

SERVICOM Compliance Evaluation Report

**Federal Road Safety Corps (FRSC)
Sector Command and Edinburg Driver's
Licence Centres, Enugu Sector Command**

February 26, 2018

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION
OF DRIVER'S LICENCE CENTRE, ENUGU SECTOR COMMAND FEDERAL
ROAD SAFETY CORPS (FRSC)

Date of Evaluation: 26th – 28th February, 2018

Score: 1.8 out of 4; (45%)

Ranking: Two star () Service**

Description: Fair

Findings

Strengths

- It was observed by evaluators and confirmed by customers that staff of the Driver's Licence Center (DLC) demonstrate zeal to work through ensuring constant availability of power supply to the Driver's Licence centre and are cordial towards applicants. This gesture promotes the image of Federal Road Safety (FRSC) Enugu Sector Command
- Flex banners containing steps/processes of renewing and obtaining new driver's Licence were displayed at the Driver's Licence Center (DLC) and Edinburg Work Station to guide applicants on how to access service
- There are clear directional signs to guide customers to the various service points in FRSC Enugu Sector Command, thereby making it easy for applicants to find their way to service points
- The Corps has a complaints and grievance redress mechanism that is easy to use, guarantees investigation & resolution and has time limits for response to complaints. As such, customers are furnished with information on how to lodge complaints in case of service failure
- The DLC has a waiting area with seats, television set and convenience for applicants' comfort. This gives a pleasant reception experience while waiting to receive service
- Consideration has been given to the needs of customers who find it difficult to access service by establishing Units in remote areas e.g. the creation of work stations across Enugu State to cater for customers and to reduce the work load in the DLC at the Sector Command. This shows that the Sector Command is customer sensitive
- The organisation recognizes other agencies (such as Enugu State Board of Internal Revenue (BIR) and Vehicle Inspectorate Office (VIO)) on which it is dependent on to provide its services

Weaknesses

- The Enugu Sector Command does not achieve some of its set standards and targets which hinder the provision of effective and efficient service delivery e. g the time taken to process driver's Licence fall short of the time stated in the charter - some applicants complained that they cannot get their driver's Licence long after the 60 days of issuing temporary driver's Licence
- There are no systems in place to monitor performance against set standards by the Enugu Sector Command thereby causing delays experienced by applicants e. g no system exist to measure how long it takes to process application for driver's Licence
- The process of obtaining the permanent driver's Licence is difficult due to centralization of the printing at the Headquarters in Abuja. This causes delays and results to service failures
- Applicants and staff confirmed that part of the delays experienced during capturing emanates from lack of or partial network/internet connectivity to capture applicants. This does not guarantee quality service delivery
- The Edinburg work station (an arm of the driver's Licence centre, Enugu Sector Command) is facing office accommodation constraint. This serves as a challenge to applicants in the process of accessing service e. g. there is no waiting area and toilet facilities for applicants, this reduces the reception experience of applicants
- There is no system in place to monitor waiting time, as a result applicants experience delays at service points as there is no means of checking timely service delivery to applicants e.g. there is no record or evidence showing that applicants are physically captured within the 10 minutes stated in the Service Charter
- There is no evidence that the organisation (Enugu Sector Command) meets its waiting time standards. This exposes applicants to unnecessary delays e.g. some applicants wait longer than necessary to get the permanent driver's Licence as against the 60 days stated in the service charter
- The evaluators were informed by applicants that touting exists in FRSC Enugu Sector Command. This affects the image of the command and also leads to loose of confidence in the services of the command
- Based on interviews with a good number of staff, the evaluators noted that staff needs training to update and upgrade their skills. Lack of regular trainings may demoralize staff and affect their performance
- Organizational charts were not displayed at all the service points visited. This makes it difficult for applicants to know the hierarchy of the Command and identify who to report cases of service failure when the need arises
- There are no suitable facilities for privacy in the data capture room, this shows that information provided during capturing is heard by all present

Recommendations

- The Sector Command should try to achieve most of its set standards and targets for the provision of effective and efficient service delivery and also to secure the confidence of citizens in the services provided
- System should be put in place to monitor performance against all set standards. This will promote prompt, qualitative and reliable service delivery to all customer groups
- The process of obtaining the permanent drivers Licence should be made easy by decentralising the printing, more firms can be created. This would reduce the incidence of delays/service failures currently experienced by customers
- The Drivers licence centre relies strongly on Network/internet connectivity to capture applicants and as such Management of FRSC should work with the Agency responsible for providing network to provide stable network. This would improve the service delivery experience of applicants
- Edinburg Work Station should be provided with a befitting and spacious office accommodation. This would ease most of the challenges applicants and staff face in the process of accessing and rendering service and also for their comfort
- A system should be put in place to monitor waiting time i.e. how long it takes applicants to receive service. This would reduce the delays faced while receiving services to imbibe time consciousness in staff
- Enugu Sector Command should devise new systems and processes to meet its waiting time standards e. g. time taken to produce drivers Licence should be reviewed and achieved to soothe citizens
- The Sector should put measures and sanctions in place to curb touting by FRSC officials. This would go a long way to improve service delivery and the image of the Organisation in Enugu State
- To enhance professionalism, staff should be sent on periodic training relevant to their job schedule, to upgrade their knowledge and enhance skill and ability
- Organizational charts should be displayed at all the service points. This would make it easy for Citizens to know the organisational hierarchy and identify who to report cases of service failures when the need arises
- Separate rooms should be provided for data capturing of applicants within the Drivers Licence Centre. This will promote privacy and ease the embarrassment of applicants being questioned in presence of others

Conclusion

The SERVICOM Index awarded to Federal Road Safety Corps, Enugu Sector Command is **1.8 out of 4 (45%)** which represents **Two Star (**)** and indicates **'Fair' Service**. Although this is still far from praiseworthy, it is our belief that Enugu Sector Command 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 Federal Road Safety (FRSC) Enugu Sector Command. 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 (MDAs).

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

Citizen satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that Citizen satisfaction is broadly driven by several drivers, listed below. The selected service window of Federal Road Safety (FRSC) Enugu Sector Command has been evaluated for each of these drivers through Citizen interviews, discussions with staff, discussions with partners, review of key documents and observations. The overall Index score for the Office 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. Mr. Boss Mustapha Secretary to the Government of the Federation
2. Boboye O. Oyeyemi *mni, npom* Corps Marshal & Chief Executive, Federal Road Safety Corps, Abuja
3. CC Edward A, Zamber Sector Commander, FRSC Enugu State
4. DCC Jude I. Eke Sector Head of Operations, FRSC Enugu State
5. CRC Lilian C. Nwanne Sector Head DLC, FRSC Enugu State
6. DRC Ifeyinwa E. Eze SERVICOM Desk Officer, FRSC Enugu Sector Command

3.0 Terms of Reference

Federal Road Safety (FRSC) Enugu Sector Command was selected for evaluation following a Presidential directive that all Government Departments and Agencies be evaluated for SERVICOM Compliance.

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

4.0 Methodology

The Federal Road Safety Corps (FRSC), a Parastatal of the Office of the Secretary to Government of the Federation (OSGF) is the apex regulatory and promotional highway safety agency. In February 1988, the Federal Government created the Federal Road Safety Corps through Decree No. 45 of the 1988 as amended by Decree 35 of 1992 referred to in the statute books as the FRSC Act cap 141 Laws of the Federation of Nigeria (LFN) passed by the National Assembly as Federal Road Safety Corps (establishment) Act 2007. Federal Road Safety (FRSC) Enugu Sector Command is located in Enugu, Enugu State.

The functions of the Corps generally relates to:

- Making the highway safe for motorists and other road users.
- Recommending works and devices designed to eliminate or minimize accidents on the highways and advising the Federal and State Governments including the Federal Capital Territory Administration and relevant governmental agencies on the localities where such works and devices are required, and
- Educating motorists and members of the public on the importance of discipline on the highway.

Core Functions:

- Preventing or minimizing accidents on the highway;
- Clearing obstructions on any part of the highways;
- Educating drivers, motorists and other members of the public generally on the proper use of the highways;
- Designing and producing the driver's Licence to be used by various categories of vehicle operators;
- Determining, from time to time, the requirements to be satisfied by an applicant for a driver's licence;
- Designing and producing vehicle number plates
- The standardization of highway traffic codes;
- Giving prompt attention and care to victims of accidents;
- Conducting researches into causes of motor accidents and methods of preventing them and putting into use the result of such researches;

- Determining and enforcing speed limits for all categories of roads and vehicles and controlling the use of speed limiting devices;
- Cooperating with bodies or agencies or groups in road safety activities or in prevention of accidents on the highways;
- Making regulations in pursuance of any of the functions assigned to the Corps by or under this Act;
- Regulating the use of sirens, flashers and beacon lights on vehicles other than ambulances and vehicles belonging to the Armed Forces, Nigeria Police, Fire Service and other Para-military agencies;
- Providing roadside and mobile clinics for the treatment of accident victims free of charge;
- Regulating the use of mobile phones by motorists;
- Regulating the use of seat belts and other safety devices;
- Regulating the use of motorcycles on the highway;
- Maintaining the validity period for drivers licences which shall be three years subject to renewal at the expiration of the validity period; and
- In exercise of the functions, members of the Corps shall have power to arrest and prosecute persons reasonably suspected of having committed any traffic offence.

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

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

Therefore, the following service window was selected for evaluation:

- Driver's Licence Centre

The SERVICOM team for this evaluation consisted of two SERVICOM Officers, One MSU staff of the SERVICOM Unit in the FRSC Headquarters Abuja and the Focal Officer of the FRSC Enugu Sector Command.

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 FRSC, it was also important to evaluate further evidence by administering questionnaires and conducting interviews with its partners which included Board of Internal Revenue (BIR), Vehicle Inspection Office (VIO) and Pure Technology Services. The website of FRSC www.frsc.gov.ng also visited for more information.

The key documents reviewed include:

- Charter of FRSC
- FRSC Annual Report
- FRSC Customer Care Policy
- Staff Handbook
- FRSC Act
- Complaint Register

5.2 Index Score

The table below summarises the result of the evaluation of the service window. Based on the evaluation, we have calculated the score for the Enugu Sector Command of FRSC.

The score awarded to the Enugu Sector Command is: **1.8 out of 4 (45%)** **Description: fair**

	Score for FRSC Enugu Sector Command
Overall Index score	1.8
Service Delivery	2.0
1- Standards & practices performance	1.7
2- Reception experience	2.1
3- Complaints & grievance redress	2.3
Timeliness	1.8
1- Standards and practice / performance	1.3
2- Citizen friendliness	2.2
Information	1.8
1- Information	2.1
2- Citizen feedback	1.4
Professionalism	1.4
1- Transparency	1.1
2- Efficiency	1.6
Staff Attitude	2.0

* Scores are rounded to one (1) decimal place.

5.3 Key Findings

The following observations have been made on the quality of service delivery provided by the FRSC Enugu Sector Command which needs to be addressed as a matter of urgency:

5.3.1 Service Delivery

- The Enugu Sector Command does not achieve some of its set standards and targets which hinder the provision of effective and efficient service delivery e. g the time taken to process drivers' Licence fall short of the time stated in the charter - some applicants complained that they cannot get their drivers' Licence long after the 60 days of issuing temporary drivers' Licence
- There are no systems in place to monitor performance against set standards by the Enugu Sector Command thereby causing delays experienced by applicants e. g no system exist to measure how long it takes to process application for drivers' Licence
- The process of obtaining the permanent drivers' Licence is difficult due to centralization of the printing at the Headquarters in Abuja. This causes delays and results to service failures
- Applicants and staff confirmed that part of the delays experienced during capturing emanates from lack of or partial network/internet connectivity to capture applicants. This does not guarantee quality service delivery
- The Edinburg work station (an arm of the drivers' Licence centre, Enugu Sector Command) is facing office accommodation constraint. This serves as a challenge to applicants in the process of accessing service e. g. there is no waiting area and toilet facilities for applicants, this reduces the reception experience of applicants
- Analysis of the cause of delay (issuance of drivers' Licence) is not carried out by Management of the Enugu Sector Command neither is remedial action taken to forestall future occurrence for effective and improved service in the Command

5.3.2 Timeliness

- There is no system in place to monitor waiting time, as a result applicants experience delays at service points as there is no means of checking timely service delivery to applicants e.g. there is no record or evidence showing that applicants are physically captured within the 10 minutes stated in the service charter
- There is no evidence that the organisation (Enugu Sector Command) meets its waiting time standards. This exposes applicants to unnecessary delays e.g. some applicants wait longer than necessary to get the permanent drivers' Licence as against the 60 days stated in the service charter

5.3.3 Information

- The Command has not considered the information requirements of those who do not speak or read English as information are not provided in local languages e.g. Igbo language
- Customer satisfaction surveys were not planned and implemented to test and determine the satisfaction level of all customer groups and for improved service delivery in the process of obtaining driver's licence
- Complaints received from citizens regarding delays experienced by applicants are not analysed by Management. This leads to frequent reoccurrence of such complaints and discourages applicants from making further comments and observations and in turn loose confidence in the service delivery system

5.3.4 Professionalism

- The evaluators were informed by applicants that touting exists in FRSC Enugu Sector Command. This affects the image of the command and leads to loose of confidence in the services of the command
- Based on interviews with a good number of staff, the evaluators noted that staff needs training to update and upgrade their skills. Lack of regular trainings may demoralize staff and affect their performance
- Organizational chart was not displayed at all the service points visited. This makes it difficult for applicants to know the hierarchy of the Command and identify who to report cases of service failure when the need arises
- There was no written business improvement plan for FRSC to show how services are designed to improve periodically. This makes the management unable to effectively monitor the progress of services delivered
- Summary of complaints received and their resolutions over a period of time were not analysed, processed and published for customers benefit at the time of the evaluation

5.3.5 Staff Attitude

- There are no suitable facilities for privacy in the data capture room, this shows that information provided during capturing is heard by all present

4.0 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

- The Sector Command should try to achieve most of its set standards and targets for the provision of effective and efficient service delivery and also secure the confidence of citizens in the services provided
- The process of obtaining the permanent drivers Licence should be made easy by decentralising the printing, more firms can be created. This would reduce the incidence of delays/service failures currently experienced by customers
- System should be put in place to monitor performance against all set standards. This would promote prompt, qualitative and reliable service delivery to all customer groups.
- The Drivers licence centre relies strongly on Network/internet connectivity to capture applicants and as such Management of FRSC should work with the Agency responsible for providing network to provide stable network. This would improve the service delivery experience of applicants
- The Enugu Sector Command should work with Enugu State Government to provide a befitting and spacious office accommodation for Edinburg Work Station. This would ease most of the challenges applicants and staff face in the process of accessing and rendering service and also for their comfort
- Analysis of the cause of delay should be carried out by Management of the Enugu Sector Command for remedial action to be taken to forestall future occurrence

6.1.2 Timeliness

- A system should be put in place to monitor waiting time i.e. how long it takes applicants to receive service. This would reduce the delays faced while receiving services to imbibe time consciousness in staff
- Enugu Sector Command should devise new systems and processes to meet its waiting time standards e. g. time taken to produce driver's Licence should be reviewed and achieved to soothe citizens

6.1.3 Information

- All Information (on NDL) provided to applicants, either through printed materials or verbal communication should be translated into other local languages e. g. Igbo, pidgin English etc so that the locals who do not understand nor speak English will benefit from them including pictorial displays

- The Enugu Sector Command should conduct Customer satisfaction surveys to test and determine the quality of services delivered to its numerous NDL applicants. This would enable the Command to measure its level of service delivery and aim at improving its services
- A systematic way of publishing of comments from Citizens to show that the organisation is acting upon their suggestions should be put in place. This would encourage Citizens to make comments which may be beneficial to the organisation

6.1.4 Professionalism

- The Sector should put measures and sanctions in place to curb touting by FRSC officials. This would go a long way to improve service delivery and the image of the Organisation in Enugu State
- To enhance professionalism, staff should be sent on periodic training relevant to their job schedule, to upgrade their knowledge and enhance skill and ability
- Organizational charts should be displayed at all the service points. This would make it easy for Citizens to know the organisational hierarchy and identify who to report cases of service failures when the need arises
- There should be a written business improvement plan for FRSC to show how services are designed to improve periodically. This would make the Management to effectively monitor the progress of services delivered
- Summary of complaints received and their resolutions over a period of time should be analysed, processed and published for service improvement purposes
- Summary of budget, expenditure and audit reports should be published and displayed in public domain. This would demonstrate that the organisation is transparent and accountable to its customers and the general public

6.1.5 Staff Attitude

- Separate rooms should be provided for data capturing of applicants within the Drivers Licence Centre. This would promote privacy and ease the embarrassment of applicants being questioned in the presence of others

6.3 Service Improvement Planning

Although, the question of how these recommendations might best be implemented is a Management issue for the Federal Road Safety Corps (Enugu Sector Command), the SERVICOM Office through the SERVICOM Institute will work with the Management of FRSC (Enugu Sector Command) and the FRSC SERVICOM Unit in the Headquarters to develop and guide the implementation of appropriate Service Improvement Plans.

6.4 Conclusion

The SERVICOM Index awarded to Federal Road Safety Corps (Enugu Sector Command) is **1.8 out of 4 (45%)** which represents **Two star (**)** and indicates **'Fair Service'**. Although this is still far from praiseworthy, it is our belief that FRSC would achieve continuous improvement on the quality of services delivered to the citizens if the foregoing suggestions are faithfully implemented.