



EFFECTS OF SERVICE COMPACT (SERVICOM) ON THE SERVICE DELIVERY OF NIGERIA POLICE: A CASE STUDY OF SOUTH-WEST NIGERIA

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ABSTRACT

The study examined the rationale for and framework of service compact (SERVICOM), determined the level of awareness about SERVICOM in the South-West Nigeria and reviewed the operation of SERVICOM in the six states police commands (that is, Ekiti, Ondo, Osun, Ogun, Oyo and Lagos). Also, determined the effects of SERVICOM on security service delivery in the South-West police commands, and examined the challenges confronting the commands in enhancing security service through the implementation of SERVICOM charter. These are with a view to providing information on the effects of SERVICOM on service delivery of the six states police commands in Nigeria's Fourth Republic. The study employed primary and secondary sources of data. The primary data sourced through questionnaire, in-depth interview (IDI) and focus group discussions (FGDs). Secondary data were sourced from relevant text, internet sources, and official publications on SERVICOM and the Nigeria police force. Tables, graphs, chi-square and content analytical methods were employed for data analysis.

KEYWORD: SERVICOM, Service Delivery, Nigeria Police, South-West Nigeria

INTRODUCTION

The question of security has long pre-occupied the minds of world leaders. The traditional concept of security with the state as the main reference has attracted extensive debate. The greatest challenge that twenty-first century African states face is security. Security is an important concern in the life of a person, group or nation. This concern is as old as the nation state itself (Brown, 1982). Evidence abound in the literature that Nigerian citizens are more concerned with their security because of self-preservation. Individuals



want to live in secured homes with light, burglar proofs, some with guards and dogs and demand respect for their right and rules of law.

Whether we accept it or not, Nigeria is steadily sliding into a state of lawlessness. Institutions that should respond promptly to the needs of citizens are non-chalant and inactive. Additional to the threat to lives by inadequate policing and violent crime is the deepening socio – economic insecurity that also poses a threat to individual wellbeing and makes living miserable for many Nigerians while a few engage in squadermamia (Onyishi, 2011).

Be that as it may, given the spate of insecurity and the level of degeneration in the body polity, one may conclude that those directly bestowed with the responsibility of securing the country from any form of security threats, especially internal security appeared to have failed the nation. In June 2003, President Olusegun Obasanjo observed that public officers were riddled with inefficiencies coupled with low morals and most were found wanting in every aspect of the services they rendered. Ministries, departments, agencies and institutions within the public services exhibited corrupt tendencies and insufficient transparency and accountability. Nigerians have for too long been short-changed by the quality of public services delivery by which decisions are not made without undue outside influence and files are not treated without inducement. Our public offices have for long been showcased for the combined evils of inefficiency and corruption, whilst being impediment to effective implementation of government policies (Obasanjo, 2003).

Owing to the above, in March 2004, a special presidential retreat deliberated and ended with a conclusion of entering into a service compact with all Nigerians with the acronym SERVICOM. As a result, on the 21st of March 2004, SERVICOM a machinery for institutionalizing effective public services delivery in Nigeria was born. In the context of SERVICOM “poor” or “bad” services mean, in practical terms that “someone had done what should not be done, or left undone what should have done. The SERVICOM policy was implemented, effective from March 2005, through establishment of a SERVICOM unit (SU) in every ministry (MSU), extra ministerial department (EMSU), and parastatals (PSU) (The SERVICOM BOOK, 2006). Nigerian government has recognised that no reform process will be credible or sustainable without demonstrable services delivery.



Among the arms of the state security system in Nigeria which include, the Army, Air force, Navy and Police, the police are saddled with the responsibilities on internal security as outlined in Section 4 of the Police Act as follows:

The police shall be employed for the prevention and detection of crimes, the apprehension of offenders, the preservation of law and order, the protection of lives and property, and due enforcement of all laws and regulation with which they are directly charged and shall perform such military duties within or outside Nigeria as may be required of them, by or under the authority of this or any other Acts (FRN Police Act, 1990).

As it is, the performance of police in respect of internal security has not really reflected the purpose and reason for the establishment of SERVICOM in Nigeria. Nigerian still witness, on daily basis, unprecedented levels of insecurity, such as inter communal and inter ethnics clashes, religious crisis, bomb explosions leading to enormous loss of lives and poverty, armed robbery attacked, assassination kidnapping, political crisis, gender- based violence and general atmosphere of siege and social tension premised on inefficiency, ineffectiveness and insincerity of the Nigeria Police. Ordinarily, the police force being the closest of all the forces to civilians is expected to be the protector of the citizens and defender of the status quo, as it is the case in any genuine democratic nation but the Nigeria police has been the most taunted.

South-west geo-political zone is not left out of the menace of insecurity. It was reported that unprecedented increase in the crime rate in South-west was as a result of failure of the state police commands in discharging their responsibilities effectively and efficiently (Adeyemi, 2014). Citizens in this states have witnessed series of armed robbery attack on banks and individual houses, kidnapping, rape, car snatching, political assassinations, extra-judicial killing and so on. For example, Omolafe Aderiye, erstwhile chairman of the National Union of Road Transport Workers, South-west branch was assassinated on September 25, 2014 based on his alleged support for the People's Democratic Party (PDP), First Bank Plc at Ikere, Igede, Ijan and Ado-Ekiti were robbed on December 15, 2014 and February 28, 2015 respectively and so on. The unfortunate aspect



of these incidents was that police could not apprehend any of the culprits that perpetrated these evil acts. The security situation in South-west has deteriorated to the level that residents of the State can no longer sleep with their two eyes closed. This is evident in the abduction of a Catholic Priest at Ido Ekiti on June 9, 2015, where a sum of 20 million naira was demanded by the abductors as ransom (The Guardian Newspaper, 2015).

Okolo (2005) commented that the quality of the service delivery of several ministries, departments and agencies (especially police) was still poor and unsatisfactory in spite of the SERVICOM initiative. A responsive police service is expected at all times to seek to prevent and respond to the specific security needs of all people, regardless of gender, ethnicity, religion or social background. A representative and non-discriminatory police seeks to create a legitimate and trustworthy service by having its members mirror the population it seeks to serve and by building a healthy work environment for all personnel of the force. This account of what police officers should do is loaded with normative ideals, one of the obvious being the link between police representativeness and the ability to better serve citizens. Hills (2000) delves into the links between policing and politics and how police are more a means of regime representation than of civilian protection in Africa.

OBJECTIVES OF THE STUDY

The main aim of this study is to examine the impact of SERVICOM on the security service of Nigeria police in South- West Geo Political Zone in Nigeria's Fourth Republic. The specific objectives of this study are to:

- i. examines the rationale for and framework of SERVICOM;
- ii. review the operations of SERVICOM in South-West states police command;
- iii. determine the level of awareness of SERVICOM in South-West Nigeria;
- iv. determine the effect of SERVICOM on security service delivery in South-West States Police Commands; and
- v. examines the challenges confronting Nigeria Police (South-West States Commands) in enhancing security service through the implementation of SERVICOM charter.

CONCEPTUAL CLARIFICATION

Concept of SERVICOM

In governance, the unwritten understanding between the elected political leaders on one hand and the electorates (the governed) on the other, is variously referred to as Social



Contract, Pact, Compact, Treaty, Covenant, Convention, Agreement or Deal (Eminue, 2008). The unwritten understanding is usually something in the form of *aquid pro quo*. “If you vote for me, I will perform. I will deliver the goods and the services that were contained in my party’s or election manifesto for transforming this society”. And the people having voted to install their leaders expect good performance from them, given the public support and enormous resources available to them for achieving such ends. The Social contract is enshrined in section 14(2) of the 1999 Constitution of the Federal Republic of Nigeria on Fundamental objectives and Directive Principles of State Policy. It underscores the point that sovereignty belongs to the people from whom government derives all its powers and authority and the security and welfare of the people shall be the primary purpose of Government (Constitution of the Federal Republic of Nigeria, 1999).

SERVICOM simply means Service Compact with all Nigerians. It is a social contract between the Federal Government and the people of Nigeria on service delivery and consumer protection. This is an initiative of the Federal Government and the people of Nigeria to re-engineer the service processes, attitudes and programmes of the public service of Nigeria. This is with the aim of defining categorically in advance what services offered by each Government agency, in what quality and at what cost (Eminue, 2008). Given the relatively low level of consumer awareness in Nigeria, consumers are saddled with poor quality services and are often subjected to unwarranted hardship and unspeakable inconveniences. Often they go through succours, without mechanisms for redress on compensatory responses or a guarantee of uninterrupted service on value-for-money basis. SERVICOM gives Nigerians the right to know what services are available, where to demand for good services, to know where the complaints – and – redress mechanisms are and how to activate them in order to guarantee improved, accountable and responsible public service (Kirfi, Balarabe and Shantali, 2013).

In the context of SERVICOM, poor or ‘bad’ services mean in practical terms that “someone has done what should not be done, or left undone what should have been done” (The SERVICOM Book, 2006). This reveals the nature of service delivery in Nigeria that could be seen as chaotic, epileptic, unsatisfactory, shoddy, scandalous, deplorable, insensitive, inflexible, non-cost effective, and so on. It has been characterized by such negative attitudes and traits as insensitivity towards customers and their complaints, lateness, absenteeism,



needless delay and red-tapes; palpable negligence; inexcusable incompetence, unbridled corruption, favouritism, lack lustre performance, and a general lackadaisical attitude to work.

Service, was derived from Latin word “*service*” which means slave (Ericson, 2009). In the context of SERVICOM, “it is what we offer ourselves for and service is what the people are entitled to expect from us” (Obasanjo, 2004). Obviously, this is reflected in the political philosophy of social contract of Thomas Hobbes, John Locke and Jean Jacques Rousseau that, the construction of common consent of the commonwealth – a form of government for protecting and preserving natural rights to life, liberties and estates. Specifically, Hobbes asserts that the greatest and chief end, of men uniting into commonwealth and putting themselves under government, is the preservation of their property. They will maintain that government as long as it secures everyone’s property and preserves basic freedom found in the state of nature (Hobbes, 1969). Having established that government is the major arbiter of economic resources in most developing countries, their roles in providing basic services to the citizenry however coalesced. Government service, according to Oronsaye (2013), is all about the people and service delivery is the process of meeting the needs of citizens through prompt and efficient procedures. This presupposes that the interaction between citizens and government results in value and goal creation. There are visible gaps between the policy intentions of the government and implementation which results to poor service delivery.

CONCEPT OF SECURITY

Security like any other concepts does not lend itself to easy definition. However, from the conventional usage of the word, security means safety or freedom from danger and protection from militarist point of view, but even at that, security involves but does not just mean defence (Nwolise, 2006). However, it is because “security like Barry Buzan regards the concept as under developed, and needing to be rehabilitated, insisting that the word ‘security’, has never been in proper working order (Buzan, 1983). Buzan’s approach is an interesting one as he looks at security from all angles going from micro to macro, also addressing the social aspects of security and how people or society construct or ‘securitize’ threats. He elsewhere, lamented the fact that military factor has dominated the concept of security, while Garvet (1972) asserts that security is a very ambiguous concept. Garuba



opines that the cold war era gave the highest currency to the conventional security doctrine to the effect that security:

...rests on the assumption that only a (strong) military system can effectively deter force (attacks) and threats of forces ...the cold war elevated security and its independence to the level of another ideology, indeed a religion (Garuba, 1997).

For decades, issues relating to security tended to occupy the centre stage in the development discourse. With the end of the cold war, there have been attempts to shift conceptualization of security from a state-centred perspective to a broader view that places premium on individuals. In this perspective, security embodies elements of national security, human rights and national development as major barometers for explaining the concept. At the heart of this debate there have been attempts to deepen and widen the concept of security from the level of the states to societies and individuals, and from military to non-military issues.

Majorly, two contending perspectives tend to provide the basis for the conceptualization of human security. One is a neo-realist theoretical framework, which is predicated on the primacy and centrality of state in conceptualizing security. It tends to explain security from the standpoint of state primary responsibility. Within this context, Buzan (1981) argued that the 'straitjacket' militaristic approach to security that demanded the discourse during the cold war was simple-minded and subsequently led to the underdevelopment of the concept. For him human security includes political, economic, social and environmental threats including those that are militaristic. Thus, Buzan (1981) illustrated a tripartite concept analysis of security based on international system, state level, and individual level but submitted that sovereign states should remain the most effective security provider.

The second approach is a post-modernist or pluralist view that seeks to displace the state as a major provider of security but rather places greater emphasis on non-state actors. Advocates of this approach tend to argue that the concept of security goes beyond a military determination of threats. According to Booth (1994) states and implicitly government must no longer be the primary referents of security because governments



which are supposed to be the *grondron* of their people's security have instead become the primary source of insecurity for the many people who live under their sovereignty. As a result, Booth (1998) further argued that human security is ultimately more important than state security. While concurring with Booth, Nwabueze (1989) posited that economic security of the individual is or should be of the greater concern to the government and society than the security of the state.

The contemporary thinking about security is all-encompassing. As aptly captured by Ogunbanwo cited in Akindijo (2014:50) writing on the developing world.

Security is more than military security or security from external attacks. For many of the four billion inhabitants in the developing countries security is conceived as the basic level of the struggle for survival. Therefore, in order to provide an integrated African security assessment, the non-military dimensions of security should be added. Henceforth, African security as concept should be applied in its broadest sense to include economic security, social security, environmental security, food security, the equality of life security and technological security.

Derived from the above submission, there is a deviation from general knowledge about the concept of security. Here, attention is more concentrated on the Africa perspective of security which is less of military but more centred on means of livelihood.

This contemporary school of thought echoes McNamara (1983) who has long warned that:

Any society that seeks to achieve adequate military security against the background of acute food shortage, population explosion, low technological development, inadequate and efficient public utilities, and chronic problem of unemployment, has a false sense of security.

He further warns against the perpetration of poverty in a country as it is the harbinger of unrest, internal upheavals, violence, and escalation of extremism. For



developing societies, he urges political leaders to note that without development there cannot be national security.

Thus some scholars seem to place emphasis on absence of threat to acquire values or tendencies that would undermine national cohesion and peace as criteria for determining what security connotes (David 2006, Wolfers 1962). In his view, David (2006) posited that security is the condition or feeling of safety from harm or danger, the defence, protection and absence of threat to acquire values (cited in Nwanegbo and Odigbo, 2013). Security in an objective sense, measures the absence of fear that such values will be attacked (Wolfers, 1962). The similarity between the assertions of scholars above established relevance of absence of threats to achieve security of society.

METHODOLOGY

This study will employed primary and secondary sources of data collection. The primary data were sourced through questionnaire, in-depth interview (IDI) and focus group discussions (FGDs). While the secondary data were sourced from relevant journals, official publications on SERVICOM magazine, newspaper, texts, conference papers, handbooks, bulletins, police diary, government documents, relevant website and gazette that addressed the subject matter.

Study Area

The study area for the research was South-West Geo-Political Zone of Nigeria which comprises of Ekiti, Ogun, Ondo, Osun, Oyo and Lagos States although the SERVICOM unit was established and attached to all government ministries, departments and agencies of the three tiers of government; this work covers both the six states unit of the states police commands and the whole of six states that constitute south-west geo-political zone.

Population of the Study

The population of this study involved the entirety of the residents of the six states. This study specifically consisted of the whole of the six states in South- West unit of SERVICOM, the combination of all the police formations under the states police commands and the entire general public.



Sampling Technique and Sample Size

This study adopted purposive and random sampling techniques. The purposive sampling techniques was necessary to gather useful information from the concerned respondents. The random sampling technique was used in selecting respondents for the questionnaire administration on the required number of the general public. For the questionnaire survey, a sample size of 720 respondents shall be selected.

The questionnaire administration was carried out in the designated MDAs in the states secretariat at the states capitals, thirty (30) respondents each were drawn from each of these MDAs, (i.e. SERVICOM office, judiciary, public complaint commission and states commands) to make total of one hundred and twenty (120) each from the six states while a grand total was seven hundred and twenty (720) respondents for the research work.

The in-depth interview (IDI) involved a total of sixty (60) purposively selected key informants. Ten (10) respondents each were drawn from the six states and these were selected from five (5) categories including SERVICOM units two (2) (including the State office and governor's office unit) the state police formations (2) including the state headquarters, and public relations department, relevance agencies of the civil service (2) (including the state judiciary, and public complaints commission), human rights advocacy group (2) (including human right lawyers in the six states) and the academia (2) (involving researchers in public policy related field at the public universities in the states). These made a total of sixty (60) IDI respondents. In addition, a total of thirty six (36) focus group discussions (FGDs) were conducted among the public in the six states. Six (6) FGDs were conducted in each of the states to ascertain the effectiveness and impact of police in ensuring security of lives and property in the six states. Six (6) FGDs, each were conducted among residents in the rural communities two in each senatorial district of the six states. The rural communities were selected for inclusiveness since the questionnaire survey was carried out in the urban centres considering the literacy level of the residents.

Method of Data Analysis

The study employed the mixed method of quantitative and qualitative techniques. Quantitative data from questionnaire survey was analysed with descriptive and inferential statistics including frequencies, percentages, mean, standard deviation and chi-square to test the stated hypotheses, analysis was presented in tables. Data gathered from IDI and FGDs



was analysed through content analytical methods. Thereafter, the finding from quantitative and qualitative analysis were triangulated and findings discussed based on each objective.

DATA ANALYSIS ON SERVICOM AND SECURITY SERVICE DELIVERY BY THE SOUTH WEST COMMAND

Quantitative Data Analysis on Awareness about SERVICOM in South West

It shows that majority of the respondents from South West (75%) were not aware that the establishment of SERVICOM is to enhance satisfactory performance in public services by government MDAs in the zone. It revealed that less than one quarter (34.4%) of the respondents was aware that SERVICOM was established for satisfactory performance in the public services by MDAs.

The distribution shows the level of awareness on numerous displeasures within public services rendered by the MDAs in the South West which SERVICOM is created to handle. It is revealed that majority of the respondents (75.2%) conformed it while majority of the respondents claimed not to be aware of the numerous displeasure in public service rendered by the MDAs in the South West.

Also the respondents are aware of contacts with government officials on the displeasures in public services delivery in South West States. It revealed that more than average of the respondents in the states (63.5%) have contacted or know of contacts with government officials over displeasures in public service delivery in the States. While more than one quarter of the respondents claimed not aware (36.5%).

Here, this reflect the distribution of respondent by their involvement in protest against poor government service delivery or against poor service delivery in public establishment. It shows varying majority of the respondents (54.2% in Ekiti, 70.8% in Ogun, 51.7% in Ondo, Osun 60%, Oyo 62.%% and Lagos 75.8%). In summary a total of 62.5% of the respondent claimed to have been previously involved in protest against poor government service delivery.

The distribution on awareness of SERVICOM as a public complaint initiative of government. It shows a sizable majority across the states (76.1%) conformed awareness of SERVICOM as a public complaint initiative of government while less than one quarter (24.9%) were not aware of the existence of SERVICOM as government initiative established to ameliorate poor service delivery by government MDAs.



Similarly, the distribution shows awareness of the presence of SERVICOM units offices or officers within the states across South West States. It revealed that majority of the respondents (70.3%) indicated awareness of SERVICOM units, offices or officers in the States by the reason of their employment. While a little more than one quarter (29.7%) of the respondents claimed no awareness of the SERVICOM presence.

Equally the distribution revealed the awareness of the presence of SERVICOM in locality and place of employment across South West States. Majority of the respondents (63.8%) were aware of the presence of SERVICOM in their localities and places of employment across the States. contrarily, substantial minority of the respondents (36.2%) claimed not aware of the presence of SERVICOM in their localities and places of employment.

The distribution further reveals if respondents have personally lodged complaints at any office of SERVICOM on any public service in the States. It indicates that few majority (40.1%) of the respondents claimed to have personally lodged compliant at any office SERVICOM on any public service in the states. Contrarily, majority, of the respondents (59.9%) claimed not to have personally lodged compliant at any office of SERVICOM on any public service in the State.

The distribution finally shows the respondents readiness to lodge complaints on poor public service or officers to SERVICOM in the South West States. It indicates that about two-third of the respondents from the States (64.3%) were ready to lodge complaints on poor public service or officers to SERVICOM in the State. Thereby, a general minority of the respondents across the states (35.7%) were not ready to lodge complaints on poor public service or officers to SERVICOM in the State.

Analysis of Qualitative Data on Awareness about SERVICOM in South West State.

Contrary to the opinion of most respondents to the questionnaires about the awareness of SERVICOM in the South West, participants of the FGDs were not informed. Majority of the participants claimed no awareness about SERVICOM, while in some cases, one to three of the participants claim to be fully or partially aware about SERVICOM and its presence in South West.



In the FGD conducted in front chief Agbaje's Compound at Irele -Ekiti, none of the participants is fully aware while only one is partially aware of the SERVICOM initiative. A participant identified sum it all, when he stated that;

We don't know anything about SERVICOM or whatever, the government official just do what they like and we don't have option, whether we are satisfied or not, there is nobody to report to.

But the participant who claimed partial knowledge (Mr. Ojo Femi) said he knew some of their staff in Federal University Oye Ekiti and use to hear them talk about SERVICOM but really doesn't know what they do.

In the same vein at Akinrolabu's Compound at Idanre Ondo State none of the participant claim to know about SERVICOM while two claimed partially awareness. A participant, among those who claimed partially awareness expressed that:

We are far from the government, so we don't know if there is any means through which we can complain. Nigerians are not educated about anything called SERVICOM.

Different from the opinions of the participants of the FDGs, data from the interview session signifies greater level of awareness by the interviewee. On the awareness about SERVICOM, the positions of Ajayi, Ajanaku, Foworade and Ohikah among other respondents from Lagos state point to the fact that the government made enough publicity and enlightenment programme about the mandate of SERVICOM. This prompts SERVICOM to maintain suggestion box in public places to facilitate the making of suggestion for improvements in levels of services, erect SERVICOM Bill Boards in Zonal Offices Nation-wide and provide details in hand bills, stickers, and posters. Besides, there were several radios and television programmes about the existence of SERVICOM initiative and what it stands to do in his words, Ajayi confirmed that:

This is not the first time government would initiate citizen protection programme, such as Ombudsman, public compliant commission. So, Nigeria have knowledge about the existence of SERVICOM even in the South West States.



Sodeke, a legal practitioner remarked that there is need for a rethink on the activities of SERVICOM if truly government wants to achieve its laudable assignment in Nigeria. He averred that:

For any policy intension to come to pass, it is not enough to make it known among the implementers, but the recipients are equally important. This service, we are talking about here, is not known to the people; so, it is now difficult to ask question whether it performs or not.

Fagbohun, a lecturer in Lagos State University, while commenting on the awareness of citizens about SERVICOM was quick to state that it is well designed to include government and nongovernmental agencies but there are issues with where is SERVICOM, how does it operate and whom does it intend to serve? All these questions, still bother on people education and awareness.

Another item measures the activities of SERVICOM initiatives in South West. It reviews the operations of the States commands in view of hearing of public compliant; mannerism of staff to complaints and quick response to the public complaints; consumer friendliness and citizen- centeredness.

The distribution of respondents by the performance of SERVICOM initiative in South West States as presented in the distribution shows that less than one quarter of the respondents (21.5%) claimed low while majority 67.1% agreed on having knowledge of public complaints and very few of the respondents (11.3%) claimed high.

Mannerism of staff members especially Nigeria police to complainers and quick response to public complaints was assessed to be low by (19.9%) of the respondents while substantial majority (70.3%) claimed medium and (9.3%) rated high.

Based on the consumer friendliness and citizen-centeredness of the initiative, less than one quarter 18.6%, majority 71.4% and 10% rated the initiative low, medium and high respectively.

Furthermore, the contribution of the initiation of SERVICOM on reduction of inefficiency, corruption, laziness and lack of transparency in public service in the states was rated low by 19.2% and medium 69.7% while 11.1% of the respondents were of the view that the performance was a satisfactory one.



The distribution of respondents by the contribution of SERVICOM initiative towards improving quality services delivery in civil and public service in the states reveals that only 19.9% rated it low and majority (69.1%) considered moderate while a handful of respondents (11%) claimed satisfactory.

Distribution of respondents by rating of security service delivery by the south West States Police Commands in view of operation of SERVICOM.

The distribution on security situations and security services delivery by the Nigeria Police in South West in view of operations of SERVICOM it shows majority (75.4%) considered it poor. While 24.6% of the respondents confirmed it adequate.

The distribution of data further shows satisfaction with police discharge of duties on reported crimes related issues with 73.3% of respondents claimed adequate while 26.7% rated it unsatisfactory.

More so, the results show that 74.3% affirmed that their contacts with security agencies and or government officials on security related issues had been adequate. While one-quarter 25.7% of the respondents reported inadequate. The outcomes of the study on security threat or attack reveal that 62.9% of the respondents affirmed being attacked and threaten due to poor security delivery while 37.1% held a contrary opinion on the subject calming attesting it to have been inadequately in occurrence.

The result further show that 61.8% and 37.2% attested to adequacy and inadequacy in lodging complaints by individuals at the police post, division or command respectively.

The data equally show that a substantial majority of the respondents (73.3%) were ready to complain on any issues on the security bridge at the police post, divisions or formation in the states while 26.7% of the respondents were not ready to complain of security threatening issues.

More so, the distribution of the data show that 69.2% of the respondents reported that police in the South West were money conscious and corrupt in the discharge of their duties while only few of the respondents (30.8%) claimed against their view.

The data on professionalism in course of discharge of duties by the personnel of the Police Command as presented in table 3.5 shows that 51.1% of the respondents were of the



view that the Police were adequate while 48.9% argued that the personnel of the Nigeria Police in South West were not professional enough in the discharge of their duties as expected of them.

Analysis of Qualitative Data on the Operations of SERVICOM in South West Police Command

The inefficiency in operations of service is not strange to the rural community residents. One of the participants at the FGD conducted at Elder. Alatise Oloti's Compound, Igboho, Oyo State, who claimed low awareness about SERVICOM in Oyo State, stated:

Similarly, at Chief Sunday Abidakun's Compound at Songo Ota in Ogun State, Owoseni confirmed that SERVICOM officials are not efficient and their impact is not felt anywhere, regards the police, they are not performing at all but very good at collecting bribe.

Against the opinions of most FGDs participants Akerele argued that:

SERVICOM has reduced to a greater extent the level of indiscipline and misconduct in the public sector, and upon the analysis of the conducts of the Police, there is no strict adherence to SERVICOM cheaters.

The failure of the SERVICOM initiative are further attached to its lack of adequate public awareness by Ajayi who said:

SERVICOM has become another bureaucratic contraption diluted by the antics of serving civil servants and more rather ineffective by the procedure chosen for operation. The civil servants cannot criticize fellow civil servants talk less of apprehending or disgracing colleagues. More so, giving the cultic disposition within the Nigeria Police, SERVICOM cannot work.

In general, the submission of most IDI and FGDs indicate low level operations and or total failure in operations for SERVICOM. Though most interviewees and participants of the FGDs attributed the low or no awareness about SERVICOM, whereas most respondents who made positive comments about the operations are either senior civil servants or police officers interviewed.



Quantitative Data Analysis on the Effects of SERVICOM on service delivery by South West Police Commands

It shows that on the assertion that SERVICOM has affected security service delivery through the availability of personnel at various police formation, less than one-quarter (21.7%) of the respondent rated low, 66% of the respondents rated it moderate while 12.3% of the respondents rated the effect as high on the average, the respondent rated the effect of SERVICOM on the Police in the state through the availability of personnel at their various formation moderately efficient.

The effect of SERVICOM on quick response and level of productivity in the discharge of security service by the Police was rated low by the respondent 17.9%, it also rated moderate by (72.1%) of the respondents while 10% considers it high.

On the effects of SERVICOM on the Police in forestalling violent attacks on unsuspecting residents of the states in South West 17.5%, 70% and 12.5% of the respondents respectively have different views on the extent at which SERVICOM affect the police in their guest to forestalling violent attacks on unsuspecting residents in the South West.

The distribution on the effect of SERVICOM on how the Police had reduce armed robbery at home and on the highways show that 16% of the respondents rated the performance low and a substantial majority of the respondents (71.5%) considered it moderate while 12.5% rated the performance of the Police towards reduction of armed robbery at home and on the highways high in the states.

The distribution further revealed the effect of SERVICOM on the police in the discharge of their duties towards reducing kidnapping and assassination with in the States. The result further show that while 14.9% of the respondent rated the effect of SERVICOM on the Police low incurring kidnapping and assassination in the south west, 71.7% of the respondents rated it moderate and 13.4% of the respondent rated the effect of servicom on the performance of police towards reducing kidnapping and assassination in towns and cities within the South West region.

The outcomes of the study on the effect of SERVICOM on the Police in the reduction of petty robbery in localities in South West States show that the effect in this direction was



rated moderate by 72.1% of the respondents while 14.7% of the respondents rated it low and 13.2% considered it high.

The distribution further indicates the effect of SERVICOM on the Police in reducing electoral and political motivated violence in south west. While the effect was rated low and high by the respondents 16.3% and 13.2% respectively. A substantial majority of the respondent 71.5% rated the effect moderate.

The distribution finally indicated the effects of SERVICOM on the Police in the reduction of interpersonal and community violence of the state of South West. The result shows that 16% of the respondents rated the effect low while the effect was rated high 12.6% of the respondents in all, it shows that a majority 71.4% of the respondents rated the effect to be medium on the Police in reducing interpersonal and community violence in South West.

Qualitative Data Analysis on the Effect of SERVICOM on Service Delivery by the South West Police Command

The argument from the quantitative data that SERVICOM has not really affected police service positively in South West is further corroborated by most interviewees and participants during some of the FGDs. On the effects, a participant at the FGDs conducted at Osasona's compound at Ososa-Ijebu in Ogun State, who claimed awareness about SERVICOM stated that:

The introduction of SERVICOM policy has not improved Service delivery in regular public institutions, not to talk of the Nigeria's police. Furthermore, there is still massive corruption everywhere in Nigeria and I cannot say that the establishment of SERVICOM has any helped to improve service delivery by any public institutions in the country.

Commenting on the performance of Nigeria Police in view of the operations of SERVICOM, a participant in the FGD at Baale's compound, Ibodi-Ilesa, Osun state claimed that:

Performance of SERVICOM is below expectation there is no security in Nigeria, and we only dependents on our local hunters for protection against robbery.



In contrary opinion, however, Babajide argues that the SERVICOM units of the South West Police Commands have been very active. He opined that:

It is unfortunate that people are rarely aware of the activities of SERVICOM initiatives but I want to say that the SERVICOM units are performing beyond what can imagine in terms of service delivery by government institutions, especially the NPF.

Similar to the argument of Babajide is the view of Idoyeh. He stated that:

The introduction of SERVICOM policy has partially brought caution to excessiveness of public servants especially in the Police Force. However, the SERVICOM units in all tiers of government cooperation is not yet known to the masses owing to lack of adequate publicity.

Against the views of Babajide and Idoyeh, Musa Suleiman contends that:

There is lack of strict adherence to the mission and vision of the policy. Also, people are not well-informed of what SERVICOM stands for. There are still a lot of indiscipline in the public service.

In a related manner, Aladegbola argued that SERVICOM policy has been ineffective not because the policy is inadequate but due to poor implementation and reluctance of personnel.

Obutu's view was different from Musa Suleiman, Aladegbola and Akeredolu, he stated that:

The purpose of establishing SERVICOM is defeated; there is security failure in the nation and people are not satisfied with SERVICOM service delivery.

In generally, the submission of most interviewees during the IDI session and participants of the FDGs indicate low level or no effects of the operations for SERVICOM on security service delivery of the Nigeria Police in the South West States.



Challenges Confronting South West State Police Commands In Enhancing Security Services Through The Implementation Of SERVICOM

The distribution of respondent by the challenge face by south West Police Command in security service through implementation of SERVICOM charters is presented in table 5.5. It shows that 16.9% of the respondents claimed that the familiarity of the police command with the implementation of SERVICOM policy in government ministries and agencies had high challenging impact on their discharge of security services in the states, while 44% of the respondents affirmed that their familiarity with the implementation of SERVICOM policy had low challenging impart on their discharge of security service among the states. On the other hand, 39.1% of the respondents reported that the familiarity of the state's command with the implementation of SERVICOM policy had not a challenge to impact on the discharge of security services in the states.

The distribution further show how challenging is poor policy implementation and political instability to the discharge of security service by the South West Police Command in the states. It reveals that 11.9% affirmed that poor Police implementation and political instability possess high challenge on the impacts of SERVICOM on security service delivery by the States Police Commands while a little more than half 55.8% claimed low challenge on the impact contrarily 32.3% reported no challenge on impact of SERVICOM on security service delivery by the South West Commands through poor policy implantation and political instability.

More so, the distribution reveals the rating of the challenges resulting from inadequacy of information, awareness and lack of knowledge of workability of SERVICOM. It indicates that 7.1% and 66.5% affirmed high and low impact of inadequacy of information, awareness and lack of knowledge of workability of SERVICOM on security service delivery in the states. While 26.4% of the respondents were of the view that inadequacy of information, awareness and lack of knowledge of workability of SERVICOM poses no challenges on the impact of SERVICOM on the security service delivery by the South West Police command.

The distribution finally indicates the level of challenges posed by political influence and interference on the impacts of SERVICOM on the South West Police Command in the course of security service delivery in the states. The result shows that 9.2% and 63.1% of the



respondents claimed high and low challenges respectively while 27.7% of the respondent claimed it poses no challenges on impact of SERVICOM in the provision of security service by the South West Police Command.

FINDINGS

The finding revealed that SERVICOM is the culmination of a member of landmark documents and intensive high-level deliberations, special studies, declaration and Special Presidential Retreat on Service Delivery in Nigeria. Federal Government SERVICE COMPACT WITH ALL NIGERIANS (SERVICOM) is based on five fundamental principles of conviction, renewal, consideration, avowal and dedication.

Also the study discovered that the level of awareness across classes of people in the South West. It is revealed that based on the questionnaire survey in the entire South West States; a significant majority 76.1% of the respondents has high level of awareness about SERVICOM while less than one quarter (24.9%) claimed not aware. Meanwhile most interview respondents were fully informed about SERVICOM the interview claimed that the publicity about the functionality of the initiative is insufficient as evident in the discovery of FGDs conducted as selected rural communities across South West. The summary level of awareness about SERVICOM by the FGDs participants shows that only twenty seven(27) out of three hundred and sixty one participants in all the thirty-six locations were fully aware and the majority (263 participant) were not aware about SERVICOM, while seventy one(71) participants were partially aware generally.

Furthermore, the study find out that SERVICOM has differently affected the South West command in the diverse areas among which are the availability of personnel at various police formation, citizenship friendliness in the discharging of duties, quick and productive in responds to calls, securing of former criminal indents across the states, reducing petty robbery in localities, reducing electoral and political motivated violence in the state, reducing kidnapping and assassinations in towns and cities in the South West.

Revealed in the study was substantial majority of the respondent 71.5% rated the effect of SERVICOM on security service delivery by the South West Police Command as moderate while 14.9% and 13.4% affirmed it high and low respectively. The study found that the challenges confronting South West Police Command in enhancing security service through implementation of SERVICOM mainly are insufficient publicity and inadequate



information about its operations, political instability, socio economic debacle impact on implementation of SERVICOM policy in police command.

The result finally shows that two third (68.3%) of the respondents rated the challenges as low, while poultry proportion (7.6%) of the respondent's rate high the level at which this challenges affect the police command in enhancing security service delivery in the South West through the implementation of SERVICOM.

CONCLUSION

This study has affirmed that the desire to ensure satisfactory public service delivery is the basis for the introduction of SERVICOM in 2004 by the administration of President Olusegun Obasanjo. This contends that, like in most cases, people are less informed about the existence, procedures and operations of many government public complaints initiatives and institutions such as SERVICOM in Nigeria. While most grassroots residents are less carried along, majority of the staffers of the public service provider's institutions are well informed about SERVICOM.

However, none of the group of people in South West usually maximizes the opportunities through SERVICOM for security service delivery by the South West Police Command. The existence of an initiative such as SERVICOM is expected to be well known to the public, across social class, including residents of the grassroots communities, who are apparently more consumers of public service such as the security services being provided by the Nigeria Police

RECOMMENDATIONS

In view of the challenges posed to the operations of SERVICOM based on its impact on the security service delivery by the South West Police Command, this study makes recommendation in line of awareness and public orientation, improved and adequate funding, reorganisation of the complaints procedures, the independency of the initiative, establishment of judicial or special bureau as well as the police commands across the country should accommodate more public complaints and make access to such initiative open.

Government should create more awareness programmes to provide adequate information about SERVICOM is meant to do and all-encompassing sensitization programmes from time to time It is recommended that the establishment act be



reconsidered to allow SERVICOM operated not as affiliate units or departments of the MDAs. It is similarly recommended that as an independent institution, it should be adequately funded in order to carry out their assignment without fair or favour as well as to avoid corruption within their circle in discharge of their duties. Finally, the study recommends the establishment of separate judicial or special bureau to allow fair play.

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