

# SPARC Report



**Kaduna State Government Office of the Head  
of Service report on training of pilot ministries,  
departments and agencies on preparation  
of service charters**

**April 2014**

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The opinions expressed in this report are those of the authors and do not necessarily represent the views of the Department for International Development.

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## Abbreviations and acronyms

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BEMST	Bureau of Establishments, Management Services and Training
BPSR	Bureau for Public Service Reform
KDBIR	Kaduna State Board of Internal Revenue
MDAs	Ministries, Departments and Agencies
MoCI	Ministry of Commerce and Industry
MoE	Ministry of Education
MoEP	Ministry of Economic Planning
MoH	Ministry of Health
NCE	Nigeria Certificate in Education
OHoS	Office of the Head of Service
PAYE	Pay As You Earn
SMS	Short Message Service
SPARC	State Partnership for Accountability, Responsiveness and Capability
WHO	World Health Organisation

## Executive Summary

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### **Short summary**

Five Ministries, Departments and Agencies were selected by the Bureau of Public Service Reforms to commence the preparation and implementation of Service Charters. These are: Ministry of Commerce and Industry, Ministry of Education, Ministry of Health, Kaduna State Board of Internal Revenue and Ministry of Lands, Surveys and Country Planning.

### **Full summary**

The Kaduna State public service began service charter process with agreement of a concept paper and preparation of a service charter guideline in late 2012. Thereafter, in early 2013, the Bureau of Public Service Reforms was trained on implementing the guideline. Later in 2013, five Ministry Departments and Agencies were selected by the Bureau of Public Service Reform to commence the preparation and implementation of service charters and these are: Ministry of Commerce and Industry, Ministry of Education, Ministry of Health, Kaduna State Board of Internal Revenue, and Ministry of Lands, Surveys and Country Planning. After the first technical session, Ministry of Commerce and Industry did not continue with the process.

## Section 1: Introduction

The Kaduna State public service began service charter process with agreement of a concept paper and preparation of a service charter guideline in late 2012. Thereafter, in early 2013, the Bureau of Public Service Reforms (BPSR) was trained on implementing the guideline. Later in 2013, five ministries, departments and agencies (MDAs) were selected by the BPSR to commence the preparation and implementation of service charters and these are: Ministry of Commerce and Industry (MoCI), Ministry of Education (MoE), Ministry of Health (MoH), Kaduna State Board of Internal Revenue (KDBIR), and Ministry of Lands, Surveys and Country Planning.

According to the Kaduna State service charter guideline, each MDA was to set up a Task Team on Service Charter whose core activities are shown in table 1.

**Table 1: Core Activities of MDA Service Charter Task Teams**

S/N	Activity
1.	Facilitate the clarification/re-focusing of the MDA core mandates in line with the reviewed MDAs' Mandates manual/compendium
2.	Facilitate the development of the MDA's mission and core values statements, where none is inexistent with the collaboration of Bureau of Establishments, Management Services and Training (BEMST)
3.	Facilitate the identification of key services, service standards, service levels/performance targets, key clients or groups of clients, key stakeholders and key partners
4.	Hold consultations with the staff, clients, development partners, and other relevant stakeholders (including civil societies)
5.	Develop the service standards and performance targets in consultation with service owners, i.e. staff members directly providing the services, with input received from target client groups, development partners and other relevant stakeholders
6.	Develop the approaches for service charter implementation in the MDA in consultation with service owners, i.e. staff members directly providing the services
7.	Prepare a draft of the MDA service charter for consultation with staff members, representative clients, development partners, and some relevant stakeholders in accordance with the format in this manual.
8.	Present the draft service charter to the Permanent Secretary or the Chief Executive as appropriate for submission to the BPSR.
9.	Facilitate the production of the approved service charter and its communication to staff members, clients and partners and other relevant stakeholders
10.	Regularly liaise with the Permanent Secretary or the Chief Executive on addressing clients' concerns and in reviewing the progress of service charter implementation in the MDA, and represent the MDA in service charter forums.
11.	Facilitate the review of the MDA Service Charter in line with the provisions of this guideline

Collectively, the service charter task teams of the five MDAs were trained on preparation and implementation of service charter through experiential technical sessions facilitated by consultants provided by the State Partnership for Accountability, Responsiveness and Capability (SPARC), a Department for International Development programme.

## Section 2: Service Charter prepared by the MDAs

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After the first technical session, the Ministry of Commerce and Industry (MoCI) did not continue with the process.

The MDAs submitted their first draft service charters and were guided on conducting validation and ownership sessions with their staff members. After the first draft service charter and internal consultation with their staff members, the MDAs were guided on holding round tables with representative clients for the purpose of consulting them on their service standards and targets. Only the MoH was able to do this while the other MDAs have made arrangements with their management to organise such forums. Nevertheless, the MDAs, particularly MoE and MoH, should further sharpen their service standards and targets so as to clarify exactly and in specific terms service performance areas their clients are to expect and on what to hold them accountable for.

The service charters of the Kaduna State Board of Internal Revenue, Ministry of Education, Ministry of Health and Ministry of Lands, Surveys and Country Planning are contained in Annexes 1, 2, 3 and 4, respectively.

## Section 3: Recommended next steps

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The consultative round tables for ratifying the service charters of the pilot MDAs should pay particular attention to improving the clarity and precision of the service targets and standards so that specific areas of service performance can be monitored and improved.

The MoH should submit its service charter to the BPSR and develop a service improvement plan for the purpose of implementing their service charter. The plan should be submitted to the BPSR within 30 days of approval by the management of the MoH.

The KDBIR, MoE and Ministry of Lands, Surveys and Country Planning should hold service charter consultation with their stakeholder and agree their service targets and standards. Thereafter, they should submit their approved service charter alongside their service improvement plan to the BPSR.

# Annex 1: Draft Service Charter for Kaduna State Board of Internal Revenue

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This service charter sets out the services provided by KDBIR, the service performance targets we aim to achieve and the standards to which we will provide these services to our clients. It shows our clients how to give us feedback and details our commitment to regularly review our performance. This charter applies to everyone who has contact with the KDBIR, including Individuals and organisations that refer matters to us for investigation.

As much as possible and where applicable, we aim to ensure that this service charter covers all categories of user groups ranging from Ministries, Department and Agencies, contractors, civil society groups and the general public without bias based on issues such as gender, ethnicity, religion, marital status, socioeconomic status, age or disability, and providing extra support where needed.

## Who We Are

KDBIR is a modern integrated, effective and efficient tax agency which promotes mutual trust and satisfaction and also provides taxpayers professional services by helping them understand and meet their tax responsibility and by applying the tax laws with integrity and fairness to all. The Board consists of six technical departments such as:

- Pay as you earn (PAYE);
- Direct assessment;
- Motor vehicle administration;
- Tax audit;
- Collection and Accounting;
- Stamp Duties and Capital Gain Tax.

Four (4) supporting departments such as:

- Legal And Enforcement;
- Tax Payers Services;
- Accounts;
- Administration.

Which are assigned with the under listed mandate and functions:

- To identify and register tax payers;
- To raise and serve assessment on tax payers;
- To collect and account for taxes, fees and levies due to government;
- To administer the tax laws.

## **Our Mission and Core Values**

### **Mission**

Our mission statement is: To effectively and optimally collect all taxes, levies, fees and penalties due to the government of Kaduna state for socio economic development using professional, qualified, honest and competent staff.

### **Core values:**

- Professionalism: We will demonstrate high level of competence, skills and knowledge in rendering service to our tax payers;
- Integrity: Conduct our services in line with ethical manners;
- Equity: We will treat our tax payers equally irrespective of status, gender, political or religious affiliation by applying the law consistently and objectively;
- Motivation: In order to serve our client well, we ensure that our staff are well motivated and trained;
- Accountability: We will acknowledge receipt of all revenue collected and render returns in line with statutory regulations.

### **Our Key Clients**

Our key clients consist of the under listed stakeholders:

- Kaduna State Government;
- Kaduna State Local Government Councils;
- Kaduna State House of Assembly;
- Kaduna State Judiciary;
- Federal Government Agencies in the State;
- Non-Governmental Organisations (NGO's);
- Professional Bodies;
- Trade Union and Associations;
- Contractors;
- Others (private organisations such as financial institutions, transport companies, clinics, private schools, etc.)

### **Our Key Services**

Our key services are:

- **PAYE Operation:** Processing deductions made by employers of labour for their employees taxes in 12 equal instalments;
- **Direct Assessment:** Assessing self-employed individuals to pay tax from their Annual Incomes e.g. Trade, Profession, Vocation, Contracts, dividends, Rents etc;
- **Withholding Tax (WHT):** Deduction taxes at source from all services rendered by tax payers e.g. Contracts, Supplies, Dividends, Rents, Interest, Commission etc;
- **Issuance of Tax Clearance Certificates:** Issuing Tax Clearance Certificate to tax payers who have duly paid their personal income tax;
- **Tax Audit:** Conducting tax audit on organisation;
- **Motor Vehicle Administration:** Registering of all categories of Motor Vehicles and Motor Cycles;
- **Renewals of all Motor Vehicles/Cycles Licences:** Processing of all national Drivers licenses for all motorists (drivers);

- **Stamp Duty:** Stamp Documents such as Deed of release, Deed of Assignment, Power of Attorney, Contracts Agreements etc;
- **Tax Payers Services:** Sensitising, Educating and Enlightenment of tax payers.

### Our Service Targets

We strive to attain the following service targets within the resources at our disposal.

KEY SERVICES	TARGET
Direct new organisations to operate PAYE scheme Prepare Tax Deduction Table	PAYE increment 10% Annually.
Analyse annual returns of organisations	Forward Tax deduction table within seven days from date of receipt of salary structure of organisation's employees
Issuance of Tax Clearance Certificate (TCC	Two weeks from the date of receipt of organisation's Annual Return
Issuance of Personal Income Tax forms (REV49) to self-employed individuals	Within two weeks from date of receipt of application of Tax Clearance Certificate (TCC)
Receipt of completed personal Income Tax forms	On or before 31st December of the Proceeding tax year.
Raise of assessment on self-employed individuals	On or before 31st January of the current Tax year.
Raise Best of Judgment (BOJA) Assessment	Within seven days from date of receipt of returned forms
Attend to TPs (Tax Payers) objections and Appeal on Assessment raise.	After 31 <sup>st</sup> January of current tax year on all self-employed tax payers who did not file in their returns. Within 30 days of service of notice of Assessment.
Issuance of tax receipts	Within 24 hours on confirmation of Bank Payment.
Stamping of Documents such as, power of Attorney, Deed of Assignment, Deed of Release 1% contract Agreement etc.	Within 30 minutes of submission and confirmation of payment to the stamp duty office.
Motor vehicle/cycles registration/Issuance of plate numbers	Within one working day after completion of all procedures and payments.
Motor vehicle license renewals	Within 30 minutes on presentation of previous year particulars
National driver's license: Three months temporary license.	On the spot after duly completion of process.
Permanent license	Within three months from the date of completion of processes and payment.
Conduct tax audit on organisation to ascertain level of compliance to the relevant tax laws.	Give two weeks advance notices before commencement of Audit. Issue audit report within two weeks on completion of the Tax Audit. Respond to objection within two weeks from the date of receipt of the objection letter. Serve certificate of pay within one week of

	payment of final liability.
Tax payer sensitisation, education and enlightenment.	Provision of tax forms, tax guide and leaflets on the spot whenever the tax payers visit KDBIR. Provision of any information requested by the tax payer within five working days of filing the request.
Enforcement through prosecution and distain of tax defaulters	Serve notice of intention to distain or prosecute, within two weeks from the date of service of notice.
Serve notice of distain/prosecution	Within one week from the date of service of notice.

### Our Service Standards

Our service standards show how we serve you and the level of services you can expect from us.

S/N	SERVICE STANDARD	DESCRIPTION	LEVEL OF SERVICE
1.	Confidentiality	Non-disclosure of tax payer's information to third party.	Tax payers' information to be treated with utmost secrecy.
2.	Fairness	Application of the laws on tax payers	By applying the tax laws consistently and objectively.
3.	Client care tax payers (Clients) care	As it affect enquiries, objections and appeal of tax payers.	Attending to our clients with courtesy and timeliness.
4.	Accountability	To ensure that adequate records are maintained. Monthly returns to Government are made. Audit accounts of the Board by external audits.	Pay direct platform has been provided to ensure instant issuance of e-receipt.

### Our Tax Payers (Clients') Obligations

In order to deliver the level of services and satisfy our tax payers (clients') needs and expectations, we expect our clients to fulfil the following obligations:

- To abide by the statutory requirements and other obligations that they must meet in order to be eligible for services sought;
- To treat our staff with courtesy and expect the same from all staff of KDBIR;
- To offer feedback, suggestion or complaints at any point in time and in regard to our services;
- To exercise their right to object, appeal and seek redress;
- Not to offer inducements to our staff or to solicit the same;
- Attend scheduled meetings punctually if and when invited;
- Respond to requests for information precisely accurately, thoroughly and in time.
- Pay taxes at designated points only and always demand for receipt for any payment you make;
- Report to the Executive Chairman any Staff who fails to deliver on any of your rights.

### **Feedback and Complaints' Procedure**

We welcome feedback, suggestions and complaints from our clients to help us improve our services to them and also improve the way we serve them. The following procedure is in place to handle clients' feedback, suggestions and complaints. Clients can give suggestions or make complaints regarding the services we offer. Complaints can be made by email, Short Message Service (SMS), phone, writing or verbally in person.

#### **In handling clients' suggestions, feedback and complaints**

- We would listen to clients, and acknowledge record and treat all complaints with confidentiality;
- We would not discriminate against our clients in handling complaints and suggestions they make, and we will give equal treatment to all clients who are dissatisfied with our services;
- We will investigate all complaints, take necessary action and give feedback to complainants on progress of resolution;
- We encourage clients to provide us with accurate and reliable details to help us resolve their complaints. For example, by giving their phone numbers and contact details to us will help us to give them instant feedback via e.g. SMS and email. Please also ensure that your ;
- Complaints/feedback from clients will be recorded into our feedback register by the Complaints/Service Charter desk officer.

Furthermore, we would seek feedback from our clients on a regular basis in order to improve our services.

### **Revision of Service Charter**

This service charter was prepared in March 2014. The next revision, which will incorporate relevant feedback from our clients and changes in our service focus or mandates, will be in the next three years.

### **Translation Help**

We will translate our service charter to local languages (such as Hausa and Fulfulde) for clients who are not literate in the English language.

Clients who need the translation service should contact:

The Director Tax Payers services, during working hours from Monday to Friday

### **Communication and Accessibility of Service Charter**

Copies of this service charter shall be provided free of charge to all our clients (tax payers) in the following designated locations.

- Office of the Executive Chairman Board of Internal Revenue, 1<sup>ST</sup> floor Olusegun Obasanjo House Yakubu Gowon way;
- Tax payer service front desk Board of Internal Revenue, 1<sup>ST</sup> floor Olusegun Obasanjo House Yakubu Gowon, way;
- All our area revenue offices across the entire state.

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### **How to Contact Us**

Contact address:-

Kaduna State Board of Internal Revenue,  
1<sup>ST</sup> floor, Olusegun Obasanjo house,  
Yakubu Gowon way,  
P.M.B 2090,  
Kaduna.  
Phone: 08029151213, 08033071374

### **Who to Contact on Unresolved Issues**

The Executive Chairman of the Board will be happy to resolve complaints brought to his attention by clients or should there be any issues unresolved. For this purpose, please contact:

The Executive Chairman,  
Board of Internal Revenue  
1<sup>ST</sup> floor Olusegun Obasanjo House,  
Yakubu Gowon way,  
Kaduna  
Email Address: [ztanko2003@yahoo.com](mailto:ztanko2003@yahoo.com)

Furthermore, should there be unresolved issues after the intervention of our Executive Chairman, please contact:

The Permanent Secretary,  
Bureau of Public Service Reforms,  
No. 8 Wurno Road,  
Kaduna.  
E-mail: [bpsr.kaduna@gmail.com](mailto:bpsr.kaduna@gmail.com)

## Annex 2: Draft Service Charter for the Ministry of Education

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This Service Charter sets out the services provided by the Ministry of Education. The service performance targets aim to achieve the standards to which we will provide these services to our clients. It shows our customers how to give us feedback and details our commitment to regularly review our performance. This charter applies to everyone who has contact with the Ministry of Education including individuals and organisations that refer matters to us for investigation.

As much as possible and where applicable, we aim to ensure that this service charter covers all categories of user groups ranging from Ministries, Departments and Agencies, Contractors, Civil Society Organisations (CSOs) and the general public without bias based on issues such as gender, ethnicity, religion, marital status, socio-economic status, age or physically challenged, and providing extra support where needed (e.g. people with disabilities, those who are unable to read or write).

### Who We Are

The Ministry of Education provides educational services to the people in Kaduna State. It is supported by various departments, agencies and parastatals with assigned mandates and functions.

We supervise the following departments and agencies (MDAs):

- **Kaduna State Universal Basic Education Board (SUBEB):** Established to provide compulsory free universal basic education to all children irrespective of their status. Its mandates include recruiting competent and professional staff, appointment, promotion and discipline of staff on Grade Level 07 and above. It works hand in hand with major stakeholders such as Local Government Councils, Private and Corporate Organisations, International and Local Development Partners, School Base Management Committees, Parent Teachers Associations, Old Boys Association and Individuals that are key in the delivery of basic education in the state;
- **Kaduna State Teachers' Service Board (TSB):** Ensures recruitment, promotion, welfare, provision and discipline of teachers of secondary school levels; and also ensures the provision of support for teachers' professional development;
- **Private Schools Board (PSB):** Regulates the activities of private pre-primary, primary and secondary schools proprietors; monitoring and supervision of private schools to enforce compliance to specified policies, guidelines and standards;
- **Agency for Mass Literacy (AML):** Ensures the provision and management of adult and functional literacy and continuing education programmes;
- **Education Resource Centre (ERC):** Conducts and manages state-wide placement examinations into secondary schools; production of instructional materials; domestication and dissemination of National Curriculum; provision of guidance and counselling services; and provision of support for teachers' professional development;
- **Independent Schools Management Boards (SMB):** Ensures the management of public model secondary schools;

- **Kaduna State Library Board (KSLB):** Ensures the promotion of reading culture among the people of Kaduna State; establishment and management of public libraries; and provision of electronic and hard copies of literature for public schools and members of the public;
- **Kaduna State Scholarship Board (KSSB):** Provides scholarships and bursaries for qualified state indigenes to advance their studies;
- **Kaduna State University (KASU):** Ensures the provision of degree courses in various academic and professional disciplines to promote human capacity development in the state and nation in general; ensures appointment, promotion, welfare, discipline and professional development of academic and non-academic staff;
- **Kaduna State College of Education (KSCOE):** Assists the state and the nation achieve their educational objectives through the preparation of teachers to assume teaching posts of responsibilities in both primary and post-primary schools in the Arts, Language, Religion, Sciences, Agriculture, Technology and Commerce for the preparation of teachers in these subjects for award of Nigeria Certificate in Education (NCE) and other such qualification as may be determined by State or National policy; offer internal and external courses of short duration to serving teachers on the administrative and professional aspects of the teachers' role; and further ensure the promotion through teaching, research and other means the advancement of knowledge and in particular the study of education, for the benefit of the community;
- **Kaduna State Quality Assurance Board (KSQAB):** Conduct, report and disseminate complete and accurate data for evidence – based policy making including Monitoring and Evaluation.

## **Our Mission and Core Values**

### ***Mission***

We shall work with all stakeholders to enable every citizen to learn to be self-reliant, productive and contribute meaningfully to sustainable development.

### ***Core Values***

**Commitment:** We shall devote our resources to achieving the goals and objectives of specific and general knowledge and development.

**Integrity:** Every member of the Ministry would strive to be honest and disciplined in discharging his/her duties.

**Accountability:** We will keep records of all our transactions and give periodic performance to the state government and relevant regulatory agencies.

**Equity:** We shall employ adequate measures to treat our clients fairly with respect and dignity.

**Collaboration:** We shall work together with all stakeholders to ensure the achievement of the aims, goals and objectives of the Ministry.

## Our Key Clients

Our clients include the following among others:

- Kaduna State Government;
- Local Governments;
- Federal Ministry of Education;
- Agencies /Educational Institutions;
- Development Partners;
- Non-Governmental Organisations;
- Civil Society Organisations;
- Professional Bodies;
- Trade Unions;
- Contractors;
- General Public.

## Our Key Services

Our key services are:

- Education policy, standards setting, monitoring and implementation;
- Establishment and managing of State Education Management Information System;
- Sector-wide planning and coordination for accelerated and balanced educational development across the state;
- Quality assurance and enforcement of compliance to policies and standards;
- Supervision of the activities of the State Ministry of Education, parastatals and agencies;
- Liaising with federal education agencies and development partners;
- Establishment, construction and maintenance of public secondary schools; and
- Appointments, promotion, welfare, discipline and professional development of public secondary school teachers and the education sector of MDAs personnel.

## Our Service Targets

We strive to attain the following service targets within the resources at our disposal.

Key Services	Target
Collection of revenue from Agencies, Institutions and Department	80% effective monthly collection of revenue from Agencies and Departments
Ensuring prompt payment of revenue collected by schools into Accountant General Office Account	Monthly verification visits to schools
Keeping financial records	Records of financial transactions are kept in the Department of Finance and monthly returns made to the Ministry of Finance
Provision of infrastructure in schools	...% of the annual budget of the Ministry committed to provision of infrastructure
Maintenance of infrastructure in schools	...% of the annual budget of the Ministry committed to maintenance of infrastructure
Analysis and production of vital statistical data.	Annually and available in the Department of Planning, Research and Statistics
Establishing schools	1% annual increase in the number of Schools in the State

Monitoring/supervision development of curriculum and conducting examinations in schools	80% of Schools/Agencies monitored and supervised annually
Approving private schools	1% of private schools approved annually

### Our Service Standards

Our service standards show how we serve you and the level of services you can expect from us.

S/N	Service Standards	Description	Level Of Service
1.	Quality of service	Formulating and Implementing education policies.	According to the National Policy on Education (NPE)
		Provision of conducive learning environment-classrooms/lecture halls, laboratories, office accommodation, libraries etc.	According to the National Policy on Education
		Adequate/Sufficient and highly trained professionals in the provision of modern teaching, technical and capacity building techniques	In accordance with the standards set out by National Council on Education
		Ensure paradigm shift from the Arts towards Science and Entrepreneurship Education	In accordance with the Millennium Development Goals on Self-Reliance and the National Policy on Education
2.	Speed of service/ efficiency	Prompt response to educational needs of our learning institutions	Correspondences be responded to within 48 hours of submission
3.	Accountability	Ensure revenue generation by all revenue generating departments/agencies in the Kaduna State education sector	Monthly documentation of financial transactions showing revenue generated and corresponding expenditure available in the Director of Finance and Accounts' office
4.	Fairness	Provide equal educational opportunities	Provide free education at Basic level and subsidised education at Secondary and Tertiary levels
5.	Client care	Dealing with our clients with courtesy and respect	Attending to clients within 30 minutes of arrival in a comfortable atmosphere
6.	Information	Providing information to the public on educational programmes and ensuring ready access	Information about the Ministry or its services are provided within 24 hours of request or obtained from all Agencies, Departments or website of the MoE.

## **Our Clients' Obligations**

To assist us in achieving the service standards in this Charter, our clients have the following obligations:

- To abide by statutory requirements and other obligations that they must meet in order to be eligible for services sought or for payments;
- To treat our staff with courtesy and expect the same from all staff of the Ministry of Education;
- To offer feedback, suggestions or complaints at any point in time with regards to our services;
- To exercise their right to appeal and seek recourse;
- Not to offer inducements to our staff or to solicit the same;
- Attend scheduled meetings punctually if and when invited; and
- Respond to requests for information precisely, accurately, thoroughly and in time.

## **Feedback and Complaints Procedure**

Clients can give suggestions or make complaints regarding the services we offer. Complaints can be made by e-mails, SMS, phone and writing or verbally in person.

In handling client's suggestions, feedback and complaints:

- We would listen to clients, and acknowledge record and treat all complaints with confidentiality;
- We would not discriminate against our clients in handling complaints and suggestions they make, and we will give equal treatment to all clients who are dissatisfied with our services;
- We will investigate all complaints, take necessary action and give feedback to complaints on progress of resolution;
- We encourage clients to provide us with accurate and reliable details to help us resolve their complaints, for example, by giving their phone numbers and contact details to us will help us to give them instant feedback via SMS and e-mail;
- Our clients' complaints/feedback will be recorded into our feedback register by our Complaints/Service Charter desk officer.

Clients can send any complaint or feedback on our services in writing, by email or phone to any of the following:

- The Permanent Secretary,  
Dr. Madinatu Shehu,  
Ministry of Education,  
State Secretariat, Independence Way, Kaduna  
Phone: 08181249968  
Email Address: [madinatushehu@gmail.com](mailto:madinatushehu@gmail.com)

- Director Administration and Supply,  
Peter Z. Ango  
Ministry of Education,  
State Secretariat' Complex, Independence Way,  
Kaduna  
Email: [peteranzango@yahoo.com](mailto:peteranzango@yahoo.com)
- Deputy Director Projects,  
John Bala Gora  
Desk Officer on Reforms  
Ministry of Education,  
State Secretariat, Independence Way,  
Kaduna  
Phone: 08036424169  
Email Address: [jobagogata@gmail.com](mailto:jobagogata@gmail.com)

### **Review of Our Service Charter**

This Charter shall be reviewed after every three years or as the need arises to keep abreast with new developments and to accommodate any lesson learnt. The revision will also reflect necessary changes based on suggestions from our clients and stakeholders.

This Service Charter takes effect from (\_\_, 2014 and shall be reviewed effective from \_\_\_\_, 2017).

### **Translation**

This Charter shall be translated into Hausa Language  
The translation will be available in the following offices:

- Ministry of Education Headquarters, Kaduna;
- Offices of all Chief Executives of our Tertiary Institutions;
- Offices of all our departments/agencies/parastatals; and
- Offices of all Zonal Directorates, Ministry of Education.

Our translation services are available at the above centres from:

Mondays - Thursdays 10:00 am 2:00 pm

Fridays 9:00 am 11:00 am

### **Communication and Accessibility of the Service Charter**

This Service Charter shall be available and provided free to all our clients in hard copy in designated areas as specified above.

This Service Charter is also available in our website:

[www.minoefeducation@kadunastate.gov.ng](mailto:www.minoefeducation@kadunastate.gov.ng)

[www.minofscienceandtechnology@kadunastate.gov.ng](mailto:www.minofscienceandtechnology@kadunastate.gov.ng)

Contact Address:

Kaduna State Ministry of Education  
State Secretariat,  
Independence Way,  
Kaduna

[www.minoefeducationkadunastate.gov.ng](http://www.minoefeducationkadunastate.gov.ng)

Who to contact on unresolved Issues: In the event of any unresolved issue (s) or complaints, please, contact:

The Permanent Secretary,  
Bureau for Public Service Reforms,  
Office of the Head of Service  
NO. 8 Wurno Road, Kaduna  
Email: [bpsr.kaduna@gmail.com](mailto:bpsr.kaduna@gmail.com)  
Kaduna

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## Annex 3: Service Charter of the Ministry of Health

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This Service Charter sets out the services provided by Kaduna State Ministry of Health, the service performance targets we aim to achieve, and the standards to which we will provide these services to our clients. It shows our clients how to give us feedback and details our commitment to regularly review our performance. This Charter applies to everyone who has contact with the Ministry of Health including public and private sector organisations.

As much as possible and where applicable, we aim to ensure that this Service Charter covers all categories of user groups ranging from Ministries, Department and Agencies, contractors, civil society groups and the general public without bias based on issues such as gender, ethnicity, religion, marital status ,socio-economic status, age or disability, and providing extra support where needed (e.g. for pregnant women, physically challenged people, those who are unable to read or write and other vulnerable groups).

### Who We Are

The Ministry of Health provides preventive, curative, promotive and rehabilitative health care services in line with government policies and plans; ensures the availability of essential medicines and medical supplies and regulates all private health establishments in line with the State and National health policies.

We supervise the following agencies and Health training institutions:

- State Primary Health Care Agency;
- Drugs and Medical Supply Management Agency;
- Kaduna State Agency for the Control of AIDS ;
- Shehu Idris College of Health Sciences and Technology, Makarfi
- College of Nursing Kafanchan;
- School of Midwifery Tudun Wada, Kaduna.

### Our Mission and Core Values

Our mission is to ensure the delivery of quality health care services to all the people in Kaduna State by providing clear policy directions and implementing all necessary health plans in collaboration with relevant stakeholders.

### Our Core Values are:

- **Professionalism**  
We employ various health professionals who discharge their duties competently in an ethical manner;
- **Motivation**  
We continuously build the capacity of our staff members and empower them for improved performance;
- **Efficiency**  
We uphold timeliness, responsiveness, effectiveness, appropriateness, accessibility, reliability, consistency, and sustainability in service delivery.

- **Client Focus**  
We deliver health services tailored to satisfying current and future clients' needs through a holistic approach.
- **Integrity**  
We engage in consistent actions, values, methods, measures, principles, and practices which ensure accountability and integrity in making essential medicines and medical supplies available to all, and in sustainable regulation of all private health establishments.

### **Our Key Clients**

Our key clients are:

- Government of Kaduna State;
- Local Governments;
- Federal Ministry of Health;
- Agencies and Health training institutions;
- Public health Facilities;
- Health Management Boards, Health management Committee, Facility Health Committee;
- Private Health Facilities;
- Development Partners;
- Non-Governmental Organisations;
- Civil Society Organisations;
- Professional bodies;
- Trade Unions;
- Contractors;
- The general public.

### **Our Key Services**

- Curative Services;
- Medical attention such as diagnostic, Investigations and prescription of essential Medicines to meet the medical conditions of patients;
- Preventive Services;
- Interrupting the development of diseases in individuals and communities;
- Rehabilitative Services;
- Minimising/abolishing the effect of disabilities in individuals;
- Health Promotion Services;
- Activities aimed at prolonging life and wellbeing;
- School Health Services;
- Activities organised to prevent disease and promote Health amongst students within schools.

**Medical Services department** provides clinical and diagnostic services (treatment) for the sick;

**Public Health department** provides preventive services like immunisation and environmental sanitation (preventing diseases from occurring);

**Nursing Services department** provides services to take care of the sick in our hospitals;

**Pharmaceutical Services department** ensures that clients are provided with essential medicines at a cost they can afford;

**Health planning department** ensures that all the resources needed to ensure access to quality health services are in place;

**Admin and supplies department** ensures daily smooth running of the Ministry, welfare of staff and maintenance of infrastructure for optimal service delivery to clients;

#### **Finance and Account department**

Ensures that the finances and books of accounts are managed and maintained for internal efficiency and effectiveness of the Ministry;

#### **Services provided in our general hospitals**

- Routine clinical services - 24 hours;
- Accident and emergency - 24 hours;
- Surgery & Orthopaedics - 24 hours;
- Obstetrics & Gynaecology - 24 hours;
- Paediatrics (Baby friendly Hospital Initiative) 24 hours;
- Specialist clinics for people living with HIV/AIDS: Monday to Friday: 08:00 – 16:00;
- Rehabilitative services: Monday to Friday 08:00 – 16:00;
- Pharmaceutical services: 24hours;
- Dental/Oral Health services: Monday to Friday 08:00 – 16:00;
- Ear, Nose and Throat Clinic: Monday to Friday 08:00 – 16:00;
- Eye Care: Monday to Friday 08:00 – 16:00;
- Laboratory Services: 24-hours;
- X-ray services & ultra sound: Monday to Friday 08:00 – 16:00;
- Mortuary services: 24 hours.

## Our Service Performance targets

We strive to attain the following service targets within the resources at our disposal.

Department	Key Services	Target
Admin and Supplies	Daily running of the ministry	Efficiency of health workers improved by 25 % annually
	Maintenance of infrastructure	Well-equipped Offices provided with ICT gadgets and modern furniture.
Finance and Accounts	Management of finances	70% Effective collection, disbursement of funds and sending of returns to MoF & MoEP monthly achieved.
	Monitoring of Revenue Collection, accounting and disbursement to government accounts	82% of the Annual Budget target and monthly remittance of collection to Accountant general's accounts met.
Health planning Research and statistics	Conduct Mid-Term Review of the State Health Development Plan(SHDP)	Revised state health development plan produced and operationalised.
	Medium term sector strategy for 2014 – 2016	Medium Term Sector Strategy 2014-2016 Available
	The introduction of District Health Information System(DHIS) tool	High quality and reliable health planning data readily available for informed decision making.
	Preparation of annual budget/operational plan	Approved copies of 2014-2015 budget/operational plan available.
Medical Services	Clinical/diagnostic services	80% of clients received clinical and diagnostic services annually.
	Registration, Regulation and licensing of private health establishments	70% of the new Private Health Establishments (PHEs) registered, regulated and licensed.
Nursing Services	Collaboration with other units, directorate and agencies in the ministry in ensuring effective health care	Infant and maternal mortality rate respectively reduced by 30% and 25%.
	Implementation of nursing and midwifery council of Nigeria regulations on training and other policies in the state.	Additional 30% qualified and skilled health care providers.
Public Health	Provide supplemental and routine Immunisation services	Eliminate polio transmission in the state.
	Disease control programmes (Malaria, HIV/AIDs, TBL, Onchocerciasis and neglected tropical diseases)	Achieve disease control coverage by 80% of our public health Facilities

Pharmaceutical Services	Registration, renewal and regulation of all pharmacies and patent medicine shops in the state	80% registration of pharmacies and patent Medicine shops achieved.
	Implementing the Pharmacovigilance as a component of pharmaceutical care in our facilities	Pharmacovigilance unit established in 70% of our Secondary Health Facilities.

### Our Service Standards

Our service standards show how we serve our clients and the level of services they can expect from us.

S/N	Service Standard	Description	Level of Service
1.	Quality of Service	Formulating Health care policies that meet World Health Organisation/National standards to achieve the health status for the people in Kaduna State.	Comply with National/World Health Organisation (WHO) health policies and regulations.
		Implementing health care policies that meet WHO/National standards to achieve the health status for the people in Kaduna State.	World-class health facilities and equipment
2.	Fairness	Provide equal access to clients without discrimination	Attend to clients on first-come-first-served basis.
3.	Client care	Courtesy and respect for our clients, pay full attention to our clients	Attend to clients within 30 minutes of arrival and in a comfortable atmosphere.
4.	Speed of service	Timeliness in attending to our various clients.	Start attending to clients' needs within 30 minutes.
		Timeliness in treating clients' files and mails.	Treat clients' files and mails within 48 hours.
5.	Privacy	Confidentiality of clients' information and records.	No divulging of clients' information
6	Information	Providing helpful and relevant information to our clients within the limits of ethical standards.	Give prompt information to clients about the most relevant and appropriate department to handle their information needs.
		Providing timely information to clients within the limits of ethical standards.	Give feedback to clients within 48 hours of receipt of requests, complaints etc.

### Our Clients' Obligations

In order to deliver the level of services and satisfy our client's needs and expectations, we expect our clients to help us by doing the following.

- Abide by statutory requirement and other obligations that they must move in order to be eligible for services sought or for payment;
- Treat all health providers with respect;

- Be courteous when dealing with health care providers and expect the same from all staff of state ministry of health;
- Provide timely and accurate information on their health conditions to the relevant service providers;
- Should not seek preferential treatment;
- Should not induce health workers;
- Follow established procedures;
- Obtain official receipts for all payments made by them;
- Offer feedback, suggestions or complaints at any point in time in regards to our services;
- Attend scheduled meetings if and when invited;
- Respond to request for information precisely, accurately, thoroughly and in time.

### **Feedback and Complaints Procedure**

Clients can give suggestions or make complaints regarding the services we offer. Complaints can be made by email, SMS, Phone, writing or verbally in person.

The following procedure is in place to handle customers' feedback, suggestions and complaints.

- We would listen to clients, and acknowledge record and treat all complaints with confidentiality;
- We would not discriminate against our clients in handling complaints and suggestions they make, and we would give equal treatment to all clients who are dissatisfied with our services;
- We encourage clients to route complaints through the established channels. (You will find the list of contacts at the end of this charter that you can use to direct your complaints to the specific division or section by giving their phone numbers and contact details to us such as email, SMS, and phone to help us give them instant feedback);
- The Ministry of Health will try to resolve client complaints as far as possible at the health facility where the client receives service, advice or has reason to question the service given as soon as complaint is lodged;
- Please, send your suggestions on aspects of our services to the addresses listed at the end of this charter;
- Complaints/feedback from clients will be recorded into our feedback register by the Complaints/Service Charter desk officer.

Furthermore, we would seek feedback from our customers on a regular basis in order to improve our services through periodic client survey, stakeholders' forum and suggestion boxes.

### **Revision of Service Charter**

This Charter shall be reviewed every three years or as the need arises to keep abreast with new developments and to accommodate any lessons learnt. The revision will also reflect necessary changes based on suggestions from our clients and stakeholders.

### **Translation help**

This charter will be translated in Hausa, Fulfulde and Kanuri for clients who need such help. Our translation service is available at:

- The Office of the Director of Admin and Supplies:  
Mondays-Fridays: 10.00am -3.00pm
- The Medical Directors' Offices in our secondary health facilities:  
Mondays-Fridays: 10.00am -3.00pm

### **Communication and Accessibility of Service Charter**

This Service Charter is available and provided free to all clients in hard copy at:

- The Office of the Director, Admin and Supplies Kaduna State Ministry of Health;
- Ministry of Health resource centre;
- Bureau of Public Service Reforms;
- The Office of the Public Relations Officer, Kaduna State Ministry of Health.

Furthermore, the service charter is available on our website:

- Kaduna State Government website: <http://www.kadunastate.gov.ng/>
- **Ministry of Health website** [info@moh.kd.gov.ng](mailto:info@moh.kd.gov.ng)

### **How to Contact Us**

#### **At the Ministry of Health Headquarters**

Our Contact address:

State Ministry of health,  
Independence Way,  
P.M.B2014, Kaduna.

Kaduna State, Nigeria.

Website, <http://www.moh.kd.gov.ng>

Email; [info@moh.kd.gov.ng](mailto:info@moh.kd.gov.ng)

Contact Persons:

Pharm. Patrick S Maigari

Honorable Commissioner,

Ministry of Health, Kaduna State

Telephone: 234248048

Mobile: +2348037867804

Email: [patrickmaigari@yahoo.com](mailto:patrickmaigari@yahoo.com)

Dr. P.M Dogo

Permanent Secretary,

MoH Kaduna

Mobile: +2348034508946

Telephone: +23462 248252

Email: [pauldogo@gmail.com](mailto:pauldogo@gmail.com)

Mr. Bashir S. Ango  
Director Admin and Supplies  
Ministry of Health, Kaduna State  
Telephone: +2348034527644

**At Our Secondary Health Facilities**

Dr. B. M Jatau  
Director Medical Services and Diagnostics  
Ministry of Health,  
Kaduna state  
Mobile: +2347060749942

Offices of the Medical Directors in charge

Offices of the Hospital Secretaries

**Who to contact on unresolved issues**

Should you not be satisfied with resolution of your complaints, please contact:

The Permanent Secretary,  
Bureau of Public Service Reforms  
Office of the Head of Service  
No.8 Wurno Road, Off Rabah Road  
Kaduna State.  
Telephone. +234 62 833783  
Email [bpsr.kaduna@gmail.com](mailto:bpsr.kaduna@gmail.com)

## Annex 4: Draft Service Charter for Ministry of Lands, Survey and Country Planning

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This Service Charter sets out the services provided by the Kaduna State Ministry of Lands, Surveys and Country Planning, the service performance targets we aim to achieve and the standards to which we will provide these services to our clients. It shows our clients how to give us feedback and details our commitment to regularly review our performance. This charter applies to everyone who has contact with the Ministry of Lands, Surveys and Country Planning, including Individuals and organisations that refer matters to us for investigation.

As much as possible and where applicable, we aim to ensure that this Service Charter covers all categories of user groups ranging from Ministries, department and agencies, contractors, civil society groups and the general public without bias based on issues such as gender, ethnicity, religion, marital status, socioeconomic status, age or disability, and providing extra support where needed (e.g. for pregnant women, physically challenged people, those who are unable to read or write, and other vulnerable groups).

### Who We Are

The Ministry of Lands, Surveys and Country Planning provides quality and sustainable land use planning and administration in the State in accordance with the provisions of the Land Use Act Laws of the Federation (CAP 202 of 2004) and other relevant laws.

The **core mandates** of the Ministry of Lands, Surveys and Country Planning are:

- General management and administration of land;
- General planning and implementation of all approved planning schemes;
- Cadastral control, surveys and mapping.

The Ministry of Lands, Surveys and Country Planning operates with the following departments:

- **Administration and Supply:** Coordinates the activities of the Ministry;
- **Finance and Accounts:** Management of finances and monitoring of revenue collection and accounting;
- **Town and Country Planning:** Development and implementation of physical development plans and urban & regional planning policies;
- **Land Administration:** General administration and management of lands;
- **Valuation Department:** Assessment and payment of compensation for acquired lands and Economic trees;
- **Surveys Department:** General cadastral surveys and mapping.

The Ministry supervises the Kaduna State Urban Planning and Development Authority (KASUPDA) as an agency saddled with the responsibility of planning and development control in all the designated urban areas in Kaduna State.

## **Our Mission and Core Values**

The mission of the Ministry of Lands, Surveys and Country Planning is to ensure the delivery of quality and efficient Land management services through the implementation of all approved planning schemes in the State for the development of environmentally and aesthetically viable settlements through the use of highly qualified and motivated professional staff.

We subscribe to the following **core values**:

- **Professionalism** – we use technically sound staff in delivering services to our clients;
- **Efficiency** – we uphold timeliness in delivering quality services to our clients;
- **Integrity** – Our staff would be honest and ethically disciplined while discharging his/her duties;
- **Equity** – we endeavour to ensure fairness and openness to our entire client.

## **Our Key Clients**

- General Public;
- Federal, State and Local Governments;
- Non-Governmental Organisations(NGOs);
- Religious Bodies;
- Professional Bodies;
- Development Partners;
- Military and paramilitary organisations;
- Industrial and commercial entities;
- Multinational Corporations;
- Traditional Institutions;
- Tourism/recreational and sports investors;
- Educational Institutions, etc.

## **Our Key Services**

Our key services are:

- **Land Administration** – general administration and management of land records and use(s) for the benefit of title holders and the state;
- **Registration of Titles and Transactions** – official recording of legally recognised interests in all land transactions and landed properties e.g. mortgages, assignments, devolution etc;
- **Land Registry** – general capture and management of all data pertaining land records;
- **Land Valuation** – carrying out assessment of lands and landed properties for the purpose of payment of compensation, assignment, rental and probate purposes when the need arises;
- **Land Surveying** – the demarcation of lands using appropriate instruments to provide the distinct description of landed properties for all title holders;

- **Cadastral Surveys and Mapping** – Cadastral surveys is the survey and demarcation of land for the purpose of defining individual plots for registration in the land registry while, mapping is the graphical representation of survey information on paper for easy understanding and interpretation;
- **Town and Country Planning** – identification of suitable sites for land use planning (Residential, Commercial, Industrial, institutional, recreational, agricultural etc.) for sustainable economic development.

### Our Service Targets

We strive to attain the following service targets within the resources at our disposal.

S/N	Key Services	Service Target
1.	Deed of Grant (Customary to Statutory Title)	2 Months
2.	Approval for Assignment	2 Weeks
3.	Approval for Mortgages	1 Week
4.	Preparation of Layouts	1 Month
5.	Application for Subdivision of Titles	2 Months
6.	Application for Merger of Titles	2 Months
7.	Completion of Survey Report	2 Weeks
8.	Completion of final Survey	3 Weeks
9.	Assessment for acquisition of land	3 Weeks
10.	Revenue collection and Accounting	On daily basis

### Our Service Standards

Our service standards show how we serve you and the level of services you can expect from us.

S/N	Service Standard	Description	Level of Service
1.	<b>Quality of service</b>	Formulating of general Land Use policies.	According to Land Use Act Laws of the Federation (CAP 202 of 2004) and other relevant laws.
		Provision of serviced layouts.	
		Proper Assessment and payment of compensation on acquired lands and economic trees.	
		Accurate cadastral Surveys and mapping.	
2.	<b>Speed of Service</b>	Prompt response to correspondences and enquiries.	Acknowledge and or respond to Correspondences and enquiries within 48 hours
		Processing of Applications	<ul style="list-style-type: none"> <li>• Assignments - 2 Weeks</li> <li>• Mortgages - 1 Week</li> <li>• Subdivision of Titles - 2 Months</li> <li>• Merger of Titles - 2 Months</li> </ul>
3.	<b>Accountability</b>	Prompt revenue generation, collection and accounting.	Daily display of revenue collection in the offices of HC, PS, Directors and Ministry's Website.

4.	<b>Fairness</b>	Equity and openness in all our transactions.	Equal opportunity to all Applicants base on merit.
5.	<b>Record Keeping</b>	Digitisation of the all records of the Ministry.	Kaduna Land and Property information System (KADLAPS) and Kaduna Geographic Information System (KGIS)
6.	<b>Information</b>	Providing adequate information on Land Use policies and related issues.	Within 24 hours

### **Our Clients' Obligations**

In order to deliver the level of services and satisfy our clients' needs and expectations, we expect our clients to fulfil the following obligations:

- To abide by statutory requirements and other obligations that they must meet in order to be eligible for services sought or for payments;
- To treat our staff with courtesy and expect the same from all staff of Ministry of Lands, Surveys and Country Planning;
- To offer feedback, suggestions or complaints at any point in time in regard to our services;
- To exercise their right to appeal and seek recourse;
- Not to offer inducements to our staff or to solicit the same;
- Attend scheduled meetings punctually if and when invited;
- Respond to requests for information precisely, accurately, thoroughly and in time.

### **Feedback and Complaints' Procedure**

We welcome feedback, suggestions and complaints from our clients to help us improve our services to them and also improve the way we serve them. The following procedure is in place to handle clients' feedback, suggestions and complaints. Clients can give suggestions or make complaints regarding the services we offer. Complaints can be made by email, SMS, phone, writing or verbally in person.

In handling clients' suggestions, feedback and complaints:

- We would listen to clients, and acknowledge record and treat all complaints with confidentiality;
- We would not discriminate against our clients in handling complaints and suggestions they make, and we will give equal treatment to all clients who are dissatisfied with our services;
- We will investigate all complaints, take necessary action and give feedback to complainants on progress of resolution;
- We encourage clients to provide us with accurate and reliable details to help us resolve their complaints. For example, by giving their phone numbers and contact details to us will help us to give them instant feedback via e.g. SMS and email;
- Our Clients' Complaints/feedback will be recorded into our feedback register by the Complaints/Service Charter desk officer.

Clients can send any complaint or feedback on our services in writing, by email or phone to any of the following:

- The Permanent Secretary,  
Ministry of Lands, Surveys and Country Planning,  
No. 31, Ali Akilu Way,  
Kaduna.  
Phone No. 08033069366  
Email: [lands.kaduna@gmail.com](mailto:lands.kaduna@gmail.com)
- The Director Town and Country Planning,  
No. 31, Ali Akilu Way,  
Kaduna.  
Phone No. 08026229161  
Email: [lands.kaduna@gmail.com](mailto:lands.kaduna@gmail.com)
- The Director Admin. and Supply  
Ministry of Lands, Surveys and Country Planning,  
No. 31, Ali Akilu Way,  
Kaduna.  
Phone No. 0802225990  
Email: [lands.kaduna@gmail.com](mailto:lands.kaduna@gmail.com)

Furthermore, we would seek feedback from our clients on a regular basis in order to improve our services.

#### **Revision of Service Charter**

This service charter shall be reviewed after every three years or as the need arises to keep abreast with new development and to accommodate any lesson learnt. The revision will also reflect necessary changes based on suggestions from our clients and stakeholders.

This Service Charter takes effect from..... and shall be reviewed effective from .....

#### **Translation help**

The Hausa translation of our service charter will be available in Hausa language for our clients who are not literate in English language.

Clients who need the translation service should contact:

The Director of Admin and Supply

Hours: 10.30am - 400p.m. on Wednesdays and Thursdays.

#### **Communication and Accessibility of Service Charter**

Copies of this Service Charter shall be available and provided free of charge to all our clients in the following designated locations:

- Office of the Director,  
Administration and Supply,

Ministry of Lands, Surveys and Country Planning,  
No. 31, Ali Akilu Way,  
Kaduna.  
Phone No.08022255990  
Email: [lands.kaduna@gmail.com](mailto:lands.kaduna@gmail.com)

- All Zonal Land Offices across the State.

**How to contact us**

Contact Address:

Ministry of Lands, Surveys and Country Planning,  
No. 31, Ali Akilu Way,  
Kaduna.  
Phone No.:08022255990  
Email: [lands.kaduna@gmail.com](mailto:lands.kaduna@gmail.com)

**Who to contact on unresolved issues**

In the event of any complaints on unresolved issues at the level of the Ministry, please contact:

The Permanent Secretary, Bureau for Public Service Reforms,  
No.8 Wurno Road,  
Off Rabah Road,  
P.M.B. 2477,  
Kaduna.

[www.sparc-nigeria.com](http://www.sparc-nigeria.com)

State Partnership for Accountability,  
Responsiveness and Capability (SPARC)  
For more information  
email: [info@sparc-nigeria.com](mailto:info@sparc-nigeria.com)

