

**SERVICOM Compliance Evaluation Report  
of:**

**Federal Airport Authority of Nigeria (FAAN)  
Nnamdi Azikwe International Airports,  
Abuja, FCT**

April, 2018

# EXECUTIVE SUMMARY

## Executive Summary

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**Date of Evaluation:** April 4 . 6, 2018

**Score:** 2.1 out of 4 (52.5%)

**Ranking:** Star (\*\*)

**Description:** Fair

**Strengths:**

- Staff are attentive, polite and were seen to provide prompt services to customers
- Costs of services e.g toll gates charges, cargo charges, car park charges etc are clearly detailed in appropriate service outlets for the benefit of customers. This drastically reduces incidence of hidden charges to customers
- Staff are observed to treat customers with sensitivity by providing wheel chairs for the weak, lounge for the elderly and pregnant women and clinic for the sick etc. This shows responsiveness in the needs of all categories of customers
- FAAN seeks active support and collaboration with other organizations it partners with to deliver effective service e.g National Airspace Management Agency (NAMA), Nigerian Civil Aviation Authority (NCAA), Nigerian Aviation Handling Company (NAHCO) etc and other security Agencies like Nigeria Immigration Service (NIS) Customs, etc
- The Customer Service/SERVICOM Desk are located in all the Terminals in Abuja Airports, thus have direct interaction with the passengers and offer help to them when the need arises
- The Organization has made provision for customers' comments and complaints. The comments and complaints are recorded and reported on daily basis to the management for immediate action and resolution. This shows that the opinion of customers are harvested for improved service delivery
- All staff were seen putting on their identification cards/name tags. This is for easy identification of staff and distinguish them from visitors
- The Authority conducted Customer Satisfaction Survey to feel the pulse of the citizens and in order to improve on services delivery processes
- The Abuja Airport compares well with other international Airports both within and outside the country as they were recently certified by International Civil Aviation Organization (ICAO) and voted most improved International Airport of the year by Nigeria Aviation Award Committee in year 2017

**Weaknesses:**

- It was observed that conveniences were not adequate at both terminals during the evaluation as customers were seen in queues waiting to use the toilet facilities, this reduces customers reception experience, particularly when nature calls
- The X-ray screening machines at the checking points were obsolete. For example, the equipment have single view instead of dual views (both posterior and lateral view) of the items that passed through them, this causes delay experienced by the customers
- The facilities like escalators, lifts and conveyor belts of both International and Domestic Airports were obsolete and in the state of disrepair, hence customers were delayed and stressed up while accessing service
- The cooling and lightning systems within the terminals were not adequate. Terminals were not brightly illuminated and passengers were seen sweating and fanning themselves which shows that the Authority is not sensitive to the plight of its customers
- Cargo warehouse in the International wing of the Airport was small and not adequate to meet the high number of cargos received
- At the time of evaluation, only one (1) bank was operating within the Airport, this created hardship for customers that needed to effect payment on some of the airport charges e.g cargo charges
- Most customers complained bitterly on the non-professional announcement style of the Airport Authority of not being clear and audible enough, especially at Terminal D. This resulted to some passenger missing their flights
- There was no flight information display system (FIDS) at the domestic wing to disseminate information especially on departure schedule
- Comments and complaints received from customers are not analysed and publicised by the Abuja Airport Management. This does not give customers the confidence that their comments and complaints are acted upon

### **Recommendations:**

- FAAN Management should build more/sufficient number and well-kept conveniences/toilets for the usage of customers when in need. This would enhance reception experiences of passengers
- Modern dual view X ray screening machines should be purchased to replace the current ones. This will drastically reduce delays experienced by the customers at the checking points
- Facilities like escalators, lifts and conveyor belts should be replaced/repared in order to ease the stress experienced by customers in using the staircase and unnecessary delay at the luggage sections
- The cooling system should be repaired and upgraded to chillier. Also lightning systems within the terminals should be refurbished for the comfort of the customers

- Expansion of Cargo warehouse with modern facilities and befitting offices should be carried out in order to meet the high number of cargos received and increase the revenue generated for the Federal Government
- More banks should be encouraged to set up their businesses within the Airport premises to facilitate easy payment of charges by the customers.
- The announcement on the flight departure and arrival time should be more audible and clear for the benefit of customers. Use of indigenous languages to enhance more understanding of information is also suggested. This will eliminate incidences of passengers missing their flights due to muddled up of information passed
- Flight Information Display Systems (FIDS) should be installed in all the terminals for easy assimilation of current information given to customers
- Summary of comments and complaints received from customers should be analyzed and publicized in FAAN news track, Annual report etc. This would give passengers confidence that their comments and complaints are acted upon towards service improvements.

### **Conclusion:**

The SERVICOM Index awarded to Nnamdi Azikwe International and Domestic Airports, Abuja, is **2.1 out of 4 (52.5%)** which represents **Two Star (\*\*)** and indicates '**Fair Service**'. Although this is still far from praiseworthy, it is our belief that Nnamdi Azikwe Airport, Abuja would achieve continuous improvement on the quality of service delivered to the citizens if the foregoing suggestions are faithfully implemented.

# MAIN REPORT

## 1.0 Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of the Nnamdi Azikwe International and Domestic Airports, Abuja. Compliance has been measured against the SERVICOM Index, a yardstick for measuring the quality of service as delivered by Government through its various Ministries, Departments and Agencies.

The SERVICOM Index is predicated on the facts that:

- The ultimate purpose of governance is to serve citizens
- Citizens have the right to be served right
- Service is well delivered only when citizens are satisfied; and
- The Federal Government is committed to the provisions of SERVICOM (Service Compact with All Nigerians) as a programme to improve service delivery throughout the country

Customer satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that customer satisfaction is broadly driven by several drivers, listed below. The selected service windows of FAAN have been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations. The overall Index score for FAAN has been calculated as a weighted average of the composite scores evaluated for each driver. The weight of importance attached to each driver is as follows:

- Service Delivery . 30%
- Timeliness . 24%
- Information . 18%
- Professionalism . 16%
- Staff Attitude . 12%

## 2.0 Acknowledgement

We acknowledge the co-operation of the following for their contributions in the course of the evaluation exercise.

1. Hon. Chibuike Amaechi Minister, Federal ministry of Transportation
2. Sen. Hadi Sirika Hon. Minister of State, Aviation
3. Alhaji Sabiu Zakari Permanent Secretary, Federal Ministry of Transportation
4. Engineer Saleh Dunoma Managing Director/Chief Executive, FAAN
5. Mr Sani M. L. Regional General Manager/Airport Manager
6. Mrs. Hajara Musa International Terminal Manager, Nnamdi Azikwe Airport
7. Mr. Kerri Emmanuel Domestic Terminal Manager, Nnamdi Azikwe

8. Mrs Binta Audu-Bida      Hajj & Cargo Terminal Manager
8. Mr. Adekola A. Johnson      General Manager, SERVICOM Department, NCAA
9. Mrs. Nanko N.Rindaps      HOD Customer Service/SERVICOM Department, NAIA
10. Mrs. Olutola V. Yetunde      SERVICOM Unit Staff, Federal Ministry of Transportation

### **3.0 Terms of Reference**

FAAN was selected for evaluation following a presidential directive that all government Ministries, Departments and Agencies (MDAs) be evaluated for SERVICOM Compliance.

The mandate of the SERVICOM Compliance Evaluation team is to identify those areas or actions that can bring immediate or urgent improvement in services to citizens.

#### **3.1. Background of FAAN**

The Federal Airports Authority of Nigeria, a Parastatal of the Federal Ministry of Transportation (Aviation Sector), is vested with the responsibilities of developing a profitable management of customer-centric airports facilities for safe, secure and efficient carriage of passengers and goods at world class standard. The Authority was first established by Decree 45 of 1976 and was then known as Nigerian Airports Authority (NAA) and later had its functions re-aligned by Decree No.9 of 1996.

### **4.0 Methodology**

Federal Airports Authority of Nigeria (FAAN) the Nnamdi Azikwe Airport International and Domestic Airports are located in Abuja, FCT. FAAN is a service organization statutorily charged to manage all Commercial Airports in Nigeria and provide service to both passenger and airlines. It generates revenue from both Aeronautical and Non-Aeronautical activities and provides services through several key Directorates and Departments as follow:

- a. Directorate of Airports Operations
- b. Directorate of Commercial Service and Business Development
- c. Directorate of Aviation Security
- d. Customer Service Department
- e. Environmental Department
- f. Mechanical Department
- g. Human Resources Department, etc



FAAN, through its Directorates and Departments provide the following services to passengers and airlines:

- a. Provide safe environment for air transportation
- b. Provide accommodation and other facilities for effective handling of passengers and freight
- c. Develop and provide facilities for ground transportation
- d. Provide commercial services through concessionaires
- e. Prohibit installation of any structure which by virtue of its high position is considered to endanger the safety of air navigation
- f. Provide adequate conditions under which passengers and goods may be carried by air and under which aircraft may be used for other gainful purposes
- g. Charge for service provided by the Authority at airports
- h. Provide adequate facilities and Personnel for effective security at all airports, etc.

The service windows of FAAN vary significantly. To get a good representation, we considered that we should inspect service windows that vary in:

- Have high, medium or low volume of customers
- Provide full or limited range of essential services

Therefore FAAN Nnamdi Azikwe Airport International and Domestic Airports was selected for evaluation in order to assess its '**passenger service experience from entry to exit**'.

The SERVICOM team for this evaluation consisted of Two SERVICOM Officers, One MSU staff of the SERVICOM Unit in the Federal Ministry of Transportation, Two staff from FAAN, Headquarters, a staff of FAAN, Maiduguri and a Staff of Nigerian Civil Aviation Authority of Nigeria, Headquarters as observers.

Evidence was gathered at the service windows through Customer Interviews, discussions with staff and partners, review of key documents and general observations.

### **Other customers, staff or documents consulted**

Evidence was gathered at the service window through Customer Interviews, discussions with staff and partners, review of key documents and general observations. Given the peculiar nature of the services provided by FAAN, it was also important to evaluate further evidence by administering questionnaires and conducting interviews with its partners which included Nigerian Immigration Service (NIS), Nigerian Customs Service and Nigerian Aviation Handling Company (NAHCO) Authority. The website of SERVICOM office: [www.servenigeria.com](http://www.servenigeria.com) and FAAN website: [www.faan.gov.ng](http://www.faan.gov.ng) were also used for the research.

The key documents reviewed include:

- Service Charter
- Standard Operation Procedures
- FAAN News Track
- 2017-2019 FAAN Strategic Plan
- Financial & Audit Report
- FAAN 2014 Annual Report
- Records of Training
- Minutes of meetings with staff and stakeholders
- Minutes of staff meeting FAAN NAIA Abuja
- Report Logs

**5.0** The findings presented in this section comprise of an Index score, observations on the quality of service delivery found at the several service windows

### 5.1 Index Score

The table below summarises the result of the evaluation of the service windows. Based on the evaluation, we have calculated score for FAAN Nnamdi Azikwe International and Domestic Airports Abuja. The overall index score awarded to Nnamdi Azikwe International and Domestic Airports Abuja is: **2.1 out of 4 (52.5%) Description: Fair**

	Score for FAAN Nnamdi Azikwe International and Domestic Airports Abuja
<b>Overall Index score</b>	<b>2.1</b>
<b>Service Delivery</b>	<b>2.2</b>
1 - Standards & practices / performance	2.3
2 . Reception experience	2.1
3 - Complaints & grievance redress	2.1
<b>Timeliness</b>	<b>2.0</b>
1 . Standards & practice/performance	2.0
2 . Customer friendliness	2.0
<b>Information</b>	<b>1.9</b>
1 . Information	1.7
2 - Customer feedback	2.1
<b>Professionalism</b>	<b>2.0</b>
1 . Transparency	1.8
2 . Efficiency	2.2
<b>Staff Attitude</b>	<b>2.3</b>

\* All decimal points are rounded up to 1

## 5.2 Key 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:

### 5.3.1 Service Delivery

- It was observed that conveniences were not adequate at both terminals during the evaluation as customers were seen in queues waiting to use the toilet facilities, this reduces customers reception experience, particularly when nature calls
- The X-ray screening machines at the checking points were obsolete. For example, the equipment have single view instead of dual views (both posterior and lateral view) of the items that passed through them, this causes delay experienced by the customers
- The facilities like escalators, lifts and conveyor belts of both International and Domestic Airports were obsolete and in the state of disrepair, hence customers were delayed and stressed up while accessing service
- The cooling and lightning systems within the terminals were not adequate. Terminals were not brightly illuminated and passengers were seen sweating and fanning themselves which shows that the Authority is not sensitive to the plight of its customers
- Cargo warehouse in the International wing of the Airport was small and not adequate to meet the high number of cargos received
- At the time of evaluation, only one (1) bank was operating within the Airport, this created hardship for customers that needed to effect payment on some of the airport charges e.g cargo charges
- Passengers of the International Terminal complaint of persistent pestering by security officers like the Nigerian Immigration Service and Nigerian Customs Service Officers in the bid of extorting money and valuable goods from them. This is disservice to passengers and unbecoming of Government Agencies as it is not a best practice internationally

### 5.3.2 Timeliness

- There was no system in place to monitor waiting times, for example, the passengers do not know how long it takes to collect their luggages on arrival at the Airport.

### 5.3.3 Information

- Most customers complained bitterly on the announcement style of the Airport Authority of not being clear and audible enough, especially at Terminal D. This resulted to some passenger missing their flights

- There was no flight information display system (FIDS) at the domestic wing to disseminate information especially on departure schedule
- Comments and complaints received from customers are not analysed and publicised by the Abuja Airport Management. This does not give customers the confidence that their comments and complaints are acted upon

#### **5.3.4 Professionalism**

- It was gathered from interviewed staff that some departments such as the Environmental Department, Directorate of Aviation Security, Fire Service Departments and Cargo Bay were under staffed and did not have sufficient working tools e.g. walkie talkie. This negatively affects staff output
- Organizational charts were not displayed at service points in both the domestic and international wings of the Abuja airport. This puts the customers at a loss as to who has the last order on their matters
- Report of Audit is not placed in public domain for the benefit of the customers and to demonstrate accountability of FAAN to citizens

#### **5.3.5 Staff Attitude**

- Some staff interviewed especially at Fire bay had not gone on certified training for the past 4-5 years, some tarmac drivers were also not trained. Likewise most interviewed staff had not attended on the job refresher and customer care trainings to update and upgrade their skills. This affects their optimal performance and complaints handling skills

## **6 Recommendations**

The following recommendations are provided in order to suggest actions that can be taken which could directly lead to improvements in service delivery.

### **6.1 Key Recommendations**

#### **6.1.1 Service Delivery**

- FAAN Management should build more/sufficient number and well-kept conveniences/toilets for the usage of customers when in need. This would enhance reception experiences of passengers
- Modern dual view X ray screening machines should be purchased to replace the current ones. This will drastically reduce delays experienced by the customers at the checking points
- Facilities like escalators, lifts and conveyor belts should be replaced/repared in order to ease the stress experienced by customers in using the staircase and unnecessary delay at the luggage sections
- The cooling system should be repaired and upgraded to chillier. Also lightning systems within the terminals should be refurbished for the comfort of the customers

- Expansion of Cargo warehouse with modern facilities and befitting offices should be carried out in order to meet the high number of cargos received and increase the revenue generated for the Federal Government
- More banks should be encouraged to set up their businesses within the Airport premises to facilitate easy payment of charges by the customers.
- FAAN management in collaboration with the management of the Nigerian Immigration Service and Nigerian Customs Service should put a monitoring system in place to forestall extortion of money e.g dollars and forceful seizure of valuable goods from passengers.

#### **6.1.2 Timeliness**

- Standard should be set for waiting times. It should state clearly how long a customer has to wait to receive service at each service point. This would help to eliminate undue anxiety and unnecessary delays of customers.

#### **6.1.3 Information**

- The announcement on the flight departure and arrival time should be more audible and clear for the benefit of customers. Use of indigenous languages to enhance more understanding of information is also suggested. This will eliminate incidences of passengers missing their flights due to muddled up of information passed
- Flight Information Display Systems (FIDS) should be installed in all the terminals for easy assimilation of current information given to customers
- Summary of comments and complaints received from customers should be analyzed and publicized in FAAN news track, Annual report etc. This would give passengers confidence that their comments and complaints are acted upon towards service improvements.

#### **6.1.4 Professionalism**

- Management should provide adequate number of staff in all departments and stations in need and provide adequate working tools such as patrol vans and communication gadgets, tractors, nylon cut, etc. This would enhance staff performance and improve service of the Airports
- Organizational charts should be displayed at all service points. This would help identify the structure of the offices and who to escalate complaints to when service fail
- Report of Audit should be published and displayed in public domain for the benefit of the customers and to demonstrate accountability of the FAAN to citizens

#### **6.1.5. Staff Attitude**

- All staff especially at Fire bay and tarmac drivers should undergone certified training, while refresher, and update on the job and customer care trainings should be periodically carried out to all staff for efficiency and better customer relations

### **6.3 Service Improvement Planning**

Although, the question of how these recommendations might best be implemented is a Management issue for the Federal Airports Authority of Nigeria, Nnamdi Azikwe International and Domestic Airports, Abuja, the SERVICOM Office through the SERVICOM Institute will work with the Management of FAAN to develop and guide the implementation of appropriate Service Improvement Plans.

### **6.4 Conclusion**

The SERVICOM Index awarded to Federal Airports Authority of Nigeria, Nnamdi Azikwe International and Domestic Airports, Abuja is **2.1 out of 4 (52.5%)** which represents **Two star (\*\*)** and indicates '**Fair Service**'. Although this is still far from praiseworthy, it is our belief that FAAN, would achieve continuous improvement on the quality of services delivered to the citizens if the foregoing suggestions are faithfully implemented.



**Rating of SERVICOM Compliance Evaluation Scores (SCE)**  
**(Percentage, Ranking and Description)**

<b>% Score</b>	<b>Ranking</b>	<b>Description</b>
90 . 100%	5 Star Service	<b>Praiseworthy*****</b> (Has excelled at all aspects & criteria of Service Delivery)
70 . 89%	4 Star Service	<b>Commendable****</b> (Has all aspects & criteria of Service Delivery covered)
60 - 69 %	3 Star Service	<b>Acceptable***</b> (Has most aspects and criteria of Service Delivery covered but more could be done)
40 - 59%	2 Star Service	<b>Fair**</b> (Some important aspects and criteria of Service Delivery are not covered and there is a lot more to be done to satisfy these requirements)
21 - 39%	1 Star Service	<b>Poor*</b> (Very little has been done to satisfy the aspects and requirements of Service Delivery)
0 - 20%	0 Star Service	<b>Shameful</b> (Nothing has been done to satisfy the aspects and requirements of Service Delivery)





# ACKNOWLEDGEMENT

I hereby acknowledge the receipt of a copy of SERVICOM Compliance Evaluation Report of the Federal Airports Authority of Nigeria, Nnamdi Azikwe International Airport, Abuja, conducted from 4<sup>th</sup> . 6<sup>th</sup> April, 2018.

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Signature:õ ..  
Date:õ õ

Witnessed by SERVICOM Office on this dayõ õ õ õ õ õ õ õ õ õ õ õ õ õ ..  
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