



The

SERVICOM

SERVICE COMPACT WITH ALL NIGERIANS

Book

The

SERVICOM

SERVICE COMPACT WITH ALL NIGERIANS

Book

Published by SERVICOM Office,
2 Usman Dan Fodio Crescent, Zone A4,
Opposite State Banquet Hall,
Presidential Villa, Abuja FCT.
Telephone: 09 3140371-2.
Fax: 09 3140373
e-mail: servicom@servenigeria.com

© SERVICOM 2006

Contents

1. Time to Deliver	1
--------------------------	---

2. SERVICOM and the Citizen	5
-----------------------------------	---

- The Genesis
- SERVICOM is born
- What SERVICOM means to the Citizen

3. Ministerial SERVICOM Units	9
-------------------------------------	---

- Establishment
- Structure
- Functions
- Objectives

4. SERVICOM Charters	15
----------------------------	----

- Essential Elements
- The Components
- Implementation
- Charter Review

5. The SERVICOM Index	17
-----------------------------	----

- Definition
- Why The Index

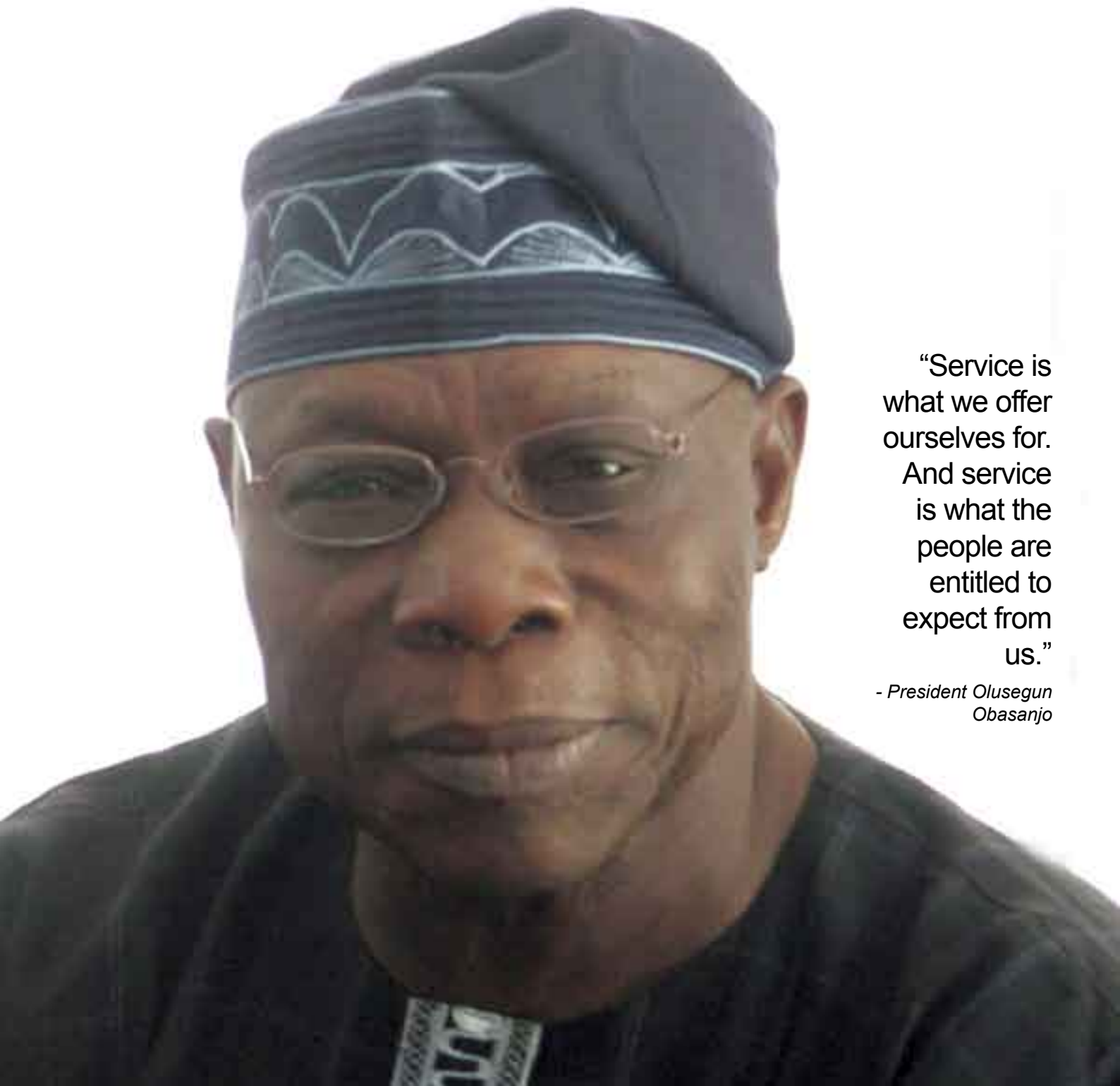
- How to arrive at The Index
- SERVICOM Compliance Evaluation
- Scoring

6. Service Improvement Plans	26
------------------------------------	----

- Quick / Short-term Fixes
- Medium-term fixes
- Long-term fixes

7. Appendices	29
---------------------	----

- i. Charter Checklist
- ii. Charter Compliance Evaluation Form
- iii . SERVICOM Compliance Evaluation Form



“Service is
what we offer
ourselves for.
And service
is what the
people are
entitled to
expect from
us.”

- President Olusegun
Obasanjo

Time to Deliver

Address by His Excellency President Olusegun Obasanjo at the opening of the Special Presidential Retreat on Service Delivery, Abuja 19 – 21 March 2004.

This event was anticipated in the earlier retreat, where an introductory presentation was made and it was decided that the subject was important enough to merit an entire Retreat devoted to it. Prior to that, our Administration's commitment to improving service delivery in Nigeria was underscored when the issue was listed as priority for our second term in office.

I recall my address to the inaugural session of the National Assembly: "Public offices are the shopping floor for government business. Regrettably, Nigerians have for too long been feeling short-changed by the quality of public service delivery by which decisions are not made without undue outside influence, and files do not move without being pushed with inducements. Our public offices have for too long been showcases for the combined evils of inefficiency and corruption, whilst being impediments to effective implementation of government policies. Nigerians deserve better. And we will ensure they get what is better!"

These are words which should be quite familiar to members of the Federal Executive Council, as I have had cause to reiterate the same points on subsequent occasions,

notably, in a presentation to the Council by the research group set up for this purpose, and later in a Council Memo that was adopted.

Perhaps we ought to once more remind ourselves of what service means especially to those of us who enjoy the honour and privilege to be entrusted with the responsibility of governance in this country.

Personally, I have been consistent in letting it be known that the only purpose for which I have sought the peoples' mandate is to offer myself to serve my country. And I do not expect anything less from all those who are appointed to work with me.

Service is what we offer ourselves for. And service is what the people are entitled to expect from us. In this simple equation, lies our great concern when the people feel short-changed in their expectations of the standard of service provided by government institutions.

This situation has damaging effects on the amount of trust the people have in our ability to govern as their elected government. In the circumstances, we as responsible and sensitive government are obliged to take steps to thoroughly examine what the real trouble is with service delivery and determine how best we can remedy it.

Before commissioning the Report before us today, we were, like most Nigerians, well aware of the unpleasant manifestations of the appalling standard of service delivery

in the country.

Under the popular caption of the 'Nigerian way', many Nigerians have grown accustomed to regarding public service as something you battle for, and you cannot succeed unless you know someone inside the system. Few Nigerians expect to get routine acknowledgment of letters written to public offices, let alone getting attention for telephone enquiries.

Few Nigerians apply for service without budgeting time and money to follow their applications from desk to desk, while bracing them-selves for the phenomenon of the 'missing' file that would re-appear after settling someone.

But it has not always been like this in Nigeria. Some of us old enough can remember service delivery when you could post a letter on an Express Train, and it would get to its destination, and you would get a reply. A large number of people can still remember the days when public servants would greet one with: "Can I help you Sir?" and they meant it, because one would be treated accordingly.

So how did our service delivery degrade into the present circumstances, when public servants, if they serve you at all, do so as a favour, or at a price? How and when did the so-called, 'Nigerian way of doing things' become the norm?

Many Nigerians would claim to know the answer. And it is that the public servants have to 'chop', and 'chopping' is given higher priority than the duty to deliver service. With this attitude, the public servants cannot allow the system to become efficient, where the criteria for efficiency are based on satisfaction of the citizens.

Hence, the vicious circle in order to get through the inefficient system, one has to bribe one's way, yet the public officials, who operate that system, make sure it stays

inefficient so that they can continue to collect toll.

Meanwhile, citizens are no longer people with the rights to be served. And, when things go wrong, as they invariably do, then there is no recourse. Is it any wonder then that people lose their trust, as they inevitably do? We are here to begin the process of change, in this regard.

Let me at this point commend Dr Wendy Thomson and her team, once again for an excellent job of researching and compiling such a comprehensive Report at a remarkable speed. In fact, the stand of performance in this exercise deserves the honour of a role model for service delivery in action.

The Report has captured in graphic details much of what everyone ought to know about our system of service delivery. The observations, which are indeed direct and often unflattering, are not unfamiliar to Nigerians who have been suffering the consequences of our degraded service delivery system. In fact, it is easy to imagine the number of Nigerians, who upon reading the Report, may feel that they could paint a gloomier picture of their system.

The team of experts had been kindly requested to help us do a diagnostic audit of our system and recommend a roadmap. In this regard, the team has carried out its assignment remarkably well.

The main achievement of the Report is the professional manner with which it x-rayed our system, defined the problems and articulated them as a firm basis for discussion and possible action. And as the saying goes, a problem defined, is a problem half solved. It is up to us now to develop the strategy for solutions, and summon the will to achieve them.

The report has understandably focused on service

delivery as pertaining to Federal Government institutions. This does not mean that we are not aware that other tiers of government are part and parcel of the service delivery chain to the society as a whole.

These tiers of government, that is States and Local Governments, have responsibilities that presuppose their constitutional autonomy. Nevertheless, it is often the case that the failure of service delivery at these other tiers is routinely blamed on the Federal Government, where the buck is perceived to stop.

We accept that any comprehensive reform of service delivery needs to fully involve institutions in other tiers of government. In developing a plan of action, this Retreat should fully consider a scope that embraces effective engagement of the institutions in other tiers of government.

This is the only way that every Nigerian, regardless of where he or she lives can benefit from the service delivery initiative.

Where do we go from here?

Many would opine that poor service has become so ingrained in our system that 'the Nigerian way' seems congenital to our society. In other words, there is pretty little that one could do about it. This is treating the problem as an alibi for not tackling it. This is not acceptable to us.

Similar views were held about corruption before we began our crusade to eradicate it. Well, we have been applying ourselves to this problem, and we are winning.

In the same vein, there were those who, way back in 1998, considered the prospects of democracy and good governance as remote to impossible. It was being asked: Where and how can anyone begin to tackle Nigeria's problem? Well, nearly five years on, we are pleased to report

that considerable progress has been made. Again, we are winning!

It is with the same resolve that we intend to tackle the issue of Service Delivery. We are not ready to accept any excuses. All excuses are to be regarded as part of the problem.

In this regard, I note that the Report stresses that decisions on its recommendations are indeed challenging. Let this be the cure for us: Let us make it a primary objective of this Retreat to accept this challenge head-on.

This assembly of Ministers and Permanent Secretaries, as the apex executive team of the country has the constitutional and moral responsibility to take on the challenge of service to the people.

It is expected of us to make things happen. Let us make things happen. It is expected of us to change things for the better. Let us change things for the better.

For instance, this Retreat must work out a programme of action that includes short term attainable goals which will demonstrably convince the people and propel the Service Delivery Programme throughout the nation.

This Retreat is to assert our ownership of the initiative to serve Nigerians better: it is our concept, and we accept full responsibility for driving it to a successful end. This is the core of the message from this Retreat to the people.

That message should also be about leadership with all the attributes that we all agreed to in the last Retreat, namely: Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Patriotism.

It is also the message of leading from the front in the battle to sanitise our system morally, politically and economically. Above all, it is the message of the leadership that the Nigerian people can trust.



SERVICOM and the Citizen

How SERVICOM affects Citizens' rights and entitlements to good Service Delivery

Genesis

June 2003

President Olusegun Obasanjo declared: “Nigerians have for too long been feeling short-changed by the quality of public service. Our public offices have for too long been showcases for the combined evils of inefficiency and corruption, whilst being impediments to effective implementation of government policies. Nigerians deserve better. We will ensure they get what is better!”

December 2003

- A report was commissioned to review Service Delivery in Nigeria:
- examine institutional environment for service delivery;
- reflect on people's lives and experiences; and
- draw roadmap for a Service Delivery Programme.

February 2004

Publication of ‘Service Delivery In Nigeria: A Roadmap’

The Report's conclusions and recommendations include:

- Services are not serving people: they are inaccessible, poor in quality and indifferent to customer needs.

- Public confidence is poor, and institutional arrangements are confusing and wasteful.
- A far-reaching transformation of Nigerian society through a Service Delivery Programme as a step in the process of moving to a government that is more in touch with the people.
- The Service Delivery Programme should:
 - create ‘citizens’ and ‘customers’ demand;
 - instill higher expectations of public services;
 - communicate service entitlements and rights,
 - publish information about performance.
- Redesign the services around customer requirements;
- Success of the Programme will require committed leadership from the top;
- Government should demonstrate leadership commitment with a public declaration about Service Delivery.

March 2004

Special Presidential Retreat to deliberate on the Report

President Olusegun Obasanjo remarked:

“This Retreat is to assert our ownership of the initiative to serve Nigerians better. We accept full responsibility for driving it to a successful end. This is

the core of the message from this Retreat to the people. That message should also be about leadership with the attributes which we all agreed to in the last Retreat, namely selflessness, integrity, objectivity, accountability, openness, honesty, and patriotism. It is also the message of leading from the front in the battle to sanitise our system morally, politically and economically. Above all, it is the message of the leadership that the Nigerian people can trust.”

SERVICOM is born

21 March 2004

Concluding Special Presidential Retreat On Service Delivery in Nigeria, the President and the Ministers entered into a SERVICE COMPACT WITH ALL NIGERIANS (SERVICOM)(see centrespread for full text).

The Compact’s core provision says:

“We dedicate ourselves to providing the basic services to which citizens are entitled, timely, fairly, honestly, effectively and transparently”

By SERVICOM, it was also agreed that all Ministries, Parastatals and Agencies and all other Government Departments will prepare and publish, not later than the FIRST DAY OF JULY 2004, SERVICOM CHARTERS whose provisions will include:

- quality services designed around customers’ requirements;
- set out citizens’ entitlements in ways they can readily understand;

- list of fees payable and prohibit illegal demands;
- commitment to provision of services within realistic time-frames;
- specify officials to whom complaints may be addressed;
- publish these details in conspicuous places accessible to the public;
- conduct and publish surveys of customer satisfaction.

The SERVICOM Office

Established within the Presidency to operationalise Government commitments under SERVICOM:

- Coordinates formulation and operation of SERVICOM Charters.
- Monitors and reports progress and performance under SERVICOM obligations;
- Carries out surveys of services and customer satisfaction.

What SERVICOM Means to The Citizen

1. SERVICOM Principles

Awareness that all Officials are all committed to SERVICOM PRINCIPLES, namely:

- Affirmation of commitment to the service of the Nigerian nation;
- Conviction that Nigeria can only realise its full potential if citizens receive prompt and efficient services from the State;

- Consideration for the needs and rights of all Nigerians to enjoy social and economic advancement
- Dedication to deliver services to which citizens are entitled, timely, fairly, honestly, effectively and transparently.

2. SERVICOM Charters

SERVICOM CHARTERS are the operational day-to-day implementation of SERVICOM:

- To be in place by 1 July 2004
 - To be displayed by every Government Department
- SERVICOM CHARTERS are promises upon which

Customers:

- can expect quality Service Delivery
- demand their rights to good service
- have recourse when service delivery fails
- are actively involved in the Service Delivery Programme
- A good SERVICOM CHARTER should promise to break the twin evils of corruption and inefficiency.

3. SERVICOM is the Engine for Service Delivery Programme

It is mounted on the imperative to change the system of service delivery

It is driven by:

- Government's commitment to deliver service
- Citizens' expectations of service delivery

4. No Excuses!

Popular Excuse: 'Poor service is innate to the Nigerian society, therefore impossible to correct.'

Mr President:

"This is treating the problem as an excuse for not dealing with it. We will not accept any excuses. All excuses are part of the problem"

Popular Excuse: 'It is the system'

- The system is not 'out there'
- The system is part of every Nigerian
- Every Nigerian is part of the system

Experience of bad service means:

- Someone has done what should not be done
- Or, someone has left undone what should have been done.

Experience of bad service is universal:

- Everyone has been a victim
- For every victim there is a culprit
- What goes round comes round!

5. SERVICE Delivery As A Subject Of National Discourse

Let citizens talk about service delivery;

Let citizens act:

- Failure of service indicts citizens and the society
- It is by the actions of citizens that services is ruined
- It is by the actions of citizens that service delivery can improve
- All Nigerians lose with bad service delivery
- All Nigerians will gain from quality service delivery



Ministerial SERVICOM Units (MSUs)

Establishment

The Federal Executive Council resolved that MSU are to be established. A direction to that effect was issued by the SGF, Chief Ufot Ekaette on March 10, 2005.

Structure

The SERVICOM Unit in a Ministry, Department or Agency (MDA) is to be headed by a Deputy Director, who is to serve as the Nodal Officer and the Head of the Unit. The Nodal Officer reports directly to the Minister through the Permanent Secretary without any Departmental mediation in the Ministry. In the case of the Extra-Ministerial Department or the Parastatal, the Nodal Officer is to report directly to the Chief

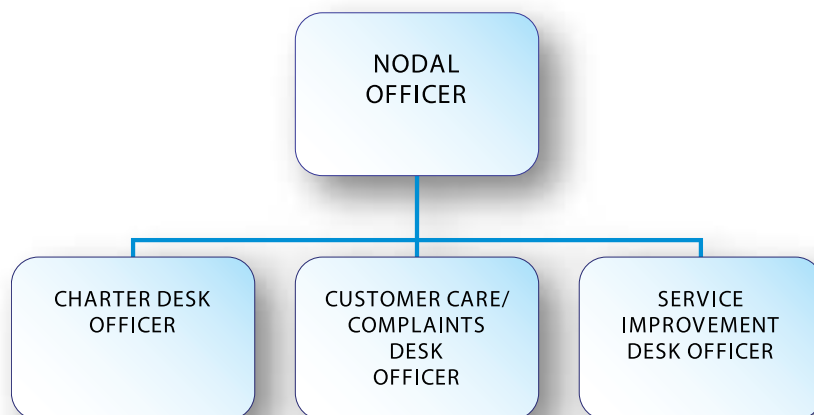
Executive.

The MSU, EMDSU or PSU should have Staff compliment that would be in-charge of the following critical desks:-

1. Charter Formulation, implementation and Review
2. Customer Relations/Grievance Redress Mechanism
3. Service Improvement
4. Support Staff i.e. Data Processing Officer and Assistants for 1-3 above.

MSU functions

1. To spearhead the Ministry's, Extra-Ministerial Department's or Parastatal's Service Delivery Initiative through SERVICOM compliance



2. To produce, review and monitor performance of Charters from the Ministry and its Parastatals
3. To manage the Ministry's Customer Relations Policy including providing opportunities for customer feedback on services
4. To institute a Complaints Procedure including Grievance Redress Mechanism for the Ministry and its Parastatals
5. To institute appropriate Market Research techniques in identifying Customer needs and expectations
6. To ensure the promotion of quality assurance and best practices in the Ministry's performance of its functions
7. To provide a comprehensive and effective training policy for frontline Staff on Customer Relations and related matters
8. To disseminate best practices and other tips on service delivery improvement
9. To serve as a link between the Ministry and SERVICOM Office
10. To serve as the Secretariat of the Ministry's Service Delivery Committee
11. To manage links with strategic partners and other stakeholders on Service Delivery, Market Research, Customer Care/ Relations, etc
12. To facilitate a safe and conducive working environment for Staff at levels of service delivery.
3. To coordinate the Formulation of the MDA's Integrated and Local Charters and make same available for public information
4. To coordinate all other SERVICOM matters of the MDA i.e. Customer Relations/Grievance Redress Mechanism, Charter implementation and service improvement, thereby ensuring SERVICOM compliance
5. To vet charters of the MDA before submitting them to SERVICOM Office
6. To submit units quarterly action plan to the SERVICOM Office for consideration and approval
7. To periodically submit reports on SERVICOM activities of the MDA to the management
8. To submit quarterly reports on SERVICOM activities of the MDA to SERVICOM office
9. To coordinate meetings of the stakeholders' consultation forum on service delivery
10. To periodically publish summary of complaints, commendations and compliments from Customers about the MDA and report same to the SERVICOM Office
11. To develop and carry out sensitisation programmes for the MDA and report progress of same to the SERVICOM Office
12. To carryout other duties as may be assigned by the permanent secretary, Minister and SERVICOM Office.

Schedule of duties for Nodal Officers

1. To supervise the activities of the Staff of the Unit
2. To oversee the day to day running of the Unit

Schedule of duties for Charter Desk Officers

1. To guide the Departments and other Service Frontlines on Charter formulation

2. To liaise with the Stakeholders for their input while formulating the MDA's Charters
3. To vet the MDA's Charters to ensure conformity with SERVICOM approved guidelines
4. To monitor the implementation of the MDA's integrated as well its local Charters periodically
5. In conjunction with the Service Improvement Desk Officer to coordinate the review of the MDA's Charter
6. To periodically brief the Nodal Officer with regard to functions 1-5 above
7. To carry out any other function as may be assigned by the Nodal Officer.
9. To ensure that action is taken to remedy the cause (s) of justified complaints
10. To communicate with the Complainants on the action to be taken or taken on their complaints
11. To periodically (quarterly) publish a summary of complaints, as well as commendation and compliments received and action taken
12. To analyse complaints in order to ascertain trends
13. To periodically review the complaints procedure after consultation with the Stakeholders.

Schedule of duties for Customer Relations/Complaints Desk Officers

1. To oversee the reception area of the MDA
2. To coordinate, produce and publicize the Customer care policy of the MDA
3. To produce and circulate Customer feedback format to Customers
4. To collate, analyse and publicize comments by the Customers
5. To coordinate the Stakeholders consultation forum
6. To ensure that the Customers are aware of the MDA's complaints procedure
7. To keep record of all complaints, comments, compliments and suggestions by Customers
8. To investigate and analyse complaints by Customers to ascertain and differentiate the complaints about Service provision and Service delivery
1. To disseminate best practices and other tips on Service Delivery Improvement within the MDA
2. To serve as the Secretary of the SERVICOM Committee of the MDA
3. To periodically conduct Market Research with a view to identifying Customer needs and Expectations of the MDA's Services
4. To ensure the promotion of quality assurance and best practices in the MDA's Services
5. To in conjunction with the Charter Desk Officer, monitor the implementation of the Integrated and Local Charters of the MDA
6. To update the SERVICOM Office through the Nodal officer on Service Delivery Improvement plans & actions of the MDA
7. To carry out other functions as may be assigned by the Nodal Officer.

Schedule of duties for Service Improvement Desk Officers



SERVICOM Charters

1.0 Introduction

A Public service Charter is intended to be read and understood by ordinary Customers and members of Staff. It is a simple, straightforward contract between the service and its customers, staff and stakeholders. It should be in plain language devoid of legal terminology and straight to the point.

2.0 Essential Elements

There are basically 3 essential elements to consider in the process of formulating a Charter. They are:

1. Simplicity
 2. Realism
 3. Contents
- **Simplicity:** A Charter is to be written in simple, straightforward and plain language that both the Staff and the Customers will understand.
 - **Realism:** It should be realistic and achievable, promising only what can be delivered. Do not promise what you cannot provide or deliver in your Charter.
 - **Contents:** A Charter should constitute some features, which when put together makes up the Charter as reflected below:

3.0 Essential Components

A. Introduction/Background

- Description about the service
- The purpose of the Charter
- To whom the Charter is targeted

B. Mission

This is the mandate of the service provider, indicating the expected service provision in broad terms.

C. Vision

This is a statement of medium term or long term goals for service provision and delivery.

D. Details of Customers

A comprehensive list of the Customers or Clientele.

E. Service Provision

This is a statement of service provision to be guaranteed as a right; e.g. to be provided with electricity for 10 hrs each day or to be provided with regular trained and equipped Police patrol presence, day and night.

F. Service Delivery

A statement of service delivery that Customers may expect e.g.:

- prompt and courteous treatment
- to be provided with adequate information
- to be consulted
- to attend to those with special needs

G. Monitoring and Publishing

- A commitment to monitor performance against

SERVICE COMPACT V

We, the President, the Vice President, the Ministers, Secretary to the Government of the Federation, Special Advisers, Presidential Aides and Permanent Secretaries of the Government of the Federal Republic of Nigeria

- Having participated in The Special Presidential Retreat on Service Delivery in Nigeria at the State Banquet Hall, State House Abuja, 19th – 21st March 2004.
- And having discussed, analysed and considered the contents and recommendations of the special report “Delivering Service in Nigeria: A Roadmap”:
- Reaffirming our commitment to the Millennium Development goals and the Kuru Declaration in which we subscribed to the New National Ideology, which is to build a truly great African democratic country, politically united, integrated and stable, economically prosperous, socially organised, with equal opportunity for all, and responsibility from all;
- Recalling, the Code of Ethics for Ministers, and Special Advisers and Presidential Aides to which we have committed ourselves;
- Mindful of the needs and the rights of all Nigerians to enjoy social and economic advancement, to have access to education and to health services, and to live in conditions of peace, tolerance and respect for human dignity;
- Convinced that an informed citizenry, award of its rights and asserting them confidently, is a vital underpinning to national unity, stability and integrity;
- Aware of the enormous challenges of leadership in a country whose institutions have been seriously undermined over the years, consequently leading to poor standard of service delivery;
- Renewing our commitment, both individually and collectively, to the service of our country in the conviction that it is the solemn duty of each of us to use his or best endeavours to build a nation that is peaceful, respects fundamental human rights, is

administered honestly in the best interests of all Nigerians, and governed under the Rule of Law;

...HEREBY ENTER INTO THE FOLLOWING SOLEMN COMPACT WITH ALL NIGERIANS:

- 1.0 We dedicate ourselves to providing the basic services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner.
- 2.0 To this end, our Ministries, Parastatals and Agencies will prepare and publish not later than the FIRST DAY OF JULY 2004, SERVICOM Charters which (in addition to any other information that may help to meet the needs of the citizens who use their services) will:
 - (a) Provide quality services designed around the requirements of their customers and served by trained staff sensitive to the needs of their clients;
 - (b) Set out entitlements of the citizens with whom they interact clearly and in ways they can readily understand;
 - (c) List the fees payable (if any) and prohibit the asking for and the making of any additional payments;
 - (d) Commit to the provision of services (including the processing of applications and the answering of correspondence) with realistic set time frames;
 - (e) Maintain “suggestion boxes” in public places to facilitate the making of suggestions for improvements in levels of service;
 - (f) Provide details of agencies and government officials to whom complaints about any failures to provide such services (or any demands for bribes) should be addressed;
 - (g) Publish these details in conspicuous places accessible to the public in all buildings where the agencies provide their services and on the Internet;

WITH ALL NIGERIANS

- (h) Periodically conduct and publish surveys of citizens to determine levels of customer satisfaction and the extent to which particular Ministries and Agencies are seen as honouring their SERVICOM commitments; and
- (i) From time to time, to review the commitments contained in their SERVICOM Charters and to revise them in the light of experience and further developments.

2.02 To ensure that these commitments to the people of Nigeria are faithfully performed, a Service Delivery (SERVICOM) Office will be established within the Presidency. This office will:

- (a) co-ordinate the efforts to formulate and implement SERVICOM Charters
- (b) regularly monitor and report to His Excellency, the President, on the progress made by each of the Ministries and Agencies in performing their obligations under this Charter;
- (c) carry out independent surveys of the services provided to citizens by the Ministries and Agencies, their adequacy and their timeliness and of customer satisfaction, and will widely publicise the results to keep citizens fully informed.

2.01 For their part, Ministers will:

- (a) ensure that policies and resource proposals presented for approval to the Federal Executive Council should:
 - i. include credible proposals for delivery that can be monitored i.e.:
 - indicate performance-based scope of impact on the front-line service delivery;
 - indicate result-oriented timescale for delivery
 - ii. be based on evidence of the needs of the population:
 - iii. demonstrate evidence of the involvement of stakeholders in development of policy and feedback performance;
- (b) maintain effective liaison with relevant agencies of all

tiers of government concerned with service delivery so that SERVICOM Principles are upheld throughout the Nigerian society;

- (c) establish SERVICOM Units within Ministries with the responsibility of operationalising SERVICOM Principles;
- (d) that all those for whom they are responsible will fully cooperate with the Service Delivery (SERVICOM) Office.

3.0 This compact, together with the Vision/Mission Statements of all Ministries, will be published widely and displayed in all government offices to which members of the public have access. Members of the public will be invited to inform the Service Delivery (SERVICOM) Office of observed failures to provide timely services.

4.0 CITIZENS' OBLIGATIONS: The success of this Compact is predicated upon the observance of their civic duties by our citizens. Accordingly, we call upon each and every citizen to play his or her own part by honouring Constitutional and social obligations, respect the rights and legitimate interests of others, assist Government in appropriate ways, and contribute to the well being and progress of their respective communities by imbibing the enduring values and virtues of African tradition.

5.0 We further assert our belief that our country can only realise its full potential when citizens start to receive prompt and efficient services from the State and this we are determined to achieve.

DONE AT ABUJA ON THE 21ST DAY OF MARCH 2004

The Compact was unanimously adopted by the President, the Vice President, Ministers, Secretary to the Government of the Federation, Head of Service of the Federation, Special Advisers, Presidential Aides, and Permanent Secretaries of the Federal Republic of Nigeria in Abuja, 21st Day of March 2004.

service standards and report regularly on performance

- Take note of and react to Customers' feedback

H. Grievance Redress Mechanism

- An explanation of the complaints procedure
- How to complain
- Who to complain to
- Time limits for response
- Action to be taken
- Redress available

I. Obligations/Expectations

A statement of what the service requires from Staff, Management and Customer or even the Government, in order to guarantee provision and delivery of services. This can otherwise be referred to as the other half of the contract.

3.1 Optional Components

A. Existing Limitations

- Constraints or circumstances beyond the control of the service provider which seriously limit performance in the short term
- Its inclusion may be necessary to dampen unrealistic expectations and it also acts as a spur to those in a position to influence the situation. It is optional to include these limitations in a charter and it is a matter of judgment as to whether inclusion is likely to be beneficial or to have a negative effect.

B. Stakeholders participation

Their involvement may be necessary as a means to determine their needs and preferences.

4.0 Implementation

It is pertinent to take note of the following in the process of implementing the Charter of your MDA:

- Train members of Staff about their roll and responsibility in the implementation of the Charter
- Delegate powers appropriately to members of Staff, to enable them discharge their responsibilities with the degree of efficiency, effectiveness and timeliness.

5.0 Charter Review

Charter formulation should not be looked upon as a one time exercise, with a final outcome. It should therefore be seen and taken as a constantly evolving process.

6.0 Conclusions

Launching and publicising a Charter is a significant step on the road to service improvement. As service providers, you need to be cautious that the promises reflected in the Charter can be realised immediately or in a short term.

Once a Charter has been published, the service provider has no excuse but to provide an improved and qualitative service.

The SERVICOM Index

SERVICOM Index is:

- A yardstick for measuring the quality of service as delivered by Government through its various Ministries, departments, parastatals and agencies.
- The result of rigorous assessment for **SERVICOM Compliance Evaluation** of **Service Frontlines** within Ministries and Parastatals.

SERVICOM Index is predicated on the facts that:

- the ultimate purpose of governance is to serve the citizens
- Citizens have the right to be served right
- service is well delivered only when the citizens are satisfied
- the Federal Government's commitment to the provisions of **SERVICOM [Service Compact With All Nigerians]** as a programme to improve service delivery throughout the country.

How **SERVICOM Index** is calculated:

1. The **SERVICOM Office** compiles the **Service Profile** of all Ministries by working through ministerial organograms.
2. The **Service Profile** is broken down into **Service Frontlines**, i.e. A point where service is being delivered with clear identification of:
 - Service - What service is being rendered?
 - Clientele -To whom is service being rendered?A **Service Frontline** is either:
 - Intra-Ministerial - serving other departments within

the same Ministry

- Inter-Ministerial - serving other Ministries, OR
- Public - serving the general public

3. Each Service Frontline is evaluated and scored on the basis of criteria detailed on FORM SCOM.

SERVICOM Compliance Evaluation

Customer Satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that customer satisfaction is broadly driven by the following:

<i>DRIVER</i>	<i>WEIGHT OF IMPORTANCE</i>
Service Delivery	30%
Timeliness	24%
Information	18%
Professionalism	16%
Staff Attitude	12%
TOTAL	100%

Each of these **Drivers** is composed of **Critical Elements**. Each **Critical Element** is made up of a number **Criteria** which are scored for **SERVICOM Compliance**.

The total score for each **Critical Element** is entered and the overall score for the **Driver** calculated.

A summary of scores, at the end of the **FORM SCOM**, is used to calculate the **SERVICOM Index** for the organisation.

Scoring for each Criteria ranges from 4 to 0:

- *4 All aspects of these Criteria are covered
- *3 Most aspects are covered but more could be done
- *2 Some important aspects are not covered and there is a lot more to be done to satisfy the requirements of these Criteria
- *1 Very little has been done to satisfy the requirement
- *0 Nothing has been done

The quality of service provided by an organisation is a function of how well its scores satisfy the Critical Elements of the Drivers.

Evidence

No Element can be scored above 0 without supporting evidence. Supporting evidence may be obtained from:

- D. Documents. e.g. Survey reports, Records of meetings, Business plans
- C. Discussions with Customers
- S. Discussions with Staff
- P. Discussions with Partners
- O. Observation. What the evaluator sees
- R. Research. e.g. Websites

DRIVER 1

SERVICE DELIVERY

WEIGHTING: 30%

This confirms that this Driver is the most important to customers. Ultimately they are prepared to put up with failures in other areas provided that the eventual result is satisfactory.

CRITICAL ELEMENT 1:

STANDARDS & PRACTICES/PERFORMANCE

Criterion A: Sets Standards for main areas of activity.

- Standards are set for all main services provided by the organisation [Service Provision]
- Standards take account of national or statutory standards
- Standards reflect local priorities
- Standards are challenging, precise, measurable and realistic

The Evaluator will need to establish what the main services are. Details should be found in the Charter of the organisation. At subordinate levels, local Charters must take account of the standards set by superior organisations in their hierarchical chain. But they should also take account of local circumstances and priorities.

Criterion B: Sets standards for customer care

- Promptness, speed of response
- Reliability and punctuality
- Staff treatment of customers

Criterion C: Monitor Performance

- Systems are in place to monitor performance against all standards
- Monitoring actually takes place
- The results of monitoring are recorded

The Evaluator needs to be satisfied that there is a robust monitoring system that produces accurate results.

Criterion D: Performs well

- The organisation achieves the majority of its standards and/or targets most of the time
- There is independent confirmation of this
- The organisation compares well with other similar

organisations

The Evaluator needs to be satisfied that the performance data is accurate and across the board. There may be an independent audit of performance; the most reliable indicator will be customer satisfaction. If the organisation has benchmarked with others it will be a bonus.

Criterion E: Explains poor performance

- The organisation recognises poor performance
- The organisation gives an honest explanation of the reasons for poor performance

The Evaluator needs to differentiate between reasons and excuses.

Criterion F: Acts to remedy poor performance

- The organisation analyses the reasons for poor performance and takes remedial action
- The organisation monitors the remedial action for its effectiveness

The Evaluator needs to be convinced that this process takes place and is effective.

Criterion G: Review and raise standards

- All standards are reviewed regularly
- If appropriate, standards are raised

Annual review is sufficiently regular. As service improves some standards will become less than challenging and should be raised.

CRITICAL ELEMENT 2 RECEPTION EXPERIENCE

Criterion A: Access to the service is well publicised and signposted.

- Services are accessible to everyone

- Clear directions and signage are provided.

How does the service publicise itself? Did the Evaluator have any problems with accessing the service?

Criterion B: Access is easy

- Customers can reach the service without difficulty
- There are no physical or bureaucratic obstacles to access.

Criterion C: Access is at convenient times.

- Consideration has been given to customer needs
- Service has adapted to customer needs.

The Evaluator needs to investigate whether the service is serving the needs of all of its customers in this respect. If it is only open during normal working hours, can those at work use it without financial or other loss?

Criterion D: Access is enabled for those with special needs

- Consideration has been given to meeting the access needs of those with physical and mental impairment.
- Consideration has been given to the needs of ethnic minority communities
- Service is adapted to meet these needs.

Criterion E: Where possible, choice is offered

- Consideration has been given to the needs of customers who find it difficult to access the service e.g. remote communities
- Some provision has been made to meet customer need.

Criterion F: Access is affordable

- Costs/charges are set which are within the reach of all customers and potential customers
- Consideration has been given to the needs of the very poor.

Criterion G: Facilities meet customer needs

- Adequate waiting areas
- Convenience and refreshment availability
- Cleanliness and state of repair
- Joined up services/One Stop shops. Is everything connected with the provision of the service located in one place.

CRITICAL ELEMENT 3 COMPLAINTS & GRIEVANCE REDRESS

Criterion A: Complaints Procedure

- There is a written procedure
- Easily accessible, easy to use
- Procedure guarantees investigation and resolution
- Procedure has time limits for response
- Procedure identifies to whom complaints should be sent.

Criterion B: Complaints Officer/Desk

- Nominated complaints officer/ complaints desk
- Officer has sufficient authority to investigate and deal with complaints.

Criterion C: Staff Training

- Front-line staff have been trained to receive and handle complaints
- Guidance is issued
- Staff are empowered to deal with complaints at point of contact.

Criterion D: Complaints recorded and analysed

- A record is kept of all complaints
- The record includes details of timeliness and resolution
- Management carries out regular analysis of complaints received.

Criterion E: Action taken

- Action is taken to remedy the cause of justified complaints
- Action is effective.

DRIVER 2

TIMELINESS

WEIGHTING: 24%

This Driver is second only to Delivery in importance to customers. It indicates the dislike of customers of waiting for service

Basic considerations

- The Initial Wait
- The Overall Wait
- The number of times the customer had to contact the organisation to achieve service.

CRITICAL ELEMENT 1 STANDARDS & PRACTICE/PERFORMANCE

Criterion A: Set Standards for waiting times

- Standards are set for waiting times for initial service, which are challenging to achieve
- Standards are set for waiting times for any subsequent visit to receive service or for service to be delivered.

Criterion B: Monitor Standards

- A system exists to monitor waiting times
- Monitoring actually takes place
- The results are recorded.

Criterion C: Perform Well

- The organisation meets its waiting time standards
- There is independent confirmation of this
- The organisation compares well with other similar services.

CRITICAL ELEMENT 2 CUSTOMER FRIENDLINESS

Criterion A: Explain Delays

- Staff explain any delays beyond standard waiting times
- There is a reasonable explanation for delays, which are not a regular occurrence.

Criterion B: Provide prompt service

- Staff are attentive and are seen and perceived to provide a prompt service
- Management has worked out the busiest times of day and provided extra staff at these times
- Off-duty staff remain out of sight of customers.

Criterion C: Provide a predictable and reliable service

- Services are provided throughout the advertised times
- The full range of services is provided
- Customers are told of any foreseen interruptions to service and unforeseen interruptions are explained.

DRIVER 3 INFORMATION

WEIGHTING: 18%:

This indicates the importance of keeping customers informed and ensuring that they are consulted. Information needs to be a two-way process if the service is to satisfy its customers.

Basic Considerations

- Accuracy of Information
- Comprehensiveness
- Being kept informed about progress.

CRITICAL ELEMENT 1 INFORMATION

Criterion A: Publicise services and access

- The organisation publishes information on the full range of services provided
- The organisation gives full details of where and when services are provided
- Ensures information is available to all customers and potential customers by using a variety of information means.

Criterion B: Publicise Standards

- Standards for all major activities and for customer care are published in a Charter
- Information on standards is widely available to customers and potential customers
- Performance against standards is available on a regular basis at all service outlets.

Criterion C: Publicise Costs

- The cost to the customer of all services should be clearly displayed at all service outlets
- There should be no hidden costs to any customer.

Criterion D: Plain Language

- All information should be given in plain language, with a minimum of technical and legal jargon
- Customers should be asked to comment on this aspect.

Criterion E: Special Needs

- The organisation has considered the information requirements of those with physical or mental disabilities and those who do not speak or read English
- The organisation has adapted its information provision accordingly.

Criterion F: Review and Update

- Information is reviewed and updated on a regular basis.

CRITICAL ELEMENT 2
CUSTOMER FEEDBACK
Criterion A: Consultation takes place with Customers

- There is a plan for systematic consultation with customers
- Consultation takes place on a regular basis.

Criterion B: Variety of methods are used

- Consideration has been given to the most suitable ways of obtaining feedback from customers
- A variety of appropriate measures are used.

Criterion C: Comment is encouraged

- The organisation actively encourages comment on its services
- Facilities for comment are provided
- A nominated officer is responsible for collecting and collating comment.

Criterion D: Staff and Partners are consulted

- There is a system for capturing the views of staff and partners/co-providers
- There is evidence that the system is implemented.

Criterion E: Results of consultation are recorded and analysed

- An officer is nominated to collect and collate the feedback from customers, staff and partners
- The results are analysed and reported regularly to Management.

Criterion F: Results are published:

- There is systematic publishing of the results of comment

Criterion G: Consultation leads to improvement

- There is evidence that the organisation has responded to the results of consultation and adapted services accordingly
- Customers confirm that their comments are acted upon.

Criterion H: Consultation covers all customer groups including those with special needs

- The organisation has recognised its various customer groups
- Consultation is tailored to meet the needs of the various groups.

Criterion I: Customer satisfaction is regularly tested

- The organisation has planned and implemented customer satisfaction surveys
- Surveys cover all customer groups.

DRIVER 4
PROFESSIONALISM**WEIGHTING: 16%**

This emphasises the importance customers place on well-trained staff and the equality of service delivery.

CRITICAL ELEMENT 1
TRANSPARENCY
Criterion A: Payment Procedures

- Costs and payment procedures are clearly detailed at all service outlets
- Staff adhere to procedures and there are no hidden costs to the customer.

Criterion B: Appointment Procedures

- Appointment procedures are clearly detailed at all service

outlets

- Staff adhere to these procedures and do not give unfair preference to certain customers.

Criterion C: Staff identifiable

- All front-line staff wear name/appointment badges
- Staff use their names in telephone and written/electronic communications
- Offices and desks clearly indicate function and names of officials.

Criterion D: Organisation clearly explained

- An organisation chart is displayed at all service outlets
- Display names: person in charge, customer service and complaints officer.

Criterion E: Complaints are published

- A summary of complaints received over a certain period is published
- Details of action taken as a result of complaints are published.

Criterion F: Poor performance is explained

- The organisation explains the reasons for any poor performance
- Details of action taken to remedy poor performance are published.

Criterion G: Budget and expenditure are published

- Summary of budget and expenditure provided for the benefit of customers
- The results of audit are placed in the public domain.

Criterion A: Performance Management

- Performance targets are set for individuals and department
- Performance is monitored
- Action is taken to rectify poor performance.

Criterion B: Business and Improvement plans

- Business and improvement plans exist
- Plans are implemented
- Plans are revised and updated.

Criterion C: Staff Training

- Staff receive adequate training to fit them for their role
- Training includes customer care and complaints handling
- Refresher/update training is given
- A training record is maintained.

Criterion D: Staff Motivation

- Staff feel supported by Management
- Staff are encouraged to comment and make suggestions for service improvement
- There are incentives and rewards for good performance
- Poor performance is penalised
- A staff appraisal / career development system exists.

Criterion E: Cooperation with others

- The organisation recognises which other services and agencies it is dependent upon to deliver a full range of services to its customers
- The organisation recognises its effect on the delivery of services by others
- The organisation actively seeks partnerships to enhance the service given to customers. There are arrangements for the exchange of information and for consultation with partners.

CRITICAL ELEMENT 2: EFFICIENCY

Criterion F: Set and achieve targets

- There are overall targets set for the achievement of the business of the organisation These targets are largely met and variances are explained.

Criterion G: Service is improving

- The organisation is able to demonstrate that its services have improved over time
- Continuous improvement is the aim.

Criterion H: Customer perception

- Customers perceive that the organisation is efficient
- Customers confirm an improved service.

DRIVER 5**STAFF ATTITUDE****WEIGHTING: 12%**

This indicates that customers place an importance on how they are received and treated by staff

Basic considerations

- Polite and friendly staff
- How sympathetic staff were to customer needs.

CRITICAL ELEMENT 1**STAFF ATTITUDE****Criterion A: Customer care policy**

- The organisation has produced a customer care policy
- The policy is published and displayed
- The policy takes into account the needs of all customers.

Criterion B: Customer care training

- All staff have received customer care training
- There is written guidance for staff on aspects of customer

care.

Criterion C: Customer relations officer/desk

- There is a nominated customer relations officer
- The officer has sufficient authority to perform his/her function on behalf of the customer
- The officer is clearly identifiable.

Criterion D: Polite, friendly and attentive staff

- Staff are observed to be polite, friendly and attentive to customers
- Customers confirm.

Criterion E: Staff treat customers with sensitivity

- Staff recognise the need to preserve the privacy and dignity of customers
- Staff are observed to treat customers with sensitivity
- Suitable facilities for privacy are available.

Criterion F: All customers receive equal treatment

All customers receive the same level of service

- Consideration is given to the requirements of those with special needs.

Criterion G: Services are adapted to meet customer needs

- Consideration is given to the actual needs of customers rather than staff convenience and routine
- Services are adapted to meet these needs
Special needs are catered for.

Service Improvement Planning and Implementation

Introduction

A Service Improvement Plan (SIP) contains the details of all activities to be carried out, by indicating **time** and **resources** required in order to achieve new levels of performance and progress in line with the mission and vision of the Organisation.

Although it takes time to produce and implement, there are some interim measures which are fundamental to service improvement within a short timeframe referred to as 'Quick Fixes'.

Quick Fixes

Some of the practices and procedures that are fundamental to Service Improvement which can be implemented within a very short time frame are as itemised below:

- Have **standards** been set for the provision and delivery of the service?
If not, set them and publicise. Base them on what can be achieved without delay.
- Are there procedures for regular **consultation** with Customers, Staff and Stakeholders/Partners?
If not, introduce them.
- Is there a well publicised **complaints** procedure?
If not, produce one and train Staff.
- Is there a **Customer Care** Policy and Staff training?

If not, produce.

- Is **Customer satisfaction** tested?
If not, introduce a simple survey mechanism.
- Are there business and action or development **plans**, which include service improvements?
If not, make these inclusions mandatory.
- Is there a functional system of **performance management**?
If not, introduce one as a matter of urgency.
- Are **local Charters** produced?
If not, encourage the production based on what can be promised and realised within a short time.

Stages in SIP

The following stages are essential in the production of medium to long term Service improvement Plans:

1. **Assessment of the current state of service provision and delivery**– The Nodal Officer at this stage will have put himself/herself in the position of a Customer in order to find out those things that are currently good or bad about the service. In doing that, the following questions need to be asked and action is required if the answer is 'NO'.
 - Has a Charter been formulated and published?
 - Does it contain a Mission and a Vision Statement?
 - Does the Charter contain performance standards

for service provision and delivery?

- Is there a workable system for monitoring performance for all services?
- Are performance standards being met?
- Are vision standards being addressed?
- Are the constraints on performance identified?
- Is there any Customer feedback on performance?
- Are there policies/procedures in place that cover:
 - Consultation
 - Customer care
 - Complaints
 - Equal opportunities
 - Market research/Customer satisfaction
 - Performance Management
 - Budget and Anti-corruption controls?
- Are Staff offered training in the above?
- Are physical conditions conducive to good service provision and delivery?
 - Office equipment/machinery
 - Facilities
 - Buildings
- Do all service frontlines have proper establishment of adequate, qualified and well trained Staff?
- Do all service frontlines have adequate resources to achieve their mission?

2. Assessment of what needs to be done to achieve Charter standards/Vision standards

This stage involves the analysis of what needs to be done to achieve the performance promised in the

Charter and those indicated in the Vision.

If nothing significant is in place, initiate action in line with 'Quick Fixes' strategy.

3. Assessment of resources needed to implement the activities and actions needed to achieve performance to Charter and Vision standards

There may be need at this stage to get experts to do the analysis of the activities as well as the cost implication of each activity or action.

4. Prioritisation

Considering the dearth of resources to carry out all the activities simultaneously in an MDA, the need to prioritise becomes imperative. In this regard, if it's not feasible to get the opinions of the Customers on priority areas, the Nodal Officer should adopt the Customer viewpoint by first taking those activities that are most important and will make the greatest impact.

5. Assessment of timeframe needed to achieve improvements

It is important to make realistic assessments of how long particular improvements will take to materialise and deadlines should be set and progress reporting initiated.

6. Production of Draft Plan

Having assembled all the data as required in stages 1-5 above, it will be relatively easy to produce

a draft of the SIP to include the details for each area of activity that will require improvement e.g.:

- Area of improvement, such as Grievance Redress Mechanism
- Required improvements
- Responsibility for improvements
- Timeframe and deadlines for improvements
- Resources required/allocated
- Progress reporting arrangements
- Success criteria

As a prelude to the production of the final plan and

implementation, the draft copy needs to be circulated for people's observation and comments.

7. Plan implementation

Once the final version of SIP has been produced by an MDA, the first step of implementation is for the Service Frontlines to develop their own implementation plans. The next stage is to secure approval and release of resources to initiate action towards service improvement.

Thereafter, the MDA will proceed to implement the plan with monitoring, advice and guidance from the MSU.



Appendices





SERVICOM Charter Checklist

MINISTRY/DEPARTMENT/AGENCY:
LOCATION

CHECKLIST OF CONTENTS OF CHARTER: PLEASE TICK AS APPROPRIATE.

Serial number	Contents	Availability	
		Yes	No
i.	Introduction/background		
ii.	Mission Statement		
iii.	Vision Statement		
iv.	Details of Customers (May be included in Introduction)		
v.	Details of Service Provision and Delivery <ul style="list-style-type: none"> - Statement of Service to be provided as a right - Statement of the standards of service delivery to be expected - Statement of performance monitoring and publishing arrangements 		
vi.	Details of complaints/grievance mechanism		
vii.	Obligations/Expectations <ul style="list-style-type: none"> - Customers - Staff - Management - Federal/State authorities 		
viii. *	Indication of Stakeholders participation		
ix. *	Special Needs Provision		
x. *	Statement of Existing Limitations		
Date issued			
Date for review			
Checked by			

* Denotes optional item, which may not be applicable to all organisations



SERVICOM Charter Evaluation

Serial No	Content	Evaluation	Yes	No	Comments
i.	Clarity	a. Is the Charter easy to read and understand? b. Is it written in plain language? c. Is it concise and logical?			
ii	Realism	a. From your knowledge of the organization and discussions with the Nodal Officer, is the Charter realistic?			
iii	Introduction/ Background	a. Is the service described? b. Is the purpose of the Charter described? c. Are the customers identified? [This may be a separate entry]			
iv	Mission Statement	a. Is it clear that this is a mandate from the appropriate authority? b. Is the expected service provision indicated?			
v	Vision Statement	a. Does this contain a statement of long term goals for service provision and delivery? b. Is any timeframe attached?			
vi	Service Provision and Delivery	a. How clear is the statement of customer expectations? b. Do the standards of service provision and delivery include: - Services to be provided - prompt and courteous treatment - information and consultation - provision for those with special needs? c. Are there clear descriptions of performance monitoring and publishing arrangements?			
vii	Complaints/Grievance Mechanisms	a. Is there a clear explanation of these mechanisms? b. Does this explanation include who to complain to, time limits for response and available redress?			



viii	Obligations	a. Are there clear statements of what is expected of customers, staff, management and higher authority in order for effective services to be provided? b. Are these obligations reasonable?			
ix	Stakeholders Participation	a. Is this clearly described? b. Does it constitute an essential element in providing the service?			
x	Special Needs Provision	a. Is the organization particularly involved with serving those with special needs? b. Is there a specific commitment to provide services to meet these needs?			
xi	Existing Limitations	a. Is there a clear indication/explanation of how existing limitations and constraints affect the achievement of the Mission and Vision? b. Is this credible?			
xii	Overall Evaluation	a. Is this Charter fit to publish? b. If not, what are the essential ingredients that are missing?			

SIGNATURE SERVICOM OFFICER	DATE
SIGNATURE TEAM LEADER	DATE

CHARTER PUBLISHED	DATE
REVIEWED	DATE

You have the Right



To be Served Right

SERVICOM

SERVICE COMPACT WITH ALL NIGERIANS

www.servenigeria.com