

Award of the SERVICOM Index

The People's Right to Be Served Right

Report of

SERVICOM Compliance Evaluation of Nigerian Prisons Service, Benin City Edo State

Federal Ministry of Interior

September 19, 2011

EXECUTIVE SUMMARY

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION
OF NIGERIA PRISONS SERVICE, BENIN PRISON, BENIN CITY
EDO STATE**

Date of Evaluation: September 19, 2011

Score: 1.1 out of 4; (27.5%)

Ranking: One Star (*) Service

Description: Poor

Findings

Strength:

- Necessary consideration are given to citizens with special needs
- All information of services are publicised in plain language for easy access
- The organisation recognises partnership with other agencies which enhance services rendered to the citizens
- Staff are observed to be polite, friendly and attentive to customers

Weakness:

- The Benin Prison is not easily accessible to citizens as there are no clear directional signs to guide citizens to the Prison. This makes it difficult for visitors to locate the Prison when they want to take service
- There is no adequate waiting area for visitors, which makes it uncomfortable for visitors while waiting for services.
- The organization does not review and raise its standards periodically to enable it adapt to citizens needs. This shows NPS is not sensitive to its customer needs
- Complaints procedure is not clearly displayed at service points. This makes it difficult for customers to know how their complaints are being treated
- No evidence to show that complaints are collated and analysed at the Benin Prison, in order to quell recurrences of peculiar complaints; as a result, complaints of the same nature keeps on recurring and this affects the quality of service provided to customers
- There is no system in place to monitor waiting time standard, this make it

difficult for visitors to be conscious of their time during visit

- Information on standards and full details of services provided are not widely publicised and made available to citizens for their awareness. This does not give the citizens opportunity to know the full range of services provided by NPS, and what quality of service to expect
- Benin prison does not carry out citizens' satisfaction survey. This denies citizens the opportunity to express their views about the services provided by the prison
- The organisational chart is not displayed at all service outlets, which make it difficult for customers to have idea of the organisation structure and who to contact when the need arises.
- Offices and desks do not clearly indicate functions of the officers for easy identification by citizens. This makes it difficult for customers to locate Offices when in need
- Performance target are not set for individual and department which make it difficult for the management to appraise individual and departmental performance
- There is poor management support to staff in terms of (working tools, working environment, career development, staff welfare), this develop negative attitude to work.

Recommendations

- Clear directional signs should be placed at strategic points to ease citizen's access to the Prison.
- Adequate waiting area with convenience and refreshment facilities should be provided at the reception area to make customers feel comfortable while waiting for service
- The Organisation should review and raise standards regularly to adapt its services to citizens needs. This would lead to improvement in delivering service
- There should be a clearly displayed complaints procedure in the NPS Charter. This will enable citizens know how their complaints are being handled
- Complaints should be collated and analysed. This will enable the Benin

Prison, take remedial actions against recurrent complaints and will improve service delivery

- There should be a system in place to monitor waiting time, this will make visitor to be more conscious with their time when paying visit to the prison
- Information on standards of services rendered should be published and displayed at all service points to guide and inform citizens e.g. use of posters, fliers etc. This will encourage citizens to demand for qualitative services
- Citizen satisfaction surveys should be carried out periodically; this will enable all customers give their opinion on the perception of the services provided by Benin Prison.
- Organisation chart should be displayed at all service outlets, this would guide citizens on the chain of command in the Office and who to meet when in need
- Offices and desks should indicate functions. This will enable citizens identify officers and locate offices with ease
- Performance target should be set for individual and department in order to monitor individual and departmental performance
- Management should give staff full support in terms of (working tools, working environment, career development, staff welfare), to improve productivity

Conclusion

The SERVICOM Index awarded to Benin Prison is **1.1** out of **4 (27.5%)** which represents **one star (*)** and indicates 'Poor' service delivery. Although this is still far from praiseworthy, it is our belief that the Prison could ensure continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.

MAIN REPORT

1.0 Introduction

This is a report on the findings of a SERVICOM Compliance Evaluation of the Benin Prison. Compliance has been measured against the SERVICOM Index, a yardstick for measuring the quality of service as delivered by Government through its various Ministries, Departments and Agencies.

The SERVICOM Index is predicated on the facts that:

- The ultimate purpose of governance is to serve citizens;
- Citizens have the right to be served right;
- Service is well delivered only when citizens are satisfied; and
- The Federal Government is committed to the provisions of SERVICOM (Service Compact with All Nigerians) as a programme to improve service delivery throughout the country.

Citizen Satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that citizen satisfaction is broadly driven by several Drivers, listed below. The selected service windows in Benin Prison have been evaluated for each of these drivers through citizen interviews, discussions with staff, discussions with partners, review of key documents and observations made at the service window. The overall Index score for the Benin Prison has been calculated as weighted average for the scores evaluated for each driver. The weight of importance attached to each driver is as follows:

- Service Delivery - 30%
- Timeliness - 24%
- Information - 18%
- Professionalism - 16%
- Staff Attitude - 12%

2.0 Acknowledgements

We acknowledge the co-operation of the following for their contributions in the course of the evaluation exercise:

- | | | |
|------------------------------|---|------------------------------------|
| 1. Comrade. Abba Moro | - | Minister of Interior |
| 2. SB.Ozigis | - | Permanent Secretary |
| 3. O. A. Ogundipe OFR, mni | - | Controller General, NPS |
| 4. Mr. O.F, Adeyemi | - | Nodal Officer Ministry of Interior |
| 5. Mr. I.C. Tiri (DCP) | - | Focal Officer ,NPS |
| 6. Mr.A.G. Diya (DCP) | - | Zonal Coordinator,NPS Zone G |
| 7. Mr. C.S Dible (DCP) | - | Ag. State Coordinator |
| 8. Mr Egbuna Nkem (DCP) | - | Benin Prison Coordinator |
| 9. Mr. Adagbonyin G.O (DCP) | - | Zonal SERVICOM Focal Officer |
| 10.Mr. A.A Abdulkareem (ASP) | - | PSU Staff,NPS |
| 11.Mr. Victor Oare | - | Driver,Benin Command,NPS |

3.0 Terms of Reference

The Benin Prison was selected for SERVICOM Index Compliance Evaluation following a Presidential directive that all Government Ministries, Departments and Agencies (MDAs) be evaluated for SERVICOM Index Compliance.

The Mandate of SERVICOM Compliance Evaluation team is to identify those areas or actions that can bring immediate or urgent improvement in services to citizens.

4.0 Methodology

Nigeria Prison Service (NPS) is the third arm of Criminal Justice system in Nigeria. Benin Prison which is part of the NPS is located in Benin, Edo State, South-South Nigeria. It has a capacity for Two Hundred and Thirty Inmates although Five Hundred and Four inmates were on ground as at the time of this Evaluation. It provides correctional services based on NPS 3Rs mandate i.e. Rehabilitation, Reformation and Reintegration. Part of the approaches to accomplish these is to train inmates on vocational skills. Other responsibilities as specified in their Law include:

1. Take into lawful custody all those certified to be so kept by courts of competent jurisdiction;
2. Produce suspects in courts as and when due;
3. Identify the causes of their anti-social dispositions;
4. Set in motion mechanisms for their treatment and training for eventual reintegration into society as normal law abiding citizens on discharge; and
5. Administer Prisons Farms and Industries for this purpose and in the process generate revenue for the government.

The Nigeria Prisons Service provides services to its customers through several key Directorates (service frontlines) namely

- Operations
- Administration and supply
- Health and Social Welfare
- Finance and Account
- Inmates Training and Productivity
- Works and Logistics

The service windows in Nigeria Prison vary significantly. To get a good representation we considered that we should inspect service windows that:

- Have high or low volume of customers
- Provide full or limited range of essential service

Therefore, the following service windows were selected for evaluation:

- Operations
- Health and Social Welfare
- Inmates Training and Productivity

The SERVICOM team for this evaluation consisted of two SERVICOM Officers, the Ministry of Interior Nodal Officer, PSU staff of NPS, and the Zonal Office Focal Officer as observers.

Evidence was gathered at the above service windows through customer interviews, discussions with staff, discussions with partners, review of key documents and general observations.

Given the peculiar nature of the services provided by NPS, it was also important to evaluate further evidence by administering questionnaires, and conducting interviews with its partners – Legal Aid Council Benin and Religion groups. The websites of NPS Office www.prisons.gov.ng and SERVICOM office www.servenigeria.com were also used for research.

The key documents reviewed include:

- Service Charter of Nigeria Prisons Service(NPS)
- Organogram of the Nigeria Prisons Service
- Standing Order document
- Prison Act Cap 366 Document
- Record of Staff Training
- Annual Reports (2007 – 2009)
- The Reformer Magazine
- Visitors Feedback Book
- Convicts Register
- APER
- Daily state for head count, etc.

5.0 Findings

The findings presented in this section comprise of an Index score and observations on the Service Charter and on the quality of service delivery found at the service windows.

5.1 Charter Evaluation

The evaluated score for the Service Charter of the Nigerian Prisons Service is **Unsuitable**

5.1.1 Findings on Service Charter

The following observations have been made on the Integrated Service Charter of Nigerian Prisons Service (NPS):

There is no Introduction or Background information of the Nigerian Prison Service in the Charter

- Standard of service provision and delivery is not included in the Charter
- The description of the Mechanism used for monitoring and publishing performance against the service standards outlined in the Charter is not explicit
- There are no details of consultation with customers in the Charter
- Details of complaints desk officer and types of redress available e.g. apology, compensation, repeated service are not stated in the Charter
- Details of services provided for people with special needs by the organisation is not included in the Charter
- Customer and Management obligations are not explicit in the Charter
- There is no detail in the Charter on who the stakeholders of the organization are and how often they meet.
- The Charter does not state date of next review
- The contents of the Charter are not properly arranged in accordance with SERVICOM approved guidelines

5.1.2 Recommendations

Based on the findings, the following recommendations are provided to assist the Nigerian Prison Service to come up with a more realistic and citizen - focused Service Charter:

- The Charter should have an Introduction which would let customers have prior knowledge of what kind of Services the Nigerian Prisons Services offer, the purpose of the Charter is, and who their customers are
- The Charter should clearly state standards of services provided and should clearly describe the level of services customers should expect

- The mechanism to be used for systematic monitoring of performance against standards should be more detailed; this will enable the NPS assess its performance and identify areas of improvements as well as generate baseline data for benchmarking purposes
- There should be Consultation with customers of Nigerian Prison Service so that they can contribute on ways to improve the services of the Organization. For example comment card could be used to survey opinions of all visitors to the Prisons.
- Details of the Complaints desk officer and types of available redress should be stated in the Charter for Customers to know
- The Charter should state Services provided for Customers with special needs by the Management of the Organization such as the physically disabled, elderly people, and pregnant women which will enable them access services much easier
- Details of how Stakeholders' of the organization can contribute to efficient delivery of services should be stated in the Charter e.g. regulating of meetings, after every two years as the need arises
- Date of next review should be stated in the Charter. The Charter should be reviewed so that customers can be aware of changes in the Nigerian Prison Service e.g. once every two year
- The contents of the Charter should be properly arranged with specific details in the following order:
 - ◆ Introduction/Background
 - ◆ Vision
 - ◆ Mission
 - ◆ Services Rendered
 - ◆ List of customers (inter, intra and public)
 - ◆ Performance target
 - ◆ Obligations of customers, Staff, Management, etc
 - ◆ Complaints/Grievance Redress Mechanism
 - ◆ Stakeholders participation in service provision
 - ◆ Special needs provision

- ◆ Existing limitations
- ◆ Charter Review

5.2 Index score

The overall Index score for the Nigeria Prisons Service (NPS), Benin Prison is **1.1 out of 4 or 27.5%**

	Score for Benin Prison
Overall Index score	1.1
Service Delivery	1.1
1 - Standards & practices / performance	1.3
2 - Reception experience	1.5
3 - Complaints & grievance redress	0.6
Timeliness	1.3
1–Standards & practice/performance	1.0
2 – Citizen friendliness	1.5
Information	0.9
1 – Information	0.9
2 - Citizen feedback	0.8
Professionalism	0.7
1 – Transparency	0.4
2 – Efficiency	0.9

5.3 Key findings

5.3.1 Service Delivery

- Records and documents in Benin Prison are not computerized and this causes delay in the process of records and documentation of the inmates
- The prison is congested with inmates, which make it uncomfortable to stay and facilities are over stretched
- The Benin Prison does not give an honest explanation of the reasons for poor performance. This does not create room for improvement
- The Benin Prison does not review and raise its standards periodically to enable it adapt to citizens needs. This shows NPS, Benin Prison is not sensitive to its citizen needs
- The Benin prison is not easily accessible to citizens as there are no directional signs to guide citizens to the Office. This makes it difficult for customers to locate the Prison, when they want to take service
- There is no adequate waiting area for visitors, which makes reception experience at the service window poor.
- Complaints procedure is not displayed for the benefit of the citizens. This discourages citizens from lodging their complaints when services fail
- There is no evidence to show that complaints are collated and analysed at the Benin Prison, in order to quell recurrences of peculiar complaints; as a result, complaints of the same nature re- occur frequently and this affects the quality of service provided to customers

5.3.2 Timeliness

- Standards are not set for waiting times for citizens' subsequent visits to receive service. This makes visitors pay repeated visits to the Prison, for the same service.
- A system does not exist to monitor waiting times against set standards; this causes unnecessary delays in accessing services.

5.3.3 Information

- Information on standards and full details of services provided are not widely publicised and made available to citizens for their awareness. This does not give the citizens opportunity to know the full range of services provided by the prison
- Benin Prison does not carry out citizen satisfaction survey. This does not afford citizens the opportunity to express their views about the services provided by the Prison

5.3.4 Professionalism

- Offices and desks do not indicate functions of the officials for easy
- Identification by citizens. This makes it difficult for visitors to locate Offices of staff when in need
- Summary of complaints received and details of actions taken on complaints are not published nor displayed at notice board; this does not afford the citizens opportunity to know if their comments/complaints are acted upon
- Summary of Budget, Expenditure and Audit reports are not displayed at the notice board. This makes it difficult for citizens to know the financial position of NPS, at any given time and affects transparency of the service
- Performance target are not set for individual, staff and departments which make it difficult for the management to appraise individual and departmental performance
- There is poor management support to staff in terms of their working tools, working environment, career development, staff welfare, as a result staff are not motivated to do their work.
- Organisational chart is not displayed at all service outlets. This does not afford the citizens opportunity to know the structure of the NPS, Benin Prison and who to contact as the need arises

5.3.5 Staff Attitude

- The customer relationship officer has no sufficient authority to perform his/her function on behalf of the customer, which sometime delay services render to customers
- Customer Care Policy not published and displayed to guide staff in providing services to the customers

6.0 Recommendations

The following recommendations are provided in order to suggest actions that can be taken which could directly lead to improvements in service delivery. In this report, we are unable to comment on general constraints relating to physical or human resources, or structural and systemic issues, which may or may not lead to improvements in services.

6.1 Key Recommendations

6.1.1 Service Delivery

- Record and documentation in the prison should be computerized for easy access to records of the prison and eliminate incidence of delay
- The management should find a way to fast track the process of decongesting the prison to avoid overcrowding and make it more habitable for inmates
- The Benin prison should be able to provide honest explanation of reasons for poor performance, in order to earn the confidence of customers
- The Benin Prison should review and raise standards regularly to adapt its services to citizens' needs. This would lead to improvement in delivering service
- Directional signs should be placed at strategic points to ease citizens' access to the Prison and all service frontlines
- There should be adequate waiting room for visitors comfort, this will enhance reception experience of all visitors to the organization
- There should be a clearly written complaints procedure with relevant details such as name, telephone number and location of Complaints Desk Officer displayed at all service points. This will enable citizens know who to complain

to when services fail

- Complaints should be collated and analysed. This will enable Benin Prison, take remedial actions against recurrent complaints and will improve service delivery process

6.1.2 Timeliness

- Standards should be set for waiting times for subsequent visits to the Prison e.g. this will forestall unnecessary repeated visits by visitors for same service
- A system should be put in place for monitoring waiting times against set standards at all service points. This would guide staff in attending to citizens within the stipulated time frame to take service

6.1.3 Information

- Information on standards of services rendered should be published and displayed at all service points to guide citizens e.g. use of posters, fliers etc.
- Citizen satisfaction surveys should be carried out periodically; to enable all citizens give their opinion on the perception of the services provided by the Prison to promote efficiency in service delivery

6.1.4 Professionalism

- Offices and desks should clearly indicate functions of officers to have access to all service points in Benin Prison
- Summary of complaints received and details of actions taken to remedy these complaints should be published and displayed at the notice board; this would boost citizens confidence and encourage them to complain when service fails
- Summary of Budget, Expenditure and Audit Reports should be displayed at the notice board for the citizens to know the financial position of NPS, at any given time and this will enhance transparency
- Performance targets should be set for individual, staff and departments in order to monitor performance of Benin Prison
- The Management of Benin Prison should find ways of motivating its staff particularly the outstanding ones e.g. commendation letter, promotions, award etc; This will boost their morale in providing quality services to customers

- Organisational chart (Organogram) of the Benin Prison, should be displayed at all service outlets; this would guide citizens on the chain of command in the Office and who to meet when in need

6.1.5 Staff Attitude

- The customer Relationship officer should have sufficient authority to perform his/her function on behalf of the customer ,this will ensure that prompt services are rendered to the citizen
- Customer Care Policy should be published and displayed to guide staff in providing quality services to the customers

6.2 Service Improvement Planning

Although the question of how these recommendations might best be implemented is a Management issue for NPS, the SERVICOM Office through the SERVICOM Institute will work with the Management of NPS and the SERVICOM Unit to develop and guide the implementation of appropriate Service Improvement Plans.

6.3 Conclusion

The SERVICOM Index awarded to the Benin Prison is **1.1** out of **4 (27.5%)** which represents **one star (*)** and indicates 'Poor' service delivery. Although this is still far from praiseworthy, it is our belief that the Prison could ensure continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.

ACKNOWLEDGEMENT

I hereby acknowledge the receipt of a copy of SERVICOM Compliance Evaluation Report of Nigerian Prisons Service, Benin, Benin City, Edo State conducted on September 19, 2011.

Name.....

Signature.....

Date.....

Witnessed by SERVICOM Office

Name.....

Signature.....

Date.....