

**SERVICE COMPACT AND SERVICE DELIVERY IN SOUTHWESTERN NIGERIA****BY****TheophilusOlumuyiwa AGBOOLA**

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**Date**

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**ACRONYMS**

NPM	New Public Management
TPA	Traditional Public Administration
ACDA	African Centre for Development Administration
PA	Public Administration
FEC	Federal Executive Council
SERVICOM	Service Compact
MDAs	Ministries, Departments and Agencies
FRSC	Federal Road Safety Commission
FIRS	Federal Inland Revenue Service
FMC	Federal Medical Centre
OAUTHC	ObafemiAwolowo University Teaching Hospital Complex
FTHs	Federal Teaching Hospitals
CSRs	Civil Service Reforms
ODA	Overseas Development Agencies
SAP-	Structural Adjustment Programme
PNDC	Provincial National Defence Council
DfID	Department for International Development
IPPDS	Integrated Payroll and Personnel Database System
CSRP	Civil Service Reform Programme
CSPIP	Civil Service Performance Improvement Programme
NIRP	National Institutional Renewal Programme
FCSC	Federal Civil Service Commission
NSPSR	National Strategy for Public Service Reforms



NEEDS	National Economic Empowerment and Development Strategy
ICPC	Independent Corrupt Practices and Other Related Offences Commission
EFCC	Economic and Financial Crimes Commission
BPSR	Bureau of Public Sector Reforms
UNDP	United Nation Development Programme
OCED	Organisation for Economic Cooperation and Development
TPSM&ES	Transversal Public Service Monitoring and Evaluation System
VERS	Voluntary Early Retirement Scheme
CAPAM	Commonwealth Association of Public Administration
NEPAD	New Partnership for African Development
GIDD	Governance and Institutional Development Division
DPSA	Department of Public Service and Administration
PSC	Public Service Commission
PAC	Public Account Committee
PSRC	Public Service Reform Commission



## ABSTRACT

The study analysed the role of Service Compact (SERVICOM) on service delivery in the selected federal parastatals in Southwestern Nigeria; and examined the strategies adopted by SERVICOM in realising its objectives. It also examined the extent of implementation of SERVICOM in the study area and analysed the challenges facing SERVICOM in the discharge of its functions in Southwestern Nigeria. These were with a view to providing information on the effect of SERVICOM as one of the variants of New Public Management (NPM) on service delivery of federal parastatals in Southwestern Nigeria.

The study utilized primary and secondary data. The primary data were collected using questionnaire administration and conduct of interviews. The study population (6,290) consisted of senior staff members (levels 7-17) of three purposively selected federal parastatals who were the first to embrace SERVICOM in the Ministries; the SERVICOM as well as the customers that patronized the federal parastatals. Out of 1,152 copies of questionnaire that were administered on respondents who were selected using purposive sampling techniques based on the fact that they were pioneer ministries to embrace SERVICOM through service compact with all Nigerian citizens, a total of 1,064 copies of questionnaire (representing 92%) were completed and retrieved. The study covered three selected Southwestern states namely: Lagos, Ekiti, and Osun, representing 50% of the states in the geo-political zone. The study covered three Federal Ministries-Finance, Health and Transport. The following parastatals were selected being the first to embrace SERVICOM in the Ministries: Federal Inland Revenue Service, (FIRS); Federal Medical Centre (FMC), Lagos University Teaching Hospital (LUTH) and ObafemiAwolowo University Teaching Hospital Complex (OAUTHC); and Federal Road Safety Commission (FRSC). The distribution of the questionnaire was as follows: Federal parastatals staff (566); SERVICOM staff (136) and customers (450) in the three states using proportional sampling to select them in each states. Furthermore, indepth interviews were conducted with purposively selected nine key senior officials each at the SERVICOM office; three key senior officials each at the Federal Inland Revenue Service (FIRS), Federal Teaching Hospitals (FTHs) and Federal Road Service Commission (FRSC) offices in the selected three states. Secondary data were

sourced from relevant textbooks, journals, government publications and internet. Data collected were analysed using descriptive and content analyses.

The results showed that SERVICOM played significant roles in service delivery and impacted positively on citizens in Southwestern Nigeria with the respect to ensuring (efficiency 72%) and (service delivery 75%). The results also showed that public service delivery before the establishment of SERVICOM was poor. With the percentage of respondents suggesting each in parenthesis; using indicators such as efficiency (10%), effectiveness (12%), corruption (100%) and service delivery (11%); the level of extortions and corruption was high. The results also revealed that the strategies adopted by SERVICOM in realising its objectives enhanced service delivery in Southwestern Nigeria. This was with respect to ensuring efficiency (75%), effectiveness (77%) and influencing public policy (82%) and corruption (36%). The level of extortion and corruption had reduced drastically since inception of the Fourth Republic through service compact initiative policy. Furthermore, the results showed that the extent of implementation of SERVICOM influenced positively service delivery in the Southwestern Nigeria with respect to ensuring trained personnel (67%), delegated of authority (65%), performance (74%) and courteous treatment (70%). Finally, the study identified some of the challenges facing SERVICOM in the discharge of it functions among which are inadequate SERVICOM personnel (37%), equipment (39%) and fund (34%) which incapacitated the performance of SERVICOM in Southwestern Nigeria.

The study concluded that the inadequacy of human and material resources led to poor implementation of service compact policy in Southwestern Nigeria.

## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background to the Study

Issues of bureaucratic corruption, inefficiency and ineffectiveness have become part and parcel of the larger socio-economic and political maladies that have inundated the Nigerian state and society. This worrisome phenomenon has elicited debate at various fora, seminar or symposia where the problems of corruption, inefficiency and ineffectiveness at both the bureaucratic and political levels have been discussed. But the identification of the problem could not have doused the exponential growth of this phenomenon. Not even the perennial complaints of military coup perpetrators and political jobblers have made any appreciable impact on the pervasive nature of bureaucratic corruption in Nigeria (Akhakpe, 2001).

At independence, Nigeria inherited a technically competent civil service which concentrated on giving practical expression to government policies and programmes and the provision of goods and services to the people. The years immediately after independence, particularly with the incursion of the military into politics, saw the top civil servants moving from traditional role of policy advisers and executors into decision makers by playing visible roles in the highest decision making bodies, the Supreme Military Council (SMC) and the state executive council. All these took place at a time when government activities were being stretched into other areas far beyond its watchman role of maintaining law and order (Akhakpe, 2001).

Reform stands for initiatives directed towards the eradication of abuses or distortions in the existing system (Tyagi, 2004). For all practical purposes, these entail restructuring, reorganisation or renovation. These activities, in turn, entail structural realignment of the existing system in the light of the current needs and new demands of change to suit the ideological or socio-economic environment. Such changes could also assume dimensions that are much more deep-seated entailing the reconstruction of existing system in the light of the current needs and demands (Igbokwe, 2014).

However, the continued poverty and economic crises in developing countries led to a realization that such a dismal state of affairs was largely related to poor public policies, which produced a large public sector, widespread nationalization and excessive controls over the economy. The state and its public sector undertakings had expanded beyond their capacity. Mismanagement, nepotism, political patronage, large and rigid bureaucracy, and widespread corruption became the features of public administration machinery (Turner & Hulme, 1997).

Public sector reform initiatives in Commonwealth countries up till 2002 included decentralization, commercialization, privatization, benchmarking, organisational methods, the fight against corruption, good governance, accountability, public financial management reform programmes, public sector incomes policy and administration, functional reviews, job evaluation and salary review, training, information technology, one-stop-shops, codes of ethics for public officers, strengthening management capacity, service delivery improvement, ICT, computerisation of human resources information, performance management system and restructuring ministries and parastatals (Ayeni, 2002).

From the inception of the administration of President Olusegun Obasanjo in May 1999 till its exit in May 2007, a lot of reforms were initiated to ameliorate the socio-political, economic and institutional decay that the nation had witnessed over the years. Given that the sustainability or otherwise of any government policy depends largely on those who implement it and because the success or failure of such policy depends on how favourably disposed the public servants are to determine its workability. Administration, therefore, deemed it necessary to introduce reforms that would revitalize the public sector with a view to adequately empowering it to sustain the reforms (Ugwu-Olo, 2007:56).

The public service is an indispensable instrument through which the government implements its policies and programmes. It is through its instrumentality that government policies are translated into services for the people. The public service is made up of the employees of government. They are those responsible for the functioning of government through the implementation of government policies. The main functions of the public service are essentially to help formulate and implement the policies of government and to render related services to the public. The public service which consists of workers in government Ministries, Parastatals and other agencies are further expected to provide continuity in governance, and to serve as a repository of knowledge and experience of the practices and procedures of governance, and to protect public interest (National Political Reform Conference, 2005).

There is no doubt that the Nigerian public service has been afflicted over the years with series of problems, among which are poor performance, corruption, absenteeism and the ghost workers syndrome. Considering these malaise that have characterized the public service as well as the need to reposition it to make it people-oriented and compatible with the reality of global

standard, President Olusegun Obasanjo approved the establishment of Bureau for Public Service Reforms (BPSR). The bureau was mandated to streamline and

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