

**Award of the SERVICOM Index**  
*The People's Right to Be Served Right*

**Report of**  
**SERVICOM Compliance Evaluation of**  
**Nigerian Prisons Service, Goron Dutse Prison,**  
**Kano**

***Federal Ministry of Interior***

September 20, 2011.

# **EXECUTIVE SUMMARY**

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION  
OF NIGERIAN PRISONS SERVICE, GORON DUTSE PRISON**

<b>Date of Evaluation:</b>	<b>September 20, 2011</b>
<b>Score:</b>	<b>1.3 out of 4; (32.5 %)</b>
<b>Ranking:</b>	<b>One Star (*) Service</b>
<b>Description:</b>	<b>Poor</b>

**Findings**

**Strengths:**

- The Goron Dutse Prison Staff are observed to be polite to its customers and this improves customer confidence in the system
- There are variety of sports facilities provided for inmates leisure and exercises such as a football pitch, a badminton court, draft boards etc
- The Goron Dutse Prison actively seeks partnership with its stakeholders to enhance service delivery as confirmed by their Partners such as Legal Aid Council and Murtala Hospital, Kano
- Nodal Officer has been appointed to ensure service delivery compliance in the Goron Dutse Prison. Full compliment of staff for the SERVICOM unit should be appointed and properly trained to effectively discharge their duties in ensuring quality service delivery
- Performance targets are set and monitored for Departments by the In Charge using a daily register which is analysed weekly
- There are regular television programmes aired locally to enlighten the public on the activities of the Prison Service

## **Weaknesses:**

- Staff do not explain delays beyond standard waiting times to let citizens know why they are not being served promptly to keep them informed of the reasons for the delay
- The Prison facilities i.e. cells are old, congested and not conducive for habitation and this affects the health condition of the inmates and also hampers the rehabilitation process
- The Goron Dutse prison does not have adequate kitchen structures and facilities as a result, the inmates are forced to cook in the open thereby exposing the inmates to health hazards
- The food served the inmates is of poor quality and does not serve the nutritional needs and requirements of the inmates and hinders good health
- Working materials and vehicles are not adequate for staff to work with and convey inmates to and from the courts as commercial vehicles are sometimes used. This hinders staff in delivery of services and is a security risk
- Foreseen and unforeseen interruptions to services such as delays which occur during visiting periods are not explained to customers to enlighten them further
- Results of performance against set standards are not collated, analysed and published for citizens benefit to enable improvement on performance
- Costs of products such as leather works, furniture, tailoring and farm produce sold to the public are not displayed and properly receipted and may result in hidden costs

## **Recommendations**

- Staff should explain delays beyond waiting times to enable citizens understand reasons for delay and appreciate efforts made to serve them
- Modern facilities, especially the cells should be built to international standards for habitation by inmates. This will help in reforming the inmates rather than the feeling of neglect they experience that may hinder the reform process

- A proper kitchen with necessary facilities should be built for the inmates of Goron Dutse prison. This will facilitate the safe, timely and conducive atmosphere for cooking
- A meal of Two Hundred Naira (N200.00) per inmate per day should be reviewed upward to improve the quality of the food; this would improve nourishment and health of all inmates
- More working materials such as stationery, cooking facilities for inmates, detergents, disinfectants, handcuffs, functional C.C. TV cameras etc and vehicles should be provided to the prison staff to enable them discharge their duties diligently and motivate them. This will lead to improved performance
- Staff should explain interruptions in service to visitors. This will keep the visitors better informed
- Results of performance against set standards should be collated, analysed and published. This will enable citizens determine the improvement in services over a period of time
- Cost per unit of products fabricated by inmates and how to access these products should be published to enable prospecting buyers to access and purchase these products. This will generate more income to the inmates and the locality will also benefit from these products. There should also be a mechanism to track production and sales to prevent any hidden cost

## **Conclusion**

The SERVICOM Index awarded to the Nigerian Prisons Service(NPS) Goron Dutse is **1.3** out of **4 (32.5%)** which represents **one star (\*)** and indicates '**poor**' service delivery. Although this is still far from praiseworthy, it is our belief that the NPS 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 Nigerian Prisons Service (NPS) Goron Dutse 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.

Customer satisfaction is the overriding consideration of service delivery. Extensive research, consultations and surveys have shown that customer satisfaction is broadly driven by several drivers listed below. The selected service windows of Nigerian Prisons Service (NPS) Goron Dutse Prison have been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations. The Index score for Nigerian Prisons Service (NPS) Goron Dutse Prison has been calculated as a weighted average of 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        | Honourable Minister, Federal Ministry of Interior                          |
| 2. Mr. S.B. Ozigis          | Permanent Secretary, Federal Ministry of Interior                          |
| Mr. Olushola Ogundipe (OFR) | Controller-General of Prison, Nigerian Prisons Service Headquarters, Abuja |
| 3. Ado Muhammed             | Controller, Kano Prison Service  |
| 4. Bello Wakili (DCP)       | Officer in Charge (out going) of Goron Dutse Prison                        |
| 5. Alhassan Bala Yazid(DCP) | Officer in Charge (in coming) of Goron Dutse Prison                        |
| 6 Caroline Ekemazia N.      | Head of Welfare Unit   |
| 7 Muhammad Umar Y.          | Head of Medical Unit   |
| 8 Abubakar A. Salihu        | Head of Admin Unit   |
| 9 Ibrahim Musa Kibiya       | Head of Operations   |
| 10 Ahasu Aliyu              | Head of Security & Intelligence  |
| 11 Isa A. Garba             | Head of Industry   |
| 12 Ahmed Muhammad           | Records Department   |
| 13 Muhammad Umar Kabara     | Statistics   |
| 14 Danlami Inuwa            | Agric.   |
| 15 Idris Salisu             | Nodal Officer, Goron Dutse Prison  |



### **3.0 Terms of Reference**

The Nigerian Prisons Service (NPS) Goron Dutse Prison was selected for evaluation following a Presidential directive that all Government, Ministries, Departments and Agencies be evaluated for SERVICOM 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**

The Nigerian Prisons Service (NPS) is the third arm of Criminal Justice system in Nigerian. Goron Dutse Prison which is part of the NPS is located near Goron Dutse Hill in Kano City. It has a capacity for 600 inmates although One Thousand Two Hundred and Eighty inmates were on ground at the time of this evaluation. It provides correctional services based on NPS 3Rs mandate – Rehabilitation, Reformation and Reintegration. Part of the approaches to accomplish these is to train inmates on vocational skills. Other responsibilities as specified in their act include:

- Taking into lawful custody all those certified to be so kept by courts of competent jurisdiction
- Producing suspects in court as and when due
- Identifying the causes of their antisocial dispositions
- Setting in motion mechanisms for their treatment and training for eventual re-integration into society as normal law abiding citizens on discharge
- Administer prison farms and industries for this purpose and in the process generate revenue for the Government

The Nigerian Prisons Service provides services to its customers through the following Directorates (service frontlines), namely:

- Operations
- Administration, Personnel Management, Training and Supplies(APMT&S)
- Health and Social Services (H& SW)

- Finance and Accounts (F&A)
- Inmates Training and Productivity (ITP)
- Works and Logistics (W&L)

The service windows of NPS vary significantly according to capacity of the Prisons. 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 Services
- Inmates Training and Productivity

The SERVICOM team for this evaluation consists of two SERVICOM Officers and one SERVICOM Unit Prison staff as an observer.

Evidence was gathered at the service window 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 Nigerian Prisons Service (NPS) Goron Dutse Prison, it was also important to evaluate further evidence by administering questionnaires, and conducting interviews with its partners which include Legal Aid Council, The Police, Independent Lawyers, Health Services (Murtala Mohammed Hospital). The websites of SERVICOM Office [www.servenigeria.com](http://www.servenigeria.com) , Nigerian Prisons Service and Ministry of Interior website were also used for research.

The key documents reviewed include:

- Service Charter of Nigerian Prisons Service(NPS)
- Organogram of the Nigerian Prisons Service

- Standing Order document
- Prison Act Cap 366 Document
- Lecture Notes Manual
- Record of Staff Training
- Annual Reports (2007 – 2009)
- The Reformer Magazine
- Minutes of Staff and Stakeholders Meetings
- Charge Sheets (Inmates and Staff)
- Impromptu Search book
- Visitors Feedback Book
- Convicts Register
- Warrants for awaiting trials
- Daily state for head count

## **5.0 Findings**

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

### **5.1 Charter Evaluation**

Description: Unsuitable

#### **5.1.1 Findings on Service Charter**

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

- Introduction
  - The charter does not contain an Introduction or Background information of the Nigerian Prisons Service
- . Service Provision and Delivery
  - 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
- Grievance Redress Mechanism
  - Details of complaint desk officer and types of redress available e.g. an apology, compensation, repeated service are not stated in the Charter
- Special Needs
  - Details of services provided for people with special needs by the Prisons service is not included in the Charter e.g the physically challenged
- Obligations
  - Customer and Management obligations are not explicitly stated in the Charter
- Stakeholders' Participation
  - Details of stakeholders to the Service are not contained in the charter.
- Charter Review
  - The Charter does not state the date of next charter review
- Arrangement of Charter Content
  - The contents of the Charter are not properly arranged in accordance with SERVICOM approved guidelines

### **5.1.2 Recommendations for improving Service Charter**

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

- Introduction/Background
  - The Charter should have an Introduction which would let customers have prior knowledge of what kind of Services the Nigerian Prisons Service offer, the purpose of the Charter, and who their customers are
- Service Provision and Delivery

- 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 regular Consultation with customers of Nigerian Prisons Service so that they can help to improve the services of the Prisons Service. For example comment cards should be used to survey opinions of all visitors to the Prisons.
- Grievance Redress Mechanism
  - Details of the Complaints desk officer and types of redress available should be stated in the Charter for Customers benefit
- Special Needs
  - The Charter should state Services provided for Customers with special needs by the Management of the service such as the physically disabled, elderly people, and pregnant women which will enable them access services much easier
- Stakeholders' Participation
  - Details of how Stakeholders' of the service contribute to efficient delivery of services should be stated in the Charter
- Charter Review
  - 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 Prisons Service
- Arrangement of Charter Contents
  - 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 table below summarises the result of the evaluation of the Nigerian Prisons Service (NPS) Goron Dutse Prison for compliance against the SERVICOM Index.

The overall Index score for the Nigerian Prisons Service, Goron Dutse Prison is **1.3 out of 4 (32.5%)**

	Score for the NPS, Goron Dutse Prison
<b>Overall Index score</b>	<b>1.3</b>
<b>Service Delivery</b>	<b>1.5</b>
1 - Standards & practices / performance	1.5
2 - Reception experience	1.7
3 - Complaints & grievance redress	1.3
<b>Timeliness</b>	<b>1.1</b>
1–Standards & practice/performance	1.0
2 – Customer friendliness	1.2

<b>Information</b>	<b>0.9</b>
1 – Information	1.2
2 - Customer feedback	0.7
<b>Professionalism</b>	<b>1.4</b>
1 – Transparency	0.9
2 – Efficiency	1.9
<b>Staff Attitude</b>	<b>1.6</b>

\* Scores are rounded to one (1) decimal place.

### 5.3 Key findings

The following observations have been made on the quality of service delivery provided by Nigerian Prisons Service (NPS) Goron Dutse Prison, which we feel need to be addressed as a matter of urgency:

#### 5.3.1 Service Delivery

- The results of performance monitoring are not recorded. This makes improvements in services difficult to ascertain
- The Nigerian Prisons Service, Goron Dutse does not review its service standards regularly. This does not allow for performance measurement and affects the quality of services delivered to the citizens
- The Goron Dutse Prison does not give an honest explanation for poor performance to the citizens for the purpose of transparency
- There are no clear directional signs to properly guide visitors to Goron Dutse Prison
- Convenience such as clean toilets, television set and water dispensers are not available at the visitors waiting areas for the benefit of citizens while waiting for service

- Complaints procedure is not easily accessible to visitors who come to see the inmates. This makes it difficult for visitors to know who to complain to when the need arises
- Complaints recorded are not analysed to improve on timeliness and resolution for citizens to know that their complaints are being acted upon
- The Goron Dutse prison does not have adequate kitchen structures and facilities as a result, the inmates are forced to cook in the open and the food is exposed thereby exposing inmates to health hazards

### **5.3.2 Timeliness**

- Staff do not explain any delays beyond standard waiting times and unforeseen interruptions to visitors. As such inmates are not informed of the reasons for the delay

### **5.3.3 Information**

- Performance against standards are not readily available on a regular basis for the benefit of the public to know how well the Prisons service is performing
- Costs of products and farm produce by inmates are not available at service outlets for citizens information and to prevent hidden costs
- Goron Dutse Prison does not actively encourage comments on its services from inmates and visitors to identify areas of improvement
- Customer satisfaction surveys are not being carried out to measure level of citizens satisfaction with the services provided

### **5.3.4 Professionalism**

- Summary of complaints recorded and details of action taken are not published for the benefit of the citizens to show that their complaints are being acted upon
- Refresher / update trainings for staff are not regular to keep them abreast with international standard practices and enable them perform their functions properly



### **5.3.5 Staff Attitude**

- The Customer Relations Officer (Chief Warden) is not clearly identifiable to visitors. This does not afford easy access for the purpose of complaints when required

## **5.4 Additional findings**

The following additional observations were also made on the quality of services delivered, which may also need attention.

### **5.4.1 Service Delivery**

- There is no skills acquisition workshop provided for the benefit of the female inmates to enable them learn a skill that will help rehabilitation
- Working materials and vehicles are not adequate for staff to work with and convey inmates to and from the courts as commercial vehicles are sometimes used. This hinders staff in delivery of services and is a security risk
- The Prison facilities i.e. cells are old, congested and not conducive for habitation. This affects the health and rehabilitation of the inmates
- The food served the inmates is of poor quality and does not meet their nutritional requirements and makes them vulnerable to health hazards

### **5.4.2 Staff Attitude**

- Not all customers received the same level of service as experienced during the mystery shopping exercise and this shows that there are elements of preferential treatment

## **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 impinge on effective delivery of services to the public.

## **6.1 Key Recommendations**

### **6.1.1 Service Delivery**

- Performance monitoring results should be recorded. This will enable Management plan better for service improvements
- The Nigerian Prisons Service, should review its service standards regularly. This will ensure effective service delivery to its customers
- Explanation for poor performance such as delay in service delivery should be given to citizens. This will ensure citizens sensitivity
- Clear directional signs should be placed in strategic locations to guide citizens to Goron Dutse Prison service points
- There should be Convenience and water dispensers at the waiting area for visitors use while they wait to be attended to
- Complaints Redress Mechanism (GRM) containing details of complaints desk officer should be easily accessible to citizens to express their grievances when services fail
- Analysis of complaints recorded should be done and published to improve on timeliness, resolution for customer satisfaction and enable citizens know that their complaints are being acted upon
- A proper kitchen with necessary facilities should be built for the inmates of Goron Dutse prison. This will facilitate the safe, timely and conducive atmosphere for cooking

### **6.1.2 Timeliness**

- Delays experienced beyond standard waiting times due to unforeseen interruptions should be explained to the visitors and inmates. This will ensure that customers are informed on why they are not attended to in good time

### **6.1.3 Information**

- Performance against standards should be measured on regular basis to inform the citizens of improvements in the services of the Nigerian Prisons Service, Goron Dutse Prison
- Products and farm produce produced by inmates should have costs clearly tagged for inmates, Staff and buyers information and to avoid hidden costs
- The Goron Dutse Prison should encourage comments and complaints on its services from all customer groups. This will serve as feedback mechanism to improve services
- Customer surveys should be carried out periodically. This will enable NPS Goron Dutse determine the level of customer satisfaction with its services

### **6.1.4 Professionalism**

- Summary of complaints recorded and details of action taken should be published and placed at the Notice board for the benefit of the citizens. This will enable citizens know that their complaints are being acted upon
- Staff should undergo update trainings and refresher courses on regular basis. This will keep them abreast with international standards of service delivery

### **6.1.5 Staff Attitude**

- The Customer Relations Officer (Chief Warden) should be clearly identifiable to visitors for the purpose of enquiries and complaints

## **6.2 Additional Recommendations**

The following additional observations were also made on the quality of services delivered, which may also need attention.

### **6.2.1 Service Delivery**

- A skills acquisition workshop should be provided for the female inmates to enable them acquire the necessary skills to aid their rehabilitation
- More working materials such as stationery, cooking facilities for inmates,

detergents, disinfectants, handcuffs, functional C.C. TV cameras etc and vehicles should be provided to the prison staff to enable them discharge their duties diligently and motivate them. This will lead to improved performance

- The Nigerian Prisons service, Goron Dutse Prison should construct new cells blocks for the male inmates, the existing cells are more than 100 years old and are seriously congested and are not fit for human habitation. This will aid in the rehabilitation of the inmates and enhance the reform process
- A meal of Two Hundred Naira (N200.00) per inmate per day should be reviewed upward to improve the quality of the food; this would improve nourishment and health of all inmates

### **6.2.2 Staff Attitude**

- All visitors to the Goron Dutse Prison should receive the same level of treatment. This will improve customer confidence on the staff and promote transparency

### **6.3 Service Improvement Planning**

Although the question of how these recommendations might be best implemented is a management issue for the Nigerian Prisons Service (NPS) Goron Dutse Prison, 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 Plan.

### **6.4 Conclusion**

The SERVICOM Index awarded to the Nigerian Prisons Service (NPS) Goron Dutse Prison is **1.3** out of **4 (32.5%)** which represents **one star (\*)** and indicates **'poor'** service delivery. Although this is still far from praiseworthy, it is our belief that the NPS could ensure continuous improvement on the quality of service delivered to its customers if the recommendations contained in this report are faithfully implemented.