Impacts of Service Compact with all Nigerians (SERVICOM) on public service delivery: A case study of the Federal Ministry of Women Affairs and Social Development

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ABSTRACT

This research examined the impacts of Service Compact with all Nigerians (SERVICOM) on public service delivery at Federal Ministry of Women Affairs and Social Development, Abuja, Nigeria. It raises public awareness on the need to serve Nigerians right, and why Nigerians suffer in the midst of plenty, due to inefficiency and corruption with impunity over the years. It exposes the dimensions and magnitude of the evils that have bedeviled the public service that suffers from decay and lack of public confidence or trust. The researchers therefore sees SERVICOM as a step in the right direction, but was incapacitated by lack of constitutional backing and support by successive government at all levels with other major factors that have affected the programme, such as; insecurity challenges, ethno-religious and political crises, nepotism and favoritism, power sector problems, etc. The research which explores both primary and secondary sources of data and modernization theory, recommended proper legislation for SERVICOM with full commitment to the programme; use of self-service technology (SST) for most public services (that is, ATM), proper remuneration of public servants, awards and sanctions for erring individuals and institutions, among others.

INTRODUCTION

Service Compact with all Nigerians (SERVICOM) is an acronym for effective services delivery in Nigeria. Over the years, the Nigerian Public Service system has been poor and inefficient, characterized with corruption, undue outside influences, individual and group selfish interests, with other impediments plaguing the effective implementation of government policies that are being carried out through various public service administrative systems and establishments in Nigeria.
the public service administration and other social institutions in Nigeria.

These negative habits therefore, are becoming a way of life or culture in all segments of the public sector and societal lives in Nigeria. The Federal Government of Nigeria realizing that public offices/administrators are employed to offer services to the people, and that it is the citizens right or entitlement to get the expected meaningful services from any government in power, came up with the idea of SERVICOM to address the problems associated with service delivery, and to determine how best to remedy the Nigerian situation. Nigerians before then are aware of the appalling standards of service delivery in the country. On 1st July 2004, the SERVICOM commitment and declaration was made by the President, Vice president, Ministers, Secretary to the Government of the federation, Special Advisers, Presidential aides and Permanent Secretaries of the Federal Republic of Nigeria who entered a solemn Service Compact with all Nigerians by dedicating themselves to “providing the basic services to which each citizen is entitled in a timely, fair, honest, effective and transparent manner”.

This preceded the earlier declaration made by the then President, Olusegun Obasanjo in June 2003 stating that, “Nigerians have for too long been feeling short changed by the quality of public service. Also, our public offices have for too long been showcased for the combined evils of inefficiency and corruption with impediment of ineffective implementation of government policies. Nigerians deserve better, we will ensure that they get what is better”.

It is in the light of the above that this research is undertaken to assess the impact of SERVICOM on public service delivery in the Federal Ministry of women Affairs and Social Development. This study therefore is necessitated by the fact that there are poor, inefficient public and social service administration in Nigeria.

It has also been fine-tuned to the worst stages as there are evidences of poor and inefficient Public Service Administration in schools, hospitals, water boards, Ministries, Departments and Agencies (MDAs) including public corporations like former Nigeria National Electric Power Authority (NEPA) or Power Holding Company of Nigeria (PHCN) and Nigerian National Petroleum Corporation (NNPC) to mention a few. Nigerian citizens hardly get the real value for the taxes which they pay to governments, and or the monthly bills paid in respect of many public services, which are their rights or entitlements.

It is against this background that the then president Olusegun Obansango organized a retreat of Ministers and Permanent Secretaries, with other top members of the Executive team in June 2003, to assert the ownership of the initiative to serve Nigerians better, through a purposeful leadership attributes of selflessness, integrity, accountability, openness, honesty and patriotism. This later translated to SERVICOM declaration of 1st July 2004 and the creation of SERVICOM chapter and units in most Public Service offices and institutions in Ministries and extra-ministerial departments in Nigeria.

This pervasive social problems affect all citizens, as it retards growth and national development, promotes unemployment, poverty, and other social vices, which has become the order of the day, through an increased sharp and corrupt practices, in-efficiency and favoritism of all kinds, at tribal, religious, social and administrative levels, etc.

The masses are marginalized at the expense of few privileged individuals and groups mostly at the top management levels in Nigeria. The elites and their families, with their friends are recycled to occupy important positions in our society. Their children and wards attend the best private schools and used the best social and medical facilities within and outside Nigeria.

Due to poor and inefficient public services administrative system in Nigeria, with the fact that most public services or government administration are seen as “no man’s business” as it is engulfed by lack of collective care and trust, this research is apt. This has also led to the following research questions.

- Do we have any need for SERVICOM in Nigeria?
- How do poor and inefficient public administrative services affect the lives of the citizenry?
- What role have governments played to increase or ameliorate the problems of ineffective services delivery in Nigeria?
- Are essential public services and infrastructures available or accessible to ordinary Nigerians?
- What are the consequences of inefficient administrative services?
- How can individuals and groups cope with poor and inefficient public administrable services at minimal risks?

**Objectives of the study**

The objectives of this study include to:

- Examine the impact of SERVICOM on Public service delivery at the Federal Ministry of Women Affairs and Social Development in Nigeria.
- Identify the problem areas in effective services delivery in the ministry and Nigeria as a whole.
- Find out the objectives of government in promoting an effective public services delivery.
- Suggest solutions to the problems and consequences of inefficient services in Nigeria.
- To make necessary recommendations to government and individuals on effective services delivery.
Significance of the study/contributions to knowledge

This research sought to assess the impact of SERVICOM on public service delivery in Nigeria. Policy makers will be assisted through this study to appraise the service programme in Nigeria.

It will also provoke further research by students, social and public administrators, including other interested persons or bodies that wish to better the lots of our people through an effective and efficient services delivery in Nigeria.

It will create more public awareness on the relevance of SERVICOM as a road map to our national greatness.

Research propositions

I. Efficient public services delivery and administration promotes rapid national development.
II. Inefficient public service retards growth and development.
III. Bad leadership in the public service can guarantee even development.

METHODOLOGY

The study focused mainly on Federal Ministry of Women Affairs and Social Development, which is located at Federal Secretariat complex phase 1 Annex C Abuja, the Federal Capital Territory. The office which is situated in the central area of Abuja, and within the Abuja municipal Area Council is bounded in the East by the National Assembly complex, west by Federal Ministry of Education at phase II, complex of the Federal Secretariat, North by Bayelsa State office complex and south by the Eagle square; established on 14th January 1995 by late General Sani Abacha Military Administration, with seven Departments and three units, and some Parastatals under her that has a staff population that is not more than two thousand persons in its employment. The SERVICOM unit is headed by a Nodal officer in the rank of a deputy director, assisted by other desk officers and subordinate staff, as specified by the presidential circular that sets it up. Most of the desk officers are; the chapter desk officers, customer care or complaint desk officers and service improvement desk officers, respectively.

The Ministry is located within Abuja Municipal Area Council (AMAC) that is on the eastern wing of the Federal Capital Territory (FCT) created on 1st October 1984, with a land mass of about 1,200 square kilometers and population of about 1.2 million, Housing many embassies, missions, Hospitality industries, Federal and State Government liaison offices, and people of different ethnic nationalities. It is expected that any research conducted within this study area will reflect a true picture of Nigeria, as it is a melting point or Centre of Unity.

Primary and secondary sources of data were used in this research. The primary sources of data collection used includes: Questionnaire, verbal interview and participant observation. The questionnaire was the main source of data collection administrated on the chosen population or sample, while oral interview was conducted on those who could not appreciate the relevance of the questionnaire method, especially illiterate clients or customers. Participant observation was used as one of the researchers is a staff of the Ministry. The technique used allows the administration of two hundred questionnaires to be purposefully and accidentally distributed and collected within and around the Federal Ministry of Women Affairs and Social Development in AMAC of the FCT Nigeria.

Therefore from the above area of study which has a population of about 1.2 million people in Abuja, a sample of 200 persons would be drawn from the Ministry and Federal secretariat phase 1 Abuja, comprising both civil servants and their clients or customers with the purposive and accidental random sampling technique.

The technique used in analyzing data is known as "univariate method" which entails the analysis of one variable at a time. This was used to analyze data collected from the field. The outcome of the field work events of this study will be statistically analyzed in tables, showing the percentages of the frequency counts and from where inferences with further illustrations or interpretations would be drawn.

Theoretical framework

The theoretical framework upon which this research was built is the modernization theory propounded by W. W. Rostow, under the non-communist manifesto, borrowed from the evolutionary functionalism theory of Penser, Ferdinand Tonies, etc. This theory provides the scientific basis for change and developments in societies, particularly, in third world countries like Nigeria. However, the theory is closely linked to westernization and globalization theory.

W. W. Rostow in his non-communist manifesto book highlighted five stages for modernization which includes:

- Traditional or primitive stage,
- Pre-condition for takeoff,
- Take-off stage,
- Drive to maturity and
- State of mass consumption.

The theory holds that any change or development that does not follow the pattern of these five stages may not succeed. Modernization therefore is a change towards becoming modern and by applying the best practices in
the world. While westernization theory is concerned about imbibing the socio-economic and political cultures and values of the western world, modernization however, is necessitated mainly by the rise of the United States of America (USA) as world super power, and 2nd world war that took place in 1945. Other factors that led to modernization are colonization and decolonization processes. Modernization Theory therefore believes on the importation of new skills and technologies for changes and developments in a society (that is, cultural change).

This theory is related to this study as Nigeria is seen to be primitive and under developed. There is need therefore for Nigerians to undergo the five stages of modernization as they cannot easily imibe to a common queue-culture, talk less of bribery and corruption, nepotism, favoritism and other factors that hinder effective and efficient services in the Nigerian public sector administration.

More so, Nigeria being one of the 3rd-world countries has been good in formulating policies, programmes and theories without proper implementation or praxis. This has greatly affected the pace of changes and development in Nigeria. Thus, there must be a proper blending of theory and practice, particularly at this period of instability or disequilibrium, occasioned or caused by the insincerity of the political class and office holders, with other security problems in Nigeria.

Modernization theory is being criticized for being a historical and euro-centric. That is to say that it did not take the history of the third world countries or developing nations into consideration. It judges other societies by the European culture and values. More so, it is Apolitical, as it is not much interested in politics and Euro-centric as it sees European way of life as being more superior to others. Therefore, modernization is not interested on other people’s tradition and culture, but relies on the improvement of new skills and technologies that will bring about change and development.

Above all, modernization shows that the condition of one’s living or way of life determines how he/she thinks. Whether at the primitive and traditional stage, or at the stage of mass consumption, when it is easier for people to acquire luxuries than when few people enjoy certain privileges of life as it is the case with Nigeria (Haralambus, 1980; Hassan, 1986; Oguibe, 2000).

**Philosophy and historical development of SERVICOM**

According to Oyadiran (2010) a result oriented service delivery is usually predicated on a clear defined organizational goals, motivated personnel and properly remunerated staff. These factors were visible in findings of this research in the Federal Ministry of Women Affairs and Social Development. In the review of most of the literatures consulted, it was discovered that, the concept of SERVICOM is based on four principles namely, affirmation, conviction, consideration and dedication.

**Affirmation**: This is on the commitment to the service of the Nigerian Nation.

**Conviction**: On the fact that Nigeria can only realize its full potentials if citizens receive prompt and efficient services from the state.

**Consideration**: For the needs and rights of all Nigerians to enjoy social and Economic Advancement.

**Dedication**: To deliver quality services to which all citizens are entitled in a timely, fair, honest, effective and transparent manner.

Nigerians have been suffering in the midst of plenty, due to poor and inefficient services, bad policies, unnecessary protocols or bureaucracy, multi-duplication of functions by various institutions of government and wastages. These make government services and institutions to lack proper focus and direction, as it best explains why government services do not work efficiently (Akekedolu, 1982). In the light of the aforementioned, all government ministries, parastatals, agencies, and departments were asked to prepare and publish the SERVICOM chapters of their units whose provisions include:

- Quality service designed around customer requirements;
- Set out citizen entitlements in the ways they can readily understand;
- List of fees payable and prohibit illegal demands;
- Commitment to provision of services within realistic time-frame;
- Specify officials to whom complaints may be addressed; and
- Publish these details in conspicuous places accessible to the public.

Due to the Federal Government pilot scheme on efficient and effective service delivery in Nigeria through SERVICOM, with the inauguration of the MDA’s units after the Presidential retreats and inauguration between June 2003 and July 2004, respectively. Official directives were given to the MDAs, including States and Local Governments by the Secretary to the Government of the Federation (SGF) on 10th March, 2005 to establish their own Unit’s chapters after the model set up by the Presidency (FGN, 2006; Abdulganiyu, 2010).

**Activities of SERVICOM department**

The activities of SERVICOM Department in the Ministry revolve around the mandate for which it was established
by the Presidency. These include:

- Formulation and coordination of the unit SERVICOM chapter and its operation in the Ministry;
- Monitoring and reporting of the progress made under SERVICOM performance obligations; and
- Carrying out survey of services and customers satisfactions in all the Departments and out-stations of the Ministry; among many other functions or activities.

These activities are being carried out under the leadership of a nodal Officer in the person of a deputy Director and chapter desk Officer who sees to the formulation, implementation and review of the Unit chapter. Also, there are also customer cares or complaint desk Officers who see to customer relations and grievances, redress system or mechanism in the Ministry. However, the service improvement officers see to the general service improvement of the Unit and Ministry as they are assisted with some supporting staff and data processing Officers (FGN, 2006; Abdulganiyu, 2010).

Control mechanism of SERVICOM agencies

The main SERVICOM office was established with the Presidency to operationalise government commitments under SERVICOM. The activities of the SERVICOM office in the presidency are as follow:

- Coordinate the formulation and operation of SERVICOM charters of all Government ministries and agencies.
- Monitor and report progress and performance under SERVICOM obligations.
- Carry out survey of services and customer satisfaction.

With these three major mandates of the SERVICOM office at the Presidency, it is assumed that the presidential SERVICOM office should be the main controlling mechanism, as they are to coordinate, monitor and carry out surveys on efficient and effective service delivery under SERVICOM. More so, the presidential directive that was issued by the secretary to the SGF shows that SERVICOM units in any government MDA’s should have a nodal officer, who should head the unit, and will not be below the rank of a deputy Director, Grade Level 16, who will report to the Minister through the permanent secretary, if an extra-ministerial department or agency, the nodal officer reports to the chief executive directly.

Other complimentary staff and managers of the ministerial SERVICOM units (MSU or EMSDY or PSU) would be in charge of the following desks:

- Chapter desk officers for chapter formulation, implementation and review.
- Customer care or complaints desk officers, for customer relations and grievances redress mechanism.
- Service improvement desk officers, for service improvement and other supporting staff or assistants, such as data processing officers (FGN, 2006; Abdulganiyu, 2010).

Historical background of Federal Ministry of Women Affairs and Social Development

Federal Ministry of Women Affairs and Social Development is a merger of the former National Commission for Women and the Social Welfare Department of The Federal Ministry of Health. The Ministry was established on 14th January 1995 by the late Head of State, General Sani Abacha. Its mandate includes not only the development and advancement of women and children, but also the rehabilitation of the disabled, care of the elderly and other social problems within the family unit and the larger society.

The objectives and functions of creating Federal Ministry of Women Affairs and Social Development are as follows:

- Promote the welfare/advancement of women in general;
- Carry out the aims/objectives of the family support programme;
- Promote the welfare of the child and initiate actions for development of the child within the meaning of the international conventions on the rights of the child,
- Promote full utilization of women in the development of human resources and bring about their acceptance as full participants in every phase of national development with equal rights and corresponding obligation;
- Promote responsible motherhood and maternal health of women;
- Stimulate action to improve women’s civic, political, cultural social and economic education;
- Support the work of non-governmental organizations and play a co-coordinating role between government and Nigerian women organizations;
- Encourage the sense and essence of co-operative societies and activities among women both in the urban and Rural Areas, and stimulate in them creative entrepreneurship in the field of cottage industries and small scale industries;
- Promote the cause of the disabled and elderly, and stimulate public awareness and responsibilities on this segment of the society;
- Formulate and propagate moral values within the family units and in the public generally, and establish programmes with institutions and organizations to;
• inculcate moral education in women and children; and
• Work towards total elimination of all social and cultural practices that discriminate against women.

SERVICOM in Federal Ministry of Women Affairs and Social Development

The establishment of SERVICOM in the Ministry came as a result of official directives given by the Presidency to Ministries, Departments and Agencies, including States and Local Government by a circular signed by the Secretary to the SGF on 10th March, 2005 authorizing the establishment of Ministerial SERVICOM Units (MSU) to be headed by a Nodal Officer not below the rank of a Deputy Director, G1f6, who reports to the Minister through the Permanent Secretary of the Ministry. The Nodal Officers are complimentary staffs that are in charge of these critical desks:
• Charter desk officers, for charter formulation, implementation and reviews
• Customer care/ complaints desk officers for customer relations and grievances redress mechanism.
• Service improvement desk officers, for service improvement and other supporting staff or assistants like data processing officers.

Unfortunately, the Federal Ministry of Women Affairs and Social Development SERVICOM Unit worked for some time, and is gradually dying a natural death.

Problems and prospects of SERVICOM in Federal Ministry of Women Affairs and Social Development

According to Kaze (2008) a former SERVICOM desk officer in the Ministry, the problems of SERVICOM is attributed to the problems or challenges of the Nigerian State itself. She added that problems of power supply in Nigerian, office space and accommodation in Ministries, inadequate training and retraining of staff or workers, lack of funds and committed leadership are part of the major challenges facing SERVICOM in Nigeria.

The poor remuneration of public or civil servants that has been yearning for a living wage in Nigeria, with other great disparities in pay and work environments, makes most public servants not to give their best or be actively involved in efficient services delivery. This has promoted corruption and lip-services in the public service generally. Some public servants are into hawking of materials within the office buildings, while others are into bribery, with other forms of gratification in the service.

Erratic power supply affects the functioning of many office equipments like computers, photocopiers and other office machines. The delays or constraints associated with sending or retrieving certain information from an office system or machine has been largely attributed to erratic power supply. Thus, SERVICOM services are affected. More so, poor remuneration of public servants brings lack of commitment and other social vices or gratifications that are associated with getting a particular service delivery in Nigeria.

Another major problem and challenge of SERVICOM is corruption. According to daily trust newspapers (Tuesday 3rd June 2008) the special adviser to the president on New Partnership for Africa's Development (NEPAD) Mr. Tunji Olagunju stated that Nigeria loses 3.5 trillion naira to corruption in the last four decades. He added that information released by the former World Bank president Paul Wolfwitz revealed that corruption and money laundering have retarded economic growth and developments, frustrate incentives on budgetary allocations with development priority. The researchers agree with these assertions, as corruption and money laundering by top government officials in Nigeria have made it virtually impossible for citizens to reap the real dividends of democracy, through the effective and efficient delivery of most important social services like water, electricity, medical care in hospitals, education in schools and good means of transportation, etc.

In recognition of this, trade union congress (TUC) on page nine (a) of the same Daily Trust Newspapers (3rd June 2008) decried the absence of democracy dividends, and called on government to save herself from total loss of credibility by addressing the great issues of the day, such as armed resistance in the Niger Delta, epileptic power supply, unrealistic minimum wage, unemployment and actualization of Niger Delta Development Commission (NNDC) master plan among others, including Boko Haram issues.

These enumerated problems, further causes some major lapses in the public service delivery system in Nigeria that is being driven by the three tier governments coupled with the Transparency International 2006 ranking of Nigeria as the most corrupt country in African 37 corrupt countries and 45 countries that made up Africa continent.

He concluded that Nigeria will continue to be poor and may not meet its target of being one of the 20 top global economics by the year 2020. Also, Nigeria was rated among the top 20 countries in the world with the widest gap between the rich and poor. The greatest challenge facing Nigeria is on how to channel her wealth from oil and gas industry to other sectors, so as to meet her millennium development goals (MDGs) for 2015.

Robin Campbell, manager, police commission pilot project stated that 80% of Nigerians do not have confidence in the police. Therefore, her agency is working with SERVICOM in the presidency to improve police image in Abuja.

This also shows lack of confidence in many government agencies and systems of the public service,
including SERVICOM, which has to be built up in order to restore public confidence in the Nigerian system of governance, with necessary infrastructures and social security networks, as the case may be. It has often been said that Nigerians are good in bringing up proposals and programmes, but are poor and not keen on implementing them to the latter. Therefore SERVICOM in the Ministry of Women Affairs has experienced a lot of constraints as it involves behavioral and service delivery changes that affect our National lives and systems (that is, National re-orientation) which is becoming difficult because of poor delivery of social services like portable water and energy or electricity. Also, Nigeria has been unable to manage her rapid and uncontrolled urbanizations. This is in terms of providing for the required services that will promote even development and shun rural–urban migration with its attendant problems in Nigeria.

More so, a change in the leadership of those who have the vision, mission and commitment to SERVICOM, would bring about a change of direction. This is to say that the ideas and values of SERVICOM may perish when the government that instituted SERVICOM is no longer in power. A case example is the "War Against Indiscipline" (WAI) crusade by Buhari/Idiagbon regime that was not properly sustained by successive governments (that is, problems of sustainability).

Benson (2011) added that competition for scarce recourse and the positioning of most things in Nigeria, with conflicting loyalties and other environmental challenges have brought about poverty and corruption, which promoted unethical behaviours among Nigerians which many take longer time to be corrected through SERVICOM. While considering the case of militants and Boko Haram for amnesty treatment in Nigeria.

The researcher agrees with these assertions, since SERVICOM rules only sets a minimum rules and only sets a minimum standards for official conducts in a country, where bribery and corruption, tribalism, and nepotism holds sway among many other factors in Nigeria. Therefore the solution to these problem is for the Nigeria people to have the fear of God and for them to live freely in any part of the country, where they may find themselves, without any form of discrimination or molestation (that is, indigeneship question).

More so, the recycling of the elite and well to do members of the Nigerian society, in the public service sector will not bring the desired changes by SERVICOM, as most corrupt government officials are recycled, and they no longer serve public interest, but personal and group interest in Nigeria. In short, how will SERVICOM work in MDAs when a successive president and other top government officials, either refuse or cannot declare their assets as required by the law.

According to Benson (2011), improvement of SERVICOM services lies on adequate funding of the SERVICOM service offices and Programmes and also the improvement of power supply and other social/public infrastructures, especially in hospitals, schools, industries, banking sector etc. Other requirements for better SERVICOM prospects are; committed leadership and followership that will bring about the desire attitudinal change in Nigeria towards social vices of bribery and corruption, nepotism, favoritism, tribalism and those other negative factors in Nigeria that have held her in bondage over the years.

The researchers therefore agree that SERVICOM services can be improved as suggested by Benson (2011) with greater emphasis on adequate funding, improvement of power supply and other social or public infrastructures, good leadership and followership that depict an exemplary life styles and models for Nigerians.

In addition, successive governments should continue the laudable, lofty and result oriented programmes and projects of previous administrations in Nigeria. This is to enable Nigerians reap the benefits of such programmes or projects introduced by past governments. More so, such programmes and projects should be backed adequately by National or Constitutional legislations, instead of presidential orders. Above all, opinion leaders, traditional and religious leaders with heads of families and extra-ministerial departments and agencies, should be used as vanguards for advocacy, and should also serve as a model for the new National re-orientation for SERVICOM to improve and survive in Nigeria (Arzika, 2001; Benson, 2006; Idyorough, 2000).

Data presentation and analysis

**Proposition I:** Efficient public services delivery promote rapid national development.

In Table 1, 65% majority of the respondents indicated that efficient public service promotes rapid national development. This means that proposition I is accepted.

**Proposition II:** Inefficient public service retards growth and development.

Table 2 shows that 67.5% majority of the respondent agreed that inefficient public service retards growth and development with service vices. Therefore proposition (II) two is also accepted.

**Proposition III:** Bad leadership in the public service can guarantee even development.

Table 3 reveals that 62.5% majority of the respondents do not believe that bad services and administrative leadership can guarantee even development. Therefore the third proposition is rejected.
**Table 1. Respondents’ opinions on if efficient public service promotes rapid national development.**

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<th>Response/opinion</th>
<th>Frequency</th>
<th>Percentage (%)</th>
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<tbody>
<tr>
<td>Agreed</td>
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<td>65</td>
</tr>
<tr>
<td>Disagreed</td>
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<td>25</td>
</tr>
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<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
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**Table 2. Respondents’ opinion on if inefficient public service retards growth and development.**

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<th>Frequency</th>
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<tbody>
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<tr>
<td>No</td>
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<tr>
<td>Neutral</td>
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<td>17.5</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
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**Table 3. Respondents’ opinion on whether bad public service leadership could guarantee even development.**

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<tr>
<th>Response opinion</th>
<th>Frequency</th>
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<tr>
<td>Yes</td>
<td>55</td>
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<tr>
<td>Neutral</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>200</strong></td>
<td><strong>100</strong></td>
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**DISCUSSION ON FINDINGS**

Many of the respondents opined that the impact of SERVICOM has not been fully felt in the public service, especially women affairs and the three tiers level of government, due to the fact that it came as a presidential order, without being fully backed by the laws of the federal republic of Nigeria (that is, constitution) this has also brought lack of interest, full commitment and poor funding of the SERVICOM programme by successive governments. Therefore public services delivery has been going back as business as usual, where anything goes with different daily supposes. Selections for job interviews are no longer on merit, including promotions. It now depends on who you know among the past and present leaders. Most public functions are poorly organized or coordinated, leading to stampedes and death of citizens.

Though SERVICOM programme has been lauded by Nigerians as a step in the right direction, which will bring about attitudinal change in the public sector administration, with the restoration of the core values and merit systems of the public service; this could be done through capacity building of public officers, which involves training and retraining in various fields of endeavour. Also, ethical re-orientation of Nigerians, starting from the leaders to the followers is necessary. This research therefore recognizes that good public service administration and leadership are necessary tools for even development. This means that we have to put a round peg in a round hole, to stop or reduce the bribery and corruption scandals in the public service administration of Nigeria. This research recognizes that the Nigerian government has not done enough with the introduction of SERVICOM in the area of awareness creation and funding. This has brought about untold hardship on many Nigerians who do not know their rights with the poor and inefficient services to citizens and families in the power and petroleum sector of the public services administration to mention a few. The poor and inefficient public services administration retards national growth and development.

Respondents however, recommends proper training and remuneration of public officers to ameliorate the problems of ineffective services delivery with other social vices associated with it which includes bribery, corruption, dishonesty embezzlements, disloyalty, money laundering, favoritism, nepotism etc. Also, there is need for the establishment of SERVICOM units and offices at
the Federal, State and Local Government levels, so that it should not be an elitist or urban based Programme that is exclusively for city dwellers. These and many more recommendations that would come-up below are the possible ways in which the impact of SERVICOM on public service delivery in Nigeria can be actualized to the grass root level.

CONCLUSION AND RECOMMENDATIONS

The information elicited from this study shows that SERVICOM is a good programme for public service administration in Nigeria. It will make Nigerians to have a better ethical re-orientation in the performance of their public services that is characterized by inefficiency, bribery and corruption with impunity.

The research revealed that many factors in Nigeria had challenged the success of the programme, such as lack of adequate legislation, as it came through a presidential order. Non-supply of the necessary infrastructures, facilities or materials needed for full implementation of SERVICOM (for example, power or electricity to operate machines of various kinds in all MDAs, also Nigerians are not fully aware of the programme and have not fully bought the idea behind the SERVICOM programme.

Thus, the neglect by successive governments in its funding and practice, as exemplified by the 2014 immigration recruitment saga, in which about twenty (20) lives of job seekers were lost nationwide. This shows that most Nigerians have not known that they are to be served right. The attitude of an average Nigerians to make a living out of the position he/she occupies, still frustrates the efforts of government to inculcate in the public service administrators, providers and stakeholders the basic tenets of SERVICOM. More so, monitoring and evaluation framework of each charter policy have not been fully managed, thereby creating avenues for deficiencies in the implementation process. Thus the various SERVICOM units and offices in most MDAs with their officers have not been up and doing in ensuring that their service windows are successful, effective and efficient among others.

These and many other reasons mentioned in this research clear the air that the impact of SERVICOM on the public service delivery/administration in Nigeria is not properly felt at the moment, in all MDAs in Nigeria.

In response to the impact of SERVICOM on public service delivery/administration in Federal Ministry of Women Affairs and Social Development in Nigeria, the following recommendations and suggestions are hereby given, based on the outcome of the research findings:

- Government should enact adequate legislation establishing SERVICOM Programmes and offices to enable it have a real legal backing.
- Government should as well fund the programme very well, considering its importance to the nation, rather than leaving it to some non-governmental organizations (NGOs) within and outside Nigeria for funding, bearing in mind that, he who plays the piper, dictates the tunes.
- Government should as well help in creating more awareness of the programme with the NGOs to the grass root level.
- Those that contravene the provisions of the SERVICOM charters and programmes should be sanctioned or punished according to the law when established.
- Government should give better service awards to the best performing individuals, Ministries, Departments and Agencies in other to promote the programme.
- Public servants should be properly remunerated with a living wage to end most corrupt public service vices in the form of gratifications embezzlements and hawking etc.
- The grievances redress mechanism in all MDAs should be strengthened and manned by persons with impeccable personality (that is, good leaders and not those that easily compromise).
- There should be a mandatory training or capacity building programme for all public officers on core service ethics, values and attitudinal change for public workers.
- Public service clients or customers should be enlightened also, on how to demand their right for best services offered in any public institution.

These recommendations shall go a long way to encourage every party involved in the SERVICOM programme on how to honour his or her agreements. Also, it will promote healthy exchanges between the service providers, administrators, stakeholders and customers or clients, for efficient utilization of the scarce resources, and for fast socio economic and political development in Nigeria.

REFERENCES