KUJE AREA COUNCIL

FEDERAL CAPITAL TERRITORY, ABUJA – NIGERIA

COMPREHENSIVE STRATEGIC ACTION PLAN (BLUE PRINT)

FOR CITIZENS DEVELOPMENT & INSTITUTIONAL EXCELLENCE

2026 - 2030 PLANNING FRAMEWORK



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TABLE OF CONTENT

SECTION 1: EXECUTIVE OVERVIEW AND PROFILE 3
1.1 Strategic Vision Statement 3
SECTION 2: EXISTING CHALLENGES - DIAGNOSIS 4
SECTION 3: KEY DEVELOPMENT DRIVERS 5
3.1 Natural & Geographic Drivers 5
3.2 Institutional & Governance Drivers 5
3.3 Economic & Social Drivers 5
SECTION 4: SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITY AND THREATS (SWOT) 6
SECTION 5: SECTOR STRATEGIC ACTION PLAN 8
SECTION 6: IMPLEMENTATION FRAMEWORK 34
6.1 Governance & Accountability Structure 34
6.2 Budget Framework 34
6.3 Quick-Win Actions to Start on assumption of office 35
SECTION 7: MONITORING, EVALUATION & REVIEW 36
7.1 Monitoring & Evaluation Architecture 36
7.2 Key Performance Indicators Summary 36
7.3 Risk Register 37
SECTION 8: CONCLUSION 38
SECTION 9: ACTION PLAN DRAFTING COMMITTEE MEMBERS 39
SECTION 10: APPENDIX 40

SECTION 1: EXECUTIVE OVERVIEW AND PROFILE

Kuje Area Council is one of six Area Councils in the Federal Capital Territory (FCT), Abuja, Nigeria. Covering approximately 1,644 km2 - about 22.5% of the FCT's total land area - it is the largest area council by land area. With a population exceeding 97,000 (2006 census, now estimated higher), Kuje is commonly called the 'Food Basket of Abuja' due to its vast farmland, greenery, and agricultural potential.

Key Facts	Land: 1,644 km2	10 Wards	Postal Code: 903101	Food Basket of Abuja

Strategic Location	Near Centenary City	Close to the Airport	West of Abuja CBD	Developing Suburb

Kuje is currently a developing area with informal settlements, mixed road conditions, expanding residential projects, and enormous untapped economic and agricultural potential. The current Executive Chairman is Hon. Samuel Danjuma Shekwolo (APC), elected in the February 2026 FCT Area Council elections. Traditionally, the Area Council is led by the Gomo of Kuje. The council operates under the oversight of the Federal Capital Territory Administration (FCTA).

1.1 Strategic Vision Statement

To transform Kuje Area Council into a model sub-national government unit - safe, prosperous, educated, healthy, and economically vibrant - by 2030.

SECTION 2: EXISTING CHALLENGES - DIAGNOSIS

Before deploying any action plan, a council planner must understand what is broken. Below are the critical challenges identified across all sectors:

Sector	Core Challenges	Severity
Education	Inadequate classrooms, inadequate manpower, inadequate furniture, lack of ICT tools, low teacher motivation, high dropout rates, and limited secondary schools in rural wards	HIGH
Infrastructure	Impassable rural roads, uncompleted township roads and potholes in residential areas, inadequate drainage, lack of clean water, poor sanitation, illegal structures	CRITICAL
Health	Few functioning primary healthcare centres (PHCs) lack specialists, drug stockouts, women farmers have no access to healthcare financing	HIGH
Revenue Generation	Narrow IGR base, underdeveloped tax collection systems, informal market economy, poor land title documentation	HIGH
Agriculture	Agricultural land degradation (gully erosion), no access to formal credit for farmers, poor food preservation methods, and market access challenges	CRITICAL
Hospitality & Tourism	No organised hospitality infrastructure, underdeveloped tourism sites, and low investor confidence	MEDIUM
Sports Facilities	Absence of standard sports facilities across 10 wards, no talent development pipeline, no sports policy	MEDIUM
Staff Welfare	Low staff morale, delayed salaries, inadequate training, poor working conditions, limited career progression, and pending arrears	HIGH
Vocational Training	No dedicated vocational/technical training center in the council, youth unemployment, and skills gap	HIGH
Security	Terrorist attack on Kuje Custodial Centre (2022), banditry and kidnapping, and lack of community policing	CRITICAL

SECTION 3: KEY DEVELOPMENT DRIVERS

These are the enabling factors - both existing and potential - that can accelerate transformation in the Kuje Area Council:

3.1 Natural & Geographic Drivers

- Largest land mass in FCT (1,644 km2) - enormous potential for agriculture, housing, and eco-tourism
- Proximity to Nnamdi Azikiwe International Airport - logistics, hospitality, and investment edge
- Proximity to Centenary City - spillover development, real estate appreciation, new businesses
- Rich farmland and greenery - the original 'Food Basket of Abuja' competitive advantage
- Climate suitable for year-round farming (annual precipitation: 1,250mm, temp avg 30°C)

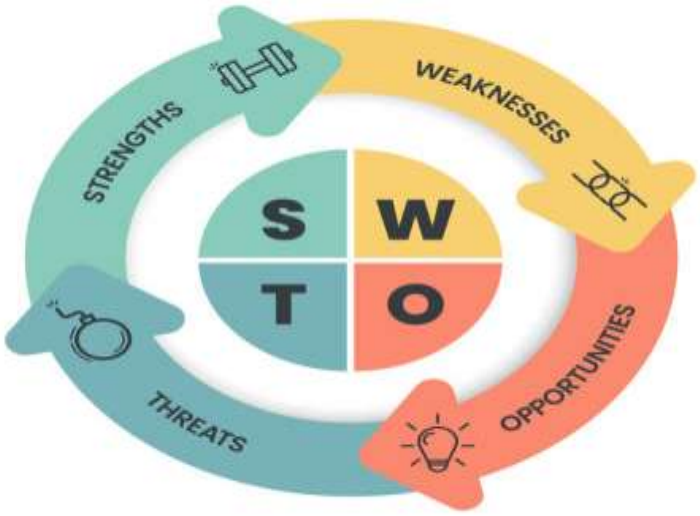
3.2 Institutional & Governance Drivers

- Direct federal funding - unlike state LGAs, FCT councils receive statutory federal allocations
- FCT Minister (Ezenwo Nyesom Wike) is actively engaging area councils - access to federal infrastructure investment
- FCTA resolve to improve infrastructure in Kuje - political will is present
- Newly elected leadership (February 2026) - mandate for a clear 4-year development agenda
- Traditional governance (Gomo of Kuje, Sa Rubochi, and Agabe of Gwargwada) - cultural legitimacy for community mobilisation

3.3 Economic & Social Drivers

- Growing population and urbanisation - expanding demand for services and housing
- Strategic position as an affordable residential alternative to the main Abuja - investor magnet
- Established market economy - roadside stores, petrol stations, a busy market city
- Diaspora and private sector interest in Abuja sub-urban development
- Youth population - potential workforce for agriculture, vocational skills, and technology

SECTION 4: SUMMARY OF STRENGTHS, WEAKNESSES, OPPORTUNITY AND THREATS (SWOT)



INTERNAL STRENGTHS	EXTERNAL OPPORTUNITY
Grassroots Proximity: Interact directly with citizens, making it easier to understand real needs like water, healthcare, and roads.	**Partnerships:** Collaboration with NGOs, the private sector, agencies and organisations.
Local knowledge & culture: Awareness of cultural, social, and economic conditions in the area.	**Technology adoption**: Use of digital tools for governance, tax collection, and communication.
Potential for participation: Easier to involve the people in decision-making.	**Economic development**: Promotion of local businesses, agriculture, and markets.
Administrative structure: Established departments for education, works, health, etc.	**Community engagement** Increased citizen participation can improve governance and accountability. **Youth empowerment**: Youth can drive innovation and local growth.

WEAKNESSES	THREATS
Limited funding: Dependence on higher levels of government for financial resources.	**Insecurity and social unrest**: Violence disrupts livelihoods and access to services.
Poor management and corruption: Misuse of funds and weak accountability systems.	**Poverty and unemployment** Limits citizens' ability to pay taxes or participate in governance.
Low staff capacity: Inadequate training and a shortage of skilled personnel reduce the quality of services like education, health, etc.	**Political interference**: Leaders may prioritize politics over people's needs.
Poor service delivery: Delays or poor quality in providing basic services such as healthcare, clean water, sanitation, etc.	**Climate challenges**: Flooding and drought affect farmers and food security.
Weak citizen engagement: People are rarely involved in decisions affecting their lives.	**Loss of trust in government**: Leads to apathy and low civic participation.

SECTION 5: SECTOR STRATEGIC ACTION PLAN

Each sector below contains: the challenge diagnosis, strategic goal, immediate actions (3-12 months), medium (1-2 years) and long-term actions (2-4 years).

ACTION PLANS FOR SOCIO-ECONOMIC DEVELOPMENT POLICIES AND PROGRAMMES								
S/N	**POLICY AREAS**	**ACTION PLAN**	**EXECUTION/IMPLEMENTATION**				**REMARKS**	**SEVERITY**
			2026	**2027**	**2028**	**2029**		
A	**ROADS, DRAINAGES, CULVERTS, AND BRIDGES**							
1	KABI WARD							
	i	Grading of Kabi-Kwaku Road and culverts		Jan				Medium
2	GWARGWADA WARD							
	ii	Grading of Gwargwada - Gombe Road and culverts		Feb				Medium
3	KWAKU WARD							
	iii	Grading of Sabo -Kwaku Road, culverts, and bridges			Jan			Long term
	iv	Grading of Kwaku-Gadoro Road, culverts, and bridges		Jan				Medium
4	KUJE CENTRAL WARD							
	v	Construction of Asphalt Road Gudaba-Jeida		Jan				Medium
	vi	Construction of Asphalt Road Gofe-Kuzhibe		Sept				Medium

	vii	Construction of Asphalt Road Tukpechi	Oct					**Immediate**
	viii	Construction of Asphalt Road Kuje-Godoji-Shazhi			Jan			Medium
	ix	Construction of Asphalt Road Kuje-Kango	Dec					**Immediate**
	x	Construction of Asphalt Road Kuje--1000unit-Buzunkure			Feb			Medium
	xi	Construction of Asphalt Road in Sundaba-Angwan Sanyi		Dec				Medium
	xii	Construction of Asphalt Road in Wuru			Marc h			Long term
	xiii	Construction of Asphalt Road in AA1	Nov					**Immediate**
	xiv	Completion of the ongoing asphalt roads within Kuje (Kayarda, AA1, and Sauka)	Aug					**Immediate**
	xv	Construction of Asphalt Road in Old NEPA Road		Dec				Medium
5	GUDUN KARYA							
	xvi	Grading of Gadabuke-Darka-Huni-Zagabutu-Gova-Majaga-Tashara Roads, culverts, and bridges			Jan			Medium
	xvii	Construction of Kiri-Zagabutu Culvert	July	Jan				**Immediate**
6	YENCHE WARD							
	xviii	Culvert Backfilling and stone pitching at Gyegbe stream grading of Leda-Yenche Road	July					**Immediate**
	xix	Grading of Rubochi-Simami-Gbamfa Road, and culverts			Marc h			Medium
	xx	Construction of River Fada Bridge		March			Intervention	Long term

	xxi	Grading of Gwargwada-Dnago-Zogye Road, culverts, and bridge				Jan		Medium
7	GAUBE WARD							
	xxii	Grading of Kuje-Gude Road including Bridge		March			Intervention	Medium
	xxiii	Grading of Kusaki-Kasada Road including Bridge		April			Intervention	Medium
	xxiv	Construction of Asphalt Road Dafara-Pegi	Dec					**Immediate**
	xxv	Grading of Pegi-Kahodanu-Sabo Road			Jan			Medium
	xxvi	Grading of Gidan Bawa- Jahita-Dibe Road and Bridge		March				Long term
	xxvii	Grading of Ako-Gbau-Gbau Kuchi				Jan		Medium
8	CHIBIRI WARD							
	xxviii	Construction of Asphalt Road Shadadi-Lanto including Bridge		Jan				**Immediate**
	xxix	Construction of Asphalt Road Kuje-Kango	Nov					**Immediate**
	xxx	Construction of Asphalt Road Pasali-Shetuko	Nov					**Immediate**
	xxxi	Construction Kuje Bye Pass Road		Dec				Medium
	xxxii	Completion of the ongoing asphalt roads; Pasali, Shadadi, and Shetuko		Jan				**Immediate**
	xxxiii	Construction of Asphalt Road from Forest to Anguwan Lado		June				Medium
9	KUJEKWA WARD							
	xxxiv	Grading of Kujekwa-Kunke Road and culverts		March				Medium
	xxxv	Grading of Bida-Udo Road, culverts, and bridges			Jan			Medium

10	RUBOCHI WARD							
	xxxvi	Surface dressing of Rubochi-Simami road						Medium
	xxxvii	Surface dressing of Rubochi-Kulo-Zokotu road			Jan			Medium
	xxxviii	Grading of Rubochi-Gombe road and culverts						Medium
B	**PORTABLE WATER SCHEME**							
1	RUBOCHI WARD							
	i	Rehabilitation of Munu water scheme	July					**Immediate**
	ii	Repairs and maintenance of Boreholes at Toto Ganbiya, Ahinza, Ukya, Zokotu, Atako, Kulo, Tika	July					**Immediate**
	iii	Construction of Boreholes at Tika, Ukya, Zokotu, and Kulo	Dec					**Imm/Med**
2	KABI WARD							
	iv	Construction of Boreholes at Kabi Kasa, Takwa, Agwai, Gunagu, and Tukpa	July					Medium
	v	Repairs and maintenance of existing boreholes across the ward	July					**Immediate**
3	GWARGWADA							
	vi	Construction Borehole in Tusha		Jan				Medium
	vii	Repairs and maintenance of existing boreholes at Gombe, Gwargwada (3no), and Pesu	July					**Immediate**
4	KWAKU							
	viii	Repairs and maintenance of existing boreholes at Gawu, Kwaku, Pebiri and Gbepu		Jan				**Immediate**

5	CENTRAL WARD							
	ix	Repairs and maintenance of existing boreholes at Tukpechi, Kuje Township, Godoji,Tundo, Shazhi, Wumi, Kuchiyakwo, Anguwan Mada, Jeida, Gofe, Kupezhi, and Wuru	July					**Immediate**
	x	Construction of Boreholes at Gudaba, Agwan Sayi, Kuje Township, Anguwan Mada, Unity estate, Kayarda, and Sauka Extension		Oct				Medium
6	GUDUN-KARYA WARD							
	xi	Construction of Boreholes at Gudun-karya, Gova, Tashara, Afa 2		Jan				**Imm/Med**
	xii	Repairs and maintenance of existing boreholes at Gudun-karya, Afa 1 & 2		Jan				**Immediate**
7	YENCHE WARD							
	xiii	Construction of Boreholes at Lupese, and 1 additional at Yenche		March				Medium
	xiv	Repairs and maintenance of existing boreholes at Yenche (4No), and Gbamfa		Jan				Mediate
8	GAUBE WARD							
	xv	Construction of Boreholes at Jahita, Cheta, Gidan Bawa, Kuseki, Tukuba 2, Kabwasha, Dibe Kasa, Gbau Kuchi, Gbau Zoyako, Rijel, Sauka Chikpau, Pavu, Awualo, Damagaza, and Pasali II		March				Medium

	xvi	Repairs and maintenance of existing Boreholes at Dibe Fadama, Gude, Kuyizhi, Tukuba 1, Pegi (4No)		Jan				**Immediate**
9	CHIBIRI WARD							
	xvii	Construction of Boreholes at Kango and Anguwan Lado	Dec					**Immediate**
	xviii	Repairs and maintenance of existing Boreholes at Lanto, Shetuko, Chibiri, Kiyi, Chukuku, Pasali, Kango, and Shadadi	Augu st					**Immediate**
10	KUJEKWA							
	xix	Construction of Boreholes at Anguwan Sabe, Mudunya, Asemi, Gana Wuri, Angwan Ango, Gbogu, Odu and Bida		Feb				Medium
	xx	Repairs and maintenance of existing Boreholes at Kujekwa (2No), and Odu (1No)		Feb				**Immediate**
11	**EXPANDED WATER SCHEME**	Liased with FCDA to expand borehole and piped water schemes		Mar				Medium
C	**HEALTH CARE SERVICES**							
	1	Generally low staff, some facilities have no staff at all (shortage of manpower)	Aug				1. Partial employmen t of ad hoc staff (Volunteers) with allowances, 2. Employmen t of staff,	**Immediate**

	2	Proper Placement of staff across facilities and roles at the Health Department	July					**Immediate**
	3	Provision of revolving drugs	Aug				Partner with NPHCDA and other agencies	**Immediate**
	4	Provision of hospital equipment for basic treatment across most clinics	Nov					**Immediate**
	5	Delipidated or no structure in some communities		Jan				**Imm/Med**
	6	Use of professionals in comprehensive care clinics	Sept					**Immediate**
	7	Renovation of CPHC Kuje and Upgrade with equipment and professionals (Nurses, Lab scientists, Gynecologist, and surgeon)	Sept					**Immediate**
	8	Upgrade at least 5 PHCs to secondary-level health posts with resident nurses and midwives (Dafara, Kwaku, Kabi, Kujekwa, Yenche, and Gwargwada)		March				Medium
	9	Sustain and expand mass vaccination/immunisation programs	July	Jan	Jan	Jan		**Imm/Med/ LT**
	10	Sustain health education, programs, and awareness	July	Jan	Jan			**Imm/Med/ LT**
	11	Provision of ambulances, Hilux, and Motorcycles					Refurbish the existing ones	**Imm/Med**

	12	Adequate provision of counterpart funding for health services		Feb	Jan	Jan		**Imm/Med**
	13	Water provision to PHCs		Feb				**Medium**
	14	Power supply (Electricity) to PHCs		March				**Imm/Med**
	15	Digital facilities (computers and internet services) at PHCs			Jan			Medium
	16	Staff Quarters at the facilities			Jan			Med/Long Term
	17	Ensure proper management of Basic Healthcare Provision Funds	July	Jan	Jan	Jan	10 WDC	**Immediate**
	18	Sustain diseases and infection tracking/surveillance	Jul	Jan	Jan	Jan		**Immediate**
1	KABI WARD							
	i	Reorganisation of Kabi Mangoro's PHC	July				Change of management	**Immediate**
	ii	Kabi, Duda, and Agwai no professionals	July					**Immediate**
2	RUBOCHI WARD							
	iii	Construction of health facility at Zokotu, Sumami, Totogambiya, and Ahinza		Feb				Medium
3	GWARGWADA WARD							
	iv	Renovation and rehabilitation of Gombe health facility		Feb				Medium
	v	Renovation of Gwargwada PHC		March				Medium
4	KWAKU WARD							
	vi	Renovation of Chida PHC		March				Medium
5	CENTRAL WARD							
	vii	Construction of PHC in Godoji and Gofe community	Dec					Medium

	viii	Renovation of Jeida PHC and construction of security lodge		Feb				Medium
	ix	Renovation of Kuje CPHC	Nov					**Immediate**
	x	Renovation and expansion of Kuchiyakwo CPHC	Nov					**Immediate**
6	GUDUNKARYA							
	xi	Construction of PHC in Buga, Huni, and Afa 1		Jan				Medium
	xii	Renovation of Tashara PHC		Jan				**Immediate**
	xiii	Reconstruction of Gova PHC		March				Medium
7	YENCHE WARD							
	xiv	Construction of PHC in Gbamfa and Dnago community		Feb				Medium
8	GAUBE WARD							
	xv	Renovation of Dafara PHC, Pegi PHC, Kahodanu PHC, Gbaupe, and Gidan Bawa		Feb				**Immediate**
	xvi	Expansion and Renovation of Kuzhi, Kasada, Kusaki and Gbaupe PHC		Feb				**Immediate**
	xvii	Construction Yanga PHC		Feb				**Immediate**
9	CHIBIRI WARD							
	xviii	Renovation of Lanto, Chukukwu, and Kiyi PHC	Dec					**Immediate**
	xix	Completion of Chibiri PHC		Aug				Medium
	xx	Construction Pasali, Shetuko and Kango PHC		Dec				Medium
10	KUJEKWA WARD							
	xxi	Reconstruction of Bida PHC		March				Medium
	xxii	Renovation of Kujekwa PHC		March				Medium
D	**EDUCATION**							
	1	General shortage of staff		Jan				**Immediate**

	2	Need to convert clerks with NCE to Teaching staff	Aug					**Immediate**
	3	Proper placement and redeployment of teaching staff	Aug					**Immediate**
	4	Provision of furniture (Chairs & Tables) across schools	Dec					**Immediate**
	5	Provision of branded school kits (Exercise books, pencils, textbooks, and mathematical sets) across rural schools		Jan				**Immediate**
	6	Provision of Scholarship support to qualified students in Tertiary Institutions (with prejudice to degree programs, and specialised programs)		April				Annually
	7	Collaboration with UBEB, SEB for proper staffing of Junior and Senior Secondary Schools.		Jan				Immediate
	8	Annual Teachers' Performance Awards		Nov				Annually
	9	Implementation of the 2018 staff upgrade and proper placement	Dec				Verify	**Immediate**
	10	Data capturing out of school pupils (Age 6-14)		Feb				**Immediate**
	11	Special scholarship in special disciplines		March				Medium
	12	More Junior and Senior Secondary schools					UBEB/SEB	Medium
	13	Provision of instructional materials to schools	Sep					**Immediate**
	14	Auditing of LEA staff to ascertain actual staff strength	Aug					**Immediate**
	15	Construction of classrooms in Secondary schools	Dec				UBEB/SEB	**Immediate**

1	KABI WARD							
	i	Renovation of the Classrooms block at Kabi Kasa (Blown roof)	July					**Immediate**
2	RUBOCHI WARD							
	ii	Renovation of the Classrooms block at Totogabiya (Blown roof)	July					I**mmediate**
3	GWARGWADA							
	iii	Renovation of the block of classrooms at Gombe, Pesu and Gwargwada		March				Medium
	iv	Construction of an additional block of classrooms at Gwargwada, Gombe, and Pesu			Jan			Medium
4	KWAKU WARD							
	v	Renovation of the block of classrooms at Kwaku, Gawu, and Gaye			Feb			Medium
	vi	Construction of a block of classrooms at Kazo, Kurusu, Gawu, and Kwaku			Mar			Medium
5	CENTRAL WARD							
	vii	Construction of a block of classrooms at Kango Ruga, Shazhi Ruga, and Godoji		July				**Immediate**
	viii	Renovation of a Block of classrooms at Sundaba		April				Medium
6	GUDUNKARYA							
	ix	Renovation of a block of classrooms at Afa 1, Huni (blown roof), Adegba (bad roof and ceiling)	July					**Immediate**
	x	Construction of 2 block of classrooms at Gova		Nov				**Immediate**
7	YENCHE WARD							

		Renovation of Yenche Primary school			Jan			Medium
	xi	Construction of a block of classrooms at Paso, Yaba, Zogye, and Gyena				Feb		Medium
8	GAUBE							
	xii	Construction of a block of classrooms at Tukuba 1, Gude, Cheta, Yanga, Kasada, Kuzhi, Dibe Kasa, Gafere, and Gbaube			Feb			Medium
9	CHIBIRI WARD							
	xiii	Renovation of classroom blocks at Lanto (damaged structure), Chibiri, and Kiyi (Blown roofs)	July					**Immediate**
	xiv	Construction of a block of classrooms at Kango		March				Medium
10	KUJEKWA WARD							
	xv	Renovation of classroom blocks at Kujekwa (Blown roof), Bida, Gbogu, and Odu		Jan				**Immediate**
E	**ELECTRIFICATION**							
	1	Provision of additional Transformers in Communities in Kuje Central, Gaube and Chibiri ward		Feb				**Immediate**
	2	Rural electrification and expansion of grid at Pasali II, Gaube, Rijel, Kabi Mangoro Junction-Gude, Gidan Bawa-Jahita-Dibe Kasa	Aug	Feb			AEDC, REA intervention	Medium

	3	Provision of solar street lights in some communities in Kuje Area Council (community lighting); Chibiri, Kango, Kujekwa, and Gofe, Tukpechi, Shetuko, Pasali, Shadadi, etc	Sep	March				**Immediate**
	4	Provision of electricity from solar power systems to some communities, such as Yenche, Kabi, Kujekwa, and Gawu		March	Feb		Partnership	Medium
F	**ENVIRONMENTAL SANITATION**							
	1	Evacuation of Wastes at JT Useni Stadium Kuje	Aug					**Immediate**
	2	Revamp waste management services in Kuje Central, Gaube, Chibiri, and Rubochi.					Daily	**Immediate**
	3	Provision of Cleaning services for the maintenance of Area Council offices and roads.					Daily	**Immediate**
	4	Re-introduction of the monthly Sanitation Day across Kuje Area Council.					Monthly	**Immediate**
	5	Establishment of permanent dumpsite in Kuje	Aug					**Immediate**
	6	Recycling of waste and smart waste disposal		March			Partnership with Other Agencies and Private	Long term
	7	Constitute task force on sanitation and waste disposal within the metropolis					Daily	**Immediate**

G	**WORKERS WELFARE**							
	1	Prompt Payment of staff /other Salaries and Claims.	July				Monthly	**Immediate**
	2	Ensure safe working conditions and basic facilities (clean water, sanitation)	July					**Immediate**
	3	Organize regular training, workshops, and skill acquisition programs	July				Frequently	**Immediate**
	4	Provide proper office infrastructure (computers, internet, furniture)	Aug					**Immediate**
	5	Introduce "Employee of the Month/Year" or performance awards	Dec					**Immediate**
	6	Equitable and adequate distribution of welfare packages	Dec				periodical	**Immediate**
	7	Ensure proper remittance of pension contributions (e.g., through National Pension Commission guidelines)						**Immediate**
	8	Conduct regular staff surveys or feedback sessions	Aug				Quarterly	**Immediate**
	9	Offer financial assistance programs (loans, cooperative societies)					periodical	**Immediate**
	10	Remittance of statutory deductions	July				Monthly	**Immediate**
	11	Structured payment of outstanding staff arears (AC = ₦2.2B, LEA ₦6.5B)	Aug					**Immediate**

H	**AGRICULTURE DEVELOPMENT**							
	1	Provision of fertilizers, improved seeds and agrochemicals to farmers at subsidised rates.	July					**Immediate**
	2	Establishment and provision of Agro-services in ward centres	Jan				Partnership	**Medium**
	3	Establish tractor hiring centres (so farmers don't need to buy machines)		March			Partnership	Medium
	4	Relocation of farmers displaced by the allocation of farmland exercise		Feb				**Immediate**
	5	Address farmer-herder conflicts through local mediation systems	July					**Immediate**
	6	Provide grants or starter packs for young farmers	Aug					**Immediate**
	7	Create youth-focused agribusiness programs		March				Medium
	8	Farmers' education through the Agric Extension workers	Aug					**Immediate**
	9	Improved veterinary services		April				Medium
	10	Register all farmers (co-operative societies) in Kuje and connect them to the Agricultural Finance Bank (NAFB) for credit access	Oct				NAFB and Bank of Agriculture	Medium
	11	Introduce drip irrigation in at least 3 demonstration farms across the wards to reduce climate vulnerability			Jan			Long term
	12	Launch a Kuje Agro-Processing Cluster on designated land near main roads for value-added production		April				Medium

	13	Create an annual Kuje Harvest Agricultural Exhibition attracting investors, NGOs, and government buyers		Dec	Dec	Dec		Annual
	14	Rehabilitation and Reconstruction of a modern abattoir and fencing		Mar				**Immediate**
I	**MARKET/PARK/PUBLIC PRIVATE PARTNERSHIP**							
	1	Auditing the status of PPP markets across Kuje and revamping the markets	July					**Immediate**
	2	Provision of basic facilities in the markets		Jan				Medium
	3	Completion of Housing Estate in AA2 through PPP (Auditing the status)		Jan				Medium
	4	Kuchiyakwo modern market completion		Jan				Medium
	5	Kuje Transnational market completion			Mar			Long term
	6	Rubochi market			Mar			Medium
	7	Kwaku Market stalls				Jan		Long term
	8	Modernisation of more markets				Jan		Long term
	9	Kuje Traders market			Mar			Medium
	10	Kuje Trasit park		Aug				Medium
	11	Establishment of the Kuje standard building material market		July				Medium
	12	Establishment of Livestock Market		July				Medium
	13	Dedicated motor parks		June				Medium

	14	Partner with developers via PPPs to introduce affordable housing schemes		April				Medium
	15	Partner with private companies to build public toilets in dense areas		Sep				Medium
J	**GOVERNMENT FACILITIES**							
	1	Renovation of the Area Council secretariat building and its annex buildings and landscaping	Dec					**Immediate**
	2	Renovation of the Rubochi Secretariat and landscaping		Sep				Medium
	3	Planting of flowers and maintaining the office surroundings.		Sep				Medium
	4	Installation of CCTV around the office premises		Feb				Medium
	5	Provision of Furniture and other office equipment.		Feb				**Immediate**
	6	Provision of computers, printers, and ICT devices in the various offices.		April				**Immediate**
	7	Deployment of WLAN/Network link for Internet Connections.		April				**Immediate**
	8	Deployment and Maintenance of the website for the area council		May				**Immediate**
	9	Renovation of official/staff car parks in the council		May				Medium
	10	Reconstruction and remodelling of the Official Chairman's residence			Jan			Medium
	11	Renovation and Rehabilitation of LEA Secretariat and landscaping		Dec				Medium

	12	Renovation of Kuje central store and ICT centre		Oct				Medium
	13	Renovation and upgrading of Kuje Town Hall		July				Medium
	14	Renovation of Women's Centre and marriage registry		July				Medium
	15	Additional Office building at the area council secretariat			Jan			Medium
	16	Construction and renovation of conveniences at the secretariat	Dec					**Immediate**
	17	Staff canteen in the council's secretariat		Dec				Medium
	18	Security personnel at government properties	Sep					**Immediate**
	19	Review all status of litigations against KAC and sort Alternative dispute resolutions where necessary	July				ADR	**Immediate**
K	**SPORTS/ RECREATIONS**							
	1	Remodel and complete JT Useni stadium and build shops around it to keep the area active (avoid refuge dump, and insecurities around it)		Jan			Partnership	Medium
	2	Register youth athletes and sports enthusiasts across all 10 wards - build Kuje's first Sports Database		March				
	3	Launch a Kuje Inter-Ward Football Tournament - low-cost but high-community-engagement initiative	Dec					**Immediate**

	4	Establish Kuje representative teams in football, athletics, volleyball, and traditional sports	Dec					**Immediate**
	5	Create an annual Kuje Games - a multi-sport festival open to all FCT area councils		March				Medium
	6	Establish a Kuje Cultural Festival - an annual celebration of the indigenous Gbagyi/Gbari and Gade heritage		Nov				Medium
	7	Introduce a Kuje Sports Scholarship - identify top-performing youth athletes and support their development		Feb				Medium
	8	Partner with the FCT Sports Commission to channel funding and materials to Kuje			Jan			Medium
	9	Partner with sports NGOs for free coaching, equipment donation, and talent scouting		Mar				**Immediate**
	10	Partner with international Leagues and Nigerian professional teams for talent development		Jan				**Immediate**
	11	Use sports as a crime prevention and security tool: engage at-risk youth through structured programmes	Nov	Jan	Jan	Jan	Bi-annually	Medium

L	**VOCATIONAL TRAINING/EMPOWERMENTS**							
1		Establish the Kuje Vocational and Technical Training Centre (KVTC) (Use the ITC centre to coordinate)		April				**Immediate**
2		Develop a framework for training artisans on viable skills	Dec					**Immediate**
3		Establish apprenticeship frameworks with major construction, manufacturing, and tech firms in Abuja	Dec					**Immediate**
4		Launch immediate 3-month skill bootcamps: welding, tailoring, phone repair, carpentry, and solar panel installation		Feb				**Immediate**
5		Introduce digital skills training: graphic design, digital marketing, content creation, and basic coding		Feb				**Immediate**
6		Launch agro-vocational programmes: food processing, fish farming, poultry management, and greenhouse farming		March				**Immediate**
7		Create a register of Kuje's master craftsmen who can serve as volunteer/paid instructors	Dec					**Immediate**
8		Partner with NABTEB, NAPTIP, ITF (Industrial Training Fund), and SMEDAN to begin pilot vocational courses		Jan				**Immediate**

	9	Partner with microfinance institutions to provide starter capital grants to KVTC graduates						Medium
	10	Create a Kuje Artisan Hub - market stalls and small workshops for KVTC graduates to sell their products		Jan				Medium
	11	Create a Kuje Artisan Export Initiative for handmade goods, processed food, and crafts		Jan				Medium
M	**SECURITY**							
	1	Sustain monthly Kuje Security meeting that brings together Police, DSS, Army, Civil Defence, and traditional rulers	Jun					**Immediate**
	2	Activate a Kuje Security Intelligence Committee with weekly briefings to the Executive Chairman	Jun					**Immediate**
	3	Launch a community-based reporting system: WhatsApp hotlines, tip lines, and ward-level security contacts	July					**Immediate**
	4	Identify and clear all remaining illegal structures and encampments that pose security risks - with FCTA		Nov				Medium
	5	Conduct a security vulnerability mapping of all 10 wards - identifying hotspots and ungoverned spaces		Oct				Medium

	6	Deploy CCTV cameras at Kuje market, motor parks, school entrances, and the custodial centre perimeter			Jan			Long term
	7	Profiling of the vigilante personnel and improve vigilante funding (allowances, equipment, training, etc)	July					**Immediate**
	8	Partner with the NPF and local vigilantes to increase police patrol frequency in rural and border wards	July					**Immediate**
	9	Create a Kuje Emergency Response Protocol: standard operating procedures for natural disasters, attacks, and civil unrest	Aug					**Immediate**
	10	Develop a Kuje Security Masterplan - a classified and open-source strategy combining intelligence, community, and technology	Sept					**Immediate**
	11	Support the Police and NSCDC with equipment and mobilities		Sept				Medium
	12	Establishment of special taskforce comprising of security personnel to curb social vices (drugs, cultism, etc)	Oct					**Immediate**
N	**TRADITIONAL COUNCIL**							
	1	Funding and strengthening of Traditional Institutions					Periodical	
	2	Review of village head salaries						Medium
	3	Village heads not on the payroll should be incorporated		Jan				**Immediate**

O	**ECOLOGICAL**							
	1	Flood control and construction of drainage in Gudunkarya community		April				Medium
	2	Construction and control of erosion in Angwan Borna and the market square of Kujekwa		Mar				Medium
	3	Construction and control of erosion in the Sauka extension of Kuje Central, and Pasali-Shadadi		Jan				**Immediate**
	4	Construction and control of erosion in Gude			Jan			Medium
	5	Construction and control of erosion in Pegi			Jan			Medium
	6	Construction and control of erosion in Gafere				Jan		Medium
	7	Construction and control of erosion in Kwaku-Kabi due to mining activities.				Jan		Long term
	8	Construction and control of erosion in Kasada-Dibe			Dec			Long term
	9	Construction and control of erosion in Kasada-Kusaki				Jan		Long term
	10	Identify flood-prone and environmentally sensitive areas or locations.		Jan				Medium
	11	Encourage planting of trees and protection of green areas and waterways		June				Medium
	12	Construct and improve drainage to prevent flooding in prone areas		April				Medium
	13	Control of erosion and illegal sand mining in rural communities		Feb				Medium

	14	Special assistance should be given to victims affected by natural disasters'	Jun	Jan	Jan	Jan	Jan	**Immediate**
P	**SOLID MINERALS/MINING**							
	1	Identify Solid Mineral sites and partnership structure for revenue generation		March				Medium
	2	Engage mining companies to monitor how it affects host communities		Feb				Medium
	3	Reinvigoration and compliance of the Community development agreement between the mining companies and host communities.	Nov					**Immediate**
Q	**URBAN PLANNING**							
	1	Develop a baseline data report capturing Infrastructure audit (roads, drainage, water, waste, electricity)		Jan				**Immediate**
	2	Revamp the planning department and digitize land records and permits.	Aug					**Immediate**
	3	Ensure compliance with the FCT master plan defining various zones (residential, commercial, industrial, agricultural, etc)			Jan			Medium
	4	Regularize informal settlements where possible			Mar			Medium
	5	Carry out proper street naming and house numbering		Feb				Medium
	6	Establishment of committee on land matters comprising requisite professionals and to be	July					**Immediate**

		chaired by the Executive Chairman						
R	**REVENUE GENERATION**							
	1	Conduct an IGR Baseline Audit: document all current revenue sources, collection rates, and leakages	Aug					**Immediate**
	2	Introduce a Point-of-Sale (POS) revenue collection system at Kuje main market and motor parks		March				Medium
	3	Introduce digital tax payment platforms - USSD-based for market traders without smartphones	Nov					**Immediate**
	4	Develop the Kuje Area Council website for its heritage, administrative, and commercial visibility	Nov					**Immediate**
	5	Register all businesses, market stalls, and petrol stations for the Kuje Business Directory	Oct					**Immediate**
	6	Enforce annual business permit renewals and issue clearance certificates to compliant businesses	Aug				Annual	**Immediate**
	7	Create a dedicated Revenue Intelligence Unit within the council's finance department	Aug					**Immediate**
	8	Formalise all motor parks with ticketing systems, levies, and trader associations	Aug					**Immediate**

	9	Launch a Land Title and Property Documentation Drive - many Kuje properties are unregistered	Dec					**Immediate**
	10	Develop a Kuje Investor Incentive Package - tax holidays for developers who build schools, hospitals, or roads		Feb				Medium
	11	Partner with private firms to develop and lease out council-owned properties and markets			Mar			Long term
	12	Develop revenue collection structure in FCT (Harmonization of rights)	Sept					**Immediate**
	13	Review existing PPP and revenue structure	July					**Immediate**

SECTION 6: IMPLEMENTATION FRAMEWORK

To achieve good implementation of this blueprint, **members of the Action Plan Drafting Committee should be incorporated into the implementation process and evaluation team** to ensure compliance with the blueprint and drive the vision being planned.

6.1 Governance & Accountability Structure

Level	Body	Responsibility
Level 1 (Political)	Executive Chairman + Deputy	Set direction, approve budgets, sign MOUs, engage FCTA/FG
Level 2 (Administrative)	Council Manager + Dept Heads	Day-to-day implementation, reporting, staff management
Level 3 (Technical)	10-Sector Project Teams	Execute specific sector action plans, track KPIs, report monthly
Level 4 (Community)	Ward Councillors + Traditional Rulers	Mobilise citizens, community feedback, ward-level monitoring
Level 5 (External)	FCTA, Federal MDAs, and Private Sector (NGOs, consultants, etc)	Technical assistance, funding, partnerships, oversight

6.2 Budget Framework

Funding Sources: Federal Statutory Allocation, FCTA Infrastructure Grants, IGR Growth, Private Sector PPP, Development Partner Grants (World Bank, UNDP, DFID), Diaspora Bonds.

6.3 Quick-Win Actions to Start on assumption of office

As a strategic planner and administrator, here are 10 things you can begin immediately - without waiting for full budget approval:

#	Action	Who Does It	Cost
1	Convene an All-Heads-of-Department strategic alignment meeting	Executive Chairman	Zero
2	Launch a ward-by-ward data collection drive (education, health, roads, youth)	Council Manager	Minimal
3	Call a Security Intelligence Summit with Police, DSS, and traditional rulers	Executive Chairman	Zero
4	Open a farmers' register and connect them to the Bank of Agriculture	Agric Dept	Zero
5	Begin clearing outstanding staff salary arrears	Finance Dept	Budgeted
6	Start a Kuje Business Directory with POS payment terminals	Revenue Dept	Low
7	Deploy a community WhatsApp security reporting system per ward	Security Committee	Zero
8	Identify a building for temporary Vocational Training pilot classes	Admin Dept	Minimal
9	Launch the Kuje Inter-Ward Football Tournament to mobilise youth	Sports Committee	Low
10	Submit an infrastructure grant proposal to FCTA within 30 days	Planning Dept	Zero

SECTION 7: MONITORING, EVALUATION & REVIEW

7.1 Monitoring & Evaluation Architecture

- Monthly: Departmental progress reports submitted to Council Manager
- Quarterly: 10-Sector Review Meeting with all project teams - chaired by Executive Chairman
- Annual: Citizens' Town Hall - present progress in all 10 wards publicly
- Annual: Full Strategic Review - assess KPIs, adjust priorities, and publish the Kuje Annual Report

7.2 Key Performance Indicators Summary

Sector	Primary KPI	2029 Target
Education	Primary school enrolment rate Infrastructure, instructional materials, and school kits	95% enrolment interventions
Civil Infrastructure (roads, drainages, culverts, and bridges)	Roads tarred (km) Graded roads (km)	150 km
Portable Water Scheme	Maintenance of existing water schemes and new ones constructed	Each village; borehole
Electrification	Rural electrification, solar modular system in villages, transformer provision, and community lightning	+60%
Markets and parks	Functionally water-equipped Markets, Review and complete all PPP projects	Kuje Central and satellite markets and parks
Health	Functional PHCs per ward	1 minimum
Revenue	IGR growth rate	+200%
Agriculture	Farmland rehabilitated (hectares) Subsidized Farm inputs	5,000 ha Across wards
Hospitality	Licensed hospitality businesses	100+
Sports	New sports facilities built Sport competitions	Dedicated sport centers Across wards
Staff Welfare	Salary payment regularity	100% on-time
Vocational Training	Youth trained annually Starter packs	500 annually
Security	Reported crime incidents Hotlines across wards and improved vigilante funding	40% reduction

7.3 Risk Register

Risk	Likelihood	Mitigation
Funding shortfalls from federal allocation	High	Diversify IGR; pursue development partner grants
Insecurity disrupting project implementation	Medium	Integrate security into all sector plans
Political interference in project execution	Medium	Publish plans publicly; engage civil society watchdogs
Staff resistance to performance management	Medium	Involve unions; communicate the benefits of reform
Climate shocks affecting agriculture	High	Introduce irrigation; promote climate-resilient crops
Data gaps slowing planning decisions	High	Start data collection immediately as priority zero

SECTION 8: CONCLUSION

Kuje Area Council stands at a pivotal moment. Its vast land, strategic location near Abuja's international airport, proximity to the Centenary City development corridor, and identity as the 'Food Basket of Abuja' give it foundations that few area councils in Nigeria can match. The challenges are real - crumbling roads, insecurity, inadequate schools and hospitals, low revenue, and frustrated staff - but they are solvable with disciplined, phased, evidence-based governance.

This Action Plan is not a wish list. It is a step-by-step operational framework grounded in Kuje's actual conditions. The critical success factors are: political will at the top, data-driven decision making at every level, community trust and participation, and sustained transparency in the use of public resources.

The people of Kuje deserve a council that works.

Start today. Measure tomorrow. Report always.

SECTION 9: ACTION PLAN DRAFTING COMMITTEE MEMBERS

S/N	NAME	POSITION	DISCIPLINE
1	PROF. ABDULLAHI MOHAMMED EVUTI	CHAIRMAN	EDUCATIONIST
2	DR. BULUS BABA GOVA	SECRETARY	ADMINISTRATOR
3	ARCH MICHAEL D. JIGO	MEMBER	ARCHITECT
4	ELDER HARUNA K. JATAU	MEMBER	POLITICIAN
5	ALH. HUSSAINI BAKO	MEMBER	EDUCATIONIST
6	HON. HARUNA YERIMA ETSU	MEMBER	POLITICIAN
7	DR. SUNDAY A. YARO	MEMBER	QUANTITY SURVEYOR/PROJECT MANAGER
8	ENGR. IBRAHIM AHMED	MEMBER	CIVIL ENGINEER
9	ENGR. YUSUF SHUAIBU	MEMBER	COMPUTER ENGINEER
10	DANLADI MA'AJI	MEMBER	HEALTH PROFESSIONAL
11	ENGR UMAR SHUAIBU	MEMBER	CIVIL ENGINEER
12	DOGARA NYIZAZO BABA	MEMBER	LAND SURVEYOR
13	BAR. JOSPHINE DANLADI ZHIN	MEMBER	LEGAL PRACTIONER

SECTION 10: APPENDIX

100 DAYS IN OFFICE MILESTONE

S/N	WARD	PROJECT/ACTIVITIES	REMARKS
A	KABI WARD		
	1	Maintenance of existing boreholes	
	2	Construction of additional Boreholes	
	3	Replacement and renovation of classrooms at Kabi (blown roof)	
	4	Additional Health staff across PHCs	
B	RUBOCHI WARD		
	1	Rehabilitation of Munu Water Scheme	
	2	Maintenance of existing boreholes	
	3	Additional Health staff across PHCs	
	4	Construction of additional Boreholes	
	5	Intervention for additional Teachers in JSS Rubochi	
C	GWARGWADA WARD		
	1	Construction of Culvert at Gombe	
	2	Maintenance of existing boreholes	
	3	Additional Health staff across PHCs	
	4	Construction of additional Boreholes	
D	KWAKU WARD		
	1	Maintenance of existing boreholes	
	2	Provision of class furniture	
	3	Additional Health staff across PHCs	
	4	Construction of additional Boreholes	
E	CENTRAL WARD		
	1	Maintenance of existing boreholes	
	2	Construction of additional Boreholes	
	3	Supply and installation of Transformer in Tukpechi (2), Kuchiyakwo (2), Bamishi, Pasali, AA3, AA1, Sundaba, Sauka, and Jeida.	
	4	Rural Electrification: Rije, Kuzhi, and Tondo communities	
	5	Completion of Kuje Township Asphalt roads	
F	GUDUNKARYA WARD		
	1	Construction of Culvert between Kiri and Zagabutu	
	2	Maintenance of existing boreholes	

	3	Construction of additional Boreholes	
	4	Street light in Gudunkarya community	
G	YENCHE		
	1	Maintenance of existing boreholes	
	2	Construction of additional Boreholes	
	3	Solar power light scheme in Yenche	
	4	Construction of a classroom block at Paso	
	5	Intervention for the provision of Communication Network by Service providers.	
H	GAUBE		
	1	Construction of Culvert between Gbaupe and Gbau Kuchi	
	2	Maintenance of existing boreholes	
	3	Construction of additional Boreholes	
	4	Additional Health staff across PHCs	
	5	Supply and installation of a transformer in Dafara and Pasali II	
I	CHIBIRI WARD		
	1	Maintenance of existing boreholes	
	2	Construction of additional Boreholes	
	3	Street light in Kiyi, Chibiri, Kango, and Shetuko	
	4	Renovation of classroom blocks (Blown roof) at Chibiri, and Kiyi	
	5	Supply and installation of Transformer in Pasali by ECWA, Chibiri, Kiyi, and Shetuko	
J	KUJEKWA		
	1	Construction of Culvert between Kujekwa-Odu (4No)	
	2	Maintenance of existing boreholes	
	3	Renovation of classroom blocks (Blown roof) at Kujekwa, Odu, and Bida	
K	**GENERAL ITEMS**		
	1	Farm inputs (fertilizers, sprayers, and improved seedlings, etc)	
	2	Women and Youth Empowerment	
	3	Provision of branded school kits (Exercise books, pencils, textbooks, and mathematical sets) across rural schools	

	4	Provision of instructional materials	
	5	Free medical services in some selected communities	
	6	Evacuation of Wastes at JT Useni Stadium Kuje	
	7	Profiling and provision of gadgets (torch lights, motorcycles, etc) to vigilantes	