

SERVICOM Compliance Evaluation Report

**Federal Road Safety Corps (FRSC), Driver's
Licence Centre, Maiduguri Borno State.**

February 26, 2018

EXECUTIVE SUMMARY

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF
Federal Road Safety Commission Oshogbo Zonal, Sector and Unit Commands,
Osun State.**

Date of Evaluation:	25th February, 2009
Score:	1.2 out of 4; (45%)
Ranking:	Two Star (**) Service
Description:	Fair

Findings

Strength:

- Customers interviewed were particularly happy with the friendliness, sensitivity and helpfulness of staff of the Maiduguri Metropolitan Council Driver's Licence Centre. They commended them for their efforts in ensuring that their complaints were resolved
- The tripartite arrangement that enables effective partnership between the Corps and Board of Internal Revenue in the State as well as the Vehicle Inspection Office is commendable and should be sustained

Weaknesses

- At the time of the evaluation reception areas were not adequate at both the Metropolitan and Bolori Offices for the comfort of customers while waiting to take service, e.g. no suitable seating arrangement, water dispensers, etc are provided for customers
- There was no designated Complaints Desk Officers who would receive, investigate and deal with complaints received from customers in both the offices visited. Customers do not know what to do or where to lodge their grievances in the event of service failure.
- The names and contacts (office number, telephone number, etc.) of the Nodal and Complaints Desk Officers are not displayed at all service windows. This makes it difficult for customers to identify the Officers when in need.
- Appointment procedures are not detailed at service outlets as a result, customers do not know when to come for service, e.g. when to submit completed form and when to come for direct capture are not detailed at the License unit, of the Oshogbo Sector Command
- Most staff have not received training on Customer Care to enhance their customer relationship management which could lead to improved efficiency while dealing with customers
- The Commission has not produced a Customer Care Policy to guide staff on how to treat their customers from point of entry to exit point e.g. friendly, confidential, courteous etc.

Recommendations

- Conveniences (toilets) in all the Commands (Oshogbo Zonal, Sector and Ife Unit) should be made customer friendly and always be kept open and clean for the use of customers when they come to take services
- Adequate reception areas should be provided in all the Commands evaluated for the comfort of customers while waiting to take service, e.g. chairs and water dispensers, etc. should be put in place for the comfort of waiting customers
- Complaints Desk Officer should be appointed in all the Commands with the mandate to receive, investigate and deal with complaints from customers when they are not satisfied with services provided
- Interruption to service (foreseen and unforeseen) such as delays in processing licences as noticed in Oshogbo Sector Command (license unit) should be explained. This will keep the customers informed as to the reasons why have not been attended to in time
- Information on standards on fliers, pamphlet, etc should be widely available for the consumption of customers. This will enable customers to know what quality of services to expect from the commission
- Costs for taking services, and procedure for payment for such services should be detailed in all service outlets in all the commands evaluated. This will make it easier for customers to know how much to pay and how to pay for each service provided by the Commands
- The coordinates of the Nodal and Complaints Desk Officers should be displayed at all service windows. This will help customers in accessing the Officers when in need.
- Appointment procedure should be detailed at service outlets so that customers would know when to come for different services offered by the commands, e.g. details should be given on when to submit completed forms and when to come for direct capture for the production of drivers license
- To guide and enhance staff in their interaction with customers, all staff should be trained on Customer Care eg. to be prompt, courteous, polite, etc. This will broaden the customer relationship management of the commands and could lead to improved proficiency
- The Commands should produce a Customer Care Policy to guide staff in relating with customers from point of entry to exit when they come for service such as being confidential, friendly, etc.

Conclusion

The SERVICOM Index awarded to the Federal Road Safety Commission, (Oshogbo Zonal, Sector and Unit Commands, Osun State) is **1.3** out of **4.0 (32.5%)** which represents **Two star (**)** and indicates **'Fair'** Service delivery. Although this is still far from praise-worthy, it is our belief that FRSC would ensure continuous improvement on the quality of services delivered to its customers if the recommendations contained in this report are fully implemented.

MAIN REPORT

1.0 Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of Federal Road Safety Commission (FRSC) Oshogbo Zonal, Sector and Ife Unit Commands. 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 further below. The selected service windows of the Federal Road Safety Commission (FRSC) Oshogbo Zonal, Sector and Unit Commands 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 Commercial Law Department 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 Acknowledgements

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

1. Osita Chidoka	-	Corps Marshal and CEO, FRSC
2. L.A. Nwugo (ACM)	-	Zonal Commanding Officer
3. H.Z. Fuomsuk (CC)	-	Zonal Head of Operations
4. A.O. Daniel (CC)	-	Sector Commanding Officer
5. M.O. Olapade (DCC)	-	Sector Head of Operations
6. A.O. Sehinde (ACC)	-	Unit Commanding Officer
7. R.O. Adlomo (SRS)	-	Unit Head of Operations
8. A. Oki (SRS)	-	MSU Staff, FRSC

3.0 Terms of Reference

The FRSC was selected for SERVICOM compliance evaluation following a

Presidential directive that all Government Departments and Agencies be evaluated for SERVICOM Index 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.

4.0 Methodology

FRSC has (205) two hundred and five Commands (8 Departments, 10 Corps Offices, 12 Zonal Offices, 37 Sector Commands and 156 Unit Commands).

The Commission is responsible for providing various services to road users, motorists and riders; charged with road traffic administration and safety management. The FRSC was established by Decree No 45 of 1988 and 35 of 1992 which gave way to Cap 141 Laws of the Federation of Nigeria (LFN) and quite recently the 2007 FRSC Act, to provide the following services amongst others:

- Enforce all traffic laws and regulations
- Clear roads of obstruction that may cause accidents
- Apprehend drivers who contravene traffic laws and cause them to pay fines or be prosecuted
- Controlling traffic with a view to protecting and easing the movement of people, goods and services on all public roads
- Disseminating information and advise relating to safe use of the roads
- Rendering rescue services and first aid assistance to victims of road traffic accidents
- Carry out researches and investigations into accidents arising from the use of motor vehicles on all public roads
- Cooperate with other agencies with similar objectives on prevention of accidents

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

1. Sizes (large or small)
2. Volume of Customers (High or Low)
3. Range of Services Provided (Full range of service or limited range of services)

Thus samples of service windows representative of FRSC would consist of three (3) windows as follows:

Zonal Headquarters: The Administrative head overseeing the operations of Sector and Unit Commands under its jurisdiction. The Zonal command coordinates and provides effective and regular supervision and monitoring of component Commands of the zone. It also ensures that all revenue generated by the component Commands is remitted to Road Safety Commission Headquarters, Abuja when due.

Sector Command: In charge of patrol, enforcement of traffic rules and regulation, public education programmes, smooth implementation of the Uniform Licensing

Scheme (National Drivers Licence, National Vehicle Licence, National Vehicle I etc)

Unit Command: The Unit Command, on a smaller scale, also performs similar functions as the Sector Command

The Evaluation team for this evaluation consisted of two (2) SERVICOM Officers, MSU staff from the FRSC and a staff each from the Zonal and Sector Commands Oshogbo as well as the Unit Command lfe.

Evidence was gathered through customer interviews, discussions with staff and partners, reviews of key documents and general observations.

Other customers, staff or documents consulted

Given the particular nature of the services provided by FRSC, it was also important to evaluate further evidence by conducting mystery shopping exercise, administering questionnaires, and conducting interviews with its partners including Hospitals, NURTW, Police, etc. The website of SERVICOM Office www.servenigeria.com was also used for research.

The key documents reviewed include:

- FRSC Charter
- FRSC Establishment Act
- FRSC Operational Guidelines and Procedures
- FRSC Handbook
- FRSC Road Transport Safety Standardization Scheme (RTSS)
- Performance Monitoring Report Officers Cadre
- Performance Monitoring Report Marshals Cadre
- FRSC Criteria for the Promotion of Officers and Marshals
- FRSC Annual Report Year 2005 and 2006
- Rescue Training Manual (FRSC Corps Rescue Officers)
- FRSC National Uniform Licensing Scheme Enhanced National Drivers Licensing Scheme Brochure

5.0 Findings

The findings presented in this section comprise both an Index score, 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 **1.5 out 3**

Description: Unsuitable

5.1.1 Findings on Service Charter

- The Charter is not arranged in chronological order which makes it difficult for customers to comprehend the Charter
- The Charter does not have a proper introduction and the purpose of the charter is not adequately described
- The Charter did not state the mandate of the organisation from appropriate authority
- The Vision Statement does not state its long term objectives and does not clearly have a time frame attached
- The charter did not state the Grievance Redress Mechanism for customers to complain when services fail
- The time limit for response to customers complaints is not stated in the Charter

5.1.2 Recommendations for improving Service Charter

- The contents of the Charter should be properly arranged with specific details in the following order:
 - Introduction/Background
 - Vision
 - Mission
 - Services Rendered
 - List of customers (intra, inter and public)
 - Performance target/customers expectations
 - Obligations of customers
 - Complaints/Grievance Redress Mechanism
 - Stakeholders participation in service provision
 - Special needs provision
 - Existing limitations
- There should be a written Complaint Procedure with the following details, name and contact details of Complaints Desk Officer and time limit for response to customers complaints
- The integrated Charter of FRSC should be reviewed to reflect new standards of the Commission

5.2 Index score

The table below summarises the results of evaluation of the service windows. Based on this, we have calculated a composite score for FRSC (Oshogbo Zone, Oshogbo Sector and the Ife Unit Commands)

The overall Index score for the, FRSC (Oshogbo Zone, Oshogbo Sector and the Ife Unit Commands) is: **1.3 of 4 (32.5%)**

Description: Fair

	Score for FRSC
Overall Index score	1.3
Service Delivery	1.2
1 - Standards & practices / performance	1.3
2 . Reception experience	1.3
3 . Complaints & grievance redress	1.0
Timeliness	0.7
1 . Standards & practice/performance	0.0
2 . Customer friendliness	1.3
Information	1.5
1 . Information	1.2
2 - Customer feedback	1.9
Professionalism	2.0
1 . Transparency	1.1
2 . Efficiency	2.9
Staff Attitude	1.3

5.3 Key findings

The following observations have been made on the quality of services provided by FRSC, which we feel need to be addressed as a matter of urgency:

5.3.1 Service Delivery

- Adequate directional signs are not provided at Oshogbo Zonal, Sector and Ife Commands for the guidance of customers in locating offices points. As such, they find it difficult to locate service points when they come to take service
- In all the Commands (Oshogbo Zonal, Sector and Ife Unit), the conveniences (toilets) are not customer friendly, as they are locked and are mostly not kept clean for the use of customers. This does not assure the customer the use of such facilities when in need
- Adequate reception areas are not available for the comfort of customers while waiting to take service, e.g. in all the commands evaluated, neither chairs nor water dispensers are provided for customers
- Due to lack of complaint procedure in all the commands evaluated, customers find it difficult to lodge their complaints when the need arises as they do not know how, and to whom to lodge their complaints with when service fails

5.3.2 Timeliness

- Customers do not know how long it will take to serve them as there is no set standard for waiting times both for initial and subsequent visits to take service.
- Some foreseen and unforeseen interruption to service such as delays in processing licences as noticed in Oshogbo Sector Command (license unit) are not explained to customers. This keeps the customers in suspense when such interruptions occur as explanation given.

5.3.3 Information

- Information on standards is not widely available for the consumption of customers in a variety of ways e.g. fliers, pamphlets, etc. As such, customers do not know what quality of service to expect when they come for service from these commands
- Details as to where and when services are provided are not made available for customers at the Sector and Unit Commands. This makes it difficult for customers who get booked on the road to know where and how locate payment points e.g. to obtain teller from the office and pay fine into a bank elsewhere

5.3.4 Professionalism

- Costs for taking services, and procedure for paying for such services are not clearly detailed in all service outlets in the commands evaluated. This makes it difficult for customers to know the cost involved for each type of service and could encourage touting. Example, in Ife Unit Command, a customer complained that he did not know he had to come to the Office to obtain a teller, effect payment at a designated bank and submit lodgement teller to the office where receipt is issued before release of vehicle.
- The names of the Nodal and Complaints Desk Officers are not displayed at all service windows. This makes it difficult for customers to identify the Officers when in need.
- Appointment procedure are not detailed at service outlets as a result customers do not know when to come for service, e.g. when to submit completed form and when to come for direct capture are not detailed at the License unit, Oshogbo sector command
- Summary of complaints received over a certain period is not published. This does not assure the customers that their complaints are being acted upon.

5.3.5 Staff Attitude

- Most staff have not received training on Customer Care to enhance their customer relations management and improve their efficiency while dealing with customers

- The Commission has not produced a customer care policy to guide staff in their interactions with customers when they come for services e.g. to be courteous, polite, prompt, etc.

5.4 Additional Findings

The following additional observations were also made on the quality of services delivered, which may also need attention:

5.4.1 Professionalism

- Organograms are not displayed in all service points at Oshogbo Zonal, Oshogbo Sector and Ife Unit Commands, as such it is difficult for customers to know the hierarchy of these Commands at a glance

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 impinge on effective delivery of services to the members of the public.

.6.1 Key recommendations

6.1.1 Service Delivery

- Adequate directional signs should be provided at Oshogbo Zonal, Sector and Ife Commands for the guidance of customers in locating service points e.g. cash office, etc
- Conveniences (toilets) in all the Commands (Oshogbo Zonal, Sector and Ife Unit) should always be kept open and clean for the use of staff and customers when they come to take services
- Adequate reception areas should be provided in all the Commands evaluated for the comfort of customers while waiting to take service, e.g. chairs and water dispensers, etc. should be put in place for the benefit of waiting customers.
- Complaints Desk Officer should be appointed in all the Commands with mandate to receive, investigate and deal with complaints from customers when they are not satisfied
- To facilitate lodgements and resolution of complaints, there should be a written complaints procedure indicating how and to whom complaints should be made. This will aid in timely receipt and resolution of customer complaints when service fails and could ultimately lead to service improvement

6.1.2 Timeliness

- The Commands should put in place waiting time for initial and subsequent visits of customers, as this would ensure that they are aware of how long it takes to receive service and are not unnecessarily delayed while waiting to take services

- Interruption to service (foreseen and unforeseen) such as, the delays in processing licences as noticed in Oshogbo Sector Command (license unit) should be explained, this will keep the customers informed as to the reasons why they have not been attended to in time

6.1.3 Information

- Information on standards should be widely available for the consumption of customers in a variety of ways, i.e. apart from service charter in pamphlet form (not in sufficient quantity), fliers, etc. could be used as this will enable customers to know what quality of services to expect from the commission.
- Details of where and when services are provided should be available to customers at the Sector and Unit Commands. This will make more it easy for customers to find the various service points when in need of service e.g. obtaining teller from the cash office and paying into the bank elsewhere

6.1.4 Professionalism

- Costs for taking services, and procedure for payment for such services should be detailed in all service outlets in the commands evaluated. This will make it easier for customers to know how much to pay and how to pay for each service provided by the Commands
- The coordinates of the Nodal Officer and Complaints Desk Officers should be displayed at all service windows. This aids customers in accessing the Officers when in need.
- Appointment procedure should be detailed at service outlets so that customers would know when to come for different services offered by the commands, e.g. details should be given on when to submit completed forms and when to come for direct capture for the production of drivers license
- Summary of complaints received over a certain period should be published periodically. This will assure the customers that their complaints are being acted upon.

6.1.5 Staff Attitude

- To guide and enhance staff in their interaction with customers, all staff should be trained on Customer Care eg. to be prompt, courteous, polite, etc. This will broaden the customer relationship management of the commands and could lead to improved proficiency
- The Commands should produce a Customer Care Policy to guide staff in relating with customers from point of entry to exit when they come for service such as being confidential, friendly, etc. to customers when they come for services

6.2 Additional Recommendations

6.2.1 Professionalism

- Organogram should be displayed in all the service outlets at Oshogbo Zonal, Sector and Ife Unit Commands to enable customers know the hierarchy of these Commands at a glance when they come for service

6.3 Service Improvement Planning

The question of how these recommendations might best be implemented is a management issue for the Federal Road Safety Commission (Oshogbo Zonal, Oshogbo Sector and Ife Unit Commands), the SERVICOM Office through the SERVICOM Institute will work with the Management of Federal Road Safety Commission, and the SERVICOM Unit of the FRSC to develop and guide the implementation of appropriate service improvement plans.

6.4 Conclusion

The SERVICOM Index awarded to the Federal Road Safety Commission, (Oshogbo Zonal, Sector and Unit Commands, Osun State) is **1.3** out of **4.0 (32.5%)** which represents **Two star (**)** and indicates **'Fair'** Service delivery. Although this is still far from praise-worthy, it is our belief that FRSC would ensure continuous improvement on the quality of services delivered to its customers if the recommendations contained in this report are fully implemented.