

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

Report of
SERVICOM Compliance Evaluation of
Nigerian Prisons Service, Kano Central Prison.

Federal Ministry of Interior

September 19, 2011.

EXECUTIVE SUMMARY

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION
OF NIGERIAN PRISONS SERVICE, KANO CENTRAL PRISON**

Date of Evaluation: September 19, 2011

Score: 1.3 out of 4; (32.5 %)

Ranking: One Star (*) Service

Description: Poor

Findings

Strengths:

- The Nigerian Prisons Service has set standards for some main areas of activities as stated in the standing order and Prisons Act Cap 366
- Standards for all major activities and for customer care are published in the charter to keep customers informed
- The Kano Central Prison actively seeks partnership with its stakeholders to enhance service delivery as confirmed by their partners such as Murtala Hospital, Kano and Legal Aid Council
- The Kano Central Prison Staff are observed to be polite to their customers and this was confirmed by inmates and visitors to the Prison
- There are cells provided for inmates who require extra care such as the mentally retarded and juveniles
- Products made by the inmates in the handcraft workshop are qualitative and purchased by the local community

Weaknesses:

- SERVICOM Unit yet to be established in the Kano Central Command and the Kano Central prison to drive the service delivery initiative
- There is no evidence of customer satisfaction survey being carried out to measure citizens level of satisfaction with services provided
- Staff do not explain delays beyond standard waiting times such as the time it

takes visitors to see the inmates

- The Prison facilities i.e. cells are old, congested and not conducive for habitation and this affects the health condition of the inmates and hinders rehabilitation process
- The food served the inmates is of poor quality and does not meet the dietary requirements of the inmates. This also affects their health condition
- 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
- There are no clear directional signs to properly guide visitors to Kano Central Prison which is located in the city centre
- Costs of products such as leather works, furniture and tailoring and farm produce sold to the public are not displayed and properly receipted and may result in hidden costs

Recommendations

- SERVICOM Units with full compliment of staff should be established as directed by the Federal Executive Council in both the Kano Central Command and the Central Prison to ensure effective service delivery
- Citizen satisfaction survey should be carried out periodically to determine the level of citizen satisfaction with services
- 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
- The quality of food served the inmates should be improved upon to meet their dietary requirements for proper nourishment and health
- 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

- Clear directional signs should be placed at strategic locations within Kano to properly guide visitors to Kano Central Prison
- 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 for the service 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), Kano Central 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 believe 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), Kano Central 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;
- 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), Kano Central 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), Kano Central 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%

3.0 Terms of Reference

The Nigerian Prisons Service (NPS), Kano Central 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. Kano Central Prison is located at Kurmawa Quarters near the Emir's Palace in Kano City. It has a capacity for six hundred inmates although one thousand two hundred and eighty were on ground as 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 consisted 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), Kano Central 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 and Health Services (Murtala Mohammed Hospital, Kano). The websites of SERVICOM Office www.servenigeria.com , Nigerian Prisons Service and Ministry of Interior 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
- 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 Services 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 to 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 help to improve the services of the Prisons Service. For example comment cards could be used to survey opinions of all visitors to the Prisons.
- Grievance Redress Mechanism
 - Details of the Complaints desk officer and types of redress 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), Kano Central Prison for compliance against the SERVICOM Index.

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

	Score for the NPS, Kano Central Prison
Overall Index score	1.3
Service Delivery	1.5
1 - Standards & practices / performance	1.4
2 - Reception experience	1.9
3 - Complaints & grievance redress	1.2

Timeliness	1.1
1–Standards & practice/performance	1.0
2 – Customer friendliness	1.2
Information	1.0
1 – Information	1.2
2 - Customer feedback	0.8
Professionalism	1.2
1 – Transparency	0.8
2 – Efficiency	1.7
Staff Attitude	1.6

* 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), Kano Central Prison, which we feel need to be addressed as a matter of urgency:

5.3.1 Service Delivery

- 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
- Complaints procedure is not easily accessible to visitors who come to see the inmates as a result, many visitors are not aware that they can complain about service delivery issues
- Complaints recorded are not analysed to improve on timeliness and resolution
- The Nigerian Prisons service, Kano Central prison does not review its service standards. This hinders proper performance measurement
- The Kano Central prison does not give an honest explanation for poor

performance to citizens for the purpose of transparency

- There are no clear directional signs to direct visitors to Kano Central Prison

5.3.2 Timeliness

- No system has been put in place to monitor waiting times in order to ensure that visitors are not kept waiting longer than necessary
- Staff do not explain any delays beyond standard waiting times and unforeseen interruptions to visitors and inmates to keep them informed of the reasons for the delay

5.3.3 Information

- There is no evidence of customer satisfaction survey being carried out to measure citizens level of satisfaction with services provided
- The service does not review and update its Information requirements regularly to keep the customers up to date
- Performance against standards are not readily available on a regular basis for the benefit of the public
- Costs of products and farm products produced by inmates are not available at service outlets for citizens information and prevention of hidden costs
- Kano Central Prison does not actively encourage comments on its services from inmates and visitors to identify areas of improvement

5.3.4 Professionalism

- Refresher / update trainings for staff are not regular enough to keep them abreast with international standard practices
- Summary of complaints recorded and details of action taken are not published for the benefit of the citizens
- An organisational chart has not been clearly displayed at service outlets to enable customers know the hierarchy of the organisation and who to contact when services fail

5.3.5 Staff Attitude

- The Customer Relations Officer (Chief Warden) is not clearly identifiable to visitors and does not have sufficient authority to resolve complaints and feedback

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

- Adequate recreational facilities are not provided for the inmates for the purpose of exercise and recreation
- The results of performance monitoring are not recorded therefore service improvements are difficult to measure and ascertain
- The Prison facilities i.e. cells are old, congested and not conducive for habitation
- The food served the inmates is of poor quality and does not meet the nutritional requirements of the inmates as the daily allocation of N200 per inmate is not sufficient to adequately cover the cost of their meals
- Convenience and water dispensers are not available at the visitors waiting areas for the benefit of citizens when the need arises
- SERVICOM Units are yet to be established in the Kano Central Command and the Kano Central prison to drive the service delivery initiative

5.4.2 Staff Attitude

- It was observed that not all visitors receive the same level of service and some were treated preferentially
- A customer care policy has not been produced to guide staff on how to handle visitors

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

- 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, Kano Central Prison should review its service standards regularly to adopt new and improved measures for more effective service delivery
- Explanation for poor performance such as delay in service delivery should be made to keep citizens informed and appreciate the circumstances that led to the service failure
- Clear directional signs should be placed at strategic locations within Kano to guide visitors to Kano Central Prison
- Complaints Redress Mechanism (GRM) should be easily accessible to citizens for feedback purposes and for them to express their grievances when services fail
- Regular analysis of recorded complaints should be carried out in order to identify frequently occurring complaints which will lead to an improvement on existing standards

6.1.2 Timeliness

- A formal system should be put in place to monitor waiting times when visitors come to ensure that they are not kept waiting longer than necessary
- Delays experienced beyond standard waiting time due to unforeseen interruptions should be explained to the visitors and inmates to keep them

informed

6.1.3 Information

- Citizen satisfaction survey should be carried out periodically to determine the level of citizen satisfaction with services
- The service needs to review and update its Information requirements regularly to keep the citizens up to date on current happenings in the prisons service
- Performance against standard should be made available on regular basis at service frontlines to enable the citizens perceive improvements in the services of the Nigerian Prisons Service, Kano Central Prison
- Products and farm produce by inmates should have a price list, clearly displayed and receipted for inmates, staff and citizens information
- The Kano Central Prison should encourage comments and complaints on its services from all customer groups. This will serve as feedback mechanism to improve services

6.1.4 Professionalism

- Staff should undergo update trainings and refresher courses on regular basis to keep them abreast with international standards on service delivery
- Summary of recorded complaints and details of action taken should be published and placed at the notice board for the benefit of the citizens
- Kano central should ensure that an organisational chart is clearly displayed at all service outlets to enable customers know the hierarchy of the organisation and who to contact when services fail

6.1.5 Staff Attitude

- The Customer Relations Officer (Chief Warden) should wear an identification tag for easy identification by visitors for the purpose of enquiries and sufficient authority to resolve 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

- Adequate recreational facilities e.g. games, sport, exercise facilities should be provided within the Prison for the benefit of inmates to exercise and improve upon health conditions
- Performance monitoring results should be recorded to enable Management measure performance against standards and plan better for service improvements
- The Nigerian Prisons service, Kano Central Prison should construct additional and modern (cells) blocks for the male inmates. This will aid in the reformation process of the inmates
- 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
- Well maintained convenience and water dispensers should be located at the waiting area for visitors use while they wait to be attended to
- SERVICOM units with full compliment of staff should be established as directed by the Federal Executive Council in both the Kano Central Command and the Central Prison to ensure effective service delivery

6.2.2 Staff Attitude

- All visitors to the Kano Central Prison should receive the same level of service and there should be no preferential treatment as all citizens are entitled to equal treatment
- There is a need to produce a customer care policy to ensure that staff are properly guided on how to treat visitors

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) Kano Central 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) Kano Central 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.