

The People's Right to Be Served Right

Award of the SERVICOM Index

Report of

**SERVICOM Compliance Evaluation of
Federal Road Safety Commission Kano**

Driver License Process

February 25, 2018

EXECUTIVE SUMMARY

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION FEDERAL ROAD
SAFETY COMMISSION DRIVERS LICENSE CENTER (FRSC),
KANO STATE COMMAND**

Date of Evaluation: February 25, 2018

Score: 1.6 out of 4 or 40%

Ranking: Two Star (**) Service

Description: Fair

Findings

Strength:

- Customers confirmed that staff treat them with friendliness; staff were observed to be polite and attentive to customers
- Staff closed late or went very early to work at a time when heavy traffic on the internet network would have eased out just to capture back log of applicants
- The FRSC Organises publishes information on full range of services provided by the use of roll up banners, internet, pamphlets etc.

Weakness:

- Standards of services as contained in the charter were not realistic e.g. the sixty-day period for the collection of permanent driver license is not realistic (as period range from beyond three to six months) this was observed to lead to a lot of inconvenience for customers having to explain themselves to police officers at check points
- Physical access for those with special needs was not taken into consideration by the FRSC Office. The stair case leading to the driver license unit at the Kano Main was particularly very steep even for people who are not physically challenged, this makes access hard and dangerous especially for the aged
- All the evaluated DLCs, Kano Main, Emir Palace and Sabon Gari did not have adequate waiting areas. The conveniences were under lock and key, the seats were inadequate for customers and Sabon Gari particularly did not have a designated waiting area
- At the time of evaluation, there were not any nominated complaints desk officers whose names, telephone numbers, email addresses and office location clearly displayed at the DLC service points. This made it difficult for aggrieved customers to lodge their complaints and get redress
- Customers complained of waiting for days, weeks and months after payment before going through physical capture process because of internet network down time or power failure and in some cases, faulty equipment like the spoilt camera as noticed in the Kano Main. This brings a lot of untold hardship to

customers as they have to make several repeated visits before getting physically captured

- There was no systematic consultation with customers, no evidence of regular meetings with customer groups or their representatives. Consultations allow for sharing of challenges faced by both parties and to discuss best ways forward
- Details of Officers in charge of customer service and Complaints were not displayed at the different service points of DLC evaluated

Recommendations

- Standards on the sixty-day period for the collection of permanent driver license should be revised and made more realistic to accommodate the delays customers experience
- Access for all customers should be reconstructed and made easier especially for the old and physically challenged. E.g. stair case leading to the driver license unit at the Kano Main
- All the evaluated DLCs, Kano Main, Emir's Palace and Sabon Gari should have adequate waiting areas. The conveniences should be accessible to visiting customers, adequate sitting arrangements provided, water dispensers made available and fans fixed for the comfort of customers
- Customers who have waited for days, weeks and months after payment before going through physical capture process should be reached on phone and told when to come for their capturing as this will help to curb repeated visits without getting service. Legacy customers should be treated with dispatch and separately from the rest because of the long wait they had gone through already
- There should be systematic and regular consultation with customers this includes regular meetings with customer groups or their representatives. This allows for cross fertilization of ideas, sharing of challenges faced by both parties and to discuss best ways forward
- Details of Officers in charge of customer service and Complaints should be displayed at the different service points of the DLC units. This will aid faster and better complaints process and experience for aggrieved customers

Conclusion

The SERVICOM Index awarded to the Federal Road Safety Commission (FRSC), Drivers License Centre, Kano Sector Command is **1.6** out of **4 (40%)** which represents **two star (**)** and indicates **'Fair'** service delivery. Although this is still far from praiseworthy, it is our belief that the FRSC should ensure continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report 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 Commission, Driver License Centre (DLC) Kano 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, Parastatals and Agencies.

The SERVICOM Index is predicated on the fact 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. The selected service windows in Kano Driver License Centre have been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners (United Bank for Africa Kano, Vehicle Inspection Office, Kano and the Kano State Board of Internal Revenue(KIRS)), reviews of key documents and observations made at the service window. The overall Index score for the DLC, Kano has been calculated as weighted average for 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 Acknowledgements

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

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3.0 Terms of Reference

The FRSC DLC Kano was selected for SERVICOM Index Compliance Evaluation following a Presidential directive that all Government Ministries, Departments and Agencies be evaluated for SERVICOM Index 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

A brief meeting was held with Sector Commander and other Management Staff of the selected service window. This was to acquaint the evaluation team with the operations of FRSC and avail them easy access to the service points and documents to be reviewed. A representative from the SERVICOM Unit of the FRSC Headquarters, Abuja was fully involved as an observer in the evaluation of the service window for the purpose of objectivity, transparency and any clarifications that may arise

The evaluation was carried out through the following activities;

- Desk research
- Administration of questionnaires (Staff, customers, Partners)
- Document Review
- Observation

The service windows of the FRSC DLC Kano vary significantly. To get a good representation, the team inspected service windows that:

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

Therefore, Kano Main, Emirs Palace Road and No Man's Land (Sabon Gari)

Centres were selected for evaluation because these have:

- Maximum Demand Customers
- Commercial Customers
- Residential Customers

Evidence was gathered at the above service windows 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 FRSC DLC Kano, it was important to evaluate further evidence by reviewing the following documents:

- Service Charter of FRSC
- FRSC Conditions of Service
- FRSC Financial Status Report 2008
- FRSC Fault reporting form/register
- Training Policy and Record of training
- Minutes of Management meetings
- SCRAR
- Commercial License Register
- Waste Card Register
- Customised Paper Received
- Customised Paper to Operators
- Base Stock Registers

5.0 Findings

The findings presented in this section comprise of an Index score and observations on the Service Charter and on the quality of service delivery found at the service windows.

5.1 Charter Evaluation

The evaluated score for the Service Charter of the FRSC is **one (1)** out of **three (3)**.

Description: Unsuitable

5.1.1 Findings on Service Charter

- Some Standards on service provisions and delivery and their time lines to customers are not specifically stated in the charter e.g. Not to keep a customer waiting for service longer than necessary when in FRSC Office for business
- The Grievance Redress Mechanism procedure does not have time limit for response to customers' complaints and does not state the available redress
- The specific services provided by FRSC are not stated. Also, the charter does not give full details of when and where services are provided in all FRSC offices nationwide
- Customer Care policy is not stated in the Charter e.g. how a customer should be treated at all service windows.
- There is no indication of stakeholders participation in the provision of service to customers
- Provisions are not made for those with special needs
- There are no clear indications of existing limitations on service provisions
- Abridged form of the service charters of the FRSC are not produced and displayed at service points for the customers
- The effective duration of this Charter as well as date of its review is not stated

5.1.2 Recommendations for improving Service Charter

- Standards for all services provided and time lines should be stated in the charter e.g. waiting time for service at the FRSC Office is not more than one hour
- The Grievance Redress Mechanism should clearly state time limit for response to customers' complaints and available redress as this would enable customers to know how long it takes to resolve complaints
- The specific services provided by the FRSC should be clearly stated with full details of where and when services are provided in all FRSC offices nationwide

- Customer Care Policy should be clearly stated in the Charter to guide both staff and customers in service provision and delivery
- There should be indication of stakeholders participation in the provision of service to customers
- Special needs provision should be stated in the charter
- Limitations to service delivery should also be stated
- Abridged service charters of the FRSC should be produced and displayed at each service point for customers information
- The duration of the Charter as well as the review date of the Charter should be stated

5.2 Index score

The overall Index score for the FRSC DLC Kano Unit is **1.6 out of 4 or 40%**

	Score for FRSC DLC Kano Sector Command
Overall Index score	1.6
Service Delivery	1.6
1 - Standards & practices / performance	1.7
2 - Reception experience	2.0
3 - Complaints & grievance redress	1.2
Timeliness	1.5
1. Standards & practice/performance	1.0
2 . Customer friendliness	2.0
Information	1.6
1 . Information	2.3
2 - Customer feedback	0.9
Professionalism	1.5
1 . Transparency	1.1
2 . Efficiency	1.9
Staff Attitude	1.8

5.3 Key findings

5.3.1 Service Delivery

- Standards of services as contained in the charter were not realistic e.g. the sixty-day period for the collection of permanent driver license is not realistic (as period range from beyond three to six months) this was observed to lead to a lot of inconvenience for customers having to explain themselves to police officers at check points
- The Commission does not analyse poor performance or take action to remedy the poor performance e.g. as was seen in collection period of permanent driver license
- Physical access for those with special needs was not taken into consideration by the FRSC Office. The stair case leading to the driver license unit at the Kano Main was particularly very steep even for people who are not physically challenged, this makes access hard and dangerous especially for the aged
- All the evaluated DLCs, Kano Main, Emirç Palace and Sabon Gari did not have adequate waiting areas. The conveniences were under lock and key, the seats were inadequate for customers and Sabon Gari particularly did not have a designated waiting area
- At the time of evaluation, there were not any nominated complaints desk officers whose names, telephone numbers, email addresses and office location clearly displayed at the DLC service points. This made it difficult for aggrieved customers to lodge their complaints and get redress

5.3.2 Timeliness

- There was no system to monitor waiting times against set standards e.g. the time spent before the physical capture and the sixty day waiting time after the physical capture
- Customers complained of waiting for days, weeks and months after payment before going through physical capture process because of internet network down time or power failure and in some cases, faulty equipment like the spoilt camera as noticed in the Kano Main. This brings a lot of untold hardship to customers as they have to make several repeated visits before getting physically captured

5.3.3 Information

- There was no nominated Officer to collect and collate information from customers
- Customer Satisfaction Surveys were yet to be carried out to determine the feeling of the customers and how to better position the services so as to serve customers better
- There was no systematic consultation with customers, no evidence of regular meetings with customer groups or their representatives. Consultations allow for sharing of challenges faced by both parties and to discuss best ways

forward

- Most customers interviewed confirmed that their comments and complaints were not acted upon.

5.3.4 Professionalism

- Organisational structure was not displayed at service points to enable customers know the hierarchy at a glance and know which office to go to have grievances redressed
- Summary of complaints and details of actions taken to remedy complaints received over a period were not published. This does not assure customer that their complaints are being received and treated
- Details of Officers in charge of customer service and Complaints were not displayed at the different service points of DLC evaluated
- Documented performance targets were not widely circulated. This made it difficult for performance monitoring e.g. targets such as production of DLCs and variances not met and not explained to customers
- There was no business improvement plan in place to enhance service delivery experience of customers of the FRSC DLC Kano

5.3.5 Staff Attitude

- Frontline staff were yet to be trained on customer care; the training is to enhance effective service delivery to

5.4 Additional findings

Professionalism

- There were no incentives or rewards for good performance by staff to encourage hard work and motivate staff

6.0 Recommendations

The following recommendations are provided in order to suggest actions that can be taken which could directly lead to improvements in service delivery. In this report, we are unable to comment on general constraints relating to physical or human resources, or structural and systemic issues, which may or may not lead to improvements in services.

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.

6.1 Key recommendations

6.1.1 Service Delivery

- Standards on the sixty-day period for the collection of permanent driver license should be revised and made more realistic to accommodate the delays

customers experience

- The Commission should analyse poor performance and take action to remedy the poor performance e.g. as seen in collection period of permanent driver license
- Access for all customers should be reconstructed and made easier especially for the old and physically challenged. E.g. stair case leading to the driver license unit at the Kano Main
- All the evaluated DLCs, Kano Main, Emirḡ Palace and Sabon Gari should have adequate waiting areas. The conveniences should be accessible to visiting customers, adequate sitting arrangements provided, water dispensers made available and fans fixed for the comfort of customers
- Nominated complaints desk officers whose names, telephone numbers, email addresses and office location should be clearly displayed at the DLC service points. This will enable aggrieved customers to lodge their complaints and get redress

6.1.2 Timeliness

- System should be put in place to monitor waiting times against set standards e.g. the time spent before the physical capture and the sixty day waiting time after the physical capture
- Customers who have waited for days, weeks and months after payment before going through physical capture process should be reached on phone and told when to come for their capturing as this will help to curb repeated visits without getting service. Legacy customers should be treated with dispatch and separately from the rest because of the long wait they had gone through already

6.1.3 Information

- An Officer should be nominated to collect and collate information from customers as this will help the command to help analyse customer views and observations
- A Customer satisfaction survey should be carried out to determine how the customer feels about the services rendered
- There should be systematic and regular consultation with customers this includes regular meetings with customer groups or their representatives. This allows for cross fertilization of ideas, sharing of challenges faced by both parties and to discuss best ways forward
- Customers comments and complaints should be acted upon and feedback sent to customers this will assure them that FRSC DLC Kano is interested improving its services for the satisfaction of customers.

6.1.4 Professionalism

- Organisational structure should be displayed at service points. For the customer to know the organisational hierarchy and for customers to see at a glance and know who to take grievance in case it occurs.
- Summary of complaints received and details of action taken on complaints should be published for the benefit of customers and to assure customers that their complaints are being received and treated
- Details of Officers in charge of customer service and Complaints should be displayed at the different service points of the DLC units. This will aid faster and better complaints process and experience for aggrieved customers
- Documented performance target should be widely circulated. This will aid better performance monitoring e.g. targets such as production of DLCs and variances not met should be explained
- Business improvement plans should be produced to enhance service delivery experience of customers of the FRSC DLC Unit Kano

6.1.5 Staff Attitude

- All frontline staff should be formally trained on customer care, so as to guide officers on how to interact with customers

6.1.6 Additional Recommendations

- Incentives or rewards for good performance should be given to staff to boost their enthusiasm and performance

6.3 Service Improvement Planning

Although the question of how these recommendations might best be implemented is a Management issue for FRSC Kano Command, the SERVICOM Office through the Public Service Reforms will work with the Management of FRSC Kano Command and the SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

6.4 Conclusion

The SERVICOM Index awarded to the FRSC DLC Units Kano is **1.6** which represents **two star (**)** and indicates **'fair' service delivery**. Although this is still far from praiseworthy, it is our belief that the FRSC DLC Kano, would aim at continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are considered and faithfully implemented.