

SERVICOM Compliance Evaluation Report

Ensuring Citizen-Focused Service Delivery

Federal Airport Authority of Nigeria (FAAN),
Sam Mbakwe International Cargo Airport,
Owerri, IMO State

March 26-27, 2018

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION
FEDERAL AIRPORT AUTHORITY OF NIGERIA (FAAN)
SAM MBAKWE INTERNATIONAL CARGO AIRPORT,
OWERRI, IMO STATE

Date of Evaluation: March 26-27, 2018

Score: 1.7 out of 4 (42.5%)

Ranking: Two Star (**) Service

Description: Fair

Findings

Strengths:

- Sam Mbakwe International Cargo Airport Owerri, FAAN has a well-structured SERVICOM Unit, with a full complement of staff, which comprises of a focal Officer and (3) three desk Officers assisting the focal Officer to champion the Federal Government Service Delivery initiative as directed by the Federal Government of Nigeria. This helps to improve the implementation of Service Delivery Initiative and SERVICOM ideals aimed at providing citizen-focused service delivery
- Customers confirmed that staff are attentive, friendly and are seen to provide prompt services to the customers
- Measurable, precise and realistic standards for all major services and for customer care are set and published in the FAAN service charter
- It was observed that most staff hung their identity cards/ name tags making it easy to identify staff, customers and visitors.
- There was evidence that Sam Mbakwe International Cargo Airport Owerri, FAAN conducts a periodic customer satisfaction surveys to all its customer groups. This made it easy to determine how customers perceive the services provided
- Sam Mbakwe International Cargo Airport Owerri FAAN actively partner with other agencies serving at the airport, this well-articulated collaboration facilitated airport operational efficiency
- Sam Mbakwe International Cargo Airport Owerri regularly consults with host

community. This has enhanced security and the efficiency of operations in the airport environment

- There was evidence that Sam Mbakwe International Cargo Airport Owerri instituted a reward system to recognise staff that excelled in service delivery. This is an encouragement to the staff
- The Management of Sam Mbakwe International Airport Owerri, FAAN provided enough restaurants for customers waiting to receive services at the airport; customers were delighted with this arrangement

Weaknesses:

- Overhead Allocation to Sam Mbakwe International Cargo Airport Owerri FAAN is not adequate and not regularly released; this affects the Airports activities as planned to provide excellence service delivery to customers
- It was observed that the cooling systems in the arrival and departure halls of the terminal building were insufficient; this gives customers unpleasant experience.
- Electricity supply to the Airport is inadequate; this results to the management spending a lot of money on diesel for alternative power supply.
- It was observed that some facilities that ensures citizen focused service delivery are not provided at the airport for example, praying ground, Automated Teller Machine (ATM), point of sale machine(POS)
- The evaluation team were informed that there was no ambulance at the airport to convey victims to hospital in case of emergency at the Airport, this increases the severity of injuries sustained
- As at the time of visit the luggage scanning machine at the airport was not functioning, security officers were seen doing manual check of customers luggage. Customers expressed their displeasure with this arrangement. This poses security risk at the airport and encourages tipping of security officers to bring in prohibited items
- It was gathered from partners that runway light at the airport is not serviceable, this poses danger to the life of customers
- It was gathered from one of the Airline manager interviewed that one of the Safety tank at the airport is faulty; this is hazardous to life of the Airports users
- There is no adequate and modern security gadget and equipment for security officers, such as Vapour tracer used to search luggages for drugs, modern body scanner, patrol van; this reduce their effectiveness on their duties compared to similar organizations
- There is no perimeter fence at the Airport there by making the entrance into the airport porous; the porosity has resulted to constant infiltration by vandals into the Airport and easy access of villagers and animal into the airport runway; This poses potential danger on the required security service provision at the Airport
- FAAN Staff interviewed confirmed that regular training is not provided to staff; this dampens their morale to perform optimally. .
- The staff complained of inadequate office equipment, such as computers, office desk, binoculars; this affects their performance and dampens their morale

Recommendations

- The FAAN Headquarters should improve the Overhead allocation to the Airport and ensure timely release to the Airport; this will ensure efficiency in implementation of planned activities of the Airport as well improve customer service
- The Management of the Sam Mbakwe International Cargo Airport Owerri should ensure that the cooling systems in the arrival and departure halls of the terminal building are adequate and functional This will give customers a pleasant experience while waiting to receive services at the Airport
- The Management of FAAN should assist Sam Mbakwe International Cargo Airport Owerri in the provision of a dedicated primary power supply, either through Enugu Electricity Distribution Company (EEDC) or Independent Power Project (IPP). This will reduce the amount of money spent on alternative power supply to improve effective and efficient Service Delivery at the Airport.
- All facilities required to facilitate service delivery at airport should be provided. The Management of Sam Mbakwe International Cargo Airport should liaise with Banks to install Automated Teller Machine (ATM) and also provide Point of sales machine (POS) at all service pay points at the Airport; this will make it easy for customers to make payment when necessary praying ground should equally be provided for customers for detail participation of all customer groups
- There is a need for FAAN management to provide serviceable Ambulance to the Airport in case of emergency; this will help in improving service delivery
- The Management of Sam Mbakwe International Cargo Airport Owerri should ensure that the faulty luggage scanning machine is repaired or replaced as soon as possible to put a stop to the manual checking system of luggage at the Airport; this will also reduce security risk at the Airport
- The Management of Sam Mbakwe International Cargo Airport Owerri should ensure that the runway light at the Airport is serviceable, to ensure customer safety and effective service delivery
- The management of the Airport should ensure proper maintenance of the spoilt safety tank at the Airport; this will provide safe environment for all users of the Airport
- Adequate and modern security gadget and equipment should be provided to security officers, such as Vapour tracer, modern body scanner, more patrol van; this will improve security provision at the Airport and build confidence in the security officers at the Airport.
- There is urgent need for FAAN Management to provide perimeter fence and perimeter road in and around the Sam Mbakwe International Cargo Airport; this will put a stop to the infiltration by vandals into the Airport and stop access to the runway by villagers and animals
- Regular training should be provided for all categories of staff. This would upgrade their competencies and enhance their performance
- The management should provide adequate office equipment, such as computers, office desk, binoculars to improve staff performance and ensure efficient and effective service delivery to customers

Conclusion

The SERVICOM Index Score awarded to the Sam Mbakwe International cargo Airline owerri ,FAAN is **1.7 out of 4 (42.5%)** which represents **Two star (**)** and indicates **Fair service delivery**. Although this is still far from praiseworthy, it is our belief that the Sam Mbakwe International cargo Airline owerri, FAAN would aim at continuous improvement on the quality of service delivered to the citizens

MAIN REPORT

Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of Federal Airports Authority of Nigeria (FAAN) Sam Mbakwe International Cargo Airport Owerri, Imo State. 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

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 further below. Federal Airports Authority of Nigeria (FAAN) Sam Mbakwe International Cargo Airport Owerri has 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 Sam Mbakwe International Cargo Airport Owerri has been calculated as a weighted average of the 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. Rt. Honourable Rotimi Amaechi Honourable Minister Transportation
2. Senator Hadi Sirika Honourable Minister of State for Aviation
3. Perm. Sec. Min. of Transportation
4. Engr. Saleh Dunoma Managing Director
5. Barr. Henry Efobi Aiport Manager, Sam Mbakwe International Cargo Airport Owerri
6. Mr. Mathew Efreke HOD, Human Resources
7. Engr. Remi Benson HOD, Electrical
8. Mrs Chinyere G. Okolue HOD, SERVICOM
9. Mrs Ngozi Onyeawuna HOD, Corporate Affairs

10. Mr. Collins C. Anochiriroye	HOD Operations
11. Mr. Aigbogun Francis	HOD, Commercial
12. Mrs. Agatha Ngerem	HOD Medical
13. Mrs. Uto Onuoha	HOD Safety
14. Mr Anuwa Emmanuel	For HOD AVSEC
15. Mr. Adebuseyi Rotimi T.	Federal Ministry of Transportation, SERVICOM
16. Akunna Agha	NIMET
17. Ukpai Irom	NCAA
18. Irogbulem Victor	NCAA
19. Ebuache Emma	DSS
20. Shoyele .A.	NAMA
21. Paul Olaokun	DPO Owerri Airport
22. Amadi ThankGod E.	NSCDC
23. Wg Cdr JE Udodo	Rep of Comd 211 Reagt GPR

3.0 Terms of Reference

Sam Mbakwe International Cargo Airport Owerri FAAN was selected for evaluation following a Presidential directive that all Government, Ministries, Departments and Agencies be evaluated for SERVICOM Compliance.

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

4.0 Methodology

The Federal Airport Authority of Nigeria (FAAN), a Parastatal of the Federal Ministry of Transportation is a service organisation statutorily charged to manage all commercial Airports in Nigeria and provide service to both passengers and airlines. The Authority has Twenty- Two (22) Airports under its purview, Five (5) International Airports, Twelve (12) Local Airports and Five (5) Private Airports. Sam Mbakwe International Cargo Airport Owerri is located in Owerri, Imo State. Its services to the citizens include:

- Development and profitable management of customer-centric airports facilities for safe, secure and efficient carriage of passengers and goods in line with International Civil Aviation Organisation (ICAO) Standards

The FAAN provides services to its customers through several key Departments (service frontlines), namely:

- Directorate of Airport Operations
- Directorate of Commercial & Business Development
- Directorate of Aviation Security
- Customer Service Department
- Environmental Department
- Mechanical and Human Resource Departments

The service windows of FAAN 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:

- Sam Mbakwe International Cargo Airport Owerri

The SERVICOM team for this evaluation consisted of two SERVICOM Officers, One staff of the Service Improvement Division in the Federal Ministry of Transportation Headquarters Abuja, and the Customer Service/SERVICOM Department staff of the FAAN Sam Mbakwe International Cargo Airport Owerri

Evidence was gathered at the service window through customer interviews, discussions with staff, discussions with partners, review of key documents and general observations.

Given the particular nature of the services provided by the Federal Airports Authority of Nigeria (FAAN), it was also important to evaluate further evidence by administering questionnaires, and conducting interviews with its partners, Stakeholders i.e. NCAA, NIMET, NAMA, NSCDC, Nigeria Police Force, Nigeria Airforce . The website of SERVICOM office www.servicom.gov.ng was also researched.

The key documents reviewed include:

- Service Charter
- Standard Operation Procedures
- MMA 2017 Annual Report
- 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 MMIA & MM 1&2
- Report Logs

5.1 Index Score

The table below summarises the result of the evaluation of the service window. Based on these, we have calculated a score for Sam Mbakwe International Airport Owerri FAAN. The overall Index score for Sam Mbakwe International Airport Owerri FAAN is **1.7 out of 4 (42.5%)**

	Score for Sam Mbakwe International Airport Owerri FAAN
Overall Index score	1.7
Service Delivery	1.8

1 - Standards & practices / performance	2.0
2 - Reception experience	1.6
3 - Complaints & grievance redress	1.7
Timeliness	1.8
1. Standards & practice/performance	1.3
2 . Customer friendliness	2.2
Information	1.8
1 . Information	1.6
2 - Customer feedback	1.9
Professionalism	1.4
1 . Transparency	0.9
2 . Efficiency	1.8
Staff Attitude	1.6

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

5.2 Key Findings

The following observations have been made on the quality of service delivery provided by the Sam Mbakwe International Airport Owerri FAAN which we feel need to be addressed as a matter of urgency

5.2.1 Service Delivery

- Customers complained that seats at the arrival waiting area of the Airport building were not adequate; this has caused discomfort for those waiting to be picked by relatives
- It was observed that most staff of Sam Mbakwe International Cargo Airport Owerri were not aware of FAAN's Service Charter and SERVICOM principles, this affects the level service delivered to customers
- It was observed that the cooling systems in the arrival and departure halls of the terminal building were insufficient; this gives customers unpleasant experience.
- Some customers complained that there was no privacy in some of the toilets used as the toilet doors cannot be locked from inside when using; this experience is unpleasant to customers
- Electricity supply to the Airport is inadequate; this results to the management spending a lot of money on diesel for alternative power supply.
- The Airport Clinic is not suitable enough for customer use. It is not well equipped, it

looks untidy and there was no doctor in the clinic to attend to patients when health issues arise

- It was observed that some facilities that ensures citizen focused service delivery are not provided at the airport for example, praying ground, Automated Teller Machine (ATM), point of sale machine(POS)
- The evaluation team were informed that there was no ambulance at the airport to convey victims to hospital in case of emergency at the Airport, this increases the severity of injuries sustained
- The fire service department does not have adequate water tanks, this poses danger to life and property of staff and customers in event of fire outbreak at the Airport

5.2.2 Timeliness

- As at the time of visit the luggage scanning machine at the airport was not functioning, security officers were seen doing manual check of customers luggage. Customers expressed their displeasure with this arrangement. This poses security risk at the airport and encourages tipping of security officers to bring in prohibited items

5.2.3 Information

- Actions taken on complaints received from citizens were not documented neither were they published; this does not guide future resolution of complaints

5.2.4 Professionalism

- Overhead Allocation to Sam Mbakwe International Cargo Airport Owerri FAAN is not adequate and not regularly released; this affects the Airports activities as planned to provide excellence service delivery to customers
- Organizational Chart was not displayed at all service points to inform customers on the hierarchy of staff and who has the last order at a glance
- Some customers complained they pay N200 at the tollgate while the ticket issued indicted N100, this does not taller and has given to rise to a question of hidden cost
- It was gathered from partners that runway light at the airport is not serviceable, this poses danger to the life of customers
- It was gathered from one of the Airline manager interviewed that one of the Safety tank at the airport is faulty; this is hazardous to life of the Airports users
- There is no adequate and modern security gadget and equipment for security officers, such as Vapour tracer used to search luggages for drugs, modern body scanner, patrol van; this reduce their effectiveness on their duties compared to similar organizations
- There is no perimeter fence at the Airport there by making the entrance into the airport porous; the porosity has resulted to constant infiltration by vandals into the Airport and easy access of villagers and animal into the airport runway; This poses potential danger on the required security service provision at the Airport
- FAAN Staff interviewed confirmed that regular training is not provided to staff; this

dampens their morale to perform optimally.

5.2.5 Staff Attitude

- FAAN has not produced and displayed its Customer Care Policy to guide its staff-customer relationship in service delivery process
- The evaluators observed that the entrance into the airport was dirty and untidy; this does not give good reception experience to those coming into the airport being the first point of entry by visitors.
- The staff complained of inadequate office equipment, such as computers, office desk, binoculars; this affects their performance and dampens their morale
- It was observed that not all staff on duty have the On duty card(ODC); this encourages touting at the Airport

6.1 Key Recommendations

6.1.1 Service Delivery

- The Management of Sam Mbakwe International Cargo Airline Owerri FAAN should provide enough seats for customers at the arrival waiting areas; this would make customers comfortable while waiting to receive families after landing
- 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 Management of the Sam Mbakwe International Cargo Airport Owerri should ensure that the cooling systems in the arrival and departure halls of the terminal building are adequate and functional This will give customers a pleasant experience while waiting to receive services at the Airport
- Toilet facilities at the airport should be kept clean and properly maintained. The toilet keys should be replaced to give customers privacy when using the toilets; this will make reception experience pleasant.
- The Management of FAAN should assist Sam Mbakwe International Cargo Airport Owerri in the provision of a dedicated primary power supply, either through Enugu Electricity Distribution Company (EEDC) or Independent Power Project (IPP). This will reduce the amount of money spent on alternative power supply to improve effective and efficient Service Delivery at the Airport.
- The Airport Clinic should be made suitable for customer and staff. It should be well equipped, kept neat. A medical doctor should also be employed to enhance services delivered
- All facilities required to facilitate service delivery at airport should be provided. The Management of Sam Mbakwe International Cargo Airport should liaise with Banks to install Automated Teller Machine (ATM) and also provide Point of sales machine (POS) at all service pay points at the Airport; this will make it easy for customers to make payment when necessary praying ground should equally be provided for customers for detail participation of all customer groups
- There is a need for FAAN management to provide serviceable Ambulance to the Airport in case of emergency; this will help in improving service delivery

- Adequate water tankers should be provided to the fire service department for smooth operation in case of fire outbreak at the Airport; this will help to build the confidence in the staff of the department and improve their performance

6.1.2 Timeliness

- The Management of Sam Mbakwe International Cargo Airport Owerri should ensure that the faulty luggage scanning machine is repaired or replaced as soon as possible to put a stop to the manual checking system of luggage at the Airport; this will also reduce security risk at the Airport.

6.1.3 Information

- All Complaints received from Citizens should be collated, analysed and published. This will help identify service gaps and for service improvement.

6.1.4 Professionalism

- The FAAN Headquarters should improve the Overhead allocation to the Airport and ensure timely release to the Airport; this will ensure efficiency in implementation of planned activities of the Airport as well improve customer service
- Organizational chart should be produced and displayed at key service windows e.g. department and arrival wings of the Terminal building, reception area etc. this will guide and enable customers and other stakeholder know the hierarchy of staff and who has the last order on their matter
- The Management of Sam Mbakwe International Airport Owerri should ensure that the ticket given to customers at the tollgate tally with the payment made to discourage customers from losing confidence in the organization services and to build customers trust
- The Management of Sam Mbakwe International Cargo Airport Owerri should ensure that the runway light at the Airport is serviceable, to ensure customer safety and effective service delivery
- The management of the Airport should ensure proper maintenance of the spoilt safety tank at the Airport; this will provide safe environment for all users of the Airport
- Adequate and modern security gadget and equipment should be provided to security officers, such as Vapour tracer, modern body scanner, more patrol van; this will improve security provision at the Airport and build confidence in the security officers at the Airport.
- There is urgent need for FAAN Management to provide perimeter fence and perimeter road in and around the Sam Mbakwe International Cargo Airport; this will put a stop to the infiltration by vandals into the Airport and stop access to the runway by villagers and animals
- Regular training should be provided for all categories of staff. This would upgrade their competencies and enhance their performance

6.1.5 Staff Attitude

- Customer care Policy of FAAN should be produced, published and displayed at strategic locations of the Airport to enhance staff-customer relationship management
- The entrance to the airport should be given a facelift. The trees along the road should be properly cut and cleaned up. There should be constant innovations that contribute to the overall attractiveness of airport. This will project good image of Sam Mbakwe international airport
- The management should provide adequate office equipment, such as computers, office desk, binoculars to improve staff performance and ensure efficient and effective service delivery to customers
- The management should ensure all staff on duty have the On Duty Card(ODC); this will help to identify staff on duty and it will discourage touting at the Airport

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 (FAAN), Sam Mbakwe International Cargo Airports Owerri, the SERVICOM Office, through the SERVICOM Institute will work with the Management of Federal Airports Authority of Nigeria (FAAN), Sam Mbakwe International Cargo Airports Owerri and its SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

6.4 Conclusion

The SERVICOM Index Score awarded to the Sam Mbakwe International Airport Owerri FAAN, is **1.7 out of 4 (42.5%)** which represents **Two star (**)** and indicates **Fair service delivery**. Although this is still far from praiseworthy, it is our belief that the Sam Mbakwe International cargo Airline owerri, FAAN would aim at continuous improvement on the quality of service delivered to the citizens