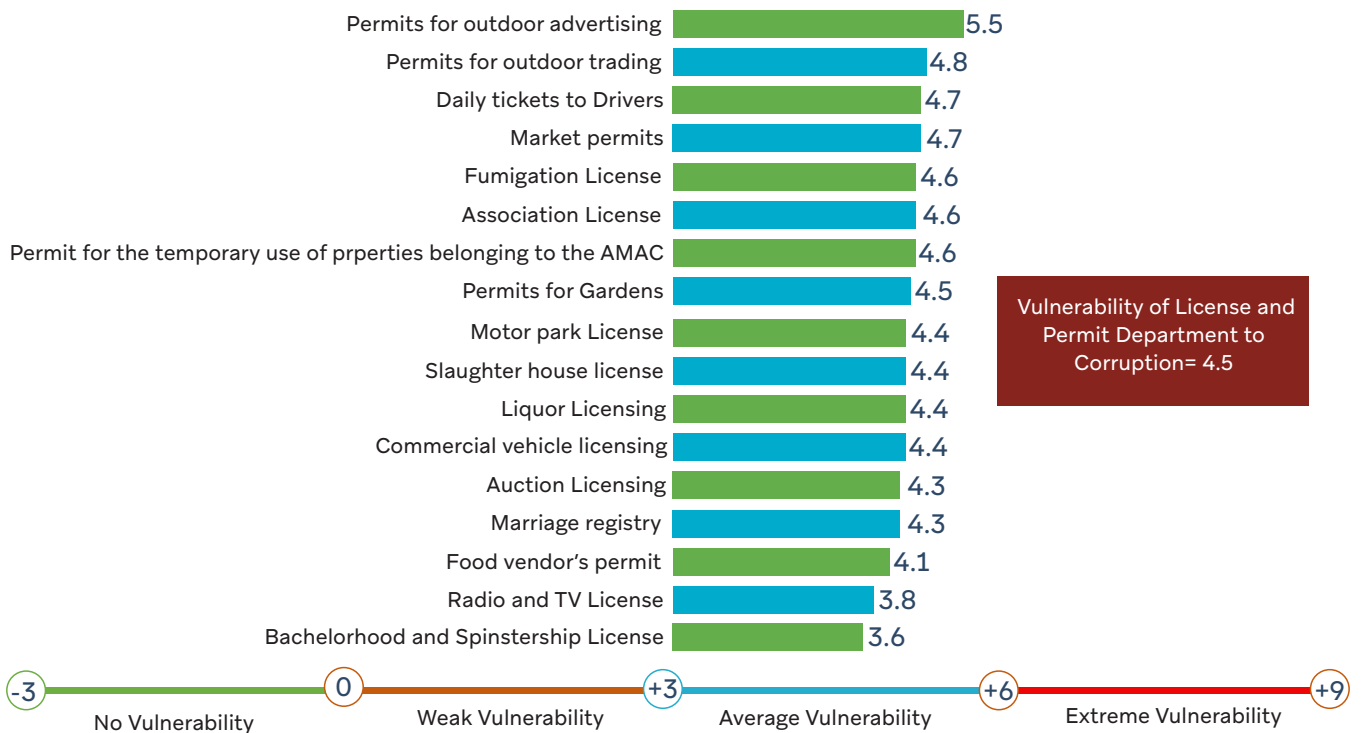


Overall Vulnerability to corruption index in AMAC's Activities and Public Services

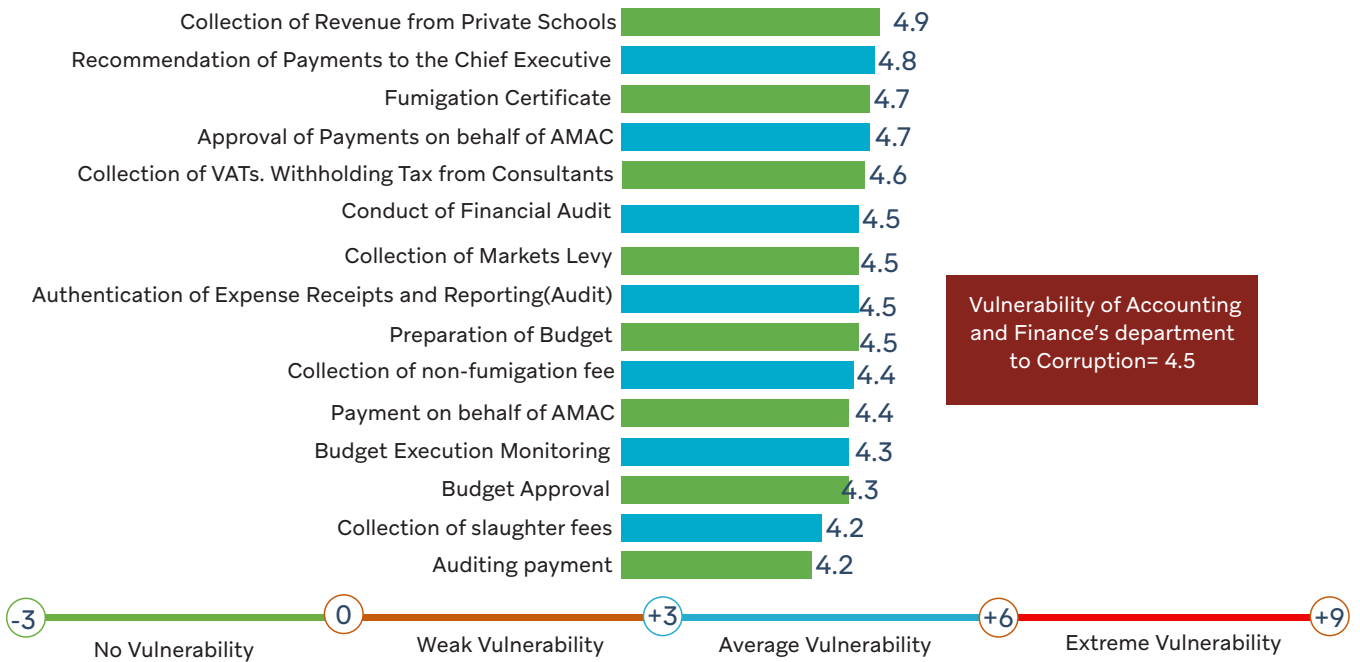


Vulnerability to Corruption index in AMAC

License and Permit's Department

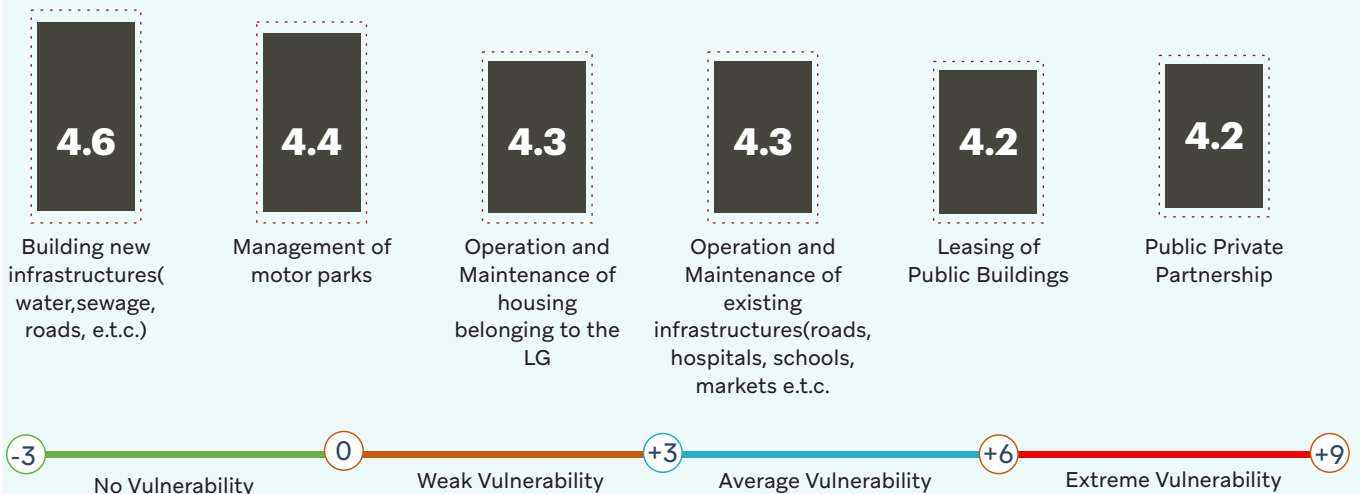


Vulnerability to Corruption index in AMAC Accounting and Finance Department

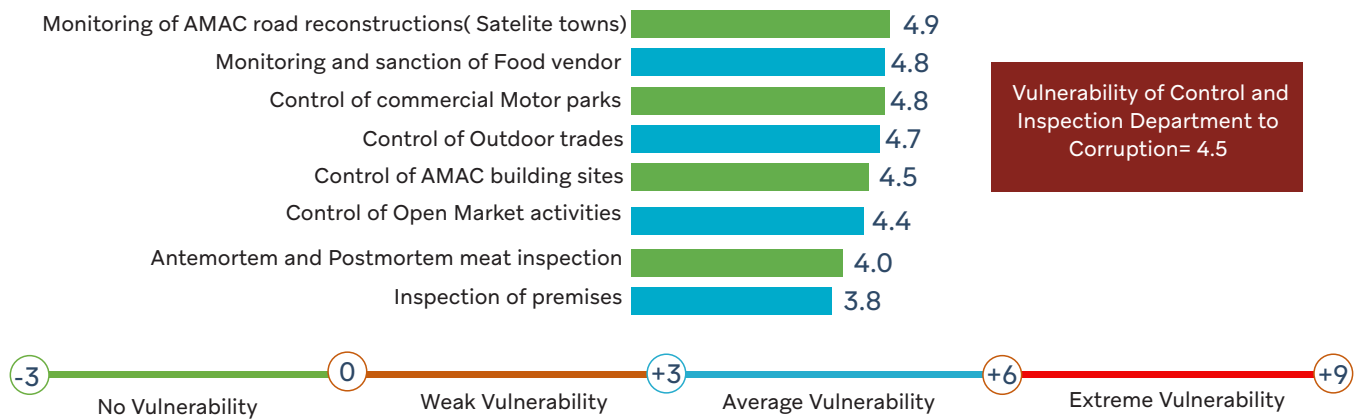


Vulnerability to Corruption index in AMAC Public and Private Property Management Department

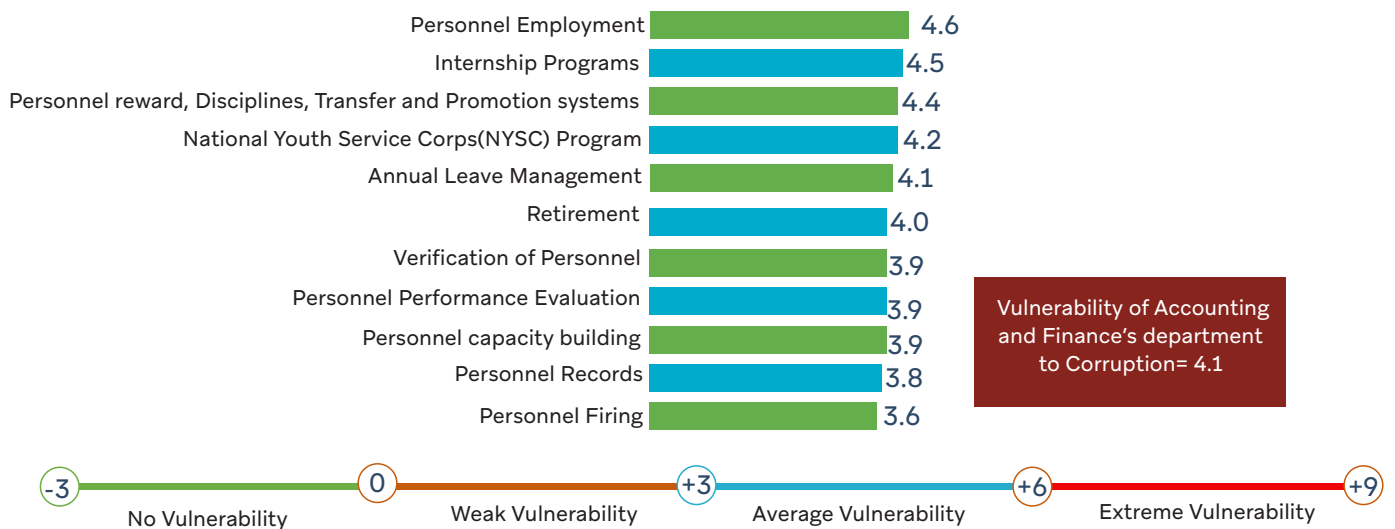
Vulnerability of Public and Private Property Management department to Corruption= 4.5



Vulnerability to Corruption index in AMAC Control and Inspection Department



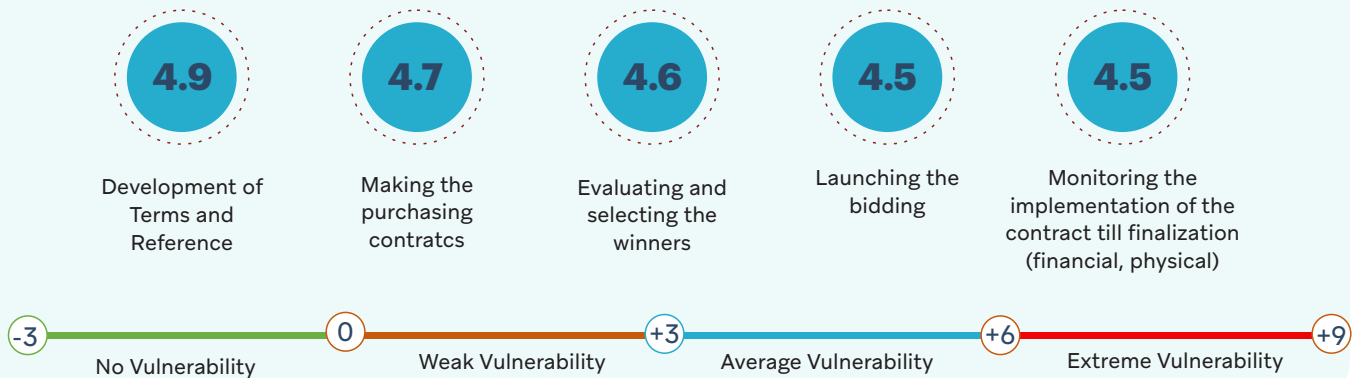
Vulnerability to Corruption index in AMAC Human Resource Management



Overall Vulnerability to Corruption index in AMAC

Public Procurement of Goods and Services Department

Vulnerability of Public and Private Property Management department to Corruption= 4.6



Vulnerability to Corruption index in AMAC

Public Service Management Department



Overall Vulnerability to Corruption index in AMAC

Data Collection and Management Department

Vulnerability of Data Collection and Management Department to Corruption= 4.3

4.6

Registration of street names

4.4

Collection and dissemination of data to FCTA(OVC, Gender base cases)

4.0

Publishing of information on the website

-3

No Vulnerability

0

Weak Vulnerability

+3

Average Vulnerability

+6

Extreme Vulnerability

+9



About PWAN

The Rule of Law and Empowerment Initiative is also known as Partners West Africa Nigeria (PWAN). We are a non-governmental organization dedicated to enhancing citizens' participation and improving security governance in Nigeria and West Africa broadly, which we achieve through our Rule of Law and Citizens Security Program Areas.

The organization does this through research, collaborative advocacy, capacity building, dissemination of information and integrating the implementation of government policies such as United Nations Resolution 1325, Women Peace and Security Second Generation National Action Plan (NAP 2), Prevention and Countering Violent Extremism National Action Plan (P/CVE NAP), Administration of Criminal Justice Act/Law (ACJA/L), UN Resolution 2250 amongst others which are complementary to our strategic objectives.

We are a member of the Partners Network which is a network of 22 like-minded national organizations around the world, united by common approaches including participatory decision making, collaborative advocacy, consensus building and social entrepreneurship for democratic governance.



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