

INSTITUTIONAL REFORMS FOR BETTER QUALITY SERVICE: CHALLENGES AND ACTIONABLES FOR THE GOVERNMENT

BY

**Peter Oyeneye, M.Sc.PR(UNN), FNIPR
CEO, RoyalMark Consulting, Abuja
Training Coordinator, North Central and
Former Member, National Governing Council
Nigerian Institute of Public Relations (NIPR)
Phone: 0803 703 5242 & 0808 260 8168
E-mail: peteroyeneye@yahoo.com
080370352428168 & 0808**

This is a period of:

- ❑ change
- ❑ re-engineering
- ❑ restructuring
- ❑ re-organisation
- ❑ reworking
- ❑ transformation.



Introduction

Transformation should be a tradition of any serious-minded leadership, individuals, organisations and nations because outstanding and radical change only comes when we are tired of our usual position and situation, and when we take action to step up and square up to our challenges.

When Does a Country Need Transformation?

- When there are challenges indicating that all is not well.
- When government operations are smooth but there is a need for improvement.
- When the leadership desires an added-value in public service for their citizens.

•

General Indications That The Nation's Service Delivery Needs Transformation

Unfortunately, most of the disturbing conditions that led to the introduction of SERVICOM (a service delivery improvement strategy) during former President Olusegun Obasanjo's administration are still with us today.

Uptil this moment, government organisations are:

- ❑ not serving the people

- ❑ services are inaccessible

- ❑ institutional arrangements are confusing and wasteful

❑ services are poor in quality

❑ workers are indifferent to customer needs

❑ public confidence in government organisations and their workers is poor.

Sector-based Indications That The Nation's Service Delivery Needs Transformation

1. Education

- Consistent poor performance of students writing SSCE**
- Poor condition of classrooms**
- Poorly motivated staff**



- Truancy on the part of teachers /lecturers**
- Poor information dissemination about examinations, resumption and closure**
- Admission problems after SSCE**

WAEC RESULT, MAY/JUNE 2011 FOR NIGERIA

Total number of candidates : 1,540,250
Candidates with 5 credits or more including English
and Maths / 472,906 (30.70%)

WAEC RESULT, MAY/JUNE 2010 FOR NIGERIA

Total number of candidates that sat for the exam/
1,351,557
Candidates with 5 credits or more including English
and Maths /337,071 (24.94%)

2. Road construction

- Deplorable state of roads
- Roads have become death traps
- Uncompleted road constructions
- Road construction lasting over five years

(for instance, construction of Abuja – Lokoja Road began in 2006)



3. Health care delivery

- **Long queues of patients in hospitals**
- **Poor sanitary condition of hospitals**
- **High level of infant mortality**
- **High level of maternal mortality.**



- **Nepotism that makes a nurse insults a doctor without consequence**
- **Staff who think they are doing the patients some favour by attending to them.**



“One out of nine global maternal death occurs in Nigeria.”

-UNICEF State of the World Children Report,
2009



6. Services of Policemen, Traffic Wardens and Vehicle Inspection Officers

- **Deliberate frustration of citizens**
- **Bribery and corruption**
- **Payment before getting a bail**
- **Policemen begging motorists for money to fuel their patrol vehicles**
- **Traffic jam caused by commercial drivers right under the nose of a combination of about 10 - 12 Policemen, Traffic Wardens and Vehicle Inspection Officers.**

**THE WAY FORWARD :
ACTIONABLES FOR THE
GOVERNMENT AND PEOPLE
OF NIGERIA**



Key areas of the transformation agenda

- **Banking/financial sector reforms**
- **Improved real sector financing**
- **National infrastructure renewal**
- **Power sector reforms**
- **Niger delta development**
- **The revamping of the agricultural sector**
- **Job creation**
- **Provision of world-class education**
- **Better healthcare**
- **Re-invigoration of the anti-corruption crusade and**
- **Sovereign wealth build-up.**

Service delivery

- Service delivery can be described as the interrelationship between the service provider and the customer (taxpayer/citizen).

- It can also be described as a way of delivering a satisfactory or remarkable service to the customer.



•The way forward one: Employing performance contract

•A Performance Contract is *a freely negotiated performance agreement between the Government, acting as the owner of a Government Agency, and the management of the Agency.* It clearly specifies the intentions, obligations and responsibilities of the two contracting parties.

- It ensures defined responsibilities and expectations between parties to achieve mutually agreed results.
- It ensures accountability for results by public officials, because it measures the extent to which they achieve targeted results.



- The way forward two: Effective leadership training for leadership of government organisations and professionalisation of the workforce through training

- Effective leadership integrates and maximises available resources within the internal and external environment for the attainment of organisational or societal goals.

The following are expected of an effective leadership:

- continuous improvement
- culture of innovation
- application of benchmarking
- management by walking around
- mentoring up and down
- Improving the operations of CMD, ASCON, ITF and other training organs of government.

- The way forward three: Applying service delivery improvement

- Each government organisation should draw up a list of services it provides

- Each department must know the key steps to take in order to deliver better service

Our father's business!



- Produce a list of damaged facilities and begin to fix them one after the other thereby improving your services to the public.

- Observe an annual service delivery and improvement week.

The way forward four: Emulating workable reforms in other parts of the world like the American prisons reforms which led to the privatisation of American prisons.

Currently, over 32 States in the US have private prisons.



• **The way forward five:** Radical reorientation of the civil service to encourage the civil service to emulate high-performing private sector organisations: This will effectively address the issues of:

- efficiency of service delivery
- staff productivity
- service orientation and
- customer service.

- **The way forward six:** Providing opportunities for customers and taxpayers to lodge complaints and to evaluate services of government organisations so that we can fix problem areas :



These can be achieved through:

- suggestion/complaints boxes

- toll free phone lines

- customer fora/meetings (like those of the National Communications Commission (NCC) designed to improve service in the telecommunications sector.

- In conclusion, national transformation is a long term strategic process which demands commitment, consistency and continuous communication of the agenda in order to keep everyone on his toes and win the support and understanding of every stakeholder.

- May God give us the grace and the political will to embrace the transformation.

