

SERVICE COMPACT MANAGEMENT AGENCY BILL, 2019

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A BILL

FOR

AN ACT TO ESTABLISH THE SERVICE COMPACT MANAGEMENT AGENCY (SERVICOM) FOR THE EFFECTIVE MANAGEMENT EXECUTION AND ENFORCEMENT OF SERVICE COMPACT WITH CITIZENS, SETTING, CONTROLLING, IMPLEMENTATION AND ENFORCEMENT OF SERVICE CHARTER AND STANDARDS, THE IDENTIFICATION AND FACILITATION OF RESOLUTION OF SERVICE FAILURES AND ENHANCEMENT OF CITIZENS SERVICE RIGHTS AND RESPONSIBILITIES IN NIGERIA AND FOR RELATED MATTERS

Sponsored by Hon. Chris Emeka Azubogu

[] Commencement

ENACTED by the National Assembly of the Federal Republic of Nigeria as follows:

1 SERVICE COMPACT MANAGEMENT AGENCY (SERVICOM).

2 1.-(1) There is established for the Federation the Service Compact
3 Management Agency [SERVICOM] (in this Bill referred to as "the
4 Agency").

Establishment
of the Agency

5 (2) The Agency:

6 (a) shall be a body Corporate with perpetual succession and a
7 common seal and may sue and be sued in its corporate name; and

8 (b) acquire, hold, mortgage, purchase and deal howsoever with
9 property, whether movable or immovable, real or personal.

10 2.-(1) There is established for the Agency a Governing Board (in
11 this Bill referred to as "the Board").

Establishment
and Constitution
of Governing
Board of the
Agency

12 (2) The Board shall consist of:

13 (a) The President of the Federal republic of Nigeria as the
14 Chairperson;

15 (b) the Secretary to the Government of the Federation, or the
16 representative;

- 1 (c) the Head of the Civil Service of the Federation, or a representative;
- 2 (d) the Director-General Federal Competition and Consumer
3 Protection Commission or his representative not below the rank of Director;
- 4 (e) the Chief Commissioner of the Public Complaints Commission or
5 his representative not below the rank of Director;
- 6 (f) the Director General Ethics and Corporate compliance Institute of
7 Nigeria, or his representative not below the rank of Director;
- 8 (g) a representative each of the Organized Private Sector and relevant
9 Non-Governmental Organizations;
- 10 (h) a representative not below the rank of a Director of the Ministries
11 in charge of-
- 12 (i) Education;
- 13 (ii) Finance;
- 14 (iii) Water Resources;
- 15 (iv) Health;
- 16 (v) Internal Affairs;
- 17 (vi) Works and Housing; and
- 18 (vii) the Director-General of the Agency who shall also be the
19 Secretary of the Board.
- 20 (4) The members of the Governing Board shall be appointed by the
21 President.
- 22 (5) The Board shall from time to time elect from among its members a
23 vice-chairperson who shall in the absence of the chairperson have all the
24 powers and duties of the chairperson, and if neither the chairperson nor the
25 vice-chairperson is available, the Board shall nominate a person from their
26 own ranks to preside at that meeting.
- 27 (6) A member of the Governing Board shall-
- 28 (a) be a person of proven integrity;
- 29 (b) be not below the age of 25 (twenty-five) years;

1 (c) Have not less than 5 years cognate experience in public or
2 private service.

3 (7) The supplementary provision set out in the third schedule to
4 this Bill shall have effect with respect to the proceeding of the Board and
5 other related matters.

6 3.-(1) A member of the Board, holds office for a term of 4 (four) Tenure of office
of members of
Board
7 years.

8 (2) A member of the Board may be re-appointed at the expiry of his
9 or her term of office for a second term of 4 (four) years and no more.

10 (3) No person shall be appointed as a member of the Board if he or
11 she:

12 (a) is an un-discharged bankrupt;

13 (b) fails to comply or is not capable of fully complying with a
14 judgment or order, including an order for costs, given against him or her by
15 a court of law in a civil case;

16 (c) in the preceding 10 years has been convicted of an offence of
17 which fraud, violence, dishonesty, extortion or intimidation is an element; or

18 (d) is not permanently resident in the Federal Republic of Nigeria.

19 4.-(1) Membership of the Board shall cease and a member shall Cessation of
Membership
20 vacate his or her office if he or she-

21 (a) becomes subject to a disqualification contemplated in section
22 3(3) of this bill;

23 (b) becomes of unsound mind;

24 (c) is absent without the leave of the Secretary for more than four
25 consecutive meetings of the Board.

26 5. There shall be paid to every member of the Board such Allowances of
Members of
Board
27 allowances as the Agency may from time to time determine.

28 FUNCTIONS AND POWERS OF THE AGENCY

29 6.-(1) The Agency shall:

30 (a) formulate and implement or cause the implementation of policy Functions of
the Agency

1 on all activities related to improved public service delivery in Nigeria;

2 (b) develop, execute and oversee the management and effective
3 implementation of Federal Government's Improved Public Service Delivery
4 Initiative as expressed in the Service Compact With All Nigerians known as
5 "SERVICOM", contained in the First Schedule to this Bill;

6 (c) establish and coordinate the operations of the Agency's offices,
7 units and departments in all Federal Government Ministries, Departments and
8 Agencies (in this Bill referred to as "the MDAs");

9 (d) determine, establish and enforce Federal Government's standard
10 for quality service delivery with the use of SERVICOM Index contained in the
11 Second Schedule to this Bill as may be amended or modified by the Agency;

12 (e) develop all necessary curriculum and train the requisite human
13 resources and provide capacity building for effective and quality service
14 delivery by the MDAs in all matters related to or incidental to the
15 implementation of, compliance with and enforcement of this Bill;

16 (f) carry out and publish regular survey and assessment of both public
17 and private service delivery, and customer satisfaction;

18 (g) collate and regularly publish evaluation and performance results
19 to all MDAs;

20 (h) conduct and carry out public awareness and general
21 enlightenment about citizens' service rights responsibilities;

22 (i) establish a service improvement forum involving all the MDAs
23 and Citizens groups as well as other stakeholders;

24 (j) Establish administrative and operational manual for the operations
25 and management of the Agency;

26 (k) Co-ordinate and promote research activities on improved public
27 service delivery ;

28 (l) maintain effective collaboration with the governments at-

29 (i) all States of the Federation ;

30 (ii) the Federal capital Territory;

1 (iii) all Local Governments; and
2 (iv) all Area Councils.
3 (m) Perform such other functions as may be necessary to the
4 effective implementation of this Bill.

5 (2) The Agency shall have the power to:

Powers of the
Agency

6 (a) Establish the guidelines or framework for the development of
7 Service Charters by the Chief Executives of all the MDAs and Public
8 Institutions in Nigeria;

9 (b) Issue guidelines to facilitate the resolution of service failures
10 and related citizens' service complaints and grievances in all MDAs and
11 Public Institutions in Nigeria;

12 (c) Issue Circulars and guidance on annual Service Improvement
13 Plans for MDAs and Public Institutions in Nigeria;

14 (d) Conduct assessments and evaluations on whether any MDA,
15 Public Institution or employee is in breach of any of the Service Compact
16 principles or has occasioned 'service failure' as defined under this Bill;

17 (e) Recommend disciplinary actions against any MDA, Public
18 Institution or person who in the opinion of the Agency is in breach of any
19 provisions of this Bill, the Service Compact or has occasioned a service
20 failure;

21 (f) With the approval of the Board, issue such Regulations as may
22 be necessary for effective implementation of this Bill;

23 (g) Issue annual evaluation and performance ratings of all MDAs
24 and make appropriate recommendation to the President and National
25 Assembly; and

26 (h) Do such other things as are necessary to give effect to this Bill.

27 7.-(1) The Board of the Agency shall have powers to-

Powers of the
Board

28 (a) manage and superintend the affairs of the Agency;

29 (b) subject to the provisions of this Bill, make; alter, and revoke
30 rules and regulations for carrying out the functions of the Agency;

1 (c) Approve and ensure enforcement of regulations relating to
2 effective implementation of this Bill;

3 (d) appoint either on transfer, secondment or leave of absence from
4 any public service of the federation or private sector, such number of
5 employees as may, in the opinion of the Board be required to assist the Agency
6 in the discharge of any of its functions under this Bill;

7 (e) Approve the payment to employees remunerations including
8 allowances as the Board may from time to time determine;

9 (f) Determine the terms and conditions of service including
10 remunerations of employees;

11 (g) subject to the provisions of this Bill, make staff regulations
12 relating generally to the conditions of service of employees of the Agency and
13 without prejudice to the generality of the foregoing, such regulations may
14 provide for:

15 (i) The appointment, promotion and disciplinary control including
16 dismissal of employee of the Agency; and

17 (ii) Procedure for appeals by such employees against dismissal or
18 other disciplinary measures.

19 (h) do such other thing which in the opinion of the Board are
20 necessary and expedient to ensure the efficient functions of the Agency.

Director General
to act in place
of the Board
where there is
no Board

21 (2) Notwithstanding anything contained in this Bill or in any other
22 enactment, where the Board is unable to perform its functions or exercise its
23 powers, for whatever reason, or where there is no Board in place, the Director
24 General or a person acting in that capacity, shall assume the powers of the
25 Board and act in that behalf.

26 STRUCTURE OF THE AGENCY

Structure of
the Agency

27 **8.**-(1) For the purposes of effective administration:

28 (a) The Agency is structured into directorates, operational
29 departments and offices as the Agency shall from time to time determine;

30 (b) There is established for the Agency the following Organs, whose

1 composition and responsibilities are as determined by the Agency-

2 (i) SERVICOM Departments; and

3 (ii) SERVICOM Training Institute.

4 (c) There is established for the Agency a dedicated cadre with the
5 service staff structure as contained in the fourth schedule to this Bill.

6 (2) The administrative and operational manual of the Agency shall
7 spell out the functions, structure and operations of the directorates,
8 operational departments, and offices of the Agency.

9 STAFF OF THE AGENCY

10 **9.**-(1) There shall be for the Agency, a Director General who shall
11 be appointed by the president. The Director
General of the
Agency

12 (2) The Director General shall be the Chief Executive and
13 Accounting Officer of the Agency.

14 (3) The Director General is responsible for the general
15 administration of the Agency.

16 (4) The Director General shall be-

17 (a) a fit and proper person, being a member of the Agency with
18 suitable degree of skill and experience in the administration and
19 management of public service delivery; and

20 (b) of proven integrity and ability.

21 (5) The Director General shall keep the records of proceedings and
22 decisions of the Board and such other functions as the Board may from time
23 to time direct.

24 (6) The Director-General shall hold office on such terms and
25 conditions as are specified in his or her letter of appointment

26 **10.**-(1) The Board shall appoint for the Agency such number of
27 employees as may in the opinion of the Board be expedient and necessary
28 for the proper and efficient performance of the functions of the Agency. Other staff of
the Agency

29 (2) The terms and conditions of service (including remuneration,
30 allowances, benefits and pensions) of the employees of the Agency shall be

1 as determined by the Board.
2 **11.** Service in the Agency to be pensionable under the subsisting
3 Pensions Act.

4 FINANCIAL PROVISIONS
5 **12.**-(1) There shall be established and maintained by the Agency, a
6 Fund into which shall be paid and credited-

7 (a) all allocations from the Federal Government;
8 (b) such monies as may, from time to time, be lent, deposited or
9 granted to the Agency by the Government of the Federation or of a State;

10 (c) all Grants received from both local and international organization
11 for the purpose of the Agency;

12 (d) all monies received by the Agency as gifts, loans, testamentary
13 deposition or donations; and

14 (e) all other monies and assets which may accrue to the Fund from
15 time to time.

16 (2) The Fund shall be managed in accordance with rules and
17 guidelines approved by the Board, which shall in particular include provisions-

18 (a) Specifying the manner in which the assets of the Fund are to be
19 held and regulating the making payments into and out of the Fund; and

20 (b) Requiring the keeping of proper accounts and records for the
21 purposes of the Fund in such form as may be specified in the rules.

22 **13.** The Agency shall apply the proceeds of the fund established
23 pursuant to Section 12 of this Bill-

24 (a) to the cost of administration of the Agency;

25 (b) to the payment of salaries, fees, remuneration, bills, rent;

26 (c) allowances, pensions and gratuities payable to the members of the
27 Board or any Committee of the Board and the employees of the Agency, so
28 however that no payment of any kind under this paragraph (except such as may
29 be expressly authorized by the Board) shall be made to any person who is in
30 receipt of emolument from the government of the Federation or a State;

Expenditure of
the Agency

1 (d) the payment for all contracts, including mobilisation,
2 fluctuations, variations, legal fees and cost on contract administration;

3 (e) to the payment for all purchases; and

4 (f) to undertaking such other activities as are connected with all or
5 any of the functions and powers of the Agency and the board under this Bill.

6 **14.**-(1) The Agency may accept gifts of land, money or other Gifts to the
7 property on such terms and conditions; considered lawful. Agency

8 (2) The Agency shall not accept any gift if the conditions attached
9 by the person or organization making the gift are inconsistent with the
10 functions of the Agency under this Bill.

11 **15.** The Agency may, with the consent of the President, borrow, on Power to borrow
12 such terms and conditions as the Agency may require in the exercise of its
13 functions under this Bill.

14 **16.**-(1) The Board shall, not later than 30th September in each year, Annual Estimates
15 or such earlier time as the circumstances may demand, submit to the and Expenditure
16 President, an estimate of the expenditure and income(including payments to
17 the Agency' Fund) for the next succeeding year.

18 (2) The Board shall cause to be kept proper accounts of the Agency
19 in respect of each year and proper records in relation thereto and shall cause
20 the accounts to be audited not later than 6 months after the end of each year
21 by auditors appointed from the list in accordance with the guidelines
22 supplied by the Auditor-General of the Federation.

23 **17.** The Board shall, at the end of every quarter in each year, Quarterly Report
24 submit to the President a report on the activities and administration of the
25 Agency.

26 **18.**-(1) The Board shall prepare and submit to the President, not Annual Report
27 later than 30th June in each year, a report in such form as the President, may
28 direct on the activities of the Agency during the immediately preceding year,
29 and shall include in the report a copy of the audited accounts of the Agency
30 for that year and auditor's report thereon.

1 (2) The President, may, upon receipt of the report referred to in
2 subsection (1) of this section, cause a copy of the report and the audited
3 accounts of the Agency and the auditor's report thereon to be submitted to each
4 House of the National Assembly.

5 MISCELLANEOUS PROVISIONS

Request for
information and
records

6 **19.**-(1) The Agency may:

7 (i) Require any MDA or Public Institution to provide any document or
8 information required by the Agency in connection with the performance of its
9 functions;

10 (ii) Specify the form in which information required from any MDA or
11 Public Institution is to be provided;

12 (2) Every MDA or Public Institution must provide to the Agency any
13 document and any information or records required by the Agency and in the
14 form specified by the Agency.

Establishment
of SERVICOM
departments in
MDAs and public
institution

15 (3) (i) There shall be established in every MDA or Public Institution
16 the SERVICOM department which shall be charged with the effective
17 implementation of and compliance with this Bill in the MDA or Public
18 Institution;

19 (ii) The Chief Executive of every MDA or Public Institution shall be
20 responsible for the establishment of the SERVICOM department;

21 (iii) Every Chief Executive of an MDA or Public Institution who fails,
22 refuses or neglects to Comply with the provisions of this section shall in
23 addition to the appropriate sanctions contained in the Service Rules be
24 personally liable to a fine of N500,000 (Five hundred thousand naira only).

Offices and
Premises of the
Agency

25 **20.**-(1) For the purposes of providing offices and premises necessary
26 for the performance of its functions under this Bill, the Agency may, subject to
27 the land use Act-

28 (a) purchase or take on lease any interest land, or other property; and

29 (b) construct offices and premises and equip and maintain
30 same.

1 (2) The Agency may, subject to the land use Act, sell or lease out
2 any office or premises held by it, which office or premises is no longer
3 required for the performance of its functions under this Bill.

Submission and
presentation of
Report

4 **21.**-(1) On or before January 1 and July 1 of each year, the Director
5 General shall cause to be submitted to the President of the Federal Republic
6 of Nigeria and presented to the Federal Executive Council the bi-annual
7 SERVICOM Report which shall include-

- 8 (a) the MDA Service Charter Performance Report;
9 (b) the SERVICOM Compliance Report;
10 (c) report of SERVICOM Independent Customer Satisfaction
11 Survey;
12 (d) such other reports and information as the Board shall from time
13 to time determine.

14 (2) The Agency shall ensure that report referred to in this section is
15 widely disseminated and made readily available to members of the public
16 through various means, including print, electronic and online sources.

Notification of
existence of report
to the National
Assembly
Committees

17 (3) The Director General shall notify the Chairman of the
18 Committee of both houses of the National Assembly, with Oversight over
19 the Agency, not later than three months after the submission of the report to
20 the President or Presentation at the Federal Executive Council, of the
21 existence of such report and make the same available to them in hard copies
22 as well as by electronic means.

Directives by the
President, etc.

23 **22.** The President, Federal Republic of Nigeria may give to the
24 Agency directives of a general nature or relating generally to matters of
25 policy with regard to the performance by the Agency of its functions and it
26 shall be the duty of the Agency to comply with the directives.

Limitation of
suit against the
Agency

27 **23.**-(1) Subject to the provisions of this Bill, the provisions of the
28 Public Officers Protection Act shall apply in relation to any suit against any
29 member or Officer or employee of the Agency.

30 (2) Notwithstanding anything contained in any other law or

1 enactment, no suit shall lie against any member of the Board, the Director
2 General or any other officer or employee of the Agency for anything done in
3 pursuance or execution of this Bill or any other law or enactment, or any
4 alleged neglect or default in the execution of this Bill or such law or enactment,
5 duty or authority, shall lie or be Agency in any court unless-

6 (a) it is commenced within three months after the act, neglect or
7 default complained of; or

8 (b) in the case of a continuation of damage or injury, within six
9 months next after the leasing thereof.

Services of
document

10 **24.** A notice, summons or other document required or authorized to
11 be served upon the Agency under the provisions of this Bill or any other law or
12 enactment may be served by delivering it to the Director General of the
13 Agency.

Restriction of
execution against
property of the
Agency

14 **25.** In any action or suit against the Agency, no execution or
15 attachment of process shall be made against Agency unless not less than three
16 months' notice of the intention to execute or attach has been given to the
17 Agency.

Power to make
Regulations

18 **26.** The Agency may, with the approval of the President, make
19 regulations, generally for the purposes of giving full effect to this Bill and for
20 the due administration of its provisions.

Savings and
Transition

21 **27.**-(1) The SERVICOM office established prior to the
22 commencement of this Bill is subsumed in the Agency. Savings and
23 Transition

24 (2) By virtue of this Bill, there shall be vested in the Agency
25 immediately at the commencement of this Act, without further assurance, all
26 assets, funds, resources and other movable and immovable property which
27 immediately before the commencement of this Act were vested in the
28 SERVICOM office.

29 (3) As from the date of commencement of this Bill-

30 (a) all rights, interests, obligations and liabilities of the SERVICOM

1 office existing before the commencement of this Bill under any contract or
2 instrument, or in law or in equity, shall by virtue of this Bill be assigned to
3 and vested in the Agency established by this Bill;

4 (b) any contract or instrument as is mentioned in paragraph (a) of
5 this subsection shall be of the same force and effect against or in favour of
6 the Agency established by this Bill and shall be enforceable as fully and
7 effectively as if instead of the SERVICOM office, the Agency established by
8 this Bill had been named therein or had been a party thereto;

9 (c) the Agency established by this Bill shall be subject to all the
10 obligations and liabilities to which the SERVICOM office was subject
11 immediately before the commencement of this Bill and all other persons
12 shall have the same rights, powers and remedies against the Agency as they
13 had against the SERVICOM office immediately before the commencement
14 of this Bill.

15 (4) Any proceedings or cause of action pending or existing
16 immediately before the commencement of this Bill by or against the
17 SERVICOM office in respect of any right, interest, obligation or liability of
18 the SERVICOM office may be commenced or continued, as the case may be,
19 and any determination of any court of law, tribunal or other authority or
20 person may be enforced by or against the Agency to the same extent that the
21 proceedings, cause of action or determination might have been continued,
22 commenced or enforced by or against the SERVICOM office as if this Bill
23 had not been made.

24 (5) Notwithstanding the provisions of this Bill but subject to such
25 directions as may be issued by the Agency established by this Bill , a person
26 who immediately before the commencement of this Bill held office or is in
27 employment in the SERVICOM office shall continue to hold such office and
28 be in such employment in the Agency established by this Bill on terms and
29 conditions not less favourable than those obtaining immediately before the
30 commencement of this Bill, and service in the SERVICOM office shall be

Lateral Conversion
of staff to the
Dedicated Cadre

1 deemed to be service in the Agency established by this Bill for all purposes
2 including the purposes of pension.

3 (6) The Dedicated Cadre created for the Agency under this Bill shall
4 affect all persons holding office or in employment of the SERVICOM office
5 immediately before the commence of this Bill as though such persons were
6 holding offices or in employment under the dedicated cadre on the same level
7 and grade which a lateral conversion would have afforded such persons,
8 provided that no person shall be stepped down upon the commencement of this
9 Bill.

Interpretation

10 (7) The President, if he thinks fit, may, within twelve months after the
11 commencement of this Bill, by order published in the Gazette, make additional
12 transitional or savings provisions for the better carrying out of the objectives of
13 this section.

14 **28.** In this Bill unless the context otherwise requires-

15 "Agency" means the Service Compact Management Agency;

16 "Board" means the Governing Board of the Agency;

17 "Dedicated Cadre" the SERVICOM staff structure;

18 "MDAs" means Ministries, Departments and Agencies of Government and
19 includes Extra-ministerial Departments;

20 "Person" includes an officer or employee of any MDA and public Institution in
21 Nigeria; as well as a corporation sole and body of persons whether corporate or
22 incorporate; acting individually or as a group;

23 "Personal information" means any official information held about an
24 identifiable person, but does not include information that bears on the public
25 duties of public employees and officials;

26 "Pilots" includes Special Service Delivery Improvement Projects;

27 "President" means the President of the Federal Republic of Nigeria;

28 "Public institution" means any legislative, executive, judicial, administrative
29 or advisory body of the government, including boards, bureau, committees or
30 commissions of the State, and any subsidiary body of those bodies including

1 but not limited to committees and sub-committees which are supported in
2 whole or in part by public fund or which expends public fund and private
3 bodies providing public services, performing public functions or utilizing
4 public funds;

5 "Public record or document" means a record in any form having been
6 prepared, or having been or being used, received, possessed or under the
7 control of any public or private bodies relating to matters of public interest
8 and includes any-

9 (b) information recorded or stored or other devices; and any
10 material subsequently derived from information so recorded or stored;

11 (c) label marking, or other writing that identifies or describes
12 anything of which it forms part, or to which it is attached by any means;

13 (d) book, card, form, map, plan, graph, or drawing;

14 (e) photograph, film, negative, microfilm, tape, or other device in
15 which one or more visual images are embodied so as to be capable (with or
16 without the aid of some other equipment) of being reproduced;

17 "Service failure" includes not meeting the expectation to which a customer,
18 or end-user is entitled to;

19 "Service Rules" includes the Civil Service Rules and the Public Service
20 Rules;

21 "SERVICOM" means the Agency established by this Act and includes the
22 Federal Government's Service Compact with All Nigerians;.

23 "SERVICOM Departments" means the departments established in the
24 MDAs charged with responsibility for implementation of this Act;

25 "SERVICOM Index" means the tool for evaluation and assessment of
26 service delivery performance of MDAs; and

27 "SERVICOM Institute" means SERVICOM Training Institute established
28 in December 2005, by Federal executive Council Resolution No. EC
29 (2005)402;

30 "SERVICOM office" means the office established and domiciled in the

1 (h) Aware of the enormous challenges of leadership in a country
2 whose institutions have been seriously undermined over the years,
3 consequently leading to poor standard of service delivery;

4 (i) Renewing our commitment, both individually and collectively,
5 to the service of our country in the conviction that it is the solemn duty of
6 each of us to use his or best endeavours to build a nation that is peaceful,
7 respects fundamental human rights, is administered honestly in the best
8 interests of all Nigerians, and governed under the Rule of Law;

9 Hereby Enter into the Following Solemn Compact with All Nigerians:

10 1.0 We dedicate ourselves to providing the basic services to which
11 each citizen is entitled in a timely, fair, honest, effective and transparent
12 manner and-

13 (a) provide quality service designed around the requirement of
14 their customers and served by trained staff sensitive to the needs of their
15 clients;

16 (b) set out entitlements of the citizens with whom they interact
17 clearly and in ways they can readily understand;

18 (c) list the fees payable (if any) and prohibit the asking for and the
19 making of any additional payments;

20 (d) commit to the provision of service (including the procession of
21 applications and the answering of correspondence) with realistic set time
22 frames;

23 (e) maintain "suggestion boxes" in public places to facilitate the
24 making of suggestions for improvements in level of service;

25 (f) provide details of agencies and government officials to whom
26 complaint about any failure to provide such services (or any demand for
27 bribes) should be addressed;

28 (g) publish these details in conspicuous places accessible to the
29 public in all buildings where the agencies provide their service and on the
30 internet;

1 (h) periodically conduct and publish surveys of citizens to determine
2 levels of customer satisfaction and the extent to which particular Ministries and
3 Agencies are seen as honouring their SERVICOM commitments; and

4 (i) from time to time, review the commitment contained in their
5 SERVICOM Charters and to revise them in the light of experience and further
6 developments.

7 2.0 To ensure that these commitments to the people of Nigeria are
8 faithfully performed, the Service Delivery (SERVICOM)
9 Office shall-

10 (a) co-ordinate the effects to formulate and implement service
11 Charters;

12 (b) regularly monitor and report to His Excellency, the President, on
13 the progress made by each of the Ministries and Agencies in performing their
14 obligations under this charter; and

15 (c) carry out independent survey of the service provided to citizens by
16 the Ministries and Agencies, their adequacy and their timelines and of
17 customer satisfaction, and will widely publicise the result to keep citizens fully
18 informed.

19 2.0.1 For their part, Ministers shall-

20 (a) ensure that policies and resource proposals presented for approval
21 to the Federal Executive Council shall-

22 (i) include credible proposals for service delivery that can be
23 monitored to indicate performance-based scope of impact on the front-line
24 service delivery, and indicate result-oriented timescale for delivery,

25 (ii) be based on evidence of the needs of the population;

26 (iii) demonstrate evidence of the involvement of stakeholders in
27 development of policy and feedback performance;

28 (b) maintain effective liaison with relevant agencies of all tiers of
29 government concerned with service delivery so that SERVICOM principles
30 are upheld throughout the Nigerian society;

1 (c) establish SERVICOM Department within the Ministries with
2 the responsibility and operationalizing of SERVICOM principles; and

3 (d) ensure that all those for whom they are responsible will fully
4 cooperate with the Service Delivery (SERVICOM) office.

5 3.0 This compact, together with the Vision/Mission Statements of
6 all Ministries will be published widely and displayed in all government
7 offices to which members of the public have access. Members of the public
8 will be invited to inform the Service Delivery (SERVICOM) office of
9 observed failures to provide timely services.

10 4.0 Citizens' Obligations: The success of this Compact is
11 predicated upon the observance of their civic duties by our citizens.
12 Accordingly, we call upon each and every citizen to play his or her own part
13 by honouring Constitutional and social obligations, respect the rights and
14 legitimate interest of others, assist Government in appropriate ways and
15 contribute to the wellbeing and progress of their respective communities by
16 imbibing the enduring values and virtues of African tradition.

17 5.0 We further assert our belief that our country can only realize its
18 full potential when citizens start to receive prompt and efficient services
19 from the State and this we are determined to achieve.

20 The Compact was unanimously adopted by the President, the Vice
21 President, Ministers, Secretary to the Government of the Federation, Head
22 of Service of the Federation, Special Advisers, Presidential Aides, and
23 Permanent Secretaries of the Federal Republic of Nigeria in Abuja, 21st Day
24 of March 2004.

25 SECOND SCHEDULE

26 *Section 6 (1)(d)*

27 The SERVICOM Index

28 SERVICOM Index is:

29 A yardstick for measuring the quality of service as delivered by government
30 through its various ministries, departments, parastatals and agencies.

1 The result of rigorous assessment for SERVICOM compliance evaluation of
2 service frontlines within ministries and parastatals.

3 SERVICOM Index is predicated on the facts that -

4 The ultimate purpose of governance is to serve the citizens.

5 Citizens have the right to be served right.

6 Service is well delivered only when the citizens are satisfied.

7 The Federal Government's commitment to the provisions of SERVICOM
8 (service Compact with All Nigerians) as a programme to improve service
9 delivery throughout the country.

10 How SERVICOM Index is calculated -

11 1. The SERVICOM Office compiles the service profile of all
12 Ministries by working through ministerial organograms.

13 2. The service profile is broken down into service frontlines, i.e A
14 point where service is being delivered with clear identification of -

15 Service - What service is being rendered?

16 Clientele - To who is service is being rendered?

17 A Service Frontline is either:

18 Intra - Ministerial serving other departments within the same Ministry.

19 Inter-Ministerial serving other ministries, OR Public-serving the general
20 public

21 3. Each Service Frontline is evaluated and scored on the basis of
22 criteria detailed on FORM SCAM.

23 SERVICOM Compliance Evaluation

24 Customer Satisfaction is the overriding consideration of service delivery.

25 Extensive research, consultations and surveys have shown that customer
26 satisfaction is broadly driven by the following-

27 (i) Service Delivery;

28 (ii) Timelines;

29 (iii) Information;

30 (iv) Professionalism;

1 (v) Staff Attitude.

2 Each of these Drivers is composed of Critical Elements.

3 Each Critical Element is made up of a number of Criteria which are scored
4 for SERVICOM Compliance.

5 The total score for each Critical Element is entered and the overall score for
6 the Driver calculated.

7 A summary of scores, at the end of the FORM SCOM, is used to calculate the
8 SERVICOM Index for the organization.

9 Scoring for each Criteria ranges from 4 to 0:

10 (a) 4 All aspects of these Criteria are covered

11 (b) 3 Most aspects are covered but more could be done

12 (c) 2 Some important aspects are not covered and there is a lot more
13 to be done to satisfy the requirements of these Criteria.

14 (d) 1 Very little has been done to satisfy the requirement

15 (e) 0 Nothing has been done.

16 The quality of service provided by an organization is a function of how well
17 its scores satisfy the Critical Element of the Drivers.

18 EVIDENCE

19 No Element can be scored above 0 without supporting evidence. Supporting
20 evidence may be obtained from:

21 D. Document e.g. Survey reports, Records of meetings, Business
22 plan;

23 C. Discussions with Customers;

24 S. Discussions with staff;

25 P. Discussions with Partners;

26 O. Observation: What the evaluator sees;

27 R. Research e.g. Websites.

28 DRIVER 1

29 SERVICE DELIVERY

30 Weighting: (30%) This confirms that this Driver is the most important to

1 customers. Ultimately they are prepared to put up with failures in other areas
2 provided that the eventual result is satisfactory.

3 CRITICAL ELEMENTS 1:

4 STANDARDS & PRACTICES/PERFORMANCE

5 Criterion A: Sets Standards for main areas of activity.

6 Standards are set for all main services provided by the organization [Service
7 Provision];

8 Standards take account of national or statutory standards;

9 Standards reflect local priorities;

10 Standards are challenging, precise, measurable and realistic.

11 The Evaluator will need to establish what the main services are. Details should
12 be found in the Charter of the organization. At subordinate levels, local Charter
13 must take account of the standards set by superior organizations in their
14 hierarchical chain. But they should also take account of local circumstances
15 and priorities.

16 Criterion B: Sets standards for customer care:

17 Promptness and speed of response; Reliability and punctuality; and

18 Staff treatment of customers.

19 Criterion C: Monitor performance:

20 Systems are in place to monitor performance against all standards; Monitoring
21 actually takes place;

22 The results of monitoring are recorded.

23 The Evaluator needs to be satisfied that there is a robust monitoring system that
24 produces accurate results.

25 Criterion D: Performs well:

26 The organization achieves the majority of its standards targets most of the time;

27 There is independent confirmation of this;

28 The organization compares well with other similar organizations.

29 The Evaluation needs to be satisfied that the performance data is accurate and
30 across the board. There may be an independent of performance; the most

1 reliable indicator will be customer satisfaction. If the organization has bench
2 marked with others it will be a bonus.

3 Criterion E: Explains poor performance:

4 The organization recognizes poor performance;

5 The organization gives an honest explanation of the reason for poor
6 performance:

7 The Evaluator needs to differentiate between reason and excuses.

8 Criterion F: Acts to remedy poor performance:

9 The organization analyses the reasons for poor performance and take
10 remedial action;

11 The organization monitors the remedial action for its effectiveness.

12 The Evaluator needs to be convinced that this process takes place and is
13 effective.

14 Criterion G: Review and raise standards|:

15 All standards are reviewed regularly; if appropriate, standards are raised.

16 Annual review is sufficiently regular. As service improves some standards
17 will become less than challenging and should be raised.

18 CRITICAL ELEMENT 2:

19 RECEPTION EXPERIENCE

20 Criterion A: Access to the services is well publicized and signposted:

21 Services are accessible to everyone; Clear directions and signage are
22 provided.

23 How does the service publicize itself? Did the Evaluator have any problem
24 with accessing the services?

25 Criterion B: Access is easy:

26 Customers can reach the service without difficulty:

27 There are no physical or bureaucratic obstacles to access.

28 Criterion C: Access is at convenient times

29 Consideration has been given to customers' needs:

30 Service has adapted to customer needs.

1 The Evaluator needs to investigate whether the service is serving the needs of
2 all its customers in this respect. If it is only open during normal working hours,
3 can those at work use it without financial or other loss?

4 Criterion D: Access is enabled for those with special needs:

5 Consideration has been given to meeting the access needs of those with
6 physical and mental impairment;

7 Consideration has been given to the needs of ethnic minority communities;

8 Service is adapted to meet these needs.

9 Criterion E: Where possible, choice is offered:

10 Consideration has been given to the needs of customers who find it difficult to
11 access the service e.g. remote communities;

12 Some provision has been made to meet customer need.

13 Criterion F: Access is affordable:

14 Costs/charges are set which are within reach of all customers and potential
15 customers;

16 Consideration has been given to the needs of the very poor.

17 Criterion G: Facilities meet customer needs:

18 Adequate waiting areas;

19 Convenience and refreshments availability;

20 Cleanliness and state of repair;

21 Joined up services/one stop shops.

22 Is everything connected with the provision of the services located in one
23 place?.

24 CRITICAL ELEMENT 3:

25 COMPLAINTS & GRIEVANCE REDRESS

26 Criterion A: Complaints Procedure;

27 There is a written procedure;

28 Easily accessible, easy to use;

29 Procedure guarantees investigation and resolution;

30 Procedure identifies to whom complaint should be sent

1 Criterion B: Complaints office/Desk;
2 Nominated complaints officer/complaints desk;
3 Officer has sufficient authority to investigate and deal with complaints.

4 Criterion C: Staff Training:
5 Front-line staffs have been trained to receive and handle complaints;
6 Guidance is issued;
7 Staffs are empowered to deal with complaints at point of contact.

8 Criterion D: Complaints recorded and analysed:
9 A record is kept of all complaints;
10 The record includes details of timeliness and resolution;
11 Management carries out regular analysis of complaints received

12 Criterion E: Action taken:
13 Action is taken to remedy the cause to justified complaints;
14 Action is effective.

15 DRIVER 2

16 TIMELINES

17 WEIGHTING: (24%) This Driver is second only to Delivery in importance
18 to customers. It indicates the dislike of customers of waiting for service.

19 Basic considerations:
20 The Initial Wait: The Overall Wait;
21 The number of times the customer had to contact the organization to achieve
22 service.

23 CRITICAL ELEMENT 1: STANDARDS AND PRACTICAL/PERFORMANCE

24 Criterion A: Set Standard for waiting times:
25 Standards are set for waiting times for any subsequent visit to receive
26 service or for service to be delivered.

27 Criterion B: Monitor Standards:
28 A system exists to monitor waiting times;
29 Monitoring actually takes place; the results are recorded.

30 Criterion C: Perform well.

- 1 The organization meets its waiting time standards
2 There is independent confirmation of this;
3 The organization compares well with other similar services.
- 4 CRITICAL ELEMENT 2: CUSTOMER FRIENDLINESS
- 5 Criterion A: Explain Delays:
6 Staff explain any delays beyond standard waiting times;
7 There is a reasonable explanation for delays, which are not a regular
8 occurrence.
9 Criterion B: Provide prompt service:
10 Staff are attentive and are seen and perceived to provide a prompt service;
11 Management has worked out the busiest times of day and provided extra staff at
12 these times;
13 Off-duty staffs remain out of sight of customers.
14 Criterion C: Provide a predictable and reliable service:
15 Service are provided throughout the advertised times;
16 The full range of service is provided; Customers are told of any foreseen
17 interruptions to service and unforeseen interruptions are explained.
- 18 DRIVER 3
19 INFORMATION
- 20 Weighting: (18%) This indicates the importance of keeping customers
21 informed and ensuring that they are consulted. Information needs to be a two-
22 way process if the service is to satisfy its customers.
23 Basic Considerations:
24 Accuracy of Information;
25 Comprehensiveness;
26 Being kept informed about progress.
- 27 CRITICAL ELEMENT 1: INFORMATION
- 28 Criterion A: Publicize service and access:
29 The organization publishes information on the full range of services provided:
30 The organization gives full details of where and when services are provided;

1 Ensures information is available to all customers and potential customers by
2 using a variety of information means.

3 Criterion B: Publicize Standards:

4 Standards for all major activities and for customer care are published in a
5 Charter;

6 Information on standards is widely available to customer and potential
7 customers;

8 Performance against standards is available on a regular basis at all service
9 outlets.

10 Criterion C: Publicize Costs:

11 The cost to the customer of all service should be clearly displayed at all
12 service outlets;

13 There should be no hidden costs to any customer.

14 Criterion D: Plain language:

15 All information should be given in plain language, with a minimum of
16 technical and legal jargon;

17 Customers should be asked to comment on this aspect.

18 Criterion E: Special Needs:

19 The organization has considered the information requirements of those with
20 physical or mental disabilities and those who do not speak or read English;

21 The organization has adapted its information provision accordingly.

22 Criterion F: Review and Update:

23 Information is reviewed and updated on a regular basis.

24 CRITICAL ELEMENT 2: CUSTOMER FEEDBACK

25 Criterion A: Consultation takes place with customers:

26 There is a plan for systematic consultation with customers;

27 Consultation takes place on a regular basis.

28 Criterion B: Variety of methods are used:

29 Consideration has been given to the most suitable ways of obtaining
30 feedback from customers;

- 1 A variety of appropriate measures are used.
- 2 Criterion C: Comment is encouraged:
- 3 The organization actively encourages comment on its services;
- 4 Facilities for comment are provoking;
- 5 A nominated officer is responsible for collecting and collating comment.
- 6 Criterion D: Staff and Partners are consulted:
- 7 There is a system for capturing the views of staff and partners/co-providers;
- 8 There is evidence that the system is implemented.
- 9 Criterion E: Results of consultation are recorded and analysed:
- 10 An officer is nominated to collect and collate the feedback from customers,
- 11 staff and partners;
- 12 The results are analysed and reported regularly to management.
- 13 Criterion F: Results are published:
- 14 There is systematic publishing of the results of comment.
- 15 Criterion G: Consultation leads to improvements:
- 16 There is evidence that the organization has responded to the results of
- 17 consultation and adapted services accordingly;
- 18 Customers confirm that their comments are acted upon.
- 19 Criterion H: Consultation covers all customer groups including those with
- 20 special needs:
- 21 The organization has recognized its various customers groups; consultation is
- 22 tailored to meet the needs of the various groups.
- 23 Criterion I: Customer satisfaction is regularly tested:
- 24 The organization has planned and implemented customer satisfactory surveys;
- 25 Surveys cover all customers groups.
- 26 DRIVER 4
- 27 PROFESSIONALISM
- 28 WEIGHTING (16%)
- 29 This emphasizes the importance customers place on well-trained staff and the

1 quality of service delivery.

2 CRITICAL ELEMENT 1: TRANSPARENCY

3 Criterion A: Payment procedures:

4 Costs and payment procedures are clearly detailed at all service outlets;
5 Staffs adhere to procedures and there are no hidden costs to the customers

6 Criterion B: Appointment procedures:

7 Appointment procedures are clearly detailed at all service outlets;
8 Staffs adhere to these procedures and do not give unfair preference to certain
9 customers.

10 Criterion C: Staff identifiable:

11 All front-line staffs wear name/appointment badges;
12 Staffs use their names in telephone and written/electronic communications;
13 Offices and desks clearly indicate function and names of officials.

14 Criterion D: organization clearly explained:

15 An organization chart is displayed at all service outlets;
16 Display names: person in charge, customer service and complaints officers.

17 Criterion E: Complaints are published:

18 A summary of complaints received over a certain period is published;
19 Details of action taken as a result of complaints are published.

20 Criterion F: Poor performance is explained:

21 The organization explains the reasons for any poor performance;
22 Details of action taken to remedy poor performance are published.

23 Criterion G: Summary of budget and expenditure are published for the
24 benefit of customers;

25 The results of audit are placed in the public domain.

26 CRITICAL ELEMENT 2: EFFICIENCY

27 Criterion A: Performance Management:

28 Performance targets are set for individuals and department;
29 Performance is monitored. Action is taken to rectify poor performance

30 Criterion B: Business and improvement plans:

- 1 Business and improvement plans exist;
- 2 Plans are implemented;
- 3 Plans are revised and updated.
- 4 Criterion C: Staff training:
- 5 Staff receive adequate training to fit them for their role;
- 6 Training includes: customer care and complaints handling;
- 7 Refresher/update training is given;
- 8 A training record is maintained.
- 9 Criterion D: Staff motivation
- 10 Staff feel supported by management; Staff are encouraged to comment and
- 11 make suggestions for service improvement;
- 12 There are incentives and rewards for good performance;
- 13 Poor performance is penalized;
- 14 A staff appraisal/career development system exists.
- 15 Criterion E: Cooperation with others:
- 16 The organization recognizes which other services and agencies it is dependent
- 17 upon to deliver a full range of services to its customers;
- 18 The organization recognizes its effect on the delivery of services by others.
- 19 The organization actively seeks partnerships to enhance the service given to
- 20 customers. There are arrangements for the exchange of information and for
- 21 consultation with partners.
- 22 Criterion F: Set and achieve targets:
- 23 There are overall set targets for the achievement of the business of the
- 24 organization.
- 25 These target are largely met and variances are explained
- 26 Criterion G: Service is improving:
- 27 The organization is able to demonstrate that its services have improved over
- 28 time;
- 29 Continuous improvement is the aim.
- 30 Criterion H: Customer perception;

- 1 Customers perceive that the organization is efficient;
2 Customers confirm an improved service.
- 3 DRIVER 5
4 STAFF ATTITUDE
5 WEIGHTING: (12%)
- 6 This indicates that customers place an importance on how they are received
7 and treated by staff.
- 8 Basic consideration:-
9 Polite and friendly staff;
10 How sympathetic staff were to customer needs.
- 11 CRITICAL ELEMENT 1: STAFF ATTITUDE
- 12 Criterion A; Customer care policy:
13 The organization has produced a customer care policy;
14 The policy is published and displayed;
15 The policy takes into account the needs of all customers.
- 16 Criterion B: Customer care training:
17 All staff have received customer care training;
18 There is written guidance for staff on aspects of customer care.
- 19 Criterion C: Customer relations officer/desk:
20 There is a nominated customer relations officer;
21 The officer has sufficient authority to perform his/her function of behalf of
22 the customer;
23 The officer is clearly identifiable.
- 24 Criterion D: Polite, friendly and attentive staff:
25 Staff are observed to be polite, friendly and attentive to customers;
26 Customers confirm.
- 27 Criterion E: Staff treats customers with sensitivity:
28 Staff recognizes the need to preserve the privacy and dignity of customers;
29 Staff are observed to treat customer with sensitivity;
30 Suitable facilities for privacy are available.

- 1 Criterion F: All customers receive equal treatment:
2 All customers receive the same level of service;
3 Consideration is given to the requirements of those with special needs.
4 Criterion G: Services are adapted to meet customer needs:
5 Consideration is given to the actual needs of customers rather than staff
6 convenience and routine;
7 Services are adapted to meet these needs and special needs are catered for.

8 THIRD SCHEDULE

9 *Section 2 (7)*

10 SUPPLEMENTARY PROVISIONS RELATING TO THE BOARD

11 *Proceedings of the Board*

- 12 1. Subject to this Bill and section 27 of the Interpretation Act, the
13 Board may make standing orders regulating its proceedings or those of any of
14 its committees. [Cap .123].
15 2. The quorum of the Board shall be the Chairman and six other
16 members and the quorum of any committee of the Board shall be
17 determined by the Board.
18 3. The Board shall meet not less than two times in each year and
19 subject thereto, the Board shall meet whenever it is summoned by the
20 Chairman; and if the chairman is required to do so by notice given to him by not
21 less than four other members, he shall summon a meeting of the Board to be
22 held within fourteen days from the date on which the notice is given.
23 4. At any meeting of the Board, the chairman shall preside, but if he is
24 absent, the members present at the meeting shall appoint one of their numbers
25 to preside at that meeting.
26 5. Where the Board desires to obtain the advice of any person on a
27 particular matter, the Board may co-opt such a person to the Board for such
28 period as it thinks fit; but a person who is in attendance by virtue of this sub-
29 paragraph shall not be entitled to vote at any meeting of the Board and shall not

1 count towards a quorum.

2 *Committees*

3 6. The Board may appoint one or more committees to carry out, on
4 behalf of the Board, such of its functions as the Board may determine.

5 7. A committee appointed under this paragraph shall consist of
6 such number of persons not necessarily members of the Board) as may be
7 determined by the Board; and a person other than a member of the Board
8 shall hold office in the committee in accordance with the terms of his
9 appointment.

10 8. A decision of a committee of the Board shall be of no effect until
11 it is confirmed by the Board.

12 *Miscellaneous*

13 9. The fixing of the Seal of the Agency shall be authenticated by
14 the signature of the Chairman and the Secretary to the Board.

15 10. A document purporting to be a document duly executed under
16 the Seal of the Agency shall be received in evidence and shall, unless and
until the contrary is proved, be presumed to be so executed.

FOURTH SCHEDULE

Section 8 (1) (C)

DEDICATED CADRE

A. SERVICOM OFFICER CADRE

	POSTS	SALARIES
1.	Director	Grade level 17
2.	Deputy Director	Grade level 16
3.	Assistant Director	Grade level 15
4.	Chief SERVICOM Officer	Grade level 14
5.	Assistant Chief SERVICOM Officer	Grade level 13
6.	Principal SERVICOM Officer	Grade level 12
7.	Senior SERVICOM	Grade level 10
8.	SERVICOM Officer I	Grade level 09
9.	SERVICOM Officer II	Grade level 08

B. SERVICOM EXECUTICE OFFICER CADRE

S/N	POSTS	SALARIES
1.	Chief Executive SERVICOM Officer	Grade Level 14
2.	Assistant Chief Executive SERVICOM Officer	Grade Level 13
3.	Principal Executive SERVICOM Officer I	Grade Level 12
4.	Principal Executive SERVICOM Officer II	Grade Level 10
5.	Senior Executive SERVICOM Officer	Grade Level 09
6.	Higher Executive SERVICOM Officer	Grade Level 08
7.	Executive SERVICOM Officer	Grade Level 07
8.	Assistant Executive SERVICOM Officer	Grade Level 06

EXPLANATORY MEMORANDUM

This Bill seeks to give Legislative foundation and backing to the SERVICOM project established by the Executive by providing for the establishment of the Service Compact Management Agency for the effective management and execution of Service Compact with Citizens, the setting, controlling, implementation and enforcement of Service Charter and Standards; the identification and facilitation of the resolution of service failures and enhancement of citizens service rights and responsibilities, in Nigeria.