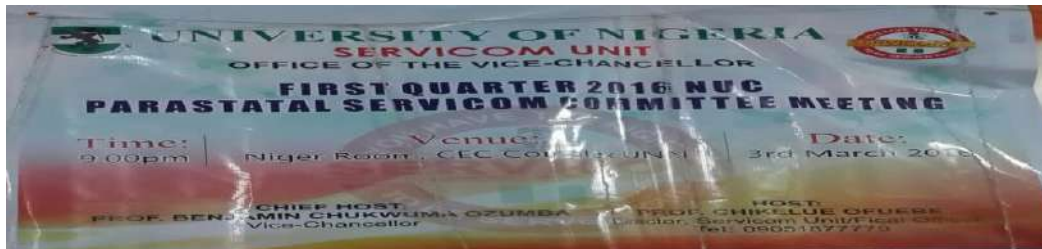


NUC PSC

2016 Annual Report



NATIONAL UNIVERSITIES COMMISSION PARASTATAL SERVICOM COMMITTEE



2016



NUC PSC, Nigeria

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NUC PSC

Vision

To be a beacon for harmonious existence driven by effective service delivery within Nigerian Universities for the production of globally competitive graduates

Mission

To continually identify and address service failures and to develop innovations for effective service delivery in the Nigerian University System

Strategy

To sustain the SERVICOM Initiative of the Federal Government through holding quarterly meetings with the University Focal Officers in order to network, share experiences and best practices

NUC PSC Membership

Federal Universities

1. Abubakar Tafawa Balewa University, Bauchi
2. Ahmadu Bello University, Zaria
3. Bayero University, Kano
4. Federal University, Birnin-Kebbi, Kebbi
5. Federal University, Dutse
6. Federal University, Dutsin-Ma
7. Federal University, Gashua
8. Federal University, Gusau
9. Federal University, Kashere
10. Federal University, Lafia
11. Federal University, Lokoja
12. Federal University, Ndufu-Alike
13. Federal University of Agriculture, Abeokuta
14. Federal University of Petroleum Resources, Effurun
15. Federal University of Technology, Akure
16. Federal University of Technology, Minna
17. Federal University of Technology, Owerri
18. Federal University, Otuoke
19. Federal University, Oye-Ekiti
20. Federal University, Wukari
21. Michael Okpara University of Agriculture, Umudike
22. Modibbo Adama University of Technology, Yola
23. National Open University of Nigeria, Lagos
24. Nigerian Defence Academy, Kaduna
25. Nnamdi Azikiwe University, Awka
26. Obafemi Awolowo University, Ile-Ife
27. The Nigeria Police Academy, Wudil
28. University of Abuja, Abuja
29. University of Agriculture, Makurdi
30. University of Benin, Benin City
31. University of Calabar, Calabar
32. University of Ibadan, Ibadan
33. University of Ilorin, Ilorin
34. University of Jos, Jos
35. University of Lagos, Lagos
36. University of Maiduguri, Maiduguri
37. University of Nigeria, Nsukka
38. University of Port-Harcourt, Port-Harcourt
39. University of Uyo, Uyo
40. Usmanu Danfodiyo University, Sokoto

Inter-University Centres

41. National Institute for Nigerian Languages, Aba
42. National Mathematical Centre, Abuja
43. Nigerian Arabic Language Village, Ngala
44. Nigerian French Language Village, Badagry

State University

45. Ibrahim Badamasi Babangida (IBB) University, Lapai

University Apex Organization

46. National Universities Commission, Abuja

Trustees



Professor Abubakar Adamu Rasheed *mni MFR*
Grand Patron



Prof. C. F. Mafiana
Deputy ES/Deputy Grand Patron



Mall. Ibrahim Iro Dan'Iya
Deputy ES II/Deputy Grand Patron II



Mrs. Constance N. Goddy-Nnadi *MNIM*
Director, ES Office



Mall. I. I. Aliyu
Deputy Director (SERVICOM)/
Nodal Officer

NUC PSC



Mall. I. I. Aliyu
Chairman, NUC PSC



Prof. S. B. Oyeleke
Deputy Chairman NUC PSC



Mr. Adewale Bakare
Service Improvement Officer/Secretary

NUC SERVICOM Staff

1	Mal. I. I. Aliyu	Deputy Director/Nodal Officer
2	Mr. Adewale Bakare	Service Improvement Officer
3	Miss Gloria A. Isiren	Service Improvement Officer II
4	Miss Maureen Abbey	Charter Desk Officer
5	Mrs. Virginia Okorie	Charter Desk Officer II
6	Mr. Uche E. Ogbajie	Customer Relations/Complaints Officer
7	Mr. Solomon Yohanna	Customer Relations/Complaints Officer II
8	Miss Chinwendu Okoye	Customer Relations/Complaints Officer III
10	Mrs. Esther Mark-Mboh	Front Desk Officer
11	Mr. Garba A. Alkasin	Chief Clerical Officer
12	Mrs. Dorcas O. Bello	Front Desk Officer

NUCSCOM

Name	Rank	Department
Mr. Suleman Ari Maisule	SIMO	DIM
Mrs. Victoria Akuma	CSSO	DSSS
Mr. Idris D. Ibrahim	CEO	DFA
Mrs. Favour Unuigbo	ACRIO	DRI
Mr. Chukwuemeka Offor	PICTO	DICT
Miss Grace Ene Obande	SQAO	DQA
Mr. Kevin L. Parlong	ACASO	DAS
Mr. Valentine Egesimba	SEO	DPP
Mr. Jimoh Adekunle	SODEO	DODE
Mr. Aaron Zamani	PLO	DESO
Miss Itoro Effiong	PPO	DP&SD
Mrs. Jummai Alabi	ACPO	DMSS
Mr. Francis E. Azubuike	SASO	DLO
Mr. Musa M. Bukhari	PPO	DIPR

Contents

Foreword	15
Acknowledgements	16
Goodwill Message	17
Message from Director, ES Office	18
Acronyms and Abbreviations	19
Executive Summary	22
Introduction	27
2016 Activities										
1.1	Statutory Quarterly Meetings									
1.1.1	Preamble	29
1.1.2	Attendance	30
1.1.3	Attendee Evaluation of PSC Quarterly Meetings..	32
1.1.4	The Best organized 2016 PSC Quarterly Meeting	33
1.1.5	Courtesy Calls	33
	1.1.5.1	University Management	33
	1.1.5.2	NUC Management	36
1.1.6	Admission of State Universities..	37
1.2	Launch									
1.2.1	University Service Charters	38
1.2.2	2015 NUC PSC Annual Report	42
1.2.3	Pilot Survey of Students' Satisfaction	43
1.3	Inauguration									
1.3.1	SERVICOM Unit	44
1.3.2	SERVICOM Committees	45
1.4	Decorations									
1.4.1	Grand Patron & Deputy Grand Patron	45
1.4.2	University Principal Officers	46
1.5	Appointments									
1.5.1	New Executive Secretary, NUC	48
1.5.2	New Vice-Chancellors	48
1.5.3	New Focal Officers	49

1.6	Members' Matters								
	1.6.1	Promotion	49
	1.6.2	Bereavement	50
1.7	Review of Service Charters		50
1.8	Innovations Recorded		51
	1.8.1	Submission of e-Reports		51
	1.8.2	Official e-mail address for SERVICOM Units		51
	1.8.3	Provision of Hotlines & Toll-Free Emergency Lines		51
	1.8.4	Introduction of Policy On Service Transformation (POST)		51
	1.8.5	Uploading Service Charters on University Websites		51
1.9	Sensitization of University Community		51
	1.9.1	2016 Retreat for Nodal and Charter Desk Officers		51
	1.9.2	National Council of Nodal Officers End of Year Meeting	52
	1.9.3	NUC Position Paper on Grade Sorting	53
	1.9.4	Sexual Harassment Prohibition Bill	55
	1.9.5	Judicious Utilization	55
	1.9.6	Production of Jingles	56
	1.9.7	Seminars & Workshops	56
	1.9.8	Interactive Session with SUG	57
1.10	Capacity Building		58
1.11	Internal University Performance Evaluation		58
	1.11.1	Best Rated Faculty/Unit	58
	1.11.2	Evaluation of Graduates	58
	1.11.3	Lectures/Lecturers Assessment..	58
	1.11.4	Final Year Evaluation of Students	59
	1.11.5	Conduct of Student Survey Exercise	59
	1.11.6	Survey on Service Delivery	59
	1.11.7	Customer Satisfaction Survey	59
1.12	Monitoring of Service Delivery		59
1.13	SERVICOM Compliance Evaluations		59
1.14	2016 SERVICOM Awards		61
	1.14.1	Recognition of the Best Active PSM/MSC		61
	1.14.2	NUC PSC Awards/Sanctions for Attendance		61
	1.14.3	University SERVICOM Awards for Excellence		62
1.15	Participation at MSC Meeting		63
1.16	Grievance Redress Mechanism		65
	1.16.1	Complaints Received	65
	1.16.2	Complaints Treated	67
	1.16.3	SERVICOM-in-Action	69

1.14	Challenges	75
2017 Action Plan										
2.1	2017 Quarterly Meetings	78
2.2	Accommodating State and Private Universities	82
2.3	Performance Contract between ES/NUC and VC/Federal Universities	85
2.4	Design and Development of Online SCRAR Template	85
2.5	Establishment of Student Marshalls & Brigade/Guild in Universities	86
2.6	Synergy with Voice of Discovery for promoting SERVICOM Activities	86
2.7	Functionality Visits to Universities	86
2.8	Evaluation of Additional Universities by SERVICOM Office	86
Conclusion										89
Know Your Focal Officers		92
The Best Picture of 2016		101
NUC PSC in Pictures										
3.1	First-Quarter 2016 Meeting at University of Nigeria, Nsukka	103
3.2	Second-Quarter 2016 Meeting at ATBU, Bauchi	109
3.3	Third-Quarter 2016 Meeting at University of Ilorin	115
3.4	Fourth-Quarter 2016 Meeting at NOUN, Abuja	121
3.5	Visit to the Tomb of late Sir Abubakar Tafawa Balewa, Premier of Nigeria	128
3.6	Courtesy Call on ES/NUC by NUC PSC Members	134
3.7	FUT 2016 SERVICOM Award	141
3.8	FME MSC Meeting	147
Appendix I										
Appendix II										
List of Tables and Pictures										
Introduction										
Table 1.0	Meetings held between 2012 and 2015									
Table 1.1	2016 Approved Schedules									
Table 1.2	Federal Universities and IUC Yet to host NUC PSC Meeting									
2016 Activities										
Table 1.0	Universities that hosted PSC Meetings									
Table 1.1	2016 NUC PSC Quarterly Meetings									
Table 1.2	Records of Attendance									
Table 1.3	Attendance Rating at the 2016 NUC PSC Quarterly Meetings									
Table 1.4	2015 and 2016 Attendance Comparison									
Table 1.5	Number of Votes cast on the competing universities									
Table 1.6	University Service Charters approved by SERVICOM									

Table 1.7	University Service Charters approved by SERVICOM but yet to be launched
Table 1.8	Universities yet to submit Draft Service Charter
Table 1.9	SERVICOM Committees
Table 1.10	Newly Appointed Vice-Chancellor and Chairmen of Governing Councils
Table 1.11	Appointments of New Focal Officers
Table 1.12	Newly Promoted Focal Officers
Table 1.13	Review of Service Charters
Table 1.14	List of Universities Evaluated by SERVICOM (2011-2016)
Table 1.15	List of Universities and IUCs yet to be evaluated by SERVICOM
Table 1.16	Number of Complaints Received and Treated
Table 1.17	Breakdown of complaints received per university and per quarter
Table 1.18	Top 10 Universities with the Highest Number of Complaints
Table 1.19	Number of complaints treated
Table 1.20	Breakdown of complaints treated per university and per quarter
Table 1.21	Top 10 Universities with large number of treated complaints
Table 1.22	Summary of complaints from January-December 2016
Picture 1.0	Courtesy Call on the Vice-Chancellor, University of Nigeria, Nsukka
Picture 1.1	Courtesy Call on the Vice-Chancellor, ATBU Bauchi
Picture 1.2	Courtesy Call on the Vice-Chancellor, University of Ilorin, Ilorin
Picture 1.3	Courtesy Call on the Vice-Chancellor, NOUN, Abuja
Picture 1.4	Courtesy Call on the ES NUC
Picture 1.5	Group Photograph at NUC
Picture 1.6	University Service Charters launched by the NUC PSC
Picture 1.7	Launch of Service Charter at University of Nigeria, Nsukka
Picture 1.8	Launch of Service Charter at ATBU Bauchi
Picture 1.9	Launch of Service Charter at the University of Ilorin
Picture 1.10	Launch of Service Charter at the NOUN
Picture 1.11	Chairman PSC Presenting the 2015 Annual Report to the Members
Picture 1.12	NOUN SERVICOM Unit
Picture 1.13	NOUN SERVICOM Unit Offices
Picture 1.14	Deputy Grand Patron of NUC PSC decorated by the Chairman
Picture 1.15	Decorating DVC University of Nigeria, Nsukka
Picture 1.16	VC-ATBU Bauchi decorated by the Chief SERVICOM Officer
Picture 1.17	The VC NOUN decorated with SERVICOM insignia
Picture 1.18	Late Professor Daniel Eni
Picture 1.19	Pre-Retreat meeting at SERVICOM Office
Picture 1.20	The 2016 End of Year Meeting of NCNO
Picture 1.21	The National Council of Nodal Officer End of Year Meeting
Picture 1.22	Uniben War Against Sorting (WAS) Poster
Picture 1.23	University of Jos Sensitization
Picture 1.24	FUT Minna 2016 SERVICOM Award to deserving staff
Picture 1.25	3 rd Quarter meeting of the FME MSC at NIEPA, Ondo
Picture 1.26	Group Photograph at the FME MSC 3 rd Quarter meeting held at NIEPA

2017 Action Plan

Table 2.1 Proposed 2017 Quarterly Meetings

Picture 2.1 Usmanu Danfodio University, Sokoto

Picture 2.2 Bayero University, Kano

Picture 2.3 Federal University of Petroleum Resources, Effurun

Picture 2.4 Federal University, Otuoke

Foreword

Since its inception in November 2012, the National Universities Commission Parastatal SERVICOM Committee (NUC PSC) has been at the forefront of driving the Federal Government Service Delivery Initiative.

Through its regular quarterly meetings, the Committee has sustained an unbroken network which interfaces with the Nigerian University System for the ultimate goal of ensuring quality service delivery.

This publication will lead to an appreciation of the progress recorded by the NUC PSC in the year under review as it provides patterns that demonstrate in a detailed fashion, the sustained activities and innovations which impacted positively on the System.

As this report underscores, the NUC PSC commits to improved service delivery by continually ameliorating the status quo, collaboratively setting new norms and delivering well-targeted initiatives to accelerate the pace of change in line with the 'Change Agenda' of the Federal Government.

It is with great pleasure that, on behalf of the Management of the National Universities Commission, I present to you the 2016 Annual Report of the National Universities Commission Parastatal SERVICOM Committee (NUC PSC). I hope that you will find it both informative and inspiring.

Professor Abubakar A. Rasheed, mni, MFR
Executive Secretary, National Universities Commission/NUC PSC Grand Patron

Acknowledgements

Mall. I. I. Aliyu
Chairman, NUC-PSC and NUC Nodal Officer

This Annual Report owes its existence to the passion and support of several people and institutions.

First and foremost, we offer our sincerest gratitude to Almighty Allah for giving us the opportunity to witness the year 2016 successfully and for all the journey mercies granted us during the period under consideration.

We acknowledge and place on record our sincere appreciation to the Grand Patron of the NUC PSC, Professor A. A. Rasheed, for his support of SERVICOM activities and approvals. His Deputies (Professor C. N. Mafiana and Mallam I. I. Dan'Iya) were equally stout supporters of SERVICOM activities both at the levels of the Commission and the University System. We remain grateful.

Special thanks and appreciation go to the NUC Management members. We are especially indebted to the Director, Office of the Executive Secretary, Mrs. Constance N. Goddy-Nnadi, who had been at the forefront championing the spirit of the Service Delivery Initiative, and a SERVICOM Ambassador at Management Committee level. We remain grateful.

The SERVICOM Office (The Presidency) had provided the NUC PSC with the needed support, guidance, materials and encouragement that kept the Committee alive and active. The SERVICOM Office had never missed attending our quarterly meetings. Despite her tight schedules, the National Coordinator, Mrs. Nnenna Akajemeli, took time to personally attend our meetings. This symbolized her commitment and support to the NUC PSC. Special appreciation goes to her staff: Danjuma Usman, Ijeoma Ugochukwu, Jummai Abdullahi, Bola Aderele, Ladi Aku, Joseph Afolabi, Abbas Hamid, and Tolulope Tubi among others.

Worthy of appreciation are the Vice-Chancellors of the Federal University System (FUS) who have continued to be the pillars of strength for the NUC PSC. The support they gave their SERVICOM Units symbolizes compliance with the Federal Government directive on Service Delivery Initiative in their universities. Special thanks go to the Vice Chancellors of University of Nigeria, Nsukka, Abubakar Tafawa Balewa University, Bauchi, University of Ilorin and National Open University of Nigeria for accepting to host PSC's quarterly meetings in their respective universities. NUC PSC remains grateful.

This report would not have been possible without the support of the University Focal Officers whose collective efforts and provision of data culminated in the production of this report.

For the staff of the NUC SERVICOM Unit and NUSCOM Desk Officers, we are very grateful. They have worked relentlessly to keep the Unit active all the times. They are our immense source of inspiration.

Finally, our appreciation goes to the people who work behind the scene to ensure that this report is produced timely and accurately.

Thank you.

Goodwill Message

The SERVICOM Office



...ensuring citizen focused service delivery

Ref: SDO/SC/084/Vol.III/328

17th March, 2017

The Executive Secretary
National Universities Commission (NUC)
Maitama, Abuja

Attention: Nodal Officer (Mr. I. I. Aliyu)

Dear Sir,

COMMENDATION AND GOODWILL MESSAGE TO THE PARASTATAL SERVICOM COMMITTEE (PSC) OF THE NATIONAL UNIVERSITIES COMMISSION (NUC)

I write on behalf of the Management and the entire Staff of SERVICOM Office-Presidency to applaud the Executive Secretary NUC and his Management Staff for their support and pivotal role in driving the Federal Government Service Delivery Initiative (SDI) towards achieving citizen-focused service delivery in all the Federal Universities.

2. Additionally, the SERVICOM Office acknowledges the performance of the Parastatal SERVICOM Unit (PSU) of the NUC in conducting and coordinating the quarterly Parastatal SERVICOM Committee (PSC) Meetings being held and rotated among the Federal Universities with a view to providing qualities service delivery to the customers.

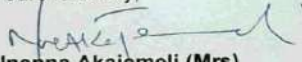
3. The PSC meetings have strengthened the relationship existing in the Universities and have created a forum where common interests, information on best practice, innovative ideas on improved service delivery are shared and benchmarked for improved service delivery to the customers.

4. The performance and achievements of the NUC SERVICOM Unit, which were cited at the National Council of Nodal Officers' Meeting held on 20th December, 2016 have earned the Unit SERVICOM Commendation in driving the Service Delivery Initiative (SDI) of the Federal Government. However, the successes recorded by the Unit, would not have been possible without the commitment of the Nodal Officer and the sustained support of the Executive Secretary, NUC and his Management team.

5. While wishing the NUC SERVICOM Unit greater success in planned service delivery programmes and activities in the year 2017 and beyond, it is our hope and expectation that the achievements recorded by the Unit so far would be improved upon through more innovative ideas and strategies that would ultimately translate into delightful service delivery to all customer groups in the Federal Universities.

6. Accept the assurances of my highest esteem and regards, please.

Yours faithfully,


Nnenna Akajemeli (Mrs)
Ag. National Coordinator

Message from the Director, ES's Office

Mrs. Constance N. Goddy-Nnadi *MNIM*

It is with great pleasure that I heartily commend the NUC Parastatal SERVICOM Committee (NUC PSC), for its strides towards ensuring that the Service Compact between the Nigerian University System (NUS) with the public is sustained, not only in the administration of universities in Nigeria, but also in the regulatory activities of the System.

The unrelenting efforts of the Committee in the coordination of SERVICOM activities in the NUS in the year 2016 have tremendously improved service delivery in the System, through upholding of ethics and professionalism. Since its inauguration, the platform has continued to provide the opportunity for the NUC and the universities to be informed on the level of service delivery to relevant stakeholders and the general public. This has aided the Commission in its regulatory function of setting standards, towards a globally competitive University System.

The NUC PSC 2016 Annual report has presented an impressive documentation of detailed activities of the Committee with reference to SERVICOM compliance in Nigerian universities during the period under review. The most significant aspect of the report is its studies and presentation of the prevalent challenges or hitches, in relation to service delivery in the NUS. Based on the surveys and laudable innovations, especially the self-evaluation by the respective Windows through the Internal Performance Evaluation (IPE), we can make bold to say that the NUS is soaring high in terms of service delivery.

The in-depth report also indicates that the NUC PSC is living up to expectations by being a formidable platform for fostering efficiency and competency in service delivery, thereby, checkmating mediocrity which leads to service failure. This report is a testimony that the responsibility of ensuring seamless service delivery in the NUS rests on the Focal officers and their representatives, as they serve as the eyes and ears of the Management.

We in the NUC, are proud to associate with the laudable initiatives of the Committee in the pursuit of service delivery that will guarantee quality and relevant university education in Nigeria, as there can be no meaningful achievement in an organization without a formidable workforce that is focused on attaining its goals and objectives.

It is quite disturbing that after a decade of Service Compact with Nigerians, the Public service is still riddled with reports of service failure. I therefore, implore the Committee to sustain the tempo and ensure that the NUS continue to set the pace in the SERVICOM initiative.

As the Committee focuses on making 2017 a year for greater improvement in the NUS, I pray it will proffer ways of curbing the recurring challenges in the System. This will further strengthen the mechanisms as enshrined in the SERVICOM Charter.

Please keep up the good work.

Acronyms & Abbreviations

ABU	-	Ahmadu Bello University
ACA	-	Actual Cumulative Attendance
AEF	-	Attendee Evaluation Form
ATBU	-	Abubakar Tafawa Balewa University
BUK	-	Bayero University, Kano
CA	-	Cumulative Attendance
CAM	-	Cumulative Absence of Members
CHM	-	Complaints Handling Mechanism
CVC	-	Committee of Vice-Chancellors
ES	-	Executive Secretary
FAS	-	Full Attendance Statue
FU	-	Federal University
FUD	-	Federal University, Dutse
FULafia	-	Federal University, Lafia
FUNAAB	-	Federal University of Agriculture, Abeokuta
FUNAI	-	Federal University, Ndufu-Alike Ikwoi
FUPRE	-	Federal University of Petroleum Resources, Effurun
FUT	-	Federal University of Technology
FUTA	-	Federal University of Technology, Akure
GRM	-	Grievance Redress Mechanism
HOD	-	Head of Department
IBB	-	Ibrahim Badamasi Babangida
MAF	-	Meetings Attendance Frequency
MAUTECH	-	Modibbo Adama University of Technology, Yola
MDAs	-	Ministry, Departments and Agencies
MOUAU	-	Michael Okpara University of Agriculture, Umudike
MSC	-	Ministerial SERVICOM Committee
NALV	-	Nigerian Arabic Language Village
NAU	-	Nnamdi Azikiwe University
NCNO	-	National Council of Nodal Officers
NDA	-	Nigeria Defence Academy
NFLV	-	Nigeria French Language Village
NIEPA	-	National Institute for Educational Planning and Administration
NINLAN	-	National Institute for Nigerian Languages, Aba
NMC	-	National Mathematical Centre
NOUN	-	National Open University of Nigeria
NUS	-	Nigerian University System
NUC	-	National Universities Commission
NUCSCOM	-	National Universities Commission SERVICOM Committee
NYSC	-	National Youth Service Corp
PAS	-	Partial Attendance Status
PCFSD	-	Principles of Citizen-Focused Service Delivery
POLAC	-	The Nigeria Police Academy, Wudil
POST	-	Policy on Service Transformation
POST-UTME	-	Post-Unified Tertiary Matriculation Examinations

PSC	-	Parastatal SERVICOM Committee
RS	-	Reward System
SDI	-	Service Delivery Initiative
SUG	-	Student Union Government
UAM	-	University of Agriculture, Makurdi
UDU	-	Usmanu Danfodio University, Sokoto
UFO	-	University Focal Officer
UI	-	University of Ibadan
Uniagric	-	University of Agriculture
Unilag	-	University of Lagos
Unilorin	-	University of Ilorin
Uniuyo	-	University of Uyo
UNN	-	University of Nigeria, Nsukka
USC	-	University Service Charter
USW	-	University Service Window
WGS	-	War on Grade Sorting
ZAS	-	Zero Attendance Status

EXECUTIVE SUMMARY

Executive Summary

The National Universities Commission Parastatal SERVICOM Committee (NUC PSC) is delighted to present the 2016 Annual Report to its stakeholders. This is the second report since its inauguration in 2012. The first report was in 2005.

The 2016 activities of the NUC PSC were a complete success! The Statutory Quarterly Meetings (SQM), launch of University Service Charters (USC), inauguration of SERVICOM Units and Committees, decoration of Grand & Deputy Grand Patrons and University Principal Officers, review of Service Charters, sensitization of University Community, monitoring of service delivery in University Service Windows (USW), SERVICOM awards and handling of complaints, created the perfect recipe to learn, exchange valuable information and network.

The NUC PSC meets every quarter to network, share experiences and best practices on Service Delivery challenges in the Nigerian University System (NUS). The meetings were chaired by the NUC Nodal Officer with Focal Officers from the Federal Universities and Inter-University Centres in attendance as members.

Four meetings were held in the year under review at the University of Nigeria, Nsukka on 3rd March, 2016 (First-Quarter), Abubakar Tafawa Balewa University, Bauchi on 15th June, 2016 (Second-Quarter), the University of Ilorin on 25th August, 2016 (Third-Quarter) and the National Open University of Nigeria (NOUN), Abuja on 16th November, 2016 (Fourth-Quarter), respectively.

The meetings recorded 77% attendance and 23% absence in the First-Quarter; 80% attendance and 20% absence in the Second-Quarter; 70% attendance with 5% absence with apology and 25% absence in the Third-Quarter; and 77% attendance, 2% absence with apology and 21% absence in the Fourth-Quarter respectively.

An Attendee Evaluation Form (AEF) was administered at the Third and Fourth-Quarter meetings to assess the performance of the PSC meetings with regards to planning, organization and implementation. The outcome revealed that there were 13 (thirteen) areas identified as service failures, 4 (four) suggested additions to the agenda, 13 (thirteen) proposed improvements for future meetings and 10 (ten) additional comments and suggestions.

Also, a Voters' Card was served to all members to vote for ***the 2016 Best Organized PSC Quarterly Meeting*** hosted by the University of Nigeria, Nsukka (First-Quarter), ATBU Bauchi (Second-Quarter), University of Ilorin, Ilorin (Third-Quarter) and NOUN, Abuja (Fourth-Quarter) respectively. The outcome indicated that the University of Nigeria, Nsukka has emerged as the Best 2016 Organized PSC Quarterly meeting with 72 scores, followed by Abubakar Tafawa Balewa University (ATBU) Bauchi as 2nd with 68 scores. The National Open University of Nigeria (NOUN) took the 3rd position with 60 scores and the University of Ilorin took the 4th position with 49 scores.

Within the year under consideration, four Courtesy Calls (CC) were made to the University Management at the University of Nigeria, Nsukka (First-Quarter), ATBU Bauchi (Second-Quarter), the University of Ilorin (Third-Quarter) and the National Open University of Nigeria (Fourth-Quarter) respectively.

Another Courtesy Call on the Executive Secretary of the National Universities Commission, Professor Abubakar Adamu Rasheed, *mni*, *MFR*, was made by the members of the NUC PSC on 16th November, 2016. The courtesy call was to congratulate the Executive Secretary on his appointment as the 8th Executive Secretary of the National Universities Commission and to wish him a fruitful tenure.

The members used the occasion to intimate the Executive Secretary on the activities of the NUC PSC and to solicit the continued support of the NUC Management for the attainment of the Committee's goal of achieving excellent service delivery in the Nigerian University System.

Finally, the Executive Secretary was installed as the Grand Patron of the NUC PSC with a decoration with the SERVICOM Pin. Also, the Deputy Executive Secretary, Malam Ibrahim Iro Dan'lya was decorated as Deputy Grand Patron of the NUC PSC.

Within the year under consideration, four approved University Service Charters (USC) which passed rigorous reviews, were officially launched at the University of Nigeria, Nsukka, Abubakar Tafawa Balewa University, Bauchi, the University of Ilorin, Ilorin and the National Open University of Nigeria, Abuja, respectively. Copies were produced and circulated to the University Community.

The Charters are to serve as guide to all customers regarding University Service Delivery provisions. The universities were challenged to ensure that the promises made in the Charters were implemented, with the hope that Nigerians would be served right.

Academic and non-academic activities at various service windows in the Nigerian Universities were monitored for efficiency in service delivery in line with the individual University Service Charter. This entailed monitoring Service Windows (Faculties and Departments) to assess the conduct of lectures, examinations (invigilation, prompt marking, submission of results and malpractices), inspection of classrooms, lecture rooms/theatres, studios, workshops, laboratories, hostels etc., and impromptu checks of punctuality and lateness to work.

Universities were encouraged to perform Internal Performance Evaluation (IPE) of their faculties and key units as a possible way of improving efficiency in their respective Service Windows. The following are some of the evaluations conducted by the universities: The Best Rated Faculty and Units, Evaluation of Graduates, Lectures/Lecturers Assessment, Final Year Evaluation of Students, Conduct of Student Survey Exercises, Survey on Service Delivery, customer Satisfaction Survey, etc.

The following Innovations were recorded during the period under consideration: submission of e-Reports, opening of official e-mail addresses for SERVICOM Units, provision of hotlines and toll-free emergency lines for receiving complaints, introduction of Policy On Service Transformation (POST), uploading Service Charters on university websites, etc.

Sensitization programmes aimed at creating better awareness for every member of staff, students and other stakeholders of the university community on the need for quality service delivery and customer satisfaction were aired on university FM stations: FM Radio 103.1 (University of Lagos), Search FM Radio

92.3 (FUT Minna), Diamond FM Radio (University of Ibadan), FM 100.7 Radio (University of Uyo), Lion FM Radio (University of Nigeria, Nsukka), FUNAAB Radio (Federal University of Agriculture, Abeokuta), and NOUN FM (National Open University of Nigeria).

Other sensitization activities carried out for the university community included: NUC Position Paper on Grade Sorting, Brief on Sexual harassment in Tertiary Education Institutions Prohibition Bill sponsored by Senator Ovie Omo-Agege, Paper delivered on Judicious Utilization by Professor AbdulGaniyu Ambali (VC-Unilorin) at the opening ceremony of the Third-Quarter PSC meeting, Seminars, Workshops and interactive sessions with the Student Union Government (SUG), etc.

Reward System (RS) was introduced in some universities to encourage and recognize hard-work and efficiency. Staff who have distinguished themselves in the delivery of qualitative and efficient service in their universities are awarded with certificates and University Badges in an organized ceremony.

Based on the attendance rating of the universities at PSC meetings, the universities were recognized and awarded accordingly: twenty-two (22) universities out of forty-four (44) representing 50% received Green Flags (Congratulations), another eleven (11) universities representing 25% received White Flags (Commendations), and five (5) representing 14% received Blue Flags (Encouragement). Three (3) universities representing 7% received Yellow Cards (Warning) and another three (3) representing 7% received Red Cards (Query) respectively.

The Grievance Redress Mechanism (GRM) was strengthened with the provision of more complaint/suggestion boxes placed in strategic places in the campuses of Nigerian Universities, for reporting service failure complaints and other related issues. The complaints received from students, staff (academic and non-academic), parents and University stakeholders, border mostly on delay in processing results and transcripts, poor Service delivery at Medical Centres, service failures at Registration points, clearance for Fresh Students, etc.

During the period under consideration, 791 complaints were received across the Federal University System (FUS). Out of this figure, 203 were received in the First-Quarter, 171 in Second-Quarter, 199 in Third-Quarter and 226 in Fourth-Quarter, respectively.

Out of the 791 complaints received in addition to the 101 complaints brought forward from 2015, 659 were successfully resolved by the SERVICOM Units in the Federal University System (FUS), leaving a balance of 132 cases as work-in-progress and were carried to 2017.

The generic challenges facing the Federal University System with regards to Service Delivery Initiative were harvested during the quarterly meetings of the PSC and were summarized as follows: Inadequate staffing in most SERVICOM Units, inadequate office space, furniture and lack of working materials, lack of operational vehicles for logistics and others SERVICOM activities, lack of support and cooperation from staff and students who are fearful of coming forward with their complaints, unnecessary intimidation and harassment of SERVICOM officers generally perceived as threats, tackling the problem of punctuality especially in a multi-campus system, lack of funds affecting some sectors of the university, issue of payment of half salaries to staff in some universities which has been a serious hindrance to service delivery, etc.

The Ibrahim Badamasi Babangida (IBB) University, Lapai has joined the list of membership of the NUC PSC on 1st December 2016. The University has become the first State University to join the Committee and the 45th in the series of membership. The NUC PSC felicitates with IBB University and enjoins other State and Private universities to borrow a leaf from them by joining the membership of the NUC PSC.

On members' matters, the NUC PSC has recorded the loss of a Focal Officer in the year under consideration. PSC formally reported the demise of Professor Daniel Eni, the Focal Officer of the Federal University of Petroleum Resources, Effurun which occurred on 23rd July, 2016. A one-minute silence was observed in honour of late Eni during the 3rd Quarter meeting at University of Ilorin.

In summary, the year under consideration has proven to be very interesting and 2017, by any measure or standard, will be even more so.

The 2017 theme of ***Building Good to Great Universities in Nigeria (BGGUN)*** will consolidate on the previous year's achievement and will reflect on where the University System is positioned. The future will be great and the quarterly meetings will transform into ***Quarterly SERVICOM Peer Review Retreats (QSPRR)*** which will give us opportunities to explore what challenges we might expect, how we can and will respond.

Sokoto, Kano, Effurun and Otuoke are to host the 2017 NUC PSC Quarterly SERVICOM Peer Review Retreats (QSPRR) respectively. Members will converge at Usmanu Danfodio University, Sokoto for their First-Quarter Retreat and other SERVICOM activities, while Bayero University, Kano will host the Second-Quarter Retreats. The Third-Quarter Retreat will be hosted by the Federal University of Petroleum Resources, Effurun and Federal University, Otuoke will host the Fourth-Quarter Retreat.

Other activities earmarked for the year 2017 are: Accommodating State and Private Universities, facilitating the signing of Performance Contract between ES/NUC and VC/Universities, the Design and Development of Online SCRAR Template, Establishment of Student Marshals and Brigade/Guild in Universities, Synergy with the Voice of Discovery for promoting SERVICOM Activities, Functionality Visits to Universities, and Evaluation of additional Universities by SERVICOM.

INTRODUCTION

Introduction

The National Universities Commission Parastatal SERVICOM Committee (NUC PSC) is delighted to present its 2016 Annual Report to its stakeholders which documented in details activities for the year under consideration. This is the second report since inauguration in 2012. The first was in 2005.

The NUC PSC meets every quarter to network and share experiences and best practices on Service Delivery challenges in the Nigerian University System (NUS). The meetings were chaired by the NUC Nodal Officer with Focal Officers of all the Federal Universities and Inter-University Centres in attendance as members.

Other activities conducted by the PSC, for the year under consideration, includes, sensitization of university community on Service Delivery Initiative, formal launch of University Service Charters, conduct of customer surveys and attendee evaluation of meetings, complaints handling, etc.

2016 Activities

1.1 Statutory Quarterly Meetings



1.1.1 Preamble

The year 2016 marked a symbolic SERVICOM journey from Nsukka to Bauchi and from Ilorin to Jabi in Abuja, promoting the Principles of Citizen-focused Service Delivery (PCFSD) in Nigerian University System. Four universities (University of Nigeria, Nsukka, Abubakar Tafawa Balewa University, Bauchi, the University of Ilorin, Ilorin and National Open University of Nigeria, Abuja), hosted the Statutory Quarterly Meetings of the National Universities Commission (NUC) Parastatal SERVICOM Committee (PSC) in their respective universities for First, Second, Third and Fourth Quarters of 2016, respectively.

There was remarkable improvement in the areas of attendance and organization when compared to 2015. The improvement was as a result of continued sensitization of the university community on citizen-focused service delivery in Nigerian Universities, zeal from the members to compete for excellence amongst their peers and the support received by the Universities' SERVICOM Units from their respective University Management.

Our records have indicated that, so far, for the year under consideration, only sixteen (16) out of forty-four (44) universities and Inter-University Centres (IUCs), representing 36 percent, have hosted the NUC PSC Quarterly meetings, while twenty-eight (28) representing 64 percent are yet to host.

Table 1.0: **Universities that hosted PSC Meetings**

Series	Year	Quarterly Meeting	Venue	Date
	2012	Maiden	NUC	01 November, 2012
1	2013	1 st	FUT, Minna	20 March, 2013
2	2013	2 nd	MOUA, Umudike	08 May, 2013
3	2013	3 rd	University of P/Harcourt	18 September, 2013
4	2013	4 th	University of Lagos	04 December, 2013
5	2014	1 st	UniAgric, Makurdi	07 March, 2014
6	2014	2 nd	FUT, Akure	26 June, 2014
7	2014	3 rd	ABU, Zaria	03 September, 2014
8	2014	4 th	University of Uyo	20 November, 2014
9	2015	1 st	University of Ibadan	04 March, 2015
10	2015	2 nd	University of Benin	17 June, 2015
11	2015	3 rd	University of Abuja	06 August, 2015

12	2015	4 th	Federal University, Lafia	07 October, 2015
13	2016	1 st	UNN, Nsukka	03 March, 2016
14	2016	2 nd	ATBU, Bauchi	15 June, 2016
15	2016	3 rd	University of Ilorin	25 August, 2016
16	2016	4 th	NOUN, Abuja	16 November, 2016

1.1.2 Attendance

Four meetings were held in the year under review. These are at the University of Nigeria, Nsukka on 3rd March, 2016 in the First-Quarter, Abubakar Tafawa Balewa University, Bauchi on 15th June, 2016 in the Second-Quarter, the University of Ilorin on 25th August, 2016 in the Third-Quarter and the National Open University of Nigeria (NOUN), Abuja on 16th November, 2016 in the Fourth-Quarter as per the table below:

Table 1.1: **2016 NUC PSC Quarterly Meetings.**

Quarter	Series	Hosting University	Remarks
First-Quarter, 2016	13 th	University of Nigeria, Nsukka	March 3, 2016
Second-Quarter, 2016	14 th	ATBU, Bauchi	June 15, 2016
Third-Quarter, 2016	15 th	University of Ilorin, Ilorin	August 25, 2016
Fourth-Quarter, 2016	16 th	NOUN, Abuja	November 16, 2016

The meetings recorded 77% attendance and 23% absent in the First-Quarter; 80% attendance and 20% absent in the Second-Quarter; 70% attendance with 5% absent with apology and 25% absent in the Third-Quarter; and 77% attendance, 2% absent with apology and 21% absent in the Fourth-Quarter respectively, as per the table below:

Table 1.2: **Records of Attendance**

Quarter	Membership	Present		Apology		Absent	
		Number	%	Number	%	Number	%
First	44	34	77	-	-	10	23
Second	44	35	80	-	-	9	20
Third	44	31	70	2	5	11	25
Fourth	44	34	77	1	2	9	21

The Cumulative Attendance (CA) for the Year for the forty-four (44) members of the PSC was calculated at 176 (44 x 4). However, the Actual Cumulative Attendance (ACA) was 134 representing 76%. Also, the Cumulative Absence of Members (CAM) recorded for the year was 42 representing 24%.

The 2016 rating of universities' attendance at the NUC PSC Quarterly Meetings was computed as per the table below:

Table 1.3: **Attendance Rating at the 2016 NUC PSC Quarterly Meetings**

S/No	University	2016 Quarters				Total	
		First	Second	Third	Fourth	Frequency	%
		Nsukka	Bauchi	Ilorin	NOUN		
Green Flag (Congratulations)							
1	University of Ibadan	+	+	+	+	4	100
2	ABU, Zaria	+	+	+	+	4	100
3	University of Lagos	+	+	+	+	4	100
4	University of Benin	+	+	+	+	4	100
5	University of Maiduguri	+	+	+	+	4	100
6	Bayero University, Kano	+	+	+	+	4	100
7	University of Ilorin	+	+	+	+	4	100
8	FUT, Akure	+	+	+	+	4	100
9	FUT, Minna	+	+	+	+	4	100
10	FUNAI	+	+	+	+	4	100
11	NOUN	+	+	+	+	4	100
12	University of Port Harcourt	+	+	+	+	4	100
13	University of Jos	+	+	+	+	4	100
14	ATBU, Bauchi	+	+	+	+	4	100
15	MOUA, Umudike	+	+	+	+	4	100
16	University of Abuja	+	+	+	+	4	100
17	FU, Kashere	+	+	+	+	4	100
18	FU, Gashua	+	+	+	+	4	100
19	NDA, Kaduna	+	+	+	+	4	100
20	The Police Academy, Wudil	+	+	+	+	4	100
21	NINLAN, Aba	+	+	+	+	4	100
22	FUNAAB, Abeokuta	+	+	+	+	4	100
White Flag (Commendation)							
1	NALV	+	+	+	-	3	75
2	MAUTECH, Yola	+	+	-	+	3	75
3	UniAgric, Makurdi	+	+	-	+	3	75
4	FU, Lokoja	+	-	+	+	3	75
5	UNN	+	-	+	+	3	75
6	FU, Lafia	+	-	+	+	3	75
7	FU, Otuoke	-	+	+	+	3	75
8	NAU, Awka	-	+	+	+	3	75
9	FU, Wukari	-	+	+	+	3	75
10	FUPR, Effurun	-	+	+	+	3	75
11	University of Uyo	+	+	+	-	3	75
Blue Flag (Encouragement)							
1	FU, Dustsin-Ma	+	+	-	-	2	50
2	UDU, Sokoto	+	+	-	-	2	50
3	NFLV, Badagry	+	+	-	-	2	50
4	FU, Dutse	-	+	-	+	2	50
5	University of Calabar	-	+	+	-	2	50
Yellow Card (Warning)							

1	FUT, Owerri	+	-	-	-	1	25
2	FU, Oye-Ekiti	+	-	-	-	1	25
3	OAU, Ile-Ife	-	-	-	+	1	25
Red Card (Query)							
1	FU, Gusau	-	-	-	-	0	0
2	NMC	-	-	-	-	0	0
3	FU, Birnin-Kebbi	-	-	-	-	0	0
Total		34/10	35/9	32/12	33/11	134	

Twenty-two (22) universities out of forty-four (44) representing 50% received Green Flags (Congratulations), another eleven (11) universities representing 25% received White Flags (Commendations), and five (5) representing 14% received Blue Flags (Encouragement). Three (3) universities received Yellow Cards (Warning) and another three (3) representing 7% received Red Cards (Query) respectively.

It was observed that there was remarkable improvement in the attendance recorded for the year under consideration when compared to 2015.

In the 2015 rating, seventeen (17) universities received Green Flags, fourteen (14) received White Flags, five (5) received Blue Flags, five (5) received Yellow Cards and three (3) received Red Cards respectively as per the table below:

Table 1.4: **2015 and 2016 Attendance Comparison of Universities**

<i>Year</i>	<i>Green Flag Congratulations</i>	<i>White Flag Commendation</i>	<i>Blue Flag Encouragement</i>	<i>Yellow Card Warning</i>	<i>Red Card Query</i>
2015	17	14	5	5	3
2016	22	11	5	3	3

The Federal University, Gusau, the Federal University, Birnin-Kebbi and the National Mathematical Centre have all received Red Cards for failing to attend any of the four quarterly meetings. Records have indicated that the Federal University, Gusau has the habit of earning SERVICOM Red Cards. It has so far received two (2) Red Cards consecutively in 2015 and 2016. This is in addition to Zero Attendance Status (ZAS) recorded against the university in 2013 and 2014 respectively. This is followed by the National Mathematical Centre and Federal University, Birnin-Kebbi. The duo exhibited non-compliance with the Federal Government's directive on Service Delivery Initiative.

1.1.3 Attendee Evaluation of PSC Quarterly Meetings

Attendee Evaluation Form (AEF) was designed and developed as an instrument to assess the performance of the PSC meetings with regards to planning, organization and implementation of the meetings. The form was divided into ten (10) sections (pre-meeting arrangements, venue, courtesy call, opening ceremony, launch of charter and decoration, business session, refreshments and lunch/cocktail, presentations, excursion and conclusion) for members to assess the conduct of the meeting.

During the Third-Quarter meeting held at the University of Ilorin on 25th August, 2016, 34 (thirty-four) members were served with the forms. 23 (twenty-three) representing 68% completed and returned their forms, while eleven (11) representing 32% did not.

Upon analyzing, it was observed that there were 13 (thirteen) areas identified as service failures, 4 (four) suggested additions to the agenda, 13 (thirteen) proposed improvements for future meetings and 10 (ten) additional comments and suggestions. For full details, see Appendix I.

For the Fourth-Quarter Meeting held at the National Open University of Nigeria (NOUN), on 16th November 2016, thirty-four (34) members were served with the Attendee Evaluation Forms (AEF). Twenty-eight (28) representing 82% completed and returned while six (6) representing 18% did not return their forms. The analysis of their submissions identified sixteen (16) areas as service failures, nine (9) suggested additions to the agenda, seventeen (17) proposed improvements for future meetings and nine (9) additional comments and suggestions. For full details, see Appendix II.

1.1.4 The 2016 Best Organized PSC Meeting

A Voters' Card was served to all members of the PSC to vote for **the 2016 Best Organized PSC Quarterly Meeting** hosted by the University of Nigeria, Nsukka (First-Quarter), ATBU Bauchi (Second-Quarter), University of Ilorin, Ilorin (Third-Quarter) and NOUN, Abuja (Fourth-Quarter) respectively. Members were requested to vote for the best organized PSC Quarterly Meeting of the Year in terms of organization, management, innovations, satisfying members/participants' expectations, and hospitality. 31 members were served with Voters' Cards. 28 were completed and returned, while three (3) cards were not returned.

The outcome of the 28 votes cast, revealed the following results:

Table 1.5: **Number of votes cast on the competing universities**

University	Number of Votes				Total	Ranking
	1st (x4)	2nd (x3)	3rd (x2)	4th (x1)		
UNN	12	6	3	0	72	1 st
ATBU	10	6	3	4	68	2 nd
NOUN	2	8	10	8	60	3 rd
Unilorin	1	5	11	8	49	4 th

This serves as a lesson for those universities aspiring to host the 2017 NUC PSC Quarterly Retreat.

1.1.5 Courtesy Calls

1.1.5.1 University Management

Within the year under consideration, four (4) Courtesy Calls (CC) were made to the University Management at the University of Nigeria, Nsukka (First-Quarter), ATBU Bauchi (Second-Quarter), the University of Ilorin (Third-Quarter) and the National Open University of Nigeria (NOUN) (Fourth-Quarter) respectively.

During the Courtesy Calls, the Chairman was accompanied by selected members of the Committee to meet with the University Principal Officers in order to brief them on the purpose of the visit which included sensitization of the University Community on the Service Delivery Initiative (SDI) of the Federal Government, launch of University Service Charter, inauguration of

the SERVICOM Unit and the hosting of Quarterly NUC PSC meeting in their respective university. The Chairman used the opportunity to thank the University for accepting to host the meeting.

Picture 1.0: ***Courtesy Call on the Vice-Chancellor, UNN, Nsukka***



Picture 1.1: ***Courtesy Call on the Vice-Chancellor, ATBU, Bauchi***



Picture 1.2: *Courtesy Call on the Vice-Chancellor, University of Ilorin, Ilorin*



Picture 1.3: *Courtesy Call on the Vice-Chancellor, NOUN, Abuja*



1.1.5.2 *NUC Management*

A courtesy call on the Executive Secretary of the National Universities Commission, Professor Abubakar Adamu Rasheed *GCFR* was made by the members of the NUC PSC on 16th November, 2016.

The courtesy call was to congratulate the Executive Secretary on his appointment as the 8th Executive Secretary of the National Universities Commission and to pray to Almighty Allah to guide him throughout his tenure.

The members used the occasion to intimate the Executive Secretary on the activities of the NUC PSC and to solicit the continued support of the NUC Management for the attainment of the Committee's goal of achieving excellent service delivery in the Nigerian University System. They pledged their unflinching support and cooperation for the attainment of qualitative university education in Nigeria.

The Members also appealed to the Executive Secretary to re-echo the message of imbibing the spirit of the Service Delivery Initiative of the Federal Government to the Committee of Vice-Chancellors (CVC).

Finally, the new Executive Secretary was installed as the Grand Patron of the NUC PSC with a decoration with the SERVICOM Pin. Also, the Deputy Executive Secretary, Malam Ibrahim Iro Dan'lya was decorated as Deputy Grand Patron of the NUC PSC.

The Deputy Executive Secretary, Malam Ibrahim Iro Dan'lya, who received the delegation on behalf of the Executive Secretary thanked the members of the NUC PSC and used the occasion to charge the Nigerian Universities to redouble their efforts to improve on the administration of universities, in order to ensure effective service delivery.

On behalf of the NUC PSC Members, the Chairman presented to the Executive Secretary copies of NUC PSC 2015 Annual Report, the University Service Charters of the UNN, ATBU, UNILORIN and NOUN launched by the PSC in the year under consideration for the Executive Secretary's information.

Picture 1.4: *Courtesy Call on the Executive Secretary, National Universities Commission*



Picture 1.5: *Group Photograph at NUC*



1.1.6 Admission of State University

The National Universities Commission (NUC) Parastatal SERVICOM Committee (PSC) was delighted to inform members that the Executive Secretary NUC on 1st December 2016 approved the admission of Ibrahim Badamasi Babangida (IBB) University, Lapai, into the NUC PSC family as the first State University to join the Committee and the 45th in the series of membership. The

NUC PSC felicitates with IBB and enjoined other State and Private universities to borrow a leaf from IBB by joining the membership of the NUC PSC.

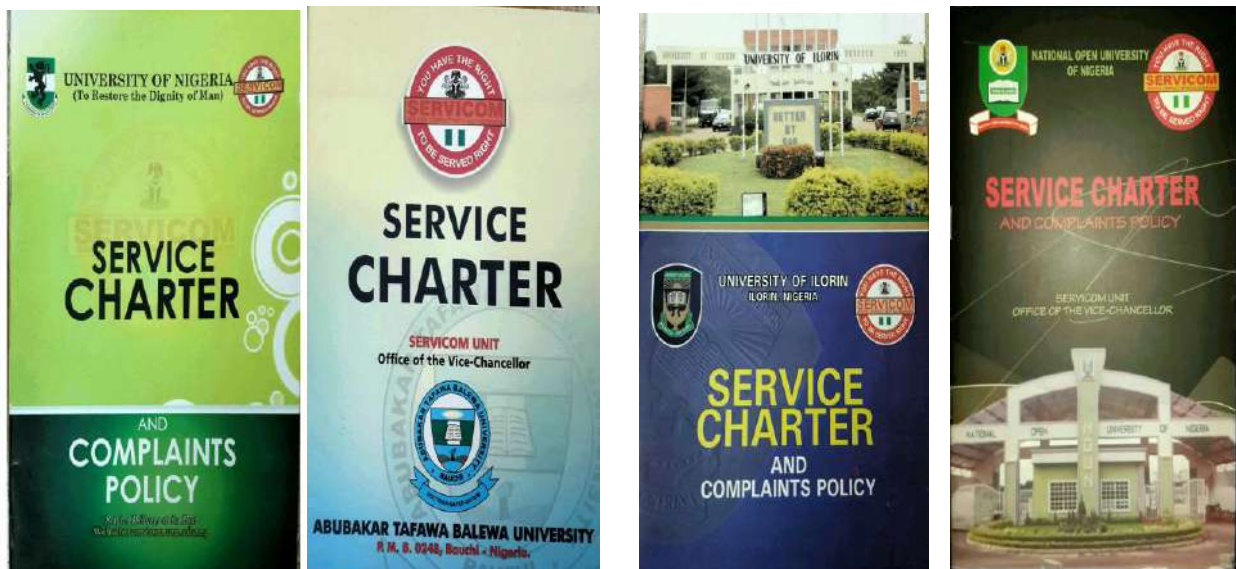
1.2 Launch

1.2.1 University Service Charters

Within the year under consideration, four (4) approved University Service Charters (USC) which passed rigorous reviews, were officially launched at the University of Nigeria, Nsukka, Abubakar Tafawa Balewa University, Bauchi, the University of Ilorin, Ilorin and the National Open University of Nigeria, Abuja, respectively. Copies were produced and circulated to the University Community.

The Charters are to serve as guide to all customers regarding University Service Delivery provisions. The universities are challenged to ensure that the promises made in the Charters were implemented and with the hope that Nigerians would be served right.

Picture 1.6: **University Service Charters Launched by the NUC PSC**



Picture 1.7: Launch of Service Charter at the University of Nigeria, Nsukka



Picture 1.8: Launch of Service Charter at ATBU, Bauchi



Picture 1.9: *Launch of Service Charter at the University of Ilorin*



Picture 1.10: *Launch of Service Charter at the National Open University of Nigeria, Abuja*



Records have indicated that at the end of the Fourth-Quarter of the year, twenty-eight (28) University Service Charters were approved by SERVICOM Office. Sixteen (16) out of this figure presenting 57% were formally launched between 2008 and 2016. Twelve (12) are yet to be launched. Meanwhile, sixteen universities are yet to submit their draft charters for approval.

Table 1.6 **University Service Charters approved by SERVICOM Office and formally Launched as at Fourth-Quarter, 2016**

S/No.	University	Date of Launch
1	FUT Minna	24 September 2008
2	University of Ibadan	23 May 2013
3	MOUA, Umudike	8 May 2013
4	University of Lagos	4 December, 2013
5	University of Port Harcourt	18 September, 2014
6	University of Agriculture, Makurdi	7 March, 2014
7	FUT Akure	20 June, 2014
8	Ahmadu Bello University, Zaria	3 September, 2014
9	University of Uyo	20 November, 2014
10	University of Benin	17 June, 2015
11	University of Abuja	25 August, 2015
12	Federal University, Lafia	7 October, 2015
13	University of Nigeria, Nsukka	3 March, 2016
14	ATBU, Bauchi	15 June, 2016
15	University of Ilorin	25 September, 2016
16	NOUN	16 November, 2016

Table 1.7: **University Service Charters approved by SERVICOM Office but yet to be Launched as at Fourth-Quarter, 2016**

S/No	University	Approved by SERVICOM
1	NAU, Awka	✓
2	FU, Oye-Ekiti	✓
3	Unical	✓
4	Unijos	✓
5	FUTO	✓
6	FU, Kashere	✓
7	BUK	✓
8	Uniagric Abeokuta	✓
9	Unimaid,	✓
10	FU, Dutse	✓
11	FU, Otuoke	✓
12	FUPRE	✓

Table 1.8: **Universities Yet to submit Draft Service Charters**

S/No	Universities
1	MAUT, Yola
2	FU, DM
3	FU, Wukari
4	FU, Birnin-Kebbi
5	FU, Gusau
6	NDA
7	NMC

8	OAU
9	NPA
10	UDU, Sokoto
11	NALV
12	FUNAI
13	NFLV
14	NINLAN
15	FU, Gashua
16	FU, Lokoja

1.2.2 **2015 NUC PSC Annual Report**

The 2015 NUC PSC Annual Report being the pioneer since inception in 2012 was launched at the University of Nigeria, Nsukka during the PSC's First-Quarter Meeting held on 3rd March, 2016.

The Report reviewed the activities of the National Universities Commission Parastatal SERVICOM Committee (NUC PSC) in 2015. It was structured into four (4) parts. Part 1 gives the reader an insight into the PSC, its genesis, membership and management. It also gave a comprehensive directorate of all the University Focal Officers (UFO) in the Federal University System (FUS) consisting of forty (40) Universities and four (4) Inter-University Centres (IUC). Part 2 recorded the activities of the PSC for the year under consideration. Part 3 proposed the 2016 Action Plan of the PSC and Part 4 showcased some memorable pictures taken during its activities in the year under consideration.

Picture 1.11: ***Chairman PSC Presenting the 2015 Annual Report to the Members***



1.2.3 *Pilot Survey of Students' Satisfaction*

Abubakar Tafawa Balewa University, Bauchi conducted a *Pilot Survey of General Studies Courses* during the First-Quarter of 2014/2015 Academic Session with the objective of assessing the level of students' satisfaction in the way these courses were handled. This was conducted by taking a look at some selected indices relative to regularity of lecture delivery, administration of continuous assessment, quality of teaching, lecture organisation and facility availability.

The survey was launched in the context of an initiative to provide means of producing useful feedback which the staff and the university can use to improve quality of instruction. An insight into the perceptions of the students on how these factors are handled will have profound implications for university administration, particularly in terms of how the impact of these services could be improved in order to maximise the satisfaction of students generally given the limited resources.

The survey result indicated that, in general terms, the implications that can be drawn by the university are positive. The majority of the students report a reasonable level of satisfaction with the performance of their lecturers and some substantial effort by the University.

Even though the survey results confirmed the importance of efforts that have been made until now, it was pertinent to note that the review of the factors that negatively influence the students' satisfaction also revealed the high significance of making additional stable investments in facilities. Hence, it is clear that there was much work to be done.

Key areas of policy attention from the survey results are:

- i. The Directorate of GNS should ensure that missed lectures are always rescheduled. This can be easier with acquisition of additional hands.
- ii. Lecturers should be motivated to be prompt all the time.
- iii. Continuous assessment should be administered more than once in a semester.
- iv. Lecturers should be encouraged not only to sustain the present level of quality of teaching but also to improve. There was always room for further improvement.
- v. Lecture facilities should be made adequate especially computer and internet based teaching facilities.
- vi. Electronic structuring of lectures and examinations should be adopted so as to make the present arrangement more robust.
- vii. In addition to the above specific recommendations, survey of students' perceptions on quality of service delivery should be adopted as a standard practice to be conducted regularly. This can be done most efficiently by electronic process via a link hosted on website.

The Focal Officers were advised to study the survey and adopt it in their university, and report back at the next meeting.

1.3 Inauguration

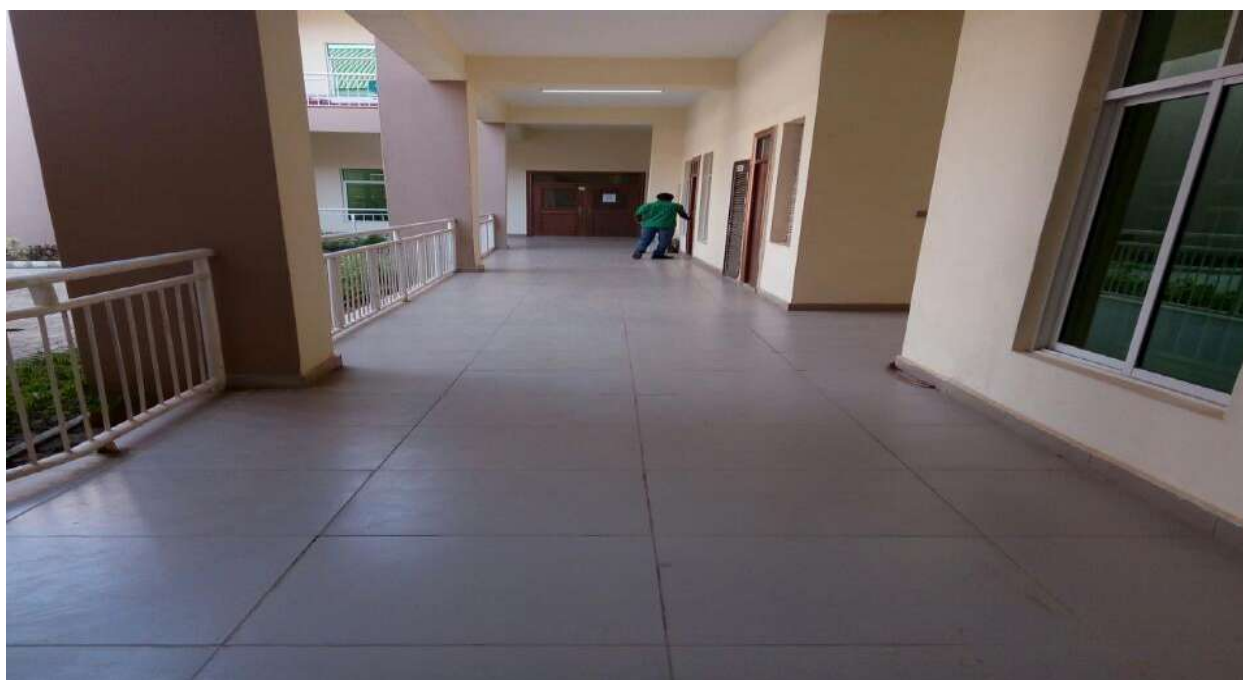
1.3.1 SERVICOM Unit

On 29th March, 2016, the National Open University of Nigeria (NOUN) relocated from Lagos Headquarters to its present Headquarters at Plot 91 University Village, Cadastral Zone, Nnamdi Azikiwe Expressway, Jabi, Abuja. The SERVICOM Unit of NOUN was officially inaugurated during the period under consideration specifically on 16th November, 2016 at the New Office complex, Jabi, Abuja.

Picture 1.12: **NOUN SERVICOM Unit**



Picture 1.13: **NOUN SERVICOM Unit Offices**



1.3.2 SERVICOM Committees

The following SERVICOM Committees were inaugurated in their respective universities as follows:

Table 1.9: **SERVICOM Committees**

S/No	University	Committee	Quarter
1	FUNAI	SERVICOM Committee and SERVICOM Front-line Desk Officers	First-Quarter, 2016
2	FU, Lafia	SERVICOM Board	First-Quarter, 2016
3	Unizik	Unizik SERVICOM Committee	First-Quarter, 2016
4	UniAbuja	SERVICOM Committee	First-Quarter, 2016
5	ATBU Bauchi	Inauguration of 36 SERVICOM Marshalls and 45 Students Brigades	First-Quarter, 2016
6	FU, Gashua	The University SERVICOM Committee	First-Quarter, 2016
7	MOUAU	University SERVICOM Committee	Third-Quarter, 2016
8	University of Port Harcourt	Quality Assurance and SERVICOM Officers	Fourth-Quarter, 2016
9	UNN	SERVICOM Guild	Fourth-Quarter, 2016

1.4 Decorations

1.4.1 NUC PSC Grand & Deputy Grand Patrons

The NUC Executive Secretary, Professor Abubakar A. Rasheed was decorated with the SERVICOM insignia as the Grand Patron of the NUC PSC. This was in recognition of his

support for the actualization of effective and efficient Service Delivery in Nigerian University System.

Picture 1.14: ***Deputy Grand Patron of NUC PSC, Malam I. I. Dan’Iya, being decorated by the Chairman***



1.4.2 University Principal Officers

During Opening Ceremonies at PSC’s Quarterly meetings, the Principal Officers (Vice chancellor, Deputy Vice-Chancellors, Registrar, Bursar etc.) and the Focal Officer of the hosting universities are decorated with SERVICOM pin-ups as a symbol of their commitment towards entrenching the Federal Government Service Delivery Initiative in their respect university.

Picture 1.15: ***Decorating DVC of the University of Nigeria, Nsukka***



Picture 1.16: ***The Vice Chancellor, ATBU Bauchi, Professor Saminu AbdurRahman Ibrahim, decorated by the Chief SERVICOM Officer***



Picture 1.17: ***The Vice-Chancellor, NOUN, Professor Abdalla Uba Adamu decorated with SERVICOM Insignia (Proudly SERVICOM Compliance)***



1.5 Appointments

1.5.1 New Executive Secretary, NUC

On Wednesday, 3 August, 2016, Professor Adamu Abubakar Rasheed took over as the 8th Executive Secretary of the National Universities Commission (NUC) following the approval of his appointment by President Muhammadu Buhari MCFR. He took over from Professor Julius A. Okojie.

In an interactive meeting with the staff of the Commission on 5th August, 2016, Professor Rasheed called on them to be honest and to do their work with utmost sense of responsibility. He said, *“I have only friends and not enemies. I work for peace and my expectations are that we would work together to improve the system, based on our mandate”*. He assured them that, *“NUC is big enough, large to accommodate us; everybody has responsibility, you will all be given the opportunity to prove yourselves”*.

1.5.2 New Vice-Chancellors

During the year under review, there was an administrative change whereby some new Vice-Chancellors and Governing Council Chairmen were appointed as follows:

Table 1.10: **Newly Appointed Vice-Chancellors and Chairmen of Governing Councils**

S/No	University	Vice-Chancellor	Governing Council Chairman
1	FU, Oye-Ekiti	Prof. Kayode Soremekun	Prof. Saidat Mabadeje
2	FU, Birnin Kebbi	Prof. Auwal H. Yadudu	Prof. Lawrence Ngbale
3	FU, Dutse	Prof. Fatima Batoul Muktar	Haj. Najaatu Mohammed
4	FU, Dutsin-Ma	Prof. Haruna Abdu Kaita	Dr. Marliyya Zayyan
5	FU, Gashua	Prof. Andrew Haruna	Dr. Lawan Yahuza
6	FU, Gusau	Prof. Magaji Garba	Prof, F. T. Bickersteth
7	FU, Kashere	Prof. Alhassan Mohd Gani	Garba M. Gadi
8	FU, Lafia	Prof. Muhammad Sanusi Liman	Prof. Munzali Jibril
9	FU, Lokoja	Prof. Angela Freeman Miri	Prof. Nimi Briggs
10	FU, Ndufu-Alike	Prof. Chinedum Nwajiuba	Prof. Mba Uzoukwu
11	FU, Wukari	Prof. Mohammed Kundiri	Gbemisola Saraki
12	FU, Otuoke	Prof. Seth Accra Jaja	Ahmed Uba Nana
13	NOUN	Prof. Abdalla Uba Adamu	Sen. Ameh Ebute (CON)

The SERVICOM Focal officers of the concerned universities were advised to adequately sensitize their newly appointed Vice-Chancellors on the activities of SERVICOM and where possible, a memo should be transmitted to the VC briefing him/her on SERVICOM activities in the university.

1.5.3 New Focal Officers

For the period under review, appointments of new Focal Officers were observed. The table below indicates the changes witnessed during the period:

Table 1.11: **Appointments of New Focal Officers**

S/No	University	Quarter	Outgone FO	Incoming FO
1	University of Lagos	First	Prof. S. A. Okunuga	Prof. Obinna L. Chukwu
2	Uniport	First	Prof. Tony Arinze	Prof. Ikechukwu Agbagwa
3	Uniagric, Makurdi	First	Mr. Bem Ugoh	Mr. Godwin Achimugu
4	NDA	Second	Dr. D. M. Faruruwa	Dr. A. Dadan Garba
5	FUPRE	Second	Late Prof. Daniel Eni	Mr. Eugene Okojie (Acting)
6	FUNAAB	Second	Mrs. Taiwo Aloyeun	Mrs. Adesumbo Laniyan
7	FU, Oye-Ekiti	Third	Mrs. Temitope Bassey	Mrs. Olayinka Olukoju
8	FU, Otuoke	Third	Mrs. K. Sonrandein	Ms. Oluwaseyi Shaiye
9	Unical	Third	Chief Okpo Oka Usani	Barr. Fidelis Akpan
10	OAU Ile-Ife	Third	-	Mr. L. A. Sanusi
11	FU, Dutsin-Ma	4 th	Prof. A. D. Kankia	Mr. Isyaku Yusuf Karofi

Adequate handover notes and briefings were encouraged to be conducted by the outgoing Focal Officers to prepare the ground for the Incoming Focal Officer, in order not to leave a vacuum.

1.5.3 **Appointment as Provost of College of Education**

Mathew Ekpo, a Professor of Soil/Environmental Microbiology and the Focal Officer of the University of Uyo, Uyo has been appointed as the Provost of the College of Education, Afaha Nsit, Akwa Ibom State.

The NUC PSC extends its appreciation to the Akwa Ibom State Government for the appointment which was well-deserved and as an honour done to the Committee. Professor Mathew Ekpo please accepts the congratulations of the members and admonishment to carry the SERVICOM banner to the College of Education.

1.6 **Members' Matters**

1.6.1 **Promotion**

Two members of the PSC were elevated to the rank of Professors as follows.

Table 1.12: **Newly Promoted Focal Officers**

S/No	Name	University
1	Professor A. D. Kankia	Federal University, Dutsin-Ma
2	Professor D. Eni	FUPRE

The Members of the PSC wishes the new professors a fruitful academic life on their professorial chairs.

1.6.2 **Bereavement**

The NUC PSC has recorded the loss of a Focal Officer in the year under consideration. PSC formally wishes to report the demise of Professor Daniel Eni, Focal Officer of the Federal University of Petroleum Resources, Effurun which occurred on 23rd July, 2016. A one-minute

silence was observed in honour of late Professor Eni during the 3rd Quarter meeting at University of Ilorin.

Picture 1.18: **Late Professor Daniel Eni**



His last appearance at the NUC PSC activity was on 15th June, 2016 at ATBU, Bauchi attending PSC Second-Quarter meeting.

Late Professor Eni's burial ceremony took place on 25th and 26th November, 2016 at his home town, Ugeh, Cross River State.

1.7 **Review of Service Charters**

The following universities have reported commencement of review of their service charters in line with the directives of SERVICOM.

Table 1.13: **Review of Service Charters**

S/No	University	Remarks (status)
1	University of Lagos	Awaiting publication
2	NUC	In progress
3	FUT Minna	In progress

1.8 **Innovations Recorded**

1.8.1 **Submission of e-Report**

Members resolved that henceforth all reports must be in electronic form and should be mailed to the NUC PSC Secretariat through the official mail address within one week from the date of the meeting.

1.8.2 ***Official e-mail addresses for SERVICOM Units***

Having observed that Focal Officers are using their personal email addresses for official correspondences and once a Focal Officer ends his tenure leaves with all the official mails. All were advised to create an official email address for University SERVICOM Units to be accessible by all staff of the Units.

1.8.3 ***Provision of Hotlines & Toll-Free Emergency Lines***

Universities were encouraged to come up with Hotline numbers which are to be available 24/7 for lodgment of complaints by students and the stakeholders. University of Lagos in a bid to make communication easier came up with toll-free lines; while University of Ilorin has reactivated their GLO lines.

1.8.4 ***Introduction of Policy on Service Transformation (POST)***

The Policy on Service Transformation (POST) reported last year to have been introduced by Abubakar Tafawa Balewa University, Bauchi was intended to facilitate improved service delivery process in the university system, was on-going with some recorded successes. It may be recalled that ATBU introduced a policy on the restructuring of organs, committees and functions targeting non-performing committees in order to reduce the number of committees, avoid overlaps, cut down cost and increase efficiency.

1.8.5 ***Uploading Service Charter on University Website***

Most University SERVICOM Units have successfully uploaded their Service Charters and Complaints Policy on their University Websites in line with the directive of the NUC PSC meetings.

1.9 ***Sensitization of University Community***

1.9.1 ***2016 Retreat for Nodal Officers and Charter Desk Officers***

The Chairman in his Mid-Term Review of PSC Activities reported to the members that the SERVICOM Office had organized a one-day retreat for Nodal Officers and Charter Desk Officers on 4th August, 2016 during which three papers were presented on ***“Achieving a Culture of Service Excellence in MDAs; Charter Formulation, Implementation, Reporting and Review; and Work Plan Formulation, Monitoring and Reporting”***. The Communiqué of the retreat was made available to the members for noting and implementation. Also, a new template on work plan released by the SERVICOM Office was passed round to members for adaption in their subsequent work plans.

Picture 1.19: ***Pre-Retreat Meeting at SERVICOM Office***



1.9.2 ***National Council of Nodal Officers End of Year Meeting***

The National Council of Nodal Officers (NCNO) held its End of Year meeting on Tuesday, 20th December, 2016 at Olusegun Obasanjo Hall, Head of Service, Federal Secretariat, Abuja. Highlights of the meeting were the developing of MSU/PSU Work Plan, Recitation of MSU/PSU Milestone Achievements for 2016 and recognition of Nodal Officers of active MSU/PSU. The schedule of Nodal Officers' meetings for 2017 was presented to the members: March 30, June 29, September 28 and December 15, 2017 respectively.

Picture 1.20: ***The 2016 End of Year Meeting of NCNO***



Picture 1.21: *The National Council of Nodal Officers End of Year meeting*



1.9.3 *NUC Position Paper on Grade Sorting*

The NUC has observed the resurfacing of reported cases of Grade Sorting on university campuses with grievous consequence on the students in particular as well as the delivery of quality university education in Nigeria in general. Consequently, the Commission has circulated its position paper on the phenomenon to all Nigerian Universities. In the Position Paper, the NUC condemned in totality any act that encourages giving and receiving any form of gratification in exchange for grades or other academic favours from lecturers or administrators. Universities were advised to mount aggressive awareness campaigns against Grade Sorting and its consequences on their campuses. In addition to this, all cases of harassment of students for gratification by lecturers must be investigated and reported to the Commission. Universities were encouraged to set up a Committee or Task Force on War on Grade Sorting (WGS) with the sole objective of eradicating social and academic vices in Nigerian University campuses.

In line with the NUC directive, Universities have intensified awareness campaigns to sensitize students and staff against the unethical behaviour. Taskforces on War Against Grade Sorting were constituted with the responsibility of eradication of all forms of Grade Sorting and to facilitate a conducive learning environment for students devoid of harassment. (FUK, UNIBEN, FU Otuoke).

Picture 1.22: Uniben War Against Sorting (WAS) Poster



Picture 1.23: University of Jos Sensitization



1.9.4 ***Sexual Harassment in Tertiary Educational Institutions Prohibition Bill 2016 by Senator Ovie Omo-Agege***

A copy of the proposed Bill by Senator Ovie Omo-Agege and co-sponsored by 57 other Senators on Sexual Harassment in Tertiary Educational Institutions Prohibition was made available to all members for noting and further discussions. The Bill makes it a criminal offense for any educator in a tertiary educational institution to violate or exploit the student-lecturer relationship for sexual favours and also seeks statutory protection for students against sexual hostility and all forms of sexual harassment in tertiary institutions. It also stipulates as offenses, solicitation of sex or sexual advances by lecturers which resulted to intimidation, hostile or offensive environment for students. Institutional disciplinary measures/procedures were also provided in the Bill.

The Bill had passed through second reading in the Senate.

1.9.5 ***Judicious Utilization:***

The Vice Chancellor of the University of Ilorin, Professor AbdulGaniyu Ambali OON delivered a paper titled ***Judicious Utilization*** at the Opening Session of the NUC PSC Third-Quarter meeting at the University of Ilorin on 25th August, 2016. The major highlights of the paper are:

- The introduction of the Service Compact with All Nigerians (SERVICOM) was one of the best initiatives of the Federal Government because the philosophy that Nigerians do not only have the right to be served but also to be served right, has the potential to improve the standard of service delivery in the whole country;
- The resolve of President Muhammadu Buhari in fighting corruption in the country was commendable and welcomed. It also be noted that corruption was not limited to stealing, graft, embezzlement, extortion and the rest, it also includes failure to do what is to be done. This is why the Service Charter must be institutionalized in order to ensure that the right thing is done at the right time.
- The university remains one of the first institutions of higher learning to produce its Service Charter in line with the vision of the Federal Government. The Charter engenders the commitment to our judicious utilization of the resources of Nigerians for the utmost benefit of Nigerians.
- It is in furtherance of the quality service delivery at the university that for the third year, the university is the most subscribed in Nigeria by admission applicants. The university has remained open for more than 16 years as a result of its commitment to rendering service to humanity, regardless of the challenges.
- The revised Service Charter of the University was in furtherance of its obligations to its clients/customers as an institutional service provider. Our belief is that with the Charter, we are in a better position to contribute more to humanity. We also hope that the Committee will find the document commendable given the quantum of work put into its production.

1.9.6 *Production of jingles*

Sensitization programmes aimed at creating better awareness for every member of staff, students and other stakeholders of the university community on the need for quality service delivery and customer satisfaction were aired on university FM stations. Also, Phone-In Programmes are aired live:

- Unilag FM Radio 103.1 (University of Lagos),
- Search FM Radio 92.3 (FUT Minna),
- Diamond FM Radio (University of Ibadan),
- FM 100.7 Radio (University of Uyo),
- Lion FM Radio (University of Nigeria, Nsukka)
- FUNAAB Radio (Federal University of Agriculture, Abeokuta)
- NOUN FM (National Open University of Nigeria)

1.9.7 *Seminars & Workshop*

- Sensitization workshop on General Work Ethics and Timeliness in handling mails to boost capacity for effective service delivery (ABU);
- Retreat for key officials and functionaries of UNN who were newly appointed to their positions (Deans, Directors, HOD, Coordinators of Units, Sectional Heads in Registry and Bursary);
- Orientation for New (Freshmen) and Returning Students for 2015/2016 Academic Session. Students were educated on SERVICOM and Students Right;
- Enlightenment seminar for newly employed staff;
- Creation of SERVICOM platform for publishing SERVICOM related materials in University Weekly News Bulletin to create public awareness and to serve as a means of communication to all and sundry;
- Elaborate sensitization crusade against social and academic vices and SERVICOM Awareness campaigns were intensified during the period under review.

Other major highlights of sensitization activities conducted across the FUS to bring awareness to the University Community on Service Delivery Initiative were as follows:

- Service Quality Interactive Fora were organized for selected members of staff in the University Health Services and Security Units on 8th and 22nd February 2016. Also, an interactive forum was organized for selected students on 26th February 2016 with setting up of Students SERVICOM WhatsApp Group to facilitate students' participation and feedback on quality service delivery at all university service outlets (UI).

- The University SERVICOM Unit printed, posted and distributed fliers on complaint procedure and redress mechanism with GSM numbers. Customers have started making complaints known through the numbers given;
- For the first time in the University of Port Harcourt, SERVICOM gave a lecture during the Orientation for the first year students, titled SERVICOM and Students.
- 2015/2016 Matriculation Ceremony at ABU Zaria for newly admitted 100 and 200 levels students held on 20-22 January, 2016. The Focal Officer presented a paper on SERVICOM and its functions (ABU).
- Two additional radio adverts/jingles were aired on DIAMOND FM for further re-orientation and enlightenment of the university community, the general public and all stakeholders on the activities of SERVICOM at UI
- SERVICOM jingles have been adapted for sensitization on NOUN FM
- A paper titled SERVICOM and Your Rights to Quality Education was delivered by FO of FUTA at the occasion of FUTA Student Union Week.
- 2015/2016 Fresh Students Orientation ceremony at FUL, a paper was presented by the FO on What SERIVOM can do for students
- The University of Ilorin Focal Officer addressed the University Congregation on 31st August, 2016 on SERVICOM and the Role of the Service Charter in Ensuring Quality Service Delivery in the University.
- Uniport Sensitization: A programme of sensitization on service delivery was held at University of Port. A paper on Work Ethics and Consequence of Service Failure was delivered by Prof. S. B. Oyeleke on behalf of the NUC PSC. The Programme was well attended by members of staff which includes Deans, Directors and Students.

1.9.8 Interactive Session with the Student Union Government (SUG)

The newly elected Student Union Government (SUG) of Michael Okpara University of Agriculture, Umudike paid a courtesy call to the SERVICOM Unit in appreciation of the role played by SERVICOM in ensuring a free and fair election. As a follow up, the SERVICOM Unit organized and held an interactive session with the SUG Executives, the Students Representative Council and the Judiciary Arm, sensitizing them on their responsibility towards eradicating Grade Sorting and Extortion of Students, establishing a culture of reading and studying among the students, shunning all forms of vices in the campus and championing best practices in MOUAU. They voiced their concerns over victimization by some staff and enquired how they will be protected if and when they challenge service failure. SERVICOM assured them of Management's promise to do all

within its powers to support the objectives of SERVICOM and to ensure implementation of expected goals.

Also, University of Port Harcourt SERVICOM Unit had an interactive session with Student Union Executives, Faculty and Departmental Presidents on Friday, 12th August, 2016 on the topic: 'STUDENTS AND SERVICE DELIVERY: EFFORTS OF THE UNIVERSITY'. In attendance were members of the Unit, a representative from the Registry, Bursary, Admissions Office, the Director, ICTC and the Dean (Student Affairs). This was held to strengthen the communication gap between the University and her Students.

1.10 Capacity building

The University of Abuja organized a training workshop on Effective Service Delivery with the theme 'Attitude and Organizational Growth' for the Provosts, Deans, Heads of Departments, Heads of Units and other Principal Officers of the university, between 17 and 18 May, 2016. Another capacity building training was organized for administrative staff in the Registry of the university between 24 and 27 May 2016.

1.11 Internal University Performance Evaluation

Universities were encouraged to perform Internal Performance Evaluation (IPE) of their faculties and key units as a possible way of improving efficiency in the University Service Windows (USW). The following are some of the evaluations conducted by universities:

1.11.1 The Best Rated Faculty and Units

The Best Rated Faculty and Unit were awarded with certificates and their names displayed in conspicuous areas on the university premises (FU, Lafia).

Also, approval has been granted for the production and administering of Effective Service Delivery Performance Evaluation Form to evaluate Units and Service Windows in University of Uyo (UniUyo).

1.11.2 Evaluation of Graduates

During Convocation Ceremonies, graduating students were served with questionnaires to evaluate their perception of service they received during the period of their studentship (UI).

1.11.3 Lectures/Lecturers Assessment

Students were encouraged to fill Lectures/Lecturers Assessment Form online to assess the lectures delivered to them and their lecturers. The responses are encouraging. The outcome was sent to Management then to Deans of Faculties for improvement of services (Unilag).

1.11.4 Final Year Evaluation of Students

This is an evaluation of Departments with respect to lecturers' performance, practicals and other academic activities. This was meant to assess areas of defective services in the department and suggest way out to management (UniUyo).

1.11.5 Conduct of Student Survey Exercise

This is a survey conducted to find out lecturers' performance and challenges that could impede on having smooth academic programme in the university. The analyzed outcomes of the survey are presented at the Regular Senate meetings (FU, Lafia).

1.11.6 Survey on Service Delivery

The SERVICOM Unit of the University conducted a survey to collect data on Service Delivery by the staff to its students, specifically on quality of teaching delivery to students (ATBU).

1.11.7 Customer Satisfaction Survey

Administering Customer Satisfaction Survey to all stakeholders to rate services rendered by the Village (NFLV).

1.12 Monitoring Service Delivery

Academic and non-academic activities at various service windows in the Nigerian Universities were monitored for efficiency in service delivery in line with the individual University Service Charter. This entails monitoring Service Windows (Faculties and Departments) to assess the conduct of lectures, examinations (invigilation, prompt marking, submission of results and malpractices), inspection of classrooms, lecture rooms/theatres, studios, workshops, laboratories, hostels etc., and impromptu checks of punctuality and lateness to work. It also includes participation at Post-UTME screening exercises, matriculation ceremonies, fresh students orientation, environmental sanitation (Keep Campus Clean) etc.

1.13 SERVICOM Compliance Evaluations

In line with SERVICOM 's mandate of assessing the service frontlines of Ministries, Departments and Agencies (MDAs) to determine the quality of service they provide and level of compliance with the principles of citizen-focused service delivery, the National Open University of Nigeria (NOUN) was scheduled to be evaluated between November 28 and December 2, 2016 with its Study Centres at Ikeja, Lagos State, Yola, Adamawa State, Abagana, Anambra State, Benin city, Edo State, Kuje and NPF Special and HQ, FCT Abuja, Katsina, Katsina State and Makurdi, Benue State respective to serve as sample centres. However, the exercise has been shifted to February, 2017.

Table 1.14: **List of Universities evaluated by SERVICOM (2011-2016)**

S/No	Year	University	Ranking
1	2011	NAU, Awka	***
2	2011	Unilorin	***
3	2011	Unilag	**
4	2011	BUK	**
5	2011	MOUA, Umudike	**
6	2011	UniAbuja	**
7	2011	UNN	*
8	2012	FUT Minna	****
9	2012	Unical	**
10	2012	Unijos	**
11	2012	FUTO	**
12	2012	Makurdi	**
13	2012	ABU	**
14	2014	UI	****
15	2014	ATBU	**
16	2014	Uniben	**
17	2014	Uniport	**
18	2-14	UniUyo	**
19	2016	FUTA	**
20	2016	MOU, Yola	**
21	2016	OAU, Ile-Ife	**
22	2016	UNAAB	**
23	2016	Unimaid	**
24	2016	UDU, Sokoto	**

Table 1.15: **List of Universities and IUCs Yet to Be Evaluated By SERVICOM**

S/No.	University
1	NOUN* rescheduled for February, 2017
2	FU, Birnin-Kebbi
3	FU, Dutse
4	FU, Dutsin-Ma
5	FU, Gusau
6	FU, Kashere
7	FU, Lokoja
8	FU, Lafia
9	FU, Ndufu-Alike
10	FU, Gashua
11	FUPRE
12	NPA, Wudil
13	NINLAN, Aba
14	NMC
15	NALV, Ngala
16	NFLV, Badagry

17	NDA, Kaduna
18	FU, Otuoke
19	FU, Oye-Ekiti
20	FU, Wukari

1.14 **2016 SERVICOM Awards**

1.14.1 Recognition of The Nodal Officer of Active PSC/MSC of 2016

The NUC PSC has been recognized as the one of the most action PSC/MSC by the SERVICOM Office (The Presidency) at the End of Year Meeting of the Nodal Officer held on 20th December, 2016 at Olusegun Obasanjo Hall, Head of Service Secretariat.

1.14.2 NUC PSC Rewards/Sanctions for Attendance

The summary of the 2016 Awards (Flags) and Sanctions (Cards) for Universities in respect of attendance at NUC PSC quarterly meetings are as follows:

Green Flag Category (Congratulations)

- 1) University of Ibadan
- 2) Ahmadu Bello University, Zaria
- 3) University of Lagos
- 4) University of Benin
- 5) University of Maiduguri
- 6) Bayero University, Kano
- 7) University of Ilorin
- 8) FUT Akure
- 9) FUT, Minna
- 10) FUNAI
- 11) NOUN
- 12) University of Port Harcourt
- 13) University of Jos
- 14) ATBU, Bauchi
- 15) MOUA, Umudike
- 16) University of Abuja
- 17) Federal University, Kashere
- 18) Federal University, Gashua
- 19) NDA, Kaduna
- 20) The Nigerian Police Academy, Wudil
- 21) NINLAN, Aba
- 22) FUNAAB, Abeokuta

White Flag Category (Commendation)

- 1) NALV
- 2) MAUTECH, Yola

- 3) UniAgric, Makurdi
- 4) Federal University, Lokoja
- 5) UNN
- 6) Federal University, Lafia
- 7) Federal University, Otuoke
- 8) Federal University, Wukari
- 9) NAU, Awka
- 10) FUPRE
- 11) University of Uyo

Blue Flag Category (Encouragement)

- 1) Federal University, Dutse
- 2) Federal University, Dutsin-Ma
- 3) UDU, Sokoto
- 4) NFLV, Badagry

Yellow Card Category (Warning)

- 1) FUT, Owerri
- 2) Federal University, Oye-Ekiti
- 3) OUA, Ile-Ife

Red Card Category (Query)

- 1) Federal University, Gusau
- 2) Federal University, Birnin-Kebbi
- 3) National Mathematical Centre

1.14.3 University SERVICOM Awards for Excellent Service Delivery

Reward System (RS) was introduced in some universities to encourage and recognize hard-work and efficiency. Staff who have distinguished themselves in the delivery of qualitative and efficient service in their universities are awarded with certificates and University Badges in an organized ceremony.

- MOUA, Umudike: In a bid to encourage punctuality and service excellence among staff, a junior staff who was observed as punctual to work with high productivity was recommended to Management for commendation.
- FU, Lokoja: A Send-forth Party for the pioneer Vice-Chancellor, Prof. A. H. Rafindadi and Merit Awards Ceremony was organized for the deserving staff of the university. 150 staff were recipients of the University Honour and Awards. The award was for three (3) academic sessions.
- University of Ilorin: The Management in its efforts in recognition of good service delivery honoured a retired professor, an undergraduate student, a member of SERVICOM Unit and

a Frontline Officer for their invaluable contributions to the progress and development of the university. This served as a motivational strategy for the entire staff of the University for Efficient and Effective Service Delivery in the university.

- University of Nigeria, Nsukka: Excellent Performance Award for deserving university staff was instituted in two categories: the Academic Staff Category made up of Professional Cadre and Non-Professional Cadre, and the Non-Academic Staff category made up of Senior Staff and Junior Staff respective.
- 2016 SERVICOM Award FUT Minna: FUT Minna on 23rd August, 2016 recognizes the contribution of staff in effective e service delivery. All rank and files of staff were awarded with plagues and gifts by the University. A certificate of award was also given. A total of 25 staff were recognized.

Picture 1.24: *FUT Minna 2016 SERVICOM Award to deserving student Brigade*



1.15 **Participation at MSC Third-Quarter Meeting**

The Chairman NUC PSC had reported at the Fourth-Quarter Meeting at NOUN of his participating at the Ministerial SERVICOM Committee (MSC) Third-Quarter meeting held at National Institute for Educational Planning and Administration (NIEPA), Ondo on 27th September 2016. Highlight of the meeting was characterized by Nodal Officers giving reports on various SERVICOM activities at their respective institutions.

Picture 1.25: **3rd Quarter Meeting of the FME MSC at NIEPA, Ondo**



Picture 1.26: **Group Photograph at the FME MSC 3rd Quarter meeting held at NIEPA**



1.16 *Grievance Redress Mechanism*

The Grievance Redress Mechanism (GRM) has been strengthened with the provision of more complaint/suggestion boxes placed in strategic places in the campuses of Nigerian Universities for reporting service failure complaints and other related issues.

1.16.1 *Complaints Received*

At the beginning of the year, 101 complaints were brought forward from 2015 as pending or work in progress cases.

During the period under consideration, 791 complaints were received across the Federal University System (FUS). Out of this figure, 203 were received in the First-Quarter, 171 in Second-Quarter, 191 in Third-Quarter and 226 in Fourth-Quarter, respectively as per the table below:

Table 1.16: *Number of Complaints Received and Treated*

<i>Quarter</i>	<i>No of Complaints Received</i>	<i>No of Complaints Treated</i>	<i>Pending</i>
2015	-	-	101
First	203	175	28
Second	171	158	13
Third	191	179	12
Fourth	226	147	79
Total	791	659	132

Table 1.17: *Breakdown of complaints received per university and per quarter*

<i>S/No</i>	<i>University</i>	<i>Quarters</i>				<i>Total</i>
		<i>1st</i>	<i>2nd</i>	<i>3rd</i>	<i>4th</i>	
1	Abubakar Tafawa Balewa University, Bauchi	5	2	2	2	11
2	Ahmadu Bello University, Zaria	9	7	10	11	37
3	Bayero University, Kano	-	-	-	-	-
4	Federal University, Birnin-Kebbi, Kebbi	-	-	-	-	-
5	Federal University, Dutse	5	3	4	2	14
6	Federal University, Dutsin-Ma	11	10	4	7	32
7	Federal University, Gashua	-	-	-	-	-
8	Federal University, Gusau	-	-	-	-	-
9	Federal University, Kashere	6	1	0	1	8
10	Federal University, Lafia	7	9	8	13	37
11	Federal University, Lokoja	-	-	-	-	-
12	Federal University, Ndufu-Alike Ikwo	-	-	-	-	-
13	Federal University of Agriculture, Abeokuta	0	4	6	0	10
14	Federal University of Technology, Akure	0	0	0	0	0
15	Federal University of Technology, Minna	8	4	6	3	21
16	Federal University of Technology, Owerri	-	-	-	-	-
17	Federal University, Otuoke	-	-	-	-	-

18	Federal University, Oye-Ekiti	-	-	-	-	-
19	FUPRE, Effurun	0	1	1	0	2
20	Federal University, Wukari	1	0	0	3	4
21	Michael Okpara University of Agric., Umudike	4	9	5	4	22
22	Modibbo Adama University of Technology, Yola	3	5	1	4	13
23	National Open University of Nigeria, Abuja	15	18	20	22	75
24	Nigerian Defence Academy, Kaduna	-	-	-	-	-
25	Nnamdi Azikiwe University, Awka	1	1	1	1	4
26	Obafemi Awolowo University, Ile-Ife	-	-	-	-	-
27	The Nigeria Police Academy, Wudil	2	0	1	0	3
28	University of Abuja	6	4	2	5	17
29	University of Agriculture, Makurdi	2	3	5	2	12
30	University of Benin, Benin City	8	6	8	8	30
31	University of Calabar, Calabar	-	-	-	-	-
32	University of Ibadan, Ibadan	7	5	3	19	34
33	University of Ilorin, Ilorin	4	7	28	75	114
34	University of Jos, Jos	2	1	5	3	11
35	University of Lagos	7	3	14	2	26
36	University of Maiduguri, Maiduguri	15	4	2	6	27
37	University of Nigeria, Nsukka	10	12	18	6	46
38	University of Port Harcourt, Port Harcourt	9	5	7	-	21
39	University of Uyo, Uyo	24	15	11	13	63
40	Usmanu Danfodiyo University, Sokoto	0	3	0	1	4
41	National Institute for Nigerian Languages, Aba	0	1	0	0	1
42	National Mathematical Centre, Abuja	-	-	-	-	-
43	Nigerian Arabic Language Village, Ngala	-	-	-	-	-
44	Nigerian French Language Village, Badagry	18	24	18	10	70
45	National Universities Commission	14	4	1	3	22
	Total	203	171	191	226	791

NB: (-) means no data was provided by the University;
(0) means no complaint was received/handled by the SERVICOM Unit of the university.

Table 1.18: **Top 10 Universities with large number of complaints**

Ranking	University	No of Complaints
1	University of Ilorin	114
2	NOUN	75
3	NFLV	70
4	University of Uyo	63
5	UNN	46
6	ABU/FU Lafia	37
7	University of Ibadan	34
8	FU, Dutsin-Ma	32
9	University of Benin	30
10	University of Maiduguri	27

The complaints received from students, staff (academic and non-academic), parents and University stakeholders, border mostly on the following categories:

- a) Delay in processing results and transcripts
- b) Poor Service delivery at Medical Centre
- c) Service failures at Registration points
- d) Clearance for Fresh Students
- e) Non-recommendation by HOD to deserving staff on promotion matters
- f) Wrong placement on salary grades, cadre etc.
- g) Unauthorized deductions of levies without approval from staff
- h) Lack of working materials and equipment to promote effectiveness and efficiency in work place
- i) Non-Release of Students results
- j) Missing results
- k) NYSC mobilization
- l) Non-graduation of students
- m) Wrong computation of students' results
- n) Wrongful retirement
- o) Sexual harassment
- p) Intimidation
- q) Sorting/extorting money
- r) Fee waivers etc.

1.16.2 **Complaints Treated**

Out of the 728 complaints received for the period under consideration and in addition to the 101 complaints brought forward from 2015, 608 were successfully resolved by the SERVICOM Units in the Federal University System (FUS) as per the table below:

Table 1.19: **Number of Complaints Treated**

Quarter	Number of Complaints Treated
First	175
Second	158
Third	179
Fourth	147
Total	659

Table 1.20: **Breakdown of cases treated per university and per quarter**

S/No	University	Quarters				Total	
		1st	2nd	3rd	4th	Total	Pending
1	Abubakar Tafawa Balewa University, Bauchi	3	2	2	1	8	3
2	Ahmadu Bello University, Zaria	9	6	9	10	34	3
3	Bayero University, Kano	-	-	-	-	-	-
4	Federal University, Birnin-Kebbi, Kebbi	-	-	-	-	-	-
5	Federal University, Dutse	4	3	4	1	12	2
6	Federal University, Dutsin-Ma	10	10	4	5	29	3
7	Federal University, Gashua	-	-	-	-	-	-

8	Federal University, Gusau	-	-	-	-	-	-
9	Federal University, Kashere	6	1	0	1	8	0
10	Federal University, Lafia	7	9	8	13	37	0
11	Federal University, Lokoja	-	-	-	-	-	-
12	Federal University, Ndufu-Alike Ikwo	-	-	-	-	-	-
13	Federal University of Agriculture, Abeokuta	0	3	5	0	8	2
14	Federal University of Technology, Akure	0	0	0	0	0	0
15	Federal University of Technology, Minna	8	4	6	3	21	0
16	Federal University of Technology, Owerri	-	-	-	-	-	-
17	Federal University, Otuoke	-	-	-	-	-	-
18	Federal University, Oye-Ekiti	-	-	-	-	-	-
19	FUPRE, Effurun	0	0	1	0	1	1
20	Federal University, Wukari	1	0	0	3	4	0
21	Michael Okpara University of Agric., Umudike	4	7	5	3	19	3
22	MAUT, Yola	3	5	1	3	12	1
23	National Open University of Nigeria, Abuja	15	18	20	16	69	6
24	Nigerian Defence Academy, Kaduna	-	-	-	-	-	-
25	Nnamdi Azikiwe University, Awka	1	1	1	1	4	0
26	Obafemi Awolowo University, Ile-Ife	-	-	-	-	-	-
27	The Nigeria Police Academy, Wudil	2	0	1	0	3	0
28	University of Abuja	6	4	2	3	15	2
29	University of Agriculture, Makurdi	2	3	4	2	11	1
30	University of Benin, Benin City	8	6	3	6	23	7
31	University of Calabar, Calabar	-	-	-	-	-	-
32	University of Ibadan, Ibadan	7	5	3	18	33	1
33	University of Ilorin, Ilorin	4	7	27	25	63	51
34	University of Jos, Jos	2	1	5	2	10	1
35	University of Lagos	7	3	14	2	26	0
36	University of Maiduguri, Maiduguri	12	6	2	3	23	4
37	University of Nigeria, Nsukka	7	12	18	6	43	3
38	University of Port Harcourt, Port Harcourt	9	5	7	0	21	0
39	University of Uyo, Uyo	21	11	9	10	51	12
40	Usmanu Danfodiyo University, Sokoto	0	3	0	1	4	0
41	NINLan, Aba	0	1	0	0	1	0
42	National Mathematical Centre, Abuja	-	-	-	-	-	-
43	Nigerian Arabic Language Village, Ngala	-	-	-	-	-	-
44	Nigerian French Language Village, Badagry	15	21	18	9	63	7
45	National Universities Commission	2	1	0	0	3	19
	Total	175	158	179	147	659	132

Table 1.21: **Top 10 Universities with large number of treated complaints**

Ranking	University	No of Complaints
1	NOUN	69
2	University of Ilorin/NFLV	63
3	University of Uyo	51
4	UNN	43
5	FU Lafia	37

6	ABU, Zaria	34
7	UI	33
8	FU Dutsin-Ma	29
9	University of Lagos	26
10	University of Maiduguri	23
	University of Benin	23

Table 1.22: **Summary of Complaints from January-December, 2016**

1	Number of Cases brought forward from 2015	101
2	Number of cases satisfactorily disposed of from (1) above	-
3	Number of cases remaining unresolved from (1) above	-
4	Number of cases received from January-December, 2016	791
5	Number of cases disposed of from (4) and (1) above	659
6	Number of cases pending from (4) above	132
7	Number of cases disposed of from (1) and (4) above	659
8	Number of cases pending from (4)	132
9	Number of cases carried over to 2017	132

1.16.3 **SERVICOM-in-Action**

The following are some selected cases of **SERVICOM-in-Action** handled during the year under consideration:

Case 1: **Case of Admission Scam**

The unfortunate case of “fake admission letters” issued to two desperate candidates living in rural areas of South Western Nigeria was brought to the Unit for investigation and necessary action. The forged letter headed paper of the University with the name of the former Vice Chancellor (2010-2015) and one “Professor Akeem A. Haruna” as the Registrar was used in the “letter of admission” issued to the candidates. Two candidates paid a total of ₦ 351,000.00 into the First Bank account number 3102843018 bearing the name of the “Registrar”- Professor Akeem A. Haruna.

Similarly, another scammer collected 35,000 Naira per candidate, with a promise to secure U. I. admission for unsuspecting candidates, who became his prey.

The Registrar of the University of Ibadan in an official letter sought the intervention of the First Bank since the account owners were using the account for controversial purpose which was bringing the name of the University into disrepute. The Bank Manager in UI First Bank Branch was contacted and consequently had **both accounts blocked**. The necessary arms of government were duly informed by the Bank Management for necessary action

The SERVICOM Unit recommended that, the “BVN and SIM” registration records in Nigeria should be maximally used to protect vulnerable Nigerians against Fraudsters.

Case 2: ***Illegal Sale of books***

This is a complaint of inadequate handling of a course by some lecturers in a Department where the lecturers mostly relied on mandating the students to buy their text books as a basis of scoring good grade. Some students complained that their General Course lecturers (taken by over one thousand students), instead of quality lecturing, resorted to mandating them to buy their text books and openly insinuated that failure to buy would result in being awarded an undesirable grade.

A student brought a fellow student to the SERVICOM Unit a week to the 2nd Semester Examination and explained that her roommate had been lamenting over her plight with respect to a General Course where the lecturers extorted money from them with impunity and nothing had been done about it. She explained that they were compelled to buy books which might not even be useful as it lacked content and quality, and that students were helpless over the situation.

The Focal Officer invited the SERVICOM Window to a meeting, with the sole agenda of discussing a case of extortion of money via compelling students to buy text books and a threat of poor grade for failure to buy the text book.

Upon investigation, it was discovered that Lecturers lobbied to be assigned the General Course due to the large number of students who took the course. It was a ready market for the sale of personal books.

The Service Window was asked to liaise with the Dean of the College, and initiate a re-allocation of the course schedule to spread across the lecturers in the Department, with each section having a leader to coordinate the teaching of their part. This would reduce the number of students per lecturer, to enable quality teaching and give room for smooth marking and grading of both the continuous assessment and examinations. This was carried out and a copy of the reallocation of course schedule was sent to the SERVICOM office. The Focal Officer visited the Dean of the College on the matter and got the promise that it would be effected as soon as the new semester commences.

The Complaints Desk Officer was detailed to monitor the classroom teaching in the Department and worked with the Service Window of the College to ascertain implementation of the re-allocation. Monitoring indicated a subtle resistance to the change.

A report of the case with actions taken was made to the Vice-Chancellor and a copy forwarded to the Dean of College. A follow up visit shortly after indicates full implementation.

Case 3: Delay in Reconciliation of Students Results for Senate Consideration and Approval

Two students complained to SERVICOM Unit of delayed reconciliation of their final results for Senate consideration.

The Complaints/Customer Care Desk Officer visited the Academic Affairs Officer and the College Reconciliation Officer and found out that there was no convincing evidence for the delay. They were given one week to present the result for Senate's consideration. One of the students reported back that the result had been reconciled and awaiting Senate consideration after three weeks.

Case 4: *Extortion of Money from Students Undergoing Clearance by The Security Unit and Student Affairs Department*

A student complained of being asked to pay the sum of one thousand Naira for his clearance form to be signed at the Security Unit. A two-member team of SERVICOM officers visited the Unit for clarification of such charges. The visit revealed the identification of the culprits responsible for the demand. They were made to refund the money they collected from eight students on that day. A report was forwarded to the Vice-Chancellor.

Also in the Student Affairs Unit, a student complained of his clearance not receiving attention by the Dean. A visit to the Dean revealed that the forms had already been signed two days before the complaint was lodged, but the secretary withheld the forms and kept asking students to come back another day. A report was made to the Deputy Registrar (SPATS) recommending reposting the staff to a unit that had minimal contact with students, which was affected. A notification of service failure was served to the staff with a verbal warning extended as well.

Case 5: *Delay in the Release of NYSC Exemption letter*

A student who graduated from the University required an exemption from the National Service due to age limit was worried about the delay in the release of an Exemption Letter. He sent an email to the official email of our SERVICOM Unit. His complaint was forwarded to the Office of the Registrar of the University and a copy was also sent to the SERVICOM Marshal in the Registrar's Office to pursue the matter to its logical conclusion. The Marshal was able to resolve the matter quickly. The Exemption Letter was released to the Students Affairs Unit for the student to collect. The student was accordingly informed by our Unit through his email.

Case 6: *Complaint of Poor Quality of electronic transcript results*

A former student living in the USA had earlier applied for her transcript to be sent to a University she applied for postgraduate studies in the USA. The copy that was sent to the University was of poor quality as a result of which it was rejected for which she now applied for an improved copy. Her application was not given timely consideration; hence she contacted the Nodal Officer through WhatsApp. Our Unit passed her complaint to the Registrar and the affected Faculty. A new one was prepared for her at no additional cost.

Case 7: *Complaint of Non-processing of Results*

An ex-student of the Faculty of Management Sciences complained to SERVICOM Unit of her inability to get her Statement of Result after completing her academic session in 2000/2001 owing to the fact that her results were not found in the Exams and Record.

SERVICOM Unit wrote to the Dean of the Faculty requesting for the Senate approved Final Year results of the 2000/2001 Academic Session. The Dean's respond indicated that the student's result was not sent to Senate and there was no clear reason from his investigation. On 26th August, 2015 SERVICOM Unit wrote again requesting the Dean to send the complainant's result to the Senate at the next Senate meeting.

However, on the 3rd of September, 2015, another letter was written to the Vice Chancellor on the need to prevail on the Dean to present the result of the said student to the Senate for approval. Finally, the result was sent and approved by the Senate.

Case 8: ***Complaint of Delay in processing clearance***

At 3:09 pm on the 30th October, 2015, a student from the Faculty of Education complained to the SERVICOM Office of her inability to successfully complete Clearance Exercise for the 2013/2014 Academic Session due largely to the delay in the collation and processing of her result from her Department. On proceeding to the Bursary Department (Part-Time Session) for her Final Clearance, she was told to pay the accumulated sum of four hundred and eighty thousand Naira (~~N~~480,000.00) School Fees spanning through the period of 1996/1997-2013/2014 Academic Sessions for late clearance.

SERVICOM Unit wrote a memo to the Dean who forwarded same to the H.O.D Educational Foundations for a review of the student's case. After careful analysis by the Department, the Dean responded to SERVICOM stating that the said student was delayed by the screening committee.

Furthermore, SERVICOM accompanied by the complainant visited the Bursary Department who advised that the H.O.D. (Educational Foundation) should officially write to them stating that the said student should be exempted from payment of the said amount. Consequently, the requested letter was written. The student was excluded from payment of additional school fees. The student was finally cleared by the Bursary Department without further payment.

Case 9: ***Request for Assistance***

A complaint letter titled "Request for Assistance" was received from a student from a Department in the University. In the said letter, the student requested the SERVICOM Unit to assist him and ensure that his M.A. degree Certificate was issued to him. According to him, an incorrect copy of the certificate was immediately returned to the School of Postgraduate Studies of the University upon issuance in May, 2016. He added that up till the date he wrote to SERVICOM on November, 2016, the corrected copy of the certificate was yet to get to him. It would be noted that he was awarded the degree of M.A in Mass Communications (Public Relations/Advertising) of the University in February 2015.

The SERVICOM Unit on the receipt of the letter of assistance from the student, wrote to the Dean of Postgraduate Studies on the matter. The Dean, subsequently requested the Secretary to the School to find the incorrect copy of the certificate. The Secretary in turn asked the Examinations Unit of the School to provide him with the incorrect certificate. It was subsequently provided and immediate steps were taken to correct the certificate.

Following from these actions taken by both the SERVICOM Unit and the Postgraduate School, the correct M.A. certificate of the student was written. The certificate has since been signed by the Vice-chancellor and the Registrar. The Certificate has since been collected by the student.

Case 10: ***Investigation of Sale of Books at School of General Studies***

A complaint was received alleging sale of books at the School of General Studies which was considered contrary to the University's directives that all books should be sold at the University Bookshop. Subsequently, the SERVICOM Unit informed the Vice-Chancellor who constituted a Committee to investigate the matter.

The Committee which was made up of seven members, sat for six (6) times during which they invited the principal actors in the matter and interrogated them. Those interviewed included the Dean of the School of General Studies, the Coordinator of the Natural Science Unit, the Chairman of the Publication Committee of the Natural Science Unit, and other concerned staff of the Unit including students who were mentioned in the course of the investigation. The Committee also observed documents submitted to it during her plenary sessions.

From the investigations carried out by the Committee, it was established that the National Science Unit unanimously resolved to sell their books to students during the 2015/2016 session only to avert the perceived piracy of their GS 105 and 106 books by unknown persons. Therefore, the Committee recommended that the Coordinator of the Natural Science Unit should be cautioned for not obtaining permission from the University Administration before flouting the University's directives that all books should be sold at the University Bookshop.

The Committee in her report after its findings decided that henceforth, the Natural Science Unit should revert to the directive of the University and make use of the Bookshop in selling all their publications to the students and the public in general. Also, all agencies of the University were asked to make judicious use of the Bookshop in selling all their publications to students and the public. The Committee report had since been submitted to the Vice-chancellor.

Case 11: ***Refusal to sign project by supervisor***

A complaint was received by the SERVICOM Unit from an undergraduate student alleging that his Project Supervisor had refused to sign his project because he was absent during part of the supervision. Having interacted with the student, it was discovered that the reason for his absence was due to the ill-health of his father and he made efforts to communicate with the

members of his group. The Project Supervisor subsequently approved the project work after the intervention of SERVICOM Unit who interacted with the Head of Department.

Case 12: ***Poor Services at University Health Centre***

Based on persistent complaints received on poor services at the University's Health Services Centre, SERVICOM team had discussion with the Ag. Director of the Centre on the urgent need to address all these complaints harvested. After the discussion, the Acting Director conveyed a meeting of all Heads of Units of the Centre where all the complaints were extensively discussed and addressed. The Acting Director later met with the Vice-Chancellor to discuss the urgent need to employ more staff in the Laboratory and Pharmacy sections of the Centre where staff were observed to be inadequate. The Vice-Chancellor obliged by employing more staff in the Units. The subsequent visit of SERVICOM team revealed that all the complaints have been adequately addressed.

Case 13: ***Issue of Clashes on Lecture Timetable***

As a result of SERVICOM impromptu visit to Lecture Halls to monitor lectures at the commencement of Second Semester Session, it was discovered that students were still awaiting the arrival of their lecturer ten minutes to the end of the lecture. SERVICOM team was able to resolve this through discussion with the Chairman of Timetable and Examination Committee and the Head of the Department of the affected course. It was discovered that the lecturer taking the course was scheduled to hold the same lecture at another venue at the same time. Through SERVICOM intervention, the same lecture was rescheduled to hold at a bigger auditorium that would accommodate the number of students offering GNS 202.

Case 14: ***Case of Sexual Harassment***

Mr. X, a lecturer in the Department of Microbiology asked students questions during his lecture. Unfortunately a young lady was unable to answer the question apportioned to her. The lecturer asked her to see him in his office after the lecture. The student went to his office with two of her friends but Mr. X asked the two friends to leave, saying that it was only her that he wanted to see. After her two friends left, Mr. X started admiring her beauty and commenting on her smartness, intelligence and diligent. She was looking sheepishly at Mr. X, but unknown to her he was taking it to another level. Later, Mr. X. asked her to pull up her dresses or he will put a force. That was when she screened and ran out and attracted attention of pass bye. Later, a distress call was received from a student by a Desk Officer in charge of the Faculty on the matter. The Desk Officer then went on mystery shopping to investigate the incidence.

He eventually discovered the truth and was able to pin Mr. X down from the comments made by other classmates of the victim on Mr. X's attitude. He was taken to panel and was found guilty of sexual harassment. That particular course was now diverted to team teaching and a warning letter issued to him.

Case 15: ***Case of Late coming and Cheat***

Mrs. B is a staff working at the Exams and Records Unit in the Administrative Building of the University. On 6th day of December, 2016 Mrs. B reported to work late after 8.30 am. Before then, the Desk Officer in charge of the Block had already ruled the Attendance register. She went ahead and wrote her name on top of the page of the attendance register as No. 1 and mutilated the other serial numbers below. The SERVICOM Desk Officer discovered it and she was queried. In answering the query, she photocopied that particular page and attached it to her reply demanding that she be exonerated because she was first to report to duty on that very day.

When her reply to the query was forwarded to the Desk Officer for comment, because she was claiming that she was been witch hunted. The Desk Officer then took the attendance register and showed that particular page to DVC Administration, because the photocopied page she attached did not show the mutilation. She eventually accepted her prank and was found guilty. She was admonished and a warning letter was issued to her.

1.17 Challenges

The generic challenges facing the Federal University System with regards to Service Delivery Initiative were harvested during the quarterly meetings of the PSC and were summarized as follows:

1. Inadequate staffing in most SERVICOM Units: the units need more hands to be able to cover their Service Windows properly;
2. Inability of the service windows to function effectively due to periodic transfer of staff from one unit to another;
3. Inadequate office space, furniture and lack of working materials;
4. Weak internet connectivity or no functional internet facility;
5. Lack of operational vehicles for logistics and others SERVICOM activities;
6. Lack of support and cooperation from staff and students who are fearful of coming forward with their complaints. A number of complainants prefer oral information to written documentation;
7. Unnecessary intimidation and harassment of SERVICOM officers generally perceived as threats;

8. Tackling the problem of punctuality especially in a multi-campus system has been a serious hindrance to service delivery in some universities;
9. Lack of funds affecting some sectors of the university in respect of effective service delivery (lack of working materials and teaching aids etc.)
10. the issue of payment of half salary to staff since February 2016 has been a serious hindrance to service delivery (University of Uyo)

2017 Action Plan

2.1 2017 Quarterly Meetings

The 2017 activities will be predicated on the theme of *Building a Good to Great Universities in Nigeria* and the transformation of the NUC PSC Quarterly meetings to *NUC PSC Quarterly Peer Review Retreats* which will give us opportunity to explore what challenges we might have, how we can and will respond. The Retreats will run for two full days: a day set aside for in-depth SERVICOM sensitization sessions plus full-day Business Session. The proposed retreats for 2017 are scheduled to hold as follows:

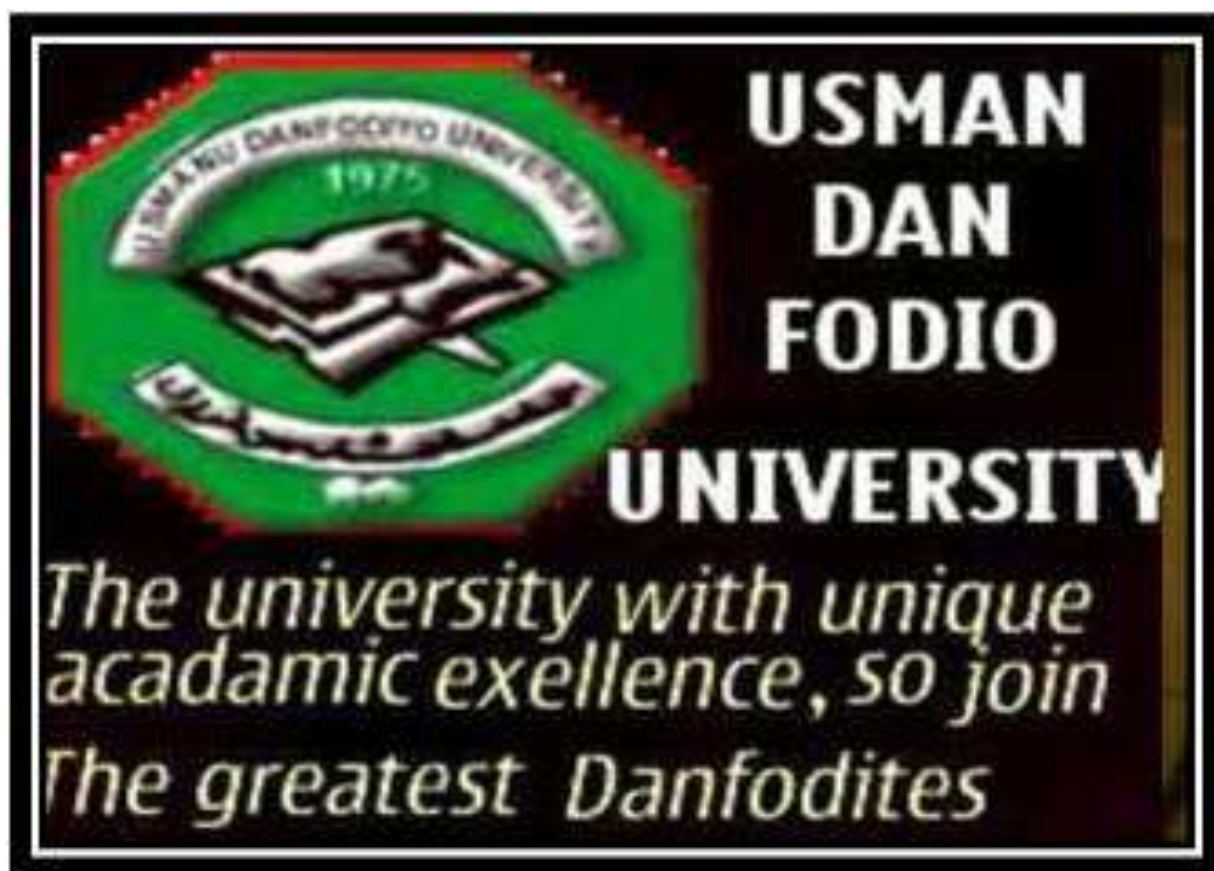
Table 2.1: *Proposed 2017 Quarterly Meetings*

<i>Quarter</i>	<i>Hosting University</i>	<i>Remarks</i>
First-Quarter, 2017	Usmanu Danfodio University, Sokoto	16-19 May, 2017
Second-Quarter, 2017	Bayero University, Kano	4-7 July, 2017
Third-Quarter, 2017	Federal University of Petroleum Resources, Effurun	22-24 August, 2017
Fourth-Quarter, 2017	Federal University, Otuoke	8-9 Nov., 2017

2.1.1 First -Quarter, 2017

Usmanu Danfodio University, Sokoto will host the First-Quarter Retreat between 16th and 19th May, 2017.

Picture 2.1: *Usmanu Danfodio University, Sokoto*



The Usmanu Danfodio University, Sokoto is one of the four universities established by the Federal Government of Nigeria in September 1975. The University was named after Shehu Usman Ibn Fodio (1754-1817), the founder of the Sokoto Caliphate in 1804. One of the most tourist attractions in Sokoto State is the Hubbare (tomb) of Shehu Danfodio located near the famous Mosque of Shehu, also near the Sultan of Sokoto's Palace.

The Chief Host, Professor A. A. Zuru will receive the members of the NUC PSC and welcome them to Usmanu Danfodio University, Sokoto, a university known for its peaceful environment and academic excellence.



Prof. A. A. Zuru FESN, FCSN, FICCON
Chief Host and Vice-Chancellor
Usmanu Danfodio University, Sokoto



Mal. Umar U. Bunza
Host and Focal Officer

Vision: "to be a centre of excellence in terms of teaching, research and community service in all fields of human endeavor i.e. Arts, Humanities, Pure and Applied Sciences"

Mission: "to provide quality teaching, research and community service to deserving persons and communities, under the most peaceful atmosphere and in line with the national policy on education, irrespective of social class, gender, race, nationality and religion; and to ensure that at all times it serves as a centre for pursuit of research and academic excellence"

For further information, the University Focal Officer, Umar U. Bunza, can be reached on 0803 579 5551 or uduservicom@gmail.com

Picture 2.1: **Bayero University, Kano**



Bayero University, Kano will host the Second-Quarter Retreat at its permanent site scheduled for 6th and 7th July, 2017.



Chief Host/Vice-Chancellor
Professor Muhammad Bello Yahuza



Deputy Host/Focal Officer
Musa Nasiru Rimindako

The following is a welcome message from the Chief Host to the participants: *“Welcome to Bayero University, Kano (BUK), an exciting institution with a vibrant history and promising future, a wonderful place to learn and to grow intellectually and academically. Bayero University possesses a wealth of academic experience combined with a great spirit and a commitment to excellence that clearly sets it apart from other universities in Nigeria. Bayero University's commitment to excellence began in 1977, when it became a full-fledged University, from Ahmadu Bello College, established in 1960, to which BUK traces its roots”.*

Vision: Bayero University shall be a world-class University in Africa renowned for its excellence in teaching and research and quality of its products.

Mission: To provide world-class academic and professional training, community services and conduct research for the advancement of the society. To produce high quality human resources with the requisite skills for the development of the host community, the nation and humanity.

Core Value: humility and sacrifice, discipline and commitment, integration and internationalization, professionalism and good governance, innovativeness and creativity, excellence and best practice.

Strategic Goals: responding to needs, meeting aspirations, leading in research and innovation, achieving best practices in university governance, meeting infrastructural and municipal requirements, becoming a leader in ICT research and services, taking the university to the community, maintaining highly motivated personnel, expanding funding base, producing leaders, influencing development.

The main campus of the University is located Gwarzo Road, Kano. The University operates on two campuses: Old and Permanent.

Access to Kano and the Permanent Site, the venue of the PSC Retreat, by air is through Malam Aminu Kano International Airport and there is regular road transport between the Airport and the University. Kano being the business hub of the North is quite easily accessible from all parts of Nigeria.

For further information, the University Focal Officer, Musa Nasiru Rimindako, can be reached on 0803 636 0223 or rimindakomusa@gmail.com

2.1.2 Third-Quarter, 2017

Picture 2.2: **Federal University of Petroleum Resources, Effurun**



The members of the PSC will again converge in Effurun town on 15th June, 2016 for their Third-Quarter Retreat scheduled for Federal University of Petroleum Resources, Effurun, Delta State.

The Federal University of Petroleum Resources, Effurun, the First Petroleum University in Africa and the Sixth in the World, was established in 2007 in Effurun, Delta State with the motto ***Excellence and Relevance.***

Vision: to be the premier international institution with state-of-the art facilities to provide for the petroleum and allied sectors, world-class education, training, research, consultancy and extension services.

Mission: to create top quality human resources in order to enhance the local content in the Oil and Gas and Energy industry of the country.

Philosophy: to promote the advancement of knowledge and produce graduates who are technopreneurs with concern for the promotion of environmental, friendly, and technological solutions in the practice of their profession.



Chief Host
Professor Akaehomen Okonigbon Akii Abhadode
Vice-Chancellor, FUPRE



Deputy Host
Okojie Ejiehi Eugene
Ag. Focal Officer, FUPRE

Effurun is known as the historic centre of Urhobo people's civilization. It is the capital town of Uvwie Local Government Area in Delta State, Nigeria. The town is geographically positioned as the gateway into the famous city of Warri. Effurun is situated east of Edjeba, west of Eruemukohwarien, a city that is just about 433 km away from the nation's capital, Abuja.

From all parts of Nigeria, Effurun town is quite easily accessible by road. However, the closest airport to Effurun town is located at Warri.

For further information, the University Focal Officer, Eugene Okojie, can be reached on 0803 636 0223 or fupre.servicom@gmail.com

2.1.3 Fourth-Quarter, 2017

Picture 2.3: **Federal University, Otuoke**



The Federal University, Otuoke is one of the nine Federal Universities established in February 2016. The university is located in Otuoke, a town in Ogbai Local Government area of Bayelsa State which is 21 Kilometres south of the State capital of Yenagoa. Its paramount ruler is the Obanema of Otuoke, HRH Lot Justin Ogiasa, Oke X. The university started with 282 pioneer students.

The University will host the NUC PSC Fourth-Quarter Retreat in November, 2017.



Chief Host
Professor Seth Accra Jaja
Vice-Chancellor, FUPRE



Deputy Host
Oluwaseyi Shaiye
Focal Officer, FU, Otuoke

Vision: to gain and maintain a reputation as a world-class university that challenges all its students to achieve the highest levels of intellectual and personal growth, to promote sustainable development, as well as contribute purposeful and ethnlcal service to the nation and mankind.

Mission: the generation, dissemination, preservation, and application of knowledge.

Core values: the Core Values of the University are best remembered with the mnemonics L-I-K-E-S, Learn, Integrity, Knowledge, Excellence, Service, Scholarship.

For further information, the University Focal Officer, Ms. Oluwaseyi Shaiye, can be reached on 0813 293 1260 or servicom@fuotuoke.edu.ng

2.2 Accommodating State and Private Universities

Sequel to the admittance of IBB University, Lapai into the Committee, the NUC PSC, in its effort at expanding the scope of the Committee through accommodating State and Private Universities, will formally invite the following universities to participate in its 2017 activities:

State Universities:

1. Rivers State University of Science & Technology, Port Harcourt
2. Ambrose Alli University, Ekpoma
3. Abia State University, Uturu
4. Enugu State University of Science & Technology, Enugu
5. Olabisi Onabanjo University, Ago-Iwoye
6. Ekiti State University, Ado-Ekiti
7. Lagos State University, Ojo
8. Ladoke Akintola University of Technology, Ogbomosho
9. Imo State University, Owerri
10. Benue State University, Makurdi
11. Delta State University, Abraka
12. Adekunle Ajasin University, Akungba-Akoko
13. Kogi State University, Anyigba
14. Niger-Delta University, Yenagoa
15. Anambra State University, Uli
16. Kano University of Science & Technology, Wudil
17. Ebonyi State University, Abakaliki
18. Nasarawa State University, Keffi
19. Adamawa State University, Mubi
20. Gombe State University, Gombe
21. Kaduna State University, Kaduna
22. Cross River University of Technology, Calabar
23. Plateau State University, Boko
24. Ondo State University of Technology, Okiti Pupa
25. Ibrahim Badamasi Babangida University, Lapai
26. Tai Solarin University of Education, Ijagun
27. Umaru Musa Yar'Adua University, Katsina
28. Yobe State University, Damaturu
29. Kebbi State University of Science & Technology, Aliero
30. Osun State University, Osogbo
31. Taraba State University, Jalingo
32. Kwara State University, Ilorin
33. Sokoto State University, Sokoto
34. Akwa Ibom State University, Ikot Ikpaden
35. Ignatius Ajuru University of Education, Rumuolumeni
36. Bauchi State University, Gadau
37. Northwest University, Kano
38. The Technical University, Ibadan
39. Sule Lamido University, Kafin Hausa
40. Ondo State University of Medical Sciences
41. Edo University, Iyambo
42. Easter Palm University, Ogboko

43. University of Africa, Toru-Orua

44. Borno state University

Private Universities

1. Babcock University, Ilishan Remo
2. Madonna University, Okija
3. Igbinedion University, Okada
4. Bowen University, Iwo
5. Covenant University, Ota
6. Pan-Atlantic University, Lagos
7. Benson Idahosa University, Benin City
8. American University of Nigeria, Yola
9. Redeemers University, Ede
10. Ajayi Crowther University, Oyo
11. Al-Hikmah University, Ilorin
12. Caritas University, Amorji-Nke
13. Bingham University, Auta Balefi, Karu
14. Al-Qalam University, Katsina
15. Renaissance University, Enugu
16. Bells University of Technology, Ota
17. Lead City University, Ibadan
18. Crawford University, Igbesa
19. Kwararafa University, Wukari
20. Crescent University, Abeokuta
21. Novena University, Ogume
22. University of Mkar, Mkar
23. Joseph Ayo Babalola University, Ikeji-Arakeji
24. Caleb University, Lagos
25. Fountain University, Osogbo
26. Obong University, Obong Ntak
27. Salem University, Lokoja
28. Tansian University, Umunya
29. Veritas University, Abuja
30. Wesley University of Science and Technology, Ondo
31. Western Delta University, Oghara
32. The Achievers University, Owo
33. African University of Science & Technology, Abuja
34. Afe Babalola University, Ado-Ekiti
35. Godfrey Okoye University, Ugwuomu-Nike
36. Nile University of Nigeria, Abuja
37. Oduduwa University, Ipetumodu
38. Paul University, Awka
39. Rhema University, Obeama-Asa

40. Wellspring University, Evbuobanosa
41. Adeleke University, Ede
42. Baze University, Abuja
43. Landmark University, Omu-Aran
44. Samuel Adegboyega University, Ogwa
45. Elizade University, Ilara-Mokin
46. Evangel University, Akaeze
47. Gregory University, Uturu
48. McPherson University, Seriki Sotayo
49. Southwestern University, Okun Owa
50. Augustine University, Ilara
51. Chrisland University, Owode
52. Christopher University, Mowe
53. Hallmark University, Ijebu Itele
54. Kings University, Ode Omu
55. Michael and Cecilia Ibru University, Owhrode
56. Mountain Top University, Ogun
57. Ritman University, Ikot Ekpene
58. Summit University, Offa
59. Edwin Clark University, Kiagbodo
60. Hezekiah University, Umudi
61. Anchor University, Ayobo
62. Arthur Jarvis University, Akpabuyo
63. Clifford University, Owerrinta
64. Coal City University, Enugu
65. Crow Hill University, Eiyenkorin
66. Dominican University, Ibadan
67. Koladaisi University, Ibadan
68. Legacy University, Okija

2.3 Performance Contract Between ES/NUC and VC/Universities

The Secretariat of the NUC PSC will facilitate the signing of the Performance Agreement between the Executive Secretary of NUC and the Vice-Chancellors of the Nigerian Universities.

2.4 Design and Development of Online SCRAR Template

Complaint is an expression of dissatisfaction made to an organization, related to its products or services, or the complaints-handling process itself, where a response or resolution is explicitly or implicitly expected. There are occasions when our service may not meet the expectations of the customers they are bound to complaint. Provisions can be made for customers to register their complaint in order to serve them well. Complaint can be duly acknowledged and addressed within minimum working hours/days of its receipt or be informed on action taken and progress made.

Therefore, Customer Complaints Management (CCM) is one of the most important aspects of providing excellent customer service. Customers who complain are offering the organization a chance to identify and resolve problems. Complaints alert organizations to ways to improve services, procedures and attitude toward customers.

It was observed that most of the University SERVICOM Units don't keep records of complaints received and treated and the SCAR provided for customer complaints management are not properly kept.

Although no one likes receiving a complaint, they present you with an opportunity to identify and rectify specific problems with your current systems or product.

The objective of this online SCRAR Template is to help SERVICOM Units to have an improved Customer Complaints Management. The design and development will be done in conjunction with the SERVICOM Office.

2.5 Establishment of Student Marshalls and Brigade/Guild in Universities

Universities will be encouraged to establish Student Marshalls and Brigade/Guild in their institution to assist in ensuring compliance with the Federal Government directive on Service Delivery Initiative.

2.6 Synergy with Voice of Discovery for promoting SERVICOM Activities

Based on request by the SERVICOM Office, the Secretariat of the NUC PSC will facilitate the synergy between the Voice of Discovery and the SERVICOM to promote citizen-focused service delivery in Nigerian University System.

2.7 Functionality Visits to Universities

During the Third-Quarter meeting held at the University of Ilorin, the meeting noted the challenges confronting some of the Focal Officers from the 12 new Federal Universities and agreed that NUC in conjunction with the SERVICOM Office (the Presidency) would embark on a Functionality Visit to these Universities to ascertain the level of operations of their SERVICOM Units. The Secretariat of the NUC PSC has been mandated to draw a programme for the visits.

2.8 Evaluation of Additional Universities by SERVICOM

The following outstanding universities are expected to be evaluated by the SERVICOM Office and the Secretariat of the NUC PSC will participate as observers in the exercise.

1. NDA
2. NALV, Ngala
3. NFLV, Badagry

4. NMC
5. NPA, Wudil
6. NINLAN, Aba
7. FUPRE
8. FU, Birnin-Kebbi
9. FU, Dutse
10. FU, Dutsin-Ma
11. FU, Gusau
12. FU, Gasua
13. FU, Kashere
14. FU, Lokoja
15. FU, Lafia
16. FU, Ndufu-Alike
17. FU, Otuoke
18. FU, Oye-Ekiti
19. FU, Wukari

Conclusion

Conclusion

The 2016 activities of the National Universities Commission (NUC) Parastatal SERVICOM Committee (PSC) were a complete success! The Statutory Quarterly Meetings (SQM), launch of University Service Charters (USC), inauguration of SERVICOM Units and Committees, decoration of Grand & Deputy Grand Patrons and University Principal Officers, review of Service Charters, sensitization of University Community, monitoring of service delivery in University Service Windows (USW), SERVICOM awards and handing of complaints created the perfect recipe to learn, exchange valuable information and network.

2016 will be remembered as the year when we faced significant changes and challenges. Change in the leadership at the apex organization, universities and SERVICOM Units to challenge of paucity of funds for academic and SERVICOM activities. The NUC PSC must prepare for and adapt to these and continue to demonstrate to the stakeholders its value, relevance and role in the delivery of qualitative university education in Nigeria.

The development strides of the NUC PSC will continue to bear fruits and garner praise as the Committee was, in the year under consideration, rated as one of the **most active MSC/PSC** in terms of regular meetings, formal launch of charters and wider sensitization of Stakeholders. The feat was announced at the National Council of Nodal Officers' End of Year Meeting held on Tuesday, December 20, 2016 at Olusegun Obasanjo Hall, Head of Service.

In summary, the year under consideration has proven to be very interesting and 2017, by any measure or standard, will be even more so.

The 2017 theme of **Building Good to Great Universities in Nigeria** will consolidate on the previous year's achievement and will reflect on where the University System is positioned. The future will be great and the quarterly meetings will transform into **Quarterly SERVICOM Peer Review Retreats (SPRR)** which will give us opportunities to explore what challenges we might expect, how we can and will respond.

Sokoto, Kano, Effurun and Otuoke are to host the 2017 NUC PSC Quarterly SERVICOM Peer Review Retreats (SPRR) respectively. First-Quarter 2017, members will converge at Usmanu Danfodio University, Sokoto for their Retreat and other SERVICOM activities while Bayero University, Kano will host the Second-Quarter Retreat. The Third-Quarter Retreat will be hosted by the Federal University of Petroleum Resources, Effurun and Federal University, Otuoke will host the Fourth-Quarter Retreat respectively.

The State and Private Universities should join us (over 45 colleagues) in Sokot, Kano, Effurun and Otuoke to learn, to exchange valuable information and to network.

What to expect from the 2017 NUC PSC Quarterly SERVICOM Peer Review Retreats are two full days of SERVICOM activities. The Retreats will feature in-depth SERVICOM Sensitization Sessions for the University Committee, plus full-day Business Session and more!

We look forward to seeing a 2017 characterized with increased service delivery in the Nigerian University System and an increase in the membership of the NUC PSC, through the door opened to accommodate State and Private Universities.

It is on that note that we announce the admittance of Ibrahim Badamasi Babangida (IBB) University into the NUC PSC family on December 1, 2016, making it the first State University (SU) to join the Committee and the 45th in the series of membership.

Finally, thank you all for making the NUC PSC proud and a committee worth emulating.

Know Your Focal Officers



University of Ibadan (1948)

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University of Nigeria, Nsukka (1960)

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SERVICOM Unit: 0703 535 3652, 0905 187 7779



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provided by
the
University**

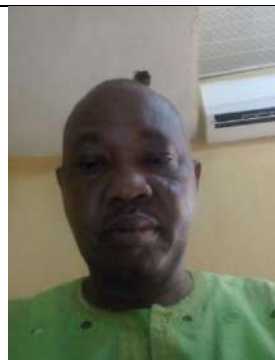


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	<p style="color: red; text-align: center;">Data Not provided by the University</p>		
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			<p style="color: red; text-align: center;">Data Not provided by the University</p>
<p>Federal University of Technology, Minna (1982) FO: Prof. S. B. Oyeleke Tel: 0803 596 8297 Email: servefutmx@yahoo.com</p>	<p>Nigeria Defence Academy, Kaduna (1985) FO: Tel: Email:</p>		

			
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<p>University of Agriculture, Abeokuta (1988) FO: Mrs. Adesumbo Laniyan Tel: 0803 714 3496 Email: servicom@funaab.edu.ng</p>		<p>University of Uyo (1991) FO: Prof. Matthew A. Ekpo Tel: 0703 264 5219 Email: servicom@uniuyo.edu.ng</p>	
			
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<p>Federal University of Petroleum Resources, Effurun (2007) FO: Tel: Email:</p>		<p>Federal University, Lafia (2011) Focal Officer: Mr. Bamidele S. Mogaji Tel: 0803 846 7212 Email: servicomfulafia@gmail.com</p>	
			
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<p>FU Oye-Ekiti (2011) FO: Tel: Email:</p>		<p>FU Otuoke (2011) FO: Ms. Oluwasheyi Shaiye Tel: 0806 276 2382 Email: servicom@fuotuoke.edu.ng</p>	

			<p style="text-align: center; color: red;">Data Not provided by the University</p>
<p>Federal University, Birnin-Kebbi (2013) Focal Officer: Mr. Sani U. Yeldo Tel: 0803 534 7464 Email: omaryaldo@yahoo.com</p>		<p>Federal University, Gusau (2013) Focal Officer: Tel: Email:</p>	
			
<p>Federal University, Gashua (2013) Focal Officer: Alhaji Danladi Inuwa Tel: 0806 555 8637 Email: servicom@fuga.edu.ng</p>		<p>The Nigeria Police Academy, Wudil (2012) Focal Officer: Mr. Muhammad Sani Fagge Tel: 0802 085 8897 Email: sanfage@gmail.com</p>	
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National Universities Commission

26 Aguiyi-Ironsi Street, Maitama, Abuja
Nodal Officer and Chairman NUC PSC : Mal. I. I. Aliyu
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The 2016 Best Picture of the Year

The Best Picture of the Year

Water

*Water soothing to your soul in the midst of a hot summer day
Yea, Water soothing to your soul in the midst of a hot summer day*

- *Ross Royce*



The Best Picture of the Year (2016) was taken from the Fourth-Quarter Meeting held at the National Open University of Nigeria (NOUN) on 16 November, 2016. Customized 50cl bottled table water specifically for the NUC PSC Fourth-Quarter Meeting was produced and served under the auspices of NOUN for the consumption of the participants at the meeting. This was an innovation and honour done to the NUC PSC.

NUC PSC in Pictures

NUC PSC
First-Quarter
Meeting
@ UNN











NUC PSC
Second-Quarter, 2016
Meeting
@ ATBU











NUC PSC
Third-Quarter, 2016
Meeting
@ UNILORIN











NUC-PSC
Fourth-Quarter, 2016
Meeting
@ NOUN





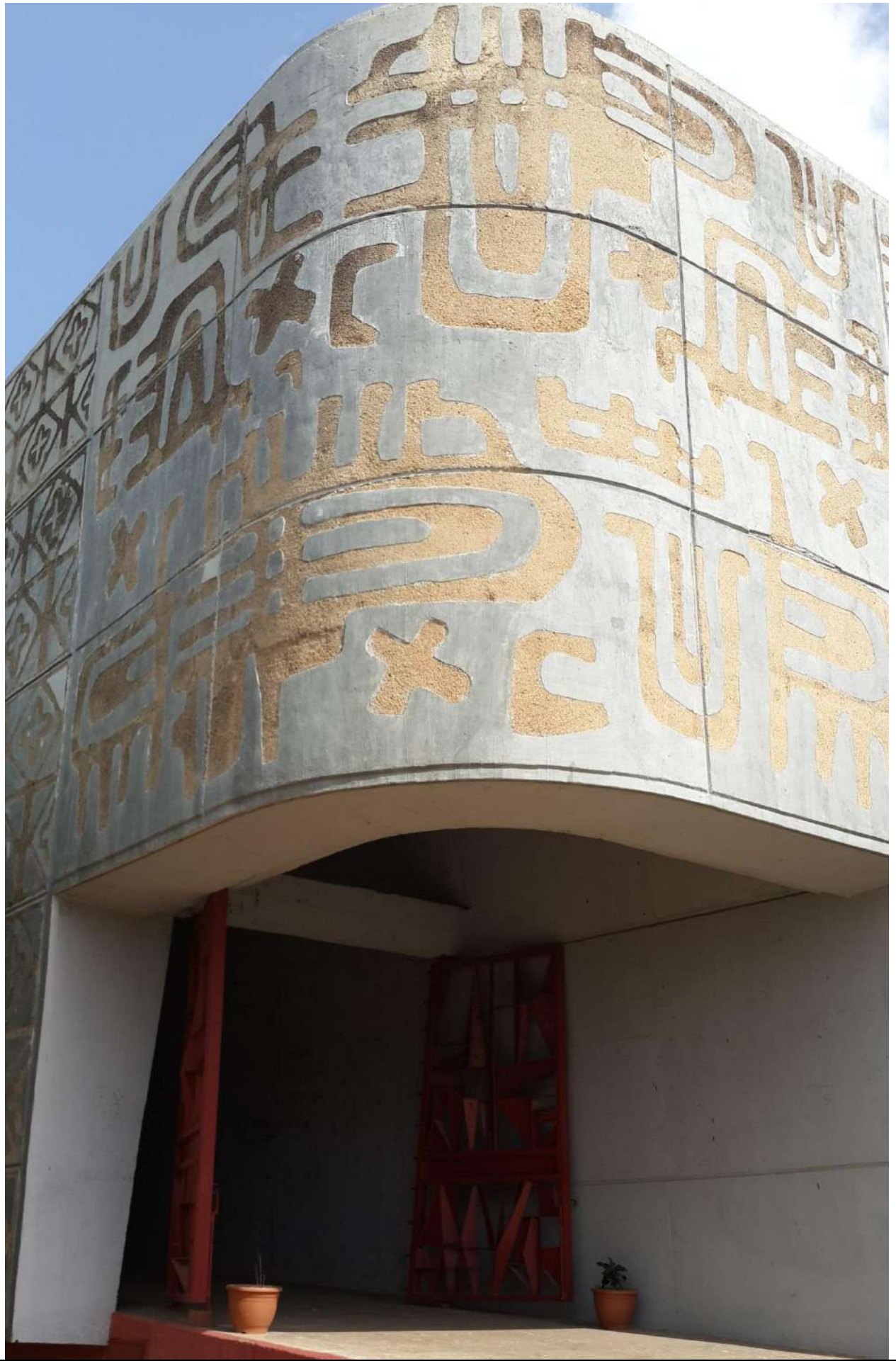


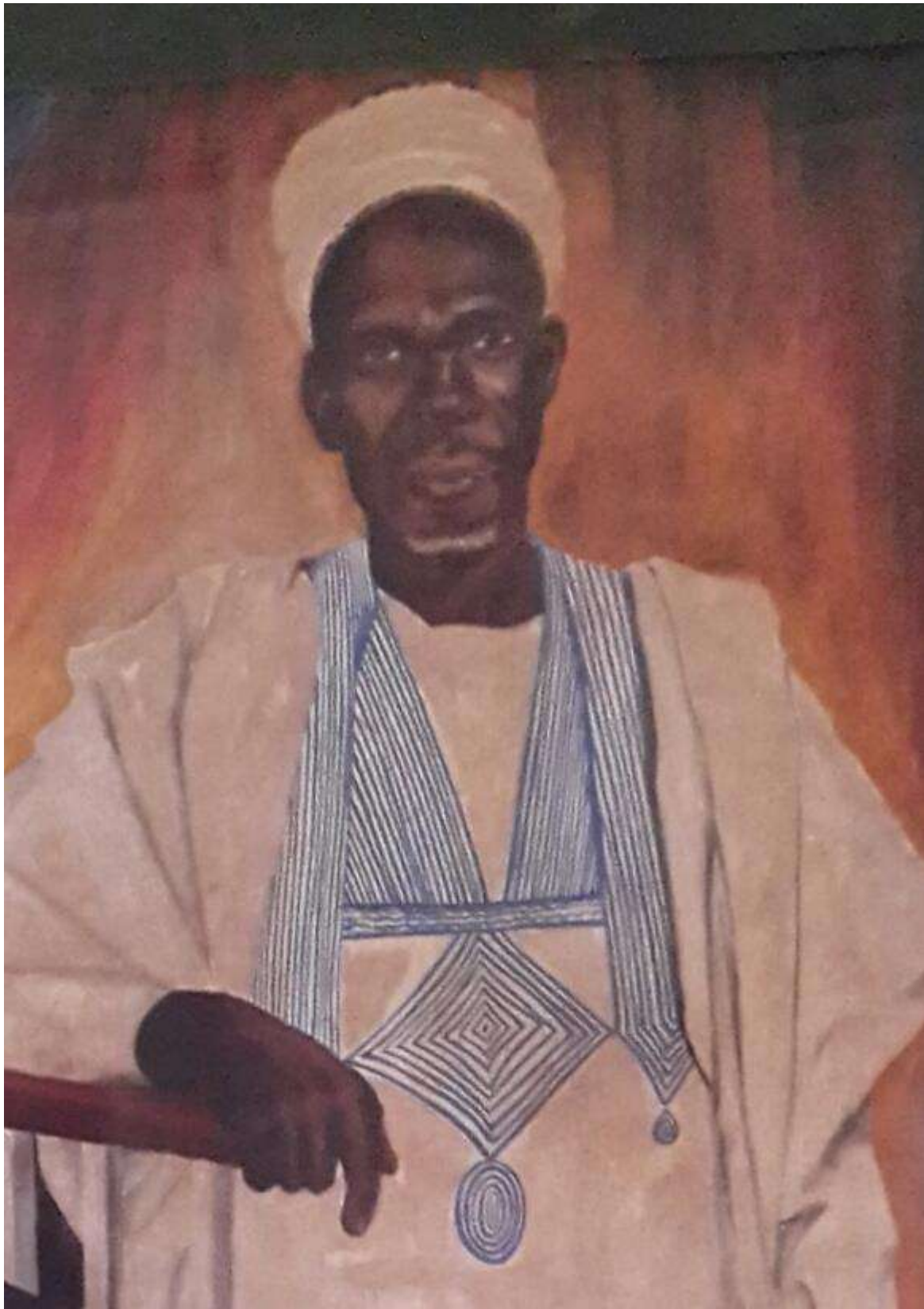






**Visit to the Tomb of
late Sir Abubakar
Tafawa Balewa,
Premier of Nigeria
15th June, 2016**











**NUC -PSC
Courtesy Call
to ES-NUC**

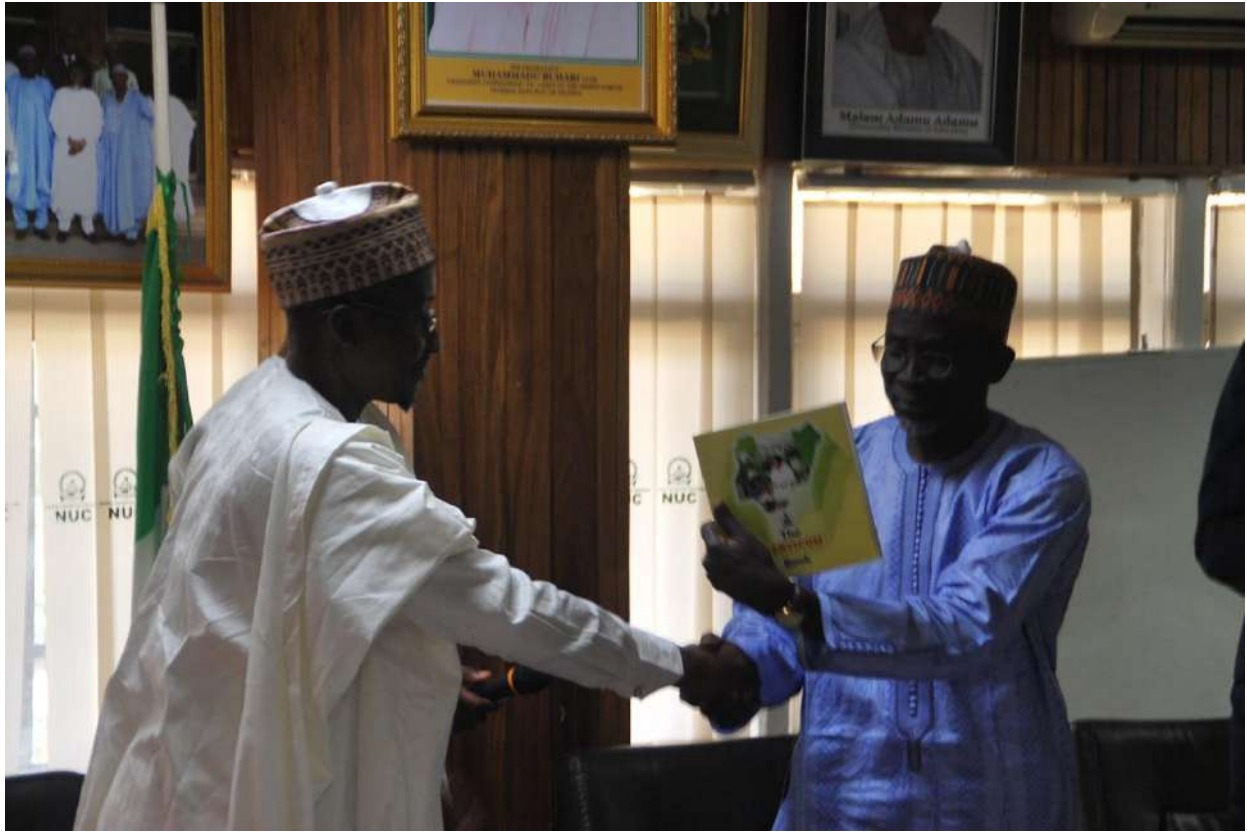
16th November, 2016







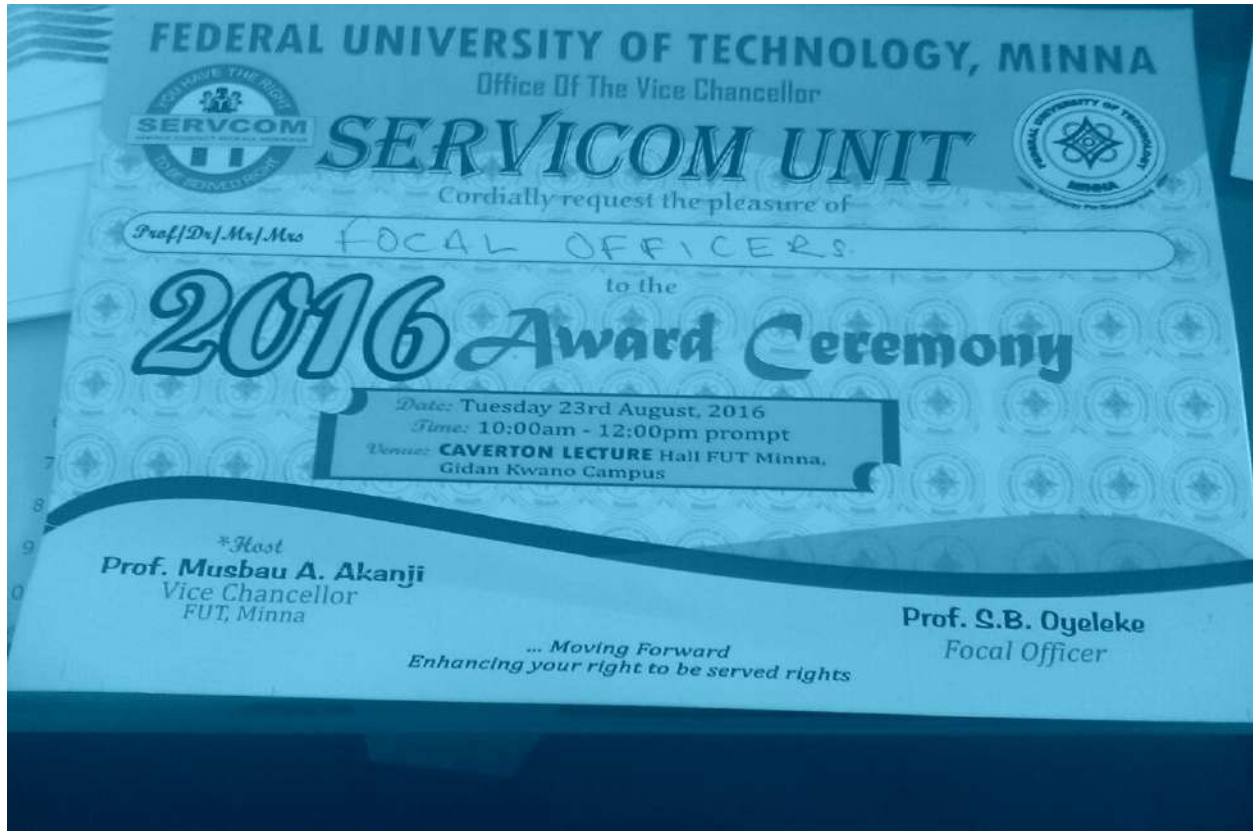






FUT Minna

2016 SERVICOM Award











FME MSC

Meeting

27th September, 2016







Appendices

Appendix I

NUC PSC Quarterly Meetings (Attendee Evaluation)

During the Third-Quarter meeting at University of Ilorin, an Attendee Evaluation Form was circulated to members to assess the performance of the meeting with regards to planning, organization and implementation of the quarterly meeting.

The form was divided into 10 sections (pre-meeting arrangements, venue, courtesy call, opening ceremony, launch of charter and decoration, business session, refreshments and lunch/cocktail, presentations, excursion and conclusion) for members to assess the conduct of the meeting.

34 (thirty-four) members who were present at the Third-Quarter Meeting were served with the forms. 23 (twenty-three) representing 68% completed and returned their forms

Upon analyzing, it was observed that there were 13 (thirteen) areas identified as service failures, 4 (four) suggested additions to the agenda, 13 (thirteen) proposed improvements for future meetings and 10 (ten) additional comments and suggestions as follows:

1. List identified areas of service failures

- a. Reporting of service failure for fear of victimization e.g. sexual harassment, non-teaching by lecturers (01)
- b. Improve on methods of addressing issues raised (03)
- c. Time was not strictly adhered to (05)
- d. Delay in the commencement of the opening ceremony (06)
- e. Inadequate time to report presentations; overstressing some raised issues that may become counter-productive (12)
- f. Inadequate time to report our presentations; poor pick-up arrangements and high hotel accommodation (13)
- g. Extortion has become pandemic or endemic (14)
- h. The breakfast served was inadequate. The breakfast served late. The snacks very tinny break, one slice bread (15)
- i. There is need for improvement on the quality of tea and food i.e. Ilorin. Secondly, member paid money earlier for an accommodation to be reserved but were disappointed when on arrival there was none as earlier claim by the Ilorin Focal Officers (16)
- j. 1 hour behind schedule which truncated the whole programme (18)
- k. No enough time for Business Session. Need more time for deliberations. (19)
- l. Issue of access to toilets by students in the faculties (20)
- m. While launching the service charter, the decoration of the representative of the Registrar before the DVC's. the reverse should have been better (23)

2. Suggested addition to the agenda

- a. People/members should be encouraged to write publishable works on service delivery (03)
- b. If it will be possible to have one lead paper on service delivery issues from Presidency, NUC or a Resource Person during each meeting (05)
- c. Letters of displeasure should be sent to VCs of universities that failed to attend PSC meetings (21)
- d. Constraints facing each university SERVICOM unit (22)

3. Improvements/changes to improve future meetings

- a. The commitment of Focal Officers were not being supported by some Vice Chancellors (01)
- b. The issue of over-flogging matters should be reduced (02)
- c. Letters should be written to the Focal Officer specifying categories of persons that can attend SERVICOM meetings (03)
- d. Organizational structure of the SERVICOM Unit should be distributed among members in order to refresh universities in assembling the staff of the SERVICOM Unit (03)
- e. Promptness, timeliness and accuracy in executing activities (04)
- f. If it will be possible to have the meeting for two days to enable more extensive discussions (05)
- g. To have two days meeting (11)
- h. Assigned quarterly specific task that cuts across all Nigerian universities irrespective of peculiarities. This will enable NUC PSC monitor progress and impact on SERVICOM annually and also give Focal Officers more focus. (12)
- i. Clarity in the delivery of reports; time management (13)
- j. Devote more time to the discussion of the report (14)
- k. The meetings should be concise and on time as scheduled (16)
- l. Spend as little time as possible by circulation of minutes before the next meeting (22)
- m. The meetings programmes should be prompt. Not on "African time" (23)

4. Additional comments and suggestions

- a. Sensitization should be organized for all the Vice Chancellors (01)
- b. The need for training especially to the institutions that are young in SERVICOM (02)
- c. More support should be given to the Focal Officers to enable them make the VC understand SERVICOM clearly, by giving direction to them directly (03)
- d. There is need for general improvement in carrying out SERVICOM activities in the universities (04)
- e. Need to adhere to time always (05)

- f. Scheduling the quarterly meeting for two sessions (2 days) to give quality attention to issues meaning from the reports (12)
- g. Let us address the main issues at hand and be focused in our delivery of reports; let the meeting be scheduled for two days to discuss issues extensively (13)
- h. Follow strictly the rules of SERVICOM (14)
- i. You are hosting people of high caliber and not well catered for in terms of feeding and some paid in advance for accommodation no reservation made for them they need to look for another hotel and pay more (15)
- j. The issue of members and observers status should be re-emphasized to avoid non-members bearing their minds at the meetings. This was part of the guidelines but it seems is being violated especially in recent times (23)

Appendix II

NUC PSC Quarterly Meetings (Attendee Evaluation)

Fourth-Quarter, 2016 PSC Meeting held at NOUN

1. List identified areas of service failures

- 1) No direction banners or boards that could direct visitors to meeting venue (01)
- 2) The meeting venue was not conducive. The air-conditioners did not work (02)
- 3) Poor start of the day's activities (03)
- 4) The reading of reports take time(04)
- 5) The reading of reports takes time (05)
- 6) Innovations and arrangement of hotel services, also public address system was not very effective (09)
- 7) The hall was not well ventilated. A/c was not functional, poor public address system (11)
- 8) Time management is very poor in the meeting. The committee should desist from any form of disparity amongst members e.g. teaching and non-teaching staff members (12)
- 9) NUC PSC members shall be encourage to attend such a meeting unfailingly (13)
- 10) Lack of a/c in the hall, ushers/SERVICOM boys not too disciplined and they made the venue rowdy also struggling for food/snacks (17)
- 11) The breakfast was inadequate. Members of staff from NOUN were served lunch before other guests. (19)
- 12) Inadequate ventilated venue. Better arrangements in terms of logistics should be applied in subsequent venues. (20)
- 13) Public address system was epileptic (22)
- 14) Absence of functioning a/c at the venue (23)
- 15) Some refreshment i.e. tea break and lunch were served late. Refreshment was very poor especially at Ilorin. PAS needs to be improved upon (24)
- 16) Business meeting rushed; not quite personally beneficial (27)

2. Suggested addition to the agenda

- 1) Increase time of meeting (06)
- 2) Presentation on service delivery initiative/plan (11)
- 3) Paper presentation should be introduced into the meeting. Every meeting attended should be an opportunity to add values to members as regards effective service delivery in our universities (12)
- 4) Sending minutes of our meeting to VC directly for NUC PSC SERVICOM Hqrs (16)
- 5) Service delivery initiative/improvement topics (17)
- 6) Opening prayer should be included whether individual ways or one person representing each religion to offer prayers (19)
- 7) Training modules (20)

- 8) Chairman and deputy chairman should not be leading the meeting at the same time. Deputy should act only when the chairman is not around (23)
- 9) One day more for business meeting for profound deliberations (27)

3. Improvements/changes to improve future meetings

- 1) Reports should be made to be submitted two weeks before the meetings. At the meeting only discussion on the salient point observed after submission by NUC should be addressed in order to give members opportunity to give good opinions on issues (04)
- 2) Let us have a key paper delivered on issues related to service delivery/SERVICOM during each meeting (06)
- 3) More time devoted for reports and need for communiqué. (07)
- 4) More time should be allotted for reports (08)
- 5) Arrangement of hotel should be really subsidized and members communicated effectively (09)
- 6) The two days agreed for the PSC meeting will enhance our convenient (10)
- 7) The meeting should give more emphasis to reporting rendering by FOs as that is the pinnacle of the meeting. And also it is through report reading that best ideas and practices can be exchanged (12)
- 8) Two days meeting suggested by the NUC PSC members was not in accordance with the SERVICOM inauguration of November 2012 (13).
- 9) The meeting should be for two days (15)
- 10) The one day meeting does not allow for proper information and analysis of cases from various SERVICOM of Federal Universities (16)
- 11) Earlier mentioned, we need more days if we must be thorough on dealing with complaints/challenges from university SERVICOM units (16)
- 12) For time factor, the traditional courtesy call should be merged with opening ceremony especially that the messages for the two are always the same. Making it together will save time and avoid repetition (17)
- 13) Other hosting universities should improve on the types of breakfast to be served (19)
- 14) Training modules (20)
- 15) The position of deputy chairman should be rotational (23)
- 16) Sectional discussions will become imperative as issues come up when there is an added day for business meeting
- 17) Appropriate adjustment of scheduled sequence of meeting e.g. VC's convenience etc. (28)

4. Additional comments and suggestions

- 1) Lunch should be strictly after meetings and not before meetings not enable orderliness (04)
- 2) Lunch should be taken after meeting not during meeting (05)
- 3) Meals should be presented as at when due (09).

- 4) I may suggest that since we have a new Executive Secretary of NUC to host either 1st or 3rd quarter in 2017 (10)
- 5) The meeting should be reduced to two (2) times a year as most new universities are finding it difficult to fund representatives' trips 4 times a year. The meeting should have a standard of refreshment and lunch expected in meetings as members are always groaning on poor breakfast provided by most hosting universities (12)
- 6) Making two days meeting for NUC PSC members are putting more burden to the hosting universities (13)
- 7) Making the universities realize that attaching a vehicle to the SERVICOM officers or provide transport allowances to focal officers where there are not enough vehicles (16)
- 8) Meeting should always commence by 9.00 am and any other delayed item be taken when ready. The chairman should lead except when he is away then the Deputy will. As we approach the end of the year 2016, at least for democracy and fairness the position of Deputy Chair should rotate to give others a chance to contribute also to avoid domination (17)
- 9) The meeting is quite fruitful. However, if hosting becomes an issue/challenge, I suggest that the meetings be held in a rental location and members pay fees to attend.