SERVICOM Compliance Evaluation Report

Ensuring Citizen-Focused Service Delivery

University of Ibadan

Ibadan, Oyo State

October 26<sup>th</sup>, 2014
# Table of Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acronyms</td>
<td>3</td>
</tr>
<tr>
<td>Acknowledgement</td>
<td>4</td>
</tr>
<tr>
<td>Executive Summary</td>
<td>6</td>
</tr>
<tr>
<td><strong>1.0 Introduction</strong></td>
<td>9</td>
</tr>
<tr>
<td>1.1 SERVICOM Evaluation Index</td>
<td>9</td>
</tr>
<tr>
<td>1.2 Background on University of Ibadan (UI)</td>
<td>10</td>
</tr>
<tr>
<td>1.3 Mandate:</td>
<td>12</td>
</tr>
<tr>
<td>1.4 Vision:</td>
<td>12</td>
</tr>
<tr>
<td>1.5 Mission:</td>
<td>12</td>
</tr>
<tr>
<td>1.6 Objectives:</td>
<td>12</td>
</tr>
<tr>
<td>1.7 Structure of the Report</td>
<td>13</td>
</tr>
<tr>
<td><strong>2.0 Methodology</strong></td>
<td>14</td>
</tr>
<tr>
<td>2.1 Authorisations and Co-operation Sought</td>
<td>15</td>
</tr>
<tr>
<td>2.2 Discussions with Customers and Partners</td>
<td>15</td>
</tr>
<tr>
<td>2.3 Discussion with Management and Staff</td>
<td>15</td>
</tr>
<tr>
<td>2.4 Documents Review and Observation Checklist</td>
<td>16</td>
</tr>
<tr>
<td>2.5 Scoping and Mystery Shopping</td>
<td>17</td>
</tr>
<tr>
<td><strong>3.0 Results and Findings</strong></td>
<td>18</td>
</tr>
<tr>
<td>3.1 Results</td>
<td>18</td>
</tr>
<tr>
<td>3.2 Findings</td>
<td>19</td>
</tr>
<tr>
<td>3.2.1 Key Findings</td>
<td>19</td>
</tr>
<tr>
<td><strong>4.0 Recommendations and Next Steps</strong></td>
<td>22</td>
</tr>
<tr>
<td>4.1 Key Recommendations</td>
<td>22</td>
</tr>
<tr>
<td>4.2 Next steps</td>
<td>18</td>
</tr>
<tr>
<td><strong>5.0 Opportunities, Lessons and Challenges</strong></td>
<td>19</td>
</tr>
<tr>
<td>Acronyms</td>
<td>Explanation</td>
</tr>
<tr>
<td>------------------</td>
<td>--------------------------------------------------</td>
</tr>
<tr>
<td><strong>MDAs</strong></td>
<td>Ministries Departments and Agencies</td>
</tr>
<tr>
<td><strong>UCI</strong></td>
<td>University College Ibadan</td>
</tr>
<tr>
<td><strong>UI</strong></td>
<td>University of Ibadan</td>
</tr>
<tr>
<td><strong>MSU</strong></td>
<td>Ministerial SERVICOM Unit</td>
</tr>
<tr>
<td><strong>NO</strong></td>
<td>Nodal Officer</td>
</tr>
<tr>
<td><strong>FO</strong></td>
<td>Focal Officer</td>
</tr>
<tr>
<td><strong>SERVICOM</strong></td>
<td>Service Compact with all Nigeria</td>
</tr>
<tr>
<td><strong>VC</strong></td>
<td>Vice Chancellor</td>
</tr>
<tr>
<td><strong>DVC</strong></td>
<td>Deputy Vice Chancellor</td>
</tr>
<tr>
<td><strong>NUC</strong></td>
<td>National Universities Commission</td>
</tr>
<tr>
<td><strong>FME</strong></td>
<td>Federal Ministry of Education</td>
</tr>
<tr>
<td><strong>ES</strong></td>
<td>Executive Secretary</td>
</tr>
<tr>
<td><strong>PS</strong></td>
<td>Permanent Secretary</td>
</tr>
<tr>
<td><strong>DLC</strong></td>
<td>Distance Learning Centre</td>
</tr>
<tr>
<td><strong>UIRESDEV</strong></td>
<td>University of Ibadan Research and Dev. Fair</td>
</tr>
</tbody>
</table>
Acknowledgement

1. Malam Ibrahim Shekarau  Honourable Minister, Fed. Min. of Education
2. Prof. Viola Adaku Onwuliri  Honourable Minister of State, Fed. Min. of Education
3. Dr. McJohn N. Onyekwere  Permanent Secretary Fed. Min. of Education
4. Prof. I.F. Adewole  Vice Chancellor
5. Prof. E. A. Aiyelari  Deputy Vice Chancellor Administration
6. Prof. A.I Olayinka  Deputy Vice Chancellor Academics
7. Prof. A. R. A. Alada  Dean of Students
8. Prof. Oluwatoyin Odeku  Focal Officer, SERVICOM Univ. of Ibadan
9. Dr. O. Akingbola  Director University Health Service
10. Mr. O. I. Olukoya  Registrar
11. Mr. I. O. Aponmade  Bursar
12. Dr. B. A. Oladele.  Librarian
13. Dr. Sodeke  SERVICOM Team
14. Dr. A.S. Ajala  SERVICOM Team
15. Dr. A. A. Bakare  SERVICOM Team
16. Dr. Adeola O. Olajide  SERVICOM Team
17. Barr. A. A Agbaje  
SERVICOM Team

18. Mr. B. Akinremi  
SERVICOM Team

19. Mr. O.A. Ojelabi  
SERVICOM Team

20. Engr. A. O Ojedebe  
SERVICOM Team

21. Mrs Monsurat B. Adewale  
SERVICOM Team

22. Mr B. O. Owoyomi  
SERVICOM Team

23. Mr O. O. Odu  
SERVICOM Team

24. Mr Arinola  
SERVICOM Team

25. Mrs. Abimbola Okoilu Miro  
Rep. CSO
Executive Summary

Date of Evaluation: 26th October, 2014

Score: 2.6 out of 4 (65%)

Ranking: Star (***)

Description: Acceptable

Findings:

Strengths:

- The University has in place CCTV cameras covering critical locations on campus and modern security gadgets, Hilux patrol vehicles and motor bikes and 500 well trained security staff which has drastically reduced crime on the campus
- Students commend the University’s fair, credible and unbiased admission process which has greatly enhanced confidence in the system
- Introduction of student/work study scheme to financially assist indigent students while on campus
- The process of students evaluating the performance of lecturers is also very commendable

Weaknesses:

- There is no evidence to show that consultations with the different customer groups and stakeholders are regularly carried out, documented, reviewed and reported to Management for improvement of service
- Customer satisfaction surveys are not carried out on all customer groups to gauge the perception of the different customer groups on the quality of services provided by the University of Ibadan.
- The awareness level of SERVICOM is low among students as such students are not aware of where to go for remedial action when service fails
• Performance Targets are not set for staff in most of the Departments. This makes it difficult to measure the performance and effectiveness of individual staff in service delivery
• key services provided in the University’s service charter have no service standards and timelines attached to them to let the customers know how long it takes to access services at service windows within the campus
• There is low level of awareness of the existence of a service charter among staff and students of the University of Ibadan, which shows that the content of the service charter i.e. service standards and timelines are not being adhered to.
• There is no evidence to show that the University holds an all-encompassing stakeholders meeting made up of different customer groups, partners, student’s representatives and staff of the University to enable key stakeholders deliberate on issues of service improvement in the University.

Recommendations:

• Regular consultations should be conducted with the different customer groups and the report reviewed and submitted to Management. This will enable management know the needs and expectations of the different customer groups as well as for service improvement purposes
• Customer satisfaction survey should be conducted periodically on all customer groups. This will enable the University of Ibadan gauge the perception of the different customer groups on the quality of services provided and highlight areas that need improvement.
• University of Ibadan should intensify its sensitization and awareness campaign programme through the SERVICOM Unit to enable students realize that they can complain in case there is service failure
• Performance Targets should be jointly set and agreed with all staff in all Departments in the University. This will make it easy to measure the overall directorates/departmental performance and that of individual staff towards achieving the corporate objective of University of Ibadan.
• While reviewing the Service Charter of the University, key services provided should have service standards and timelines attached to them.
• The Universities service Charter should be widely circulated and displayed at strategic service points for the benefit of both staff and customers for awareness on the services provided and set standards guiding service delivery.

• The University should create a stakeholders meeting made up of different customer groups, partners and staff of the University to enable key stakeholders meet regularly to discuss and agree on their roles and responsibilities in ensuring effective, efficient and timely service delivery in the University.

Conclusion
The SERVICOM index awarded to University of Ibadan is **2.6 out of 4.0 (65%)** which represents Three Star (***), and indicates ‘Acceptable’ service delivery. Although this is still far from praiseworthy, it is our belief that the University of Ibadan would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.
1.0 Introduction

The ultimate purpose of any legitimate government is to serve citizens. Citizens are served through the provision of services, which are intended to make positive changes on the life and situation of the citizens. Such services are provided through MDAs, which are allocated the human, financial, material and other resources for the purpose. For the purpose of ensuring accountability and citizens’ right to quality and effective service is not only respected but also enhanced government has renewed its commitment to evaluating MDA performance against their Service Charter.

In this regard, government has strengthened the main service evaluation agency the SERVICOM to support MDAs in developing and implementing Service Charter. Government has also empowered SERVICOM to evaluate the performance of MDAs and report to it. The mandate of SERVICOM issued to it by Federal Executive Council in a circular Ref. No. CM.260/S.2/T.2/23 of 29th November, 2012.

1. To coordinate efforts by MDAs to formulate and implement Service Charters;

2. Regularly monitor and report to His Excellency, the President on the progress made by each MDA in performing their obligations under their Charters;

3. To carry out independent surveys of the services provided to citizens by the MDAs, their adequacy, their timeliness, customer satisfaction and widely publicize the results to keep citizens fully informed;

4. To heighten public awareness of the damaging effects of service failure to the Nigerian society and social structures;

5. To promote attitudes by which citizens would recognise the need to challenge service failure as their civil rights as well as responsibility.

1.1 SERVICOM Evaluation Index

There is a subsisting presidential directive in circular, Ref. No. SGF.19/S.48/C.2/296
of 27th June 2005 that all MDAs be evaluated for compliance with the SERVICOM Index. The Index measures the performance of an MDA or service window against six dimensions, which are weighted according to their importance on the implementation of Service Charter. These dimensions are:

- Policy Commitment – 10%
- Service Delivery – 25%
- Customer – 20%
- Organizational Effectiveness – 20%
- Accountability – 15%
- Innovation – 10%

1.2 Background on University of Ibadan (UI)

The University of Ibadan started off as University College, Ibadan (UCI) in 1948, as a college of the University of London. It became a full-fledged University in 1962. The University which occupies a land area of 1,032 hectares began with 104 students in three faculties in January 1948. As at 2013, the University has produced over 150,000 graduates from thirteen faculties in over 120 undergraduate and post graduate programmes. At the Undergraduate level, the University is committed to the national enrolment policy of 60:40 ratio in favour of science-based disciplines while pursuing its goal of 60:40 post graduate to undergraduate admission ratio. Apart from her strategic position as a major provider of higher education in Nigeria.

The University has over the years invested significantly in the development of its human capital, through sponsorship to International conferences and post graduate training, for quality teaching and cutting-edge research.

The University of Ibadan has the following Departments, Faculties and Institutes

- Agriculture and Forestry
- Arts
- Basic Medical Sciences
- Clinical Sciences
- Dentistry
- Education
- Law
- Pharmacy
- Public Health
- Science
- The Social Sciences
- Technology
- Veterinary Medicine
- Institute of Education
- Institute of African studies
- African Regional Centre for Information Science
- Centre for Peace And Conflict Studies
- Centre for Sustainable Development
- Centre for Petroleum, Energy, Economics and Law
- Institute of Child Health
- Centre for Child and Adolescent Health
- Institute of Advance Medical Research and Training

The University also has the following Institutions affiliated to it and a management board to oversee the affairs of the colleges with the Deputy Vice Chancellor (Academic) as Chairman of the board.

- Bigard Memorial Institute, Enugu
- Saint Augustine College of Education, Akoka
- Osun State College of Education Ilesa
- Federal College of Education (Special) Oyo
- Federal College of Education Okene
- Federal College of Education Osiele, Abeokuta
- Baptist Theological Seminary Ogbomoso
• Immanuel College of Theology, Ibadan
• S.S Peter and Paul Seminary Bodija, Ibadan

1.3 Mandate:
It shall be the general function of the University of Ibadan to encourage the advancement of learning throughout Nigeria and to hold out to all persons, without dysfunction of race, creed or sex the opportunity of acquiring a liberal education and for the purpose of carrying out that function; it shall be the duty of the University so far as its resources permit.

• To provide such facilities for the pursuit of learning and acquisition of a liberal education as are appropriate for a University of highest standing.
• To make those facilities available on proper terms to such persons as are equipped to benefit from the use of facilities.

1.4 Vision:
To be a world class institution for academic excellence geared towards meeting societal needs.

1.5 Mission:
• To expand the frontiers of knowledge through the provision of excellent condition for learning and research.
• To produce graduates who are worthy in character and sound judgement.
• To contribute to the transformation of the society through creativity and innovation.
• To serve as dynamic custodian of society’s salutary values and thus sustain its integrity.

1.6 Objectives:
The overall objective of SERVICOM Compliance Evaluation is to ensure citizen-focused service delivery in MDAs. The specific objectives include identifying gaps in service delivery and making recommendations to MDAs to improve customer satisfaction and accountability.
1.7 Structure of the Report

This report is structured into six (6) sections namely:

i. **Introduction**: This section highlights the purpose and mandate of SERVICOM, the SERVICOM Index, the background and mandate of University of Ibadan, list of the evaluated service windows and the objectives of the evaluation.

ii. **Methodology**: This section discusses the rationale for the selection of University of Ibadan for evaluation and details of the processes followed in the evaluation.

iii. **Results and Findings**: Provides details of the scores generated through data analysis and the findings are presented based on the six dimensions.

iv. **Recommendations and Next Steps**: Presents recommendations based on the findings identified in section three (iii). The section further proposes short and medium term actions to be taken to remedy the identified weaknesses.

v. **Opportunities, Lessons and Challenges**: This section highlights the opportunities for change and reform in University of Ibadan to improve service delivery, the lessons learnt and challenges faced during the evaluation exercise.

vi. **Annexes**: This section presents additional documents and data used during the University of Ibadan evaluation exercise.
2.0 Methodology

The University of Ibadan was selected for compliance with the SERVICOM Index from 22nd – 26th October, 2014. The University was selected as a result of:

- The Presidential Directive that all Government Ministries, Departments and Agencies (MDAs) be evaluated for SERVICOM Compliance and accountability
- To ascertain the actual state of services provided to the public
- The service is a necessity and thus has a high level of customer interface

Evidence was gathered at the service windows evaluated through customer interviews, discussions with management, discussions with staff, discussions with partners (some of which are – First bank Nigeria Limited, Contractors of the University, review of key documents and general observations.

Services are provided to citizens by **University of Ibadan** through several Service Windows, namely:

1. Departments, Faculties and Institutes
2. Admissions office
3. Health Services (Clinic)
4. Academics
5. Exam/Records
6. Student Affairs
7. Security
8. Accommodation
9. Library
10. Registrar’s Office
11. Bursary

The following service windows were selected for evaluation:

1. Admissions office
2. Health Services (Clinic)
3. Academics
4. Exam/Records
5. Student Affairs
6. Security
7. Accommodation
8. Library
9. Registrar’s Office
10. Bursary

2.1 Authorisations and Co-operation Sought
To carry out this evaluation, SERVICOM Office wrote to the Honourable Minister, Federal Ministry of Education, and copied the Executive Secretary of National Universities Commission the supervising MDA of University of Ibadan, informing him of the SERVICOM Mandate, dates, number of days and the purpose of the Compliance evaluation.

2.2 Discussions with Customers and Partners
Several customers and partners of the MDA were selected and interviewed. The customers were asked questions on their perception of quality, value of service and whether services meet their expectations. For example, the customers were asked [Did the MDA provide you with information on how to make complaints when necessary?]. Partners of the University of Ibadan were also interviewed. Among the questions the partners were asked are: [Has University of Ibadan made arrangement for consultation with your Organization?].

2.3 Discussion with Management and Staff
Separate interviews were held with the Management and Staff of University of Ibadan. The interview for the management staff centres on Policy Commitment, Service and Organizational Effectiveness. Discussion with staff also focuses on service delivery. In addition, staff were asked questions on innovation and treatment of customers. Specific questions for management include; “Does the MDA regularly conduct internal performance evaluation and are these reviewed at appropriate
meetings by management?” Staff, on the other hand, were asked; “What evidence exists to show that it is a practice in University of Ibadan to provide explanation to customers for delays that are not a regular occurrence?”.  

2.4 Documents Review and Observation Checklist  

Several documents were reviewed as evidence to support discussions with management and staff. A list of required documents was sent to the University of Ibadan two weeks before the evaluation. Some of the documents requested for include:  

   a. The Service Charter of University of Ibadan,  
   b. Evidence of consultation with stakeholders,  
   c. Performance Contract Documents;  
   d. University of Ibadan Strategic Plan,  
   e. Training list,  
   f. Annual Report  
   g. Customer Care Policy,  
   h. Financial & Audit Report  
   i. Customer Increase/decrease and Satisfaction Surveys,  
   j. Record of Staff Training, etc.  

Some of the documents reviewed are as follows:  

   i. University of Ibadan service charter  
   ii. University of Ibadan annual reports (2012 – 2014)  
   iii. Internationalisation strategic plan (2009 – 2014)  
   iv. Staff and student handbook  
   v. Strategic Plan (2009 -2014 )  

A checklist of items and issues to be observed during the evaluation was also prepared. Among the issues to be observed are:
a. Clear directional signs and signage,
b. Reception area,
c. Access needs for the physically challenged,
d. Available convenience and its accessibility by customers

e. Facilities for comments and suggestions,
f. Use of names tags by staff,
g. Displayed time to access service,
h. Quality of information available for stakeholders including those with special needs and vulnerable groups, etc.

2.5 Scoping and Mystery Shopping

A letter was sent to the National Universities Commission intimating it about the intended evaluation. As part of the scoping process series of meetings were held with the Nodal Officer of NUC ahead of the evaluation where details of the exercise were discussed.
3.0 Results and Findings

3.1 Results
The table below summarises the results of evaluation which was calculated as an average score of the six (6) dimensions, based on a scale of 0 – 4 weightings for each indicator. The overall score for University of Ibadan is: 2.6 out of 4 which is 65% as detailed in the Table below:

<table>
<thead>
<tr>
<th>Composite score for University of Ibadan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Overall Index score</td>
</tr>
<tr>
<td>Policy Commitment</td>
</tr>
<tr>
<td>Mandate &amp; other Policy Documents</td>
</tr>
<tr>
<td>Budgetary Allocation and Release</td>
</tr>
</tbody>
</table>

| The Service                              | 2.5 |
| Service Offer                            | 3.0 |
| Service Standard                         | 2.6 |
| Service Experience                       | 2.0 |
| Staff Attitude                           | 2.7 |
| Reward and Measurement Systems           | 2.0 |
| Staff Orientation                        | 2.5 |
| Staff Relationships                      | 3.0 |

| The Customer                             | 2.8 |
| Perceived Quality                        | 3.0 |
| Perceived Value                          | 3.5 |
| Expectation                              | 2.0 |

| Organizational Effectiveness             | 2.3 |
| Structure and Positions                  | 2.5 |
| Processes                                | 1.3 |
| Management Style                         | 3.0 |
3.2 Findings
The findings presented in this section comprise of an Index score and observations on the quality of service delivery found at the service window.

3.2.1 Key Findings

Policy Commitment
- The Performance Contract signed by the President and Ministers has not been signed with relevant Parastatals of the Federal Ministry of Education and Universities as a key driver to guide the operations of University of Ibadan towards achieving the University’s mandate in line with the Transformation agenda of Mr. President.
- There is a no proof to show that the National Universities Commission has put in place key performance indicators for agreed with Universities to help them prioritise their activities.

The Service
- Summary of complaints received and actions taken over a period of time is not analyzed and published for the benefit of the customers to assure them that their complaints are being handled.
• The Service Charter of the University does not contain service standards and timelines; Thus it does not guide customers’ expectations on how long they need to wait to receive service

• Most staff are not aware of the existence of the University of Ibadan’s Service Charter and SERVICOM principles, this affects service delivery level to the customers

• On a visit to the records department evaluators discovered that the offices were in total darkness and students had to pay repeat visits to collect their transcripts.

• It was perceived that the staff of the records department were unfriendly and not responsive to customer needs.

• Student’s complained that the University’s website is not regularly updated for their information purpose

• There is no adequate waiting area for visitors when they come to receive service either in the academic area or the hostels; waiting areas in some hostels have been converted to offices for porters or locked up.

• The University of Ibadan does not have mechanism in place to monitor and ensure that all files are treated within the specific timeline to ensure efficiency and timely treatment of documents

• Names and staff designations are not placed on doors to guide customers to the different service points; this will make access to service cumbersome for customers

• Most staff are not aware of the existence of the Universities Service Charter and its content; thus are not properly guided by service standards and the processes of service delivery

• Not all customer groups are consulted on the issues of service delivery in the University.

The Customer

• Customer satisfaction survey to gauge the perception of the customers on the quality of services provided by the University of Ibadan does not cover all customer groups.

• It was gathered that the University does not hold town hall meetings with its various customer groups and stakeholders especially landlords in the
neighbouring communities to discuss issues that concern the welfare of their customers and their level of customer satisfaction.

- There is a low-level of awareness among the students on the service delivery initiative as such students are not aware that they could complain in case there is service failure.

**Organizational Effectiveness**

- Performance Targets are not set for staff in most of the Departments. This makes it difficult to measure the performance and effectiveness of individual staff in service delivery.

- There is no timeline for the processing of file and document by the various departments to monitor process of service delivery.

**Accountability**

- The University has not taken into consideration the information requirements of students with special needs especially those who are visually impaired as there was no information in braille sighted during the evaluation. The department for special education had only one braille embosser and not enough space to move around for students with special needs.

**Innovation**

- Evidence was not provided to show that feedback from customers and stakeholders are used to revise service standards and other performance benchmarks.

- There is no evidence to show that peer review is used to share lessons, challenges or used to set new benchmarks in the year under review.
4.0 Recommendations and Next Steps

4.1 Key Recommendations

Policy Commitment

- The University of Ibadan should in collaboration with the National Universities Commission develop and sign the Performance Contract of the Federal Government to key into the transformation agenda of Government
- The National Universities Commission should put in place standard key performance indicators for Universities to help them prioritise their activities; This will enable the University of Ibadan measure its performance in relation to the set KPIs over a period of time

The Service

- Summary of complaints received and actions taken on justified complaints should be periodically analysed, published for the benefit of different customer groups and report submitted to Management for service improvement.
- The University of Ibadan when reviewing its Service Charter should include, service standard and timelines for services provided.
- The Charter should be produced, widely circulated and displayed at strategic service points for the benefit of both staff and customers
- The management should find a convenient and adequate office accommodation for the records department in order to meet the timeline set for the collection of transcript
- Staff of the record department should be trained on customer care to improve their level of customer sensitivity
- The University Website should be updated regularly with activities and new development within the University to meet the information requirement of visitors to the site
- The University should provide comfortable waiting area for visitors when they come to receive service either in the academic area or the hostels; to improve visitors reception experience
• Names and staff designations should be placed on doors to guide customers to the different service points to ensure easy access to service.

• All categories of staff should be sensitized on Service Charter and SERVICOM principles; this will bring about improved customer care and efficient service delivery to the various customer groups.

• The University of Ibadan should make it a priority to monitor and ensure that all files are treated within the specific timeframe by properly tracking file movement from one office to another to ensure efficiency and timely treatment of documents.

• Regular consultations should be conducted with the different customer groups and the report reviewed and submitted to Management. This will enable management know the needs and expectations of the different customer groups as well as for service improvement purposes.

The Customer

• Customer satisfaction survey should be conducted periodically on all customer groups. This will enable the University gauge the perception of the different customer groups on the quality of service provided and highlight areas for improvement.

• The University should create a stakeholders meeting made up of different customer groups, partners and staff of the University to enable key stakeholders especially landlords meet regularly to discuss and agree on their roles and responsibilities in ensuring effective, efficient and timely service delivery in the University (it will be a better idea if the University can provide accommodation for all students).

• The University of Ibadan should intensify its sensitization and awareness programme through the SERVICOM Unit to enable students realize that they can complain in case there is service failure.

Organizational Effectiveness

• Performance Targets should be jointly set and agreed with all staff in all Faculties, Departments and Institutes. This will make it easy to measure the overall Faculties, Departments and Institutes performance and that of
individual staff towards achieving the corporate objective of the University of Ibadan

- A mechanism should be put in place to monitor the process of staff treatment of files and documents for timely service delivery.

**Accountability**

- The University should take into consideration the information requirements of students with special needs especially those who are visually impaired with pictorial displays and braille

**Innovation**

- Feedback from customers should be recorded and reported to management and used to revise standards and other performance benchmarks. This will ensure customer-driven service improvement
- The University should use its peer review mechanism to set new and challenging benchmarks to better enhance best practice in the University system

**4.2 Next steps**

Although the question of how these recommendations might best be implemented is a management issue for the University of Ibadan, SERVICOM Office through the SERVICOM Institute will work with the management of the University of Ibadan and its SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.
5.0 Opportunities, Lessons and Challenges

Opportunities
- If the University enhance its peer review mechanism, it will not only bring about the needed synergy among its stakeholders but also introduce best practice into the University system.

Lessons
- The early despatch of letter and regular communication between the management team of University of Ibadan and the SERVICOM Office made the evaluation process easier for the evaluators.

Challenges
- The Evaluation team did not face challenges on the field as the management of University of Ibadan gave the team all the support and cooperation required.
- The evaluation team to Ibadan was not accompanied by staff of the National Universities Commission and the Federal Ministry of Education as was with previous evaluations. The Federal Ministry of Education did not get the approval of management of the ministry to go for the evaluation with the SERVICOM Team.