

THE NIGERIAN STATE AND THE EFFECTIVE MANAGEMENT OF CUSTODIAL CENTRES IN RIVERS STATE, 2015-2021

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ABSTRACT

This study “Nigerian state and the Effective Management of Custodial centers in Rivers State, 2015-2021” aimed at investigating the existing conditions of the four custodial centers in Rivers State and how the effective management of these penitentiary system can transcend to a veritable tool for sustainable development and economic growth. The Nigerian correlational service is inadequate, overregulated and had rather destroyed its inmates instead of rehabilitating them. The structural functionalist theory was adopted as the theoretical framework of analysis. This is a qualitative study. As such the survey research design was adopted. The study relied on primary and secondary data. Primary data were generated with the use of structured questionnaire, and analyzed with inferential statistical method of mean and standard deviation. From the depth analysis, the findings showed that; Rivers State custodial centers are overcrowded and lack good infrastructures, reform policies implemented by the Nigerian Correlational Service are not effectively carried out by the custodial officers, and that the income generated by inmates are not eventually distributed as the officers keep the biggest share of income for their private use. This has made inmates to lack interest in vocational skills and service rendering. Based on the findings, recommendations are; Correlational officers should actively enforce rehabilitation policies, the government should ensure infrastructure expansion, repairs, and maintenance of depilated buildings. This will eradicate overcrowding and diseases that emanate from it. Finally, custodial officers should be honest in carrying out 3% distribution ratio of the income generated by the inmates.

Keywords: *Custodial Centres, Effective Management, Nigerian Correctional Service, and Rivers State Custodial centres.*



INTRODUCTION

Background to the Study

The Nigerian Custodial Centres, otherwise called correctional facilities was formerly known as prisons. The transformation of the Nigerian Prison Service to the Nigerian Correctional Service in 2019 was with the aim of rehabilitation of inmates instead of punishment. This is aimed at using them as veritable tools for sustainable and economic development (Bassey, 2019). These have led the Nigerian Correctional Service to seek out various measures, activities and reform policies aimed at transforming the mindsets of inmates while also equipping these individuals labelled "miscreants" by society with the necessary tools that will enable them to contribute positively to the economy while in these custodial centres. This proves that every man is capable of making a positive contribution to themselves and their society.

A custodial community with a unique culture and lifestyle embodies a complete vision is expected to change the attitude of its members to better citizens after release. The custodial lifestyle provides a way and means of coordinating the custodial process. Nigeria's penitentiary system is based on three different types of criminal laws that apply to everyone in the country. These include the Criminal Code and the Code of Criminal Procedure of the Federal Law of 1990 (CPC), Chapter 81; the Penal Code and related Code of Criminal Procedure, Chapter 80 of the 1990 Federal Law (CPA); and the Sharia Penal Code of the 12 northern states (applicable only to Muslims who are members of these states). In line with its founding philosophy, Custodial centres have been set up to hold criminals in line with prison policy. This constitutional role gives Nigerian custodial centre guards the right to:

- keep convicted offenders (prisoners) in safe custody,
- keep awaiting trial inmates in custody until the law courts ask for their production,
- punish offenders in accordance with the law courts' instructions.
- reform convicted prisoners,
- rehabilitate and re-integrate prisoners who have completed their sentences in the custodial centres (prison training manual cited in Adetula *et al.*, 2010 as cited in Obioha, 2011, p. 96).

From the above explanation, it can be said that the main purpose of establishing custodial centres around the world, including Nigeria, is to provide rehabilitation and custodial facilities for those who violate the rules and norms of society. However, the question of how this principle is



applicable in practise remains controversial. In many cases in Nigeria, prisons have evolved into detention facilities rather than rehabilitation facilities (Obioha, 1995).Side-by-side surveillance of the population entering and leaving the Nigerian correctional system reveals that there are some problems in the system that prevent the correctional system from fulfilling its expected roles in Nigeria.

A study by Gendreau *et al.* (2011) found a positive correlation between time spent in prison in Canada and the rate of recidivism of offenders. This is especially true for high-risk groups. This means that the longer the offender is in a custodial centre, the higher the likelihood of a relapse, and vice versa. However, the root cause of these post-adjustment and recidivism problems can be traced back to the nature of prison closures and maintenance. It is against this background that the study seeks to discover how effective management of custodial centres can transcend into a variable tool for sustainable development and economic growth in Rivers State.

Statement of the Problem

The custodial system in Nigeria is characterised by several problems. Some studies have shown that the Nigerian Correctional Service is inadequate (Obioha, 1995; Adetula *et al.*, 2010). Nigerian custodial centres is also overregulated. Nigerian penitentiary system had rather destroyed its inmates instead of rehabilitating them. Inmates who demonstrated the ability and willingness to pursue higher academic qualifications and learn a skill or vocation do not have the opportunity due to lack of needed correctional and rehabilitation facilities. (Aiyedogbo, 2012; Obioha, 1995). There are no good recreational facilities and other amenities to support psychomotive and effective development. The centres are "uncheerful" (Awolowo, 1985), "dehumanizing" (Soyinka, 1972), and "a hell" by Abubakar Rimi after his life experience as a political prisoner in Nigeria at the termination of the second republic. There is a general poor state of the correctional facilities. The centres are overcrowded, (Ifionu *et al.*, 1987; Obioha, 1995).

The bid to correct these anomalies and make the centres a truly functional rehabilitation gave rise to prison policy reform. However, since the reform the issues and challenges has not been fully resolved from the point of view of management and the existence of the system. Against this backdrop of gaps in effective custodial management in Nigeria, the study seeks to investigate if

the problems highlighted above still persist in the current reformative, rehabilitation policies and management.

Research Questions

In order to reach the goals listed above, this work will be guided by the following research questions:

- i. what were the conditions of the custodial facilities in Rivers State between 2015 and 2021?
- ii. what reform policies by the correction management can lead to sustainable development and general economic growth?
- iii. how can effective management of custodial facilities in Rivers State transcend to a variable tool for sustainable development and economic growth in Nigeria?
- iv. what were the challenges that hindered the effective management of Rivers State custodial facilities from 2015 to 2021?

Objectives of the Study

Specifically, the objectives of the study are to:

- i. assess the conditions of the custodial facilities in Rivers State between 2015 and 2021.
- ii. examine reform policies instituted by correctional managements that have self-sufficient tool for sustainable development and general economic growth.
- iii. determine how effective management of custodial centres can transcend to a veritable tool for sustainable development and economic growth in Rivers State.
- iv. identify the challenges that hindered the effective management of the custodial facilities in Rivers State from 2015 to 2021.

Significance of the Study

This study is significant at this time as it will add to knowledge and literature in this field for researchers and students carrying out studies in related areas.

The study is also very significant at this time and age in Rivers State, Nigeria as it will awaken the consciousness of the government of Nigeria and custodial administrators to the fact that custodial facilities, if managed properly and accurate policies are fixed and implemented, can contribute to the economy of Rivers State and the nation in general. One of the many effects of



this is also the fact that the numerous economic contributions from the inmates are also jettisoned.

LITERATURE REVIEW, THEORETICAL FRAMEWORK AND METHODOLOGY

Conceptual Review

The Concept of State

In common parlance, the word "state" is used to mean a nation, government, or society. In some cases, the constituent units of a federation are also called states (Kumar, 2020). According to Bluntschli (1875 as cited in Rosser, 2014, p. 99), a "state is a politically organised people of a definite territory". Woodrow Wilson defined a state as "a people organised for law within a definite territory" (1887, p. 197). In any case, "state" means a community or society politically organised under one independent government within a definite territory and subject to no outside control.

The Nigerian State

Drawn from the explanations of a "state" above, and the elements of a modern state that must include population, territory, government, and sovereignty, Nigeria is a state par excellence. Nigeria is a democratic state in a specific stage of development (Braji, 2014). As a state, she has witnessed military and democratic administrations and this accounts for her journey through four republics, which began officially in 1963, two years after she gained her independence. Some features of the Nigerian state are the constitution, judicial system, political parties, Naira currency, law enforcement agencies, the states and local government, etc.

The Concept of Management

According to Robbins and Langton (2005, p. 6), "the term management refers to the process of getting things done, effectively and efficiently, through and with other people." They went further to explain that management is concerned with completing activities and attaining goals. Management, as defined by Griffin (2014, p. 4), "is a set of activities (including planning and decision making, organizing, leading, and controlling) directed at an organization's resources (human, financial, physical, and information) with the aim of achieving organisational goals in an efficient and effective manner. In his definition, he also broke management into two aspects: management as an "art" and as a "science". Wehrich *et al.* (2010, p. 4) explain the concept of



management as "the process of designing and maintaining an environment in which individuals, working together in groups, efficiently accomplish selected aims".

The concept of management of prisons and custodial centres has to do with the public sector, and therefore, when discussing "management" as a concept, emphasis is laid on public administration. This is because public sector agencies are organisations whose responsibility is to provide public services (fundamental education, public health care, law enforcement, health care service, environmental protection, electricity, metropolis planning, public security, military, etc.), in addition to developing and enforcing public policies. They embody ethical values and the values of equality, justice and transparency while performing their duties. The major goal of public-sector organisations "is to achieve greater public good and show responsiveness to public needs" (Erakovich & Wyman, 2009, p. 78).

Effective Management

Effectiveness, according to the Hornby (2010), is "the degree to which something is successful in producing the desired result; success." Zammuto, (1982, p. 22), Bartram, Robertson & Callinan, (2002, pp. 1-2), and Kondalkar, (2009, p. 1) see the managerial effectiveness of any organisation as the extent to which members of such an organisation succeed in achieving the organization's goals. Organizations' managerial effectiveness is defined on the basis of organisational goal achievement. However, Christensen, Lgreid, Rones, & Rovik (2007, pp. 4, 7), Papadimitriou, (2007, pp. 571–587), and Martz, (2013) noted that since different organisations have different goals, effectiveness therefore varies according to organisations and their goals. For example, the goals of business sector organisations are centred on profit-making. This is different from the goals of public and non-profit organizations, which are multidimensional, non-profit oriented, and focused more on producing goods and services that serve public needs and guarantee public good. The effectiveness of public and non-profit organizations, according to Martz (2013, pp. 385–401), "could be determined based on the number of people served, programme efficacy, community impact, etc." This, therefore, presents effectiveness in a much broader view than mere goal actualization, though it aims at achieving goals. It is the amount of success an organisation records in pursuance of its set goals.

Custodial Centre

A custodial centre, formerly known as a prison in Nigeria, jail, gaol (British and Australian English), penitentiary (American English), detention centre (or centre if inside the US), lock-up or remand centre, is a facility in which inmates (or prisoners) are forcibly confined and denied a variety of freedoms under the authority of the state. Custodial centres are most commonly used within the criminal justice system: people charged with crimes may be imprisoned or put in a custodial centre until their trial. Those pleading or being found guilty of crimes at trial may be sentenced to a specified period of imprisonment (Vermut & Steensma, 2015).

A custodial centre is a place used for the confinement of convicted criminals. Aside from the death penalty, a sentence to a custodial centre is the harshest punishment imposed on inmates in Nigeria. The penitentiary system is managed by the Nigerian Correctional Service is an arm of the Criminal Justice System domiciled in the Ministry of Interior (Aliyu, 2018). Chioma (1995), as cited in Priye (2020, p.8), stated that correctional centres "are meant to infuse discipline into the daily lives of offenders and thus predispose them to obedience to the law as good citizens within the larger society."

The custodial centre environment, as observed by Thomas (2017), neutralises the formation and development of basic human values, contributes to stigmatization, alters the convict's conduct, and leads to temporary or even irreversible psychological sequelae. Evidence suggests that imprisonment conditions can lead to anxiety, depression, self-harming or deter aggressive behaviour, obsessions, psychoactive substance abuse, and suicide.

The Nigerian Custodial Centres and its Management

The Nigerian Correctional Service (NCOS), formerly known as the Nigerian Prison Service (NPS), is a government agency of Nigeria which operates penitentiaries. The agency is headquartered in Abuja (Nigerian Prisons Service, 2016), and it is under the supervision of the Ministry of the Interior and the Civil Defense Immigration and Correctional Service (The Nigerian Prison Service, 2016). The name was changed from the Nigerian Prisons Service to the Nigerian Correctional Service by President Muhammadu Buhari on the 15th of August 2019 after signing the Nigerian Correctional Service Act of 2019 into law (Bassey, 2019). The bill was passed by the 8th Assembly of the House of Representatives, but the signing was done two months after their tenure had expired.



The Nigerian Correctional Service Act 2019

The Nigerian Correctional Service Act 2019 is subdivided into "Custodial Service" and "Non-custodial Service" (Agbola, 2019). Under custodial service, the law says that while prisoners are in jail, the focus is more on correctional service that will help them get back into society when their jail terms are over. A major provision of the Act under custodial service is in Section 12 (2) (c). It provides "that where an inmate is sentenced to death has exhausted all legal procedures for appeal and a period of 10 years has elapsed without execution of the sentence, the Chief Judge may commute the sentence of death to life imprisonment." Also, Section 12(8) empowers the state controller of the service to reject more intakes of inmates where it is apparent that the correctional centre in question is filled.

Other provisions of custodial service include taking into "custody and taking control of persons legally interned in safe, secure and humane conditions; conveying remanded persons to and from courts in motorised formations; conducting risk and needs assessments aimed at developing appropriate correctional treatment methods for reformation, rehabilitation, and reintegration; implementing reformation and rehabilitation programmes to enhance the reintegration of inmates into society; and empowering inmates through the deployment of educational and vocational skills training programmes; and facilitating income generation through custodial centres, farms, and industries.

According to Atulegwu (2020), there are various types of custodial centres in Nigeria. These include female-only custodial centres, military prisons, juveniles/minor custodial centres, security prisons, and psychiatric prison centres. However, Rivers State custodial centres belong to the security prison category.

Theoretical Framework

The researcher adopted the theory of structural functionalism, whose earliest contributor was Emile Durkheim (1858–1917). Several scholars contributed to its development, such as Radcliffe-Brown and Herbert Spencer. However, the study adopted the views of Hebert Spencer to explain the interdependent nature of a social system (institutions) and its sub-parts. The social system is the Nigerian state, its sub-parts are; the Nigerian Correctional Service as an institution of the state, the State Correctional Head Quarters, which is the administrative/management body



of the Correctional Service in the 36 States of the federation, and the Custodial Centres, the facilities where the inmates/prisoners are housed. Structural functionalism, in sociology and other social sciences, is a school of thought that has to do with each of the institutions, relationships, roles, and norms that together constitute a society that serves a purpose. These parts are indispensable for the continued existence of the others and of society as a whole. In structural functionalism, social change is regarded as an adaptive response to some tension within the social system. When some parts of an integrated social system change, the tension between these and other parts of the system is created, which will be resolved by the adaptive change of the other parts.

In the application of the ideas of this theory to the effective management of Rivers State custodial facilities, the regulatory has to do with the Nigerian Correctional Service, the operative has to do with the Rivers State Correctional Head Command, headed by the Controller, and the distributive signifies the custodial centres in Rivers State where the convicts are distributed according to their jail terms. In terms of control, coordination, production of goods and services, and distribution, Port Harcourt Custodial Centre has the most population capacity in relation to Ahoada, Degema, and Elele Custodial Centres. Workshops such as tailoring and furniture workshops are provided for the inmates for the production of goods that are sold to members of society. The income generated is then distributed using a 3% ratio. One part to the federal government (the federal government uses this income to carry out projects that benefit the entire state). Another part is given and used by the custodial centres to effectively manage these centres. The third part is given and kept by the inmates. This allows everyone to benefit. . This is the sole essence of structural functionalism: "different parts working dependently or interdependently for the benefit of all. When an inmate has three more months to serve, they are transferred to Elele Custodial Centre where they engage in a more elaborate business scheme (mechanised farming) that equips them with the resources needed for financial stability outside the facility when their jail term is over. As with rehabilitation, it is designed to change behaviour in the future rather than simply provide retribution or punishment for current or past behaviour. When offenders are imprisoned for various offences, they are not only punished for their crime or criminal act but also rehabilitated. This rehabilitation process enables them to change their behaviour and also acquire new skills that, in turn, will generate revenue for the state.

Methodology

Research Design

Research design can be seen as a blueprint for data collection. Hence, it is aimed at assisting the researcher to resolve the problems of whom to study, what to study, when the observation is to be made, the means of collecting the observation, and how it is to be analyzed.

The researcher employed the survey research design in the study of Nigerian state and effective management of custodial centres: A study of custodial centres in Rivers State, 2015–2021.

Population of Study

The population of the study consists of all 751 correctional staff in the study area. Consisting of the Headquarter 161, Port Harcourt custodial centre 315, Ahoada custodial centre 125, Elele custodial centre 58, and Degama custodial centre 92. This data was provided by the Rivers State Correctional Service Command Headquarters (Field Survey, 2021).

Sample Size and Sampling Technique

The sample size of 260 was obtained using the Taro Yamane formula. The sample size was divided by four to get the required number of questionnaires administered to each of the custodial centres purposively. Thus, 65 questionnaires were administered and retrieved from the four custodial centres in Rivers State.

Method of Data Collection

The researcher utilised data retrieved from primary and secondary sources. These include: oral interviews, questionnaires, textbooks, journal articles, newspapers, internet publications, etc.

Instrument of Data Collection

The questionnaire was administered personally by the researcher to staff of the custodial centres and collected back from them after filling it in on the spot. The first part of the questionnaire consists of questions on the demographic data of the respondents, while the latter section will comprise mainly of open-ended questions as regards the study. Also, oral interviews were employed.

Validity of the Instrument

Validity was established using the face validity method by giving the instrument to two (2) measurement and evaluation professionals at Ignatius Ajuru University.

Reliability of the Instrument

Reliability was determined using Cronbach Alpha and a value of 8.32 was obtained. It proved that the instrument is reliable.

Method of Data Analysis

Data that was generated from administered structured questionnaire was organized. The inferential statistical method of Mean and standard deviation were used to analyse the data collected from respondents.

Research Setting

Rivers State is one of the 36 states in Nigeria. The state has 23 local government areas. The Atlantic Ocean borders it on the south; Akwa Ibom state borders it on the east; Imo, Abia, and Anambra states border it on the north; and Bayelsa and Delta states border it on the west. Rivers state is the home of three major indigenous ethnic groups: Kalabari, Ikwerre, and Ogoni. The inland part of the state consists of tropical rain forests; towards the coast, the tropical Niger Delta environment features many mangrove swamps, (Bassey, 2019).

Rivers State Custodial Centres

1. Federal Custodial Centre (Medium Security), Ahoada.
2. Federal Custodial Centre (Medium Security), Degema.
3. Federal Custodial Centre (Medium Security), Elele Farm Centre
4. Federal Custodial Centre (Medium Security, Port Harcourt, (Monehin, 2022).

DATA PRESENTATION AND ANALYSIS

Data Presentation

This chapter deals with the presentation of data, analysis of data, and discussion of major findings obtained from the fieldwork of the study. The research questions were answered by analysing the responses to the questionnaire items. Two hundred and sixty-four (264) questionnaires were distributed to the selected sample. Two hundred and sixty (260) were recovered, which formed the basis for the present analysis.



Table 3. 1: Showing Distribution of Questionnaires

Questionnaire	Frequency (F)	%
Federal Custodial Centre (Medium Security), Ahoada.	65	25%
Federal Custodial Centre (Medium Security), Degema.	65	25%
Federal Custodial Centre (Medium Security, Elele Farm Centre. (Monehin, 2022).	65	25%
Federal Custodial Centre (Medium Security), Port Harcourt.	65	25%
Total	260	100%

Source: Field Survey, (2021).

The table 3.1 shows that sixty-five (65) questionnaires were distributed to each of the four Federal Custodial Centre that was used for the study.

Table 3.2: Socio-Demographic Characteristics of the Respondents

S/N	Parameter	Frequency	Percentage (%)
1.	SEX		
	Male	249	95.8%
	Female	11	4.2%
	Total	260	100%
2.	AGE		
	18-30	139	53.5%
	31-45	103	39.6%
	46 and above	18	6.9%
	Total	260	100%
3	MARITAL STATUS		
	Single	180	69.2%
	Married	51	19.6%
	Divorced	16	6.2%
	Widow/widower	13	5%
	Total	260	100%
4	EDUCATIONAL QUALIFICATION		
	NON EDUCATED	20	7.7%
	FSLC	120	46.2%
	WAEC	80	30.8%
	B.Sc	28	10.8%
	POST GRADUATE	12	4.6%
	Total	260	100%

Source: Field Survey, (2021).

The table 3.2 shows that men are 249 which represents 95.8% of the total respondents, while women respondents are 11 representing 4.2% of the entire respondents. In terms of age, the sample had more of young men and women within the age range of (18-30) years; followed by



the youths (31-45 years) who constituted 39.6 percent of our sample; and finally the adults and aged (46 years and above) who constituted 6.9 percent of the sample. In terms of marital status, our sample had more of single respondents (180 or 69.2 percent), married respondents were 51 (19.6 percent); widows /widowers were 13 (5 percent), and divorcees were 16 respondents (6.2 percent). In terms of Educational qualification, our sample had more of FSLC respondents (120 or 46.2 percent), WAEC respondents were 80 (30.8 percent); B.sc were 28 (10.8 percent), and postgraduate were 12 respondents (4.6 percent).

3.2 Data Analysis

3.2.1 Research Question One: What were the conditions of the custodial facilities in Rivers State between 2015 and 2021?

Table 3.2.1: Responses on the conditions of custodial facilities in Rivers State between 2015 and 2021.

Variable	AHOADA (N=65)		DEGEMA (N=65)		ELELE (n=65)		P/H (n = 65)	
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>
The custodial centres are overcrowded.	2.85	0.84	3.61	0.95	2.99	0.86	2.75	0.83
There are physical and psychological torture, inhuman or degrading treatment in the custodial facility.	3.64	0.95	3.37	0.91	3.69	0.96	3.21	0.89
Deprivation of normal sensory stimulation, such as sound, light, sense of time, isolation, manipulation of brightness of the cell, abuse of physiological needs, restriction of sleep, motor activities, denial of privacy and forced nakedness, exposure to extreme temperatures.	3.88	0.98	3.89	0.99	3.90	0.99	2.85	0.85
Discrimination including freedom to practice religion, special needs including treatment of disabled prisoners.	3.06	0.9	2.54	0.79	2.90	0.85	2.99	0.86
Grant mean	3.37	0.92	3.35	0.92	3.37	0.92	2.73	0.82

Source: Field Survey, (2021).



Table 3.1 The responses of respondents show that they had a grand mean of 3.37, 3.35, 3.37, and 2.73 respectively, for Port Harcourt, Ahoada, Elele, and Degema custodial centres in Rivers State. These show that the existing conditions of the custodial facilities in Rivers State include physical and psychological torture, inhuman or degrading treatment in the correctional facility, deprivation of normal sensory stimulation, such as sound, light, sense of time, isolation, manipulation of the brightness of the cell, abuse of physiological needs, restriction of sleep, motor activities, denial of privacy and forced nakedness, exposure to extreme temperatures, and discrimination, including the freedom to practise religion, special needs, including treatment of disabled prisoners. The custodial centres lack good health facilities.

In an oral interview, Officer Charles (surname withheld) told us when asked what kind of changes he expected to see in the service to reflect the new name. I expect to see a holistic change, a total overhaul of the entire system. There is so much infrastructural decay. There is a serious need for expansion. Virtually all the custodial centres in Nigeria are overcrowded, and the custodial centres in Rivers State are no exception. Some of the structures in the prisons have neither been expanded nor improved upon since they were constructed. People are cramped together in small spaces. Facilities are over-used, taking two to four times their original capacity. A high number of cases are awaiting trial in all prisons. Lastly, Rivers State detention centres don't have good health care (Field Survey, 2021).

3.2.2 Research Question Two

Are there reform policies that were instituted by correctional managements that can lead to sustainable development and general economic growth?

Table 3.2.2: Responses on reform policies instituted by the correction management that can lead to sustainable development and general economic growth.

Variable	AHOADA (N=65)		DEGEMA (N=65)		ELELE (n=65)		P/H (n=65)	
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>
Custodial Service reform policy is effectively carried out by prison	2.85	0.84	3.61	0.95	2.99	0.86	2.75	0.83



management.				
Non-custodial Service reform policy is not successfully carried out by prison management.	2.18 0.73	2.31 0.75	2.15 0.72	2.34 0.76
Capacity building for Prison Personnel reform policy is effectively carried out by correction management.	2.31 0.75	2.4 0.77	2.18 0.76	2.85 0.85
Skills Acquisition and Development Initiatives as a reform policy is not successfully carried out by correction management.	3.06 0.9	2.54 0.79	2.90 0.85	2.99 0.86
Grand Mean	2.53 0.79	2.71 0.82	2.55 0.792	2.73 0.83

Source: Field Survey, (2021).

Table 3.2.2 The responses of respondents generated a grand mean of 2.53, 2.71, 2.55, and 2.73, respectively, for Port Harcourt, Ahoada, Elele, and Degema custodial centres of Rivers state. These show that capacity building, skills acquisition, and development initiatives for inmates constitute the "Prison Personal Reform Policy" instituted by the Nigerian Correctional Service. The responses also showed that these reform policies can lead to the sustainable development of Rivers State custodial centres and general economic growth.

Finally, the responses proved that this reform policy, despite its implementation that led to the change in name (Nigerian Prison Service to Nigerian Correctional Service, prisons to custodial centres, and punishment to rehabilitation), is not effectively carried out by the custodial management.

In an oral interview, Sergeant Amadi (surname withheld) was asked "what steps should be taken to help the custodial officers adjust to the new name and objectives of the reform policy." His response was, "For the personnel, it is not only adjusting to the new name but to the new system, I suppose. The simple way is to give them a new orientation and train them on the requirements of the new system. To get the system right, the person must be trained and equipped to execute

the programme. They can also outsource some aspects of the training programme for better and more cost-effective management "(Field Survey, 2021).

According to Officer Charles (surname withheld), when asked how this change of name would affect how people perceive the agency in an oral interview, He affirmed that it will affect positively how people perceive ex-inmates and even how inmates themselves perceive the service if the custodial centres are effectively managed. Explaining further, he recounted his experience at one of the sessions during his three-month training at the Kirikiri Maximum Security Prison, Lagos, where he discussed transformational change. He noted that one of the major concerns of the participating inmates was whether the Nigerian Correctional Service would issue certificates, a kind of clearance to remove stigmatisation and to enable them to start on a fresh slate. Officer Charles affirmed that "Yes, we issued the certificates, but what the people will do or employers of labour will do with the certificates is what we cannot control. It is, therefore, necessary to back it up with regulations, where people will be mandated to do business with them". This will help a great deal in erasing the stigma because the essence of correction is to bring the individual to a position where he can be deployed back into society and become gainfully employed and sustainable. Backing it up with proper regulation will gradually remove the stigma. He also stated that he would love to see the workshops in the Rivers State custodial facilities be fully functional (Field Survey, 2021). In his speech, he stated that;

“Apart from the furniture and tailoring workshop, Elele farm centre that creates an avenue for generating revenue for the inmates and the correctional service, other workshops such as the mechanic workshop is no longer fully functional. I was so delighted to see that the Vehicles plate’s numbers are fully produced by inmates in Coronado, USA. I will love to see such in Nigerian custodial centres” (Authors field work, 2021).

When asked how the government can ensure that the name change is effective, Officer Kenoye Samson said the new Nigerian Correctional Service management should partner with organisations like ours to execute the new project. CCHD has been working with Nigeria Prisons, especially in the areas of reforming the prison through training such as, personality reconstruction and development, leadership, leadership, soft skills, and entrepreneurial skills. It



is important to continue the good work. We are a non-governmental organisation that works with youth, especially socially deviant people and individuals with dysfunctional lives. When somebody finds himself or herself in prison, he or she should know that it is not the end of life. Something great can still come out of his life, depending on his attitude and what he makes of the situation. My three-month training on skill acquisition and personality development with the Kirikiri Maximum Security Prison was an eye-opener. I expect these areas to be thoroughly reviewed and adequately addressed. The existing educational programmes and skills training should be enhanced by introducing more relevant training. I expect to see a correctional service that will indeed correct inmates for a better life after prison.

3.2.3 Research Question Three

How can effective management of custodial facilities in Rivers State transcend to a variable tool for sustainable development and economic growth in Nigeria?

Table 3.2.3: Responses on how effective management as a tool for sustainable development and economic growth.

Variable	AHOADA (N=65)		DEGEMA (N=65)		ELELE (n=65)		P/H (n=65)	
	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>	<u>M</u>	<u>SD</u>
By making inmates to be skill-oriented and Self-reliance.	3.06	0.87	2.90	0.85	3.27	0.90	2.99	0.86
By carrying out the goals of the centre effectively	3.08	0.8	3.02	0.85	3.06	0.87	2.34	0.81
By organizing workshops on skills acquisition for the inmates.	3.61	0.95	3.27	0.90	2.18	0.76	2.85	0.85
By planning for skilful training for the inmates.	3.06	0.9	2.54	0.79	2.90	0.85	2.99	0.86
Grand mean	3.2	0.89	2.93	0.85	2.85	0.84	2.79	0.84

Source: Field Survey, (2021).

Table 3.3 The responses of respondents show that they had a grand mean of 3.2, 2.93, 2.85, and 2.79, respectively, for Port Harcourt, Ahoada, Elele, and Degema correctional centres in Rivers



State. These responses show that the effective management of custodial centres through an effective application of the reform policy by the Rivers State Correctional Service has the ability to transform the custodial centres into a veritable tool for actualizing sustainable development. Responses show that these can be achieved by the provision of education; organising workshops on skill acquisition; mechanised farming; and opportunities for inmates to sell their goods and services to the public are ways effective management can transform custodial centres in Rivers State to sustainable development. This will translate to economic growth in Rivers State, Nigeria. According to Officer Charles's, the study shows that the custodial officers do not adhere to the 3% distribution ratio. This would ensure that the income generated is evenly distributed. According to him, "one part to the federal government (the federal government uses this income to carry out projects that benefit the entire state). Another should be given to and used by custodial centres in order to effectively manage these facilities, rather than to custodial officers for their personal use. The third part is given and kept by the inmates. This allows everyone to benefit and will eliminate the spirit of laziness from the inmates. They are unwilling to work because they have been cheated." He concluded that if this is carried out effectively, custodial centres will definitely become self-sustainable and can lead to economic growth. (Field Survey, 2021).

3.2.4 Research Question Four

What were the challenges that hindered the effective management of Rivers State custodial facilities from 2015 to 2021?

Table 3.4: Responses on challenges that hindered the effective management of custodial centres in Rivers State from 2015 to 2021.

Variable	AHOADA (N=65) <u>M</u> <u>SD</u>	DEGEMA (N=65) <u>M</u> <u>SD</u>	ELELE (n=65) <u>M</u> <u>SD</u>	P/H (n=65) <u>M</u> <u>SD</u>
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Lack of funds for rehabilitation programmes by the prison managers.	3.70	0.96	3.71	0.96	2.99	0.86	2.75
Delay in trial proceeding for awaiting trial or remand inmates is a challenge prison manager's face.	3.64	0.95	3.37	0.91	3.56	0.94	3.48
The extant law emphasizes more on punishment and not rehabilitation.					2.73	0.82	2.85
	3.88	0.98	2.54	0.79	0.85		
Poor feeding of inmates, lack of adequate medical care for inmates due to lack of requisite facilities and lack of recreational and vocational training for inmates are challenger's prison manager's face.	3.06	0.88	3.25	0.9	2.90	0.85	2.72
					0.98		
Grant mean					3.05	0.87	2.95
	3.57	0.94	3.35	0.92	0.86		

Source: Field Survey, (2021).

Table 3.4 The responses of respondents show that they had a grand mean of 3.57, 3.35, 3.05, and 2.95 respectively, for Port Harcourt, Ahoada, Elele, and Degema correctional centres in Rivers State. These show that the challenges that hindered the effective management of Rivers State custodial facilities are lack of funds for rehabilitation programmes by the prison managers and lack of infrastructure, especially in Elele Farm Centre, with the highest number of dilapidating structures. The delay in trial proceeding for awaiting trial or remand inmates is a challenge prison managers face. The extant law emphasises more on punishment and not rehabilitation. Poor feeding of inmates, lack of adequate medical care for inmates due to lack of requisite facilities, and lack of recreational and vocational training for inmates are the challenges custodial managers face.

3.3 Discussion of Findings

The study on “Nigeria State and effective management of custodial centres; A study of correctional facilities in Rivers State, 2015-2021” unveils the following;

The conditions of custodial facilities in Rivers State between 2015 and 2021.

The findings in table 3.1 and oral interview revealed that the existing conditions of the correctional facilities in Rivers State are that there is physical and psychological torture;



inhuman or degrading treatment in the correctional facility; deprivation of normal sensory stimulation, such as sound, light, sense of time; isolation; manipulation of the brightness of the cell; abuse of physiological needs; restriction of sleep; motor activities; denial of privacy and forced nakedness; exposure to extreme temperatures; and discrimination, including the freedom to practise religion; special needs including treatment of disabled prisoners. Findings also revealed that some inmates spent long years awaiting trial. Finally, custodial centres in Rivers State lack good infrastructure and health care services. This finding is supported by the Controller General of the Service, Mr. Ja' Afaru Ahmed, in his 2017 report, awaiting trial formed close to 70 per cent of the inmates, some of them spanning between 10 to 12 years. Some cases have hardly been taken to court for the first time. Also, the issue of the lack of basic amenities like food, water, and inadequate medical treatment should be looked into (Akintonla, 2017; Monehin, 2022).

Reform policies instituted by the correction management that can lead to sustainable development and general economic growth.

The findings in table 3.2 and the oral interview showed that custodial service reform policies are not effectively carried out by prison management, although reform policies that encourage skills acquisition, farming and development initiatives instituted by prison management that can lead to sustainable development and general economic growth in the custodial facilities in Rivers State, with emphasis on the 2015 to 2021 time frame, exist. These policies have been implemented; it is the application by the custodial management that is lacking. Opafunso and Adepoju (2016) are of the opinion that there's a need for government intervention in the implementation of the previously recommended custodial reforms, constant supervision of the centres by the Minister of interior and allocation of funds for the provision of infrastructure to cater for the needs of the Nigeria Prison Service. This further proved the research finding that indeed, reform policies exist, but the problem lies in the implementation and effective application of these policies by the custodial manager (the Controller) and custodial officers.

Effective management as a tool for sustainable development and economic growth.

According to Table 3.3 and the oral interview, making inmates skill-oriented and self-reliant By carrying out the goals of the centre effectively, by organising workshops on skills acquisition for the inmates and by planning for skilful training for the inmates, the effective management of



correctional facilities in Rivers State can transcend to a variable tool for sustainable development and economic growth in Nigeria. Inmates are too lazy to work because income generated from their skills and services is not evenly distributed according to the 3% ratio. The share given to the inmates is less than the actual one-third of the ratio. The lion's share of the income generated is kept by custodial officers and is used for their personal goals. In UNODC (2019), teaching prisoners practical work skills for a new chance in life will be beneficial to the inmates, custodial centres, and the state. Chima (2022) postulates that the provision of training on various skills for the inmates would ensure job creation and enable the inmates to earn income. This income would be beneficial to the inmates and custodial centres. This supports the research findings.

Challenges that hindered the effective management of Rivers State custodial facilities.

Table 3.4 and oral interview showed that the challenges obstructing the effective management of Rivers State custodial centres from 2015 to 2021 are the lack of funds for rehabilitation programmes by the federal government and prison managers. Delay in a trial proceeding for awaiting trial or remand inmates is a challenge that prison managers face. The extant law emphasises more on punishment and not rehabilitation. Poor feeding of inmates, lack of adequate medical care for inmates due to lack of requisite facilities, and lack of recreational and vocational training for inmates are challenges prison managers face. Dilapidated infrastructures, overcrowding, and lack of educational programmes are also part of the challenges that hindered the effective management of custodial centres in Rivers State from 2015 to 2021. Finally, findings also showed that most inmates do not want to work. They want responsibilities with less labour that generates more income. According to Monehin (2022) and Atulegwu (2020), the challenges of custodial centres are overcrowding, lack of funds, lack of infrastructure, and poor health conditions.

CONCLUSION AND RECOMMENDATIONS

Conclusion

The researcher's study of the penitentiary systems in Rivers State is used to describe the problem of custodial management in Nigeria, and how good governance can make custodial centres a key instrument for sustainable development and the economic growth. It must be emphasised that mere change in nomenclature and institutionalisation of reform policy will not be enough. The problem has always not been with a name or policy formulation but the determination to do the



right thing in line with international best practices (management). Many developed countries still use the name ‘prisons’ but the operations are different as they tilt towards correction and reformation of offenders. So, it is a welcome development. It is going to help people realize that a re-orientation is going on. We are happy about it and pray that it is effective management is achieved. The researcher accomplished the objectives of the study by investigating the management of Rivers State custodial facilities from 2015 to 2021.

Based on the findings of the study, effective management of custodial facilities in Rivers State can lead to sustainable development and economic growth in Rivers State, Nigeria. Lack of Infrastructures, overcrowding and no platform to generate income with the skills learned by the inmates are some of the major challenges that have hindered the effective management of Rivers State correctional facilities within the time frame of 2015 and 2021.

Recommendations

Based on the findings of the study and the conclusion drawn, the following were recommended as the panacea to the identified problems of the study:

1. Correctional officers should actively enforce rehabilitation policies/programmes. These programmes should be well tailored to meet the reformation needs of the inmates and generate revenue for the management of these centres, the inmates and the Rivers State economy, thus ensuring sustainable development and economic growth of the nation.
2. Custodial officers should be honest in carrying out the 3% distribution ratio of the income generated by the inmates. They should not keep the share meant for the custodial management for their own private use, but should remit the income to the custodial management for the management of the centres. The share of the state should be remitted and the inmates who produced the income must be allowed to keep their own share. In fact, bank accounts should be created for inmates to enable them to save their money to avoid theft by their fellow inmates.
3. Custodial officers should seek out ways to promote inmate goods and services to the general public. Platforms for the exchange of goods and services for income should be created for the inmates. These will eliminate stigmatisation and labels the public has for inmates and ex-convicts while also increasing the income for the custodial centres and state. These will result in sustainable development and economic growth.



4. In education, modern sporting and vocational facilities should be provided and career counsellors should be engaged at River state correctional centres.
5. Earning schemes should be strengthened and maintained for inmates, and rehabilitation programmes should centre on agricultural-related skills that will allow the inmates to manage themselves in terms of food production and sales, which in turn will contribute to sustainable development and economic growth. This will eliminate the spirit of laziness from the inmates as they will be able to generate an income equivalent to their labour.
6. The government should ensure infrastructural expansion, repairs, and maintenance of dilapidated buildings. These will eradicate overcrowding and diseases that emanate from it.
7. Custodial officers should ensure that inmates exercise their rights to be heard by ensuring that they are brought before the court. Inmates that have not been found guilty by the judicial system are held unlawfully.
8. Governments should use their financial resources, especially custodial authorities, to make it clear that the correctional system has a responsibility to work with inmates so that they benefit themselves and society at large, both during and after incarceration.

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