



Kano State Government

SERVICOM Policy

December, 2013

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Background

In his 2012 budget presentation to Kano State House of Assembly, His Excellency the Governor of Kano State committed to good Service delivery when he said:

"...I will seize this opportunity to assure the good people of Kano State that this government will be transparent and accountable and will not tolerate any act of indiscipline corruption or embezzlement of public funds."

Also in his Foreword to the Kano State Development Plan (KSDP), he said:

"...finally, the (State Development) plan has worked out the framework for necessary institutional reforms needed to instil discipline and efficiency including the monitoring of the programmes and projects to be implemented based on carefully worked out target outputs and outcomes."

In 2013 budget presentation, His Excellency the Governor of Kano State introduced the SERVICOM concept in Kano State in the following words:

"...SERVICOM has been set up in the State to ensure quality, efficient service delivery to the public. The public has a right to be served right; and to complain and to receive redress where there is a need to do so based on carefully worked out target outputs and outcomes."

At the heart of Public Service Reforms in Kano State is the need to deliver services to the citizens in a transparent and accountable manner.

To operationalize this Vision and underscore its desire for a truly citizen-centred public service, the Governor in November 2012 appointed a Coordinator for SERVICOM in the State, reporting to the Governor through the Office of Secretary to Kano State Government with a mandate to develop SERVICOM Policy and drive the Policy of efficient service delivery and monitoring across MDAs and Local Governments in Kano State.

SERVICOM is a Service Delivery monitoring and enforcement Parastatal set up by the Kano State Government with the following mandates:

1. To formulate, disseminate and implement the SERVICOM Policy for the state and Local Governments;
2. To formulate, implement and review SERVICOM Service Charters for MDAs in the State and Local Governments;
3. To establish and maintain a system of customer relations/grievances redress; and
4. To ensure service improvement in the MDAs of the state.

This SERVICOM Policy sets out government intentions and directives for the implementation of SERVICOM to ensure improved customer-focused service delivery by MDAs to all citizens of Kano State. It is designed primarily to assist management of MDAs, staff of Service Delivery Units (SDUs), staff of SERVICOM Office, members of Ministerial SERVICOM Committees and

MDA and Local Government frontline staff to gain deeper understanding and conversance with the dynamics of customer-centred service through setting and monitoring service standards and commitments contained in MDA Service Charters.

Effective date

This Policy takes effect from August 2013

Scope and Applicability

This Policy applies to all Kano State Government Ministries, Departments, Extra-Ministerial Departments, Agencies, and Local Governments as well as their staff, customers and stakeholders. Specifically, the policy is applicable to:

- a) Kano State Government Officials/service providers
- b) Kano State Local Government Officials/service providers
- c) Citizens/residents/general public of Kano State
- d) Customers of Kano State and Local Government MDAs
- e) Partners of Kano State and Local Government MDAs
- f) NGOs/CSOs
- g) Other Stakeholders of Kano State and Local Government
- h) The General public

Definitions

In this Policy,

- a) **State** means Kano State of Nigeria
- b) **Local Governments** means Local Government Areas/Councils in Kano State.
- c) **MDA** means Ministry, Department or Agency of Kano State Government where services are delivered
- d) **Customers/Client** means any adult or child who receives, or is entitled to receive, a service from the Kano State Government or any of its MDAs, either directly or indirectly.
- e) **Policy** means the basic principles by which MDAs are guided to successfully implement SERVICOM and Service Charters
- f) **SERVICOM** means Service Compact

- g) **Public Services** mean the range of services delivered by the State and Local Governments, their Ministries, Departments and Agencies, under relevant constitutional or legislative directives.
- h) **Service Windows/Service Frontlines** mean the point at which the service provider delivers a service or product directly to the public; where there is a direct interface between a public servant and a customer/citizen.
- i) **Public/Government Official /Staff** means any person employed by the State or Local Government, its Ministries, Departments and Agencies.
- j) **Stakeholders** mean any person or group of persons who has/have a stake or interest in the success or failure of Kano State Government or its MDAs.
- k) **Partners** mean all who assist, support and cooperate with an MDA in providing service to its customers.
- l) **Service Charter** means document produced by an MDA in consultation with its customers, partners and stakeholders containing service pledges, service standards and commitments to which citizens are entitled.
- m) **Service Improvement Plan** means Service delivery improvement plan is a carefully laid out strategy, which enables an MDA to review their services in order to serve their clients more effectively and efficiently
- n) **Service standards** mean specific statements of service delivery targets which customers can expect to receive from an MDA.
- o) **SERVICOM Committee** means the Committee set up to drive and coordinate the development and implementation of an MDA's Service Charter including all provisions of this Policy.
- p) **MDA SERVICOM Nodal Officer** means an Officer designated to spearhead, monitor and coordinate the implementation of Service Charter and service delivery improvement in MDAs
- q) **Service Improvement Officer:** means officer appointed to assist **SERVICOM Desk/Nodal Officer** in the MDA.

Policy Objectives

Objectives

The objective of this SERVICOM Policy is to outline Government's commitment to improve service delivery in line with state development strategies, using Service Charters, a 'One Stop

Public Enquiry Service' and the development of Service Improvement Plans as the main tools to promote customer-focused service delivery in Kano State.

The Policy also aims to empower citizens by increasing their awareness to their rights and responsibilities to quality government services, encouraging them to demand same, thereby challenging government officials to improve customer sensitivity as public service providers.

Expected Outcomes

The SERVICOM Policy will stimulate continuous improvement in service delivery by promoting principles of quality service delivery in Kano State and Local Government MDAs through the inculcation of concepts of transparency, accountability, responsiveness and participatory governance.

Implementing the Policy by MDAs/Local Governments will help link **target setting** to **performance management** and **annual reporting**.

It will ensure wider public involvement in the setting and monitoring of service delivery standards and empower them to demand that the standards be met.

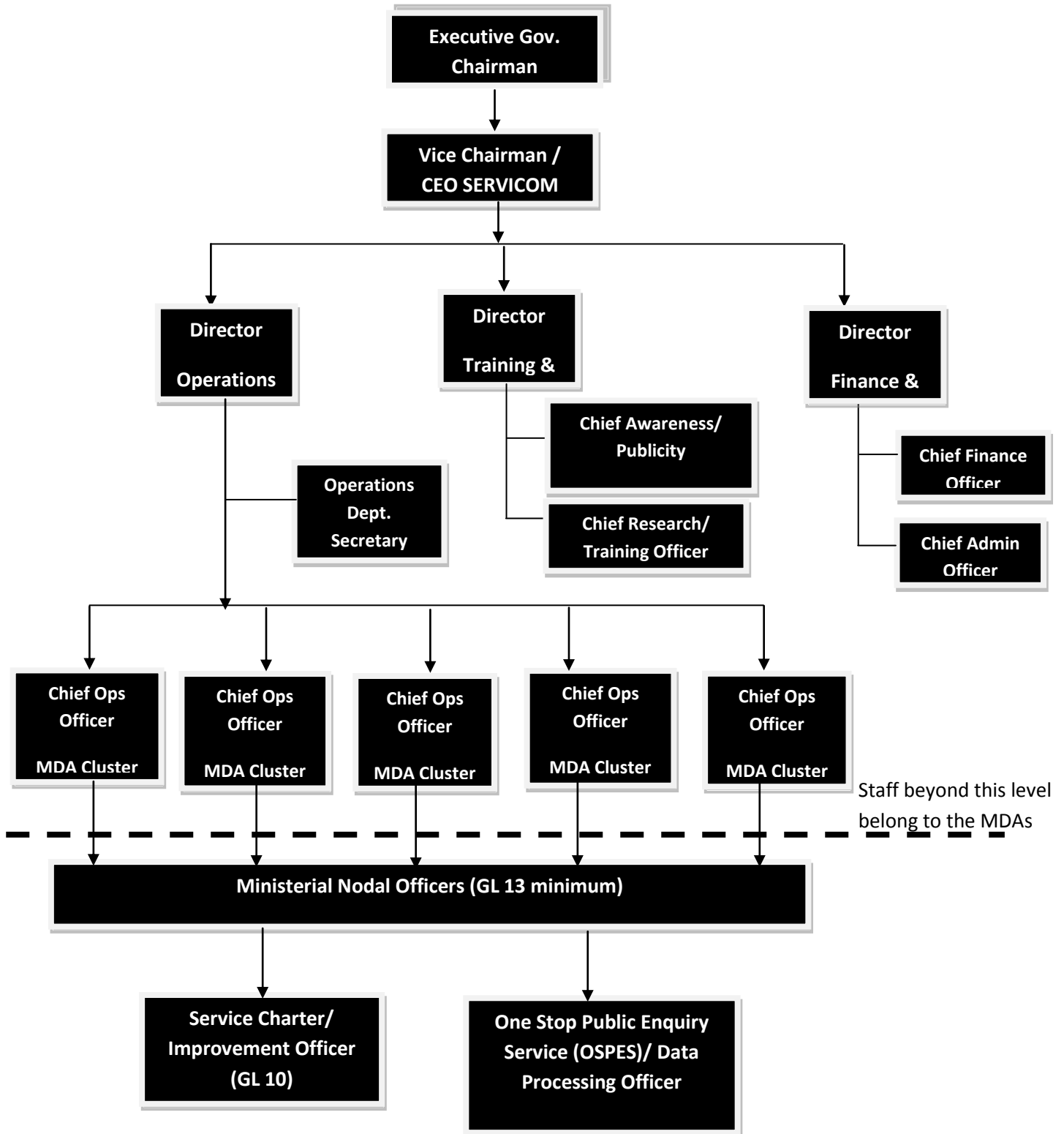
By demanding for the delivery of commitments made by MDAs in their Service Charters, citizens help raise the quality of service delivery and enhance the service providers' customer focus. A customer-focused public service will lead to improved public perception of government and governance in Kano State.

Policy Requirements and Responsibilities

Kano State SERVICOM office

The responsibility for the overall management and implementation of this SERVICOM Policy lies in the leadership of the **Kano State SERVICOM Office** in the office of the Executive Governor. Kano State SERVICOM office will serve as the engine room for implementing service delivery aspect of public service reforms within Kano State and Local Government. The dedicated Office is required to provide leadership for the promotion and implementation of SERVICOM including all other aspects of this SERVICOM Policy in MDAs/Local Governments throughout Kano State using Service Charters, Service Improvement Plans and 'One Stop Public Enquiry Service' as tools of delivery.

Organogram of Office of Kano State SERVICOM Office



The SERVICOM Coordinator reports to the Governor through the Office of Secretary to Kano State Government that provides guidance, advice and direction that will facilitate its implementation.

The **State SERVICOM Coordinator** will be supported by the following staff:

- a. **Chief SERVICOM Officer**, who will be at par with a permanent Secretary (or a Director General), would oversee the day to day running of the SERVICOM Office.
- b. **Head of Administration** – To be in charge of the general administration of the office
- c. **Head of Finance** – to oversee the Finance Unit and financial transactions of the office
- d. **Head of Operations** –
 - a. The Officer will coordinate SERVICOM operations in MDAs as well as supervising the One Stop Public Enquiry Service (OSPES) desk of the office.
 - b. The Officer will supervise other Operations staff that responsible for coordinating the activities of MDA/Local Government SERVICOM Unit.
- e. **Awareness and Publicity Officer** will be responsible for publications and public relation activities of the SERVICOM office.
- f. **Training officer** will be responsible for all internal and external training activities of the SERVICOM office.

Specifically, the SERVICOM Coordinator, in addition to ensuring the expeditious adoption and operationalization of this SERVICOM Policy, will on behalf of Government, be required to issue/facilitate the issuance of the following service-wide Executive Directives/Circulars:

- a) Establishment of MDA/Local Government **SERVICOM Unit (SDU)** to be headed by a **MDA SERVICOM Nodal Officer** who is an MDA/Local Government **Line (professional/technical)** staff (not below GL13) to be assisted by a **Service Improvement Officer** (not below GL 10) and **One-Stop-public –Enquiry-Service - OSPES-** Officer(not below GL 08) in every MDA/Local Government.
- b) Establishment and inauguration of MDA and Local Government **SERVICOM Committees** to be made up of the Head and members of MDA/Local Government Management Team and the respective SERVICOM Nodal Officer
- c) Development of Service Charters and Submission of Draft Service Charters to Kano State Executive Council for endorsement (including deadlines for launch, implementation, monitoring and evaluation)
- d) Development of Service Improvement Plans and submission of draft Improvement Plans to Kano State Executive Council for approval.
- e) Establishment of a One Stop Public Enquiry Service (OSPES) System

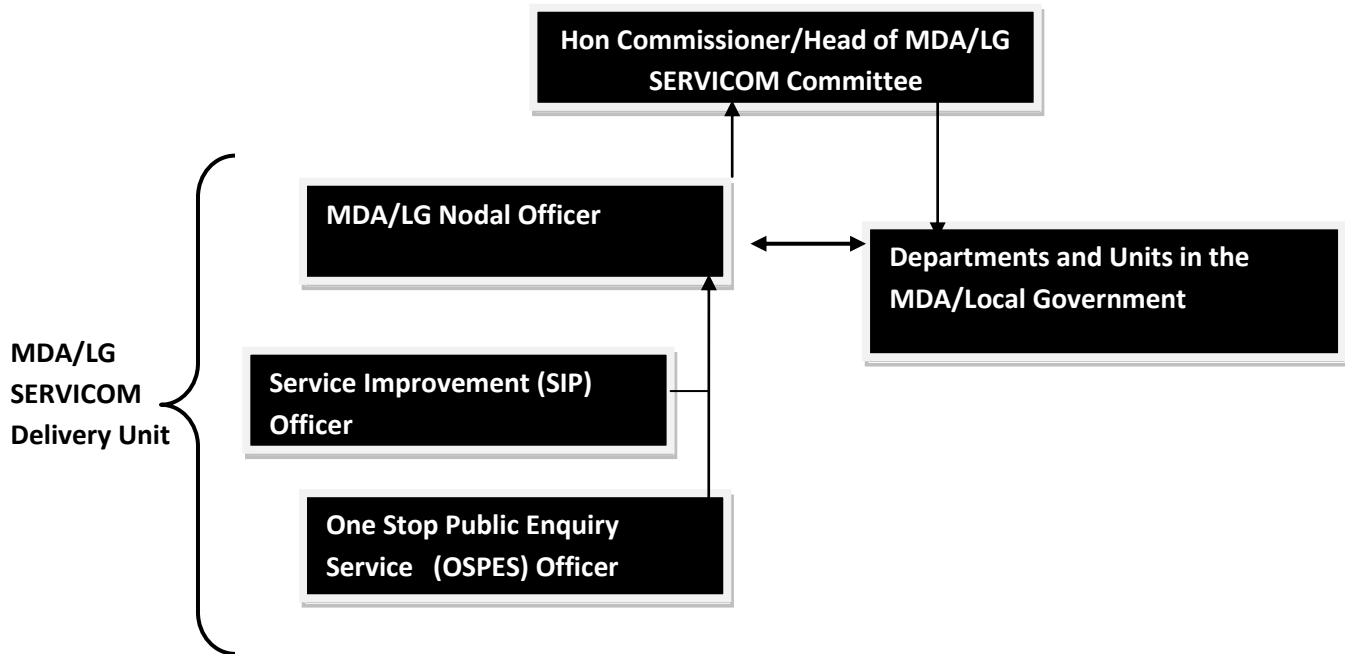
Further to authorizing compliance evaluation of MDAs with Service Charter standards, reporting same to Kano State Executive Council and publishing the results from time to time. The State SERVICOM Office will as well:

- a) Provide technical support, advice and guidance to MDA/Local Government SERVICOM Committees in the development, implementation, monitoring, evaluation and review of delivery of SERVICOM throughout the MDAs/Local Governments in Kano State.
- b) Provide technical support, advice and guidance to MDAs/Local Governments and their Service Delivery Units in implementing all aspects of the State and Local Government's SERVICOM Policy
- c) Maintain a regular and functional link with the SERVICOM Units of MDAs/Local Governments
- d) Provide guidance and advice on the establishment, implementation, monitoring and evaluation and review of MDA/Local Government complaints and feedback systems through the One Stop Public Enquiry Service (OSPES).
- e) Serve as arbiter in resolving complaints between MDAs/Local Governments and aggrieved customers by facilitating continuous engagement of both and ensuring that complaints are resolved to customers' satisfaction.
- f) Provide support and guidance on customer service issues in MDAs/Local Governments including customer consultation and satisfaction surveys.
- g) Conduct regular SERVICOM Compliance Evaluation of MDAs with service standards published in MDA Service Charters, Service Improvement Plans and One Stop Public Enquiry Services.
- h) Maintain and regularly update a database on MDAs/Local Governments, their profiles and service delivery indices
- i) Publish on regular basis report of Compliance Evaluation of MDAs/Local Governments

In addition, **Kano State SERVICOM office** will:

- a) Work with relevant State/Local Governments agencies and development partners to coordinate customer service training as may be required by relevant MDA/Local Governments staff for effective implementation of this SERVICOM Policy.
- b) Work with MDAs to develop Service Charters, Service Improvement Plans and One Stop Public Enquiry Service (OSPES) System.

MDA/Local Government SERVICOM Delivery Units (SDUs) Organogram



Kano State SERVICOM Coordinator who is responsible for oversight, supervision and coordination of the implementation of the SERVICOM Policy in Kano State will be required to:

- a) Set up the bureaucratic and management structure in the State to champion and drive the implementation of SERVICOM in Kano State MDAs/Local Government.
- b) The SERVICOM Coordinator is responsible for the appointment of three Officers, in collaboration with the MDA/Local Government Management namely:
 - a. **MDA SERVICOM Nodal Officer** with the overall responsibility of coordinating the development, implementation, monitoring and evaluation of SERVICOM in the MDA/Local Government. The SERVICOM Nodal Officer will be assisted by;
 - b. **Service Improvement Officer** who has the responsibility of liaising with Departments and Units to strategise and improve on the services offered to the public by the MDA/Local Government.
 - c. **One-Stop Public Enquiry Service (OSPES) Officer** to assist the head of the dedicated Unit/Department. The One-Stop Public Enquiry Service (OSPES) Desk will
 - i. Coordinate the Complaints and Feedback monitoring aspects of implementing SERVICOM

- ii. Liaise/interface with public on complaints and demand for improved services and feedbacks to the public.
- iii. Process data coming to the MDA/Local Government SERVICOM Unit.
- iv. Provide data support services to the MDA/Local Government for informed decision making.

Working within their MDAs/Local Government in liaison with the Kano State SERVICOM office, MDA/Local Government SDUs will serve as the engine for implementing service delivery aspects of the State Public Sector Reforms within the MDA. The dedicated Unit, which also houses the One-Stop Public Enquiry Services (OSPES), is required to provide leadership for the promotion and implementation of Service Charters and Service Improvement Plans within the MDA/Local Government including all aspects of this SERVICOM Policy. Specifically, the dedicated Unit will:

- a) Spearhead the implementation of service delivery improvement measures and in particular all aspects of this SERVICOM Policy
- b) Coordinate and provide secretariat assistance to the MDA/Local Government SERVICOM Committee facilitating the development of MDA Service Charter, Service Improvement Plans and One Stop Public Enquiry Services.
- c) Monitor regularly the implementation of service standards of service windows and service frontlines as specified in MDA/Local Government Service Charters, OSPES systems and Service Improvement Plans.
- d) Ensure regular measurement of performance against standards contained in MDA Charters and Service Improvement Plans and publish results from the One Stop Public Enquiry Service at least once a year (e.g. in annual reports)
- e) Ensure that all Staff are fully aware and are informed of their roles in contributing to the service improvement plan of the MDA/Local Government
- f) Ensure that service standards set in Service Charters and Service Improvement Plans are reviewed annually and progressively raised as they are met.
- g) Ensure that Service Charters are displayed at service points, and publicised widely
- h) Ensure that Service Improvement Plans are summarised and communicated to ALL staff.
- i) Facilitate awareness-raising and the provision of information to customer groups and to the general public on MDA services, and all aspects of the MDA Service Charter, Service Improvement Plans and One Stop Public Enquiry Services.

- j) Monitor OSPES and complaints system within the MDA by collecting, collating and analysing customer service and complaints information, and producing relevant reports to support MDA/Local Government SERVICOM Committee and for publication to the public.

Further to the functions above, the **MDA/Local Government SDU** will:

- a. Provide technical support, advice and guidance to the MDA Units on implementation, monitoring and review of Service Charters.
- b. Maintain a regular and functional link with the MDA Departments and Units
- c. Provide guidance and advice on the establishment, implementation, monitoring and review of MDA complaints and feedback systems through the One Stop Public Enquiry Service (OSPES).
- d. Serve as arbiter in resolving complaints between the MDA and aggrieved customers by facilitating continuous engagement of both and ensuring that complaints are resolved to customers' satisfaction.
- e. Provide support and guidance on customer service issues in the MDA including customer consultation and satisfaction surveys.
- f. Conduct regular Service Charter Compliance Evaluation of the MDA against their service standards as published in the MDA Service Charter.
- g. Maintain and regularly update a database on the MDA, their profiles and service delivery indices.
- h. Publish on regular basis report of Compliance Evaluation of the MDA and pass the report to State SERVICOM Office
- i. Work with the SERVICOM Office and the MDA to develop Service Improvement Plans.

Roles of State and Local Government Ministries, Departments, and Agencies

Working with the **State SERVICOM Office and MDA SERVICOM Unit, MDAs in the State/Local Governments** will:-

- a) Implement this SERVICOM Policy including all Directives and Circulars that may be issued with respect to the Policy, including appointing only proven dedicated officers as **MDA SERVICOM Nodal Officer**.
- b) Support and cooperate with MDA SERVICOM Delivery Unit (SDU) and the SERVICOM Committee in the development and implementation of the MDA Service Charter, Service Improvement Plan and OSPES System especially in standards setting and monitoring.
- c) Ensure launch and wide publicity of MDA Service Charter
- d) Ensure communication and awareness of the public on the Service and OESPES system.
- e) Manage staff and organisational performance to ensure compliance with the MDA Service Charter, Service Improvement Plan and OSPES system.
- f) Produce and implement service improvement plans from time to time.

Tools for Delivering SERVICOM:

(1) Service Charter, (2) Service Improvement Plan and (3) One Stop Public Enquiry Service (OSPES).

(1) Service Charter:

A Service Charter is a published document that should include the following components:

Introduction/Background

- a) Description of the organization's mandate
- b) Statement of the purpose of the charter document

Vision Statement¹

- a) An inspirational statement of desired future that the organization aims to attain through its services
- b) Could have a timeframe

Mission Statement

- a) The mission statement should clearly but briefly state the purpose/objectives of the MDA and how it will achieve that purpose

Details of Customers:

- a) A comprehensive list of customers or clients.

Service Provision and Delivery

- a) List of services provided by the MDA
- b) Statement of specific standards which customers can expect from each service listed
- c) Standards of service should include:
 - Quality of relationship with customer, e.g. friendliness, helpfulness, respect, courtesy, impartiality
 - Quality of service provision, e.g. clarity, accuracy, responsiveness, availability
 - Timeliness of service delivery, e.g. promptness, speed of response to clients (correspondences, telephones, processing applications/ licences, booking appointments, waiting times)
- d) Special Needs Provision
 - Take into consideration customers with special needs e.g. elderly, blind, people with disabilities, pregnant women, children, etc.
- e) Clear description of performance monitoring and reporting arrangement

¹**Vision:** outlines what the organization wants to be, or how it wants the world in which it operates to be (an "idealised" view of the world). It is a long-term view and concentrates on the future. It can be emotive and is a source of inspiration. For example, "A World without Poverty." **Mission:** Defines the fundamental purpose of an organization or an enterprise, succinctly describing why it exists and what it does to achieve its vision. For example, in achieving a world without poverty the mission might read as "providing jobs for the homeless and unemployed".

Complaints/Grievance Redress Mechanism

Clear statement of MDA assurance on feedback to convey that MDA welcomes complaints, compliments, suggestions

- a) Clear explanation of procedure for complaints
 - How to make a complaint, who to complain to including relevant postal, email addresses, and phone numbers. Include options (e.g. in person, comment card) and time limit to address complaint
 - How to give feedback specifically about the Charter itself;
 - That the feedback and complaints handling process is accessible, easy to use and free
 - That the agency records data on complaints, compliments and suggestions and this is used to help improve client service;
- b) Available redress (e.g. apology, repeat service, refund, etc)

Customer's Obligations

- a) Clear and reasonable statement of what is expected of customers
 - to provide necessary information,
 - attend scheduled meetings,
 - comply with legal requirements, etc

Stakeholders' participation

Method and frequency of participation

Existing Limitations (if any)

A Clear explanation of existing limitations and how these may affect the achievement of promised level of service provision.

Review

The service charter should be a living document that evolves in line with changes that occur within the MDA. This means that MDAs must regularly review their Service Charter as improvements are made on practices, processes and procedures to ensure its ongoing relevance and effectiveness. Issues to consider include:

- a) whether the service commitments and standards are still relevant, realistic or challenging
- b) whether the current content is accurate (e.g. change in name, mandate, profile, contact details or other information earlier provided)
- c) frequency of review (annually or every two years)

Broad Guidelines for Developing a Service Charter

In developing Service Charters, MDAs shall be guided by the following provisions:-

- i. Formation of an **MDA Charter Committee** by the MDA with membership drawn from various Departments.
- ii. Train the Committee using Service Charter Guideline documents.

- iii. The Charter Committee is to adhere to the following guidelines in formulating the MDA's Charter:
 - a) Articulate the mandate, vision and mission statement of the MDA
 - b) Prepare for stakeholder consultation
 - c) Conduct consultation with staff, customers, partners and stakeholders
 - d) Prepare first draft service charter containing specific service standards
 - e) Circulate early drafts to stakeholders, customers and staff for comments, suggestions and assent
 - f) Validate draft Service Charter, approve and sign-off.
 - g) Submit approved final draft to **Kano State SERVICOM Office** for endorsement to confirm conformity with standard
- iv. Arrange production of Service Charter in different forms: booklets, fliers, pamphlets, leaflets, posters, CDs and other electronic forms including various languages, local dialects, Braille, abridged version, etc.
- v. Launch the Charter
- vi. Publicise the Charter (website, media, stakeholders, all service windows, state-wide, digital displays, etc).
- vii. Paste Public Facing versions in reception area of every service window /service frontline.

(2) SERVICOM Index and Service Improvement Planning

SERVICOM Index

The SERVICOM Index is the criteria to be used in the assessment of the delivery of services. The criteria set out a minimum range of standards, systems and processes which need to be in place to achieve SERVICOM Compliance. The SERVICOM Index is a benchmarking system to be used in SERVICOM Compliance evaluations.

Evaluations/Service Improvement Plans

A rolling programme of evaluations is to be identified for service windows in each MDA/Local Government. The MDA/Local Government SDU are to undertake SERVICOM evaluations, using the SERVICOM Index with support from the State SERVICOM Office, to identify whether the organisation is in compliance with SERVICOM. A Report is to be produced for each evaluation exercise detailing the findings and recommendations for improvement.

The Evaluation Report is to be discussed with the management of the organisation who is to produce a service improvement plan to implement the necessary changes.

Kano State SERVICOM office will work with evaluated MDAs to develop Service Improvement Plans based upon the evaluation experience. The MDA SERVICOM Delivery Units will work with the MDA management to ensure that the Service Improvement Plans are implemented.

The implementation and outcome of Service improvement plans are to be monitored on a regular basis by the SDU, in conjunction with senior management of the organisation and the State SERVICOM Office.

(3) One Stop Public Enquiry Service (OSPES): Introduction and Background

This is a service an MDA/Local Government provides to the public where ALL questions by the public about the MDA activities and services are attended to, to the satisfaction of the client.

- a. This is a designated place, usually the reception area where members of the public make first contact with the of the MDA/Local Government, which is designed in a way that the trained and informed personnel are stationed to provide answers to questions required by the public.
- b. It is a point where general and public information about the activities and plans of the MDA/Local Government meant for the public are places.
- c. It is a point where information, education and communication materials are placed for staff and the general public
- d. It is a point through which a visitor could appreciate the readiness of the MDA/Local Government to deliver services according to their mandate
- e. It serves as the image making centre of the MDA/Local Government
- f. It is the point of interface of the MDA/Local Government and the public

In collaboration with State SERVICOM Office, MDAs/Local Governments are to:

- a. Work with SDU in the MDA/Local Government to give a Face-lift of the reception area to a functional Front Desk / One Stop Service Enquiry Window.
- b. Ensure that the Front Desk is manned by one at least one officer from 8am – 5pm on work days to provide information on how people can access services, receive and take action on customers' complaints.
- c. Ensure that the officers at the OSPES desk is properly dressed and in possible cases wear dresses that depict the State Government for ease of identification and heightened professionalism.
- d. Ensure that fully uniformed security personnel and porters are stationed by the entrance of the MDA/Local Government reception area and have been re-orientated to provide security only, reverting to a semblance of their former roles after close of work.
- e. Ensure provision and use of visitors' tags.
- f. Ensure that a Service Charter Welcome signage is placed conspicuously at the entrance of the MDA/Local Government reception area.

- g. Provide a notice board area where Departments and Units put up notices of forthcoming events /activities to facilitate better exchange of information/information flow.

Complaints and Feedback Machinery

Complaints must be taken seriously and be viewed widely across the State Public Service as a gift the clients give to government business and should be highly appreciated.

The MDA/Local Government must recognize that without a good complaint system, delivery of SERVICOM have no effect. MDAs/Local Government:

- a. Should establish highly credible and responsive complaints procedures and grievance redress systems.
- b. Acknowledge that before anyone can make a complaint, s/he needs to have certain information and that information about MDA/Local Government should be provided to the citizens. These include rights and responsibilities.

A complaint system should:

- Be easily accessible and well publicized;
- Be simple to understand and use;
- Be speedy, with established time limits for action and keeping people informed of progress;
- Be fair, comprehensive and impartial in its investigation;
- Be confidential, to maintain the confidentiality of both the staff and the complainant;
- Be informative, providing information to top management so that services can be improved;
- Set out clearly the volume of complaints, broken down by different categories;
- Include an analysis of response time;
- Inform the complainant of the proposed action.

Basic Steps for Effective Complaints Management

- Acknowledge the complaints
- Designate a location to receive complaints for those that walk up to the MDA/Local Government – OSPES
- Develop a system for record keeping
- Process and record complaints
- Investigate and analyze the complaints
- Keep the customer informed of the progress
- Periodically analyze the complaints and improve the process.

Handling Complaints

- Full contact of SC Desk Officer must be given out.
- Time targets for responding should be stated for:
 - Acknowledging complaints;
 - Responding to complaints;

- Keeping people informed if the response target cannot be met
- The possible outcome - the information should state what redress people can expect when they have a complaint.

Redress Options

- An apology;
- An explanation;
- Assurance that the same thing will not happen again
- Action taken to put things right;
- Financial compensation where this is applicable.

Complaints Information

Minimum level of detail to be recorded about complaints received should include:

- Name, address and telephone number of the complainant
- Date of receipt
- Details of the complaint, subject or issue
- What redress the person wants
- Immediate action to be taken on the complaint.

For accountability and transparency these records must be published at a particular month every year which will be made known to the public way ahead of publication date.

Including:

- Numbers and types/categories of complaints
- Speed of response to the complaints received
- Action taken as a result of complaints to improve services.

Time targets for responding to complaints should be stated for:

- Acknowledging complaints;
- Responding to complaints;
- Keeping people informed if the response target cannot be met and explaining the reasons for the same;
- The possible outcome - the information should state what redress people can expect when they have a complaint.

Monitoring and Evaluation of SERVICOM Policy

The **Kano State SERVICOM office** shall be responsible for monitoring the implementation of this SERVICOM Policy to ensure compliance with all its provisions and directives. This involves evaluating Service Charters, evaluating compliance with service standards and ensuring standards of service are improved upon from time to time.

Service Charter Review and Evaluation

The **Kano State SERVICOM office** will evaluate Service Charters of MDAs to ensure that they meet the standards specified in this Policy before publication. They will monitor to ensure that Service Charters (especially the service standards) are widely published and made available to all staff of MDAs, their customers, partners and stakeholders. The **Kano State SERVICOM office** will also follow up on the review of Service Charters to ensure that MDAs make the revised version of the Charter available to all staff, customers and stakeholders.

Charter Compliance Evaluation

Kano State SERVICOM office will undertake comprehensive evaluation of the services of MDAs at regular and specified intervals to determine their compliance with the service delivery standards promised in the MDAs' Service Charters. **Kano State SERVICOM office** shall ensure that every MDA is assessed at least once a year and the report presented to each MDA after evaluation. The results shall then be published and communicated to Kano State Executive Council so that performing MDAs are raised and praised while non-performing MDAs are named and shamed.