

Award of the SERVICOM Index

The People's Right to Be Served Right

Report of

SERVICOM Compliance Evaluation of

Nigerian Prisons Service Owerri

Imo State Command

Federal Ministry of Interior

September 12, 2011

EXECUTIVE SUMMARY

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

Date of Evaluation: September 12, 2011

Score: 1.4 out of 4; (35 %)

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
- The prison environment is well kept
- Staff wear name tag for easy identification
- There are varieties of training for the inmates such as carpentry, tailoring, hair dressing , poultry etc

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
- The Organization does not review and raise its standards periodically e. g. Standing Orders which was published in 1961 has not been reviewed. This affects the standard of service delivered to citizens
- There is no waiting area for the relatives/visitors of inmates as most of them were seen standing and loitering around while waiting to receive service. This does not give a good reception experience
- Awaiting trial inmates complained of continuous delay in hearing of their cases in courts. This creates anxiety and lack of confidence in NPS service delivery process

- The total number of inmates presently in Owerri prison is 1,674 as against the maximum capacity of (548) the prison was built to accommodate, this has led to overcrowding and congestion of the Prison
- Feeding of inmates is at N200 per head with vat plus tax deduction, this leads to monotony and affects the quality of food given to inmates.
- There are no sufficient vehicles at NPS Owerri to convey awaiting trial inmates to courts for hearing. This results in non appearance /late arrival of some inmates to court and results in service failure
- The complaint procedure stated in the Service Charter is not accessible to customers as most of the inmates and their relatives interviewed confirmed this
- Information on service standards is not widely available to customers, thus denying them knowledge of services available and standard treatment expected e. g. the Service Charter is not displayed at service points in NPS Owerri
- Customer satisfaction surveys are not planned and implemented to test and determine the satisfaction level of all customer groups and for improved service delivery
- There is no written business improvement plan for NPS Owerri to show how services are designed to improve periodically. This makes it difficult for the Management to effectively monitor the progress of services delivered
- There is no confirmation that NPS Owerri achieves majority of its targets most of the time e. g. those awaiting trial are not conveyed to court as at when due
- There is no SERVICOM Unit in NPS Owerri. 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
- The Organisation should review and raise its standards regularly to adapt to

citizens' needs. This would ensure continuous improvement in delivering service

- Adequate waiting area with sufficient seats and conveniences such as clean toilets should be provided to improve reception experience of customers
- NPS Owerri should work together with the Judiciary to reduce continuous delay in hearing of cases involving inmates awaiting trial. This would decongest the prison and boost Inmates confidence in the NPS service delivery process
- NPS Owerri should device a way of decongesting the Prison to reduce over stretching of the available facilities and to prevent outbreak of diseases
- The Federal Government should review the cost of feeding of inmates upward to match present day economic reality
- Sufficient vehicles (Green Maria and Bullion Van) should be provided to convey awaiting trial inmates to courts; this would ensure timely arrival at courts and ensure efficient service delivery
- 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 Owerri.
- Information on service standards should be made widely available to customers. This would help to keep the customers informed on the services provided and changes in the Organisation if any
- 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
- There should be a written business improvement plan for NPS Owerri. This makes it easy for the Management to effectively monitor the progress of services delivered and for improvement
- NPS Owerri 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
- The Nigerian Prisons Service Owerri 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 Owerri

Conclusion

The SERVICOM Index awarded to the Nigerian Prisons Service (NPS) Owerri 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 NPS Owerri 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 Owerri. 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 (NPS), Owerri 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 Owerri 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.

- | | |
|--------------------------------|---|
| 1. Comrade Abba Moro | Honourable Minister, Federal Ministry of Interior |
| 2. Mr. S.B. Ozigis | Permanent Secretary Federal Ministry of Interior |
| 3. Mr. Olusola Adigun Ogundipe | Controller General Nigerian Prisons Service |
| 5. Mr. Gregory Adinfo | Controller, Nigerian Prison Service Owerri |
| 4. Mr. Ogbodo Ndubuisi | Head Operations NPS Owerri |
| 6. Mr Ike C.J.C | Focal Officer NPS Owerri |
| 7. Mr. Kalu U.E | MSU Staff NPS |
| 8. Mr. Babatunde K. Kosoko | Federal Ministry of Interior |

3.0 Terms of Reference

The Nigerian Prisons Service Owerri was selected for evaluation following a Presidential directive that all Government Ministries, Departments and Agencies be evaluated for SERVICOM Compliance.

The Mandate of the SERVICOM Compliance Evaluation team is to identify those areas or action 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 Nigerian. Owerri Medium Prison which is part of NPS is located in Owerri Imo State, East of Nigeria. It has a capacity for five Hundred and forty-Eight inmates although One Thousand Six Hundred and Seventy- Four inmates 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

- 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 Owerri 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 Owerri 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 the Federal Ministry of Interior and the Ag. Nodal Officer of Nigerian Prisons Service 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 the NPS Owerri it was also important to evaluate further evidence by administering questionnaires and conducting interviews with its partners including Evangelical Outreach, Owerri. 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 stake holders
- 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 NPS, Owerri.

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 Prisons 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 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 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 Prisons 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 window. Based on the evaluation, we have calculated a score for Nigerian Prisons Service Owerri

The overall Index score awarded to NPS Owerri is: **1.4 out of 4 (35%)**

Description: Poor.

| | Score for the Nigerian Prisons Service Owerri |
|---|--|
| Overall Index score | 1.4 |
| Service Delivery | 1.6 |
| 1 - Standards & practices / performance | 1.4 |
| 2 – Reception experience | 1.9 |
| 3 – Complaints & grievance redress | 1.6 |
| Timeliness | 1.4 |
| 1 – Standards & practice/performance | 0.8 |
| 2 – Customer friendliness | 2.0 |
| Information | 1.1 |
| 1 – Information | 0.9 |
| 2 - Customer feedback | 1.3 |
| Professionalism | 1.2 |

| | |
|-----------------------|------------|
| 1 – Transparency | 0.6 |
| 2 – Efficiency | 1.8 |
| Staff Attitude | 1.8 |

5.3 Key Findings

The following observations have been made on the quality of service delivery provided by the Nigerian Prisons Service Owerri, 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 is no waiting area for the relatives/visitors of inmates as most of them were seen standing and loitering around while waiting to receive service. This does not give a good reception experience
- Awaiting trial inmates complained of continuous delay in hearing of their cases in court. This creates anxiety and lack of confidence in NPS service delivery process
- The total number of inmates presently in Owerri prison is 1,674 as against the maximum capacity of (548) the prison was built to accommodate, this has led to overcrowding and congestion of the Prison
- Feeding of inmates is at N200 per head with vat plus tax deduction, this leads to monotony and affects the quality of food given to inmates
- Records of complaints are not analysed and published for the benefit of the Customers. This will discourage customers from complaining when they experience service failure
- The complaint procedure stated in the Service Charter is not accessible to customers as most of the inmates and their relatives interviewed confirmed

this

- Inmates at Owerri Prison informed the evaluation team that there are no recreational facilities such as games and sport facilities to engage and keep them mentally alert

5.3.2 Timeliness

- There are no sufficient vehicles at NPS Owerri to convey awaiting trial inmates to courts for hearing. This results in non appearance /late arrival of some inmates to court and results in service failure

5.3.3 Information

- Information on standards is not widely available to customers, thus denying them knowledge of services available and standard treatment expected e. g. the Service Charter is not displayed at service points in NPS Owerri
- The cost of services provided to the public by NPS Owerri such as farm produce, laundry, carpentry and hair dressing services are not displayed at the concerned service points for customers benefit and to forestall hidden costs
- Facilities for comment such as comment cards and SCRAR are not provided for customers and inmates as a tool for receiving feedback from customers
- Customer satisfaction surveys are not planned and implemented to test and determine the satisfaction level of all customer groups for improved service delivery

5.3.4 Professionalism

- Organisational charts are not displayed at all service points so that the hierarchy of the organisation is known to customers at a glance to enable them know where to go for services as the need arises

- Complaints received and their resolutions over a period of time are not analysed and published for purposes of service improvement
- Summary of budget, expenditure and results of audit are not published for the benefit of customers and the general public to ensure transparency
- There is no written business improvement plan for NPS Owerri to show how services are designed to improve periodically. This makes it difficult for the Management to effectively monitor the progress of services delivered
- There are no set targets for achievement of goals by individuals in order to ensure achievement of the overall goal of the Organisation
- There is no confirmation that NPS Owerri 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

- The reasons for poor performance are not analysed for the purpose of improving the quality of service to inmates and customers.
- The Organization does not review and raise its standards periodically e. g. Standing Orders which was published in 1961 has not been reviewed. This affects the standard of service delivered to citizens

- There is no SERVICOM Unit in NPS Owerri. This affects service delivery issues in the Organization

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 set standards. This would ensure that set standards are adhered for sustenance of quality service delivery to customers
- Adequate waiting area with sufficient seats and conveniences such as clean toilet should be provided to improve reception experience and for the comfort of customers
- NPS Owerri should work together with the Judiciary to reduce continuous delay in hearing of cases involving inmates awaiting trial. This would decongest the prison and boost Inmates confidence in the NPS service delivery process
- The Nigerian Prisons Service Owerri should device a way of decongesting the Prison to reduce over stretching of the available facilities and to prevent outbreak of diseases
- The Nigerian Prisons Service should review the cost of feeding of inmates upward to match present day economic reality
- Record of all complaints received over a period of time should be analysed and published by the Management. This would encourage customers to complain when they experience service failure and to avoid future

occurrence of such complaints

- 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 Owerri.
- Recreational facilities such as games and sports facilities should be provided to engage and keep the inmates mentally alert

6.1.2 Timeliness

- Sufficient vehicles (Green Maria and Bullion Van) should be provided to convey awaiting trial inmates to courts; this would ensure timely arrival at courts and ensure efficient service delivery

6.1.3 Information

- Information on standards should be made widely available to customers. This would help to keep the customers informed on the services provided and changes in the Organisation if any
- Costs and payment procedures of all services should be clearly displayed at all service points to avoid hidden cost e. g. cost of farm produce, laundry, carpentry and hair dressing services
- Facilities for comments such as comment cards and SCRAR should be designed for getting feedback from inmates and customers to ensure continuous service improvement
- 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

- Organisational charts should be displayed at all service points so that the hierarchy of NPS is known at a glance and all customers would know where to go for service as the need arises

- Summary of complaints received and their resolutions over a period of time should be analysed, processed and published for service improvement purposes
- Summary of budget, expenditure and reports of audit should be published and displayed at the notice board. This would demonstrate that the Organisation is transparent and accountable to its customers and the general public
- There should be business improvement plan for NPS Owerri. This makes it easy for the Management to effectively monitor the progress of services delivered and for improvement
- 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
- The Nigerian Prisons Service Owerri 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.

6.1.5 Staff Attitude

- NPS should produce and display a customer care policy at service points for inmates 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 Owerri
- The Customer Relations Officer should be empowered to deal with complaint at point of contact for timely resolution of all complaints to ensure efficient service delivery

6.2 Additional Recommendations

6.2.1 Service Delivery

- Suitable mechanism should be introduced for collation and analysis of poor performance on services which can be transformed for improving the quality of service to customers.
- The Organization should review and raise its standards regularly to adapt to citizens' needs. This would ensure continuous improvement in delivering service
- The Nigerian Prisons Service Owerri 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 Owerri

6.3 Service Improvement Planning

Although, the question of how these recommendations might best be implemented is a Management issue for Nigerian Prisons Service, the SERVICOM Office through the SERVICOM Institute will work with the Management of NPS Owerri 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 is **1.4 out of 4 (35%)** which represents **One star (*)** and indicates **'Poor' Service**. Although this is still far from praiseworthy, it is our belief that the Nigerian Prisons Service, Owerri would aim at continuous improvement on the quality of service delivered to the citizens.