

The People's Right to Be Served Right

Award of the SERVICOM Index

**Report of
SERVICOM Compliance Evaluation of
Nigerian Prisons Service,
Maiduguri Maximum Security Prison,
Maiduguri**

Federal Ministry of Interior

September 12, 2011

EXECUTIVE SUMMARY

SUMMARY OF SERVICOM COMPLIANCE EVALUTION
REPORT OF NIGERIAN PRISONS SERVICE,
MAIDUGURI MAXIMUM SECURITY PRISON, BORNO STATE

Date of Evaluation: September 12, 2011

Score: 1.2 out of 4; (30 %)

Ranking: One Star (*) Service

Description: Poor

Findings

Strengths:

- Men and Officers of the Service are receptive, friendly, committed and helpful. This was attested during the mystery shoppings conducted at the Borno State Nigerian Prisons Headquarters and the Maiduguri Maximum Security Prison
- The NPS, Maiduguri Maximum Security Prison recognises its dependence on other Organisations such as Legal Aids Council of Nigeria, Indimi Mosque and Islamic Centre, Christ Assembly Church, Maiduguri, etc and actively seeks partnership with them through regular meetings and consultations aimed at delivering quality service to customers and timely dispensation of justice.
- Tools are provided to inmates who have acquired skills and have served their jail terms by the Service to enable them start a fresh life and get integrated back into the society socio-economically

Weaknesses:

- There is no waiting area at the Maiduguri Maximum Security Prison; visitors to inmates wait under a tree (about 50 metres from the Prison's entrance) for their applications to be processed in order to see their relations. This exposes the customers to unfriendly conditions while waiting to be attended to particularly during the harsh, windy and sunny weather of Maiduguri.
- The conveniences e.g. toilets at both the State Command headquarters and Maiduguri Maximum Security Prison were not clean for the use of staff and

customers at the time of the evaluation. This exposes customers to unpleasant experience when in need to use such facilities.

- Complaint procedure which includes name, telephone and office numbers and how to complain (e.g. face to face, written, e-mail, GSM, etc.) is not displayed at any service window for the benefit of customers (at the State Command and the Maiduguri Maximum Security Prison). This makes it difficult for aggrieved customers to lodge their complaints when their expectations are not met.
- Some parts of the maximum prison were found flooded with rain water; this does not provide a clean environment but serves as a breeding ground for mosquitoes which in turn exposes inmates to malaria ailment
- The inmates' cells visited were not only dirty but smelly and not fumigated frequently as confirmed by inmates. This exposes the inmates as well as the Staff to serious health hazards
- Equal treatment is not given to all inmates in the bedding arrangements. Some inmates have beds with mattresses; some have beds with mats; some have mattresses on the floor while others sleep on bare floor with mats. This negates standards on bedding arrangement as contained in Cap 366 (uniform, bedding, etc)
- The water collecting point from the only borehole where inmates fetch water for their basic needs is a half-covered underground water reservoir which is exposed to dust and other particles. This does not show that the required care to the primary customers (inmates) in terms of providing portable water is observed by the Maiduguri Maximum Security Prison.
- There is no ambulance for the conveyance of the critically sick inmates to and from hospitals; this does not show sensitivity, comfort and consideration for this class of customers
- It was observed that the awaiting trial inmates are not included in the skill acquisition training at the Maiduguri Maximum Security Prison. This class of customers is deprived the opportunity to learn a skill that they can fall back on if eventually discharged and acquitted. It is important to note that some of the awaiting trials are remanded beyond 8 years.
- There is no SERVICOM Unit at the Borno State Command of the Nigerian Prisons Service and the Maiduguri Maximum Security Prison to drive the Federal

Government Service Delivery Initiative. This shows non-compliance with the SGF's Circular Ref: No. SGF.19/S.48/C.2/283 of 10/3/2005 directing all Ministries, Departments and Agencies (MDAs) to established SERVICOM Unit

- There is only One (1) fourteen (14) seater vehicle attached to the Maiduguri Maximum Security Prison that conveys awaiting trial inmates to and from various Courts in Maiduguri. In the process, many awaiting trials arrive courts late. This prolongs their stay in the prisons custody as new dates have to be fixed for their hearing.
- Most of the Staff in Borno State Command of the NPS are ignorant of the Federal Government's Service Delivery Initiative (SERVICOM, its principles and activities) as a vehicle for achieving Mr. President's Transformation Agenda. This affects the level of their proficiencies in service delivery process aimed at satisfying the citizens
- The Service Charter of the Nigerian Prisons Service is not produced and displayed in booklet form; flier form and abridged version for customers to know what services are offered by the NPS, the set standards as well as their own obligations as service takers.
- Information on costs approved by the Nigerian Prisons Headquarters for the culling of livestock is not displayed at notice board for the benefit of all customers. This does not show transparency in the culling process and could attract hidden charges
- The customers' comments, results of consultations and feedback on services are not published and displayed at notice board. Potential customers and customers are not certain that feedbacks from them are being acted upon for service improvement purposes.
- The Maiduguri Maximum Security Prison does not conduct customer satisfaction survey to assess the way and manner its services are perceived by the customers and for service improvement purposes. This deprives the Command the opportunity to identify service gaps, how to fill those identified gaps, etc. in the cause of service delivery to customers
- Business Improvement Plans do not exist both at the State Command Headquarters and the Maiduguri Maximum Security Prison; this shows lack of commitment as there is no guide on how the NPS intends to provide its services,

improve its services to always guarantee the satisfaction of all customers

- Not all staff received training and re-training to fit them for their roles; some staff interviewed have not been trained for over 10 years. This does not afford them the opportunity to acquire new skills/knowledge required to give their best when serving/training the customers/inmates
- Customer Care Policy is not produced, displayed and widely circulated amongst Staff to ensure fairness and equal treatment of all customer groups

Recommendations:

- Adequate waiting areas should be provided both at the State's Command Headquarters and at Maiduguri Maximum Security Prison. Facilities such as seats, writing table, water dispenser should be provided for the comfort of the customers while waiting to be served. This will provide befitting reception experience for the customers and ensure their comforts.
- Conveniences such as toilets at both the State Command Headquarters and Maiduguri Maximum Security Prison should be kept clean and in a good state always. This will add value to the reception experience of customers.
- The details of the Complaint Desk Officer including complaint procedure as name, telephone and office number and how to complain (face to face, writing, e-mail, GSM, etc) should be conspicuously displayed at service windows for the benefit of customers. This will encourage aggrieved customers to lodge their complaints with ease.
- The flooded areas of the Maiduguri Maximum Security Prison should be sand-filled. This will provide clean environment and the chances of mosquitoes breeding in such stagnant waters eliminated
- Cells should be kept clean and fumigated frequently in the Maiduguri Maximum Security Prison. This will make the cells more habitable and eliminate health hazards to both inmates and staff
- Standards on the bedding arrangements for all inmates should be observed. This will ensure fairness and equal treatment of customers/inmates
- The underground water reservoir at the Maiduguri Maximum Security Prison should be regularly washed and provided with cover to protect dust and dirt from falling inside. Additional borehole could be sunk to supplement the current one.

This will reduce the tendency of having contaminated water and will reduce health hazard

- An ambulance for the conveyance of the critically sick inmates to and from hospitals should be provided; this will ensure that NPS is sensitive and considerate for this class of customers
- Skill acquisition training should include awaiting trials. This will ensure that this class of customers is not short-changed in learning a skill while remanded before the determination of their cases.
- As a matter of urgency and in compliance with the enabling SGF's Circular Ref. No. SGF.19/S.48/C.2/283 of 10/3/2005 on the establishment of SERVICOM Units by all MDAs, the NPS, Borno State Command should establish SERVICOM Unit with the following compliment of staff: (Focal Officer, Charter Desk Officer, Service Improvement Officer and Complaint/Customer Relation Desk Officer) to drive the Federal Government Service Delivery Initiative.
- More vehicles should be provided for the conveyance of awaiting trials to and from courts. This will eliminate unnecessary delays and late arrival to courts.
- All Staff of the NPS should be enlightened and sensitized on the Federal Government's Service Delivery Initiative (SERVICOM, its principles and activities) as a vehicle for achieving Mr. President's Transformation Agenda. This will improve the level of their proficiencies in service delivery to customers
- The Service Charter of the Nigerian Prisons Service should be displayed and produced in booklet form, flier form and abridged version. This will give wider publicity and afford customers the knowledge of services offered by the NPS.
- Information on costs approved by the Nigerian Prisons Headquarters for the culling of livestock or farm produce should be widely publicised and displayed at notice board. This will show transparency and eliminate the tendency of hidden costs.
- The customers' comments, results of consultations and feedback on services should be published and displayed at notice board. This will enable customers and potential customers know that feedbacks from them are being acted upon for improved service delivery purpose to citizens.
- The NPS, (Maiduguri Maximum Security Prison) should conduct customer satisfaction survey to assess the way and manner its services are perceived by the customers. This will afford the service the opportunity to identify service gaps, how

to fill those identified gaps, etc. and deliver quality services to customer

- Business Improvement Plans should be developed and implemented by the Borno State Nigerian Prisons Command. This will show commitment to providing quality service as the plan will serve as a guide to staff on the provision of its services to satisfy the customers
- All staff should be trained and re-trained to fit them for their roles. This will afford Staff the opportunity to acquire new knowledge and provide quality service needed by the customers/inmates
- Customer Care Policy should be produced, displayed and widely circulated amongst staff to ensure equal treatment of all customer groups. This would also enable customers know their rights and guide their sufficient expectations.

Conclusion

The SERVICOM Index awarded to the Nigerian Prisons Service, Maiduguri Maximum Security Prisons is **1.2 (30%)** which represents **One Star (*)** and indicates “**poor**” service delivery. Although this is still far from praiseworthy, it is our belief that the Borno State Prisons Service Command and Maiduguri Maximum Security 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 Nigerian Prisons Service, Borno State Command (Maiduguri Maximum Security 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 the Nigerian Prisons Service 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 Maiduguri Maximum Security Prison, Nigerian Prisons Service, Borno State Command has been calculated as a weighted average of the composite 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 Acknowledgement

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

- Comrade Abba Moro - Honourable Minister, Federal Ministry of Interior
- Mr. S. B. Ozigis - Permanent Secretary, Federal Ministry of Interior
- Mr. O. A. Ogundipe, OFR, (mni) - Controller General of Prisons
- Alh. U. A. Maina Kaina - Controller of Prison, Borno State Command
- B. M. Bello - DCP, Head of Administration
- A. G. Yusuf - DCP, O/C Prison
- T. U. Kabura - ACP, Head of Welfare
- Samuel Ada - ACP, Chief of Medical Services
- Celestina Paul - CSP, Head of Catering
- Bura S. Abacha - CSP, Administration
- Dr. S. Auta - SP, Agric. Manager
- Musa Wuyo - DCIP, Head of Skill Acquisition
- Adamu Ibrahim - PIP, Chief disciplinary Officer
- Alhaji B. Mustapha - PIP, Chief Warder
- James O. Gulesh - Rep. of Fed. Min. of Interior

3.0 Terms of Reference

The Nigerian Prisons Service (NPS) Maiduguri Maximum Security Prison was selected for evaluation following a Presidential directive that all Government, Ministries, Departments and Agencies (MDAs) 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

Nigeria Prison Service (NPS) is the third arm of Criminal Justice system in Nigeria. Maiduguri Maximum Security Prison, which is part of the NPS is located at Baga Road, Opposite Maimalari Army Barrack, Maiduguri, Borno State, North East of Nigeria. It has a capacity for One Thousand Six Hundred (1,600) inmates and five Hundred and Ninety Three (593) inmates only 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 Nigerian 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 (2) SERVICOM Officers and a Staff of the Federal Ministry of Interior as an observer

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

Given the peculiar nature of the services provided by Nigerian Prisons Service (NPS) Maiduguri Maximum Security Prison, it was also important to evaluate further evidence by administering questionnaires, and conducting interviews with its partners which include Legal Aid Council, Indimi Mosque and Islamic Centre, the Judiciary, etc. The websites of SERVICOM Office www.servenigeria.com, Nigerian Prisons Service and the Federal 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)
- Convicts Register
- APER

- Superintendent Manual
- Daily state for Head Count, etc.

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 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 Service Charter of the Nigerian Prisons Service:

- There is no Introduction or Background information of the Nigerian Prison Service in the Charter
- Standards 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 all customers in the Charter
- Details of complaint desk officer and types of redress available e.g. apology, compensation, repeat of 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

5.1.2 Recommendations for improving Service Charter

- The Charter should have an Introduction which would allow customers prior knowledge of what kind of Services the Nigerian Prisons Service offer, the purpose of the Charter, and who their customers are
- The Charter should clearly state standards of all services provided and should clearly describe the level of services customers should expect
- The mechanism for systematic monitoring of performance against set 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 its performance regularly
- 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 cards could be used to obtain opinions of all visitors to the service.
- Details of the Complaints desk officer and types of redress available should be stated in the Charter for Customers to know
- The Charter should state Services provided for Customers with special needs such as the physically challenged, elderly people, and pregnant women which will enable easier access to prisons services
- Details of how Stakeholders' consultation can contribute to efficient delivery of services should be stated in the Charter e.g. regularity of the meetings i.e. once every year or 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 and improvements in the Nigerian Prison 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 summarises the result of the evaluation of the service windows. Based on these, we have calculated a composite score for Nigerian Prisons Service, Maiduguri Maximum Security Prison.

The overall Index score awarded to NPS (Maiduguri Maximum Security Prison) is **1.2 out of 4 (30%)**

Description: Poor

	<i>Score for Maiduguri Maximum Security Prison</i>
Overall Index score	1.2
Service Delivery	1.3
1 - Standards and practices / performance	1.6

2 – Reception experience	1.0
3 - Complaints and grievance redress	1.2
Timeliness	1.4
1–Standards and practice / performance	1.5
2 – Customer friendliness	1.3
Information	1.1
1 – Information	1.0
2 – Customer feedback	1.2
Professionalism	0.9
1 – Transparency	0.6
2 – Efficiency	1.3
Staff Attitude	1.3

* 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 NPS, Maiduguri Maximum Security Prison which we feel need to be addressed as a matter of urgency

5.3.1 Service Delivery

- Standards for most major services provided by the NPS as contained in Cap.366 and Standing Order are obsolete and do not reflect current realities; this affect quality service delivery to customers
- There is no waiting area at the maximum prison; visitors to inmates wait under a tree (about 50 metres from the Prison’s entrance) for their applications to be processed in order to see their relations. This exposes the customers to unfriendly conditions while waiting to be attended to particularly during the harsh, windy and sunny weather of Maiduguri.

- The conveniences e.g. toilets at both the State Command headquarters and Maiduguri Maximum Security Prison were not clean for the use of staff and customers at the time of the evaluation. This exposes customers to unpleasant experience when in need to use such facilities.
- Complaint procedure which includes name, telephone and office numbers and how to complain (e.g. face to face, written, e-mail, GSM, etc.) is not displayed at any service window for the benefit of customers (at the State Command and the Maiduguri Maximum Security Prison). This makes it difficult for aggrieved customers to lodge their complaints when their expectations are not met.
- The nominated Complaints Desk Officers should have sufficient authority to investigate and deal with customers' complaints. This will remove unnecessary delays in resolving customers' complaints when they are not satisfied with services provided
- Summary of complaints received and actions taken are not produced and displayed at notice board periodically; thus customers are not aware of actions taken by NPS on their complaints in order to improve service delivery
- There is no ambulance for the conveyance of the critically sick inmates to and from hospitals; this does not show sensitivity, comfort and consideration for this class of customers
- The inmates' cells visited were not only dirty but smelly and not fumigated frequently as confirmed by inmates. This exposes the inmates as well as the Staff to serious health hazards
- Equal treatment is not given to all inmates in the bedding arrangements. Some inmates have beds with mattresses; some have beds with mats; some have mattresses on the floor while others sleep on bare floor with mats. This negates standards on bedding arrangement as contained in Cap 366 (uniform, bedding, etc)
- The only water collecting point from the borehole where inmates fetch water for their basic needs is a half-covered underground water reservoir which is exposed to dust and other particles. This does not show that the required care to the primary customers (inmates) in terms of providing portable water is observed by the Maiduguri Maximum Security Prison.
- Tools at the skill acquisition points are not only inadequate but obsolete. This does

not afford trainee inmates the opportunity to learn the use of modern equipment and gain new skills thereby affecting their rehabilitation process

- The quality of the food given to inmates is poor in terms of quality and does not provide the inmates the required nutritious content
- There is no SERVICOM Unit at the Borno State Command of the Nigerian Prisons Service and the Maiduguri Maximum Security Prison to drive the Federal Government Service Delivery Initiative. This shows non-compliance with the SGF's Circular Ref: No. SGF.19/S.48/C.2/283 of 10/3/2005 directing all Ministries, Departments and Agencies (MDAs) to established SERVICOM Unit

5.3.2 Timeliness

- There is no system in place to monitor waiting times standards; this results to unnecessary delay of customers while waiting to be served
- There is only One (1) fourteen (14) seater vehicle attached to the Maiduguri Maximum Security Prison that conveys awaiting trial inmates to and from various Courts in Maiduguri. In the process, many awaiting trials arrive courts late. This prolongs their stay in the prisons custody as new dates have to be fixed for their hearing.

5.3.3 Information

- The Service Charter of the Nigerian Prisons Service is not produced and displayed or in booklet form, flier form and abridged version for customers to know what services are offered by the NPS, the set standards as well as their own obligations as service takers.
- The NPS, Borno State Command has not produced information on its services in local languages (Hausa, Kanuri, Igbo, Yoruba, etc.) or in pictorials form for the benefit of those who do not speak or write English. This deprives this class of customers the opportunity to avail themselves of the required information on the NPS
- Most standards contained in Standing Order and Cap 366 are obsolete and need to be reviewed and updated to reflect current realities. This affects the level of

service delivery to customers by NPS Standing Order revised (1961) and Cap 366 (1990) as these are the operational documents for the service.

- The customers' comments, results of consultations and feedback on services are not published and displayed on the notice board for customers and potential customers to be assured that their feedbacks are being acted upon for service improvement purposes.
- The Maiduguri Maximum Security Prison does not conduct customer satisfaction survey to assess the way and manner its services are perceived by the customers and for service improvement purposes. This deprives the Command the opportunity to identify service gaps, how to fill those identified gaps, etc. in the cause of service delivery to customers
- Most of the Staff in Borno State Command of the NPS are ignorant of the Federal Government's Service Delivery Initiative; SERVICOM, its principles and activities as a vehicle for achieving Mr. President's Transformation Agenda. This affects the level of their proficiencies in service delivery process aimed at satisfying the citizens

5.3.4 Professionalism

- Information on costs approved by the Nigerian Prisons Headquarters for the culling of livestock is not displayed at notice board for the benefit of all customers. This does not show transparency in the culling process and could attract hidden charges.
- Business Improvement Plans do not exist both at the State Command Headquarters and the Maiduguri Maximum Security Prison; this shows lack of commitment as there is no guide on how the NPS intends to provide its services, improve its services to always guarantee the satisfaction of all customers
- Not all staff received training and re-training to fit them for their roles; some staff interviewed have not been trained for over 10 years. This does not afford them the opportunity to acquire new skills/knowledge required to give their best when serving/training the inmates and other customers
- The NPS (Maiduguri Maximum Security Prison) was not able to demonstrate that its services have improved over time at the time of the evaluation e.g. tools at the

skill acquisition points are not only inadequate but also obsolete, poor quality food, cooking in the open space, etc. This does not show the commitment of the Maiduguri Maximum Security Prison in giving skills acquisition trainings and rehabilitation of the inmates.

- Summary of complaints received and actions taken to remedy them are not published and displayed at the notice board. As such, customers are not aware of the actions taken on their complaints and the actions taken to improve service delivery

5.3.5 Staff Attitude

- Customer Care Policy is not produced, displayed or widely circulated amongst Staff to ensure fair and equal treatment is given to all customer groups
- The nominated Customer Relations Officer is not clearly identifiable and has no authority to perform his/her functions on behalf of the customer; this does not show responsiveness to customers needs

5.4 Additional Findings

Service Delivery:

- Some parts of the maximum prison were found flooded with rain water. This does not provide a clean environment but serves as a breeding ground for mosquitoes which in turn exposes inmates to malaria ailment
- It was observed that the awaiting trial inmates are not included in the skill acquisition training in Maiduguri Maximum Security Prison. This class of customers is deprived the opportunity to learn a skill that they can fall back on if eventually discharged and acquitted. It is important to note that some of the awaiting trials are remanded beyond 8 years.

Information:

- Not all convicts have prison uniforms. This makes it difficult to differentiate inmates from visitors and can lead to identity mix up during service delivery process

Professionalism

- Organisational chart is not displayed at all service outlets; this does not afford the customers the knowledge on the hierarchy of the NPS to enable them know where to go for service as the need arises
- Summary of Budget, Expenditure and Audit Reports are not displayed at the notice board. This makes it difficult for staff and customers alike to know the financial position of the NPS at any given time

4.0 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 service delivery of services to the public

6.1 Key Recommendations

6.1.1 Service Delivery

- Standards for all major services provided by the NPS should be developed and reviewed regularly to reflect current realities. This will ensure improved quality service delivery to customers
- Adequate waiting areas should be provided both at the State's Command Headquarters and at Maiduguri Maximum Security Prison. Facilities such as seats,

writing table, water dispenser should be provided for the comfort of the customers while waiting to be served. This will provide befitting reception experience for the customers and ensure their comforts.

- Conveniences such as toilets at both the State Command headquarters and Maiduguri Maximum Security Prison should be kept clean and in a good state always. This will add value to the reception experience of customers.
- The details of the Complaint Desk Officer including complaint procedure as name, telephone and office number and how to complain (face to face, writing, e-mail, GSM, etc) should be conspicuously displayed at service windows for the benefit of customers. This will encourage aggrieved customers to lodge their complaints with ease.
- The nominated Complaints Desk Officers should have sufficient authority to investigate and deal with customers' complaints. This will remove unnecessary delays in resolving customers' complaints when they are not satisfied with services provided
- Summary of complaints received and actions taken on them should be published at the notice board periodically. This process will inform customers of actions taken by NPS on their complaints in order to improve service delivery
- An ambulance for the conveyance of the critically sick inmates to and from hospitals should be provided; this will ensure that NPS is sensitive and considerate for this class of customers
- Dormitories and cells should be kept clean and fumigated frequently in the Maiduguri Maximum Security Prison. This will make the dormitories/cells more habitable and eliminate health hazards to both inmates and staff
- There should be set standards on the bedding arrangements for all inmates. This will ensure fairness and equal treatment of customers
- The underground water reservoir at the Maiduguri Maximum Security Prison should be regularly washed and provided with cover to protect dust and dirt from falling inside. Additional borehole could be sunk to supplement the current one. This will reduce the tendency of having contaminated water and will reduce health hazard
- Adequate and modern tools at the skill acquisition points should be provided to enable training of inmates on new skills and technology in their chosen trade. This

will enable them re-integrate into society and gain socio-economic independence with ease

- The quality of the food given to inmates should be improved upon. Where possible, fruits should be provided to them from time to time. This will show sensitivity to the up-keep of mental and wellbeing of all inmates.
- As a matter of urgency and in compliance with the enabling SGF's Circular Ref. No. SGF.19/S.48/C.2/283 of 10/3/2005 on the establishment of SERVICOM Units by all MDAs, the NPS, Borno State Command should establish SERVICOM Unit with the following compliment of staff: (Focal Officer, Charter Desk Officer, Service Improvement Officer and Complaint/Customer Relation Desk Officer) to drive the Federal Government Service Delivery Initiative.

6.1.2 Timeliness

- There should be a system in place to monitor waiting times and other service standards; this will ensure that customers are not delayed unnecessarily while waiting for service
- More vehicles should be provided for the conveyance of awaiting trials to and from courts. This will eliminate unnecessary delays and late arrival to courts.

6.1.3 Information

- The Service Charter of the Nigerian Prisons Service should be displayed and produced in booklet form, flier form and abridged version. This will give wider publicity and afford customers the knowledge of services offered by the NPS.
- Information on services provided by the NPS should be produced in local languages (Hausa, Kanuri, Igbo, Yoruba, etc.) and in pictorials for the benefit of those who do not speak or write English. This will enable all customer groups to know what NPS is established to provide
- Standards contained in Standing Order and Cap 366 should be reviewed and updated to reflect current realities. This will assure the customers that service delivery in NPS is based on realities on the ground and international best practice.

- The customers' comments, results of consultations and feedback on services should be published and displayed at notice boards. This will enable customers and potential customers know that feedbacks from them are being acted upon for improved service delivery purpose to citizens.
- The NPS, (Maiduguri Maximum Security Prison) should conduct customer satisfaction survey to assess the way its services are perceived by the customers. This will afford the service the opportunity to identify service gaps, how to fill those identified gaps and ensure delivery of quality services to customer
- All Staff of the NPS should be enlightened and sensitized on the Federal Government's Service Delivery Initiative (SERVICOM, its principles and activities) as a vehicle for achieving Mr. President's Transformation Agenda. This will improve the level of their proficiencies in service delivery to customers

6.1.4 Professionalism

- Information on costs approved by the Nigerian Prisons Headquarters for the culling of livestock or farm produce should be widely publicised and displayed at notice boards. This will ensure transparency and eliminate the tendency of hidden costs.
- Business Improvement Plans should be developed and implemented by the Borno State Nigerian Prisons Command. This will show commitment to providing quality service as the plan will serve as a guide to staff on the provision of its services to satisfy the customers
- All staff should be trained and re-trained to fit them for their roles. This will afford Staff the opportunity to acquire new skills/knowledge needed to provide quality services to inmates
- The NPS (Borno State Command and the Maiduguri Maximum Security Prison) should strive to demonstrate that their services improve. This can be achieved by acquiring new tools for skill acquisition, timely processing of Trade Tests for inmates, quality of food, etc. This will show that the NPS is committed in its reformation, rehabilitation and re-integration of the inmates back in to the society
- Summary of complaints received and actions taken should be published and displayed at notice board periodically. This will enable customers know the actions taken on their complaints by NPS, Borno State Command towards improving

service delivery to customers

6.1.5 Staff Attitude

- Customer Care Policy should be produced, displayed and widely circulated amongst staff to ensure equal treatment of all customer groups. This would also enable customers know their rights and guide their sufficient expectations.
- There should be identifiable nominated Customer Relations Officer with authority to perform his/her functions on behalf of the customer; this will demonstrate that NPS, Borno State Command is responsive to customers' needs

6.2 Additional Recommendations

Service Delivery

- The flooded areas of the Maiduguri Maximum Security Prison should be sand-filled. This will provide clean environment and clear out mosquitoes breeding grounds in stagnant waters within the prisons premises
- Skill acquisition training should include awaiting trials. This will ensure that this class of customers is not short-changed in learning a skill while remanded before the determination of their cases.

Information:

- All inmates should be provided uniforms. This will make it easier to distinguish inmates from visitors

Professionalism

- Organisational chart should be produced and displayed at all service outlets; this will enable customers and inmates know the hierarchy of the command with ease and will them know where to go for service as the need arises
- Summary of Budget, Expenditure and Audit Report should be displayed at notice

boards to ensure transparency and inform the customers of the receipts and payments status of the NPS on how tax payers' monies are spent.

6.3 Service Improvement Planning

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

6.4 Conclusion

The SERVICOM Index awarded to the NPS (Maiduguri Maximum Security Prison) is **1.2 out of 4 (30%)** which represents **One Star (*)** and indicates **“Poor”** service delivery. Although this is still far from praiseworthy, it is our belief that NPS, Borno State Command and Maiduguri Maximum Security 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, Borno State Command, Maiduguri Maximum Security Prison, Maiduguri conducted on September 12, 2011.

Name.....

Signature.....

Date.....

Witnessed by SERVICOM Office

Name.....

Signature.....

Date.....