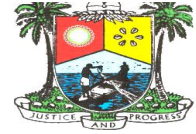




LAGOS STATE GOVERNMENT

***LAGOS STATE SERVICE CHARTER
INITIATIVE: PHASE 1 FINAL REPORT***

JULY 2012

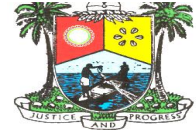


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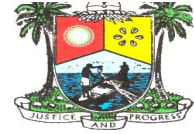
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Abbreviations and Acronyms

CSC	Civil Service Commission
CSPO	Civil Service Pensions Office (METP)
HoS	Head of Service
KPI	Key Performance Indicator
LASG	Lagos State Government
LAWMA	Lagos Waste Management Agency
MDA	Ministries, Department and Agencies
MoEd	Ministry of Education
MEPB	Ministry of Economic Planning and Budget
METP	Ministry of Establishment Training and Pensions
MoH	Ministry of Health
MOST	Ministry of Science and Technology
MPPUB	Ministry of Physical Planning and Urban Development
MTSS	Medium Term Sector Strategy
MVAA	Motor Vehicle Administration Agency
OHOS	Office of the Head of Service
OoT	Office of Transformation
OSAuG	Office of the State Auditor General
OSPES	One Stop Public Enquiry Services
PSM	Public Service Management
PSSDC	Public Service Staff Development Centre (an METP agency)
PSO	Public Service Office (Office of the HoS)
SIP	Service Improvement Plan
SDU	Service Delivery Unit
SHOA	State House of Assembly
SPARC	State Partnership for Accountability, Responsiveness and Capability
TOR	Terms of Reference



Executive Summary

Short summary

The Lagos State Service Charter Initiative commenced with the identification of 12 pilot Ministries/Departments/Agencies (MDAs) to which training and technical support were provided for the documentation of services and service standards. Each model MDA established a Service Delivery Unit (SDU) comprising 2 people with responsibilities for liaison with internal processes and operations of their establishments to ensure quality service delivery and effective customer care. This unit will also manage direct interactions with the public through their MDA service windows¹.

Technical assistance provided by SPARC² resulted in the development of 12 Customer Service Charters designed to expand access to public service, stimulate effective demand and enhance accountability in public service delivery. The network of SDUs established to work in close collaboration with the Office of Transformation (OOT) will champion service wide service delivery improvements.

Full summary

In the course of SPARC support to Lagos State Government (LASG), a Public Service Management (PSM) baseline study highlighted the need for improvements to service delivery systems within the State. Directives from the Head of Service that all ministries departments and agencies should create and publish service charters, provided an opportunity for MDAs to review their purpose of establishment and processes by which service is delivered. The Office of Transformation was identified to lead the Lagos State Service Charter Initiative and guide the development of customer charters to be published and widely circulated.

To guide the implementation of the charter initiative, the Office of Transformation with SPARC support developed a Lagos State Service Charter Policy and Guidelines³ for the development and implementation of charters. These emphasised a systematic and effective approach to reorganising work in order to bring about improvements in service delivery.

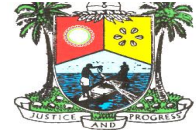
A Service Charter Implementation Committee chaired by the Head of Service (HoS) was established to oversee the implementation of the State Charter Initiative in 12 pilot MDAs. OOT with support from SPARC developed an implementation programme with timed activities designed to result in raised awareness and enhanced capacity within selected MDAs for planning and delivery of customer focussed services. A key output of the process being customer service charters that would be widely circulated and support increased access to services by members of the public.

Activities planned for implementation included training workshops and meetings to build skills for charter development, establishment of customer service points and complaints management systems, service evaluation and service improvement planning. To manage implementation

¹ A service window is the point through which services are delivered and at which an MDA would have direct dealings with customers or members of the public.

² DFID UK Aid programme in Nigeria: State Partnership for Accountability, Responsiveness and Capability

³ LASG Service Charter Policy and Service Charter Guidelines July 2010

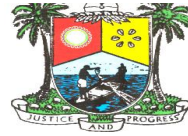


within the pilot MDAs, 2 officers at the level of Director were selected and were the target of training and technical support provided by SPARC. The 2 officers would make up the kernel of the MDA's Service Delivery Unit (SDU) which has the responsibility for raising awareness within MDAs and for facilitating service delivery improvements. SDUs are expected to work closely with senior management and in addition to supporting redefinition of services to ensure customer focus and relevance, they have the key responsibility for monitoring and evaluation of services delivered through customer service windows and for eliciting continued feedback from service users to guide service improvements.

The network of SDUs will champion service-wide improvements and promote customer focussed service delivery. As a pioneer team within the State, the group will help extend the work of the OoT for implementing the State Service Charter Initiative.

Service Charters⁴ were developed for pilot MDAs and launched by the State Governor at a public event on 3 July 2012.

⁴ 'Phase 1 Service Charter of MDAs in Lagos State Public Service', July 2012, published 15 Service Charters for MDAs



Section One: Introduction and Background

In the course of SPARC support to LASG, a PSM Baseline Study highlighted the need for improvements to service delivery systems. This resulted in a directive from the Head of Service that all Ministries, Departments and Agencies should create and publish Service Charters. The process of establishing service charters would require MDAs to examine their services, set delivery standards as service targets and set up mechanisms for monitoring performance against targets set.

The decision to create Service Charters was backed by HE Governor of Lagos State and pilot MDAs⁵ were, in consultation with him, identified for intervention and support by a State Service Charter Implementation Committee, chaired by the Head of Service (HoS)⁶. The Office of Transformation (OoT) in the Office of the Governor, works with the Office of the Head of Service to coordinates reforms within the public service. OoT with SPARC support worked with the pilot MDAs to develop Service Charters.

A Lagos State Service Charter Policy (draft) and Guidelines for Charter Implementation⁷ were developed in 2010 and updated at the behest of the Service Charter Implementation Committee to provide a framework for the development of MDA Service Charters.

Service Charters once established will enhance the Corporate Planning⁸ process being implemented by the State Government in 6 MDAs with support from SPARC. Service Charters are also intended to give effect to sector strategies and guide implementation in line with the needs of the public to be served. Finally they aim to facilitate effective management of performance, enhance accountability and result in incremental service delivery improvements.

The OoT working in collaboration with the Office of the Head of Service is responsible for implementing the Lagos State Service Charter Initiative; for reporting progress to the State Governor and for rolling out the initiative to all MDAs.

The objective of the Initiative is to institutionalise the concept of setting service standards to guide service delivery and to create equitable access to public service. It is expected that through the initiative, accountability of public servants will be increased and that citizens will be provided with an avenue for making effective service demands, communicating service needs and for complaining when service delivery fails.

Objectives of the Assignment

Overall Objective

The overall objective of this assignment was to contribute, through support provided for the development of Service Charters, to the institutionalisation of service standards in Lagos State MDAs. Specific objectives included to:

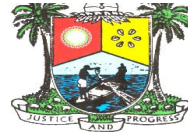
Develop Charter Policy and Guidelines for State-wide Application

⁵ MoEducation, MoHealth, LAWMA, Lands Bureau, MPPUD, MVAA.

⁶ See Appendix 1 for the membership and TOR of the Service Charter Implementation Committee

⁷ LASG Service Charter Policy and Service Charter Guidelines July 2010

⁸ Corporate Planning pilot MDAs are: MEPB, METP, CSC, OSAuG, SHOA, and PSO



Support the establishment of Service Delivery Units (SDUs) and to build the capacity of selected MDAs to develop and implement Customer Service Charters

Build the capacity of Phase 1 MDA Service Delivery Unit staff for implementing the LASG Charter Initiative

The terms of reference (TOR) for the assignment are at Appendix 2.

Scope of Work

Development of Charter Policy and Guidelines

Two consultants identified to support named officials of the OoT carried out preliminary consultations with Public Service leaders within Lagos State to determine objectives for service delivery improvements and to clarify understanding of the State's vision and strategy.

Consultative workshops were organised and guidance for the development and application of Service Charters produced. The LASG draft Service Charter Policy and Guidelines⁹ were reviewed, updated and adopted by the Service Charter Implementation Committee. In addition to ensuring consistency of approach, these documents provided guidance and standards for customer consultation, complaints management, service evaluation and service planning. The Committee also approved a programme of implementation for 12 pilot MDAs to run over a period of 2 months.

Support for Establishing Service Delivery Units in 12 Pilot MDAs

The State Service Charter Policy provided for the establishment of Service Delivery Units (SDUs) within MDAs with responsibility for leading and managing implementation of the state Service Charter Initiative within their MDAs. Officials were nominated to SDUs based on job descriptions and person specifications¹⁰ drawn up by OoT with support from SPARC. In addition to being appointed at the directorate level, key attributes of nominated included ability to extend networks using direct and indirect influence, customer orientation and strong analytical skills.

Each of the pilot MDAs nominated 2 individuals to their SDUs.

Awareness Raising and Capacity Building

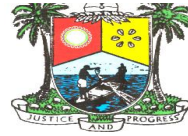
As part of the implementation programme which established timelines for a phased implementation of the State Charter Initiative, a seminar was organised to raise awareness of management cadre officials of the civil service and to increase understanding of the service delivery improvement cycle. Workshops were also organised for officials nominated to pilot SDUs to build skills for developing and implementing MDA Service Charters. Initial focus was on services delivered through high volume customer facing services.

Baseline Service Assessment

In preparation for setting realistic service standards in their MDA Charters, SDUs carried out an assessment of service delivery within their offices. Survey

⁹ LASG Service Charter Policy and Service Charter Guidelines July 2010; updated May 2012. See Appendix 3 for a copy of the guidelines used

¹⁰ Please see Appendix 4 for details



questionnaires¹¹ were developed to capture staff perception of services delivered by their MDAs and to assess customer experience of service delivery. An observation checklist was also used to evaluate access, information provision and staff attitude in dealing with customers.

Sensitisation Workshop for Permanent Secretaries and Directors

A one day seminar provided an overview of Service Charter development and service delivery improvement cycle to Permanent Secretaries, Directors General and Directors of Finance & Administration of pilot MDAs.

Relevance to service planning, with specific reference to MTSS and MTEF, was highlighted along with the need to reorient public service towards increased access while focussing on customer needs.

Training Workshops for SDUs

Officers appointed to Service Delivery Units participated at a workshop delivered in 2 series of 3 days each. The workshops were designed to introduce the concept of Service Charters as a tool for facilitating incremental service delivery improvement and to build skills for developing and applying relevant processes. Session topics included

- Introduction and Background to the Lagos state Charter Initiative (delivered by the DG OoT)
- Leading Customer Focused Organisations
- Delivering Effective Service
- Standards Setting and the Principles of Charter Development
- Human Rights approach to Public service Delivery
- Quality Service Delivery to Public Service Customers
- Customer Consultation
- Focussing on Complaints
- People in the Process of Service Delivery
- Ethics of Customer Service

A list of the SDU staff who attended is at Appendix 6

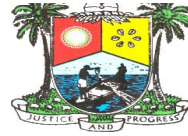
Development of Service Charters for 12 Pilot MDAs

As an outcome of training workshops, SDUs were supported to produce draft Service Charters by defining services and setting standards in consultation with relevant officials within their MDAs.

Integrated Charters were drafted for

- Office of the Head of Service/Public Service Office (OHOS/PSO)
- Ministry of Economic Planning and Budget (MEPB)
- Office of the State Auditor General (OSAuG)
- Civil Service Commission (CSC)
- Ministry of Establishment and Pensions (METP)
- State House of Assembly (SHOA)
- Ministry of Physical Planning and Urban Development (MPPUD)

¹¹ See Appendix 5 for a copy of the questionnaires and observation checklist



- Ministry of Education (MoEd)
- Ministry of Health (MoH)
- Motor Vehicle Administration Agency (MVAA)
- Lagos Waste Management Authority (LAWMA)
- Lands Bureau
- Lagos State Public Service Staff Development Centre (PSSDC)

Copies of the Service Charters developed and published by LASG MDAs are at Appendix 7

Service Improvement Plans

The SDU staff in the phase 1 MDAs was advised on how to develop and implement Service Improvement Plans (SIPs); these are work in progress. Copies of the SIP development template and guide issued to SDU staff are at Appendix 8.

Approach and Methodology Adopted

Stakeholder Consultation

Project consultants undertook a series of consultations, comprising visits to key officials and senior civil servants and meetings with the Service Charter Implementation Committee.

Survey - A quick survey to determine current levels of service delivery at selected customer interaction points, including Ministries and in some instances (e.g. MVAA) service windows, was administered by staff of SDUs and the findings analysed to provide input for training workshops. These surveys targeted a maximum of 20 respondents at each service window. Respondents were required to complete the questionnaires designed to elicit information on customers' perception of services delivered at the respective offices and service windows. SDU staff were briefed on how to administer the surveys.

Training Workshops

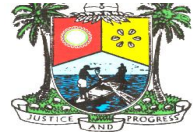
Bespoke training sessions were designed based on the content of the State Charter Policy and Guidelines for implementation. To ensure that the training would be tailored to the needs of SDUs, an informal assessment was conducted through interviews with potential participants who attended survey briefing.

Technical Assistance to OoT

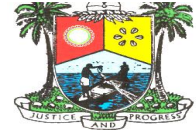
OoT was specifically targeted with technical support for the production of various documents, mechanisms and processes to ensure effective implementation of the programme defined by the Service Charter Implementation Committee.

Following the identification of the 12 MDAs in the first phase of the Lagos State Charter Initiative, the Deputy Director, One Stop Public Enquiry Services (OSPES) at OoT was supported to develop a job description and person specification for the SDU positions. A circular to provide information on the Charter Initiative and to invite the phase 1 MDAs to participate, was drafted and issued through the Office of the Head of Service (OHoS). The Job Description and Person Specification for 2 SDU positions were circulated and used to guide the identification and nomination of officers for the SDU training in Service Charter development and Implementation

Draft Charters were discussed and refined through telephone and email exchanges and in several meetings held with OoT and SDU officials.



The consultants also participated in the inaugural SDU network meeting to guide discussion and to ensure appropriate use of this forum for providing support, strengthening capacity and tracking implementation progress.



Overview of the Assignment

Activities implemented as part of this intervention focussed on providing technical support and guidance to OoT partners. The aim was to build skills, through learning by doing for implementing the Service Charter Initiative across the State.

Building on experience from other states (Cross River and Delta) that have implemented service delivery improvement programmes and on knowledge and experience within Lagos state itself (Deputy Director OSPES had experience applying the One Stop Shop approach for improving service delivery in the UK and in Lagos State), a strategy was developed taking into consideration the peculiar circumstances of the public service in Lagos State.

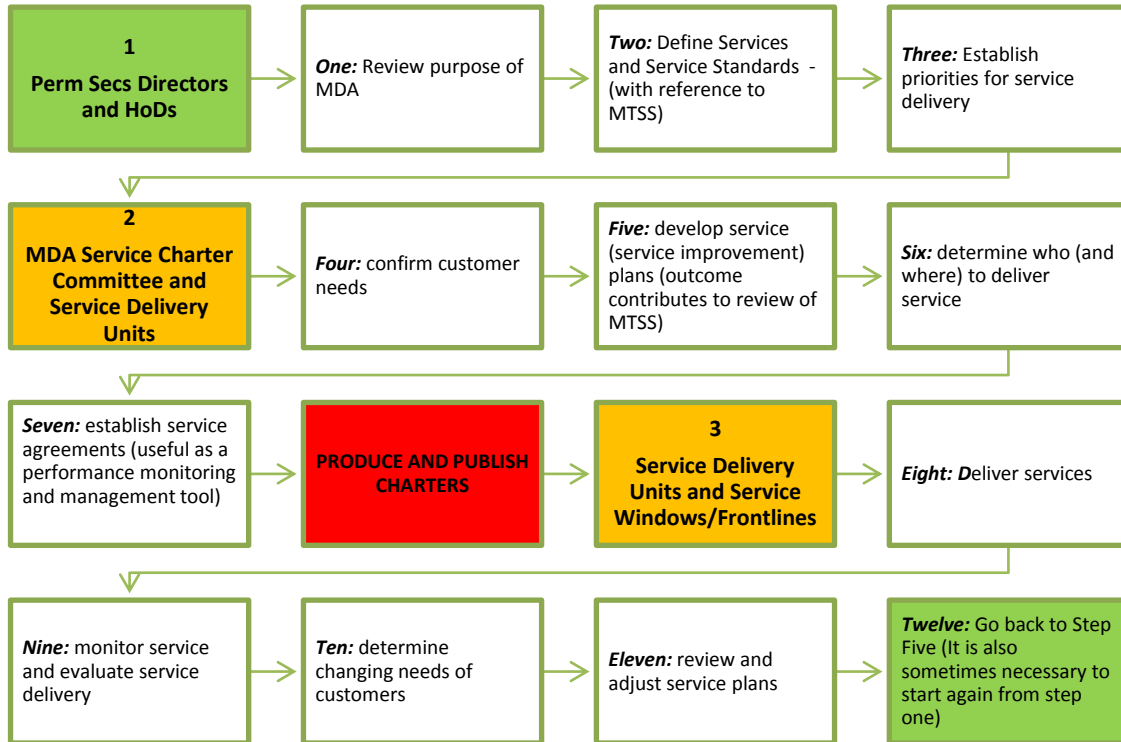
Recognised as critical to the success of the Initiative, overt political support and leadership was identified and solicited from the outset. This resulted in plans for a formal launch of the Service Charters by the State Governor which took place on 3 July. In line with this and to ensure high level management buy-in and leadership, a State Service Charter Implementation Committee comprising selected Permanent Secretaries and chaired by the HoS was instituted. This group facilitated by OoT established a framework for implementing the Charter initiative with technical support provided by SPARC

The implementation strategy recognised the importance of selecting suitable individuals to drive the initiative at MDA level and to provide leadership for changes that might be needed to improve service delivery. This led to the establishment of Service Delivery Units within MDAs, staffed by suitable senior officials

Appropriate formal processes and tools from customer consultation through to complaints management were adopted and used in the training and as part of the Charter development guidelines. These were adapted to MDA contexts by staff of SDUs following training workshops.

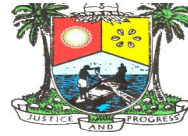


Figure 1: Charter Development and Service Delivery Improvement Cycle



The Charter Development and Implementation Cycle at Figure 1 above, was produced and discussed with Permanent Secretaries at their one day seminar. This cycle provides a broad overview of the steps that were followed to produce Service Charters in the pilot MDAs. However activities were mostly carried out informally and some steps were skipped for expedience. It is pertinent to note however that the 3 groups of people highlighted above as necessary to the process were involved in in development of charters for their respective MDAs, with the SDUs coordinating.

It is expected that SDUs working with frontline staff and providing feedback to management will take the process beyond publication of charters, which was achieved in this phase of implementation. Technical support will be provided through the Office of Transformation.



Section Two: Observations and Findings

Analyses of base line survey findings highlighted the need for improvement in service delivery, especially with regard to access and information provision. Findings also indicated a need for improvement in the physical environment, for increased use of IT to enhance quality of service delivery and for customer care training for frontline staff in addition to ensuring more detailed staff knowledge of services delivered by MDAs

A summary of the results is at Appendix 9.

Participants at awareness raising and training events welcomed the comprehensive and cohesive approach to improving service delivery presented by the Service Charter Initiative. Expressed opinion was that in addition to defining a framework within which public servants can operate, service charters would also provide a means for clear role definition and for ensuring productivity at every desk.

Good Examples: LAWMA and MVAA

Earlier efforts at service delivery improvements by a few MDAS were evident in their understanding and willingness to adopt Service Charters and the tools developed to support implementation. LAWMA, MVAA and the Office of Pensions had developed a menu of services and drawn up standards which were simply refined for the purpose of producing Service Charters.

Having organised service delivery along similar lines, MVAA more easily identified with concept of service windows while other MDAs recognised the need to establish, at the very minimum, customer information points to aid increased access and facilitate feedback from customers and other members of the public. A common challenge among pilot MDAs was very weak, or in instances absence of, a complaints handling system which they all tried to address using the development of charters for their establishment as a platform for doing so.

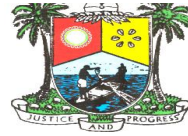
Integration of Charter Development and Service Delivery Courses into State Training Curriculum

Participation by the PSSDC emphasised the need to domicile appropriately developed training modules at the Centre to provide continual access to capacity building relevant for service delivery for MDA staff

Limited Capacity within Office of Transformation

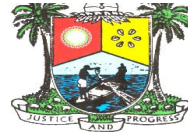
Staff available within OoT to support the Charter Initiative were few and apart from the Deputy Director did not possess requisite skills and understanding for driving and supporting SDUs toward the production of charters and eventually service evaluation and improvement planning.

To mitigate this challenge, a network of SDUs (comprising the 12 pilot MDAS) was instituted to meet monthly. In addition to providing support to members by way of experience sharing, this group would also facilitate capacity building and help coalesce together common challenges with a view to bringing them to the attention of the State Service Charter Implementation Committee. The group will also have responsibility for undertaking independent evaluation of service delivery as required the State Service Charter Policy



One Stop Public Enquiry Service (OSPES)

OoT through the Deputy Director OSPES had been working with selected MDAs to establishing OSPES as a means of enhancing service quality. This activity continued with the introduction of SDUs and assignment to develop and implement charters in the same MDAs. It became evident that a conflict of responsibility and of purpose had been created following discussions with staff of the PSO SDU. In spite of protestations to the contrary by the Deputy Director OSPES, there is a need to integrate both functions to prevent conflict and any overlap of roles.



Section Three Lessons Learned

Widespread knowledge and commitment to reforms within the civil service instituted by the current administration created an appropriate environment for introducing Service Charters as a tool for MDAs to reorient services delivered toward meeting the needs of citizens and customers and increasing service access to the public. That some MDAs had undergone corporate planning and received technical assistance, for restructuring organisational systems and processes, enhanced this and was the foundation for a redefinition of services and establishment of service standards.

In supporting the process of Charter development and implementation however, activities proceeded on the assumption of certain levels of knowledge and experience about service delivery improvement initiatives among State officials with responsibility for implementation and leading the initiative. Demonstrated skills and ability turned out to be inadequate for the level of expertise required for effective preparation, coordination and management of various components of the programme. Specifically, officials did not demonstrate the depth of conceptual understanding and seemingly lacked the capacity to follow steps outlined in the Service Charter Policy and Guidelines. Some 38 staff trained in how to draft Service Charters in 2010 had been 'lost'. This presented challenges for supporting the application of the Policy and Guidelines to the nominated MDAs. Further guidance for the pilot MDAs was developed with their active participation.

Targeted training of relevant OoT officials and a proper orientation towards new job roles and responsibilities occasioned by the Service Charter Initiative in advance of workshops with pilot MDAs would have enabled effective consultation and elicited higher levels of support.

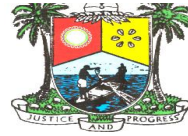
Evaluation of Customer Perception of Service Delivery

As part of programme implementation, a service evaluation survey of selected service windows was carried out. Outcome of analyses served as demonstration of the need for improving quality of service delivery and helped to illustrate the importance of customer participation to setting quality service standards.

Discussions of findings during workshop sessions provided an opportunity for participants to present customer perception of services delivered by MDAs and this influenced standard setting for charter development

Timing and Sequence of activities

Programme implementation timelines turned out to be too ambitious for state bureaucracy but was further hampered by staffing constraints of OoT. Some deadlines were missed and put dependent activities at risk. Officials would have benefitted from a reorientation to boost understanding of programme aims and purpose to provide support to newly established SDUs for carrying out high level consultations and for eliciting management support. The effect of this was especially



evident with Lands Bureau where staff assigned to SDUs were changed at least 3 times in the course of a single run of a 3-day workshop.

In terms of sequencing, no time was allowed for Service Improvement Planning and contributions by Heads of Department before the production of MDA Service Charters. This means that service standards established are retrospective with limited scope for engendering immediate improvements in service delivery.

Quality control

All of the draft Service Charters were subject to final evaluation by the SPARC consultants and OOT. Despite this the final published Charters are different from those signed off by the technical consultants. A comparison of the 2 versions shows that the differences are not significant and is presented at Appendix 10. The final stages of quality control should be tightened in the next rounds of LSG MDA Service Charter rollout.

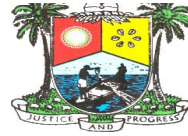
Conclusions

Significant progress was made in the implementation of the Lagos State Service Charter Initiative, with the production of Service Charters for 12 pilot MDAs that will be used as models for other MDAs. Other key achievements include the establishment of Service Delivery Units (SDUs) with officers trained to develop charters, promote them and provide guidance to other staff in their MDAs for implementation.

It must be noted that mechanisms for complaints handling and for receiving customer feedback designed by SDUs to enable inclusion of appropriate information in Service Charters remain paper based until they are approved, established and tested.

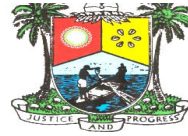
Although positioned to start the implementation of the Service Charter Initiatives, SDU officials will benefit from continued support, especially guidance to learn by doing. It will also be important to strengthen individual SDUs and empower their officers to take on responsibilities for monitoring service delivery. Continued technical support will bring about incremental improvements in agreement with MDA priorities and consultation with relevant stakeholders.

The existence of a core group of service delivery specialists within the State will contribute considerably to the achievement of public service reform objectives if they are used strategically.



Section 4: Recommendations

1. The Deputy Director, OSPES (OOT), responsible for rolling out the Service Charter initiative in subsequent phases needs more staff and of the right calibre. Job descriptions with well-defined responsibilities and standards relevant to the implementation of the State Service Charter Initiative should be drawn up to guide staff selection for further work. Staff with appropriate knowledge skills and attitudes should be identified and must undergo a comprehensive induction programme in preparation for their new roles. Timing of Phase 2 Service Charters will be determined by the LSG Implementation Committee. Given the high profile of Service Charters and its importance to the State Governor OSPES (OOT) should be staffed, brief and have an action plan ready for implementation in the last quarter of calendar year 2012.
2. MDA Heads of Department should be provided with technical support and encouraged to take greater responsibility for service definition and standards setting, for service planning and monitoring and for periodic evaluation of service windows. OOT should provide appropriate training for this function to boost understanding, commitment and effective performance before the end of December 2012. (See also 6 below)
3. Service Delivery Units should be strengthened to provide continued technical expertise within MDAs for the development, review and implementation of Service Charters and for implementing Service Improvement Plans. They should also be involved in the service planning and the management of service windows and frontline service staff. SPARC will provide technical support to OOT in ensuring the Phase 1 Service Delivery Units are established and operational by December 2012
4. Sector coordinating Ministries (e.g. Health and Education) should be specifically targeted with technical support for Service Charter development and implementation for agencies and institutions in their sector. Action: DD OSPES OOT in conjunction with the sector MDAs.
5. As set out in the Guidance, functional mechanisms for continual service evaluation, customer consultation and complaints handling should be established in each MDA. The State Governor has indicated he wants an evaluation of the First Phase of Service Charters. DG OOT anticipates this will take place in October / November 2012. The evaluation which will be conducted by OOT will want to track and report on the service evaluation and complaints handling in the MDAs.
6. Standardised course modules to address the State's training needs for improving service delivery, including charter development, service evaluation, customer consultation, complaints handling and management etc., should be developed and domiciled at the PSSDC for continued access to all cadre of public servants. DG OOT should negotiate this with DG PSSDC in advance of Phase 2 Service Charters. The training should be in place from January 2013.
7. MDAs should be supported with technical assistance for establishing customer information points to increase public access to services. MDAs with complementary services for overlapping customer groups should also be



enabled to establish jointly managed one stop information/service points which may also be replicated across the state determined by customer numbers and dispersal. Action DD, OSPES, OOT.

8. The State Service Charter Implementation Committee should continue to meet to track progress and to provide guidance for implementation and roll-out to other MDAs. This committee should also hold expanded meetings involving other Permanent Secretaries and DGs to promote the Service Charter Initiative and share positive experience. OoT should remain as Secretariat and continue to coordinate activities of this committee and act as the conduit for reporting progress to the State Governor.
9. Senior management of MDAs should be supported to utilise Service Charters to give effect to corporate targets and targets established in the MTSS, linking these to KPIs established by the State to monitor development progress. Reports on this should be incorporated into any evaluation conducted by OOT.
10. MDAs should be encouraged to adopt increased use of IT and other low cost communication methods to provide information to the public about their services and the avenues available to them for expressing dissatisfaction. DG OOT with Ministry of Science and Technology (MOST) should address this as part of the strategy to upscale LSG's Civil Service technological capability.

Next Steps

Publish the State Service Charter Policy and Guidance

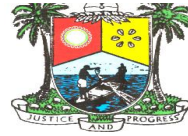
The public launch of the first wave Service Charters by the State Governor is welcome. The Policy and Guide for Service Charters should now be published and distributed to MDAs. Action: SPARC and DG OOT to submit a formal proposal to the Service Charter Implementation Committee for LSG to publish policy and guidance to MDAs. OOT to ensure the Policy and Guidance are available and accessible via their website.

Service Delivery Evaluation

Initial attempt to evaluate service windows was not as successful as it could have been because of inadequate preparation and briefing of the SDUs. It is thus important to standardise the assessment tool that was designed and to

- (a) provide a comprehensive briefing to SDUs and relevant OoT officials.
- (b) undertake a demonstration evaluation, and review relevant charter in the light of findings and with contribution from appropriate Heads of Department
- (c) support SDUs to undertake the evaluation of selected services or service windows and to carry out a service improvement planning in consultation with MDA management

Action DD OSPES OOT.



Communication of Service Charters

Content of Service Charters will need to be communicated to customer groups, using methods most appropriate to the target group and to specific services¹². SDUs will thus need to be supported to develop and implement a low cost communication strategy working with MDA information and PR officers.

Action: DD OSPES OOT

Raising Awareness within MDAs and Training for Customer Care by Frontline Staff

All staff and service agents (including private sector partners) must be informed of 'new' service standards set by MDA and of the complaints procedure established. This will necessitate

- Programmed meetings and seminars
- Production of internal memos to highlight significant changes to service standards and procedures, if any.
- It will also be important to provide training to frontline staff on relating customers and the procedure established by the MDA for handling complaints.

Action: DD OSPES OOT

¹² MDAS developed integrated charters, sections of which are relevant to different customer groups and provided only to varying degrees through different service windows



Appendix 1 LASG Service Charter Implementation Committee Membership and TOR

LSG CORPORATE PLANNING AND Service Charter Implementation Committee

TERMS OF REFERENCE

Committee Membership

Chair: Mr. A. Ogunlewe Head of Service

Members:

1. Mr. LAD. Abari	PS, PSO
2. Mr. T. Otusanya	DG, OOT
3. Mrs. M.A. Abosede	DFA, PSO
4. Mr. S. Akisanya MEPB	DIR. Economic Planning
5. Mr. O. Amisu	DIR. OoT
6. Mrs. A Adedoyin-Ajayi Secretary	Dep. Dir OSPES –
7. Mr. S.O Ogunyemi	Ass. Dir PSO
8. Mr. F. A. Ligali	Committee Secretariat
9. Mr. B Arikpo	STL SPARC
10. Mr. I. Peters	STCM SPARC
11. Mrs. C. Uwadi	STO-PSM SPARC
12. Mrs. S. Matthews	TSL SPARC
13. Mrs. M. Akpojiovbi	Consultant SPARC

The detailed Terms of Reference are as follows:

1. To develop and sign off on full implementation plan of the Service Charters for the state.
2. To sign off on Implementation Plan submitted by MDAs
3. To determine the number of participating agencies in first and subsequent phases, including the timing of those phases.
4. To oversee the planning, implementation and publication of MDA Service Charters and Service Improvements plans in particular in:
 - Phase 1 – Ministry of Education; Lands Bureau; Motor Vehicle Administration Authority (MVAA); Ministry of Physical Planning; Lagos waste Management Authority (LAWMA), Ministry of Health
 - LSG Corporate Planning MDAs: MEPB; METP; CSC; SHOA; PSO; OSAG.
5. To monitor progress and receive monthly progress reports
6. To communicate the Service Charter work to the Body of Permanent Secretaries and others
7. To report progress to HE Governor



Appendix Two: Service Charter Assignment TOR

1. DD Title:	2. DD Version	3. DD Work Planning Period
PSM 8 – Service Standards	1	2011-2012

4. DD Outputs to be Delivered	
No.	Output
1	OHOS plans for Service Charters in key MDAs developed

B. Terms of Reference

5. Version	6. Start Date	7. End Date
1	August 2011	June 2012

8. Introduction
<p>The recently-concluded elections, which have been adjudged to be free and fair, provides a new incentive for Nigerian governors to focus on service delivery, since they will be judged on their achievements in this regard in future elections. Also, the UK government now wants to see more tangible results from aid investments. The work of SPARC on strengthening systems is necessary to focus on key service delivery improvements.</p> <p>In the PSM Baseline study of 2009 improvement to service delivery was identified as a priority for LSG. Seed corn funding for Service Charters resulted in a model policy and guidelines for LSG promptly followed by a directive from HOS that all MDAs should create and publish Service Charters. This has not been realised. Service improvement has strong political backing from HE Governor, LSG. Extra support will enable MDAs to examine their services, set standards, publish them and be held accountable through monitoring performance and using the information to make decisions to improve service planning and delivery.</p>



Opportunity and Results

Support to HOS’s commitment to improve service standards in LSG. HOS has openly declared his intention to lead a non-partisan public service that has long term sustainability. In 2011 he will convene a meeting of southern States to promote a depoliticised Civil Service and share his ambitions for leading service improvements. SPARC has an opportunity to support HOS in tackling Service Standards and service improvements from a new perspective (i) Central MDAs to create performance agreements and performance standards and implementation plans [OHOS/CSC/METP for personnel and HR; MEPB for planning and Budget; Ministry of Finance]; (ii) to establish a platform for service delivery initiatives for roll out across LSG. If following an evaluation, the proposed approach is successful, it could be extended to other SPARC states.

Clear mandates and Service Charters are an integral component of Corporate Planning (LAG PSM 2) – the major PSM intervention. The CP model can be entered at any point: supporting Service Improvements linked to sector strategies (MTSS) will encourage MDAs to question their purpose, strategy, functions and organisational structure. There are synergies here with HRM capability (LAG PSM 7) and MDA performance metrics (PSM and P&S/M&E).

SLP links are with ESSPIN and PATHS 2 who have Service delivery improvement strategies in hand for the Education and Health Sectors and share the CP methodology. Good practice examples will be shared and communicated across SG and shared with other States

A draft LASG service charter policy and guidelines has already been developed awaiting approval by the State Executive Council.

Objective

The overall objective of this ToR is facilitating the development of a comprehensive and strategic plan by the Head of Service LASG to institutionalise service standards in MDA’s.

Methodology

Working with OHoS and Office of Transformation (OoT) through the implementation committee on service charter implementation design a strategic plan to institutionalising service standards in MDA’s that will facilitate the operationalisation of the draft service charter policy and guidelines. Present draft plan to OHoS for approval.

PSM Lagos technical lead will provide technical oversight and quality assurance of outputs.

9. Lead Consultant:	Days	10. Supporting Consultants:	Days	11. SPARC Staff:	Days
Sheena Matthews	20	Mojisola Akpojuyovi	40	Ifeanyi Peters Ugwuoke	10



				Ben Arikpo	5
				Chika Uwadi	10

12. Specific Outputs (Including those under [5])	13. Deadline	14. Int' Days	15. Nat' Days	16. Activities	17. Responsibility
OHOS plans for Service Charters in key MDAs developed	March 31 2012	5	1	Review draft service charter policy/guidelines based on the outcome facilitate the drafting of comprehensive plan by HoS to institutionalise service charters in key MDA's.	Sheena Matthews Mojisola Akpojiyovi
	March 31 2012	5	10	Develop first draft of the plan and present to HoS for review and comments. Collate and integrate comments from HoS into the draft plan and produce final plan.	Sheena Matthews Mojisola Akpojiyovi
	March 31 2012	5	10	Run Sensitisation workshop on Service Charter policy and guide for selected MDAs – including PS and Directors	Sheena Matthews Mojisola Akpojiyovi
Capacity of staff in the central ministries to draft Service Charters, service standards, implementation plan monitor and assess impact developed.		3	20	Train relevant staff in the central MDA's to develop capacity for drafting Service Charters, Service Improvement implementation Plan monitor and assess impact.	Sheena Matthews Mojisola Akpojiyovi



12. Specific Outputs (Including those under [5])	13. Deadline	14. Int' Days	15. Nat' Days	16. Activities	17. Responsibility
Knowledge and Experience sharing session for MDAs, SLPs and OoT held and outcomes document.				Facilitate and document experiences by MDAs gained during the process of developing/implementing service charters and supporting Service Improvement Plans.	Sheena Matthews Mojisola Akpojyovi
Totals:		20	40		
Service Charter for nine phase one MDAs produced.	March 31 2012		3	Review and finalise draft service charters for Nine LASG MDAs and produce final document.	Anayo Ozowuba
Service Improvement Plans for Nine Phase 1 LASG MDAs produced.	March 31 2012		7	Facilitate working session for MDAs to produce supporting Service Improvement Plan for Nine MDAs.	Anayo Ozowuba
Totals:			10		



Appendix Three: Guidance Notes for Charter Implementation

The LASG Charter Policy is a systematic and effective approach to reorganising work in order to bring about improvement in service delivery. As a system, there are key steps to follow to make implementation meaningful and relevant to individuals with primary responsibility for delivering service.

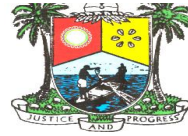
1. **Ownership** - To bring about change and achieve service delivery improvement, it is imperative that Commissioner and Permanent Secretary should take ownership of the process and to define desired outcomes. It is recommended that an appropriate policy - to capture intent in clear terms and set the scope for proposed changes - should be formulated at the MDA level. Such a policy would help to establish a framework within which implementation of the Charter Policy can be effected and it will provide a basis for decision-making.
2. **Charter Development** - Working with a senior management team(MDA **Service Charter Committee**), Commissioner /Permanent Secretary must clearly define the MDA's core services and allocate responsibility for each key area
3. In defining the core services (in some instances – e.g. MVAA - this would be products), MDA **Service Charter Committee** should identify the different target audiences and the methods by which services will be effectively delivered to each group
4. Important principles of quality service delivery, including Timeliness, Professionalism, Service Delivery and Staff Attitude, must be considered as part of the charter development process and are helpful for setting standards to which the public can relate and against which performance will be measured. Such issues will also ensure accessibility and equity of services and facilitate the development of guidelines for presentation and use of MDA facilities and determine the real cost of services.
5. **Developing Service Plans** – Services Plans should be developed within the framework established by State and organisation policies and charters developed. Service plans should aim to define
 - The needs of each specific service area taking into consideration the target audience to whom services will be delivered
 - What activities or programmes will deliver desired outcomes and ensure customer satisfaction (including quantity and quality)
 - Levels of support (financial and human resources) needed for each activity/programme
 - Roles for coordination and roles for actual delivery of service
 - Peculiarities of the environment and audience, as well as risks and opportunities that may facilitate or impede delivery of service to the desired quality



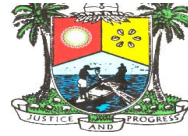
6. Responsibility for service planning should rest with MDA **Service Charter Committee** but must involve key officials with responsibility for service delivery.
7. A collaborative approach to service planning is best and where possible key stakeholder representatives should be involved particularly to help set priorities for service delivery
8. Priority setting is important when planning for service delivery since there are always resource limitations. It is recommended that 3 year plans should be established with regular evaluations to determine what works and areas that need improvement
9. Dates for periodic review (preferably annual) of service plans based on monitoring and evaluation reports should be forecast as part of the planning process. Periodic review will enable adjustments to plans to ensure that services delivered meet the needs of the target audiences
10. **Delivering Services to the Public** – As part of the service planning, responsibilities and methods of service delivery would have been determined. It is possible that services are planned for
 - direct delivery by the MDA through established service windows/frontlines or
 - delivery by a private sector partner (individual or organisation) or
 - delivery by a community based nongovernmental organisation or
 - a combination of these with support from the MDA

It is important to understand and define who is responsible and accountable for what and has responsibility for what decisions

11. Where services are delivered by others on behalf of the MDA or by an agency established for the specific purpose, service agreements must be established to reflect policies and ensure consistence of quality. Service agreements must also contain clear expectations and accountabilities
12. The MDA is primarily accountable to the public and the Commissioner/Permanent Secretary should therefore take steps to
 - Set operational and capital budgets
 - Allocate resources to areas of greatest need and impact as well as maximise
 - Ensure that those resources are well-managed
 - Provide system wide leadership
 - Monitor and evaluate service delivery and performance
 - Ensure delivery of excellent customer service to the public
13. **Finance and Cost Issues** – It is important not to assume away the costs and financial implications of service delivery initiatives. Financial issues that must be considered include



- Sources of funding for planned services, activities and programmes, including awareness raising, staff training, customer consultation, service planning and evaluation
 - Ability to recover costs through revenue generation (for instance sale of services/products to the public)
 - Ability to ensure effective and equitable allocation of resources across service areas and customer groups
 - Financial sustainability of specific services planned
14. It is important and recommended that the MDA should develop a pricing (fees and charges) policy and to obtain appropriate and necessary authorisation for implementing this. The MDA might also wish to explore other revenue sources like grants and fundraising for funding short term projects that will benefit distinct target groups and communities
15. **Monitoring and Evaluation of Service Delivery** - The aim of any service delivery initiative is to bring about progressive improvement. For this reason, continual monitoring and evaluation of performance is important. **(Service Delivery Units)**
16. Performance monitoring and evaluation must seek to ascertain that
- Policies and programmes are being implemented
 - Objectives are being met and desired impact achieved
 - Services are delivered to set quality standards
 - There is increased customer satisfaction
 - There is progressive improvement in service delivery
17. Key tools recommended for continual application to facilitate monitoring of service provision are the **customer consultation processes** and the **complaints mechanisms**, which must be established by the MDA. Periodic evaluation must also be carried out at each service window/frontline using an appropriate tool.
18. As part of the implementation of service plans, performance indicators must also be defined and will form the basis for developing tools used to monitor and evaluate service performance.



Appendix Four: Job Description and Person Specification for SDU Staff

SDU DIRECTOR

Responsibilities

The Director for Charter Initiative at the MDA level will be required to lead and manage development and implementation of all relevant activities to provide critical input for improving service delivery and customer experience through customer interaction points of the MDA. In addition to being able to work closely and collaboratively with MDA management to promote the Charter Initiative, s/he will thus be required to

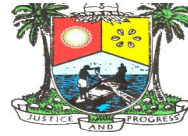
1. Provide leadership for implementing the Charter Initiative within the MDA
2. Provide strategic direction to MDA for delivering customer oriented services and improving customer relations
3. Monitor compliance with State Charter Policy at customer interaction points
4. Ensure effective overall management of the Service Delivery Unit
5. Undertake regular monitoring and evaluation of services delivered by the MDA through its service and customer interaction points

Competencies

The individual nominated to this position must be able to

1. Extend networks within the MDA and beyond using indirect influence; develop and maintain a range of contacts; plan an approach for having impact, including taking bold and creative action
2. Work to goals and manage obstacles, tackling difficult problems and taking personal responsibility for reaching solutions
3. Work with others to improve performance levels and achieve significant progress for the implementation of the Charter Initiative
4. Think analytically, looking objectively at every side of a situation to ensure outcomes are thoroughly assessed; analyse complex situations by looking at multiple cause and effects for prioritising issues
5. Lead and manage a team
6. Plan, prepare for and implement programme activities and undertake review of office systems and processes to ensure effective and efficient performance

Project management skills are also desirable



SERVICE DELIVERY OFFICER

Responsibilities

This position will support the development of charters for the MDA and its service/customer interactions points. The Officer will be required to

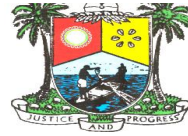
1. Coordinate the development and periodic review of charters to guide services delivered by the MDA
2. Support customer oriented service delivery; develop and maintain a complaints system and mechanisms for improved service delivery
3. Support monitoring and evaluation of the Charter Initiative

Competencies

The post holder will be required to

1. Have a customer service orientation – able undertake customer consultation and carry out surveys using different methods;
2. Understand and work towards goals set by others, seeking to understand the reasons for obstacles and finding ways to overcome them
3. Think analytically – gather information about a problem to identify its root causes and put forward possible solutions; use facts and data to influence the thinking of others
4. Work effectively in a team – cooperating willingly in activities, bouncing ideas off others to understand how they work and putting in extra effort to help other

The post holder should also have strong administrative skills and should be able to build positive and reciprocal relationships with key staff within the MDA



Appendix Five: Service Level Base Line Evaluation Questionnaires

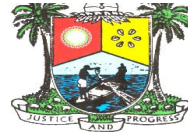
QUESTIONS FOR CUSTOMERS/USERS

1. Why have you come here today? _____

2. What services do you expect to receive from this organisation?

3. How did you come to know? _____

	Evaluation of Customer Experience	Yes	No	n/a
1.	Do you come here regularly			
2.	Do you find it difficult to get what you come here for			
3.	If your answer is yes to question 2, why do you think so? Because (Please tick as many responses as apply to you)			
a)	they won't let you enter			
b)	you don't know where to go			
c)	there is no one to attend to your case			
d)	you don't have right papers or documents			
e)	the officer in charge is not from your state			
f)	you cannot pay the amount they are asking for			
g)	they will not give you receipt for the money you pay			
h)	other reason please state _____			



Evaluation of Customer Experience		Yes	No	n/a
4.	Do you have to wait a long time before you someone attends to you			
5.	how long did you have to wait today			
	a) Up to 1 hours b) 1-2 hours c) More than 2 hours d) Is this your first visit to get what you are looking for? e) Were you previously asked to come back on another day? f) Why was this? a. The office was too busy b. I did not have the right paper work c. I did not have the money to pay d. Other _____ g) How many times have you been asked to return on another day?			
6.	When you have to wait a long time or come back another day, are you given a reason or does somebody explain why			
7.	Do they tell you everything you must bring and what you must do for someone to attend to you or for you to get what you want			
8.	Is it the same for everybody who comes here to look for service			
9.	Do you understand everything you are told about how to get what you want			
10.	Do they tell you how much you must pay if you need to pay to get what you want			
11.	Is it the same amount for every body			
12.	Do you get a receipt for the money			
13.	Were you asked to pay another money on top of the official one			



Evaluation of Customer Experience		Yes	No	n/a
14.	In your opinion do you think that this office is well organised and that they do good work			
15.	Do you think the people here make an effort to give everybody what they come here for			
16.	Are the workers here polite and friendly			
17.	Do you feel you were treated fairly			
18.	Do they treat everybody with equal respect			

4. How do you feel about how you were attended to? _____

5. If you want to change anything about the service you receive here, what would it be?

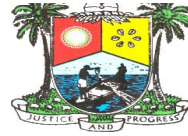
6. Which organisations in Lagos State do you think provide the best service to customers?

QUESTIONS FOR STAFF

1. Please state what services your organisation provides and to whom

2. What do you do for your organisation and indicate how your work contributes to customer service

3. How long have you worked at this duty post? _____



Perception of Services Quality		Yes	No	n/a
1.	Do you know the services your organisation delivers through this office			
2.	Does your organisation ensure that staff and customer all know what services are delivered			
	Is good customer service important to your organisation?			
3.	Are you always able to attend to customers			
4.	If your answer to the above is yes, you attend to customers/visitors			
	a) By providing information			
	b) By referring the customer to an appropriate staff or department			
	c) By giving them the service they request			
	d) By making a promise and reassuring them that service will be delivered			
5.	When you have had difficulty attending to a customer was it because <i>(please select more than one answer if applicable)</i>			
	a) You did not know what to do			
	b) The service requested was not your schedule			
	c) Staff responsible for that schedule did not attend to the customer			
	d) You feel you do not have enough authority You did not feel competent enough to attend to the request			
	e) You did not have material or equipment to attend to the customer			
	f) You had other more pressing assignments			
	g) You did not know that your office was meant to provide that service			
	h) you thought the customer was not entitled to the service			
6.	When you have had to keep customers waiting or asked them to come back, the delay was because <i>(please select more than one answer if applicable)</i>			
	a) The staff that could attend to the customer was unavailable or too busy			



	Perception of Services Quality	Yes	No	n/a
	b) You had to go to lunch or run some private errand c) You had a visitor or had to attend a meeting d) The customer did not provide everything you needed for you to attend to them e) your boss asked you to do something else f) The customer did not know what they wanted			
7.	Are there rules, regulations, guidance or standards in your organisation about how customers should be treated			
8.	Do you make an effort to ensure that the customer understands what they are required to do before they receive service?			
9.	Do you support customers with special needs (<i>who speak a different language, have a disability, want service delivered in a different way or at different times, etc.</i>) to access service?			
10.	Do you have a meeting room or private place where you can attend to customers?			
11.	Do you identify yourself and your colleagues and provide them with other useful contact information relevant to their dealings?			
12.	Are customers encouraged to complain about the quality of service?			
13.	Are complaints recorded and attended to?			
14.	Do you contribute to decisions about how customers should be treated?			

4. How would you rate the quality of services delivered by your organisation?
(please underline one)

Excellent / very good / good / poor / very poor

5. If you want to change anything about the way services are delivered or customers are treated, what would it be?

6. Which organisation (public or private) provides better services?



OBSERVATION CHECKLIST

	Evaluation of Service Interaction Point	Yes	No
1.	Services are accessible to everyone (including with no physical, language or other social barriers)		
2.	Clear directions and signage are provided		
3.	There is an information point and adequate Waiting Area		
4.	Reception area is clean and in a good state of repair		
5.	Everything connected with the provision of the service is available from the one place		
6.	Offices and desks clearly indicate function and names of officials		
7.	Suitable facilities for privacy are available		
8.	Staff are polite, friendly and attentive to customers		
9.	Staff are observed to treat customers with sensitivity		
10.	Consideration is given to the actual needs of customers rather than staff convenience and routine services are adapted to meet these needs		
11.	Services are adapted to meet customer needs		
12.	Information about services provided is easily available		
13.	All staff know exactly what services are provided and attend to customers accordingly		

Suggestions for improvement



Appendix Six: SDU Staff and Participation at Training Workshops

S/N	NAMES	MDA	GSM	E-MAIL
1	Mrs. Tolani Oshodi	PSSDC	08033013603	stoshodi@yahoo.co.uk
2	Sulaiman Folashade	PSSDC	08023901908	shadef2010@yahoo.com
3	Ottun Taiwo	LAHA	08023330432	taiwoottun@yahoo.com
4	Ajetunmobi Bolaji	MVAA	08023071038	bolajiajed@yahoo.com
5	Lawal Olatokunbo	MVAA	08033440334	olatokunbor@yahoo.com
6	Oluwabiyi Paul Tunde	HOS/PSO	08023112790	paulolwabayo@yahoo.com
7	Raheem Adejoke Idayat	HOS/PSO	08023271554	jokeraheem@yahoo.com
8	Hamza Amina.Y.	OSAG	08037200006	famuajsa@yahoo.com
9	Femi Ogunlana	OSAG	08037278530	femiogunlana@yahoo.com
10	Animashaun T.O.	CSC	08033296950	choppyani@yahoo.co.uk
11	Tayo Gertrude,Bamidele(Mrs)	CSC	08034617119	dayotayo@live.com
12	Oshinowo Stephen Lanre	MPP & UD	08023056420	stephenoshinowo@yahoo.com
13	Fanimokun Kehinde Lorna	MPP & UD	08023227264	Kennyfanny2002@yahoo.co.uk
14	Adejuwon Elizabeth Adenike	Education	08033237791	tomagbet@yahoo.co.uk
15	Oduyebo Sarat Ajibola	Education	08029627655	watsudam@gmail.com
16	Olaleye Elizabeth A. (Mrs)	Estab & Training	08062325554	olaleyebukky@yahoo.com
17	Ishmail Olusesan T	Estab & Training	08033061361	sessybabe@yahoo.com
18	Sadiq M.T. (Mrs)	LANDS BUREAU	08023242401	mtsadiq@yahoo.com
19	Bada G.O.C	CSPO	08023219499	gocbada@yahoo.com
20	Asegere S.A	CSPO	08033050274	babsaseg@yahoo.com
21	Lawal Olatoye	LAWMA	08034242660	olatoyelawal@yahoo.com
22	Essien N.	LAWMA	080234229152	nsubias@yahoo.com
23	Salu Adesoji .O.	MEPB	08023099958	adesojisalu@yahoo.com
24	Ogunsola B.R	MEPB	08023386451	banjoogunsola@yahoo.com
25	Akindele B.I	LAWMA	08020785424	akindele@yahoo.com
26	Glenna A.O	Health	08166949527	adeniikeolade@yahoo.com
27	Ligali F. Adeleke	OoT	08039446366	adelekeligali1@yahoo.com
28	Princess A Adedoyin-Ajayi	OoT	08033084004	tifenike@yahoo.com
29	Mogaji L. Kehinde	OoT	08033153306	kennymog@yahoo.com
30	Rufai Lekan	OoT	08023415407	rufai_o@yahoo.com
31	Bodede Olusoji	OoT	08023010097	maconedo@yahoo.com
32	Seun Akisanya	MEPB	08023025228	seunakisanya@yahoo.com
33	Onafeko Olalekan	LAHA	08028146162	lekanonafeko@yahoo.com
34	Dr. Zamba, A.	Health	08033001731	-



Appendix Seven: Phase 1 Service Charters of MDAs in Lagos State the Public Service (published 3 July 2012)

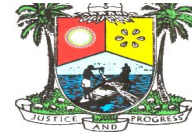
1. Service Charter of the Lagos State Civil Service Commission

Introduction:

This Service Charter constitutes a service delivery agreement between the Commission and the citizens/inhabitants of Lagos State. The Charter is in recognition of the need to align the Commission's commitments to its core mandate to the vision of Lagos State which is to become *"Africa's model mega city and global economic and financial hub that is safe, secure, functional and productive."* The Charter is further anchored upon the current mandate of the Commission designed to provide equity in employment, good governance and improvement in service delivery necessary to actualize the vision of the state. The Charter will refocus the commitment of the Commission's staff towards operational efficiency and effectiveness in rendering quality services to the inhabitants of Lagos State. To that end the commitments and standards of performance envisaged in the charter will be realized alongside implementation of other initiatives aimed at continuous improvement of public service delivery. The initiatives include compliance with the Lagos state transformation agenda championed by the Office of Transformation (OoT), compliance with the Public Service Code of Conduct, embracing Results Based Management, implementation of Government financial and fiscal management reforms, embracing affirmative action and gender equity, and promoting public awareness of the Commission's functions and role. We hope that this Charter will promote better understanding, realization and appreciation of the Commission's role and range of services hence engendering public trust. It is pertinent to clarify that this Service Charter aids and does not curtail in any way the Constitutional independence of the Commission in the exercise of its powers and functions. Rather we believe the service charter enhances this independence by cultivating through performance added legitimacy.

Purpose of the Charter:

This Service Charter is issued after successfully reviewing the Commission's mandates and performance objectives. It redefines the Commission's strategic



direction towards accelerating the attainment of the shared aspirations of all *Lagosians*, namely: *a public service that responds to the needs of the people*.

This charter is a milestone in our commitment to improving service delivery to meet the outcomes desired by Lagos State residents. It therefore spells out the range of services and standards to which we commit ourselves. The core values of the Commission reiterate our shared values and organizational virtues which are necessary for the right attitudes in service delivery. The other important provisions of this Charter include the Commission's vision, mission, core functions and standards of performance.

To meet the citizen's valid and legitimate expectations, the Commission has embarked on continuous training and development of staff in tandem with the required competencies and skills. In addition, we have embraced sustained improvement of the physical infrastructure including modern technologies and systems. In particular, the Commission has leveraged on ICT to tap into the related benefits for efficient service delivery. We appeal to all Commission stakeholders to support us and to provide the necessary feedback with a view to improving our performance further. Outlined below are the specific objectives of this service charter:

- Enhance levels of awareness on our role as a Commission;
- Give insights on our core values;
- Provide information on the range of services we offer;
- Provide standards for service delivery;
- Outline the Commission's client's expectations;
- Provide a platform for dialogue on service delivery; and
- Suggest remedies where services fall short of desired standards.

Vision:

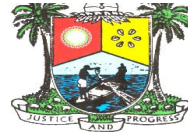
To be a world class civil service that is Dynamic, Efficient and Effective

Mission:

To render efficient services that will ensure a well-motivated and productive workforce on the basis of Equity, Justice and fairness

Mandate:

The mandate of the Commission in summary is to manage entry, retention, conduct and exit of civil servants as provided for in the Constitution of the Federal republic of Nigeria and other enabling statutes.



Core Values:

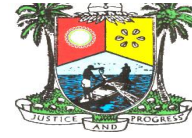
The Commission's core values guide the staff on the organizational culture thereby creating a sense of identity, collective ownership, direction and purpose. The Commission's shared values assure our customers of timely provision of quality services guided by the ethical and integrity orientation of the staff. The values as articulated in our corporate mandate are:

- Integrity
- Reliability
- Team Spirit
- Meritocracy
- Fairness
- Confidentiality
- Transparency and Accountability
- Equity and Diversity
- Continuous improvement

Service Delivery Principles

Guided by the above mentioned core values, we will abide by these basic service delivery principles:

- Set clear and explicit standards of service delivery.
- Provide clients with adequate information about Commission's services in a straightforward and open manner.
- Communicate clearly and effectively.
- Serve clients with courtesy.
- Place public interest above self-interest in managing conflict of interest.
- Promote meritocracy with due regard to competence, qualifications, experience and suitability.
- Uphold the principles of natural justice in decision making.
- Utilize resources prudently to avoid waste or failure and to sustain best value for taxes and other resources.
- Cultivate continuous improvement of systems and processes by embracing best practices and innovation.



- Embrace monitoring and evaluation to keep track of performance and changing needs of the citizens.
- Discharge the Commission's mandate consistently, efficiently and effectively.

Core Functions:

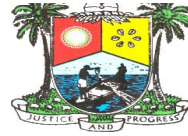
The core functions of the Commission as derived from the Constitution and relevant statutory provisions include the following:

- Recruitment and selection for the civil service including *parastatals*;
- Appointment, promotion and acting appointment of civil servants;
- Disciplinary control in the civil/public service;
- Retirement and removal of civil/public officers;
- Protection of pension benefits;
- Issuance of service regulations;
- Administration of staff performance appraisal system;
- Promotion of good governance, ethics and integrity in the public service in accordance with the provisions of the Public Service Ethics and Code of Conduct;
- Human resource audit in the public service including local authorities;
- Administration of civil service examinations and occupational tests;

Customers and Stakeholders:

The Commission has multiple customers and stakeholders including:

- Indigenes of Lagos State and Nigerian Citizens
- Lagos State House of Assembly
- Judiciary
- Commission Staff
- Government Ministries and Departments, Agencies (MDAs)
- Local Government Councils
- Corporations and Employers
- Academic, Training and Research Institutions
- The private sector
- The Media.
- Civil Society Organisations (CSO) and Development partners
- Trade Unions and professional associations



- Federal Civil Services Commissions and State Civil Service Commissions

Our Service Pledge:

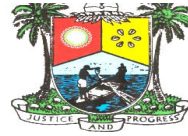
The citizens legitimately expect efficient, effective and ethical public service delivery. To meet the expectations of Nigerian public and Lagos state residents in particular, we make the following pledges:

- To uphold independence in the discharge of the constitutional and statutory mandate in order to enhance acceptability and legitimacy of decision made;
- To undertake competitive recruitment and selection to achieve merit in appointments and promotions.
- To provide a One Stop Shop for inquiries and queries;
- To promote fairness in handling alleged misconduct in the public service;
- To promote good governance, ethics and integrity in the Lagos State Civil Service;
- To embrace contemporary practices in the discharge of human resource functions in the service;
- To review and make service regulations in line with the changing needs of the service;
- To assure professionalism in setting, marking and administering Commission's Examinations;
- To institute and implement a transparent performance appraisal system;
- To promote cost-effectiveness, value for money and avoidance of waste;
- To embrace courtesy and timely response to requests, complaints inquiries

Customers Responsibility

The Commission in turn expects the citizens to:

- Apply for jobs when advertised;
- Attend all interviews (written and oral) when invited;
- Provide valid contact information in all correspondence to the commission
- Offer patriotic service to the Government when hired;
- Uphold and promote public service ethics and integrity;
- Provide necessary information in a timely manner;
- Observe the Commission's rules and regulations;
- Provide feedback for improved service delivery;



- Treat the Commission's staff with courtesy

Stakeholder Participation:

The commission shall creatively evolve means of collating and incorporating stakeholders' input in service improvement initiatives. Presently, we have three main approaches of eliciting information from stakeholders namely focus group discussions (FGD), customer panels and exit surveys.

Service Provision and Delivery

Services:

The Commission offers a wide range of services that include:

- Issuance of service regulations;
- Appointments and promotions;
- Confirmation in appointments;
- Auditing of the Human Resource functions in the public service;
- Determination of discipline cases including appeals and reviews;
- Translation of Terms of Service;
- Extension of Service;
- Re-designations and *Secondments*;
- Protection of Pensions benefits including gratuity matters;
- Approval of Schemes of Service and granting of waivers where necessary;
- Administration of Civil Service Examinations and Occupational Tests;
- Implementation of the Civil Service Ethics including the administration of the Public Service Code of Conduct;
- Addressing complaints and grievances relating to human resource functions in the public service;
- Approving retirement from the Service:
 - Age
 - Ill health
 - Re-organization of Government or abolition of office
 - In Public interest.

Standards:

In service her esteemed customers the Commission will endeavor to abide by the following standards:

- Advertised vacancies shall be disposed of (interviews and appointments) within 3 months from the date of closing of advertisement for promotional appointment and 4 months for direct entry appointments.
- Commission decisions shall be communicated to a Ministry, Department, Agencies or the recipient within 3 days from the date the decision is made.
- Disciplinary cases including appeals and reviews shall be processed and concluded within 30 days.
- Results of the Commission's administered examinations will be released within 60 calendar days from the date of sitting;
- Any obsolete property in the Commission in respect of an ending financial year will be disposed of within the year.
- All telephone call will be attended to within the second ring (5 9. seconds).
- A visitor will be attended to at the reception within one minute of arrival.
- The Commission's Annual Report will be published in February for the preceding calendar year.
- Routine correspondence will be replied to within 7 days from the date of receipt.
- Technical correspondence will be replied to within 21 days from the date of receipt of the enquiry. All written complaints will be acknowledged within three (3) working days of receipt.



Special Needs Provisions

The commission gives great consideration to customers with special needs e.g. elderly, blind, cripple, pregnant women, etc. our staff are trained to be patient and helpful and to respect cultural and religious differences. We have however gone a step further to provide wheel chairs and have hired staff with competences in dealing with customers who have visual and auditory challenges.

Monitoring & Reporting

In monitoring our performance against the standards set in this charter we place great premium on the contributions of our stakeholders. We appeal to our customers to fill our exit surveys, attend our FGD sessions as we will take appropriate steps to address all gaps and concerns identified by them. We will ensure continuous improvement by institutionalizing routine review of our activities and publish on the website, results of the review to show how well we are meeting the pledges in our Service Charter.

Review:

This Service Charter will be reviewed every two years to incorporate the changing needs of our customers and reforms in the public service.

Existing Limitations:

Some of our services like recruitment, appointment and promotions are subject to approval from the executive arm of government. Payment of gratuity and other welfare packages for post service officials are subject to availability of funds.

Complaints Handling and Grievance Redress Mechanism:

We encourage our customers to make genuine complaints, suggestions and compliments to the Permanent Secretary, in person, by post, telephone, fax or e-mail.

The Commission is committed to the following complaints handling process:

- ✓ Operate a Service Delivery Unit (SDU) with a trained complaints handling staff;
- ✓ Maintain a register of complaints and commendations;
- ✓ Maintain a telephone line dedicated to complaints, suggestions and commendations;
- ✓ Maintain a functional and user friendly website with an easy to identify section for complaints, suggestions and commendations;
- ✓ Maintain a functional suggestion box;

The Commission guarantees confidentiality and fairness in handling complaints. All complaints shall be acknowledged promptly and complainants informed on progress being made on their complaints. We will endeavor to resolve complaints within thirty working days (30). The Commission encourages complainants to:

- ✓ Disclose their identity and contact to facilitate due process and feedback;
- ✓ Make complaints at the service window where the complaints originates;
- ✓ Complain to the service provider's supervisor or line manager when not satisfied or
- ✓ Complain in person, writing, phone or via the internet to:

Permanent Secretary,
CSC,
Phone Number:

Assistant Director Service
Charter, CSC,
Phone Number:

Chief Admin Officer,
CSC,
Phone Number:



*Email:
Office*

*Email:
Office*

*Email:
Office*

How to Contact us:

Director	
Postal Address:	
Telephone Number	
Fax Number	
Email	
Website:	

2. Lagos State Ministry of Health: Service Charter

Introduction

Lagos State is passing through a phase of transformation characterized by rapid population growth/overcrowding with attendant health issues. These create major challenges in the management and control of the public health system by the Ministry of Health. Therefore the service charter which has been carefully developed with the support and collaboration from development partners such DFID funded SPARC as well as government sectors, is intended to raise the standard of Health care by empowering the clients and patients to responsibly demand good quality health care from government facilities.

The service charters will bring about the awareness of patients' rights and responsibilities that have been lacking among the population of Lagos State. In addition the service charter will motivate the community to participate in the management of their health by promoting disease prevention, timely referral of patients to health facilities for immediate attention of their health problems and concerns.

The Service Delivery Unit (SDU) of the ministry of Health has been charged with the responsibility of monitoring, supervising and evaluating the use of the service charter including dissemination and regular review and revision of the charter.

Purpose

The Lagos State Ministry of Health is committed to initiating a process through which customer service charter is put in place to ensure that the rights of patients and clients are protected in the course of seeking health services.

The capacity of *Lagosians* to demand for their health rights is still limited due to inadequate awareness resulting from limited availability of the requisite information which translates into poor health indices. This charter provides a basis for a legal and regulatory framework in health that contributes to improved capacity for quality health care.

The purpose of the service charter is to empower health consumers to demand high quality health care, to promote the rights of patients and to improve the quality of life of all *Lagosians* and finally eradicate poverty in the state. The charter will further communicate our core functions and values to our customers, and provide



information on the spectrum of our services, commitments, principles, obligations, clients' rights and obligations as well as mechanisms for seeking redress.

The service charter and its constant review processes will enable health users' to contribute to the development and contribution of the overall health care system, guide and improve the capacity of health providers in provision of high quality care.

The implementation of the service charter will enhance community participation and empower individuals to take responsibility for their health. This will promote accountability and improve the quality of health services.

Vision Statement

To attain excellence in health service delivery by applying best practices at all levels of care.

Mission Statement

To deliver qualitative, affordable and equitable healthcare services to the citizenry, applying appropriate technology by highly motivated staff

Our Customers and Stakeholder Groups

- Residents / visitors in Lagos State who need our health care services
- Public Servants
- Non-Governmental Organizations/Civil Society Organizations
- Donor/Development Partners
- Lagos State Public Primary School pupils
- Patent and Proprietary Medicine Vendors
- Health related Corporate Organisations – Pharmaceutical, Medical Equipment, Training, etc.
- Health related Professional Bodies
- Faith-based Organisations providing healthcare Services
- Public and Private Health Facilities.

Service Delivery Principle:

The following principles embody our vision, mission and values. These principles apply in the development, regulation, monitoring and empowerment of the Lagos State Ministry of Health in carrying out mandated functions and responsibilities in the health sector.

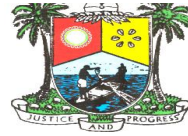
Respect: That all our services are provided with the utmost respect for our stakeholders as well as our health sector partners

Commitment to Responsibility: We aim to continuously meet high standards of performance and responsibility in all our activities

Commitment to Society: We want to maintain high ethical and social standards in carrying out all our functions and be sensitive to the social and cultural values of our people.

Continuous Improvement: We are committed to monitoring our performance and achievements in line with best practice and evidence based advice.

Mandated Core Functions



The Ministry of Health performs the following health sector responsibilities, functions and duties:

- To provide the Government and Minister with advice as to strategies; policies, and planning concerning the development, resourcing, provision and management of health care services in the sector;
- To Provide and promote preventive, curative and rehabilitative health services;
- To establish, regulate and enforce standards concerning the training, qualifications and performance required for providers in accordance with any applicable laws;
- To Set standards and regulate the provision of health service delivery;
- To establish and provide for quality control and consumer complaints systems for the provision of health services with any applicable laws

Rights of our Customers and Clients

The charter spells out that the customer (patient) has the following rights:

- Right to life
- Right to health care by qualified health provider
- Right to accurate information
- Right to timely service i.e. service without delay
- Right of choice of health provider/ service
- Right to protection from harm or injury
- Right to privacy and confidentiality
- Right to courteous treatment
- Right to dignified treatment
- Right to continuity of care
- Right to personal/own opinion
- Right to emergency treatment any where
- Right to dignified death
- Right to complain to higher authorities;
- Right to appeal administrative decisions

Our Service Pledge:

Customers and visitors to the Lagos State Ministry of Health should expect to ***find our service windows open twenty four hours of every day.***

They will be received and treated in a clean and comfortable environment with courtesy, respect and dignity irrespective of religion, ethnic group and nationality. Staff of the Ministry will attend to the needs of customers by offering prompt, efficient and effective services. Specifically, customers should expect the following **standards of service:**

- Customers at the reception will be served speedily and handled with respect.
- Pick customers calls within 30 seconds but in any case not exceeding three rings.
- Respond to enquiries, written correspondence and e-mails promptly.
- Acknowledge technical and complex enquiries within five (5) days and address the same within fourteen days of the date of receipt and provide



accessible and timely services to all. Customers shall be attended to within 10 minutes.

Services	Standards
Pharmaceutical Services	
<p><i>Registration and Licensing of drug retail outlets, Pharmacists as well as Shops for Patent Medicine Vendors.</i></p> <p><i>Drug Quality Control.</i></p> <p><i>Drug Analysis and Quality Assurance.</i></p> <p><i>Inspection and Monitoring of Drug Distribution Channels.</i></p> <p><i>Continuous Training programmes for licensed patent and proprietary vendors on guidelines on the Operation of Patent and proprietary Medicine operators.</i></p>	<ul style="list-style-type: none"> • All Licenses will be issued within 6 months of application for same. • In the event of a delay, clients will be notified through their provided contact. • Clients seeking to analyze drug samples at the Drug Quality Control Laboratory shall be attended to within 30 minutes of arrival • A report of analysis will be provided within 10 Working days. • Premises of registered pharmacy operators are inspected monthly and reported available at the directorate. • A two (2) day training program will be schedule once in a year.
Healthcare Planning, Research and Statistics	
<p><i>Issuance of Certified True Copy (CTC) of birth certificates for immigration, educational and legal purposes.</i></p> <p><i>Review of proposals from Organisations/Individuals</i></p>	<p>When you visit the Health Management Information Systems Unit <i>in Room 611 on the 6th floor of the Ministry of Health</i>, we will:</p> <ul style="list-style-type: none"> • Ensure you are not kept waiting for longer than 30 minutes • Provide you a feedback of findings on your return visit a week after your first encounter. • Issue the CTC for your collection within 2 weeks of your request • We shall formally acknowledge receipt of your proposal within a week of your submission
Disease Control and Public Health	
<p><i>Hypertension and Diabetes Outreach Screening Services.</i></p> <p><i>Breast, Cervical and Prostate cancers</i></p>	<p>The programs (Diabetes and Hypertension, Breast, Cervical and Prostate Cancers) will each carry out outreach programs to at least 3 Local</p>



<p><i>Screening and Referral Services.</i></p>	<p>Government areas and their affiliated Local Council Development Areas annually</p> <p>Before commencement of the program we will:</p> <ul style="list-style-type: none"> • Provide sufficient Public Enlightenment (radio Jingles, pasting of Posters and distribution of Handbills) beginning from 2 weeks prior. • Provide free screening for the cancers to all community members and provide referral services to designated health centres at Local Government Areas level. • Ensure there are sufficient service points at screening centres to attend to everyone and to make sure that no one remains on a cue longer than 45 minutes. • Respect your dignity and individual needs. • Provide stand-by ambulance services to provide emergency care and move needy patients to the nearest health facility for further management.
<p>Primary Healthcare Services for hard to reach Communities</p>	
<p><i>Health and Hygiene Education at the Community Level</i></p> <p><i>Prevention of Disease Outbreaks at the community Level</i></p> <p><i>Provision of Free Health Services at the community Level</i></p>	<p>In conjunction with the selected Local Government's Health team, we shall provide primary healthcare services on a quarterly basis to at least 4 Local Government/Local Council Development Areas</p> <p>Free services to be provided include:</p> <ul style="list-style-type: none"> • Eye, Nutrition and HIV Screening • Immunization • Family Planning • Treatment of Minor ailments



	<ul style="list-style-type: none"> • Deworming of children • Health education on personal hygiene, environmental sanitation and other public health issues
Information, Education and Communication Services on Health Issues.	
<p><i>Provision of timely information on health matters</i></p> <p><i>Educating the public on prevention tips during disease outbreaks</i></p> <p><i>Conducting Disease Surveillance/ Epidemiology.</i></p> <p><i>Malaria Preventive Services through Indoor Residual Spraying</i></p> <p><i>Issuance of Yellow Fever Immunisation and Certification cards for Travellers.</i></p>	<ul style="list-style-type: none"> • We shall periodically provide Health Information on public health issues affecting life and living to improve health. • We shall provide periodic, timely and up-to date public information on disease outbreaks and provide information on preventive measures to protect yourself through the television and print media, posters and radio jingles • All reported outbreaks shall be investigated within 24 hours of receipt. • Designated hotlines will be provided throughout the period of the outbreak to attend to requests for information or guidance • We shall provide Indoor Residual Spraying (IRS) twice yearly. Local Government that need IRS is identified through research. • We shall provide other malaria prevention services to both adults and children in the state. • We shall carry out distribution of Long Lasting Insecticide Treated Nets (LLITN) through PHCs yearly subject to availability of nets. • We shall provide yellow fever immunization and certification cards within 2 week of request subject to availability of vaccines.
Family Health Services	
<i>IMNCH</i>	In conjunction with the national initiative towards the reduction of maternal and



<p><i>School Health Programme.</i></p> <p><i>Immunisation</i></p>	<p>child mortalities, we shall:</p> <ul style="list-style-type: none"> • Conduct Maternal, Newborn Child Health Week twice a year (May and November) at all PHCs in the state targeted towards children 0-59 months, pregnant women and care givers. <p>During the week we shall provide:</p> <ul style="list-style-type: none"> • Routine Immunisation – Oral Polio, Vitamin A • Antenatal Care • Provide malnutrition screening • HIV Counselling and Testing Services • We shall visit selected schools six (6) LGAs per term to provide free Eye, ENT, Dental screening services, treatment for minor ailments, deworming exercise, health education, oral, personal hygiene, mental health and environmental sanitation. • Twice yearly conduct NIPDs in all LGAs.
<p>Occupational Health & Staff Clinic</p>	
<p><i>Conduct health Inspection of factories and public facilities to ensure compliance to safety regulations including food safety</i></p> <p><i>Provide outpatient primary healthcare services within official working hours to the public servants employed within Alausa</i></p> <p><i>Promotion of sanitation with the removal of corpses from the public roads and highways.</i></p>	<ul style="list-style-type: none"> • We shall provide consultation, pre-employment screening, laboratory services and treatment within the working hours between 9am to 4pm to public servants • Your privacy and confidentiality will be respected • You shall be attended by a doctor within 15 minutes of your arrival. • We shall inspect 10 facilities per week to enforce compliance to Lagos State Safety Commission Laws and the Construction and Allied Workers Laws. • No Corpse will be left on the road for longer than 6 hours



	<ul style="list-style-type: none"> • 24 hour Dedicated lines shall be provided to report corpses sighted on the roads • Corpses will be removed from the roads within 1 hour of report
Lagos State Ambulance Services (LASAMBUS)	
<p><i>Stabilisation of Road Traffic Accident (RTA) and disaster victims.</i></p> <p><i>Treatment of minor injuries of RTA and disaster victims on scene of accident.</i></p> <p><i>Professional transportation of RTA victims and other to hospitals.</i></p> <p><i>Medical coverage of public/social events.</i></p> <p><i>Manning of the 15 designated Ambulance Points within Lagos State.</i></p>	<ul style="list-style-type: none"> • There shall be ambulance services provided for public servants requiring medical attention beyond the limitations of the Staff Clinic. • We operate from two bases- LASUTH, IKEJA and LAGOS ISLAND GENERAL HOSPITALS. • We will provide 24 hours pre-hospital medical care on daily bases, public holidays and weekends inclusive. • Response time to scene of accident will be between 30 minutes to 1hour on receipt of call. However delay may occur as a result of traffic jam. • Give free emergency medical care for first 24 hours. • Members of the public can reach us through SMS through toll free call on 767-112. Also through the commissioner, special Adviser and permanent Secretary. • We shall ensure the availability of appropriately manned ambulance units between 8am to 5pm daily at all designated points.
Directorate of Medical, Administration, Training and Program	
<p><i>Review and Processing of Requests for Medical Assistance in the State's Secondary and Tertiary Institutions</i></p> <p><i>Review and Processing of Requests for Financial Assistance for overseas</i></p>	<ul style="list-style-type: none"> • All requests for processing will be acknowledged within 48 hours • Processing of Requests for reimbursements within the Honourable Commissioner's approval limit will be completed within 1 week upon presentation



medical assistance.

Review and Processing of Requests by Public Servants for Reimbursement of Funds expended on healthcare

Conduct of Continuous Medical Education Sessions.

Anchor and facilitate the provision of health care services at Medical Missions

Anchor and facilitate the provision of surgeries and/or prostheses through the Limb and Deformity Programme following screening exercises.

Anchor and facilitate the provision of surgery for needy infants with cleft lip and/or palate conditions through the Operation Smile Programme

Coordinate the Free Health Services Programme for Lagos State Public Servants

of Medical Report and Funds expended.

- All other types of request here-stated as well as reimbursements outside of the Honourable Commissioner's approval limit will be forwarded to the appropriate quarters outside the Ministry for consideration and Approval within 1 week (i.e. Ministry of Economic Planning and Budget and His Excellency's Office)
- For applicants requesting assistance for overseas medical treatment, they will compulsorily be referred to the Lagos State University Teaching Hospital (LASUTH) within 1 week for convening of a Medical Board to assess and recommend as applicable in line with the request being made
- There shall be quarterly Continuous Medical Education Seminars/Workshops for Lagos State Health Workers to for improvement of knowledge and skills for Lagos State Health Workers.
- We shall carry out quarterly medical missions at a different Local Government each time where we will provide:
 - ✓ Primary Health Care Services
 - ✓ Eye, Dental, Hypertension and Diabetes Screening services
 - ✓ Minor surgeries for surgical and Obstetric and Gynaecological Cases
 - ✓ Side-Laboratory Services
 - ✓ Provision of Drugs for uncomplicated ailments
 - ✓ Distribution of Long-Lasting Insecticide Nets
 - ✓ Distribution of Information Leaflets



	<ul style="list-style-type: none"> • The free surgery sessions for the cleft-lip program and limb deformity program will be held on a quarterly basis after a preceding free screening exercise for the public to determine their suitability for surgery. • Provide introductory letter to the selected public Secondary Healthcare Facility to facilitate access to free healthcare services within 1 week of request
Health Facilities Accreditation and Management Agency (HEFAMAA).	
<p><i>Re-accreditation and renewal of licences for medical and paramedical facilities in the State.</i></p> <p><i>Inspection and Accreditation of new medical and paramedical facilities in the state.</i></p> <p><i>Monitoring and Regulation of Medical and Paramedical Facilities in Lagos State to ensure adherence to Lagos State defined standards.</i></p> <p><i>Review, Investigation and Response to Complaints received from the general public on healthcare facilities (public and private)</i></p>	<ul style="list-style-type: none"> • We shall ensure complete processing and issuance of renewed licences for medical and paramedical facilities within 4 months of application. • Accreditation of new medical and paramedical facilities will be provided within 45 days following application. • We shall inspect and assess 40 health facilities per division per week to ensure compliance to Lagos State guidelines for healthcare service facilities • Members of the Public with complaints will be attended to within 30 minute of arrival • Any formal complaint will be acknowledged within 24 hours • A feedback on the preliminary investigation will be provided within 72 hours

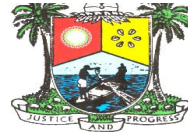
Special Needs Provisions:

Our customers with special needs e.g. the elderly, physically challenged, pregnant women and children will be duly assisted to effectively and efficiently access our services.

Customers Responsibilities/Obligations



1. All Customers seeking to obtain a Certified True Copy of the Registration of Birth are required to come along with the following documents:
 - ✓ A copy of the registration of birth/birth certificate in question.
 - ✓ A letter from the Institution requesting for the CTC and stating its purpose
 - ✓ A formally signed request letter by the applicant
2. Householders whose houses will be sprayed under the State Malaria Prevention Indoor Residual Spraying Initiative will be expected to:
 - ✓ Cover all household items
 - ✓ Remove all edibles including water from the house
 - ✓ Wait for 2 hours after spraying before entering the house.
 - ✓ Sweep the house thoroughly before settling in
3. Customers who participated in the free cancers screening exercises and are referred to designated referral centres for follow-up are expected to do so to ensure their utmost benefit from the exercise.
4. To ensure we serve you better, any corpse or accident sighted or witnessed should be reported through the designated telephone numbers or to the nearest health facility or hospital.
5. Members of the Public seeking Financial Assistance should please ensure they come along with the following documents:
 - ✓ A formal letter of request
 - ✓ Medical Report of referring Local Doctor
 - ✓ Letter from Hospital abroad indicating acceptance of the patient as well as detailed costing of treatment to be provided
 - ✓ Evidence of ownership/processing of a passportThey would also be expected to attend the Medical Board Screening upon referral in the Lagos State University Teaching Hospital (LASUTH) with regards to their request.
6. Public servants seeking reimbursement for medical expenses would be expected to provide:
 - ✓ A formal letter of request
 - ✓ Identification card/ Letter of Appointment
 - ✓ Most recent payslip
 - ✓ Receipts of Expenses
 - ✓ Medical Report from attending Doctor
7. Public Servants seeking to access free health services should provide:
 - ✓ Letter of introduction from the MDA where they work
 - ✓ Recent payslip
 - ✓ ID Card for sighting
 - ✓ Photocopy of ID Card
8. Health Professionals in the Private Sector seeking accreditation for a new medical/paramedical facility will be expected to provide:
 - ✓ Formal letter of request to include type of facility and services to be provided within
 - ✓ Evidence of ownership and registration of the business concern
 - ✓ Drawings and Photographs of the facility
 - ✓ CVs and Certificates of all newly-recruited employees
 - ✓ Details of its Management Team
9. Health Practitioners seeking reaccreditation and renewal of licence for their operating medical/paramedical facilities should provide:
 - ✓ Evidence of monthly and timely rendition of National Health Management Information Systems (NHMIS) Data for the past 1 year



duly signed and stamped by Medical Officer of Health of the Local Government Area where facility is located

- ✓ Current Licence Issued
- ✓ Registration of the hospital
- ✓ Certificates of all the facilities employed Staff

Monitoring and Reporting:

The Service Delivery Unit of the Ministry is charged with the responsibility of monitoring performance against standards set in this charter. We shall endeavour to empower them with needed resources to carry out periodic monitoring and evaluation and advice management on service improvement priorities.

Stakeholders' Participation

The Ministry will evolve potent mechanisms to ensure that the stakeholders' inputs are regularly captured for inclusion in the charter. Reports of the periodic monitoring of service delivery by SDU staff will form the core of input during charter reviews. Through various customer surveys and interactive activity we have been able to ensure that the expectations of our customers and clients are captured in this charter.

Charter Review

Our charter will be reviewed every two years capturing completely the input of our stake holders.

Complaints / redress mechanism

The Ministry of Health will try to resolve client complaints as far as possible at the area where the customer received whichever service, advice or had reason to question the service given.

Complaints should where possible be lodged by the client or authorised representative(s) at the time of service dissatisfaction allowing immediate attention to the issue. If it is not possible a complaint can be lodged either verbally or in writing at a later time via the Ministry customer care officers located at the Office of Transformation, block 21, Alausa Secretariat. Key complaints officers are:

- Dr. Zamba Mrs.
- Adenike Glenn.

Both are of the SDU office.

If you are not satisfied with the redress offered, you may complain to the Hon. Commissioner and Permanent Secretary on the 5th and 4th floors Ministry of Health Alausa.

Complaints in writing will be acknowledged within 5 days. When delay occurs as a result of investigation, customers will be kept updated through the process.

Where to find us

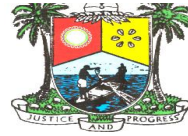
The Lagos State Ministry of Health has its offices located on the 3rd to 6th floors of Block 4 in The Lagos State Secretariat, Alausa.

For Additional Information visit our website at: lsmoh.com

Our Officials/Staff

We have a team of competent and friendly health professionals to attend to provide our services.

Our staffs are easily identified by Identification tags boldly display on them.



This first edition of the Lagos State Ministry of Health's Service Charter was developed with support from DFID Funded SPARC and the Office of Transformation, Governor's Office. The charter will be reviewed yearly to ensure our effective and efficient service. Thank you.

*The Commissioner
Lagos State Ministry of Health
May, 2012.*



3. Lagos State Waste Management Authority (LAWMA) Service Charter

Introduction

The Lagos State Waste Management Authority (LAWMA) is the first waste management outfit in West Africa. It started as Lagos State Refuse Disposal Board (LSRDB) in Nigeria, under Edict 9 of 1977. In 1981, its name was changed to Lagos State Waste Disposal Board (LSWDB) because of the added responsibilities for industrial-commercial waste collection and disposal, drain clearing and disposal of derelict / scrapped vehicles. In December 1991, its current name, the Lagos State Waste Management Authority (LAWMA) was christened under Edict No. 55, which made the agency to be responsible for the collection and disposal of municipal and industrial waste. LAWMA is government's cutting edge response to the need to create a clean and green Lagos State. Within the last few years Lagos State has metamorphosed into one of the cleanest cities in Nigeria.

This charter is in a bid to achieve lasting partnership with the Lagos public. This Partnership is an initiative for transforming the Waste Management and related sectors in Lagos State, an invitation to partner with Lagos state to actualize the vision of creating Africa's premier mega city and economic power house; a global destination where things truly work.

The Purpose and Features of our Charter

This Client Service Charter sets out the commitments that we are making to our clients and stakeholders with regard to the quality of service that they expect from us. The Charter will improve awareness among our clients and stakeholders of the availability and quality of the service that we offer. It will achieve its purpose by providing the following information:

- Details on our Organization in terms of our Vision, Mission and Core Values, our functions and strategic direction;
- A statement of the Standards of Service our clients can expect to receive;
- The rights that clients shall enjoy and also, the responsibilities of clients to help us provide good services to them by paying promptly for services provided;
- Information on how the Charter will be reviewed and how we shall monitor and report our performance, and
- Brief information about how to contact us and obtain further information.

Mission

- To provide a professional, efficient and sustainable waste management and disposal service to the generality of Lagosians, corporate bodies and Governments (Local and State) in Lagos State.

Vision

- To provide unprecedented efficient waste management services to all its domestic, industrial and commercial clients, government inclusive.
- To provide unparalleled professional services to Government, especially in the area of landfill management.
- To ensure adequate provision of waste receptacles, as an alternative to indiscriminate waste dumping.



- To promote unequalled professionalism and efficiency in public service administration.
- To ensure adequate public enlightenment and education for reorientation and decent waste collection and disposal habits.
- To ensure effective partnership with the private sector and other stakeholders in waste management.
- To ensure a conducive work environment and promote good working relationship, among its internal and external public

To make the organization a household name in the area of waste management and other related services

Our Core Values

Our staff shall be guided and commit themselves to the core values as follows:-

- Practicing professionalism in all undertakings;
- Promoting customer friendly practices;
- Developing and promoting teamwork spirit;
- Applying cost – consciousness and value for money principles in all activities.
- Implementing environmentally – friendly measures, and
- Practicing total quality management style.

Our Clients

We have a variety of Clients and Stakeholders both national and international, categorised as follows:

- Customers (Domestic, Commercial, Institutional, Industrial and General Public);
- Staff;
- Financiers/ Donors;
- Suppliers;
- Government and The Local Government Council;
- Non-Governmental Organizations (NGO's), Community Based Organizations (CBO's) and Pressure Groups;
- The Media;
- Lagos State Internal Revenue Service

Our Service Delivery Standards

Our clients and stakeholders expect services as follows:

- Adequate and safe disposal of domestic waste at affordable tariffs;
- Prompt and accurate billing;
- Prompt response to their complaints;
- Shortest time at the pay point;
- Prompt disposal of street waste;
- Our staff to be professional, and treat clients and stakeholders with courtesy, helpfulness, friendliness and on a case-by-case basis;
- Giving prior information/notice regarding service interruption/tariff changes;
- Creating and maintaining a good public image;
- Harmonious co-existence with other Authorities and stakeholders;
- Carrying out our functions in an environmentally friendly manner;
- Good utilization of public funds and proper financial record keeping;
- Timely payment of suppliers' invoices;



- Our staff to exercise a high degree of integrity and transparency in all of our transactions;
- Adherence to laid down Government Policy and guidelines;
- Involvement and consultation with stakeholders when our Authority is making important decisions;
- Impartiality in all our undertakings;
- Ensuring adequate coverage by the media on development activities of waste management and be willing to release information;
- Impart practical knowledge for students who come for field training;
- Proper maintenance and upkeep of the Authority's infrastructure to achieve sustainability.

Client Rights and Responsibilities

Our Clients should expect high standard service delivery from us. In this respect they have the right to:

- Participate in the charter review process;
- Appeal against the services provided;
- Lodge complaints;
- Privacy and confidentiality; and
- Seek information subject to prescribed procedures

Client Responsibilities

Equally, our clients have the responsibility to:

- Pay bills promptly.
- Treat Authority's staff with courtesy;
- Attend scheduled meeting punctually;
- Give accurate and timely information in response to requests;
- Abide by legal requirements of our services;
- Abide by requirements of LAWMA regulations, and
- Report to LAWMA all cases of improper disposal of waste
- Refrain from acts/behaviour that encourages corruption.

Our Service Delivery Principles

Customers are the most important visitors on our premises. They are not dependent on us, we are dependent on them. They are not an interruption of our work; they are the purpose of it. They are not outsiders to our business, they are part of it. We are not doing them a favour by serving them; they are doing us a favour by giving us opportunities to serve

Our Service Delivery Target

- Improvement on the present level of city cleansing by way of introducing new strategies and methods for efficient service, which is socially acceptable and economically viable for the private sector.
- Introduction of cost-saving measures for public and private waste storage system for efficient collection and improvement in the public aesthetic systems.
- Increase the number of available waste collection trucks by 300% within the next 2 years.

Construction of 20 Transfer Loading Stations throughout the State in the next 7 years (2008 - 2015).



- Construction for additional 3 IWMF (Integrated Waste Management Facility) in metropolitan Lagos
- Attainment of zero waste initiative, which is geared towards waste reduction within the next 4 years improvement in zero waste initiative by attaining 40% reduction in 4 years (2008 - 2012).
- Increase the level of public awareness from 30% to 90% in the next 3 years (2008 - 2010).

Service	Standards
Waste Collection	<ul style="list-style-type: none"> • All household must be serviced at least once weekly • All highways must be cleared of refuse by 8am daily • Medical waste must be parked in customized receptacle and taken to designated pretreatment plants before disposal • Markets waste must be cleared weekly • The shorelines of the state must be cleared regularly • Abandoned illegal dumpsites must be cleared as soon as note • Abandoned and or unserviceable vehicles must be removed • Disposal of carcasses of dead animals
Waste Recycling	<p>Recycle banks are to be placed in designated places all over the state</p> <p>Recyclables materials are to be sorted and transported to designated places</p>
Waste Receptacles	All waste generators must bag their wastes and place them in appropriate locations for ease of collection
Advocacy, Enlighten and Education	<p>Ensure a robust relationship with the host communities</p> <p>Continues dissemination of information on effective waste management practices on electronic media(regular phone-in- programmes) to ensure efficient feedback mechanism</p> <p>regular publication of key officers phone numbers for ease of access</p>
Marine Waste collection	Regular collection of waste along Lagos shorelines
Billing and waste service	All clients are to receive bills as at when due for



charge	services rendered and make payments accordingly as specified on the bills
Licensing and regulatory issues	issuances of licenses to private waste operators

Stakeholder Participation

Stakeholder participation is very important for us at LAWMA. We believe that to be successful we must continue to seek input from our service users because they alone can determine quality service.

Monitoring our Performance against set Standards

The Service Delivery Unit (SDU) is empowered to monitor the implementation of service charter. We will also involve our clients in this process through customer panels and surveys. Reports from these exercises will be used to improve service.

Charter Review

Our charter will be reviewed every two years. We will continue to seek improvement to our services through regular interactions with our stakeholders.

Consideration for People with Special Needs

Our clientele is vast and reaching and satisfying them might prove cumbersome, we will however continue evolve potent mechanisms to reach our special customers like physically challenged and senior citizens. We will train our staff to provide helpful services to these special customers

Customer Complaints

We encourage feedback on our service delivery in form of compliments, suggestions, unfulfilled expectations and dissatisfaction through; mail, telephone, fax, e-mail, feedback forms at customer care desk, suggestion boxes and personal discussion.

We guarantee to:

- Acknowledge receipt of all written complaints within 7 working days, and
- Act appropriately on all complaints.

All complainants are required to identify themselves: We guarantee that all information including personal names and details will get treated with the utmost confidentiality.

Our offices are opened on Mondays to Fridays from 08.00 AM

Our Contact

Where to find us: Our corporate head office is at 3, Otto road, Ijora-Olopa, Lagos while our branch offices are in Ogudu, Ikeja, Mushin, Surulere, Ojo, Apapa, Lagos Island, Ebute metta and Rowe Park-Yaba. Visit our website www.lawma.gov.ng for further information

Our Officials/Staff: We have a team of trained, committed and dedicated staff. At LAWMA, we are passionate about what we do.

Customer Complaints: for complaints and enquiries, our customers can reach us on our toll free lines

5577 (free from Glo line), 07080601020 (free from Airtel line). Complaints can also be forwarded to info@lawma.gov.ng. Our response to complaints is within 24 hours maximum.

Kindly reach us on any of the above phone nos and email address for complaints, suggestion, observation and advice.



4. SERVICE CHARTER: MINISTRY OF ECONOMIC PLANNING & BUDGET

INTRODUCTION

The Lagos State Ministry of Economic Planning and Budget (MEPB) was created in June 1999 out of the erstwhile Plans, Programmes and Budget Bureau (PPBB). Upgrading the defunct PPBB to a ministerial status was informed by the policy thrust of government as enunciated in its blueprint in which planning and *popular participation* were placed at the centre stage of governance and development. Prior to this time, economic planning or development had been an appendage to other ministerial folio such as Finance and Establishment. Thus, the appearance of the MEPB was a deliberate attempt by the State Government to ensure that development is deeply rooted in participatory planning and budgeting so as to actualize government's aspiration of "Poverty Alleviation and Sustainable Economic Growth" for which MEPB has the primary responsibility of breathing life into.

The **purpose** of this Service Charter therefore is to bring MEPB closer to the people in compliance with government's policy of popular participation. To this end, the Corporate Planning Core Group painstakingly took time to identify Twenty – Two (22) major Mandates of the Establishment and abridged them in this charter for clarity and simplicity. The Charter outlines:

- Our Vision and Mission
- Our Mandates and Functions
- Our clients
- Our service pledges
- Our special needs provisions
- Our stakeholders and clients obligations
- Standards of service that our clients and can expected of the Ministry.
- Existing Limitations that may inhibit meeting standards set
- Feedback and Grievance Redress Mechanism etc.

This Service Charter will also guide MEPB management and staff in providing quality and efficient service for our clients and the general public. It is our desire to empower our clients through this charter to demand excellent service from MEPB as a right.

OUR VISION:

To be the primary Agency of Government that facilitates efficient Mobilization, Planning, Allocation and Utilization of resources for Socio-economic transformation of Lagos State.

OUR MISSION:

Ensure continuous and dynamic Socio-economic policies through prudent and equitable resource management in Lagos State.

OUR CLIENTS:

- Ministries, Departments and Agencies (MDAs)
- Contractors
- Professional Institutions
- Corporate Organizations
- Media
- NGOs
- Researchers



- Development Partners
- Staff and
- The General Public

OUR SERVICE PLEDGES:

As a ministry committed to participatory planning and people oriented development programmes we want to provide you with excellent services using all our best efforts. We therefore make the following commitments:

- Stakeholders' participation in Economic Planning and Budget process;
- Gender and Social inclusion in development programmes;
- Timely release of development plans and annual budgets;
- Efficient and Effective monitoring and evaluation of Budgets and project implementation;
- Delivery of regular appraisal reports;
- Harnessing of local and international resources for development activities in the state;
- Production and use statistical data to guide planning and budgeting;
- Effective use of technology to meet the needs of our clients.
- Respect the rights of our Clients, including:
 - the right to access services
 - the right to lodge a complaint
 - the right to access information

OUR SERVICE PROVISION AND DELIVERY:

This section of the charter describes the main services we provide and the standards of service against which our effectiveness and efficiency can be judged.

S/N	List of services provided	Service Standards
1.	Provision of timely economic and statistical indices for a planning base.	<p>We will operate an up-to-date and reliable Economic and Statistical database.</p> <p>Update database quarterly and publish updates in the ministries website, newsletter and newspaper.</p> <p>Show evidence of use of statistical data to inform planning, budgeting and development programmes</p>
2.	Formulation of <i>sustainable</i> State Development plan	<p>We will engender shared ownership of the plan; gender and social inclusion through extensive stakeholder consultations;</p> <p>Show evidence of incorporating stakeholders' input in development plan.</p> <p>Publish and disseminate state development plans on our website and journals</p>
3.	Preparation and processing of Annual Budget of the State Government.	<p>We will prepare and facilitate release of state annual budget within the first quarter of every year.</p>



		<p>Consult stakeholders and ensure the budget reflects their needs, is gender sensitive and socially inclusive</p> <p>Publish released budget in the ministries website, newsletter and at least one national daily within 48 hours of its release.</p>
4.	<p>Monitoring and Evaluation of</p> <ul style="list-style-type: none"> • State Policies • Strategies • Programmes 	<p>We will undertake monthly, quarterly and routine monitoring and evaluation of state policies, strategies and programmes</p> <p>Publish reports of monitoring and evaluation in our website, and related journals</p> <p>Adhere to and report on Key Performance Indicators (KPIs) quarterly.</p>
5.	Inspection of Capital Projects	<p>We will publish check list for project inspection and ensure contractors commit to adhering to inspection criterion in the checklist before contract award</p> <p>Project delivery: Ensure 100% certification of before final payment.</p>
6.	Publishing of Budget Review Report	We will publish budget reviews every quarter in the ministry's website, newsletter and national daily
7.	Sourcing of and Coordination Development Partners (Local and International) in the state	<p>We will convene annual donor/development partners' conference</p> <p>Hold quarterly interactive forum with partners</p> <p>Publish reports of donor/partners conference and quarterly interactive forum</p> <p>Develop and publish a data base of partners working in the state</p>
8.	Preparation of MDGs Report	<p>We will ensure timely delivery of report within the 1st quarter of the succeeding year.</p> <p>Publish and disseminate report</p>
9.	Delivery of a 3-year budget Framework (MTBF)	We will publish the budget framework in the ministry's website and shows clear disaggregation of available resources.

STAKEHOLDERS' PARTICIPATION

We will ensure and enhance stakeholders' participation by enlightening the public on our activities through regular town hall meetings, stakeholder forum and enlightenment campaigns using the mass media.

We will occasionally seek clients' input through random surveys of how they perceive our services and what services they need, including assessments of our performance.



Stakeholders can further contact us in persons, in writing, by phone and the internet. The table below outlines our service principle and standards on maintaining contacts with our clients and stakeholders.

In Person	
Service Principles	Service Standards
We will be accessible	We will be open for business from 8.00 AM – 5. 00PM M0nday – Friday except on public holidays. Our offices will have clear signage and current, relevant information on display; our offices will be clean and comfortable.
We will serve you promptly	We will serve you within ten (10) minutes of your arrival, if you have an appointment. We will serve you within 30 minutes if you do not have an appointment. We will advise you, in advance, about any unexpected delays in attending to you.
We will be courteous, professional and helpful	We will be neatly dressed and well presented.
	All staff attending to will wear name tags or identification cards (IDs);
	We will provide you with the required service or provide information on where and how service can be obtained.
Written Communication	
We will respond to your correspondence promptly	We will acknowledge receipt of your correspondence within 3 working days using the most appropriate contact method – telephone, in-person or in writing or email and provide you with a likely timeframe for our full response. We will provide accurate, helpful and timely responses that are relevant to your needs.
	We will record all of your correspondence on departmental databases and filing systems.
Telephone	



<p>We will be accessible by telephone during business hours</p>	<p>All departments will have telephone service options and the numbers available in the website and relevant ministry's journals We will respond to your telephone messages within one (1) working day and inform you on actions taken to address your concerns or issues raised.</p>
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OUR STAKEHOLDERS/CLIENTS' OBLIGATIONS

Stakeholders/Clients should please familiarize themselves with various outputs of MEPB such as Budget estimates, Statistical Journals and other reports generated by the Ministry in order to have an insight into the Budget process. To help us help you, we ask you to:

- ✓ Treat our staff with courtesy and respect;
- ✓ Attend scheduled meetings with stakeholders punctually;
- ✓ Respond to requests for information by the department accurately, thoroughly and in a timely manner;
- ✓ Provide contact details in all correspondence to our ministry: physical address, phone numbers, email etc;
- ✓ Provide us with changes in your contact address promptly;
- ✓ Abide by any and all legal requirements and other obligations that clients are to meet in order to be eligible for services sought.

OUR SPECIAL NEEDS PROVISION:

MEPB has provided three (3) wheel chair ramps for the use of physically challenged staff and clients at the three (3) entrances on the ground floor.

MONITORING & REPORTING

We will monitor our performance against the standards set out in this Charter and take appropriate actions to address gaps.

We will ensure Monthly/Quarterly review of the Ministry's activities and publish on the website, results of the review to show how well we are meeting the pledges in our Service Charter.

REVIEW OF THE CHARTER

We will formally review the standards set out in this Charter once a year and adjust them where appropriate in light of clients comments and in response to ongoing changes;

We will independently review our Charter at least every three years by inviting comments from clients, stakeholders and staff as part of our monitoring and review procedures.

EXISTING LIMITATIONS

Some of our deliverables like timely release of budgets depend on the legislative and executive arm of government. We will however speedily conclude our part of the process to give room for inputs from other arms of government that may militate against our meeting standards sets.



COMPLAINTS AND GRIEVANCE REDRESS MECHANISM

Let us know as soon as possible when we do not meet your expectations and we guarantee the following:

- ✓ To provide explanations when our services do not meet acceptable standards of quality, timeliness or accuracy;
- ✓ To investigate your complaint and tell you what we have done to resolve it;
- ✓ To resolve complaints satisfactorily and promptly within the limits of our mandate and resources.

You can help us, by providing clear details of relevant facts, persons and dates when you make a complaint. Clients and stakeholders are advised to make complaints to the person they have been dealing with or that person's supervisor) or send written complaint to our mailing address.

Outlined below are our service principles and standards for feedback/complaints handling:

Your Feedback/Complaints	
Service Principles	Service Standards
We value your compliments, complaints and suggestions	<p>We will invite feedback and provide appropriate contact details in our client information pack;</p> <p>Acknowledge clients complaint/feedback within one working day;</p> <p>We will respond promptly by identifying and contacting responsible officer(s) within twenty four (24) hours of receiving any complaint;</p> <p>Resolve written clients complaints within twenty working days and continually provide the client with information on complaints resolution and where there is delay will provide detailed explanation.</p>

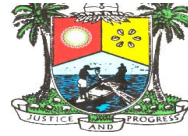
To Give feedback or make a complaint:

Mail To:	
Postal Address	
Fax Number	
Email:	
Website:	

You can obtain information about the Office by visiting our website at www.lagosstate.gov.ng

HOW TO CONTACT US:

Director	
Postal Address:	
Telephone Number	01-4963429, 01-4963537
Fax Number	
Email	budget@lagosstate.gov.ng
Website:	www.lagosstate.gov.ng



5. MINISTRY OF EDUCATION: SERVICE CHARTER

Introduction

The policy thrust of government on Education reflects continuity and stability in governance; the vision, mission and policy thrust also reveal the intellectual depth and wisdom of the Lagos State Government. Ministry of Education is poised to provide qualitative and free education and to provide citizens with good quality education in partnership with private sectors, parents, stakeholders, non-Governmental organizations and competent Teachers in a conducive learning environment.

The Government's Policy thrust on Education Upholds;

- Construction of Millennium schools in all Local Government Areas.
- Re-Engineering and Refurbishment of primary schools
- Massive Rehabilitation and Maintenance of Existing schools and Libraries.
- Provision of School Furniture and Equipment
- Curriculum, review/Entrepreneurial Training
- Teachers Welfare Enhancement
- Community Based Vocational Education
- Eradication of Moral Decadence in schools.
- Operation Green and Clean the Environment in Schools.
- Functional Scholarship Scheme.

Purpose

This charter

- sets the standards of service you can expect from the Ministry of Education: *Special Programmes and Schools including the school for Deaf pupils*
- Reflects our commitment to deliver a high standard of service to learners with special needs education including educationally marginalised children at all times regardless of placement (special /resource schools/units or in inclusive settings).
- Guides our customers as to when, how and where to get more information on our services.
- Explains to our customers how to provide feedback, or lay a formal complaint if not satisfied with our service.

Vision

To be a model of excellence in the provision of Education in Africa,

Mission

To provide high quality Education Accessible to all learners through effective and efficient Management of Resources for the Attainment of Self Reliance and Socio-Economic Development.

Customers and Stakeholder

- i) Pupils/Students.
- ii) Parents.
- iii) Teachers.
- iv) Philanthropists (PPP).
- v) Private institutions
- vi) Tertiary Institutions



- vii) Adult Education Centres
- viii) Vocational Centres
- ix) Corporate Organizations
- x) General public that require our services

Our Commitment to our Customers

In collaboration with you as partners, we strive at having the educational rights of children with special needs and educationally marginalised groups realised. We are firmly convinced that together we can work towards offering quality education to all our learners. We focus our services on the needs of those we provide services to. This approach builds on our key values of

Customer Service Orientation

- Always considering the learners' needs as a priority.
- Offering continuous training to teachers/school counsellors/officers charged with the education programmes and psycho-social support of learners with special needs for quality education outcome.
- Conducting continuous educative/informative/awareness campaigns to communities/parents and stakeholders.
- Offering non-discriminating services to those in need and where possible.

Sensitivity

- Have empathy for the plight of others, i.e. parents/families of children with special needs including psycho-social challenges, and other learners and educators in the field.
- Respect and welcome different views, be supportive, collaborative and caring in our relationships with our clients.

Recognition

- Always to strive for optimal performance in our services delivery.
- Recognise and maximise the potential of our learners.
- Continuously assess and ameliorate our services to meet demands of the time.

What we ask from our Customers

The quality of services we can provide to you depends on various issues. This includes the input and the co-operation we as divisions responsible for educational programmes and psychosocial services for learners with special needs and educationally marginalized will receive from you. We, therefore request you to:

- Be honest and timely in providing required information to the Ministry
- Comply with existing Acts, Regulations and Procedures.
- Treat our staff members with the necessary respect.

Our Standards Applicable to Specific Work Areas

We will:

- Provide specialized teaching/learning equipment for learners with special needs placed in special schools and inclusive schools in accordance to various syllabi requirements
- Review the curriculum offered, adapt and modify syllabi every five years where needed and depending on the severity of the disability.



- Conduct continuous educative / informative, awareness campaigns to communities / parents & stakeholders throughout each year on issues around the right to education for every child.

More standards of service are outlined in the table below

Service Provision and Delivery

List of services provided	Standards of services to be delivered
Supervision and Control of schools in all agencies and Parastatals.	<p>We:</p> <ul style="list-style-type: none"> i) routinely inspect all schools on land minimum 3ce every term and all off-shore schools at least once a term to enhance performance. ii) Assist private schools to obtain necessary approval/documents within 2 weeks of request. iii) Regulate the activities of Private schools for quality control and standard in compliance with stipulated government guidelines iv) provide information technology with emphasis on Educational Broadcast and Audio visual materials. v) Physically challenged children have improved access to special Education process to meet their various needs (please find procedure on item 7 below).
Services delivered through Schools	<p>Our schools have the following standards;</p> <ul style="list-style-type: none"> i) conducive teaching/learning environment ii) instructional materials readily available to enhance teaching/learning. iii) Available textbooks for core subjects through the Curriculum Services Department. iv) guidance and counseling services provided in schools for learners to meet their pressing needs. v) parents/guardians have unhindered access to information vi) parents/guardians are involved in decision making in matters that affect their children/wards through the School Based Management Committee forum
Services delivered through non-formal sector setting	<p>At our Learning centres:</p> <ul style="list-style-type: none"> • customers will be attended to within 5 minutes • referred to any of the 5 adult literacy centres nearest to your residence or referred on specific request • facilitators are available at our adult literacy centres • instructors are on ground at our vocational training centres to attend to your needs • designated officers will attend to all our Continue Education Centres' supervisors and intending supervisors on request or for enquiries • no fee shall be collected for adult literacy programme at various centres (formal and non-formal education is free at all levels) • adult basic literacy programme is for nine (9) months • post-literacy programme is for three (3) years.



Special needs provision for challenged children.

The Ministry through her special schools for challenged children offers free education to both physically and mentally challenged children by placement.

- **There are 5 special schools and 31 inclusive units for primary level and 7 for secondary level.**
- **The placement is done by the Ministry's Referral Assessment Centre, Child Guidance, School Counseling and Special Education Division.**
- **For physically challenged, wheel chairs and crutches are in place for easy movement, including stimulation rooms and playing equipments.**
- **For visually and learning impaired children, brail machines, hearing aid, speech trainers, audio-metre and physiotherapy are readily available in the State Schools listed below;**
 - Agbowo Senior and Junior Secondary School for visually impaired
 - State Senior and Junior Grammar School Eric Moore for hearing impaired
 - Ipakodo Junior Grammar School Ikorodu for hearing impaired
 - Methodist Junior Grammar School for hearing impaired
 - Ikeja Junior Grammar School for hearing impaired
 - Modupe cole child care and treatment home, Akoka, residential for physical and mentally challenged children, St. Finbarrs road. Pako Bus Stop Akoka
 - Atunda-Olu for physically challenged children, 2-4 adamu Orisa street, off adeniran Ogunsanya, Surulere
 - National Orthopedic Primary school for physically challenged children, Igbobi Orthopedic Hospital Fadeyi
 - Wesley I & II for hearing impaired children Ajao road, off Ogunlana Drive, Surulere
 - Plus 31 inclusive units at the primary school level
 - Placement into all Special Needs School is **FREE, The State is responsible for meeting all their needs**

Monitoring and Reporting

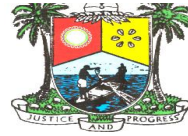
Performance reports on all the state public and private schools in the education sector will be published annually. Interested individuals who wish to obtain a copy will contact the ministry through the website or written request. This will allow our customer to provide feedback on our services by letters or through email.

Performance management is an integral part of our quality assurance control drive.

Complaints Handling and Redress Mechanism

If you are not satisfied with any of our services, you are invited to contact our Service Delivery Unit in any of the locations where you are being attended to or contact us on edunet@lagosstate.gov.ng

Customers who are dissatisfied with any of our services or staff are invited to drop their grievances in the complaint boxes at the service window or boxes



provided on the 4th – 6th Floor of the ministry or forwarded to the ministry's website.

Customers' Responsibility/ Obligations

It is the responsibility of our customers to follow the transfer procedures listed below:

Categories of Transfer into Public secondary Schools

- Inter/Intra district transfer
- Private schools within the state
- Inter state transfer
- International transfers

a. Transfer into Senior Secondary School (SSI)

Application forms are available at the State Examinations Board located at **Iyana Ipaja** Road near the NYSC camp for transfer into the State Public Senior Secondary School (SSI) will attract payment of some fee into designated accounts which is accessible through the Ministry's Service window office where the form is obtained

b. Placement into Junior Secondary School (JSI)

Screening test is the only required assessment for placement into Model/Upgraded schools

Payment for registration form is made into the ministry's designated bank accounts and registration of candidates is online via www.lagosexamsboard.net & www.lagosexamsboard.info

Only Private Schools are required to pay for registration forms – please confirm amount payable online www.lagosexamsboard.net & www.lagosexamsboard.info

c. Bursary and scholarship award

Lagos state indigenes in tertiary institutions all over the country are qualified to apply through application forms available online at www.lagosscholarship.org. fees for application form varies between N1,000 – N2,000 payable into the ministry's designated bank - Skye Bank Requirements

- i. Evidence of indigeneship of Local Government Area from
 - a. Oba
 - b. Local Government council
- ii. Letter of admission
- iii. Student's identity card
- iv. Birth certificate
- v. Jamb result slip
- vi. Academic certificate(s) obtained
- vii. Any other documentary evidence

For more information contact 01-7939252 or 08023202035

d. Evaluation of Certificates

Payments as listed below to be made into designated bank accounts;
Categories of certificates for evaluation -

- **Local certificates – N5,000**
- **Local certificates used in foreign country – N10,000**
- **foreign certificates – N10,000**



- **corporate certificates – N15,000**

Stakeholders' Participation

We involve stakeholders in our policy formulation, in order to improve our standard on how best we can serve you. If you have any comment or suggestion on how to serve you better, kindly contact our Service Delivery Unit in the **Ministry of Education**: Block 5, Service Delivery Unit 4th floor.

Interested citizens are welcome to participate in the development of education with the State Government. A letter of intention is written to the Ministry and a detail of the areas of interest are indicated. The Ministry provides the working drawing in case of constructions. For movable and consumable items, the Ministry will supply specifications and type through writing. For a community establishing a school, part of the requirements include:

- i) Donation of the land for use
- ii) Title document on the land
- iii) Survey plan
- iv) Construction of 6 classroom blocks

Non Governmental organizations/individuals are also encouraged to support the Ministry in co-curricular activities participation. Interested supporters are required to come with a letter of commitment from reputable lawyers to guarantee their integrity as failure may result to justice.

The State Public Schools and interested private schools are encouraged to participate in all our programmes at the zonal level.

The debate and quiz competitions are fully government sponsored. The best participants move to the district level to compete for the State preliminaries and the state finals.

Existing Limitations

- The Ministry of Education is located on the 4th – 6th floors of block 5 - Customers are therefore required to access our offices and services by lift or staircase
- There is presently no wheel chair access at the Ministry
- Some of our MDAs are in different locations outside the secretariat

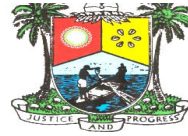
Review

Policy, Planning and Management of the education sector;

- i. Holds Public forum annually with stakeholders with a view to incorporate their views and expectations into policies and guideline
- ii. Makes publication of reviewed policies and guidelines available on request through our district offices
- iii. Our Service Charter will be reviewed every six (6) months to improve our services and meet the needs of the citizenry.

Where to find us:

Ministry of Education: Block 5, Service Delivery Unit 4th floor



Agency for Mass Education: Block 5, Office of the Special Adviser on Education, Service Delivery Unit 3rd floor

State Universal Basic Education Board: Maryland Schools Complex, Maryland.

Education District I: Dairy Farm Schools Complex, Agege

Education District II: Maryland Schools Complex, Maryland

Education District III: St. Georges Primary School Compound, Falomo, South West Ikoyi.

Education District IV: Domestic Centre, McEwen Road Sabo Yaba.

Education District V: Agboju Schools Complex, Agboju

Education District VI: Ideal Schools Compound, via Adewale Crescent, Oshodi

Child Guidance and School Counseling and Special Education Division 4-6 St. Finbarrs Road. Pako Bus Stop Akoka

Our Officials/Staff:

We have a team of professional personnel and teachers that will attend to your educational needs. Our staffs are courteous and proficient to meet your needs.



6. MINISTRY OF PHYSICAL PLANNING AND URBAN DEVELOPMENT

CUSTOMER CHARTER

Introduction:

In accordance with the Lagos State Urban and Regional Planning and Development law 2010, the Ministry has 3 parastatals viz: Lagos State Physical Planning Permit Authority (LASPPPA), Lagos State Building Control Agency (LABSCA), and Lagos State Urban Renewal Agency (LASURA).

The ministry and its agencies ensure regeneration and exercise control over development with a view to entrenching a liveable environment.

Purpose:

This Service Charter outlines the statutory functions MPP &UD and the standards of service you can expect from us. It provides insight into our services and entitlements accruable to those in the built environment as well as individuals and the residents of Lagos State.

Vision:

Lagos mega city that is sustainable, organised, liveable, business and tourism friendly.

Mission:

Working towards a sustainable Physical Planning and Urban Development that will provide an enabling environment for socio-economic activities through a dedicated workforce

Our Policy Thrust within the 10-Point Agenda

1. Rebuilding Lagos as a Model City State
2. Pursuit of Systematic Physical Planning for sustainable development
3. Development of reliable database for physical planning; and
4. Providing enhanced partnership for governance (inclusive governance).

Our Service Pledge:

We are bound by the Lagos State public service values and code of conduct to provide accountable and transparent services to the Lagos public. If you visit any of our service windows, we make the following promises:

- be honest, ethical and professional
- be helpful, courteous and considerate
- act with care and diligence
- provide consistent, accurate and impartial advice
- use language that is clear to you
- respect and protect the confidentiality of your information
- act promptly and fairly on all complaints or suggestions
- meet our product and service standards
- publish our work program
- explain clearly your rights and responsibilities, and
- enable you to help us design and improve our products and services by:
 - maintaining user forums
 - conducting market research, and
 - encouraging constructive feedback about our products and services.

Customers' rights and responsibilities:



Under the MPP&UD Charter, you have a right to:

- access our services and information in a manner that meets your needs
- expect us to meet the standards in this Service Charter
- lodge complaints
- seek review and appeal
- request information and
- privacy and confidentiality

Customer Obligations:

We expect you to

- treat us with courtesy
- be honest and ethical in your dealings with us
- provide us with clear feedback about our products and services within reasonable timeframes
- abide by any legal requirements
- advise us of problems when they arise and of changes in your needs, and
- comply with license agreements and conditions.

Customers/Stakeholder:

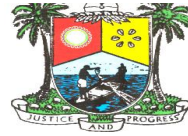
1. Commercial and Private Properties Developers
2. Professionals in the Built environment
3. Residents of the State.

Service	Standard
Issuance of development permits	<p>When you visit us for development permit, we will:</p> <ul style="list-style-type: none"> • Ensure issuance of permit within 30 working days provided all relevant documents are annexed to the application and appropriate payments made to designated banks, depending on the type of developments <i>(Requirements for granting permits are stated below)</i>.
Development Control and removal of Illegal and distressed Structures	<p>Upon the issuance of development permit, we will:</p> <ul style="list-style-type: none"> • Monitor construction work in stages to ensure compliance with the issued permit; • Issuance of Certificate of Completion and fitness for habitation. <p>On the receipt of complaints of distress or monitored observation, we will:</p> <ul style="list-style-type: none"> • Promptly investigate the development by undertaking an integrity test on the distressed structure and remove same where necessary; • The result of the integrity test shall be made available within 24 Hours of its



	<p>conduct;</p> <ul style="list-style-type: none"> • Requisite notices will be served on illegal structures and the occupants alike i.e 2 days Contravention Notice; 7 days Demolition Notice and upon approval to demolish, demolition and removal within 2 days.
Urban Renewal and Regeneration	<p>We will:</p> <ul style="list-style-type: none"> • Monitor and identify areas qualified for upgrading; • Coordinate the relocation of activities with negative impact on Urban based economic activities;
Layout Plans	<p>It is statutory for all land holdings, both public and private, of one (1) hectare and above in size to prepare and obtain approval for layout plans. We will :</p> <ul style="list-style-type: none"> • Provide Development Guides with significance of creating an orderly and balanced environment with provision of basic facilities and utilities; • Prevent the development of shanties and slums in the emerging megacity.
Right of Way	<ul style="list-style-type: none"> • We ensure adequate setbacks of 30 meters both on the right and left sides of the road; • Structures placed within these dimensions are deemed to be contraventions and are removed accordingly. • Compensate victims with verifiable ownership titles in the case of road expansion.
Master Plans and Model City Plans	<p>We are</p> <ul style="list-style-type: none"> • Providing adequate infrastructural facilities plans; • Co-ordinating various Development activities; • Creating an economic platform to facilitate the inflow of foreign direct investment; and • Ensuring orderly and harmonious living environment

Monitoring and reporting



We welcome your comments on our success in achieving the standards in this Charter; please send us your comments and suggestions using any of the addresses below. We will publish our performance against this Charter in our Annual Report which can be downloaded from our website or directly from our office.

Charter Review

We will:

- evaluate our products and services against the standards in this Charter
- informally review the standards in this Charter at least once a year
- formally review them every two years
- include in our Annual Report, the outcomes of formal and informal review and any adjustments made to the Charter, and
- publish reviewed editions of the charter every two years.

Customer Complaints:

If you have a complaint

If you have a complaint about the services or products that you have received from us, we would like to know about it. We view effective resolution of complaints as a very important part of our commitment to ongoing customer care. We believe that the most effective and quickest way to resolve a complaint and achieve customer satisfaction is to deal with the issue at the point where the service was provided, and so we recommend that you first contact our customer service staff.

To assist us with your complaint we need you to:

- describe the exact nature of the problem
- discuss the matter with the person you have been dealing with, and
- if you make a complaint in person or by phone, follow it up with a signed letter providing as much information as possible.

We will:

- record your complaint
- investigate your complaint
- if we cannot respond within 14 days, acknowledge your complaint in writing as soon as practicable, preferably within 28 days, and
- attempt to resolve your complaint in consultation with you.

If you are not satisfied with our response you can contact the **Honourable Commissioner** on **08033013849** and/or the **Permanent Secretary** on **08034961936**.

Our Contact Details:

Our Headquarters is Ministry of Physical Planning and Urban Development, Block 15, Secretariat, Alausa, Ikeja . Our e-mail address is physicalplanning@lagosstate.gov.ng. You can contact the **Honourable**



Commissioner on **08033013849** and the **Permanent Secretary** on **08034961936** for further enquiries. You can also visit our Agencies, District Offices and Regional Development Agencies located in and around all the Local Government Areas and Local Council Development Areas of the State. For ease of reference, these are listed below.

Our Officials/Staff:

We have a substantial number of Professionals in the Built Environment such as Town Planners; Architects; Engineers (Civil, Mechanical and Electrical), Builders, Cartographers to meet your needs.

Our Officers are ready and willing to assist and ensure delivery.

Requirements For Granting Development Permit

S/N	PROPOSED DEVELOPMENT	REQUIREMENTS	CLEARANCE REQUIRED (As may be necessary)
1.	1floor (Ground) -2 floor	<ul style="list-style-type: none"> • 5 sets of Architectural Drawing. • 5 sets of Structural Drawing, i, Letter of Supervision ii, Calculation Sheets iii, Letter of structural stability in case of existing structures. • Mechanical and Electrical Drawings in case of Public Institutions. All drawings must be prepared by registered professionals • Evidence of Land Ownership/Title Document. • Evidence of payment of Applicant Tax. • Receipts of payment of Statutory Fees. • 1 Sun print copy of Survey Plan or Beacon Sheet. • Submission of Environmental Impact Assessment Report in case of Commercial, Industrial, Institutional, POW, Residential of more than eight (8) family unit or any other Public Institutions Developments. 	<ul style="list-style-type: none"> • Land Use Allocation Directorate and Land Services Department. • Ministry of Transportation (Transportation Plan) • Ministry of Environment (drainage alignment, gorge, flood plains, river/water bodies, lagoon, shoreline clearance e.t.c.) • Lagos State Urban Renewal Authority • Lagos State Surveyor General's Office. • New Towns development Authority. • Lagos State Revenue Services.
2.	3-4 floors	<ul style="list-style-type: none"> • 5 sets of Architectural Drawings • 5 sets of Structural Drawing, i, Letter of Supervision ii, Calculation Sheets iii, Letter of structural stability in case of existing structures. • Mechanical and Electrical Drawings in case of Public Institutions. All drawings must be prepared by registered professionals 	<ul style="list-style-type: none"> • Land Use Allocation Directorate and Land Services Department. • Ministry of Transportation (Metro Line Project) • Ministry of Environment (drainage alignment, gorge, flood plains, river/water bodies, lagoon, shoreline clearance e.t.c.)



		<ul style="list-style-type: none"> • Evidence of Land Ownership/Title Document. • Evidence of payment of Applicant Tax. • Receipts of payment of Statutory Fees. • 1 Sun print copy of Survey Plan or Beacon Sheet. • Soil Investigation Report • Insurance Certificate • Submission of Environmental Impact Assessment Report in case of Commercial, Industrial, Institutional, POW, Residential of more than eight (8) family unit or any other Public Institutions Developments. 	<ul style="list-style-type: none"> • Lagos State Urban Renewal Authority • Lagos State Surveyor General's Office. • New Towns development Authority. • Lagos State Revenue Services.
3.	5-6 floors	<p>5 sets of Architectural Drawings</p> <ul style="list-style-type: none"> • 5 sets of Structural Drawing, i, Letter of Supervision ii, Calculation Sheets iii, Letter of structural stability in case of existing structures. • Mechanical and Electrical Drawings in case of Public Institutions. <p>All drawings must be prepared by registered professionals</p> <ul style="list-style-type: none"> • Evidence of Land Ownership/Title Document. • Evidence of payment of Applicant Tax. • Receipts of payment of Statutory Fees. • 1 Sun print copy of Survey Plan or Beacon Sheet. • Soil Investigation Report • Insurance Certificate • Submission of Environmental Impact Assessment Report in case of Commercial, Industrial, Institutional, POW, Residential of more than eight (8) family unit or any other Public Institutions Developments. 	<ul style="list-style-type: none"> • Land Use Allocation Directorate and Land Services Department. • Ministry of Transportation (Transportation Plan) • Ministry of Environment (drainage alignment, gorge, flood plains, river/water bodies, lagoon, shoreline clearance e.t.c.) • Lagos State Urban Renewal Authority • Lagos State Surveyor General's Office. • New Towns development Authority. • Lagos State Revenue Services.
4.	7 th floor and above	<ul style="list-style-type: none"> • 5 sets of Architectural Drawings • 5 sets of Structural Drawing, i, Letter of Supervision ii, Calculation Sheets iii, Letter of structural stability in 	<ul style="list-style-type: none"> • Land Use Allocation Directorate and Land Services Department. • Ministry of Transportation (Transportation Plan)



		<p>case of existing structures.</p> <ul style="list-style-type: none"> • Mechanical and Electrical Drawings in case of Public Institutions. All drawings must be prepared by registered professionals • Evidence of Land Ownership/Title Document. • Evidence of payment of Applicant Tax. • Receipts of payment of Statutory Fees. • 1 Sun print copy of Survey Plan or Beacon Sheet. • Soil Investigation Report • Insurance Certificate • Submission of Environmental Impact Assessment Report in case of Commercial, Industrial, Institutional, POW, Residential of more than eight (8) family unit or any other Public Institutions Developments. 	<ul style="list-style-type: none"> • Ministry of Environment (Environmental Management Plan) • Lagos State Urban Renewal Authority • Lagos State Surveyor General's Office. • New Towns development Authority. • Lagos State Revenue Services.
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PHYSICAL PLANNING DISTRICT OFFICES

S/N	DISTRICT OFFICES	LOCATION
1	Agbado/Ipaja	Jakande Housing Estate Beside LBIC, Abesan Estate
2	Agege	Agege L G Secretariat, Stadium Rd, Agege
3	Alimosho	Jakande Housing Estate Beside LBIC, Abesan Estate
4	Amuwo-Odofin	NTDA Building, Jakande Housing Estate Mile 2
5	Apapa	Apapa LG Secretariat, 3, Burma Rd, Apapa
6	Badagry	PWD(Works Yard), off Hospital Rd, GRA Badagry
7	Eko	Zapas Building, Freeman/Adeniji-Adele Rd, L/Island
8	Mushin	6, Town Planning Way, Ilupeju
9	Ojo	Ministry of Works Zonal Office, Okokomaiko, Ojo
10	Surulere	Surulere LG Sect, Alhaji Masha Str, Onilegogoro, Surulere
11	Somolu	6, Town Planning Way, Ilupeju
12	Yaba	168, Herbert Macaulay Road, Adekunle Yaba
13	Epe	Water Works Road, Epe
14	Eti-Osa	1230B, Bishop Oluwole Street, V/I
15	Ibeju-Lekki	Former Ibeju=Lekki LG Secretariat, Akodo
16	Ikeja	Block 20, Old Sect, Oba Akinjobi Way
17	Ikorodu	Beach Road, Opp. General Hospital, Ikorodu
18	Ikoyi/VI	1230B, Bishop Oluwole Street, V/I
19	Oshodi/Isolo	Along Aimasiko Str, Off Afariogun str, Mafoluku Oshodi
20	Kosofe	LAWMA Yard, Ogudu-Ojota Rd, Ogudu
21	LASPPA	Old Sect. Oba Akinjobi Way
22	LASURA	Old Sect. Oba Akinjobi Way





7. Motor Vehicle Administration Agency (MVAA) Service Charter

Introduction

THE Motor Vehicle Administration Agency (MVAA) was established in the year 2007 with the sole responsibility for the issuance of certificate of title of a motor vehicle; issuance and renewal of all categories of motor vehicle and drivers license (local) ; learners permit and other related matters. The Agency also reserves the right to revoke, suspend or withdraw any license granted pursuant to the provision of the enabling law.

To achieve these lofty ideals and in line with the policy thrust of the current administration, the enabling law of the Agency makes provision for collaboration with Private Sector organizations, Lagos state residents and Civil Society Organizations. This service charter is the agency's approach to ensuring that this collaboration is real and beneficial.

Purpose

This Service Charter of MVAA sets out the services offered and the specific standards by which these services are delivered to you the customer. The document chronicles our vision and mission statements, service principles and the values we abide by that will energise us to actualize our vision. The charter further outlines fees for the various licenses along with the details of how to obtain licenses, registration and other documentation are also contained in this Charter. The main purpose of this charter is to give our stakeholders unconditional opportunity to contribute significantly as partners in progress towards the actualization of our corporate and vision.

Vision

To provide and maintain a robust motor vehicle database and enduring private/
public sector
participation towards ensuring an improved revenue generation and collection

Mission

To achieve business process re-engineering through limited bureaucracy for efficient
service
delivery

OUR RESPONSIBILITY

- Serving as Government's focal point for policy and operational matters pertaining to the licensing of vehicles and vehicle operators.
- Developing and submitting proposals to the state government on necessary changes to the road traffic legislation and developing new legislation.
- Ensuring that all vehicles within the Territory conform to appropriate safety standards. This includes classifying and issuing certificates of registration for vehicles.
- Ensuring that all licensed drivers are competent to drive. This is done by testing the competence of drivers and granting licenses as appropriate.
- Developing and implementing road safety education campaigns to increase public awareness of the dangers of speeding and driving a vehicle under the influence of alcohol, drugs etc.



Our Core Values

MVAA is committed to the following core values in pursuit of its vision and mission:

- **Respect and courtesy:** At all times treat people with utmost respect and courtesy
- **Communication to internal and external customers:** Prompt responses for all clients' enquiries.
- **Integrity:** Deliver services in an honest manner at all times
- **Professionalism:** Carry out duties in a professional manner and seek to maintain professional standards and ethics
- **Transparency and Accountability:** Conduct business in an open and transparent manner
- **Accessibility:** At all times be accessible to all customers and respond promptly to their needs
- **Devotion to duty:** Devote official time to official duties and undertake to deal with people and issues without delay
- **Team spirit:** Endeavour to work as a team in provision of services.
- **Equity:** Treat all staff and people/client who seek our services with fairness irrespective of their gender, creed, age or political affiliation.
- **Dedication:** Carry out duties with genuine passion and give priority to those we serve in order to maintain public confidence

Customer and Stakeholder Groups

- Federal Road Safety Corps
- Agency Consultants
- Security Operatives
- Drivers Training Institute and Drivers Schools
- Number Plate Production Authority.
- Staff
- Drivers
- Road users
- Government agencies including State Corporations and Statutory Boards
- Development partners
- Private sector
- Non-Governmental Organizations
- Suppliers

Our Standards of Service

MVAA Team is devoted to prudent utilization of resources at its disposal towards the realization of its mandate as a way of enhancing service delivery to the satisfaction of all customers. Through this charter, we express the following service standards:

If you contact us by Telephone, we will:

- Answer your call within five (5) rings.
- Greet you pleasantly and professionally
- Identify the Department
- Offer you assistance

If you visit our Office, we will:



- Receive in a conducive and friendly environment
- See you within five (5) minutes of your arrival, if you have an appointment

If you write to us, we will:

- Acknowledge your letters and faxes within three (3) working days.
- Provide you with a complete response within ten (10) working days.

The box below outlines our functions/services and the waiting period for obtaining these services which agrees with our standards as expressed in this charter.

SERVICE	STANDARDS
1. Registration of all categories of vehicles including issuance of number plates and proof of Ownership	Our service deliveries are available at all our 46 Licensing Stations spread across the State. If all documents required are presented, we will ensure that our best practises in terms of quality service delivery is delivered to you by our courteous and friendly staff between 30 – 40 minutes. While the CMR (Central Motor Registry document) will be available 2 days after the registration process.
2. Issuance and Renewal of Vehicle License	Issuance of Vehicle License could be done in all licensing stations including selected Banks and all our Independent Autoreg Outlets spread across the State within 20 – 30 minutes
3. Driver's License (in collaboration with FRSC)	Driver's License can be obtained at our 6 nos. Driver's License centres located across the five divisions of the State. Issuance of temporary Drivers which is valid for 60 days either fresh or renewal will be made available to our prospective applicants by our Agency (MVAA) within a period of 72 hours: while the main Drivers' License shall be ready for issuance, 60 days after. All things being equal, our efficient staff with the aid of our functional system and in conjunction with FRSC is designed to facilitate the issuance of both the renewal/new Driver's License within
4. Learner's Permit	We will ensure that learner's permit will be issued between 15 – 20 minutes of your application
5. Hackney Permit	After meeting the conditions stipulated for the issuance of Hackney Permit, the document will be issued between 15 – 20 minutes of application through our seamless automation at all our 46 Licensing Stations.
6. Rider's Identification Card	It is processed in collaboration with the Vehicle Inspection Office (VIO) which has responsibility for testing and ascertaining the



	<p>proficiency of applicants at riding motorcycles.</p> <p>Riders' Card is processed and issued within 40-45minutes to the applicants without the time for testing of applicants by the VIO . Corporate and Private Riders who do not require the endorsement of either of the two recognizes motor cycle Unions will take a maximum of 40 minutes to get issued with Riders Card.</p> <p>There are 8 Stations spread across the State.</p>
1. Motor Vehicle and Motor Spare Parts Dealers Permit	<p>The purpose of issuance of Dealers Permit is to control and regulate activities of Auto spare parts and Motor Dealers</p> <p>,After compliance with the stipulated regulations, we assure you of the issuance of dealer's permit within one week for Renewal and two weeks for new Registration in all our 18 Stations spread across the State.</p>
2. Collaboration with EFCC, ICPC, Police, SSS and CMR in crime detection and investigation.	<p>In line with our avowed promises of delivering quality and prompt service, the agency shall readily make available all the relevant information required especially where crime and security is involved</p>

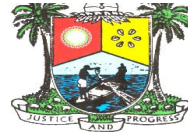
Customers' Obligation

We expect our customers/clients to:

- Treat us justly and with respect.
- Provide unbiased feedback for service delivery improvement
- Make it their responsibility to fight corruption by not compromising our staff
- Provide all required information and documentation in order to be served efficiently
- Adhere to set rules and regulations in the Transport Sector on vehicle licensing and road use
- Deliver goods and services that conform to specifications and meet the delivery dates
- Be conversant with the Public Procurement regulations and general procurement guidelines for suppliers
- Comply with standards, rules and regulations
- Supply quality and timely delivery of goods and services

Monitoring our Charter Implementation

Our customers and clients are invited to hold us to account in the implementation of this charter. They are invited to fill out our exist surveys objectively to provide information for improvement. They are also to observe our staff in the field and provide feedback on their conduct and service delivery competencies. The Service Delivery Unit (SDU) members will continue to monitor our performance against standards set in this charter.



Consideration for customers with Special Needs

MVAA will continue to receive training and retraining our how to serve customers who are physically challenged and the elderly. We have gone a step further to provide wheel chairs and translators for customers who may need them.

Charter Review/ Stakeholder Participation

This charter will be reviewed every two years and all stakeholders are invited to make inputs to the charter during reviews. We will hold quarterly customer forums and Focus Group Discussions with customer and client groups to make inputs towards the continuous improvement of our services. Customers are strongly encouraged to fill out our exit survey forms at all our service windows. The information is need for continuous improvement.

Where to find us

Our service windows are open to customers from 8.00AM Monday to Friday; some of our service windows are also open on weekends. Our address:

Motor Vehicle Administration Agency (MVAA)

Plot 8, Lateef Jakande Road, Agidingbi, Ikeja, Lagos

E-mail: mvaalagos @yahoo.com.

Telephone: 08021349256, 08033011258, 08024719624, 08023276869, 08023071038,

Our Officials/Staff

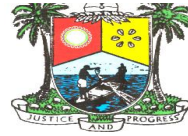
We have a team of knowledgeable dedicated professionals' who are always responsive to issues bordering on our mandate. They are identified by identity cards which are conspicuously displayed as well as customized uniform which are worn on Wednesdays and Thursdays...

Licensing Agents (Clients Representative)-

In collaboration with MVAA, our Client Representatives are spread across the State.

They
render services to members of the public for a fee.

Suggestion on how to serve you better can be channelled through the above e-mail address/e-mail address and telephone lines listed above



8. PUBLIC SERVICE OFFICE: DRAFT SERVICE CHARTER

INTRODUCTION

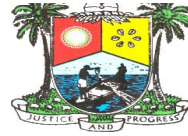
The Office of Head of Service is the highest position in the hierarchy of Public Service. The Office personifies the defense of ethics, ethos, tradition and conventions of the Public Service. It is also the custodian of Public Service Rules and Regulations and promotes the pride of the public service as symbol of stability. Career Officers, serving the Government of the day without fear or favour, provide the continuity that is essential for stability and public confidence.

This Service Charter sets out the basic standards of Public Service, by which Officers of the Public Service Office are guided, both in their relations with each other and in their dealings with the public which they serve. We are committed to this Service Charter. In this regards, we will ensure that internal and external customers receive professional and quality service at all times as a right. As a responsive establishment, this service charter will guide our management and staff in providing quality services to our clients and the general public. It therefore enumerates:

- Our vision and mission statements
- Information on a range of services on offer from the our office
- Standards associated with such services based on clients' expectation.
- How we will redress clients concerns or issues.

OUR CORE MANDATES AND RESPONSIBILITIES

- Providing leadership and fostering professionalism and Transparency among Civil Servants by maintaining high morale, esprit-de-corps and good image of the service;
- Providing advice to government and facilitating appointment, promotion, posting and deployment of Permanent Secretaries, Chief Executives of Parastatals, Heads of Departments of Local Government Councils, Officers in the Public Service;
- Facilitating career development of all Centrally Deployed Officers pooled in the OHOS/PSO and other Senior Management Staff (GL. 13 and above in the Civil Service), including training schemes for such officers in collaboration with METP and approvals for Public Servants travelling abroad;



- Processing and administering Service Welfare Matters including post service welfare, Processing the requests of leave of absence of Officers, Staff Housing Loan in the State Public Service;
- Maintaining up-to-date information of Government owned/rented properties and allocating them for official and residential use to career Public Servants and Political Office holders in existing and newly established agencies.

VISION STATEMENT

To be an efficient, proactive, value-driven organ of the State Government, that provides leadership and direction in building, a dynamic and well-motivated workforce in Nigeria.

MISSION STATEMENT

To ensure optimal utilization and management of available human and material resources through deployment of competent and well-motivated workforce for excellent service delivery

DETAILS OF CUSTOMERS

- Public Servants in the State and the Federation
- Political Office holders in the State
- Retired Public Servants/Pensioners in the State
- The Public
- Labour Unions
- NGOs
- MDAs
- Contractors

OUR COMMITMENT TO YOU

We are committed to respecting the rights of our customers, including:

- The right to access services
- The right to lodge a complaint
- The right to privacy and confidentiality
- The right to see information

Guided by this commitment, we make the following service pledges:

- Professionalism and promptness in service delivery.



- Courteous, fair and firm attitude in dealing with our internal and external customers.
- Regular information flow with our internal and external customers.
- Regular meetings/sessions with stakeholders to share their views and to ensure Gender & Social Inclusion (GS&I) carry our customers along in service design and delivery
- Recognizing that clients have different needs and personalizing our services and advise in ways that fit those needs.
- Treating clients files and issues with confidentiality
- Referring inquiries we cannot answer to an appropriate source.
- Presenting our responses to customers' inquiries in a timely manner with the length of time dependent on the query.
- Ensuring that our web site is user-friendly and well formatted.

OUR SERVICE STANDARDS

To provide excellent service to our customers ***we will be open for business from 8.00 AM – 5. 00PM Monday – Friday except on public holidays.***; our offices will have clear signage and current, relevant information on display; our offices will be clean and comfortable.

Services	Standards
Dealing with customer Correspondence and request	<ul style="list-style-type: none"> • All correspondence from internal and external customers shall be acknowledged in writing within five (5) working days. • All requests shall be addressed and responded to within reasonable time not exceeding two (2) weeks of receipt.
Providing timely and accurate information on welfare matters	<ul style="list-style-type: none"> • All requests on Staff welfare matters shall be treated in accordance with extant rules, regulations and applicable laws, and the outcome shall be conveyed within reasonable time not exceeding ten (10) working days.
Facilitating appointment, Recruitment, Posting and Deployment of public servants	<ul style="list-style-type: none"> •



Handling promotions and staff development matters	<ul style="list-style-type: none"> • Staff Development and promotion matters will be implemented with strict adherence to civil service regulations and guiding policy. •
Procurement and use of vehicles	<ul style="list-style-type: none"> • Buses shall be provided to convey Staff to work, for prompt resumption at their duty post at the specified time for resumption of duty. • Boarding of vehicles shall be conducted in accordance with specified rules and regulations by observing transparency, fairness and equity in the process. • Ensure that vehicles procured for Senior Management Staff in State Public service are distributed in line with the specified guidelines with emphasis on fairness, equity and transparency
Allocation of offices and residential quarters to public servants	<ul style="list-style-type: none"> •

OBLIGATIONS/EXPECTATIONS

- All members of Staff in the OHoS/PSO must be courteous and display professionalism, high morale and ethical standards in their day to day interaction with the internal and external publics.
- Customers are expected to comply with all stated procedures for treating their requests and demand quality service as a matter of right.
- No attempt should be made to compromise our staff.
- Clients should endeavor to keep scheduled appointments
- Customers should fill all forms correctly and seek clarification from our staff when not sure



MONITORING AND PUBLISHING

- To ensure that we regularly capture the feelings and views of our customers, feedback mechanism such as e-mail addresses, telephone numbers and office address of principal officers shall be constantly updated and made available on the website that can be found by logging into Lagos State Government website; www.lagosstate.gov.ng
- An internal mechanism for monitoring staff performance shall be put in place.

Review of Charter

Deliberate effort will be made to collate stakeholder input for charter reviews every two years.

EXISTING LIMITATIONS

Some of our services and promised standards like appointments, recruitment, promotions, deployment, posting, post service welfare ex. may be dependent on the executive arm of government and other MDAs.

SPECIAL NEEDS PROVISION

To that all internal and external customers irrespective of their disabilities have *equal access* to our services POS/OHOS will make the following provisions:

Wheel chairs, guides, sign language experts etc. Our staff will be trained to be patient and respectful so as to assist people with special need to access service satisfactorily

GRIEVANCE PROCEDURE

- All complaints shall be acknowledged and feedback conveyed to the complainants not exceeding two (2) weeks from the date of complaints.
- Customers will be informed of steps being taken to resolve their complaints;
- Complaints can be made inform of letter, petition, e-mail and telephone calls

To make a comment or a complaint:

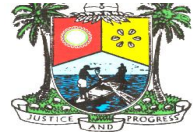
Mail To:	
Postal Address	
Fax Number	
Email:	
Website:	

Information about the Office

You can obtain information about the Office by visiting our website at [http:// /](http://)

HOW TO CONTACT US

Director	
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Postal Address:	
Telephone Number	
Fax Number	
Email	
Website:	



9. OFFICE OF THE STATE AUDITOR-GENERAL

SERVICE CHARTER

INTRODUCTION

The Office of State Auditor- General is an independent entity whose existence, powers and responsibilities are provided for under the 1999 Constitution of the Federal Republic of Nigeria. This Charter reflects on the roles and responsibilities of the Office of the State Auditor-General [OSAG] and sets standards of services that can be expected when dealing with us. It reflects our commitment for Superior Quality Audit Service Delivery. It explains how and where to get more information on our services and It explains the feedback procedure and how to make a complaint, if you are not satisfied with our services.

PURPOSE

- The Charter provides adequate information on the best use of public funds and the value derived thereon.
- It increases the understanding of our clients on the need to ensure accountability, efficiency, effectiveness and economy in the use of public resources.
- It ensures compliance with extant laws, standards and best practices.
- It provides information on our roles as strategic partners to our Clients.

VISION

To be a role model in Public Sector Auditing providing objective and reliable information for good governance.

MISSION

Sustaining public confidence by providing quality audit services delivered by skilled, ethical and highly motivated staff

CORE VALUES

Core values were adopted from the values enunciated as standard of best practices by umbrella professional body [INTOSAI] and are articulated as stated below:

- Integrity
- Independence
- Objectivity
- Impartiality
- Political neutrality
- Confidentiality
- Competence
- Professional development
- Transparency
- Accountability
- Leadership

CLIENTS AND STAKEHOLDERS



- The Lagos State House of Assembly
- The State Executive
- The State Judiciary
- Ministries, Departments and Agencies (MDAs) and their Clients
- Statutory Corporations and their Clients
- Professional Firms/ Consultants
- Professional Institutions and Regulatory Agencies
- Banks and other Financial Institutions
- Auditor-General of the Federation and other State Auditors- General
- International Donor Agencies
- Local and International Investors
- Media
- Members of Staff of OSAG
- The General Public

Service	Standards
<p>1. Financial Audit</p>	<ol style="list-style-type: none"> 1. Each audit cycle begins with the conduct of the half-year audit [interim audit] between July-November each year 2. Issuance of state wide Audit Circular on the commencement of the year end audit by the State Auditor-General by November 3. Notification of MDA's on the kick-off date of the year-end audit on or before the last month of the year and inform the audit client in an introduction letter on the following: <ul style="list-style-type: none"> • the name of the Supervisor [Director] who will have responsibility for the audit and liaison with the audit client. • the name of the Audit Team Lead who will manage the audit and deal directly with the client in the course of audit • requirements in the area of supporting documentations and other audit evidences 4. Collection of Financial Statements from the State Treasury Office on or before the end of the first quarter of the year as stipulated by law. 5. Hold entry meeting with Accounting Officer before the commencement of the audit exercise and take all necessary steps to understand the business of our clients and the business processes from which the accounts were derived. 6. Communicate issues which arise out of the audit promptly



	<ol style="list-style-type: none"> 7. Audit teams hold close-out meetings with managements of MDA's to resolve issues observed during the audit exercise. 8. Issue audit report within 10 working days of close-out meeting to the Client. 9. Responses received 7 working days prior to the exit meeting are acted upon before the exit meeting. 10. Invite and conduct exit meetings for Audited MDA's within 60 days of the receipt of the Annual Financial Statements. 11. Conclusion of audit process and Issuance of an audit opinion within 90 days of the receipt of the Annual financial statements from the Accountant General of the State and submission of Auditor-General's report to the House of Assembly.
<p>2. Issuance of Annual statutory audit reports; and Issuance of periodic reports on Parastatals</p>	<p>For our overall programme we will set an initial target of issuing not less than 90% of audit opinions within the target timescale.</p> <p>However, for each examination the Office will</p> <ul style="list-style-type: none"> • take all necessary steps to understand the business being evaluated • conduct the examination in a way which complies with generally accepted auditing standards and relevant legislation • share the evaluation approach and strategy with audited clients • discuss issues with clients prior to finalising the audit report • provide draft reports for comment and verification of factual accuracy by clients
<p>3. Recommendation of External Auditors and issuance of guidelines on the levels of fees paid.</p>	<ul style="list-style-type: none"> • Call for registration at the last quarter of every year • Obtain rates of professional fees from professional institutions at the beginning of every year. • Forward guidelines for fees to Parastatals within one week of receiving details from professional institution. • Forward list of recommended External Auditors to the parastatals for selection within 3 days of review of the auditors resume'
<p>4. Certification of Pension</p>	<ul style="list-style-type: none"> • Receive individual retiree files plus



<p>and Gratuity for payment</p>	<p>computation sheet from CSPO, TEPO, LASPEC e.t.c. for certification of computation sheet and return within 2 weeks per 50 files</p> <ul style="list-style-type: none"> • Receive individual retiree files plus payment voucher along with the schedule for payments from CSPO, TEPO e.t.c • vouching of payment made with payment Certificate and certify the schedule for payment within 72hrs per 25 files • Certify the actual actuarial value (bond) and test the bond value against the certificate issue. • Validation of value contributions • Determine and Ensure compliance with retirement procedure in accordance with pension reform Act. 2004/2007(new scheme) pension Act 1979 (old scheme) • Circular issued every 3-5years for review of statewide Pensions scheme harmonization • Joint “AM ALIVE” verification of pensioners under the old pensions scheme • The Office will not attend to individual Pensioners. (All files are received from and returned to the pension Offices).
<p>5. Conduct special investigations</p>	<ul style="list-style-type: none"> • Receive a whistle blow [an alert] • Obtain terms of reference from authority requesting for investigation and draw up appropriate work plan thereon • Field visit • Ascertain facts and circumstances surrounding allegations sent for investigations • Conduct interviews with the key Officers in the organization under investigation • Collate and Analyse Data • Discuss findings with Management • Prepare and submit report to the authority that initiated the investigation within 2 weeks of completion of the investigation • Make follow up as and when required or determined

HOW YOU CAN HELP US:

Our ability to provide a high level of service depends on clients helping us. As an audit client you can help the Office meet its standards by

- Being conversant with our Audit Service Charter and our Audit Law



- Providing audit documentation that is clear, concise and accurate
- Dealing with audit enquiries and draft reports in a considered and timely manner
- Supplying sufficient and accurate information to enable auditors to understand the accounts, accounting systems and operations of each client
- Having a well-developed and effective internal control system in place
- Having an internal audit function which carries out a programme of review based on the risk to public funds, and the materiality of transactions and balances
- Ensuring that our staff are made to work in a conducive environment during the course of audits
- Providing views and comments on the service we provide.

HOW TO GIVE US FEEDBACK/COMPLAINTS

If you have concerns or are dissatisfied about our services, please discuss this with the Audit Team Lead that audited your office in the first instance, and we will try to resolve your concerns immediately [One Week].

If you are still not satisfied, please contact the Director [Supervisor] assigned to your MDA who will address your complaint expeditiously [72 Hours].

Finally, if you are not satisfied, please direct complaints to the State Auditor- General.

Mr. D. O. A. Sunmoni
State Auditor - General
Tel: 08033215538
E-mail: dsunmoni@lagosstate.gov.ng

For confidentiality, you can talk or book an appointment with the Service Delivery Unit of this Office through the Officers stated below:

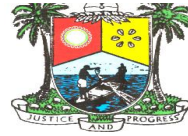
i. Mr. Femi. Ogunlana
Service Delivery Director
Tel: 08037278530
Email: fogunlana@lagosstate.gov.ng

ii. Mrs. A. Y. Hamza
Service Improvement Officer
Tel: 08037200006
Email: ahamza@lagosstate.gov.ng

With regard to our overall services, clients are encouraged to send us comments by letter or e-mail on any matter of concern to you. Such comments should be addressed to the State Auditor- General

MONITORING SERVICES AGAINST THE STANDARDS SET IN THIS CHARTER.

We will continue to monitor our performance and initiate modalities for improvement to meet the expectations of our esteemed customers. The Service Delivery Unit (SDU) staff are presently charged with the responsibility of monitoring our performance and suggesting improvement strategies.



CHARETER REVIEW

We will formally review the standards set out in this Charter once a year and adjust them where appropriate in light of comments and in response from stakeholders and reports of monitoring.

OUR SPECIAL NEEDS PROVISIONS

Our staff are trained to be supportive to our customers especially the elderly and physically challenged. We are working at providing facilities to make service delivery more accessible to these special customers.

For comfort and ease of movement, we elevators and comfortable waiting room on the ground floor where our client can be attended to by an assigned Officer

STAKEHOLDER PARTICIPATION

- This Charter has been developed through a consultative process with our clients.
- The Office is committed to continually improving its outputs.
- Your comments on how we might improve this Charter are important to us.
- We will use your comments to ensure that the audits we carry out are of the highest standard and that our Charter accurately reflects this.

HOW YOU CAN CONTACT US

Office Location:

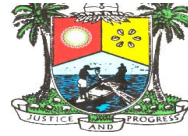
Block 1, 6th floor
The Secetariat,
Alausa, Ikeja.

Phone: +23418916744 (Direct line)

E-mail: lasgaudit@lagosstate.gov.ng

Postal Address: P.O.Box 3180, Ikeja

Web address: www.lagosstate.gov.ng



10. MINISTRY OF ESTABLISHMENT TRAINING AND PENSIONS - CIVIL SERVICE PENSIONS OFFICE

SERVICE CHARTER

INTRODUCTION

Every Civil Servant in the State would retire at a time in his/her service career and there is need to cater for them in terms of retirement benefits, welfare and a secured post-service life. This is the essence of Civil Service Pensions Office. The Office was formerly under the Ministry of Economic Planning and Budget before it was brought back to the Ministry of Establishment, Training and Pensions.

PURPOSE

This Charter provides necessary information on various services that can be rendered to Pensioners in relation to their retirement benefits and welfare.

VISION

To have an efficient and effective Pensions Administration driven by Information technology where all retired and retiring are impacted with a sense of belonging in the Public Service with the assurance that their benefits are paid as at when due.

MISSION

To be a Civil Service Pensions Office that is effective and efficient in the Management of Pensions Administration in the State manned by caring, honest, sincere and dedicated professionals who satisfy the need of every retired and retiring officer.

CUSTOMERS AND STAKEHOLDERS

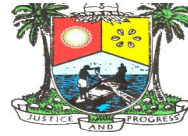
- Lagos State Pensioners.
- Active Civil Servants.
- State Auditor Generals Office.
- State Treasury Office.
- Ministry of Justice.
- Lagos State Pension Commission.
- Teachers Establishment and Pensions Office.
- Local Government Pensions Board.
- Next of kins of deceased officers – Active/Retired.

SERVICE AND STANDARDS

There are four (4) standards that are constant with all our services – that;

- i. Pensioners are attended to within 20 mins of his/her arrival at any of our offices.
- ii. Pensioners are given care and comfort.
- iii. Pensioners are given listening ear concerning their request to allay their fears.
- iv. Pensioners are provided with necessary advise on service related matters.

PENSION ADMINISTRATION DIRECTORATE



- Computation of retirement benefits are completed within four (4) days of submission of all required documents.
- Final letter of retirement benefits will be ready within two (2) days after the State Auditor General's approval.
- During Pensioners Verification Exercise, publicity will be made on radio and national dailies to sensitize Pensioners for full participation.
- Twenty (20) Verification Centres are provided to ensure easy access, proximity and comfort.
- Home Verification are made available for the aged and those that are incapacitated on formal request.

PENSION ACCOUNTS DIRECTORATE

- Gratuity will be paid within thirty (30) days of receipt of file from Pension Administration Directorate.
- Initial Pension will be paid within another thirty (30) days of Gratuity payment.
- Monthly Pension will be paid on or before the seventh (7) day of every month.

PENSION REIMBURSEMENT

- Pensioners request concerning Federal share are treated and forwarded to the Office of the Head of Service of the Federation within ten (10) working days.
- Monthly visit to the Office of the Head of Service of the Federation for reimbursement, reconciliation and payment of outstanding pensioners' benefits.

FINANCE AND ADMINISTRATION DIRECTORATE

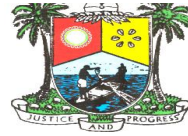
- Pensioners that are Seventy (70) years and above are given a welfare pack at least once a year.
- Pensioners that are aged or incapacitated are visited at home within three (3) days of notification.
- Old/Aged Pensioners' welfare are monitored through telephone calls on monthly basis

PROPOSED SERVICE

- There is a 49 – day Gratuity Release Plan consisting of 8 steps in which a Pensioner collects his/her gratuity within 49 days of his/her file getting to Pensions Office.

SPECIAL NEEDS PROVISION

- Pensioners are seen every Thursday in a dedicated comfortable office to attend to their pensions related queries/enquiries relating to payments and/or variation
- Stand-by ambulance and health facility tests are provided through the entire bi-annual biometrics verification exercise



- Home visits and verification are carried out bi-annually to our old age pensioners

STAKEHOLDERS PARTICIPATIONS

- All pensions stakeholders meet with the Hon. Commissioner (Estab, Training & Pensions) quarterly to deliberate, resolve and formulate policies on pensions administration
- We host our pensioners bi-annually for the biometrics verification exercise (I am Alive), and also ascertain their health and investment needs

CLIENT'S OBLIGATION

We advise our clients to please familiarise themselves with the following;

- Retiring officers must forward required documents through their MDAs to Pensions office to process their benefits
- Pensioners must present themselves for the bi-annual Biometrics Verification Exercise,
- Pensioners in diaspora must forward duly notarised documents stating they are alive to the Pensions office

EXISTING LIMITATIONS

- Payment of pensions on completion of required process is not within the Pensions office control. The offices involved with the payment plan are to ensure prompt payment of retirement benefits to make the proposed plan effective.

REVIEW OF THIS CHARTER

- It shall be reviewed on yearly basis to see how we are meeting the Pensioners' need.

WHERE TO FIND US

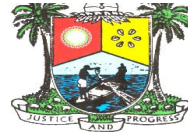
Ministry of Establishment, Training and Pensions
Block 17, Ground Floor and 2nd Floor,
Block 1, Ground Floor
The Secretariat
Alausa, Ikeja

OUR DEDICATED LINES

Permanent Secretary-018444499 or 08023092441
Director Pen. Admin.-018444488 or 08023219499
Director of Accounts-018444445 or 08033050274
Our Desk Officers -08185645736
On-line contact- civilservice@lagosstate.gov.ng

OUR OFFICIALS/STAFF

We are a team of professionals which includes; Administrators, Accountants, Auditors, Statisticians, Program Analysts that are well versed in Pension matters.



CUSTOMER COMPLAINTS

If you are not satisfied with any of our services or the way you have been treated by our staff, please contact the Permanent Secretary or any of the Directors on the dedicated lines/personal lines listed above.

OPPORTUNITY TO MAKE SUGGESTIONS

We meet regularly as a body to review our services, if you have comments and suggestions on how we can serve you better, please call any of the dedicated lines/personal lines listed above or meet our desk officers or Service Delivery Unit Officer below;

Mr. S. A. Asegere - SDU
Director of Accounts

Mr. G. O. C. Bada - SDU
Director Pension Administration

Civil Service Pensions Office - Ministry of Establishments, Training & Pensions



11. Service Charter of Lands Bureau

Introduction

The Land Use and Allocation committee came into existence on 29th March 1978 by virtue of Decree No. 6 otherwise known as the **LAND USE DECREE** now known as the **LAND USE ACT** as published in the **Federal gazette No. 14 vol 65**. This law has been the driving force behind all land transactions and administration for both states and citizenry; it forms the crucible of all land legislation as a whole. This service charter is government attempt to ensure that land administration and management in Lagos state today agrees with the yearnings and aspirations of the people.

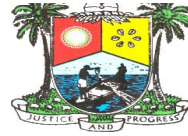
The administration mandated itself, through stated policy statements; to make land administration a strategic resource block for the realization of the beneficial social and economic prosperity promises it the people of Lagos State. As an expression of that determination, the government established a “Think Tank” on land administration reforms with clear mandate to look at land administration in its entirety and make recommendation for its overhaul. The committee consisted of the best in land administration and other estate management related matters. Therefore no one was surprised, at the far reaching policy changes that was recommended for implementation. The most important features of their recommendations included:

- The complete review of the way service delivery were conducted in the Agency that is in charge of land administration;
- The entrenchment of the policies on land reforms to ensure consistency in application and standardization;
- The overhaul of material including plant and equipment used for land service delivery;
- The deployment of a very professional personnel to achieve optimum performance;
- The minimization of abuses especially those relating to corrupt practices, indolence and red-tape.

A major aspect of the state land reform which has pushed the success of land administration is the attitude of the administration of the Land Use Act. The administration expanded its frontiers beyond the aspirations of its crafters and it has contributed immensely to the socio-economic development of the state. Today, nobody is in doubt of the giant leap that land administration has taken since the commencement of the implementation of the recommendation of the “Think Tank”.

In tune with the recommendations, the administration embarked on a fundamental reform of the operations of the Lands Bureau. The starting point and subsequent reforms is the articulation of a customer service charter to make customers of the lands bureau partners in the reform of this vital sector.

PURPOSE



This Service Charter is a guide which provides useful and comprehensive information on services provided by the Ministry of Lands. It aims at providing a high level of services to members of the public as well as safeguarding the rights of the citizens in obtaining relevant services from the Ministry. It also aims at providing a better working relationship between the public officers and the members of the public. This charter covers services provided by the Ministry of Lands it highlights our vision and mission statements, our core values and principles as a people oriented organization; under this charter we:

- set the standards and targets for our services;
- list information on our various services to the public;
- inform the public where and how information on our services can be obtained; and
- provide information on addressees/telephone numbers of sections to be contacted.

VISION

Fast-tracking Land Administration to harness the state government's revenue potentials and provide easy access To land for economic and social benefits

MISSION

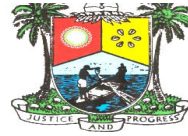
The mission is to ensure an optimal utilization of Land resources for sustainable development of the state.

Our Core Values

- Commitment to quality and timely service delivery
- Integrity, honesty, accountability and transparency
- Pro-activeness and innovativeness
- Professionalism
- Promotion and protection of public interest
- Impartiality and fairness
- Team spirit and team work

Our Core Functions

- Land Policy formulation and implementation
- Administration and Management of Government Land
- Registration of titles deeds
- Land valuation
- Resolution of land and boundary disputes
- Supervision and facilitation of Land Control agencies
- Ascertainment and protection of land rights
- Land surveying and production of maps
- Maintenance and inspection of state boundaries
- Preparation of local physical development plans



Customer/Client Expectations

Our customers expect efficient and effective provision of services as follows:

- Prompt and courteous service
- Professional and accessible service for all
- Provision of clear and concise information
- Confidentiality of customer's information
- Prompt response to inquiries
- Quality services
- Transparency and integrity
- Fairness in service delivery
- Zero tolerance to corruption
- Sensitize customers on Ministry's services

Ministry's Expectations

The Ministry expects its Customers/Clients to:-

- Be courteous and respectful
- Provide constructive engagement
- Be honest and truthful
- Avoid unethical practices
- Observe and respect procedures, rules and regulations
- Provide and update contact address
- Provide feedback on the quality of our services
- Verify the status of land before any transaction

CUSTOMERS

1. Individuals and private developers.
2. Public Servants in Ministries, Departments and Agencies.
3. Agricultural Co-operatives, Farm settlements, corporate bodies, Organizations, Contractors.

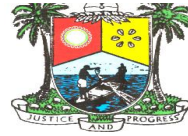
Standards of Service

If you telephone us we, will:

- Answer your call within the fifth ring.
- Greet you pleasantly.
- Identify the Department and give our name.
- Connect you to the right person the first time.

If you write to us we, will:

- Respond to correspondence within ten days of receipt and if we cannot answer within the time, a letter of acknowledgement will be sent to let you know when you can expect a reply.



If you come to any of our service windows, we will:

- Receive you in a comfortable and clean environment
- Be cautious and respectful
- Attend to within five minutes of your arrival
- Introduce ourselves by stating our names and designation
- Offer accurate and helpful information

When you submit any application, we will:

- Review your application to make sure all the necessary information is included.
- Contact you if additional information is needed immediately.
- Make sure that your information compares with our land register
- Give you the registered documents with the Registrar's signature on it within 10 days of submission.

Customer Rights

You have a right to:

- Be served right
- Accurate and helpful information
- Be listen to when you complain
- confidentiality
- Appeal a decision made by lands staff.

Customer Obligations

You can help us serve you better if you:

- Treat our staff courteously and fairly.
- Submit the correct information when we ask for it.
- Thoroughly complete all applications form.
- Pay the required fees when you submit your document.
- Make all fee payments by cash, check or money order between 8:30a.m-4:00p.m Monday to Friday. (Payments will not be accepted after 4:00p.m.)
- Give us feedback on our service.

Monitoring Our Performance / Stakeholder Participation

We welcome your opinions on the services we provide by asking you to complete our evaluation form, which is available at the receptionist desk.

We will assess our performance against the standards set out in this charter by:

- Having regular meetings within the department to evaluate our delivery of service and procedures and to come up with solutions for improvement.



The results of our assessments will be published in our annual report and used to improve our service charter during reviews

Different Directorates in the Land Bureau

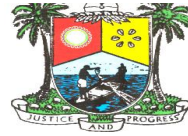
1.

SERVICE	STANDARD
LAND REGULARISATION	<p>Submission of application to DLR (by applicant/consultant) – 1day</p> <p>Charting of site area for regularization – 4 days</p> <p>Site inspection (by DLA Inspection Team) – 2 days</p> <p>Forwarding of inspection report to Asst. Chief Technical Officer (by inspection team) -3 days</p> <p>Inspection report verified by ACTO and sent to Director of Planning and Enforcement or Director of Land Regularisation – 2 days</p> <p>If file is queried ACTO/PLO will investigate and report outcome to DLR.</p> <p>DLR approves recommendation and demand notice is raised by PLO for applicant to make payment – 3 days</p> <p>Upon evidence of payment, list of approved applications are published in newspapers, there is a non-processing period of 12 days in order to entertain any objection from the public.</p> <p>If there is an objection to application during publication such is referred to ACTO & PLO investigation.</p> <p>Non objected application during publication is issued with letter of allocation by ES LUAC upon recommendation by DLR – 3 days.</p> <p>Upon ES's signature, the applicant file containing C of O is forwarded via</p>



	<p>PS LANDS to the Honorable Commissioner to endorse the C of O – 5 days.</p> <p>Endorsed C of O is processed for stamp duty & registration by the PS LAND's office – 7 days</p> <p>Registered C of O is collected by applicant at the office of PS LANDS,</p> <p>Total number of days – 30 days</p>
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SERVICE	STANDARD
LAND SERVICES	<p>Application and the accompanying documents are received at the reception desk. Note incomplete applications would not be accepted – 1 day</p> <p>Application is uniquely referred for identification purpose.</p> <p>Investigation of the status of the land through charting – 4-7 days</p> <p>Assessment of property to determine applicable fees.</p> <p>Issuance of demand notices. 1-2 days</p> <p>Applicants forward treasury receipts of documents by the Honorable commissioner 4 -7 days</p> <p>Stamping 2-3 days</p> <p>Registration of documents 2-3 days</p> <p>Collection of all registered documents, payments of fees enables office achieve 30 days target.</p>
SERVICE	STANDARD
REGISTRAR OF TITLES	<p>Payment confirmation by accounts department.</p> <p>Collect form A-13 from Registrar of titles</p>



	<p>– 1 day</p> <p>Submit completed form to Registrar of Title</p> <p>Issuance of registration number and application number - 1 day</p> <p>Notices are prepared for interested parties signatures</p> <p>Reply to notice is received and draft entries prepared</p> <p>Approval notice is communicated to applicant</p> <p>Notice is forwarded to registrar of title for approval of issuance of notice to applicant</p> <p>Approval of draft entries</p> <p>Typing and binding of title</p> <p>Final indexing of titles</p> <p>File is sent to Registrar of title for signature.</p> <p>Title is delivered to applicant</p> <p>Registration of title deeds</p> <p>Conduct of search to confirm whether or not land is under encumbrance</p> <p>Charting information, Perimeter Survey and other relevant information are handed over to the Surveyor-General for advice and charting.</p>
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LAND USE AND ALLOCATION COMMITTEE

- The directorate treats and co-ordinates all matters that border on the following
- Land allocation at various existing schemes in the state to the public
- Processing and issuance of Certificates of occupancy
- Management of all existing schemes in the state
- Settlement of all land disputes
- Administering ground rent and of demand notices
- Management of govt leases
- Process excision matters in conjunction with the technical committee on Excision



- Process regularization of Federal govt properties in conjunction with the office of the Senior Special Assistant to the Governor on Land matters.

WHAT ARE THE DOCUMENTS REQUIRED FOR THE PROCESSING OF A STATE CERTIFICATE OF OCCUPANCY?

They are the following:

- Formal letter addressed to the Executive Secretary Land Use and Allocation Committee, Block 13, Room 4, Lands Bureau, Alausa Secretariat Ikeja, Lagos
- Standard allocation form with purchase receipt
- Four passport photographs with white background
- Evidence of payment of Income Tax
- Current development Levy (in the case of companies two directors income tax and payment of their development levy)
- Survey plan
- All payment receipts of land charges
- Vital information Form.

SERVICE	STANDARD
LUAC	<ul style="list-style-type: none"> • Applicant purchases and submits application pack to LUAC and collects acknowledgment slip – 1 day • Applicant collects letter of offer of allocation • Applicant pays for allocated land (within 90 days) • Surveyor General provides Scheme Officer with digitized survey (2days) • Applicant is issued a letter of confirmation with the plot and block number • Scheme officer processes application for C of O, signs off on the file and forwards the file to the ES LUAC. (5DAYS).S LUAC approves processing and signs letter of allocation. ES LUAC signs off on the file, sends file to the SSA to the governor on Lands. (2days) • SSA Lands vets file, sends the file/application with a covering memo to Permanent Secretary Lands (2 days) • If file has a query, message is



	<p>relayed back by notification</p> <ul style="list-style-type: none"> • PS Lands signs off on the memo and sends file to His Excellency (2 days) • His Excellency approves file and electronically signs the C of O (2 days) • Upon approval and signing of C of O by H.E. the file is sent to the Land Registry for processing (2 days) • Land Registry requests Commissioner for stamp duties to stamp C of O (1 day) • Land registry thereafter registers the C of O and request for the printing of the C of O(5 days) • <p>Total number of days = 24 working days.</p>
--	--

DOCUMENTS REQUIRED FOR NON STATE LAND CERTIFICATE OF OCCUPANCY

- Formal letter addressed to the ES LUAC
- Completed Certificate of Occupancy Form with receipt
- Land Information Certificate with receipt
- Four original survey plan(2 cloth and 2 paper)
- 4 passport photographs with white background
- Sketch map of the site location.

SERVICE	STANDARD
ISSUANCE OF NON STATE LAND CERTIFICATE OF OCCUPANCY (PRIVATE C OF O)	<ul style="list-style-type: none"> • Submission of Application and Vital Information Form for Certificate of Occupancy by the applicant • Compilation of applicants names for publication, Title Search for previous registration and site inspection (21 days) • Certificate of Occupancy Engrossment by LUAC • Recommendation for the execution of C of O BY E.S. LUAC, SSA LANDS and PS LANDS • Execution of the C of O by His



	<p>Excellency</p> <ul style="list-style-type: none"> • Stamp duty • Registration of C of O • Collection of executed and registered C of O by the applicant
--	---

Electronic C of O

The unveiling of the transition from paper to electronic C of O is by 5 stages and it is expected to come on stream by next year. It is a paperless process and it will bring to an end the issuance of C of O which has been since 1978 and it is designed to end all unwholesome practices.

EXCISION AND RESETTLEMENT OF TOWNS AND VILLAGES

After careful deliberation, the LASG has now deemed it fit to preserve some existing villages and settlements in a bid to give title to some land holding families. In the past year government has given excision to some families and many more are under advanced stages of the excision processes.

Our Official Staff

It has been an emergence of professional of different callings coming together with the sole aim of contributing ideas relevant to encouraging quality housing and development through creation of orderly physical environment, thus eradicating poverty through rehabilitation of slum settlement.

The professionals are products of Engineering, Administration, Surveying, Town Planning, Estate Planners, Land officers to mention a few.

Remarkable success has been recorded during this period as these professionals share their wealth of experience and bring to bear relevant ideas leading to proffering solutions to most of the states and Nigeria’s economical and political problems.

Charter Review

We shall review our service charter every two years to give room for stakeholder input and to ensure that our services continue to meet the expectations of our customers

Customer Complaints

If you are dissatisfied with the level of services received and wish to complain, you may do so by writing to the SDU office. We will acknowledge your complaint within 3 working days.

If your complaint is about the way we handled your land affairs and requires detailed investigations and research we will notify you as to when you will receive a response.

The ministry has in place a help desk for officers who are responsible for treating complaints and referring customers to the appropriate personnel

If you are unsatisfied with our response you may contact the Permanent Secretary at the Ministry of Land.



Where to find us

For further enquiries please contact and note that all our public guides can be obtained free of charge from Block 13 & 14, office of the Permanent Secretary, Lands Bureau, Alausa Secretariat, Ikeja, Lagos.

Our office is open to the general public every weekday 8am -5pm daily

Key Officers

Executive Secretary (LUAC) - 08052624706

Director Land Services - 08057915360

Director Registrar of Titles - 08033373769

Director Land Regularisation - 08033830740

Telephone: 017647061

Website: www.landsbureau@lagosstate.gov.ng.

12. SERVICE CHARTER OF THE OFFICE OF ESTABLISHMENTS AND TRAINING

Introduction

The Lagos State Ministry of Establishments and Training is as old the creation of Lagos State. Prior to 1999, the Ministry was named Office of Establishments, Training and Pensions but was amended to its present status vide Circular Ref No.LS/S.251/S.15/V051 of August 8, 2003. In February 2001, the Office of Establishments and Training was carved out of the former Ministry of Establishments, Pensions & Training.

The Ministry of Establishment, Training and Pensions is a core human resource agency of Government with the responsibility for Human Capital Development, Management Consultancy, Career Management and maintenance of harmonious industrial climate and pensions matters

The Ministry is made up of two offices namely:

- Establishments and Training
- Civil Service Pensions Office;

As well as a Parastatal Organization which is the Public service Staff Development Centre

Vision:

To be the leading Government Agency reputable for providing an enabling and progressive environment for the development of a result-oriented Public Service

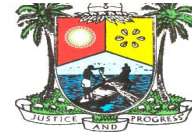
Mission:

Sustenance of ethical values and effective Career Management through capacity building towards achieving a virile Public Service

Purpose:

The purpose of this Service Charter is to clearly define our mandate as a Ministry to our customers and enhance awareness of the services we offer, our standards, avenues for redress where our services fall short of expectations and to express our commitment to the delivery of quality services in pursuit of our customers satisfaction.

Mandate



Our mandate is to: enforce labour laws, maintain industrial peace, industrial training and promote safety and health of employees. We also develop and coordinate implementation of policies and strategies for human resource development and career advancement of public servants in Lagos State

Core Values

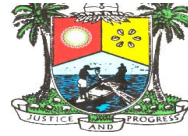
The following are the fundamental values and principles that guide the Ministry's culture in undertaking its functions:-

- **Integrity, transparency, and accountability:** all staff adhere to these values in the performance of duties and responsibilities.
- **Patriotism and professionalism:** all staff are patriotic and observe all requirements for ethical and professional conduct.
- **Commitment:** all staff are committed to delivering results.
- **Teamwork:** the staff embrace team spirit to achieve the ministry's goals and objectives.
- **Customer orientation:** we are committed to putting the customer first by upholding the values of customer driven service and expectations.
- **Creativity and Innovation:** the Ministry encourages and supports innovative practices and ideas aimed at improving service delivery.

Core Functions

The core functions of the Office of Establishments and Training as derived from the Constitution and relevant statutory provisions includes the followings:

- Initiate, formulate, execute, monitor and evaluate policies relating to establishment, Training and Industrial Relations.
- Establishment matters including staff complement, grading and conditions of appointment.
- Training and manpower development in conjunction with the Head of Service.
- Preparation of service wide annual personnel budget in conjunction with Ministry of Economic Planning and Budget.
- Ensuring compliance with the civil service rules and financial instructions.
- Review of salaries, wages and allowances in conjunction with the Head of Service.
- Advising Government on the remuneration of the chairmen and member of the boards of Parastatals.
- Review conditions of service in conjunction with the Head of Service
- Service-wide personnel records and statistics of the Civil Service.
- Computerization of service wide staff records.
- Meetings of National Council on Establishment in conjunction with the Head of Service.
- Meeting of Public Service Negotiation Council both State and National
- Establishment matters of the Civil Service in conjunction with the office of Head of Service.
- Relations with trade unions in conjunction with the Head of Service



- Coordinating industrial relations of the Civil Service and providing the secretariat for the Public Service Negotiation Councils.
- Supervision of Public Service Staff Development Centre.
- Attendance of National Industrial Safety Council meeting and State chapters.
- Review of Civil Service Rules
- Review of Civil Service Hand Book.

Our Customers/Stakeholders

Our customers/stakeholders include:-

- Employers
- Workers
- Trade Unions
- Employers' organizations
- Trainees
- Research and Training Institutions
- State Corporations
- Non Governmental Organisations (NGOs)
- Community Based Organisations (CBOs)
- Cooperative Societies
- Government Ministries and Departments
- Development partners
- Civil Society Organisations
- Financial Institutions
- Media
- Tertiary Institutions

Core Principles of Service Delivery

We shall:-

- Provide timely and quality services at all times;
- Accept constructive criticism and take remedial measures;
- Uphold the principles of natural justice at all times;
- Uphold transparency and accountability in the management of public resources;
- Respect diversity of our customers;
- Handle our customers with dignity, courtesy and respect.

Our Obligations

To each other as Employees:

- Commitment and team spirit
- Collective responsibility
- To be attentive and courteous
- To be honest and transparent
- To provide information promptly

To Our Customers

- Professionalism in delivery of our services;
- Provision of timely and quality service to our customers in a transparent, ethical and accountable manner;



- Prompt and efficient response to requests;
- Fair, equitable and non-discrimination to all parties;
- Continuous improvement of the quality of our services;
- Prominently display our user charges and exemptions;
- Sensitize our customers on services, procedures, rules and regulations of the Ministry.

Customer Rights

Services: You have a right to quality, prompt and satisfactory services from all staff of the Ministry

Information: You are entitled to complete, timely and accurate information on your rights and obligations under the various laws being implemented by this Ministry.

Impartiality: It is the duty of the Ministry to exercise fairness and neutrality in service discharge to customers. You have a right to demand the same in accordance with laws and laid down procedures.

Courtesy: You have a right to be treated with utmost courtesy in all your dealings with the Ministry's staff

Privacy and Confidentiality: Information provided to the Ministry relating to you will be treated in utmost confidence and used only for lawful purposes.

Identification: You have a right to demand to see the identification of the Ministry's official serving you at all times. You have also a right to seek confirmation of identity of the officers from the nearest Ministry office, if in doubt.

Customer Obligations

Information: You have an obligation to provide this Ministry with accurate and timely information to facilitate prompt action.

Procurement Regulations: All suppliers and contractors are expected to observe rules and regulations on procurement of works, goods and services.

Corruption: It is a criminal offence to compromise any of the Ministry's staff.

Erroneous Commitment: When an erroneous commitment has been made it is your responsibility to quickly report the same to the Ministry otherwise you will also be held responsible for the error.

Respect: You have an obligation to give the Ministry's staff maximum cooperation and accord them due respect and freedom to carry out their lawful duties. You should not intimidate, abuse, threaten or influence them in any manner whatsoever, whether financial or otherwise.

Change of Address:

You are required to update the Ministry promptly on any change of your contact address



Service Provision Delivery

Services:	Standards:
This Office offers a wide range of services that includes:	In servicing her esteemed stakeholders, this Office will endeavour to meet up with the following standards:
<ul style="list-style-type: none"> Response to correspondence on Industrial issues 	<ul style="list-style-type: none"> All correspondences will be acknowledged within two working days; Issues raised would be looked into and resolved within two weeks; Where interventions of a higher authority are required, it would be resolved within a month.
<ul style="list-style-type: none"> Conflict Resolutions on Industrial/Staff Issues 	<ul style="list-style-type: none"> Joint Negotiating Council must continue to embrace dialogue as basis of conflict resolution on Industrial and staff issues.
<ul style="list-style-type: none"> Attending Personnel Management Board(PMB) Meetings at MDAs 	<ul style="list-style-type: none"> Report will be submitted within one week after holding the meetings.
<ul style="list-style-type: none"> Rendering of Advisory services of Establishment matters to MDAs 	<ul style="list-style-type: none"> To respond to advisory request from MDAs within one week of receipt.
<ul style="list-style-type: none"> Attendance at National Council on Establishments meetings. 	<ul style="list-style-type: none"> To represent the State adequately and submit reports within one week of holding meetings.
<ul style="list-style-type: none"> Review of Salaries and Allowances. 	<ul style="list-style-type: none"> Salaries and Allowances to be in line with the Pay Policy of the State.
<ul style="list-style-type: none"> Preparation of Service wide Annual Personnel Budget. 	<ul style="list-style-type: none"> Annual rendition of accurate Personnel estimates.
<ul style="list-style-type: none"> Organizing In-Plant/Tailor Made Workshop & Seminars 	<ul style="list-style-type: none"> The Structured Training Programme of the State should be an agglomeration of the training needs assessment and special needs of staff. Participants will get letters of invitation two weeks ahead of training; An impact assessment survey will be carried out three months after training programme in respect of sampled workshops.
<ul style="list-style-type: none"> Processing of further studies for officers 	<ul style="list-style-type: none"> Centralized Personnel Management Board will be conducted in conjunction with relevant MDAs on quarterly basis.
<ul style="list-style-type: none"> Appraisal of proposal on local & Overseas Training from all MDAs 	<ul style="list-style-type: none"> All training proposals will be appraised & forwarded to Hon. Commissioner (MEPB) through Hon. Commissioner (MET & P) within one week for local training; To obtain HE's approval/decline on appraised local/foreign programmes for all MDAs within four (4) weeks.

Special Needs Provisions



The Office of Establishments and Training plans to consider stakeholders with special needs like elderly, blind, cripple, pregnant women etc by training staff to be patient and helpful and to respect cultural and religious differences. The Office of Establishments and Training intend to provide wheel chairs and hire staff with competences in dealing with customers who have visual and auditory challenges.

Performances Monitoring & Reporting

Performance indicators must be established against which regular meetings will be held to appraise how well or otherwise the Ministry is performing. In monitoring our performance against the standards set in this charter, great premium is placed on the contributions of our stakeholders by attending our Focus Group Discussion (FGD) sessions as appropriate steps will be taken to address all gaps concerns identified by them.

Stakeholder Participation

The Ministry considers stakeholder participation as crucial strategy to service delivery optimization. We shall continuously organize customer forums and surveys to articulate the needs of our customers and use the data generated to optimize our services and processes

Review of the Service Charter

The Charter will be reviewed and amended as and when necessary to ensure continuity in the improvement of our services.

Customer Feedback and Complaints Procedures

We welcome feedback and suggestions for improvement of our services. Customers are encouraged to make genuine complaints and suggestions to the Ministry through the service provider at the service window where the complaint or need for feedback is generated, in person, by post, telephone, fax or email. They can also post the complaints in the nearest suggestion box in the Ministry.

Complaints must be clearly specified with indications of circumstances and critical facts. Our customers are encouraged to identify themselves to enable the Ministry take necessary action.

All written complaints should be forwarded to the office of Hon. Commissioner (METP) on 08033040593 and the Permanent Secretary (Office of Establishments and Training) on 08023122483 if you are not satisfied with any of our services or the way you have been treated by our staff.

For further information, please visit our website.

For Complaints

Complaints Officer	
Address	Block 17b, the Secretariat, Alausa.
Telephone Number	
Website	w.w.w.lagosstate.gov.ng

How to Contact Us

Name	Designation	E-mail	Phone
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Mrs.F.M. Oguntuase	Hon.Comm.(MET&P)	foguntuase@lagos state.gov.ng	08033040593
Mrs. Shade Jaji	PS (E&T)	sjaji@lagosstate.go v.ng	08023122483
Mrs. O.T.Ishmail	Asst.Director (SDU)	iolusesan@lagosst ate.gov.ng	08033061361
Mrs. E.A. Olaleye	Prin.Plan.Officer(SDU)	aeolaleye@lagosst ate.gov.ng	08062325554

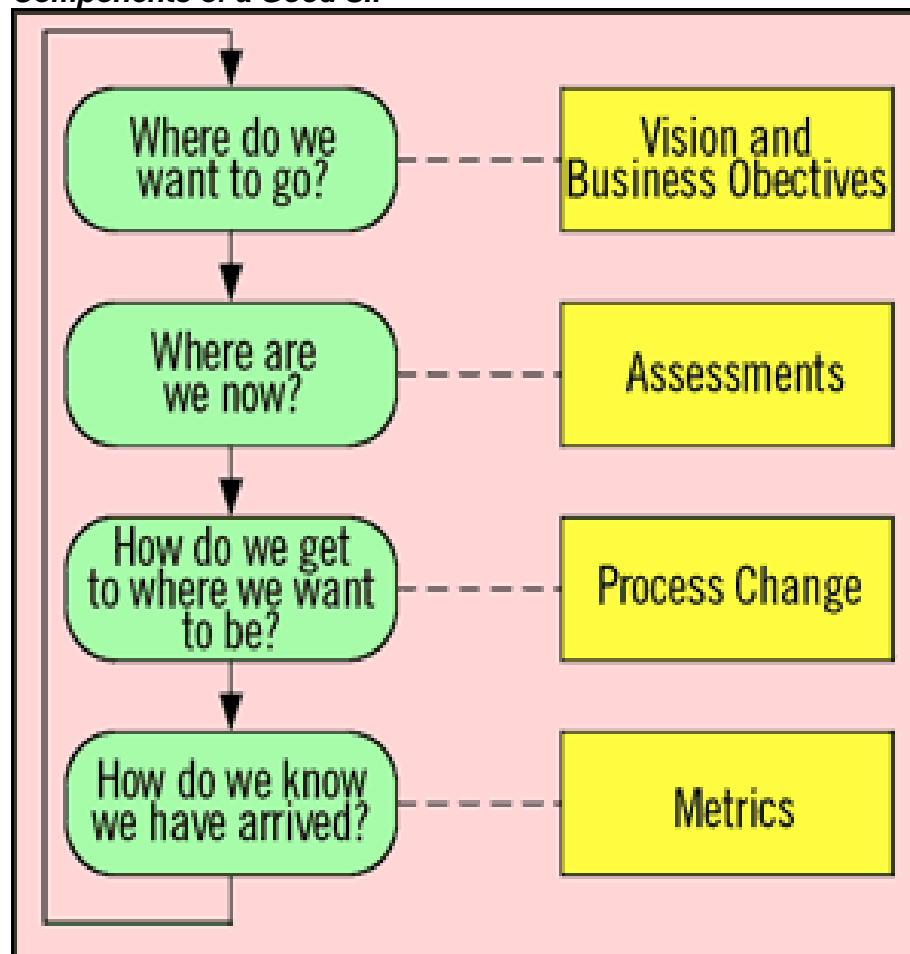


Appendix Eight: Service Improvement Plan template and guidance

Introduction to Service Improvement Planning (SIP)

Service Improvement Planning is the process of setting out clear goals, priorities and strategies for performance improvement and progress in line with the mandate, mission and vision of the organization/MDA.

Components of a Good SIP



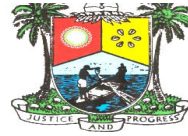
Stages of a Good SIP

Every service plan will have:

- Vision, targets & objectives: Where do we need to be?
- Assessment of current performance: Where are we now?
- Service improvement strategies for achieving objectives: How do we get there?
- Ways of measuring success: How do we know we are there?

Where Do We Need To Be?

- What is the vision and priorities of your MDA?



- What are the high level objectives and customer expectations of your MDA?
- What changes are necessary to achieve these objectives and customers' expectations?

Here information gathered from customer consultation is used

Where Are We Now?

- *Baseline assessment of how well the MDA is performing against criteria such as:*
 - *How does the service meet its set goals?*
 - *How does the service meet customers' expectations?*
- *The level of current performance is measured against the organization's standards, mission and vision*

How Do We Get There?

Detailed Service Improvement Plan stating objective, tasks or action to take, who does what, risks involved, resources required and time line.

How Do We Know We Are There?

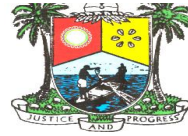
This involves setting out measures to give information such as:

- *The mechanisms for monitoring performance and progress*
- *What will be reported*
- *When information will be reported and how frequently*
- *Who will report to whom*
- *Who will take action if there is insufficient progress*

SIP Development Process

1. Assessment of the current state of service provision and delivery

- *SDU Staff assumes customer's position and need to ask the following questions. If the answer is 'NO', action is required.*
 - ✓ *Has a **Charter** been formulated and published?*
 - ✓ *Does it contain a **Mission** and a **Vision**?*
 - ✓ *Does the Charter contain **performance standards** for service provision and delivery?*
 - ✓ *Is there a workable system of **performance monitoring** for all services?*
 - ✓ *Are **performance standards** being met?*
 - ✓ *Are there **policies/procedures** in place covering:*
 - *Complaints?*
 - *Customer care?*
 - *Performance Management?*
 - *Budget and anti-corruption?*
 - ✓ *Are physical facilities conducive to good service provision and delivery?*
 - ✓ *Are all service frontlines provided with properly qualified and trained staff?*
 - ✓ *Do all service frontlines have adequate resources to achieve their mission?*



Does the above list cover all aspects of service provision/delivery for the service?

2. Assessment of what needs to be done to achieve Vision, Mission and standards

For every assessment where answer is 'NO!'

– Identify priority areas for action

3. Assessment of resources needed to implement the activities and actions needed

Analysis of the detailed activities and cost implications for each priority area

4. Prioritization

- Availability/adequacy of resources*
- Consultation to get customers' opinion on priorities*
- Consider the risk (probability of success or failure of the intervention)*
- Prioritize the most important and of greatest impact*

5. Assessment of timeframe needed to achieve improvements

- How long will particular improvements take?*
- Identify quick and long solutions*
- Set deadlines*
- Initiate progress reporting*
-

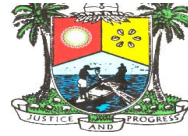
6. Production of a Draft Plan

- After stages 1-5 above, draft an SIP using the attached SIP Development template ensure it includes:*
 - ✓ Priority Area e.g. Grievance Redress Mechanism*
 - ✓ Detailed activities*
 - ✓ Responsibility for activities/improvements*
 - ✓ Resources required/allocated*
 - ✓ Progress report arrangements*
 - ✓ Success criteria*
- Circulate draft plan for people's observation and comments before production of final plan and implementation*

7. Plan Implementation

- Production of final plan by the MDA*
- Service Frontlines develop their own implementation plans*
- Secure approval and release of resources*

Implement plan with monitoring, advice and guidance from the SDU and management



SERVICE IMPROVEMENT PLAN

(Name of MDA)

FOR PERIOD:

SCOPE:

STRATEGIC DIRECTION OF MDA

VISION:

--

MISSION:

--

PRIORITY AREAS OF IMPROVEMENT

Priority No.1:

Background:

Time Frame:

Verifiable Result:

Means of Verification:



N O	ACTIONS <i>(Detailed activities needed to achieve service improvement)</i>	RESPONSIBILITY <i>(Who will lead on activity, who will support)</i>	TIME FRAME <i>(When will this activity be achieved)</i>	RESOURCES <i>(What are the budgetary requirements for this activity)</i>	VERIFIABLE RESULT <i>(What result will indicate that the action has been successfully completed)</i>	MEANS OF VERIFICATION <i>(What will provide evidence that the action has been successfully completed)</i>
1						
2						
3						
4						

PRIORITY AREAS OF IMPROVEMENT

Priority No.2¹³:

Background:

Time Frame:

Verifiable Result:

Means of Verification:

¹³ Complete a new template entry for each priority identified



No	ACTIONS <i>(Detailed activities needed to achieve service improvement)</i>	RESPONSIBILITY <i>(Who will lead on activity, who will support)</i>	TIME FRAME <i>(When will this activity be achieved)</i>	RESOURCES <i>(What are the budgetary requirements for this activity)</i>	VERIFIABLE RESULT <i>(What result will indicate that the action has been successfully completed)</i>	MEANS OF VERIFICATION <i>(What will provide evidence that the action has been successfully completed)</i>
1						
2						
3						
4						
5						



Appendix Nine: Summary of Base Line Survey Findings

Analysis of questionnaires administered at selected service windows of the 12 pilot MDAS showed a need across board for improvement in

1. Provision of access
2. information provision about services delivered
3. Customer care and consideration for customer needs

Individual indicated improvements needs as outlined below

1. Ministry of Health	<ol style="list-style-type: none"> a. facility for privacy b. Consideration for customer needs c. office signage (unless consideration is for security). This can be addressed through the provision of a front office to boost access to services d. information provision and give due consideration to customer needs
2. Public Service Office	Improvement required across several areas spanning access, information provision and consideration for customer needs
3. Ministry of Urban Planning and Rural Development	Improvement required in area of access, consideration for customer information needs and for courtesy
4. Ministry of Education	Improvement required for physical attractiveness and consideration for customer needs and access
5. Ministry of Economic Planning and Budget	Improvements required in the area of access, especially by way of information and for considerations to customer needs
6. Lagos House of Assembly	Improvement required for access and consideration for customer information needs
7. Ministry of Establishment, Training and Pension	Improvement required in the area of information provision and ease of access. Considerations might be given for the establishment of a joint service window (one-stop shop) for PSO, CSC and METP. PSSDC could also disseminate information about their services through this office
8. Civil Service Commission	No evidence that service is delivered through this office
9. Office of Auditor General	Improvement required by way of information provision
10. Lands Bureau	Improvement required for access and information provision and physical appearance of offices



Appendix Ten : Comments on Service Charters Produced (published compared with unpublished)

Although MDAs were selected as phase 1 pilots for charter development and implementation, 14 Charters were eventually developed for inclusion in the brochure, 'Phase 1 Service Charter of MDA's (sic) in Lagos State Public Service' published by OoT.

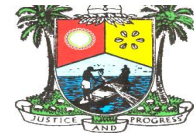
Although there were differences as outlined below between final drafts of Charters prepared by SPARC consultants for review and approval by respective MDA management and those included in the launch brochure, these were mostly minor omissions and will not negatively affect final publications of service charters by MDAs.

Highlights of differences are presented below alongside comments on charters prepared by SDU Officers and reviewed by consultants for respective MDAs.

<p>Civil Service Commission: Published Charter for CSC is the same document completed by the Consultant, the contact details were added in the brochure.</p>	<p>A typical example of a service charter for a policy department, service standards focus mostly on customer care and response time for enquiries.</p> <p>Quality of Charter drafted is indicative of earlier support received for Corporate planning</p>
<p>Ministry of Health: Vision, Mission and stake holders group were missed out in the brochure. Some words and phrases were also altered. Information was placed in different paragraphs though the message was same.</p>	<p>Charter focuses on services delivered through the Ministry. Standards set remain vague in terms of information needs of the customer.</p> <p>Additional support will be needed for developing a more comprehensive customer focussed charter that emphasises health services within the state and not functions of the Ministry</p>
<p>LAWMA: The Charter published in the brochure was different from the final draft written by SPARC consultant. The Copy in the brochure missed out Service delivery, Targets, Standards and Principles. It also omitted Core values, Mission, Client rights and responsibility and the introduction lacked basic information.</p>	
<p>MEPB: The published copy and the final draft by the consultant were identical. The table for the contact details was filled out in the brochure.</p>	<p>Service Charter typical of a policy department with standards set for customer care and response to</p>

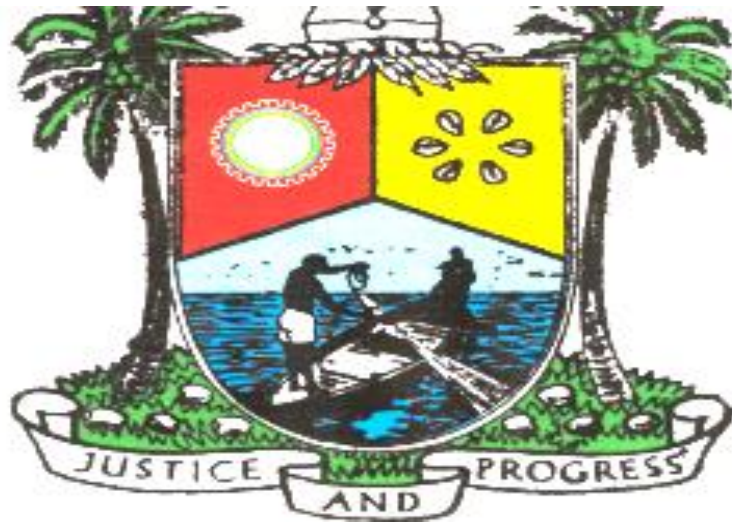


	enquiries
<p>Ministry of Education: The introduction is different in both documents. The brochure had information on Special Needs Provision for Children while the draft by the consultant didn't. The brochure missed out the Commitment to Customers, Customer Service Orientation, Sensitivity and Recognition Standards.</p>	<p>Service Charter developed reflects functions and services of agencies included in the MTSS but have not been backed by consultation and agreement of those agencies.</p> <p>Given the spread of education services across the State, the Ministry will benefit from some support with producing an accepted integrated charter</p>
<p>Ministry of Physical Planning & Urban Development: The brochure missed out Service Pledge, Customer/Stake holders, Customers rights and responsibilities and Customer Obligations was not detailed. Information was placed in separate paragraphs in both versions and the charter in the brochure had more services and standards listed, it also had Special needs provision and Stake holder participation and had a lot more details than the version done by the SPARC consultant. The Published version completed by OoT had information on Requirements for granting renovation permits, Requirement for Relocation of Economic Activities, Requirement for Submission of Application for Layout Plan Approval, Engineering Requirement for Layout Plan Approval, Drainage, Waste Water Treatment, Water Supply, Solid Waste Management, Communication, Electricity, and Survey Requirement for Layout Plan Approval, etc.</p>	<p>Split into two agencies, the Service Charter only focussed on Office of Physical Planning whose SDU staff were present at the training events.</p>
<p>MVAA: Both Reports had the Mission and Vision Mixed up, the copy in the brochure had mission stated as the Vision in the charter completed by SPARC consultant and vice versa and the information throughout the reports were worded separately in both reports. The consultant should find out which is truly the Vision and Mission and adjust before it goes to the Agency for printing</p>	<p>Service Charter needs to provide more comprehensive information about service windows and level of services delivered through each one</p>
<p>PSO: The Services were elaborated in the version printed in the Brochure and not so much in the final draft by the consultant. About 22 more services were added to the charter printed in the brochure and subsequently more Standards explained.</p>	
<p>OSAG: Same Charter printed, the final draft by the consultant had Stake holder Participation and the version in the brochure doesn't.</p>	<p>Service Charter is typical of a policy department</p>



<p>Pension Office: The Service charters drafted and published are identical.</p>	<p>Comprehensive service definition</p>
<p>Lands Bureau: The draft is different from the print; the formatting and even the vision and mission were different.</p>	<p>Service charter focusses more on internal processes than on customer service</p>
<p>Office of ESTAB: The reports are same but phrased and paragraphed differently.</p>	
<p>PSSDC and LAHA though not one of the Pilot MDAs also had their Charters printed in the Brochure for the Launch.</p>	

It is pertinent to note all Service Charters developed still require formal commitment to what they contain by heads of the organisation. This might be achieved by way of insertion of a Foreword signed by the respective Chief Executive Officer in the final published document



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