

Award of the SERVICOM Index

The People's Right to Be Served Right

Report of

SERVICOM Compliance Evaluation of Nigerian Prisons Service, Headquarters

Federal Ministry of Interior

September 19, 2011

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUATION OF NIGERIAN PRISONS SERVICE, HEADQUARTERS, ABUJA

Date of Evaluation: September 19, 2011

Score: 1.4 out of 4; (35 %)

Ranking: One Star (*) Service

Description: Poor

Findings

Strength:

- NPS recognizes its dependence on other organizations such as the Judiciary, LACON, NGOs (PPFN, PRAWA) and actively seeks partnership with them to enhance services given to citizens through regular meetings such as the Controller General's roundtable
- The environment was observed to be clean and well maintained which makes the atmosphere conducive for citizens
- Consideration has been given to meeting the access needs of those with physical impairments e.g. lift and ramps are provided at the entrance. This eases access to services by special class of citizens

Weakness:

- The Nigeria Prisons Service does not review and raise its standards periodically to enable it adapt to citizens' needs. The standards in use: Standing Orders (1961) and CAPS 366 (1990) shows NPS is not perceptive to its citizens' needs
- The NPS Headquarters is not easily accessible to citizens as there are no clear directional signs to guide citizens to the Office. This makes it difficult for citizens to locate the office when they want to access service, particularly from remote communities
- A system does not exist to monitor waiting times against set standards; results of monitoring are not recorded for benchmarking purposes and this may cause unnecessary delays in accessing service

- The information needs of those with special needs and those who do not speak English are not addressed. This class of citizens may not know all the services rendered by NPS
- Customer satisfaction surveys are not carried out to test and determine the quality of services delivered to citizens for the purposes of redesigning services around citizens' needs
- Summary of complaints received and details of action taken on complaints are not published nor displayed at public domain; this does not avail the citizens the opportunity to know if their comments/complaints are acted upon
- Complaints procedure is not easily accessible or displayed for the benefit of the citizens. This makes it difficult for citizens to lodge their complaints when services fail

Recommendations

- The Nigerian Prisons Service should review and raise its standards regularly to adapt its services to citizens' needs. This would lead to improvement in delivering service
- Clear directional signs should be placed at strategic points to ease citizens' access to the NPS Headquarters
- 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
- The information needs of those with special needs and those who do not speak English should be catered for by providing information in Braille, pictorial representations and in the local languages. This will ensure that all customer groups are catered for in terms of information provision by NPS
- Customer satisfaction surveys should be carried out periodically; this would enable all citizens give their opinion on the services provided by NPS Headquarters
- There should be a clearly written complaints procedure displayed at all service points. This will enable citizens know whom to see and how to lodge their complaints when service fails

Conclusion

The SERVICOM Index awarded to the Nigerian Prisons Service Headquarters, Abuja is **1.4** out of **4 (35%)** 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 a SERVICOM Compliance Evaluation of the Nigerian Prisons Service Headquarters, Abuja. 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 NPS Headquarters 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 Nigerian Prisons Service, Headquarters 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. Mr. O. A. Ogundipe (mni) | - | Controller General Prisons |
| 3. Mr. Zakari Ibrahim | - | DCG Administration |
| 4. Dr. Labo H. N. | - | DCG Medical & Welfare |
| 5. Mr. Zuru N. I. | - | ACG Operations |
| 6. Mr. A. A. Falke | - | ACG Administration |
| 7. Mr. S. M. Argungu | - | ACG Inmates Training & Prod |
| 8. Mr. Yusuf Kassali | - | DCP (SA to CGP) |
| 9. DCP. Tiri I. E. | - | Focal Officer, SERVICOM |
| 10.SP. Kalu U. E. | - | Desk Officer, SERVICOM |

3.0 Terms of Reference

The Nigerian Prisons Service, Headquarters 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

Nigerian Prisons Service (NPS) is the third arm of Criminal Justice system in Nigeria and has its Headquarters in Abuja, Federal Capital Territory. It is located on Bill Clinton Drive, Abuja. It provides correctional services based on NPS 3Rs mandate i.e. Rehabilitation, Reformation and Reintegration. 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 five SERVICOM Officers, the Focal Officer and one PSU staff of Nigerian Prisons Service 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, Abuja and the Nigeria Police Force in the FCT. The websites of SERVICOM office www.servenigeria.com and NPS Office www.prisons.gov.ng were also used for research.

The key documents reviewed include:

- Service Charter of Nigerian Prisons Service(NPS)
- Standing Orders
- Prison Act CAPS 366
- Record of Staff Training
- Annual Report 2009
- The Reformer Magazine
- Organogram of the Nigerian Prisons Service
- Scheme of Service for Customs, Immigration and Prisons Services
- NPS Lecture Manual
- Training Schedule

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:

- **Introduction**

- There is no Introduction or Background information of the Nigerian Prison Service in the Charter
- **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. apology, compensation, repeated service are not stated in the Charter
- **Special Needs**
 - Details of services provided for people with special needs by the organisation is not included in the Charter
- **Obligations**
 - Customer and Management obligations are not explicit in the Charter
- **Stakeholders' Participation**
 - There is no detail in the Charter on who the stakeholders of the organization are and how often they meet
- **Charter Review**
 - The Charter does not state date of next review
- **Arrangement of Charter Content**
 - The contents of the Charter are not properly arranged in accordance with SERVICOM approved guidelines

2. Recommendations

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 Services offer, the purpose of the Charter is, 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 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 Prisons 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

- **Grievance Redress Mechanism**

- Details of the Complaints desk officer and types of available redress should be stated in the Charter for Customers to know

- **Special Needs**

- 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

- **Stakeholders' Participation**

- Details of how Stakeholders' of the organization can contribute to efficient delivery of services should be stated in the Charter e.g. regularity of meetings

- **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 e.g. once every two years

- **Arrangement of Charter Contents**
 - The contents of the Charter should be properly arranged with specific details in the following order:
 - i. Introduction/Background
 - ii. Vision
 - iii. Mission
 - iv. Services Rendered
 - v. List of customers (inter, intra and public)
 - vi. Performance target
 - vii. Obligations of customers, Staff, Management, etc
 - viii. Complaints/Grievance Redress Mechanism
 - ix. Stakeholders participation in service provision
 - x. Special needs provision
 - xi. Existing limitations
 - xii. Charter Review

5.2 Index score

The overall Index score for the Nigerian Prisons Service Headquarters, Abuja is **1.4 out of 4 or 35% (Poor Service)**

	Score for NPS, Headquarters
Overall Index score	1.4
Service Delivery	1.4
1 - Standards & practices / performance	1.7
2 - Reception experience	1.3
3 - Complaints & grievance redress	1.1
Timeliness	1.4
1–Standards & practice/performance	1.0
2 – Citizen friendliness	1.8
Information	1.3
1 – Information	1.1
2 - Citizen feedback	1.4
Professionalism	1.4
1 – Transparency	0.8
2 – Efficiency	2.0
Staff Attitude	1.5

5.3 Key findings

5.3.1 Service Delivery

- The organization does not review and raise its standards periodically to enable it adapt to citizens' needs. The standards in use: Standing Orders (1961) and CAPS 366 (1990) shows NPS, Headquarters is not perceptive to its citizens' needs
- The NPS Headquarters does not monitor and analyze reasons for poor performance; this gives the implication that NPS is unaware of the effect of action taken to remedy poor performance
- The NPS Headquarters is not easily accessible to citizens as there are no clear directional signs to guide citizens to the Office. This makes it difficult for citizens to locate the NPS Headquarters when they want to access service particularly from remote communities
- A specific waiting area has not been prepared at the reception for visitors to the Office and this exposes them to inhospitable conditions
- The Complaint Desk Officer lacks sufficient authority to investigate and remedy complaints at the point of contact, as such delays are encountered in resolving complaints
- Staff are not empowered to deal with complaints at the point of contact. This causes delays in complaint resolution
- Complaints are neither collated nor analysed at the NPS Headquarters in order to check recurrences of peculiar complaints; as a result, complaints of the same nature keeps on recurring and this affects the quality of service provided to citizens
- The action taken to remedy justified complaints is ineffective; this discourages citizens from lodging their grievances since earlier complaints have not been resolved in good time thus affecting the confidence citizens have in NPS, Headquarters
- Complaints procedure is not easily accessible or displayed for the benefit of the citizens. This makes it difficult for citizens to lodge their complaints when services fail

5.3.2 Timeliness

- Standards for waiting times for subsequent visits to NPS to obtain services have not been set. This may make citizens pay repeated visits for the same service
- A system does not exist to monitor waiting times against set standards; results of monitoring are not recorded for benchmarking purposes and this may cause unnecessary delays in accessing service
- Citizens are not informed of any foreseen interruptions to service and unforeseen interruptions are not explained; this creates uncertainty on the availability of services rendered by NPS

5.3.3 Information

- Information on standards and full details of services provided in the Charter are not widely publicised and made available to citizens for their benefits. This deprives citizens the right to know the full range of services provided by NPS Headquarters, and what quality of service to expect
- The information needs of those with special needs and those who do not speak English are not addressed. Pictorial representation of services rendered by NPS Headquarters is not displayed for the illiterates and the deaf, while Braille is not provided for the blind citizens.
- The NPS Headquarters does not provide facilities for comment on its services. Hence, there is no system for capturing the views of citizens towards service improvement
- There is no nominated officer to collect and collate complaints and comments from citizens that could serve as input for improving services at NPS Headquarters
- The NPS Headquarters does not publish the results of analyzed comments and complaints periodically
- Customer satisfaction surveys are not carried out to test and determine the quality of services delivered to citizens for the purposes of redesigning services around citizens' needs

5.3.4 Professionalism

- Summary of complaints received and details of action taken on complaints are not published nor displayed on the notice board; this may discourage citizens from complaining as they do not know if their comments and complaints are acted upon
- NPS Headquarters does not give explanations for poor performance and details of actions taken to remedy these poor performances are not published
- Summary of budget, expenditure and audit report are not displayed on the notice board. Citizens are not told of the financial position of NPS at any given time and this affects the transparency of services rendered

5.3.5 Staff Attitude

- NPS Headquarters does not have a nominated customer relations officer with sufficient authority to cater for citizen needs; citizens are therefore at a loss as to whom to relate with when the need arises
- The organisation has not produced a customer care policy to guide staff on how to treat citizens

5.4 Additional Findings

Service Delivery

- There is very low SERVICOM awareness in the Nigerian Prisons Service, this creates a gap in driving the service delivery initiative of the Federal Government of Nigeria

Professionalism

- Organisational chart is not displayed at all service outlets. This prevents citizens from knowing the structure of the NPS and who to contact during service delivery process

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

- The Organisation should review and raise its standards regularly to adapt its services to citizens' needs. This would ensure continuous improvement in delivering service
- A record of performance monitoring should be kept for the purpose of analysis, this would reveal areas of poor performance for service improvement
- Clear directional signs should be placed at strategic service points to ease citizens' access to the NPS Headquarters
- Adequate waiting area should be provided to accommodate visitors to NPS Headquarters, this would provide a welcoming environment to citizens
- The Complaints Desk Officer should be empowered to handle complaints at the NPS Headquarters; this will quicken the resolution of complaints and will enhance efficiency
- Staff should be empowered to deal with complaints at the point of contact as this would expedite complaints resolution and eliminate delays
- Complaints should be collated and analysed. This would enable NPS Headquarters take remedial actions against recurrent complaints and will improve service delivery
- The action taken to remedy complaints should be publicised periodically, to gain citizens confidence and trust in order to demonstrate the effectiveness of the action taken
- There should be a clearly written complaints procedure displayed at all service points. This will enable citizens know whom to see and how to lodge

their complaints when service fails

6.1.2 Timeliness

- Standards should be set for waiting times for subsequent visits to NPS. This would forestall unnecessary repeated visits by citizens for the 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
- Staff should endeavour to give honest and substantial explanations for delays and interruption to service. This should be done as part of remedial action when services fail

6.1.3 Information

- Information on standards of services rendered should be published in a charter and displayed at all service points to guide expectations of citizens e.g. use of posters, fliers etc. This will encourage citizens to demand for quality services
- The information needs of those with special needs and those who do not speak English should be catered for by providing information in Braille, pictorial representations and in the local languages. This will ensure that all customer groups are catered for in terms of information provision by NPS
- The NPS Headquarters should encourage citizens to comment on its services by providing comment facilities like the SCRAR, comment cards etc.
- A complaints desk officer should be appointed to deal with both internal and external complaints. This officer should collate and analyze the complaints to determine the best way to redress the complaints
- The NPS Headquarters should publish the results of analyzed complaints periodically to demonstrate that citizens comments and complaints are acted upon
- Customer satisfaction surveys should be carried out periodically; this will enable all citizens give their opinion on the perception of the services provided by NPS Headquarters for service improvement purposes

6.1.4 Professionalism

- summary of complaints received and details of actions taken to remedy these complaints should be published and displayed on notice boards; this would boost citizens confidence and encourage them to complain when service fails
- NPS Headquarters should give realistic explanations for service failures and poor performances. The actions taken to remedy such should be published periodically. This instils more confidence on the capabilities of NPS to render quality service to the citizens
- Summary of budget, expenditure and audit report should be displayed on the notice board for the citizens to know the financial position of NPS Headquarters at any given time and this will enhance transparency

6.1.5 Staff Attitude

- A clearly identifiable officer should be nominated to run the customer relations desk and he/she should be empowered with sufficient authority to perform the customer relations officer role efficiently
- A customer care policy should be produced for staff of NPS to guide them on polite, prompt and courteous treatment of citizens

6.2 Additional Recommendations

6.2.1 Service Delivery

- The staff of Nigerian Prisons Service should be sensitized on the workings of service delivery and SERVICOM Units should be established at all Commands and Units to aid in implementing the Federal Governments Service Delivery initiative

6.2.2 Professionalism

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

6.3 Service Improvement Planning

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

6.4 Conclusion

The SERVICOM Index awarded to the Nigerian Prisons Service, Headquarters is **1.4 out of 4 (35%)** which represents **One star (*)** and indicates **'Poor' service delivery**. Although this is still far from praiseworthy, it is our belief that the NPS Headquarters, Abuja would aim at continuous improvement on the quality of service delivered to its citizens if the recommendations contained in this report are considered and faithfully implemented.