



SERVICOM OFFICE

ANNUAL REPORT FOR THE YEAR ENDED

DECEMBER 31, 2017

**Federal Secretariat Complex Phase III First Floor
P.M.B. 622, Garki, Abuja-Nigeria
Telephone: 08106419581, 08153566084
Web Site: www.servicom.gov.ng
Email: info@servicom.gov.ng
Facebook: www.facebook.com/servicomng
Twitter: @servicomoffice**



MUHAMMADU BUHARI, GCFR

**HIS EXCELLENCY
MUHAMMADU BUHARI, GCFR PRESIDENT, COMMANDER-IN- CHIEF OF THE
ARMED FORCES, FEDERAL REPUBLIC OF NIGERIA**



Mr. Boss Gida Mustapha
Secretary to the Government of the Federation



Mrs. Nnenna Akajemeli
National Coordinator/Chief Executive Officer, SERVICOM

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Vision:

‘To be The Foremost Change Agent for Service Excellence’

Mission:

‘To Support the Promotion of Service Excellence in Public Services in order to Improve Citizens’ Satisfaction’

1.0 Executive Summary

Governance, and the legitimacy of government, depends upon the quality of service delivery, in particular, the essential services needed to improve people's lives.

This report provides a framework for how SERVICOM delivered key aspects of the Government's vision and public service reform agenda: re-orienting the public service to discharge its role as servants of the people; building leadership and technical capacity of Ministries, Departments and Agencies (MDAs) to deliver meaningful and sustained improvements in services; increasing the public's ability to engage with service providers to demand better services and greater accountability and to measure the quality of services provided by the MDAs with a view to improve on their services to the citizenry.

It does this through a network of Ministerial SERVICOM Units (MSUs) established in all MDAs to refocus every institution in the public service towards better service delivery. SERVICOM supports these MSUs to establish SERVICOM Charters and complaints systems at service front-lines, and develop Service Improvement Plans after they have been evaluated. SERVICOM also improves Nigerian public services by building the capacity of public servants through the SERVICOM Institute and supporting MDAs to implement pilot projects to demonstrate how services can be improved in practice. SERVICOM also works to raise awareness of the public's right to demand quality services and challenge service failure.

This report provides an overview of the activities and major outcomes of SERVICOM in 2017. It is structured in parts comprising the activities of the various units, summaries of SERVICOM Compliance Evaluation, Charter Evaluation and MSU Evaluation reports of Ministries, Departments and Agencies (MDAs) and reports of various units: Administration, Accounts, Public Awareness, Documentation & Information Management and SERVICOM Institute. These units report to the National Coordinator/Chief Executive Officer.

2.0 Introduction

SERVICOM is a social contract between the Federal Government of Nigeria and the citizenry. SERVICOM gives Nigerians the right to demand quality service. Details of these rights are contained in Service Charter, which are now available in all government Ministries, Departments and Agencies (MDAs) where services are provided to the public. SERVICOM operates through a network of Ministerial SERVICOM Units (MSUs) established in all MDAs to refocus every institution in the public service towards better service delivery.

The singular objective of SERVICOM is to meet the challenge of nationwide service failure as depicted in a diagnostic survey, *Delivering Service in Nigeria: A Roadmap*. Findings of the survey were fully discussed at a Retreat in 2004, especially its conclusions; that Government services were not serving the people and Services were inaccessible, poor in quality and indifferent to citizen needs.

The SERVICOM Office was thereafter set up under the Presidency on 21st March, 2004 to serve as the engine of the Federal Government's Service Delivery Initiative.

The focus of the Federal Government on effective and efficient use of public resources, proper financial management, accountability and fiscal prudence is closely related to the SERVICOM principles which are hinged on the re-orientation of public servants to be committed, responsible and accountable while serving the public.

Public service is the only contact that most citizens have with Government SERVICOM therefore focuses on improving the quality of that contact by working with MDAs to ensure effective service delivery. By this approach, the critical policy thrust of governance to maximize the benefits the citizenry derive from governance will be realized, the lives of the people will be truly touched and the critical choice they made in voting this Government will be justified.

3.0 Structure of SERVICOM Office

The Office consists of five (5) units namely: Operations, Administration, Accounts, Public Awareness, Documentation & Information Management and SERVICOM Institute. These units report to the National Coordinator/Chief Executive Officer.

4.0 Activities and Achievements of SERVICOM Office in 2017

4.0.1 Operations Unit

The SERVICOM Operations Unit is the core Unit of the SERVICOM Office. It is the Unit responsible for the facilitation of improved service delivery in the MDAs through Resource Centre Interaction (CRI), sensitization, monitoring and evaluations. The Unit consists of four (4) Teams (Teams A – D) and each Team is headed by a Team Lead.

This report highlights the activities, challenges and recommendations of the Operations Unit during the year under review. Based on proposed work plan for 2017 activities the unit made remarkable improvement in the following areas.

4.0.2 SERVICOM Compliance Evaluation (SCE)

This is an assessment carried out by the Operation Unit to assess the quality of services delivered to citizens to determine the level of compliance of MDAs with the SERVICOM principles.

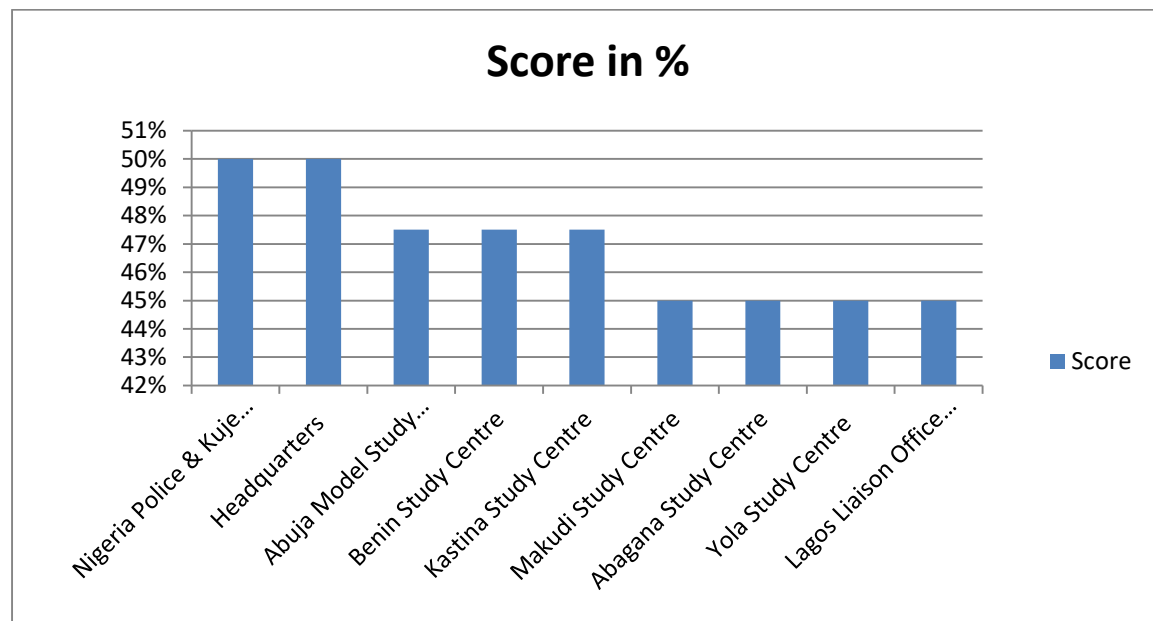
4.0.3 List of evaluated MDAs in the year under review.

National Open Universities. The office conducted SERVICOM Compliance Evaluation (SCE) of Federal Ministry of Education, with visit to eight (8) Study centers of the National Open University of Nigeria (NOUN). These include: kastina, Markudi, Abagana, Benin, Yola, Lagos liasion Ikeja and Mcarthy, Police and Prisons special study Centre as well as Abuja model study centre.

The SERVICOM Office Presidency in collaboration with the National Universities Commission agreed to jointly implement some of the recommendations made through Service Improvement Training. For example, most of the universities have problems of lack of internal performance evaluation and high cases of missing results. The training

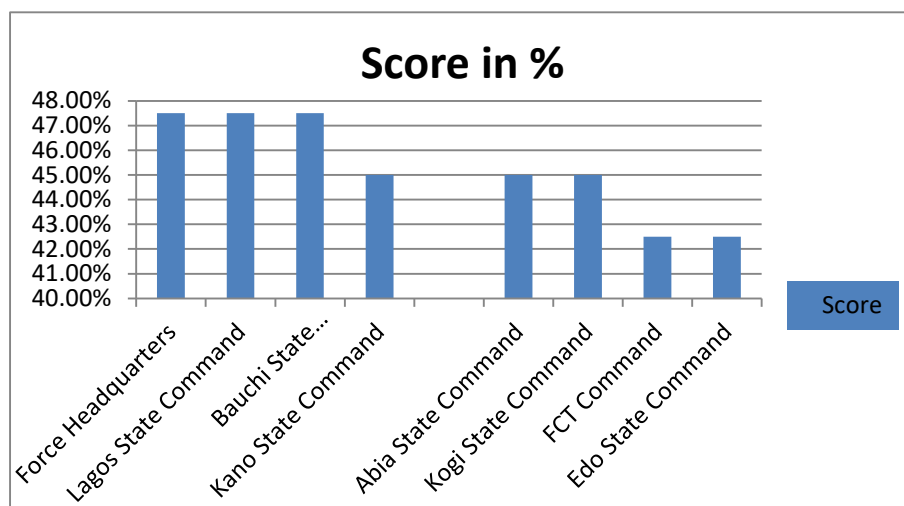
programs of SERVICOM office would aide the process of ensuring sustained service delivery improvement in the National Open Universities.

Graphical representation of scores in percentage for the study centres



4.0.4 Nigeria Police Force. Eight (8) State Commands of the Nigeria Police Force and Force Headquarters were assessed for their compliance with the SERVICOM index. The commands visited include: Lagos, Bauchi, Kano, Abia, Kogi, Edo, FCT and Force Headquarters. Some improvements were recorded as compared with earlier evaluation carried out in 2009. The SERVICOM Office Index awarded to each of the evaluated service windows is as contained in this summary and the main reports. It is our belief that the Service windows concerned would ensure continuous improvement on the quality of service delivered to their customers when the recommendations contained in these reports are truly implemented.

Graphical representation of scores in percentage for the Police commands

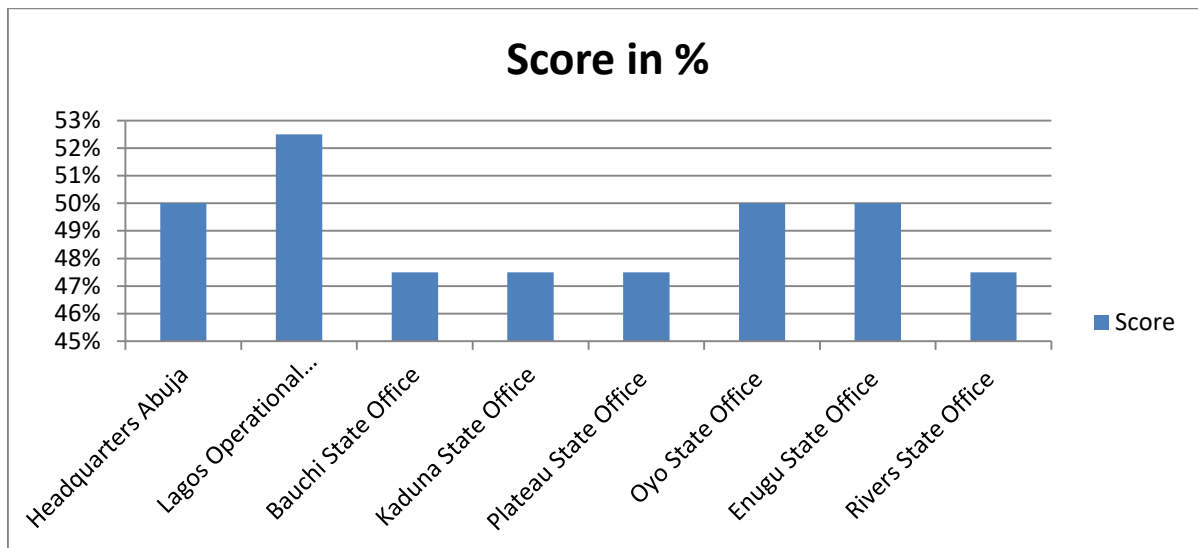


4.0.5 National Agency for Food and Drug Administration and Control (NAFDAC):

Eight (8) State Offices and the Headquarters of National Agency for Food and Drug Administration and Control (NAFDAC) were assessed for their compliance with the SERVICOM index. The location include: Lagos Operational Head Quarters, Bauchi State Office, Kaduna State Office, Plateau State Office, Oyo State Office, Enugu State Office and Rivers State Office. The overall objective of the SERVICOM Compliance Evaluation is to ensure Citizen focused Service Delivery in MDAs. The specific Objective includes identifying gaps in Service delivery and making recommendations to MDAs to improve customer satisfaction and accountability.

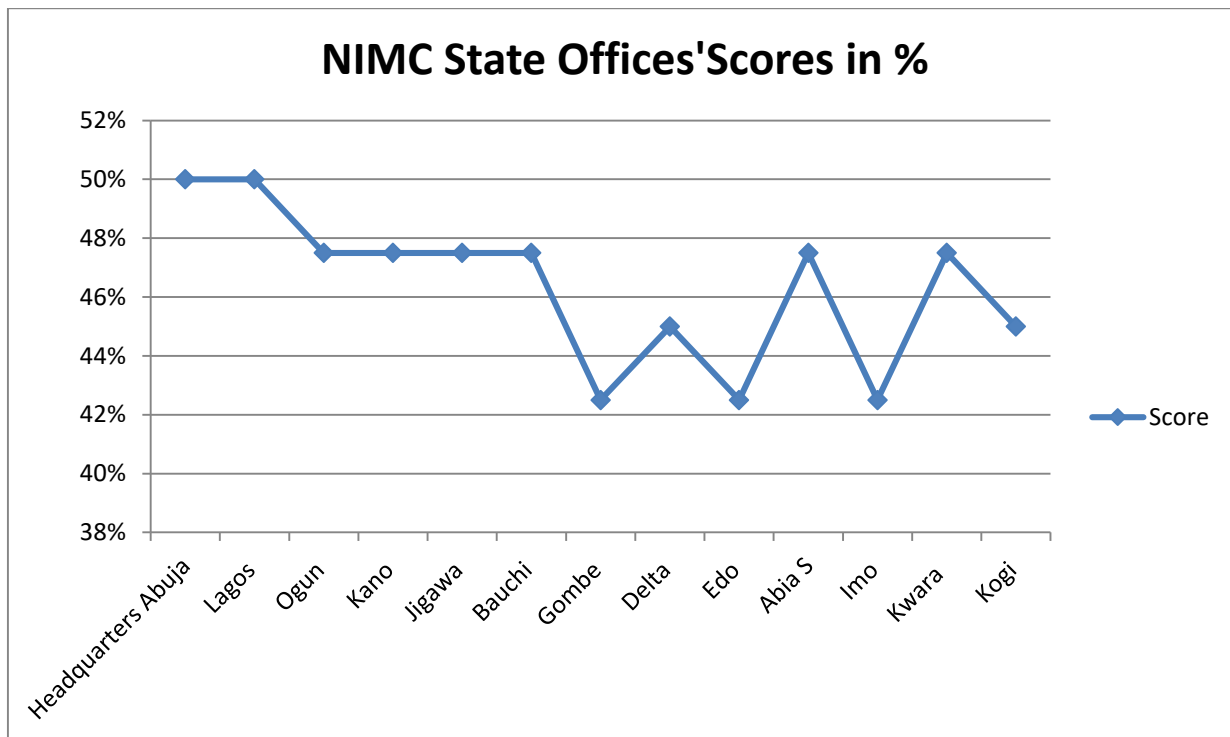
The evaluation exercise exposed service delivery gaps in MDAs assessed and allowed for remedial strategies by SERVICOM Office, while at the same time serving as a wake-up call to MDAs to improve on the services they render to citizens with the aim of increased citizen satisfaction.

Graphical representation of scores in percentage for the NAFDAC State Offices



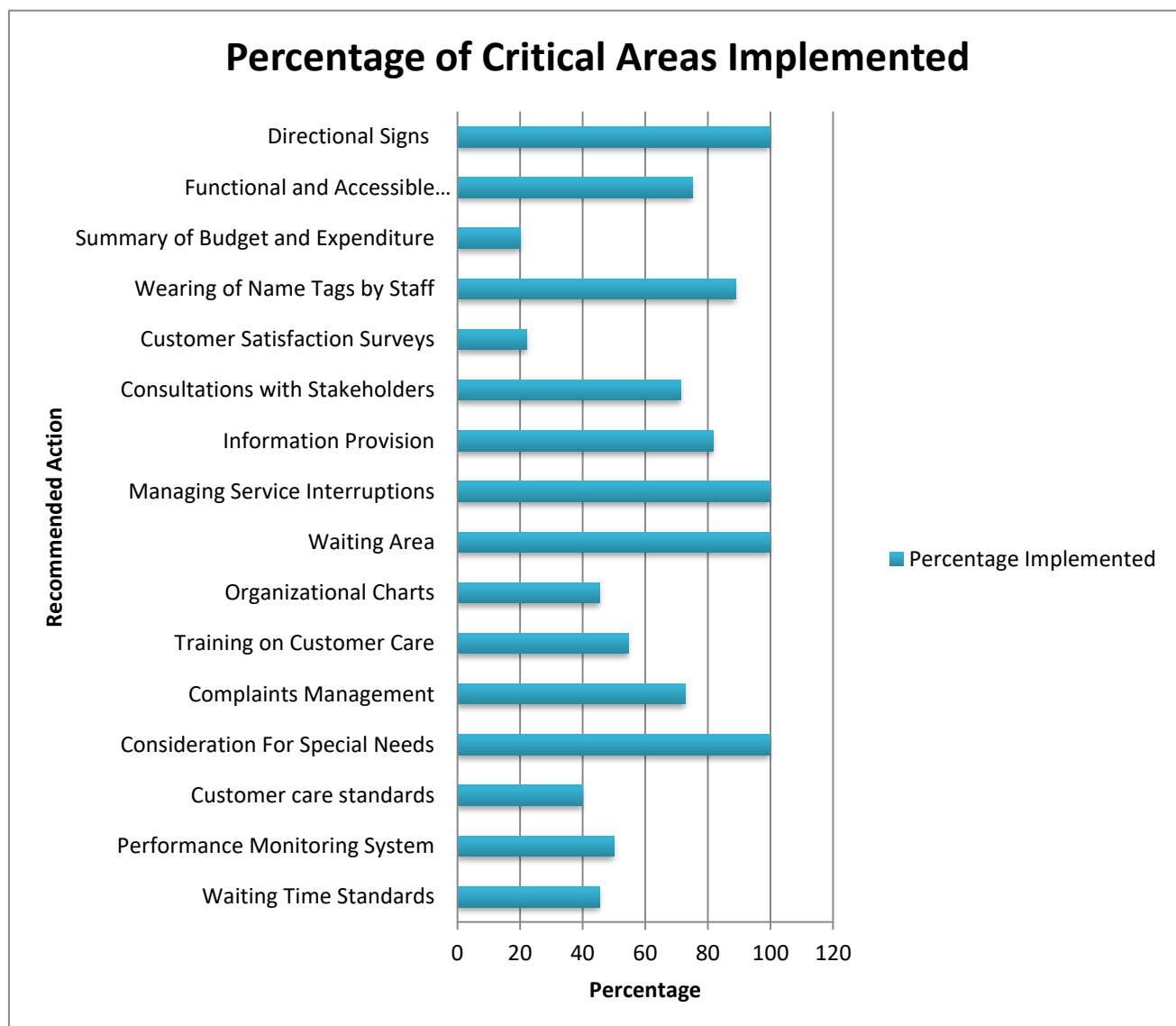
4.0.6 Twelve (12) State Offices and National Headquarters of Identity Management Commission (NIMC) were assessed for their compliance with the SERVICOM index. The location include: NIMC Headquarters Abuja, Lagos, Ogun, Kano, Jigawa, Bauchi, Gombe Delta, Edo, Abia, Imo, Kwara and Kogi State offices The specific Objective includes identifying gaps in Service delivery and making recommendations to MDAs to improve customer satisfaction and accountability.

Graphical representation of scores in percentage for the National Headquarters of Identity Management Commission (NIMC) State Offices



4.0.7 POST SERVICOM Compliance Evaluation of the FCT hospitals and some hospital under the supervision of the Federal Ministry of Health was carried out between November to December 2017 to find out if the suggested recommendations for service improvement were implemented to enhance service delivery. The FCT hospitals visited include: Asokoro District Hospital, Abaji General Hospital, Kwali General Hospital, Gwagwalada General Hospital, Nyanay General Hospital, Karshi General Hospital Maitama District Hospital, and Gwarimpa District Hospital. The hospital visited under the purview of Federal Ministry of Health include Federal Medical Centre, Jabi, Federal Medical Centre, University of Abuja Teaching Hospital.

IMPLEMENTATION STATUS BY RECOMMENDED ACTIONS



The chart above shows implementation by recommended actions as a percentage.

Implementation Status of the Hospitals Evaluated

S/ N	Hospital	No. of Recommendations	Not implemented	Partially implemented	Fully implemented
1.	Maitama	29	5	12	12
2.	Wuse	27	6	5	16
3.	Nyanya	30	13	10	7
4.	Abaji	28	16	8	4
5.	Kuje	25	8	11	6
6.	Karshi	27	17	1	9
7.	Asokoro	21	0	8	13
8.	Kubwa	19	3	8	8

9.	Bwari	23	10	6	7
10.	Kwali	20	10	3	7
11.	Gwarimpa	26	9	9	8

Recommendations that got the most attention (50% - 100% implementation)

- Directional Signs
- Managing Service Interruptions
- Waiting Area
- Consideration for special needs
- Training on Customer Care
- Consultations with Stakeholders
- Information Provision
- Complaints Management

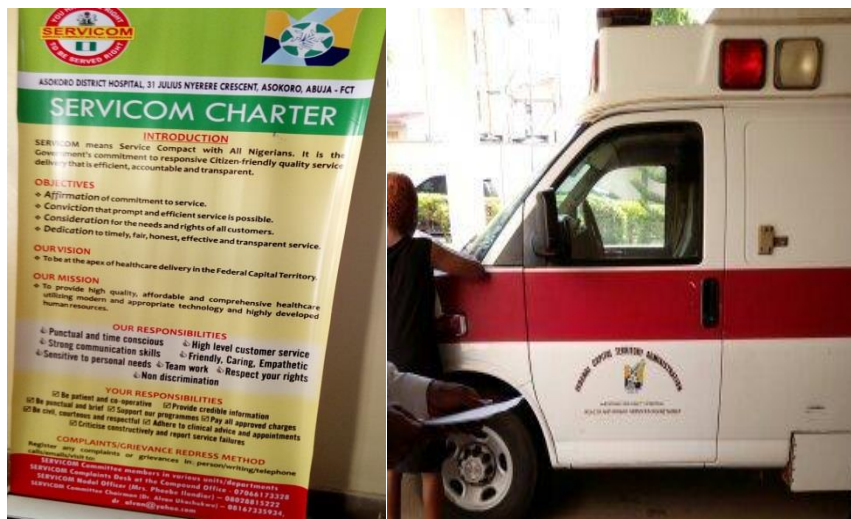
Recommendations that got fair level of attention (20% - 50% Implementation)

- Waiting Time Standards
- Performance Monitoring System
- Customer care standards
- Organizational Charts
- Wearing of Name Tags by Staff
- Functional and Accessible Conveniences

Recommendations that got the least attention (less than 20% implementation)

- Summary of budget and expenditure
- Customer satisfaction surveys

Some of the evidence based documents captured during Post SERVICOM Evaluation of the FCT Hospitals



Service Charter & Ambulance service in display at Asokoro District hospital



Complaint Desk at FMC Jabi, Abuja



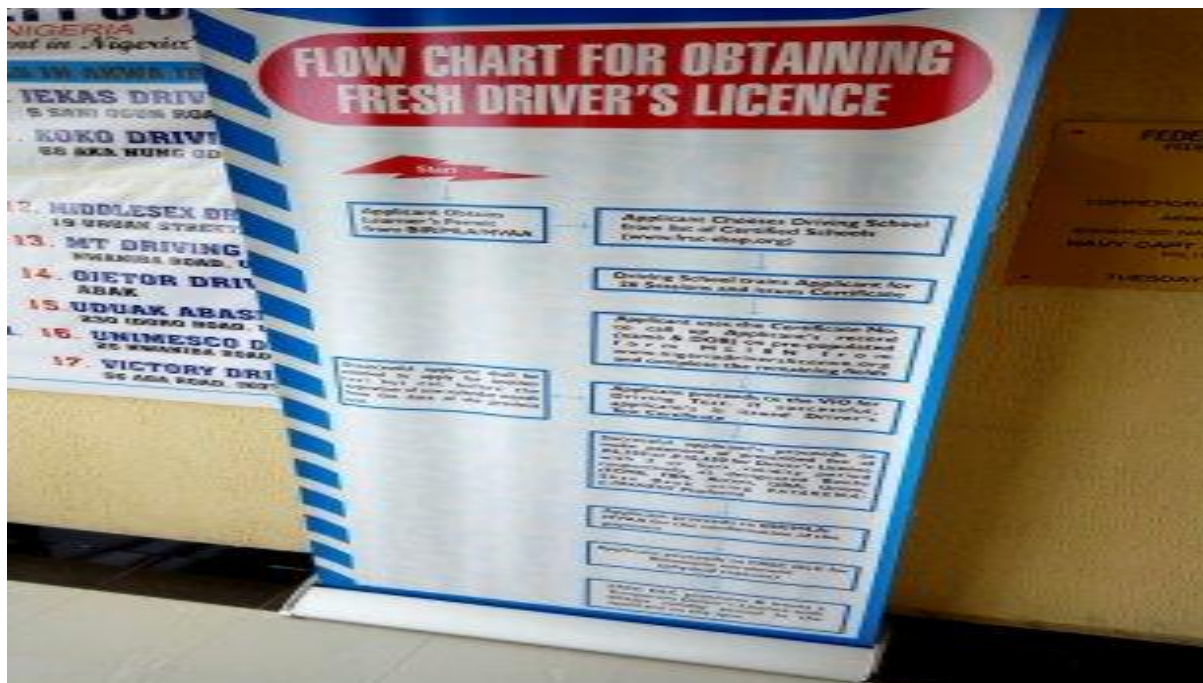
Waiting Area at FMC Jabi, Abuja

KARSHI GENERAL HOSPITAL		
FOLDER	—	#500
MEDICAL CERTIFICATE OF FITNESS	—	#500
MEDICAL REPORT	—	#1000
DEATH CERTIFICATE	—	#500
<u>CONSULTATION FEE</u>		
GYNAE CONSULTATION	-	#500
CONSULTATION (i) 8am - 4pm	-	#200
(ii) 4pm - 8am	-	#500
WEEKENDS CONSULTATION	-	#500

Cost of services, Karshi General Hospital



Capturing machine at FRSC Drivers licensing Centre, Uyo, Akwa Ibom State



Procedures on how to obtain Driver's License

5.0 Profiling of MDAs and Update of Service Charter Status

This activity was hinge on providing detailed information about the structure and the services of the ninety (90) MDAs on SERVICOM Protocol list. These include the MDA name, the name of current Minister/CEO, phone of the Nodal/Focal Officers. The MDA's information makes it easy for the service takers to know where to access service and who to contact when they experience service failures.

6.0 MSUs Evaluation and Forwarding of MSUs Evaluation Reports. This evaluation was carried out to determine the existence, functionality and effectiveness of MSUs SERVICOM awareness/enlightenment, resource centre attendance, evidence of effective complaints procedure etc. These help in driving the Service Delivery Initiative (SDI) in MDAs. Reports of the evaluation were forwarded to the Chief Executive of the MDAs for implementation.

7.0 Ministerial SERVICOM Committee Meetings

During the period under review, members of the Operations Unit attended and moderated the conduct of Ministerial SERVICOM Committee meetings MDAs. The meetings were held with a view to exchanging knowledge, sharing experiences and best practices on service delivery as it affects all the MDA's. The MDA's that held the meetings were as follows: Central Bank of Nigeria, State House, Police Service Commission, Independent Corrupt Practices Commission, Federal Ministry of Petroleum Resources and Federal Civil Service Commission.

8.0 Courtesy/Advocacy Visits

In order to solicit support for SERVICOM Units in MDAs, the Office paid advocacy visits to the Chief Executive Officers of MDAs. The outcome of such visits includes amongst others improved Management support for the SERVICOM Units, enhanced functionality of the Units in MDAs. The following MDAs were visited National Universities Commission, NTA, and Ministry of Petroleum Resources.

9.0 Resource Centre Interaction

The Resource Centre Interaction (RCI), is an analytical interaction between staff of the SERVICOM Office and MSU Staff on matters concerning service delivery as it affects MDA's. It is a bi-monthly interaction attended by MSU Staff from all the MDAs on SERVICOM protocol list. The objectives include keeping the SERVICOM Office abreast of the activities of the MDAs and enhance interaction with SERVICOM foot soldiers with a view to updating the MDA information.

During the period under review, attendance by MSU Staff was not encouraging due to the following:

- MSU staff experienced difficulty coming to the interactive session due to paucity of funds.

- Lack of MDAs management support

SERVICOM Office in its effort to address the above challenges has amongst other things prepared the following:

- Developed a workable framework to make the interactive session user friendly with the use of online communication. This has enabled the Ministerial SERVICOM Units staff to engage the SERVICOM Presidency in an online interaction and through phone calls
- Solicited the support of MDAs management through regular visits

10.0 Complaints Handling on Service Failure Experienced in MDA's

The SERVICOM Office is not a service frontline but complaints are encouraged from citizens. This has given a level of confidence in the complainants that MDAs are responsive to complaints and grievances of service takers.

S/N	MDA Complaint directed to	Nature of Complaints	Name of Complainant	Date received	Date of Response from concerned MDAs	Remark
1.	NDE	Unlawful dismissal from service	Mrs Adanna Nwokolo	July 25th 2017	30th January 2018	Investigation carried out
2.	Voice of Nigeria (VON)	Non-payment of training / workshop order	Victor Ekeocha MD Vucheki Nigeria Ltd	30/8/2017	28/9/17	Action on-going
3	NPF	Outstanding balance for supplies to NPF	Nasfat Global Investment Limited	14th November, 2017	4th December, 2017	Complainant contacted on response from NPF

11.0 The First National Dialogue on Strategies for Improving Service Delivery In Nigeria

A National Policy Dialogue on Strategies for Improving Service Delivery in Government with the Theme “Efficient and Effective Service Delivery: Imperative for enhancing the Change Agenda” Parastatals, Agencies and Commissions was held between 27- 28 March 2017 at old banquet hall in the presidential villa, Abuja. The aim was to provide a forum articulating a framework connecting Government reforms to anticipate improvements in the performance of all its agencies as a precursor to better service delivery.

The two day event had in attendance the then Secretary to the Government of the Federation, Engr. Babachir David Lawal, the Head of Civil Service of the Federation, Mrs. Winifred Ekanem Oyo-Ita and over 500 other participants from Ministries, Parastatals, Agencies and Commission, Community based Organisations, Civil Society Organisations etc. The papers presented include:

- Paper One: service delivery and the change agenda: New impetus for a service delivery
- Paper Two: Corruption as an impediment to effective and efficient service delivery
- Paper Three: an overview of the service delivery initiative: 12 years on.
- Paper four: Strategies for Optimising Service Delivery in Parastatals
- Paper five: Strategies for Optimising Service Delivery in Government Parastatals
- Paper Six: Public Service Delivery in Nigeria: A Customer’s Perspective
- Paper seven: policy and legal frame work for delivering effective and efficient service delivery in the public sector.

Communiqué at the end of the dialogue ;

- A communiqué was issued on the way forward for the SEVICOM Office and the Federal Governments Service Delivery as a whole
- It offered a platform for discourse on governance and articulated strategies aimed at improving the prime responsibility of Government, which is encapsulated in the provision of essential goods and services for the benefit of the citizenry
- Provided platform for exchange of ideas to advance improved service delivery as a direct outcome of the Change Agenda
- Sensitized key policy/decision makers (in the public and private sectors) on citizens’ expectations and greater support for social accountability in service delivery
- Improved Government’s connection with the citizenry and sensitized the citizens on their rights to demand quality service
- Articulated new pathways for efficiency gains in service delivery efforts through a peer review of Global best practices in governance.



Dignitaries at the National Dialogue

PUBLIC AWARENESS UNIT

1.0 INTRODUCTION

The Public awareness Unit is saddled with the responsibility of creating and sustaining awareness among members of the public and stakeholders on the progress of the Federal Government's Service Delivery Initiative. This is against the backdrop of the realization that awareness would be the pact to creation of knowledge needed for behavioral change among government workers and the populace.

It is that engagement from the point of knowledge by citizens about their constitutional right to be served right that would ignite a positive change in the manner service givers (civil servants) deliver service.

In the period under review, the Unit recorded some achievements and carried out activities that have heightened general awareness on how SERVICOM works and how citizens can resort to SERVICOM Processes to access satisfactory services in Ministries, Departments and Agencies (MDA's).

2.0 Achievements

✓ SERVICOM-in-action Radio Programme

A public enlightenment programme tagged SERVICOM-in-action was transmitted nationwide on the Network station of the Federal Radio Corporation of Nigeria, in the First quarter of 2017.

The objective of the programme was to increase citizens' understanding and appreciation of SERVICOM as the Federal Governments vehicle in driving the service delivery Initiative. Segments of the programme had as guests, Nodal Officers of Nigerian Security and Civil Defence Corps; Federal Road Safety Commission, Nigerian Electricity Regulatory Commission, and Nigerian Universities Commission where they elucidated on the achievements of their Ministerial SERVICOM Units and their telephone numbers were made public for channelling of complaints from citizens.

The National Coordinator, Unit Heads, Team Leads and Members of the press were guests on the programme.

i) To continue to raise citizens' awareness of the significance of service delivery in their lives and stimulate them to challenge service failure and demand for quality service as their constitutional right, a weekly Radio enlightenment Programme SERVICOM-in-Action, was transmitted nationwide on the Network Station of the Federal Radio Corporation of Nigeria from March 2017 to June 2017 With an impact of increased citizens' awareness on SERVICOM as millions of listeners were reached across the country.

ii) On March 6th 2018 a one year Radio enlightenment programme titled "SEVICOM Help Desk" commenced on the Human Rights Radio Station FM 101.1, Abuja. The Programme is transmitted every Tuesday from 7.30a. – 9.00am during the Brekete Family Programme, it is also on-line and is therefore viewed world-wide at any given time, with Nigerians in diaspora calling in to make useful contribution. The objectives of the programme include among others, to provide a constant help desk for all service takers and to enlighten the general public on the process of seeking redress on service delivery complaints in Ministries, Departments and Agencies (MDAs). The wide listenership and viewership of the programme has within a short period of time sensitized millions of people on the SERVICOM Initiative and how it is facilitating improvement of service delivery in the MDAs

iii) In 2017, SERVICOM information was further brought to public domain with the redesigning of the SERVICOM website and creation of Social Media handles which include Twitter, facebook and instagram. The addresses are Website: www.servicom.gov.ng; Facebook: servicomng; Instagram: Servicom _ officialpage; Twitter : @Servicomoffice

- ✓ **SERVICOM publicity materials:** namely the SERVICOM Book, Pin-ups, Fliers, stickers and posters were reproduced and distributed to MDAs and members of the Public to increase awareness level on citizens' engagement in the campaign against service failure.

✓ **Editors Forum**

A Service Delivery Editors Forum was constituted on May 3, 2017 with Mr. Amos Dunia of the Forefront News magazine as Pioneer Chairman. The objective of the Forum is to take the media engagement strategy of the Office to a higher level and to inspire interest of Editors to the Service delivery Initiative being coordinated by the SERVICOM Office. The Forum has an initial 13-man member, and their support has given mileage to SERVICOM reportage.

✓ **Press Coverage**

Coverage and reportage of SERVICOM activities were sustained by the Unit as internal and external activities of the Office were provided the needed coverage. The Unit facilitated in ensuring the publicity of such events in the media, amongst them were:

- i. Courtesy and Advocacy Visits to National Hajj Commission , Boundary Commission Development Agency, Independent National Electoral Commission, Nigerian Extractive Initiative NEITI, Nigerian Television Authority, National Human Rights Commission, National Bureau for Statistics, Presidential Amnesty Programme and Secretary to the Government of the Federation
- ii. National Council of Nodal Officers' Meetings chaired by the National Coordinator
- iii. Inauguration of Ministerial SERVICOM Units of Federal Ministry of Environment and Standard Organization of Nigeria
- iv. Presentation of SERVICOM Compliance Evaluation Reports to National Open University of Nigeria and NAFDAC;
- v. Visits by Non-public institutions to the SERVICOM Office such as Astute Montessori School, Association of Northern Nigeria Students and Customer Service Ambassadors

✓ **Press Releases**

Press Releases were generated from activities of the Office and sent to media houses and news stories were subsequently featured in National Dailies as a way of enlightening the public on the activities of the Office and making SERVICOM a subject for continues national discourse.

✓ **Upgrading of SERVICOM Website**

[To foster a robust engagement with stakeholders and the general public, the SERVICOM website was upgraded and the address changed from \[servenigeria.com.ng\]\(http://servenigeria.com.ng\) to \[servicom.gov.ng\]\(http://servicom.gov.ng\) in compliance to government's directives.](#)

The SERVICOM website which is constantly updated, has now become a rich resource base for useful information, data and research for the public with the

aim of promoting customer focused service delivery and Service Improvement Plans (SIPs) in MDAs.

The ICT Platform is one of SERVICOM's strategic windows for getting spontaneous feedback that would allow for speedy intervention on experiences of service failure by members of the public in the course of accessing services from MDAs.

✓ **Expansion of SERVICOM Social Media handles**

To further broaden citizen engagement, the SERVICOM office in the period under review, expanded its social media handles by the creation and consolidation of the following.

- a. Website: www.servicom.gov.ng
- b. Facebook: www.facebook.com/servicomng
- c. Twitter: @servicomoffice
- d. Instagram: Servicom_officialpage
- e. Email: info@servicom.gov.ng

3.0 CHALLENGES

- I. Insufficient funds to continue with the Radio Enlightenment Programme and carry out other nationwide awareness campaigns.
- II. Inadequate manpower

4.0 Future outlook

- I. Establishment of a SERVICOM Help desk at Human Rights Radio (Hembelembe)
- II. Nationwide Town hall meetings for direct engagement and sensitization of citizens on their rights to challenge service failure
- III. Resumption of TV enlightenment programme
- IV. Transmission of Nationwide TV and Radio Jingles in three major languages
- V. Open-Air personality Forum

Photo show of events



Nodal Officers' meeting at SERVICOM Conference Room



Editors' forum on Service delivery at SERVICOM Office



SERVICOM sensitization session for staff of OSGF



Courtesy visit to Ministry of Power, Works and Housing by SERVICOM Management



Inauguration of SERVICOM Committee – Ministry of Water Resources



Service Improvement Training organized by SERVICOM Institute



Staff of Corporate Affairs Commission in training session at SERVICOM Office



Meeting of National Council of Nodal Officers

ACCOUNTS DEPARTMENT

INTRODUCTION

The Accounts Department is a service department to the SERVICOM Office. It facilitates financially the actualization of the programmes and activities of the SERVICOM Office for implementation by the key departments and units. The Department receives and pays as well as renders return as appropriate.

ACHIEVEMENTS

During the year under review, the Accounts Department facilitated the successful implementation of the Service Delivery Initiative. Highlight of major activities include:

- Receipt and payment on routine basis of approved items of revenue and expenditure.
- Maintain record of receipts and payments of SERVICOM finances.
- Rendered return on finances to Management.
- The department facilitated the preparation and defending the SERVICOM Office annual budget and followed up the funding of its activities and programmes.

FUNDING IN THE YEAR 2017

Accordingly, the SERVICOM Office receives its funding for 2017 fiscal year only from the Federal Government Consolidated Revenue Funds (CRF)

EXPENDITURES IN THE YEAR 2017

The SERVICOM Office applied the funds in discharging its duties of implementing the service delivery initiative of the FG in the 2017 fiscal year as follows:

- ₦ 54,014,320 Million on Capital Cost
- ₦ 11,275,252.1 Million on Overhead Cost

CHALLENGES

The challenges facing the unit are uncertainty of release of amount allotted to the SERVICOM office and its inadequacy in meeting the immediate operational need of the office

ADMINISTRATION UNIT

1.0 INTRODUCTION

The Administration unit was set up to coordinate the human and non-human resources in the Office for the attainment of the objectives of the Office.

This report highlights the activities of the Unit in year 2017.

2.0 ACTIVITIES OF THE UNIT FOR 2017

2.1 New National Coordinator/CEO

Mrs. Nnenna Akajemeli was appointed by the President as the National Coordinator/CEO of SERVICOM for a period of four years with effect from 10th April, 2017.

2.2 Facilitation of Management, Nodal Officers and Ad-hoc meetings.

The unit facilitated and service management, Nodal Officers and Ad-hoc meetings.

2.3 Maintenance of healthful and attractive working conditions

- Supervised the cleaners, gardener and landscaping of the Office
- Daily tours of offices and premises to ensure thorough cleaning

2.3 Ensuring availability of optimal Office facilities

- The Unit coordinated the repair and maintenance of electrical systems, facilities, furniture items and fittings in the office
- Coordinated the maintenance of the building structure
- Coordinated the servicing of equipment items

2.4 Monitoring and supervising Security Guards and drivers

- Supervised the security guards and drivers
- Supervised and maintained all Office vehicles to ensure the provision of reliable and courteous transportation service.
- Supervised the Security guards to ensure proper security of the office and its properties

2.5 Maintenance of Registry

The Unit kept and maintained all correspondences and Official documents in the Registry for easy retrieval.

2.6 Training

Basic Management Development training for senior staff at CMD Abuja and capacity building workshop for staff on (GL- 06-08) was conducted in the year under review

2.7.1 Staff Regularization

The Regularization of the appointment of senior staff still in process

SERVICOM INSTITUTE

INTRODUCTION

2017 training programme started in May with one training in Abuja, Two in Kaduna and One in Benin City. The trainings are titled: **SERVICE EXCELLENCE and RESULT BASED MONITORING AND EVALUATIONS TECHNIQUES FOR SERVICOM UNITS**. Breakdown of the training activities are shown below.

1.1 Workshop participation/ organisation.

a) SERVICE EXCELLENCE

22ND -26TH MAY 2017

VENUE: BAYELSA HOUSE ABUJA

The workshop was organised for parastatals under the Federal Ministry of Transport. The parastatals invited and the numbers of attendees are as follows:

PARASTATAL	NUMBER OF PARTICIPANTS
1. Federal Airport Authority of Nigeria	1
2. Nigerian Civil Aviation Authority of Nigeria	2
3. National Inland waterways	2
4. Nigeria Railway Corporation	2
5. Nigerian Port Authority	4
6. Nigeria shippers councils	4
7. Nigerian Airspace Management Agency	2
8. Nigerian Maritime Administration and Safety Agency.	4
TOTAL	21

b) SERVICE EXCELLENCE

VENUE: NUT CONFERENCE CENTER KADUNA

DATE: 19TH -23RD JUNE 2017

Some of the selected MDAs are listed below.

PARASTATAL	NUMBER OF PARTICIPANTS
1. Nigeria Customs	3
2. NAFDAC	2
3. INEC	1
4. FCTA	2
5. FCC	2
6. NTA	2
7. NNPC	2
8. NPC	2
9. JAMB	2
10. NCC	2
11. NAICOM	2
12. NLRC	1
13. Min. of Foreign Affairs	1
14. ITF	2
15. NITDA	2
16. Legal aid Council	2
TOTAL	30

c) SERVICE EXCELLENCE

VENUE: VICHY GATES HOTELS G.R.A BENIN

DATE: 3RD -7TH JUNE 2017.

The MDAs invited are listed below.

PARASTATAL	NUMBER OF PARTICIPANTS
1. NSCDC	3
2. Ministry of Niger Delta	2
3. Ministry of Environment	2
4. NSITF	2
5. NIPOST	4
6. Nigeria Customs	2
7. State House	2
8. NDIC	1
9. EFCC	2
10. NCCE	2
11. Ministry of Budget and Planning	2
12. NYSC	2
13. FAAN	2
14. Ministry of Aviation	2
15. NLRC	2
16. OSGF	1
17. Ministry of Health	1
18. NUC	1
TOTAL	37

d) SERVICE EXCELLENCE

VENUE: NUT CONFERENCE CENTER KADUNA

DATE: 13TH – 17TH NOVEMBER, 2017

The MDAs invited are listed below.

PARASTATAL	NUMBER OF PARTICIPANTS
1. Consumer Protection Council	2
2. Nigerian Immigration Service	2
3. Nig. Railway Corporation	4
4. Nursing and Mid. Council of Nig.	1
5. Fed. College of Education Obudu	1
6. Fed. Mortgage Bank of Nig.	4
7. Nig. Prison Services	2
8. Central Bank of Nigeria	3
9. FRSC	1
10. FMC Owerri	2
11. Nig. Airspace Management Agency	3
12. FIRS HQ	1
13. NTI KADUNA	4
14. Fed. Teaching Hospital Gombe	1
TOTAL	31

A total of 119 participants attended the Institute training, from January to December 2017.

While a total of 56 MDAs have attended so far.

Due to paucity of funds, the institute embarked on selective training, which was why the number of participants are low.

Programme Aim	Overall Objectives
This programme is designed to help participants develop results-based approaches to monitoring and evaluation (M&E) of service delivery performance in their organisation and use results to plan for improvement. Participants will have a thorough understanding of the underlying principles and practical tools needed to successfully build an organisation-wide system and promote a results culture. Beyond the traditional M and E systems already existing in the Nigeria Public Service, the programme will also focus on the Service Charter as the tool for MDAs to monitor, evaluate and report on service delivery performance using evidence based indicators (service standards). At the end of the workshop MDAs will carry out a readiness assessment on implementing a service charter performance monitoring framework as well as develop action plans	At the end of the workshop participants will be able to; 1. demonstrate strong understanding of the fundamentals of Result Based M & E 2. develop a strategic results framework with outcomes, performance indicators and means of verification 3. describe the theory of change process for achieving organisational goals 4. demonstrate the use of service charters in monitoring & reporting service delivery performance 5. determine their organisation's readiness for results-based approaches to M & E using service charters Methodology The training workshop would involve; ▪ Power Point presentations, ▪ Practical Exercises ▪ Brainstorming Sessions ▪ Experience sharing ▪ Case studies (service charter performance measurement, UN RBME practices etc.)

Sessions	Objectives	Outline	Facilitator Key Competencies
1. Introduction Result Based Monitoring and Evaluation	At the end of this session participants will be able to; ▪ Define Monitoring and Evaluation ▪ Distinguish between traditional and Result	• M and E: A powerful tool for Public Service Management • Definition of M and	• Strong understanding of the concept of Result Based M and E

Sessions	Objectives	Outline	Facilitator Key Competencies
	based M & E ▪ Explain the complementary roles of Monitoring and Evaluation ▪ List 5 benefits of having a Result Based M and E system	E • Focusing on results • Applications and benefits of M and E • 5 steps approach to monitoring and evaluation • Politics and M and E • SERVICOM and M and E	• Knowledgeable about the practice of M and E globally especially in the context of international development • Demonstrate how result based M and E affects policy and decision-making process in governance • Articulate the various public-sector approaches to M and E • Determine where Nigeria is as far as M & E is concerned using evidence based comparative analysis • Ability to engage participants to objectively analyse the practice or non-

Sessions	Objectives	Outline	Facilitator Key Competencies
			practice of M and E in their various organisations • Demonstrate strong understanding of the Nigerian political economy in the context of M and E
2.The Results Chain	At the end of this workshop, participants will be able to: • Demonstrate understanding of the results chain and its use in M&E • Be able to identify program outcome objectives for use in • monitoring • Be able to identify questions for evaluation • Be able to recognize different types of evaluation questions • and understand their significance for later evaluation activities •	• The Result Chain – Purpose • The Result Chain and M & E process • Analysing the result chain – key components • Building a results framework • Designing questions for evaluation • Case studies	• Strong understanding of the result chain as the fundamental building block of an M & E system • Ability to develop/identify KPIs • Ability to use indicators to formulate evaluation questions • To ability formulate statements for outcome indicators
b. Developing Key Performance Indicators (KPIs)	At the end of this workshop, participants will be able to: • Define the concepts of key performance indicators and targets	• Introduction to Key performance indicators • Level of KPIs • Qualitative and	• Ability to guide participants using practical examples and case studies

Sessions	Objectives	Outline	Facilitator Key Competencies
	- Describe the process of target setting - State examples of key performance indicators - Formulate outcome indicators for evaluation - Develop key performance indicators	quantitative indicators - Defining and selecting indicators for performance measurement Group Activity - Using the key performance Indicator (KPI) Template develop KPIs for your MDA - List the strategic goals of your organisation - List the critical success factor for each goal - Determine key indicators for each goal - Present back to class	to develop key performance indicators for their various MDAs
3.Introduction to Theory of Change (TOC)	At the end of this session participants will be able to; - Describe Theory of Change - State the theory of change for their MDAs using intended outcomes - Describe SERVICOMs	- Introduction to Change - The Importance of outcomes - Defining Theory of Change - Approaches to	Demonstrate strong understanding of the concept of Theory of Change and its application e.g. Impact

Sessions	Objectives	Outline	Facilitator Key Competencies
	pathway to Change Identify Risks and Assumptions involved in Change	theory of change - Logical framework - Case studies on TOC Group Activity 1 Developing Theory of Change for your MDA ✓ Identify your MDAs Goal/strategic objective ✓ Conduct an environmental scan ✓ Identify key outcomes ✓ Specify the theory of Change based on the outcomes ✓ Identify risks and assumptions ✓ Present back	assessment and attribution - Strong understanding of change management - Understanding of Problem and Needs Assessment - Ability to apply/adapt the various approaches to TOC for various MDAs using examples as well as context participants can identify with - Guide participants to assess their strategic goals to develop TOC for their various organisations/sector - Familiarity with the practice of TOC in international development sector - Strong
b. Developing A Theory of Change		Group Activity 1 Developing Theory of Change for your MDA Identify your MDAs Goal/strategic objective	- Familiarity with the practice of TOC in international development sector - Strong

Sessions	Objectives	Outline	Facilitator Key Competencies
		• Conduct an environmental scan • Identify key outcomes • Specify the theory of Change based on the outcomes • Identify risks and assumptions using a logical framework • Present back	understanding of the Nigeria Service Delivery initiative • Ability to analyse and develop a Theory of Change for SERVICOM using the Road Map- SERVICOM's pathway to change
c. Analysing SERVICOM's pathway to change		Group Activity 2 IDENTIFYING SERVICOM's THEORY OF CHANGE <i>What is SERVICOM's pathway to change?</i> • Use the SERVICOM strategic objectives/goals to develop a Theory of Change for the Service delivery initiative • Present back to class	
d. SERVICOM's pathway to change		Brainstorming Session • Analysing SERVICOM's approach to	

Sessions	Objectives	Outline	Facilitator Key Competencies
		achieving its set goals – <i>challenging nationwide service failure and delivering customer focused services</i>	
4.The SERVICOM approach to Result Based Monitoring & Evaluation b.	At the end of the session participants will be able to; • Explain the role of SERVICOM (Service Charters) in monitoring and evaluation of service delivery effectiveness • Identify steps in monitoring & evaluating performance of key services (service charters) • Develop a draft performance and E framework for their MDA	• M & E – The SERVICOM approach • Service Charters and performance measurement • Identifying Indicators for measurement (service standards) • Data gathering techniques/approaches • Demonstrating Impact – Reporting on performance using service charters • Case studies Group Activity ▪ List and segment your	• Strong understanding of the concept of service charters • Ability to practically demonstrate how SERVICOM units can use to the Service charter to measure performance • Ability to design an M and E framework • Guide participants to analyse their service charters and select key indicators (standards) for measurement • Guide participants to develop draft templates for performance

Sessions	Objectives	Outline	Facilitator Key Competencies
		MDAs customers ▪ Identify key Services of your MDA ▪ Set SMART service standards and performance targets for each ▪ Ensure that the standards reflect the four basic types of service standards ▪ Identify sources of data for measurement Group Discussion Assessing MDA readiness for Performance monitoring and reporting • M and E action plan/framework • Next steps	monitoring and reporting using practical approaches (examples/case studies) taking into account the various peculiarities