

Award of the SERVICOM Index

The People's Right to Be Served Right

Report of

SERVICOM Compliance Evaluation of

Nigerian Prisons Service Okigwe

Imo State Command

Federal Ministry of Interior

September 13, 2011

EXECUTIVE SUMMARY

**SUMMARY OF SERVICOM COMPLIANCE EVALUATION
OF NIGERIAN PRISONS SERVICE (NPS) OKIGWE**

Date of Evaluation: **September 13, 2011**

Score: **1.1 out of 4; (27.5 %)**

Ranking: **One Star (*) Service**

Description: **Poor**

Findings

Strengths:

- The Organisation has set standards for all its services
- There is existence of customer friendliness, e.g. staff were observed to be polite and attentive to customers
- Staff wear name tag for easy identification

Weaknesses:

- There are no systems in place to monitor performance against set standards to show that the organisation adheres to its set standards in rendering service to its customers
- There are no directional signs for Customers especially those from remote areas to access to the Nigerian Prisons Service (NPS) Okigwe. This makes it difficult for relatives and customers to easily visit inmates
- There is no waiting area in NPS Okigwe for those who visit the inmates. This does not give good reception experience
- The complaint procedure stated in the Service Charter is not accessible to customers as most of the inmates and their relatives interviewed do not have knowledge of it
- Complaints received over a period of time are not analysed for service improvement purposes. This discourages customers from complaining when they experience service failure

- NPS Okigwe environment and surroundings is not well kept e. g. it is bushy, this makes the Prison look unwelcoming and shows poor reception experience to customers
- NPS Okigwe does not compare well with similar Organisation e. g. the structures (building) are old, dilapidated, the training facilities available for inmates are few and there is inadequate supply of water. This constitutes health hazards to inmates
- There is no system in place to monitor waiting times of customers at the service points e. g. how long a relative or visitor waits to see an inmate during visitation
- Facilities for comment such as comment cards and SCRAR are not provided for customers/inmates
- Customer satisfaction surveys are not planned and implemented to test and determine the satisfaction level of all customer groups and for continuous improved service delivery
- Awaiting trial inmates complained of continuous delay in hearing of their cases in courts. This creates anxiety and lack of confidence in NPS system
- Feeding of inmates is at N200 per head, this affects the quality and nutritional value of food given to them
- There is no SERVICOM Unit in NPS Okigwe. This affects service delivery issues in the Organisation.

Recommendations

- There should be clearly defined processes involved in monitoring performance against set standards. This would ensure that set standards are adhered to for sustenance of quality service delivery to customers
- Concerted efforts should be made by management of NPS to provide adequate sign post for easy access to NPS Okigwe
- Adequate waiting area with sufficient seats and conveniences should be provided to improve reception experience and for the comfort of visitors
- There should be a clear, well-publicised and easy to use complaint procedure. This would ensure that inmates/customers are encouraged to

make comments on the services provided by NPS Okigwe

- Record of all complaints received over a period of time should be analysed and published by the Management. This will ensure proper resolution of complaints and to avoid future occurrence of such complaints
- It is recommended that NPS Okigwe be given a facelift. The premises should be maintained to make the environment more hygienic and welcoming for inmates and visitors
- New structures and adequate training facilities should be provided for inmates. Water supply to the Prison should be improved upon to reduce delays and avoid epidemic that might occur as a result of the shortage
- A system should be put in place to monitor waiting times. This would promote prompt and reliable service delivery to all customers
- Facilities for comments such as comment cards and SCRAR should be provided for inmates/customers to get feedback on the state of services and for service improvement purposes
- Customer satisfaction surveys should be conducted regularly to determine the quality of services delivered to customers and ensure service improvement based on the results obtained.
- NPS Okigwe should work together with the Judiciary to reduce continuous delay in hearing of cases involving awaiting trial. More vehicles should also be provided to convey awaiting trial inmates to courts; this would ensure timely arrival at court, decongest the prison and boost Inmates
- The Federal Government should review the cost of feeding of inmates upward to match present day economic reality
- NPS Okigwe should set up a fully functional SERVICOM Unit headed by a Focal Officer and complemented with three Desk Officers (Complaint Desk Officer, Charter Desk Officer and Service Improvement Officer) to drive the Service Delivery Initiative in NPS Okigwe

Conclusion

The SERVICOM Index awarded to the Nigerian Prisons Service (NPS) Okigwe is **1.1** out of **4 (27.5%)** which represents **one star (*)** and indicates 'Poor' service delivery. Although this is still far from praiseworthy, it is our belief that NPS Okigwe 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. 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 NPS, Okigwe have been evaluated for each of these drivers through customer interviews, discussions with staff, discussions with partners, review of key documents and observations. The overall Index score of NPS Okigwe 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%

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

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

The Nigerian Prisons Service Okigwe provides services to its customers through the following Directorates, namely:

- Operations Directorate
- Administration and Supplies
- Health and Social Welfare Directorate
- Finance and Accounts Directorate
- Inmates' Training and Productivity Directorate
- Works and Logistics Directorate

The service windows of NPS Okigwe 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 services

Therefore, the following service windows (Directorates) were selected for evaluation:

- Operations Directorate
- Health and Social Welfare Directorate
- Inmates' training and Productivity Directorate

The SERVICOM team for this evaluation consisted of two SERVICOM Officers, one Staff of Federal Ministry of Interior and the Ag. Nodal Officer of NPS as observers

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

Given the peculiar nature of the services provided by NPS Okigwe it was also important to evaluate further evidence by administering questionnaires and conducting interviews with its partners including Assemblies of God Church, Okigwe. The website of SERVICOM office: www.serveNigerian.com and NPS www.prisons.gov.ng were also used for the research.

The key documents reviewed include:

- Service Charter of Nigerian Prisons Service
- Nigerian Prisons Service Standing Orders
- Prison Act Cap 366
- Minutes of Meetings with stakeholder
- Training Record
- NPS Training Institutions Manual
- Reformer Magazine
- Annual Report
- Complaints Register

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, Okigwe.

5.1 Charter Evaluation

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:

- 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 content of the Charter is 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 Service 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 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 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 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 contribute to efficient delivery of services should be stated in the Charter e.g. after every two years as the need arises
- 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 Prison Service

- Arrangement of Charter Content
 - The content 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 service windows. Based on the evaluation, we have calculated a score for NPS Okigwe

The overall Index score awarded to the NPS Okigwe is: **1.1 out of 4 (27.5 %)**

Description: 'poor'

	Score for the Nigerian Prisons Service, Okigwe
Overall Index score	1.1
Service Delivery	1.1
1 - Standards & practices / performance	1.1
2 – Reception experience	1.0
3 – Complaints & grievance redress	1.3
Timeliness	1.0
1 – Standards & practice/performance	0.5
2 – Customer friendliness	1.5
Information	0.8
1 – Information	0.9
2 - Customer feedback	0.7
Professionalism	1.2
1 – Transparency	0.8

2 – Efficiency	1.5
Staff Attitude	1.6

5.3 Key Findings

The following observations have been made on the quality of service delivery provided by Nigerian Prisons Service Okigwe, which we think need to be addressed as a matter of urgency:

5.3.1 Service Delivery

- There are no systems in place to monitor performance against set standards to show that the organisation adheres to its set standards in rendering service to its customers
- There are no directional signs for Customers especially those from remote areas to access to NPS Okigwe. This makes it difficult for relatives and customers to easily visit inmates
- There is no waiting area in NPS Okigwe for those who visit the inmates. This does not give good reception experience
- NPS Okigwe does not compare well with similar Organisation e. g. the structures (building) are old, dilapidated, the training facilities available for inmates are few and there is inadequate supply of water. This constitutes health hazards to inmates
- Feeding of inmates is at N200 per head, this affects the quality and nutritional value of food given to them
- NPS Okigwe environment and surroundings is not well kept e. g. it is busy, this makes the Prison look unwelcoming and shows poor reception experience to customers
- The complaint procedure stated in the Service Charter is not accessible to customers as most of the inmates and their relatives interviewed do not have knowledge of this. This would enable customers to challenge service failure any time it occurs

- Complaints received over a period of time are not analysed for service improvement purposes. This discourages customers from complaining when they experience service failure

5.3.2 Timeliness

- There is no system in place to monitor waiting times of customers at the service points e. g. how long a relative or visitor waits to see an inmate during visitation
- Awaiting trial inmates complained of continuous delay in hearing of their cases in court e. g there are no sufficient vehicles to convey them to court for hearing. This results in non appearance and late arrival of some inmates to the courts

5.3.3 Information

- Information on service standards is not widely available to customers, thus denying them knowledge of services available and the standard treatment to be expected from NPS
- Facilities for comment such as comment cards and SCRAR are not provided for customers and inmates as a tool for receiving feedback from customers for service improvement
- Customer satisfaction surveys are not planned and implemented to test and determine the satisfaction level of all customer groups and for continuous improved service delivery

5.3.4 Professionalism

- Organizational chart is not displayed at all service points. Customers are at a loss as to where to access service(s)
- Complaints received and their resolutions reached over a period of time are not analysed and published to show that their comments are acted upon for improvement

- Summary of budget and expenditure are not published for the benefit of customers and the general public for accountability and the delivery of transparent service
- There are no set targets for achievement of goals by individual staff in order to ensure achievement of the overall goal of the Organisation
- There is no confirmation that NPS Okigwe achieves majority of its targets most of the time e. g. those awaiting trial are not conveyed to court as at when due

5.3.5 Staff Attitude

- The Nigerian Prisons Service customer care policy is not produced and displayed at service points as such, inmates are not aware of the treatment expected from Prison Officers
- The Customer Relations Officer is not clearly identifiable e.g. contact details including, name, room and telephone number(s) are not displayed at service frontlines to ensure that customers have someone to talk to when services fail
- The Customer Relations Officer does not have sufficient authority to perform his/her function/role for the benefit of the customer

5.4 Additional Findings

5.4.1 Service Delivery

- There is no SERVICOM Unit in NPS Okigwe. This affects service delivery issues in the Organisation

5.0 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

- There should be clearly defined processes involved in monitoring performance against all set standards. This would ensure that the standards are adhered to for sustenance of quality service delivery to customers
- Concerted efforts should be made by the Management of NPS Okigwe to provide adequate sign posts for easy access by all visitors to the Prison
- Adequate waiting area with sufficient seats and conveniences e. g. clean toilets should be provided to improve reception experience and for the comfort of visitors
- New structures and adequate training facilities should be provided for inmates. Water supply to the Prison should be improved upon to reduce delays and avoid epidemic that might occur as a result of the shortage
- The Nigerian Prisons Service should review the cost of feeding of inmates upward to match present day economic reality. This would ensure that inmates are fed properly
- It is recommended that NPS Okigwe be given a facelift. The premises should be maintained to make the environment hygienic and welcoming for inmates and visitors
- There should be a clear, well-publicised and easy to use complaint procedure. This would ensure that inmates/customers are encouraged to make comments on the services provided by NPS Okigwe
- Record of all complaints received over a period of time should be analysed and published by the Management. This would ensure proper resolution of complaints in order to avoid future occurrence of such complaints

6.1.2 Timeliness

- A system should be put in place to monitor waiting times. This would promote prompt and reliable service delivery to all customers
- NPS Okigwe should work together with the Judiciary to reduce continuous

delay in hearing of cases involving awaiting trial. More vehicles should also be provided to convey awaiting trial inmates to courts; this would ensure timely arrival at court, decongest the prison and boost Inmates confidence in NPS Service Delivery process.

6.1.3 Information

- Information on service standards should be made widely available to all categories of customers. This would help to keep the customers informed on the services provided and changes in the service delivery process of the Organisation
- Facilities for comments such as comment cards should be provided for inmates and customers to get feedback on the state of services and for service improvement purposes
- Customer satisfaction surveys should be conducted regularly to determine the quality of services delivered to customers and ensure service improvement based on the results obtained.

6.1.4 Professionalism

- Organizational charts should be displayed at all service points. This would help to guide the customers to various service(s) points
- Summary of complaints received and their resolutions over a period of time should be analysed, processed and published for service improvement purposes. This would build customers confidence in the service delivery system of NPS, Okigwe
- Summary of budget, expenditure and reports of audit should be published and displayed in public domain. This would demonstrate that the Organisation is transparent and accountable to its customers and the general public
- Clear performance targets should be set for individuals(staff) in order to monitor individual performance against set standards and targets in the overall achievement of the Organisation's goals

- NPS Okigwe should be able to demonstrate that majority of its targets are achieved most of the time, to meet the goals and objectives of the Organisation. More training skills should be introduced

6.1.5 Staff Attitude

- The Nigerian Prisons Service customer care policy should be produced and displayed at service points for inmates and visitors to know the kind of treatment expected from Prison Officers
- The Customer Relations Officer should be clearly identifiable to all customers. This would make it easier for customers to complain when they are dissatisfied with services rendered by NPS Okigwe
- The Customer Relations Officer should be empowered to deal with complaint at point of contact for timely resolution of complaint to ensure efficient service delivery

6.2 Additional Recommendations

6.2.1 Service Delivery

- NPS Okigwe should set up a fully functional SERVICOM Unit headed by a Focal Officer and complemented with three Desk Officers (Complaint Desk Officer, Charter Desk Officer and Service Improvement Officer) to drive the Service Delivery Initiative in NPS Okigwe

6.3 Service Improvement Planning

Although, the question of how these recommendations might best be implemented is a Management issue for Nigerian Prisons Service, Okigwe the SERVICOM Office through the SERVICOM Institute will work with the Management of NPS Okigwe 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, Okigwe is **1.1 out of 4 (27.5%)** which represents **One star (*)** and indicates **'Poor' Service**. Although this is still far from praiseworthy, it is our belief that the Nigerian Prisons Service, Okigwe would aim at continuous improvement on the quality of service delivered to the citizens