

RELEVANCE OF THE REHABILITATION POLICY ON SUCCESSFUL
REINTEGRATION OF EX- OFFENDERS: A CASE STUDY OF HARARE
CENTRAL PRISON COMPLEX IN ZIMBABWE

BY

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A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
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ABSTRACT

This study sought to determine the relevance of the rehabilitation policy on successful reintegration of ex-offenders into society: A case study of Harare Central Prison Complex. This study identified rehabilitation programmes offered to inmates at Harare Central Prison Complex. Finally it went on to suggest strategies which could improve the relevance of rehabilitation policy on successful reintegration of offenders. The population for the study was 150 inmates, 65 officers and 10 stakeholders. The sample size was sixty-four (64) with 45 inmates, nineteen (19) prison officers comprising senior management, and rehabilitation officers. Stakeholders which comprises the church and the NGO's with a sample size of five (5) were also part of the respondents. A total of sixty four (64) questionnaires were distributed and complemented by interviews. The study identified a gap between the organisational mission and what is actually happening on the ground. The study has revealed some elements of conflicts between officers. The study has also revealed that there are some malpractices within the organisational culture which affects organisational performance. However from the interviews, it was also clear that the corporate structure does not empower the rehabilitation directorate to implement rehabilitation policies. It is recommended that management as a way forward considers the following recommendations; policy review, a monitoring and evaluation mechanism should be developed to assess relevance of rehabilitation programmes, change management to align mission statement with work practice and management to periodically organise interactive seminars with stakeholders to address rehabilitation and reintegration issues in ZPCS.

DECLARATION

I PRECIOUS CHINAMASA, do hereby declare that this dissertation is the result of my own investigation and research except to the extent indicated in the acknowledgements, references and by comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other University.

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DEDICATION

The study is dedicated to my family for their support, encouragement and belief in me.

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List of Acronyms or Abbreviations

DCS	Department of Correctional Service
IPS	Israel Prison Service
MRT	Moral Reconciliation Therapy
NGO	Non-governmental Organisation
OIC	Officer-in-Charge
PFZ	Prison Fellowship Zimbabwe
RJ	Restorative Justice
RNR	Risk-need-Responsivity
SDA	Seventh Day Adventists
TOP	Transition of Prisoners
ZACRO	Zimbabwe Association For Crime Prevention And Rehabilitation of the Offender
ZAOWP	Zimbabwe Associations of Organisations Working with Prisons
ZPCS	Zimbabwe Prison and Correctional Service

CHAPTER I

1.0 Introduction

In line with the visions and missions of Prisons and Correctional Services world over rehabilitation and reintegration constitute key policy issues to be addressed during incarceration of offenders. Dissel (2008) defines rehabilitation as those programmes that target attitudes, thought processes and other matters linked to criminal behaviour so as to reduce the chance of offenders becoming involved in crime again. Reintegration is further defined by Dissel (2008) as the process of introducing the person (ex-offender) into the community with the aim that they be law-abiding. The process can start within prison. Due to high recidivism by ex-offenders the relevance of rehabilitation policies on successful reintegration needs to be probed. There is concern within society at large as to what could be the gaps in the rehabilitation and reintegration processes which could contribute to high recidivism rates. The chapter presents the background to the study, statement of the problem, highlights research objectives and questions. It also discusses the significance, delimitations, and limitations of the study. Key terms of the study are defined.

1.1 Background of the study

The Zimbabwe Prisons and Correctional Service (ZPCS) is a Para-military department in the Ministry of Justice and Legal Affairs. It was established according to the Constitution of Zimbabwe Section 227 which states that:

There shall be a prison and correctional service which is responsible for- (a) protection of society from criminal elements through incarceration, rehabilitation of convicted persons and others who are lawful required to be detained and their reintegration into the society; and (b) the administration of prisons and correctional facilities.

The organisation is headed by the Commissioner- General appointed by the Head of State in terms of section 229 of the Constitution of Zimbabwe. All issues concerning policy and direction of the ZPCS emanate from the National Headquarters for implementation in its forty-six (46) prisons through four Administrative Regional Headquarters that is Mashonaland, Matabeleland, Manicaland and Midlands/Masvingo. ZPCS has a staff establishment of ten thousand three (10 300) officers and an average inmate population of sixteen thousand (16 000) against a holding capacity of seventeen thousand (17 000).

Zimbabwe Prisons and Correctional Service's mission is premised on four strategic goals; which are **P**rotection of society from criminal elements, **I**ncarceration, **R**ehabilitation and **R**e-integration. As corporate responsibility ZPCS is responsible for value humane control which is an aspect of human rights. Performance in ZPCS is therefore measured against the four cardinal points that constitute goals of the organization and deviation from it is a performance gap.

The Commissioner-General of Prisons and Correctional Service introduced the Rehabilitation Policy in 2005 for the purpose of implementing rehabilitation activities within the Prison Service. ZPCS has ten (10) registered education centers and five (5) workshops and twelve (12) prison farms offering vocational and skills

training to inmates ZPCS recruits qualified personnel to work in its sections such as education, construction, workshops- artisans, health, chaplaincy and social services which include social workers, psychologists, counselors, sociologist among others .

The approach of the State in dealing with offenders prior to this was largely influenced by the colonial history of the country which was punitive or retributive so as to reflect disapproval of any criminal conduct. The system was also deterrent basing on the belief that imprisonment must be unpleasant and painful in order to be deterrent to would-be offenders. This belief is evident in the unofficial naming of Farm Prisons as '*Chawagona Hapana*', which literally translated to English means you have achieve nothing by committing crime were inmate labour was mostly punishment and not rehabilitative (Zimbabwe Prison Service, 1995).

In line with the vision and mission of the Zimbabwe Prisons and Correctional Service (ZPCS) Rehabilitation and Reintegration should constitute key policy issues of the Prison Act and Rehabilitation policy. In the context of ZPCS, rehabilitation is a process of rebuilding lost hope of inmates through imparting of knowledge and skills through academic, spiritual, vocational skills training and psycho-social support. Policies guide rehabilitation and reintegration programmes. However, statistics kept by the Administration Section of ZPCS at its headquarters shows high recidivism averaging forty (40) percent by ex-offenders (ZPCS Statistical Office, 2014). Almost half of these offenders will be released during the course of the year with some having undergone through rehabilitation programmes aimed at aiding their successful reintegration into society. There is concern within Government,

Society and ZPCS Management as to what could be the gaps in the rehabilitation and reintegration processes which could contribute to high recidivism rates.

Prison Reform Trust (2006) in a study carried out in United States of America showed the importance of pre-release programmes notably academic education and skills or vocational training in enhancing successful reintegration of ex-offenders. La Vigne (2009) in a similar study also highlights the importance of such programmes in addition to social support and counseling of families of ex-offenders and community based employment services for ex-offenders.

According to Coetzee (1995) prisons in developing countries face challenges as regards the relevance of rehabilitation and reintegration policies undertaken as evident by high recidivism rates. ZPCS is therefore blamed for engaging inmates/offenders in rehabilitation programmes or activities that have little or no impact on successful reintegration of ex-offender and high recidivism rates. Coetzee (1995) further argued that successful reintegration remains a challenge for as long as there are no meaningful changes to the socio-economic environment ex-offenders seek to reintegrate into. These include access to employment opportunities and availability of economic markets and transport for example. Hence there is interdependence between ZPCS rehabilitation policy and socio-economic factors at play in the community which in turn determine the rate of recidivism and rate of successful reintegration of ex-offenders. Priestley et al (1984) and Coetzee et al (1995) agree that rehabilitation and reintegration of offenders is not solely the responsibility of prisons and correctional institutions and the society at large, the

offender or ex-offender also has a role to play in rehabilitation and reintegration through constructive and positive participation.

It is thus against this background that the study sought to establish relevance of the ZPCS rehabilitation policy on successful reintegration of ex-offenders against a background of high recidivism. Rehabilitation policy strategies for offenders are investigated to establish their relevance on ex-offender successful reintegration through exploration of attitudes, perceptions and aspirations of those involved in rehabilitation and reintegration processes. The study further explored possible ways of enhancing the rate of successful reintegration and reducing recidivism of ex-offenders.

1.2 Statement of the problem

The ZPCS has been experiencing high recidivism rates despite rolling out of a rehabilitation policy in its prisons and correctional centers. A significant number of ex-offenders are finding their way back to prison. According to ZPCS internal statistics (2013) recidivism has increased by fifteen percent (15%) compared to 2012 over the same period. This development appears to point an accusing finger at ZPCS rehabilitation programs and more precisely at the relevance of the rehabilitation policy on reintegration of offenders. Internal documentary analysis showed that, an estimated cost to feed one inmate is sixty dollars (60) per month and sometimes surpasses this figure if we are to include things like clothing and medicines. The study therefore seeks to fill the gap between rehabilitation and reintegration of ex-offenders by ZPCS.

1.3 Significance of the study

The findings of the study will significantly stimulate effective rehabilitation and reintegration of inmates into society by the ZPCS. It seeks to link appropriate rehabilitation of inmates to their successful reintegration. This will lead to reduction in recidivism or re-offending rates of ex-offenders. It would extend on the existing knowledge especially in developed countries, that involvement of the community in the provision of social support systems aids in successful rehabilitation and reintegration and reduction in recidivism rates of ex-offenders. The research will help the researcher broaden knowledge and intellectual capacity. Policy makers will be challenged by the research findings to change or adjust existing policies to keep ZPCS rehabilitation policy abreast with international rehabilitation standards. The study will form a fertile ground for future researchers in policy-making in prisons and correctional institutions. It would also recognize that inmates are important policy actors through their participation in rehabilitation and reintegration programmes to counteract the dangers of institutionalism.

1.4 Research Objectives

The objectives of the study are to:

1. identify rehabilitation programmes offered to inmates at Harare Central Prison Complex.
2. determine the role of stakeholders in rehabilitation and reintegration of inmates
3. analyse the relevance ZPCS rehabilitation policy on the reintegration of ex-offenders.

1.5 Research questions

1. What are the rehabilitation programmes offered to inmates at Harare Central Prison Complex?
2. What is the role of stakeholders in rehabilitation and reintegration of inmates?
3. How relevant is the ZPCS rehabilitation policy on the reintegration of ex-offenders?

1.6 Assumptions

- The current ZPCS rehabilitation policy is not relevant to successful reintegration of offenders into society.
- Lack of resources hampers the relevance of rehabilitation policy on successful reintegration of offenders into society.

1.7 Delimitation of the study

This study is delimited to the current rehabilitation policy on issues to do with rehabilitation and reintegration of offenders. The research was delimited to Harare Central Prison Complex in Harare which comprises of Harare Central Prison, Harare Remand and Holding Centre and Harare Central Prison Workshops due to the availability of an education centre and a skills training workshop. The prison complex has a prison population of around three thousand (3 000) inmates and an average staff compliment of eight hundred (800) officers.

1.8 Limitations

There were limitations of literature in the area of inmate rehabilitation and reintegration of ex-offenders especially in Zimbabwe as well as sub-Saharan Africa (apart from South Africa and Namibia). The prison setting was ideally not conducive for interviews and focus group discussion for example due to security protocols that govern ZPCS operations. Untimely transfer and discharge of inmates is a key limitation.

1.9 Definition of critical terms

Policy is an action of intend.

Rehabilitation is a planned intervention to bring about change in an offender to desist from criminal behavior.

Reintegration is the process by which an inmate is reintroduced into the community after imprisonment.

Crime is an offence for which is punishable by law.

Inmate/prisoner/offender is a convicted or unconvicted male or female incarcerated person in a prison.

Prison is an institution where convicted or unconvicted inmates are kept.

Recidivism is when ex -convicts are found re-offending again.

Incarceration is being put in custody, in a prison.

1.10 Dissertation structure

The dissertation is divided into five chapters and each chapter begins with an introduction and ends with a conclusion and chapter summary. Chapter 1 presented

the background of the study, problem statement, research questions, research objectives, research proposition, scope and justification of the study. Chapter 2 will deal with the reviewing of related literature, which has been carefully delineated to answer the research objectives. Chapter 3 will comprise research methodology, research design, data collection techniques, sample size and selection, sampling methods, sources of data, data analysis, research ethics and credibility. Chapter 4 will examine and analyze results of the research and discuss research findings in an attempt to build theory. Chapter 5 will determine or deduce conclusions and recommendations in respect of research findings, linked to research objectives.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

The previous chapter provided a general overview of the study. This chapter will discuss theories to the study. The study will be underpinned by two (2) interdisciplinary theories and one (1) conceptual framework that will be the foundations of the discourse on relevance of rehabilitation policy on successful reintegration of ex-offenders. The task of the present chapter is to discuss these theories and their application to the study in detail. In the first section theoretical frameworks of social learning theory and social labeling theory will be discussed so as to delineate the study.

The second section will focus on the conceptual framework based on the restorative justice principle. The theoretical and conceptual frameworks will later be used in chapter four as a way of interrogating the relevance of the rehabilitation policy on successful reintegration of ex-offenders. The rest of the chapter aims at exploring international and regional guiding principles in offender rehabilitation and reintegration and factors that can hinder or enhance these processes.

2.1 Theoretical framework

2.1.1 Social learning theory

According to Bandura (1975) learning is a cognitive process that takes place in a social context through socialisation. According to the social learning theory is

through observation and participating. In offender rehabilitation, modelling or observational learning is very important in behaviour change for successful reintegration.

The social learning theory highlights the fact that learning can occur independent of an observable change in behaviour, hence reinforcement through modelling is also important for behaviour change. The social learning theory is thus important in establishing the relevance of the rehabilitation policy on the successful reintegration of ex-offenders in that the environment influences an individual's behaviour and the environment is in turn influenced by the individual's behaviour. This is what the social learning theory terms reciprocal determinism concept. For example an offender's offending behaviour is a result of the environment and the consequences of the offending behaviour influences the environment.

According to Andrews and Dowden (2006) the Risk-Need-Responsivity (RNR) model is notably the most influential model for the assessment and rehabilitation of offenders. The model has been contextualised within the cognitive social learning theory of criminal conduct (Andrews and Bonta, 2006). The core principles of the RNR are risk principle, need principle and responsivity principle.

The risk principle states that offender recidivism can be reduced if the level of treatment services provided to the offender is proportional to the offender's risk to re-offend. Thus if one of the correctional goals is to reduce offender recidivism then mechanisms should be put in place that allow for differentiating low risk offenders and high risk offenders so as to provide suitable level of treatment. According to

Robinson and Crow (2009) this process takes into account a set of identified factors or items that each of which has been empirically demonstrated to correlate to with reoffending. The main strength of this method lies in the reliance on clearly articulated risk factors or indicators which are grounded in empirical data. The need principle claims that offenders have many needs deserving of treatment though not all of these needs are associated with their criminal behaviour.

Finally, responsivity principle asserts that cognitive social learning interventions are the most effective way to teach people new behaviours regardless of the type of behaviour. Andrews and Dowden (2005) concur that strategies that can be used to achieve effectiveness are; the relationship strategy which will focus on building a warm respectful and collaborative working alliance with the client and the structuring strategy in which influence is exerted on the direction towards pro-social behaviour through modelling, reinforcement and problem-solving. Rayner and Robinson (2009) conclude that rehabilitation models based on social learning theory recognise problems in relation to resources and opportunities

2.1.2 Social labeling theory

The process of making the criminal ,therefore is a process of tagging ,defining ,identifying ,segregating, describing, emphasizing, evoking the very trait that are complained ofThe person becomes the thing he is described as being The way out is a refusal to dramatize the evil (Tannenbaum, 1938)

The social labeling theory highlights the social responses to crime and deviance.

Social labeling theory connects to sociological ideas of Durkheim`s anomie (1893).

If the society is stable, its parts operate smoothly and social arrangements are

functional. There is consensus and cohesion. But if parts are dysfunctional there is social disorder. To Durkheim (1893), human conduct or misconduct lies not in the individual but in the group or social organisation. Mead (1901-1978) believed that social behaviour develops in a continuous process of actions and reactions. The way we perceive ourselves, which is our self-concept is built not only on what we think of ourselves but also on what others think of us. This is key to the study as rehabilitation is a process of changing an offender's disposition, attitudes and perceptions to restore lost hope for successful reintegration into social groups. Hence offender rehabilitation policies to be relevant should address changing of offender's disposition.

Social groups create deviance by making the rules whose infraction constitutes deviance, and by applying those rules to particular people and labeling them as outsiders Deviance is not a quality of the act the person commits, but rather a consequence of the application by others of rules and sanctions to an offender. (Becker, 1963)

Becker (1963) challenged the studies which viewed deviance as maintained by the status quo of the establishment and the correctionalist. Becker (1963) recognised that labeling was a political act, though the passing of legislation for example legislation on employment of ex-offenders. The labeling theorists are therefore concerned with policies of de-institutionalisation and de-criminalisation among other issues.

Adler et al (1998) argued that, given a criminal record, ex-offenders will gradually begin to think of themselves as they have been officially defined. Tannenbaum (1893-1969) also maintained that it is the process of labeling that ex-offenders fail to break the offending cycle. Lemert (1967) in his elaboration of secondary deviance

refers to the way crime and deviance becomes a 'central fact (s) of existence' for an ex-offender, through the continued experiences of sense of injustice, which is reinforced by job and accommodation rejections, police cognisance, stigma, discriminations and strained interactions with the general society. These strain successful reintegration processes. According to Adler et al (1998) the effects of social labeling are significant so as to push the ex-offender to re-offend so as to find a social grouping that accepts him in prison.

2.2 Conceptual framework

The restorative justice (RJ) principle as discussed by Classen (1996) would from an African perspective be the driving force in offender rehabilitation and the successful reintegration of ex-offenders into society. The restorative justice principle mirrors that of indigenous justice that gives attention to those affected by the crime and the push and pull factors of offending behaviour. Restorative justice principle is holistic in approach as it focuses on the offender, victim and the community. Rehabilitation of offenders is voluntary to encourage the offender to own responsibility for their previous actions so as to achieve maximum benefits.

The responsibility for governance of security, crime and disorder is to be shared among community members is a key principle of the concept of RJ. Situating this principle to the study therefore means that rehabilitation of offenders for successful reintegration into society is not thus the sole responsibility of prisons and correctional services alone but of the social system as a whole so as to create consensus. Several strategies are used according to the RJ concepts such as victim-

offender dialogue, family and community reunifications. Rwanda`s use of the gacaca system after the 1994 genocide and South Africa use of the Truth and Reconciliation Commission in its transition to democratic rule through Constitutional provisions seek to create a balance between systems of governance and the concern for the community, victim and the offender. The disenfranchisement of communities often as a result of new systems of governance or as an aspect of colonialism resulted in the criminal justice system being remote to the society and community powers to resolve disputes and wrongdoing were taken away. Restorative justice as a concept addresses this societal concerns as evident by the Gacaca and TRC strategies. Communities are encouraged to support the offender to rehabilitate and reintegrate and to identify the root causes of the crime, the victim is supported to deal and recover from the effects of crime (Zehr et al, 2003).

Restorative justice aims of enhancement of offender personal competencies and encouragement and support for integration into the community are readily interpreted as rehabilitative and can be allocated in offender rehabilitation policy and practice agenda of right to education and skills or vocational training for successful reintegration. In principle offender rehabilitation includes a dyadic relationship between the offender, victim and community. Therefore RJ long-term contribution is the development of a rehabilitation framework within the criminal justice system whose expected outcome is reduction in recidivism rates due to application of relevant rehabilitation policies.

Restorative justice models according to Zehr et al (2003) are culture -bound, are bottom –up approaches by communities in assessing their needs and resources. It is about dialogue and exploration of models. Restorative justice posits that the offender, community have obligations in the justice system and asks such questions as, what are the needs of all involved?

Restorative justice rests on three central concepts, harms and needs, obligations (to put right) and engagement of stakeholders. It seeks in the harms and needs concept to address the roots cause of crime and repair the damage done to the community and seeks successful reintegration. Obligations emphasise offender accountability and responsibility to make amends and society has obligation to provide socio-economic entities to facilitate successful reintegration. The engagement pillar is about legitimacy through enactment of legislature and policies to foster offender rehabilitation for successful reintegration by first recognising the basic human rights of offenders.

2.3 Correctional policy

Garland's (2001) general overview of the variety of perspectives that have been employed to assess and understand penal policy is that one of the limitations of these research strategies is that they are, to an extent, theoretical abstractions. As abstractions, these approaches call attention to a myriad of possible social, economic, political and cultural forces that may influence correctional practices, policy and penalty. As abstractions these approaches are useful in dissecting a host of potential factors that influence penal practices. Yet, because of the abstract position developed

in these analyses for example, describing how culture or economic arrangements may operate to affect punishment some very concrete potential determinants of punishment have been neglected. At times, specific policies have been of interest in the study of penal practices and, for instance, much has been written on the effects of ‘three strikes’ policies on penal practices, or on a variety of other sentencing policy statutes such as those affecting drug sentencing. Correctional policy research, however, has neglected the analysis of other concrete policy-related matters such as the mission statements of correctional systems. Correctional mission statements are important to the extent that they specify at least in principle, the general penal strategy of a correctional system. In the United States of America (USA), each state department of corrections has a clearly identified mission statement that specifies the goals of each particular state’s correctional system. Davis (2003) claims that to date, there is little awareness of any research that has examined the content of these policies for clues about what these states claim to be their correctional and or penal goals.

Anderson (1984) highlighted that a policy is a goal-oriented course of action that an individual or organisation follows in an effort to solve a problem or matter of concern. Ham and Mill (1984) argued that in the formulation of policy proposals, policymakers have to analyse the efficiencies of each alternative and do a feasibility study to consider the impact of social, economic and political of each action. Sanders (1990) further states that policy implementation requires financial, human and physical resources and that laws should be enforced to ensure compliance with policies

2.3.1 Rehabilitation

Rehabilitation is the process of preparing an offender by the prison officer so that he or she is informed and can easily be reintegrated and accepted by the community as some useful and constructive individual and be able to leave a crime free life. According to Magaisa and Muromo (2005), rehabilitation assumes that crime results from personal deficiencies or maladjustment. Attention is therefore focused on the individual criminal rather than the crime. Rehabilitation is not an alternative to punishment since the law aims to first prevent offending and re-offending by convicted criminals. The legal sanctions provide the occasion and means to help the individual adjust to society. However, the length of sentence may be indeterminate to allow time for change, while release may be dependent on cure, or the reduction of dangerous behaviour as judged by experts, such as psychiatrist or psychologists. Morgan and Owers (2001) sum up rehabilitation as a process that is evidence based and systematic, where actions are taken to work with the offender in and outside prison, it is holistic in approach as the offender, their families and significant others work “in partnership with statutory and voluntary organisations.”

2.3.2 Offender rehabilitation in Australia

According to Brown and Young (2000), while the rehabilitative ideal faltered during the 1970s and 1980s—succinctly articulated in the now infamous claims of Martinson (1974) that we cannot rehabilitate and von Hirsch (1976) that we ought not try. The Penal Policy Review Panel’s (1981) recommendation some 25 years ago was for the introduction of “a model of ‘through care’ that would provide planned and coordinated support to offenders throughout the duration of their sentence” (Brown

and Young, 2000:11). This led to the introduction of such practices as community-based sentences (Community Service and Community Care). In 1989 progressive changes were made to the prison system, including the introduction of rehabilitation programmes. In contrast correctional rehabilitation programmes in New Zealand are typically informed by the Risk-Need-Responsivity (RNR) approach and target specific areas of criminogenic needs for high-risk offenders (predominantly sex offending, violence, and substance abuse). For lower-risk offenders, the emphasis is primarily on community reintegration. The therapeutic community framework has also been adopted in New Zealand with considerable success. For example, specialist prison treatment units have been established for child sex offenders: Kia Marama (which utilises a predominantly Western psychological approach) and Te Piriti (which operates within the Tikanga Maori framework), while Montgomery House provides a community residential treatment programme for the prevention of violence.

The last ten years has also seen a significant investment into the development and delivery of offender rehabilitation programmes across Australia, in both prison and community corrections settings, and support for rehabilitative ideals is now more clearly enshrined in public policy than perhaps at any time in the past. Although there is no clear legal mandate for correctional services in Australia to deliver rehabilitation programmes, offender rehabilitation programmes in Australian prisons are now well established, with each jurisdiction (there are seven, each of which as its own legislative and correctional system) now offering a range of offence focussed programmes, including sexual offender, violent offender, cognitive skills, anger

management, drug and alcohol, domestic violence, and victim awareness programmes (Howells et al, 2004). While the level of programme intensity varies from programme to programme, and jurisdiction to jurisdiction, there is a trend for most jurisdictions to offer programmes that aim to meet a range of criminogenic needs, with programmes usually targeted to offenders of differing levels of risk in line with the RNR principles of good practice in offender rehabilitation (Andrews and Bonta, 2003).

That is not to say that the value of offender rehabilitation has been universally recognised. Politically, doubts have remained about the efficacy of rehabilitation and the public support for rehabilitation programmes is not always strong. The balance between punishment and rehabilitation for public policy makers is a delicate one, and the rise of the victim's movement has added a new and different perspective to sentencing. The voice of victims is now much more widely heard than it had been before, and sentencing and release decisions are now often obliged to take these into account. There is conflict between the rehabilitative ethos and a countervailing political and legal pressure to change and or maintain regressive measures for dealing with offenders.

Despite the increase in the number of rehabilitation programmes available to meet the needs of a growing prison population, few have been subject to any rigorous evaluation. In an Australian context, the massive over-representation of offenders from indigenous cultural backgrounds has raised important questions about the efficiency and cultural appropriateness of mainstream programmes based on the

RNR model and draw attention to some of the inadequacies of the approach. There simply isn't enough empirical evidence to say "what works" for these groups of offenders. Critics of correctional rehabilitation programmes in Australia lament about how the RNR model, with its focus on the management of offenders, neglects both the social and cultural context in which offending occurs and the process by which offenders desist from crime. In addition, its focus on the reduction of criminogenic needs means that it tends to under emphasise the interests of offenders and subsequently faces problems of compliance and motivation (Ward and Brown, 2004).

2.4 Organisational theory of prison management

Craig (2004) echoed that traditionally, the organisational effectiveness of prisons has been seen in terms of control, rather than rehabilitation, of inmates. Consequently, control-oriented organisational models have been presumed to be the most effective. It is suggested that control-oriented models have had an inhibitory effect on the performance of other organisational goals of prisons, notably those of rehabilitation and treatment. Implications of control-oriented organisational models for the management of personnel working in the prison are examined, as are the potential impacts of such models on the delivery of rehabilitation services by private-sector providers.

2.4.1 Organisational culture and correctional reform

Prior studies of organisational culture in correctional settings suggest that culture can be facilitative of reform implementation (Henderson et al., 2007, Oser et al, 2009). In

particular, evidence-based practice reforms are more likely to occur in performance-oriented correctional agencies that host open learning environments. Administrators with less punitive beliefs and human service backgrounds are generally more supportive of reforms. This combination of factors creates opportunities for leadership when the organisational environment is more open to adopting and implementing evidence-based practices (Friedmann et al, 2007). Likewise, organisations whose members emphasise treatment quality and display organisational commitment and equity (defined here as fairness) are more likely to use evidenced-based, effective treatment practices (Henderson et al., 2007). Moreover, from prior work we know that the amount of resources, such as wrap around services (augmented direct treatment services), provided by organisations is often determined by “organisational structure and culture” (Oser et al, 2009:88). While these prior studies of organisational change highlight organisational culture as a key contingency for change, this scholarship does not adequately address the complex contextual nature of organisational culture within correctional agencies. To gain understanding of organisational culture, scholars need to account for the importance of individual staff perceptions of existing correctional cultures while noting how those perceptions affect reform efforts.

2.4.2 Staff characteristics and organisational culture

As the maintainers of organisational culture on the front lines of any organisation, staff play a key role in reform implementation (Barley, 1986; Kunda, 1992; Maynard-Moody and Musheno, 2000). That is, the way staff understands reforms influences implementation. Rooted in prior experiences and personal characteristics,

previous research in correctional agencies suggests that staff members with advanced degrees are more likely to implement innovations (Grella et al., 2007). Likewise, in drug treatment agencies, recent studies have found that educated staff are increasingly more likely to view evidence-based therapies in a positive light (McCarty et al., 2002). Staff with additional formal training have more favourable attitudes toward using complex medically assisted treatments with counselling services (Forman, Bovasso and Woody, 2001; Roman and Johnson, 2002). Notably, experienced counselors are “more flexible, eclectic, or integrative in their conceptualisation and treatment of addiction” (Ball et al., 2002: 315) and more open to employing evidence-based practices. Although conducted in substance abuse treatment agencies, these studies illustrate how highly educated staff are more open to new ideas. The studies did not however address how staff thinks about or perceive reforms in environments where staff are not as well-educated with graduate degrees.

2.4.3 Staff skills

Coyle (2009) points out that Prison staff who work in institutions for young people for example need to be specially trained or offered opportunities for development. Many of the skills which they need to use are quite different from those required of those who work with adult prisoners. According to the International Centre for Prison Studies (2009), the 1957 Standard Minimum Rules for the Treatment of Prisoners, Rule 47 states that;

(prison) personal shall possess an adequate standard of education and intelligence, after entering on duty and during their career, the personal shall maintain and improve their knowledge and professional capacity by attending courses in in-service training to be organized at suitable intervals.

The prison staff have to be able to combine the requirements of security and good order with the obligation to help the people, many of whom may be volatile and unpredictable, to mature and to develop personal skills which will allow them to succeed in life. The staff that is to work in special offender groups such as juvenile and mentally challenged inmates should be specially trained and given the appropriate skills to carry out their difficult work. They will also need support to deal with the physical and emotional demands which working with young offenders can bring.

2.4.4 Staff perceptions and organisational culture

Staff and management characteristics and organisational culture are important prerequisites for understanding organizational reform; while staff perceptions of the potential impacts the reforms will have are also vital (Lin, 2000; Weber et al, 2001). Often staff resist or ignore change when they have difficulty reconciling prior organisational goals with new, reform-based goals (Lin, 2000; Ohlin, Coates et al, 1974). Grusky, 1959; Hepburn and Albonetti, 1980; Thomas and Poole, 1975 noted that in correctional settings, this process is further complicated because of the well-documented and consistent tension between two organisation goals treatment (rehabilitation) and security (incapacitation). Correctional staff often relate more closely to one of the two opposing ends of a correctional ideology pendulum goals despite current policy change efforts according to Bazemore, Dicker and Al-Gadheeb (1994). This tension between treatment and security goals may retard or even halt reform efforts if staff members perceive an emphasis shift from the current goal to a new goal on the opposing side (Farabee et al., 1999; Zald, 1962). As such, perceived

organisational justice (what staff consider right or wrong in their workplace environment), as a piece of the broader organisational culture, becomes intimately intertwined with how staff implement reform (or not).

Taxman and Gordon (2009) defined organisational justice as a concept examining the “emphasis on equity within the work environment that affects the day-to-day routine within the prison” (p. 697). For staff, organisational justice is the perceived level of fairness within the workplace. In this vein, Lambert et al (2007) suggested a relationship between job satisfaction and organisational justice where satisfied correctional employees are more likely to view processes and procedures as equitable. Similar studies demonstrate that greater perception of justice in an organisation predicts lower cynicism, improved willingness for risk-taking (regarding trying new procedures and practices to improve operations), and improved sharing of information about individual progress and clarity of performance expectations (Taxman and Gordon, 2009). These are all critical components of organisational cultures signifying readiness for change.

2.5 Prison management in the next decade

The weakening of traditional social control mechanisms for both inmates and prison staff is analysed, and new directions for prison management are suggested. In traditional prisons control is maintained by manipulation of the inmate social system through a process in which staff members apply rules selectively. In turn, staff members are manipulated by their superiors, who demand loyalty by selectively applying rewards and sanctions. Demographic changes, legal and procedural

guarantees, and the politicisation of prisons are among structural changes undermining these traditional mechanisms. Such changes have resulted in the rise of inmate political groups as a force in prisons, followed by the demise of political groups and the rise of prison gangs specialising in brute force and violence. In light of such changes, there appears to be a need to share decision making power among inmates, line staff, and prison administrators.

Coyle (2009) cited President Nelson Mandela, speaking to prison staff in South Africa;

Secure prisons are essential to making our justice system an effective weapon against crime. When prisoners convicted or awaiting trial are entrusted to your care, the public must know that they will remain there until they are legally discharged. The full contribution which our prisons can make towards a permanent reduction in the country's crime-rate lies also in the way in which prison authorities treat prisoners. We cannot emphasise enough the importance of both professionalism and respect for human rights. (Nelson Mandela, 1998)

2.5.1 Administration of prisons

Coyle (2009) echoed that work in prison is a public service. Prison authorities should have accountability to an elected legislature and the public should be regularly informed about the state and aspirations of the prisons. Government ministers and senior administrators should make clear that they hold prison staff in high regard for the work they do and the public should be reminded that prison work is an important public service.

2.5.2 Providing opportunities for change and development

The 1957 Standard Minimum Rules for the Treatment of Prisoners, Rules 65-66 (1)

state that “it is not sufficient for prison authorities merely to treat prisoners with humanity and decency. They must also provide the prisoners in their care with opportunities to change and develop”. This requires considerable skill and commitment on the part of staff. Most prisons are filled with people from the margins of society. Many of them come from extreme poverty, and disrupted families; a high proportion will have been unemployed; levels of education are likely to be low; some will have lived on the streets and will have no legitimate social network. Changing the prospects in life of people with such disadvantages is no easy task. Prisons should be places full of programmes that are constructive activities which will help prisoners to improve their situation. At the very least the experience of prison should not leave prisoners in a worse condition than when they started the sentence but should help them to maintain and improve their health and intellectual and social functioning.

2.5.3 Reducing recidivism

Lipsey (1999) said that the last decade, sharply conflicting philosophies and purposes have been pressed upon the criminal justice system in many countries. While these differing perspectives have many facets and nuances, the primary axis around which controversy revolves is the relative emphasis the juvenile justice system should place upon rehabilitation and punishment. The traditional perspective of the juvenile court is that greater emphasis should be placed upon rehabilitation than on punishment. Recent trends, fuelled largely by public perception of serious problems of juvenile crime and violence, have been toward punishment in the form of tougher sanctions, broader use of waivers to criminal court, and a scaling back of

rehabilitative programming within the juvenile justice system.

One of the arguments against the rehabilitative perspective is that rehabilitation simply does not work. According to this argument, it has not been demonstrated that rehabilitative treatment programs reduce the rate of subsequent offending among those treated, and indeed, the available evidence is more consistent with the conclusion that there are no effects on recidivism. The most convincing evidence about the effectiveness of rehabilitative programs comes from experimental and quasi-experimental research in which the outcomes of such programs are compared with those from control conditions involving comparable juveniles who did not receive the programs.

2.6 Reintegration barriers

A person who has a criminal record faces a multitude of barriers that may affect his or her successful reintegration into the community. These barriers can have a significant long-term impact on the ex-offender. An analysis of the literature suggests that there are six critical areas identified as potentially imposing barriers to community reintegration for ex-offenders including personal conditions of the ex-offender, social network and social environment, accommodation, the criminal justice system, rehabilitation and counselling support, and employment and training support needs and conditions. Most ex-offenders are not violent offenders, but rather alcoholics and other chemically dependent individuals who have resorted to crime to

support their habits (Scanlon, 2001). In fact, among the inmate population there is a higher prevalence of particular infectious diseases, mental health problems, and substance abuse problems than for the general population (Ditton, 1999). As well, ex-offenders may present with various psychological conditions including depression, low self-esteem, and low motivation (Fletcher, 2001; Helfgott, 1997), physical health problems (Hammett et al, 2001; Maruschak and Beck, 1997) and behavioural problems such as anger-management (Heinrich, 2000). Ex-prisoners typically lack skills including basic life skills and key employment skills, together with limited education, low levels of numeracy and literacy, and poor social competencies, to name a few. The finding that ex-offenders are less likely to have any formal qualifications, skilled, well-paid, or stable employment (Webster et al., 2001) adds support to the view that personal conditions impact significantly on ex-offender status.

Day, Ward and Shirley (2011) rightly state that successfully reintegrating long-term prisoners back into the community often presents significant challenges for service providers. Ex-offenders typically experience high levels of social stigma; present with multiple needs; and can struggle to find meaningful employment, stable accommodation, and to maintain supportive relationships. There have, however, been relatively few published evaluations of the outcomes achieved by post release services on managing the risk of reoffending and, as such, it is difficult for service providers to meet these multiple and complex levels of need in ways that might be considered to be evidence based.

2.7 Root causes of criminal behaviour

According to Alcock (2004:4) poverty has various manifestation , including lack of income and productive resources to ensure sustainable livelihoods, hunger and malnutrition ill health , limited or lack of access to education and other basic services increased morbidity and mortality from illness, homelessness and inadequate housing, unsafe environments, social discrimination and exclusion, (Copenhagen Declaration, United Nations, 1995).

Poverty can result from unemployment, as unemployment raises the rate of crime rises. Antisocial and criminal behaviour is highly attributed to the restricted conditions under which so many are underprivileged, deprived, discriminated against and disadvantaged groups have to live (Gross, 1977). Lack of education may close doors to job opportunities and self-help projects.

Morris and Hawkins (1970) added that one's economic needs may provide the incentive that leads people into crime. When people, for instance compare their lives of deprivation with the affluence and privileges enjoyed by other sections of the community, their frustrations leads lead to resentment which finds expression in criminal activities. They continue to explain that the causes of human behavior are the causes of crime. They understand their motives and they are fully responsible for their own violation. If a person is genuinely unable to prevent herself from criminal and antisocial behavior they may be mentally ill, Bell (1967). Human behavior as determined by inner or external forces over which people have little if any control. Criminal behaviour is a result of unresolved conflicts and inner drives.

2.8 Alternatives to imprisonment

Alternative to imprisonment covers a wide range of sanctions that aim at restoring the relationship between the offender and the victim and the wider community by taking into consideration the rehabilitative needs of the offender, protection of the community and interest of the victims. Muntingh (2008) comments that non-custodial sentencing probably has its origin in the realization that imprisonment is not suitable for all offenders, and that it can have a range of detrimental effects, often not anticipated when punishments are imposed. Zvekic (2004) agrees that firstly non-custodial measures are considered more appropriate for certain types of offences and offenders. Because they avoid 'prisonisation' they promote reintegration back into community as well as rehabilitation, and are therefore more humane. Thirdly, they are generally less costly than sanctions involving imprisonment. Fourthly, by decreasing the prison population, they ease prison overcrowding and thus facilitate administration of prisons and the proper correctional treatment of those who remain in prison.

Diversion is a central feature of all progressive juvenile justice systems in the world today and is currently developing as an international law norm. Diversion, involves removal from criminal justice processing and, frequently, redirecting juveniles to community support services (Garwe, 2010) and it is commonly practiced on a formal and informal basis in many legal systems. Through diversion, a child who is accused of committing a crime is given the opportunity to take responsibility for his or her conduct and to make good for the wrongful actions and through this process, diversion may involve a restorative justice component depending on the nature of the

diversion.

Stern (1999) defines community service as a programme through which convicted offenders are placed in unpaid positions with non-profit or tax supported agencies to service a specified number of hours performing work or services within a given time limit as a sentencing option. Birungi (2008) rightly puts it that community service represents a shift from traditional methods of dealing with offenders towards a more restorative form of justice and takes into account the interest of both society and the victim. It also seeks to maintain ties with family, friends, and the offender continues to fend for the family during while performing work that benefits the community. Bareebe (2008) also found evidence of community service as an alternative to prison throughout the countries of Africa, South America, and Asia. This review testified to the flexibility of community service, as some countries used it as a rehabilitative sanction in lieu of incarceration, whereas other countries used it as a punitive sanction. Both Australia and Zimbabwe, for example, reserved community service for infraction level offenders whose indigence precluded a fine.

2.9 Equipping prisoners for life after release

P'odong (2009) noted a rehabilitated prisoner is not one who learns to survive well in prison but one who succeeds in the world outside prison on release. If prison authorities are to give priority within their programmes of activities in prison to what the International Covenant on Civil and Political Rights (1966) article 3 describes as the “reformation and social rehabilitation” of prisoners, they will need to base the activities in the prison on giving prisoners the resources and skills they need to live

well outside prison. This means for example linking the work that prisoners do in prison to the work possibilities outside. They should be helped to get the skills and capacity to earn a living and support a family, bearing in mind the discrimination that ex-prisoners are likely to face when trying to find work. During the time that men and women are in prison arrangements should be put in place to help them find somewhere to settle after they are released and to create some form of social structure which will help them to be re-accepted into society.

2.9.1 Family links: release and reintegration

In many countries a significant proportion of prisoners may have lost contact with their families before or as a result of their period of imprisonment. Prison administrations will need to ensure that they give particular attention to identifying those offenders who may need additional support in re-establishing links with their families or for whom family links have irrevocably broken down. The main purpose should be to avoid returning ex-offenders to the social circumstances which contributed to their original offence. It will be important to enlist the help of the relevant governmental and non-governmental agencies in designing and delivering appropriate re-settlement programmes. The Tehran Juvenile Correctional and Rehabilitation Centre has a scheme called 'My Home' under which juvenile offenders are released from the Centre into homes run by individuals who act as foster parents to the children(Coyle,2009). Israel is also another example where Israel Prison Service (IPS) has half-way homes for ex-offenders for their gradual release into society under their guidance. IPS has adult hostels in Haifa where offenders as part of rehabilitation and reintegration strategies seek or are linked to

employment for gradual self- reliance and at the same time IPS, the offender and the offender's family work on restoring or maintaining family bonds (Galilee Management Institute, 2010)

2.10 Using civil society organisations

According to P'odong (2009) none of this will be easy to achieve, especially in circumstances where many jurisdictions face severe overcrowding, a shortage of trained prison staff and few opportunities to make links with the world outside the prison, as well as a hostile reception for prisoners from outside society when they leave. Prison administrations should work within the limits of the resources available to them. They should also consider developing partnerships with civil society and educational organisations in the community in order to increase the opportunities available to prisoners (Borzyki, 2005).

2.10.1 Involvement of churches

O'Connor et al (2008) examined the Transition of Prisoners (TOP) model program in Detroit. TOP was begun in 1993 by Prison Fellowship Ministries (PF) a national Christian para-church volunteer organisation and 24 churches in Detroit. TOP is jointly funded by PF and the W. K. Kellogg Foundation.

The goals of TOP are twofold:

(To) help primarily African-American men make a successful transition from prison to free society in Detroit;

(To) increase their attachment to and rewards from the social institutions of work, family, education, politics, and religion;

(To) reduce their attachment to and rewards from drugs and alcohol and criminal friends;

(To) reduce their recidivism and

(To) increase the role of the black church and community in criminal justice issues.

The uniqueness of TOP is that it has developed a community of people who are applying the history and resources of the African-American church tradition in an effort to reduce one of the most pressing urban social problems of our time. Almost all of the TOP staff, churches, participants, and mentors are African-American. Participant churches are representative of poor to working-class congregations; nine are working-class congregations; and eleven are working- to middle-class congregations. Gradually over the past four years, the TOP program has formed itself into a community. By February 1996, there were four full-time and three part-time staff, twenty-six (26) church clients, thirty-six (36) mentors from the churches, and forty-five (45) participants. Black churches in America form the largest and most central institutions in African-American communities.

Black churches have always provided a community and an atmosphere where people could be affirmed and accepted as they are. One of their major strengths was to provide a place where the status and dignity of even the lowliest person could be affirmed. (Lincoln and Mamiya, 1990). By drawing on the unique history, spirituality, politics, and family experience of African-Americans, TOP provides its participants with resources that resonate with their experience. Whenever possible, TOP includes the participants' families in its work in a way that values the strengths of the black family-close kinship ties, strong religious commitment, and diverse forms of male and female contributions to the resilience of the family.

Core aspects of TOP are connecting participants with employers through their job bank, addressing substance abuse issues, helping locate housing, and involving

participants in weekly “moral reconnection therapy” (MRT) group sessions. MRT is a behavioural and cognitive method of group therapy for offenders that aim to develop moral reasoning, good decision making and relationship skills, and pro-social attitudes and values (Robinson, 2005). The church coordinator recruits and trains the churches and mentors to help the participants become attached to their specific church community so the participants may both draw on and give to the spiritual, material, and social resources of that community in the process of changing their lifestyles and meeting their needs. TOP staff also encourages and trains the families of the participants to be part of the on-going transition process.

2.11 Reintegration policy in South Africa

In 2003 South Africa Department of Correctional Service (DCS) came up with a Draft 1 White Paper on Corrections. The White Paper draws mandates both from the Constitution and a range of international instruments to which South Africa has acceded. This places obligations of compliance and reporting on the DCS. Some of these instruments are specific to the correctional system, while others are broad ranging instruments related to human rights. These international instruments are important in relation to benchmarking the South African correctional system and setting goals of compliance over the medium to long-term planning of the Department.

The rehabilitation and successful reintegration of offenders can only be achievable if all stakeholders are allowed to participate in the process. To this effect the participation of the community in strengthening and enhancing rehabilitation is crucial to the White Paper. As a strategy the needs of the DCS are marketed to the community so as to enable it to know what expertise and services it can provide. The White Paper conveys an environment that encourages and promotes regulated participation of community-based service providers in rendering services to DCS through the setting up of structures that facilitate ease of access.

The DCS involvement in community initiatives and projects is done through the utilisation of offenders and visible involvement of Departmental personnel in community projects such as building of community infrastructure. The forging of closer links and cooperation between the Department, community and other state departments is crucial for the fight against crime, reparation of relationships and the rehabilitation of offenders

The Department requires the Community Participation Policy to achieve particular objectives. These objectives are;

- (To) create an environment that would allow for the effective involvement of the community in the rehabilitation of the offenders;*
- (To) create opportunities for establishment and maintenance of partnerships between the department and the community;*
- (To) regulate the influx of community-based service providers into the Department wanting to render programmes and services to offenders to assist with rehabilitation efforts;*
- (To) formalise collaborative partnerships and networking relationships with the community and integrate and coordinate services rendered by community-based service providers to offenders and*

(To) ensure effective reintegration of offenders into the community and involve ex-offenders in rehabilitation efforts

The Department of Correctional Services grants access of community-based service providers into its institutions for the rendering of programmes and services to offenders aimed at fostering rehabilitation. Such programmes and services are non-discriminatory and sensitive to culture, religion, gender and linguistic diversity so as to be responsive to the need of offenders and strengthen and enhance the rehabilitation efforts.

Policy input from outside the Department is in line with the approach to rehabilitation as a societal responsibility and that the correctional system is an integral part of the integrated justice system. The Minister responsible for Correctional Services ensures that there is a forum in which expertise from societal sectors deliberate on the policy and legislation development and approves rehabilitation and reintegration processes. The National Council for Correctional Services, which consist of judges, lawyers, professionals, and a number of eminent citizens, serves the function of advising the Minister of Correctional Services from outside of the DCS environment.

Muntingh (2005) however is critical of the White Paper as it falls short in substantive ways of the requirements of modern policy-making. Five years after its adoption, results in respect of the rehabilitation vision remain unknown and elusive. The Judicial Inspectorate for Correctional Services estimates that only fifteen percent (15%) of sentenced prisoners are involved in some form of treatment programmes

and labour. For the overwhelming majority of sentenced prisoners the White Paper has not lived up to expectations. While it may be argued that how possible is it to reinvent the South African prison system within five years? It should also be asked if the White Paper provides the correct response (rehabilitation) to the challenges faced by the prison system.

The main challenges to the prison system are defined in the White Paper as being overcrowding; the state of DCS infrastructure; institutional “prison culture”, corruption, training for the new paradigm, and “structuring (the department) for the new paradigm”. Conspicuously absent from this list are human rights violations and an explicit mention of meeting the minimum standards of humane detention. Presumably the latter can be read into challenges around infrastructure and overcrowding. These are significant challenges, yet the White Paper gives scant attention to human rights issues and deals in far more detail with rehabilitation.

Compliance with the Correctional Services Act is not a stated outcome of the White Paper, although several selected references to the Act are made. It is therefore not surprising that the DCS finds itself continuously in litigation. The White Paper says little about implementation and while this is not a fundamental shortcoming, it should have articulated the pre-conditions or requirements for implementation. If rehabilitation is indeed the core business of the Department, the White Paper should have articulated in more tangible terms what is in fact required with reference to staff skills, required staff categories, and infrastructure. After five years it remains unknown to what extent the necessary pre-conditions for implementation have been met.

In view of the above, it is required to re-visit the White Paper and pay particular attention to compliance with the Correctional Services Act ensuring that knowledge informs the policy development process and that there is extensive consultation with stakeholders.

2.12 Regional instruments on rehabilitation and reintegration of offenders

According to Sekhonyane (2005:1) there are several instruments which deal with rehabilitation and reintegration of offenders in Africa. The 1996 Kampala Declaration on Prison Conditions in Africa is one such prison document outlining rights for prisoners in Africa. The declaration was adopted by forty (40) African countries and highlighted the following;

- (To) improve prison conditions;*
- (To) nominate a Special Rapporteur on Prison Conditions in Africa;*
- (To) sensitise African Union members to respect International Standards pertaining prisons;*
- (To) set up a framework for cooperation with NGOs and other relevant stakeholders to ensure a follow-up on the declaration;*
- (That) prisoners shall be given opportunity to maintain and develop links with their families and develop links with their families and the outside world and*
- (That) prisoners should be given access to education and skills training in order to make it easier for them to reintegrate into society after release.*

As a follow-up to the Kampala Declaration, in 2002 the Ouagadougou Declaration on Accelerating Prisons and Penal Reform in Africa and Ouagadougou Plan of Action focused on:

- Reducing prison populations through implementing restorative justice principle and decriminalising some offences;*
- Promoting the reintegration of offenders into society;*
- Making African prisons self-reliant and*
- Encouraging best penal practices.*

2.13 Chapter Summary

In this chapter social learning and social labeling theories in offender rehabilitation have been discussed. Restorative justice as a concept has been highlighted so as to be able to locate the relevance of rehabilitation and reintegration policy of offenders in prisons and correctional institutions. Further correctional policies on rehabilitation and reintegration of a developed (Australia) and developing (South Africa) country are reviewed together with the push-pull factors of crime so as to point to the relevance of offender rehabilitation and reintegration so as to reduce recidivism. The next chapter will outline the methodology utilized in this study.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

The current chapter presents the outline of the research methodology, it defines and justifies the use of phenomenology research philosophy, describes selection procedures in identifying participants and procedures employed in data collection and analysis. Most importantly presents ethical considerations taken into account during the study process. Reis (1987) described methodology as the body of knowledge and ideas which provide our understanding of how, when and why we use different methods for carrying out researches.

3.1 Research philosophy

There are two approaches to research, positivism and phenomenology, Saunders (2003). Positivism approach to research assumes that things can be studied as facts and relationships between these facts can be established as scientific laws. Positivism is quantitative while phenomenology is qualitative. Phenomenology is a research approach where social reality is multiple, divergent and interrelated analysis from the actors own perspective. It is how people define their own world and reality is the meaning attributed to experience is not the same for everyone (Saunders, 2000). Phenomenological philosophy was used to capture attitudes, feelings and opinions of officers, inmates and stakeholders in the rehabilitation and reintegration processes.

3.2 Research design

Research design is all procedures selected by the researcher to answer a set of questions or hypothesis (Borg, 1996). Therefore it implies that research design refers to the planning for the entire approach in order to solve a research problem. Van der Riet et al (2006) defines the research design as a general plan of how the researcher is going to conduct the research. The research design specifies the data which was required and the broad framework of procedures for the collection, processing and analysis of the data. The nature of data compels the researcher to use an appropriate research method.. This study used a case study method. Case studies are useful in depicting a holistic portrayal of a client's experiences and results regarding a program (Saunders, 2003). For example, to evaluate the effectiveness of a program's processes, including its strength and weaknesses, evaluators develop case studies on the program's successes and failure. Case studies are used to organise a wide range of information about a case and then analyse the contents by seeking patterns and themes in the data and by further analysis through cross comparison with other cases.

3.3 Population

Population in this study consist of one hundred and fifty (150) offenders and sixty-five (65) Prison Officers at Harare Central Prison Complex. From the stakeholders five (5) from both NGO's and churches involved in the rehabilitation and reintegration of offenders were targeted for interviews. Ten (10) senior prison management officers were targeted for interviewing.

3.3.1 Sample size

The researcher used the thumbs' rule to determine the sample size. Kumar et al (1999) postulated that the rule of thumb on sampling ratio require a population of up to thirty percent (30%) of a small population. This represents the relationship between sample and population size. The calculations are shown below:

Offenders

30% of 150 inmates= 45 inmates

Officers

30% of 65 officers=19 officers

3.4 Sampling techniques

Sampling is the process of selecting units, people for example from a population of interest so that by studying the sample we may fairly generalise our results back to the population from which they were chosen. Sampling a proportion of a whole is meant to give or provide the researcher with an insight into the characteristics of the population from which the sample is drawn. According to Sudman and Blair (1998), there are two general types of sampling designs: probability and non –probability sampling.

3.4.1 Probability sampling

Probability sampling methods are used particularly when we want to be able to generalize the results to the broader population, whether predicting the outcome. A

probability sample, according to Hair (1998) takes the form of weighting responses to provide an answer that should be indicative of the whole target market.

3.4.2 Non –probability sampling

The sample must accurately reflect the attitudes, interests, and behaviours of a larger population. Sampling was done to ensure that the data collected was truly reflective of the entire population. It was not feasible for the researcher to study the entire population hence the need to take a sample that represents the entire population. According to Churchill (2002), non- probability samples involve personal judgments somewhere in the selection process. The researcher used non-probability sampling technique to select inmates, rehabilitation officers, senior prison officers and stakeholders who work with ZPCS.

3.5 Sampling procedure

Stratified random sampling was used to give all the elements of the population an equal chance to be drawn into the sample (Bless and Smith, 1997). The stakeholders who are directly involved in rehabilitation and reintegration of inmates include, churches, prisoner aid societies and NGO's were targeted. Judgemental sampling was used select cases that will best enable one to answer your research questions and to meet objectives. Convenience sampling was used in selecting Harare Central Prison Complex due to the availability of an education centre and skills training workshop.

According to Rafael et al (2005:116) stratified random sampling uses information known about the total population prior to sampling to make the sampling more efficient. The first stage sampling strata's will be formed as follows; one for officers followed by the one for offenders and lastly for stakeholders. All elements in the population are distinguished according to their value or some relevant characteristics. The characteristics form the sampling strata. Next stage elements are sampled randomly from within these strata. It must be possible to categorise each element in one and only one stratum proportionate to size sampling, the size of each stratum in the population must be known. This method is more efficient than drawing a simple random sample because it ensures appropriate representation of elements across strata.

A sample size of forty-five (45) offenders and nineteen (19) officers were chosen. In order to get a sample of forty-five (45) offenders the researcher used the prison admission register; every 10th person (inmate) was chosen and invited for the interview. A sample of five (5) stakeholders was drawn from the registered NGO's and churches dealing with ZPCS.

3.6 Data collection procedures and administration

According to Kotler (1996), data collection procedure entails how the primary and secondary data will be collected. These are steps taken by the researcher in administering data collection instruments. Questionnaires were hand delivered to participants to answer at their own time within the agreed time frame of one (1) day. The researcher used in-depth interviews as a tool for data collection. Interviewing

through the use of open ended questions allowed the participants to tell their stories. The participants' narrations of their social world and their subjective reality were employed as a method of data collection. Like observation, in-depth interviewing is designed to establish a contextual basis for understanding the phenomenon that is under study (Darling, 2000).

This method was suitable for the study as it enabled the formulation of appropriate practical solutions to rehabilitation and reintegration of offenders. Interviews lasted thirty-five (35) minutes maximum and room was allowed for more time to engage in meaningful conversations. Every question from the interview guide was followed verbatim with each participant to create room for open and free conversations. This was so as not to create an atmosphere of a question and answer session (Carton et al 2008:44). Appointment bookings with the senior management were made using the telephone and interviews were conducted in their offices. In order to get the participant or informants to narrate their experiences, the significance of the insights they could provide towards a better understanding of the relevance of offender rehabilitation and reintegration policies was explained. The participants were given the option of using a language they were most comfortable with. The recorded interviews were subsequently transcribed into English.

The central concern in researching offender issues is the issue of power relations between the researcher and the inmate, which affects data production. Sprague and Zimmerman (1993:257-260) are critical of researchers who conduct fieldwork with the assumptions that they are the knowledgeable party. They place emphasise on the

value of the interviewees own subjective experiences. While conducting the interviews with senior prison officials and stakeholders and in getting consent from inmates, the researcher was constantly aware of the power dynamics in play. This was particularly so considering her position as a prison official. However, the fact that the researcher advocates for effective offender rehabilitation and reintegration and has worked with some of the participants in the past and that this research was centred on rehabilitation and reintegration issues enabled the establishment of rapport with participants in the study.

This study employed primary sources of data that is interviews to generate data and secondary sources that is literature review to create meaningful data. Finnegan (2006:142) describes primary sources of data as that which is basic and original for the researcher's raw evidence. Secondary data sources are defined as those which interpret or judge material found in primary sources. In this study, published books, unpublished and published reports, government publications in Zimbabwe, dissertations, documents and theses relating to offender rehabilitation and reintegration will be used.

3.6.1 Data validation and reliability

Saunders (2003) mentioned that the term validity means that an instrument measures what is intended to measure and that it measures it correctly. To guarantee the validity of the findings the researcher asked short, simple and precise questions. Validity was enhanced by the process of verification and cross checking. The researcher ensured reliability of data by administering a pilot test.

3.6.2 Data presentation and analysis tools

Rubin and Luck (1999) defined data analysis as, 'refinement and manipulation of data to prepare them for application of logistical inferences.' The data analysis procedure took the following steps which are raw data collection, editing, coding, tabulating and charting. Chase (2005:670-675) outlines five (5) analytical tools to use in presenting narrative data. Narrative data has to be understood as a means to understand and contextualizing actions and events; secondly narrators play a role in formulating reality as they explain, inform, defend, complain and challenge the status quo; thirdly, narratives express thoughts and events interpretations; fourthly, narratives shape and construct experiences and reality; lastly narratives are joint production of narrator and listener. The researcher used various ways of presenting the data which gives a clear presentation and understanding of the research findings. These include the pie charts, bar graphs and tables. The use of tables and simplified diagrams served the same purpose as graphs.

3.7 Ethical considerations

Maera and Schmudt (1991) posit that participants have to consent towards their participation in the research hence consent forms were insured to be signed by participants/informants that is inmates, Prison Officers and stakeholders who can withdraw from the study as they so wish. Chi Hoong Sin (2005:279) argues that research as far as possible must be reliant on research participants who have given their consent after being provided with information on the significance of the study. Limits of their participation were stated that no monetary payments were to be made

or special favours accorded to them for participation such as promotions for prison officials or the reduction of prison sentences for offenders.

Authority was sought from the Commissioner-General of Zimbabwe Prisons and Correctional Service so as to access Prison Officers and inmates under his custody and from stakeholders working in prison. It is important to note that in seeking authority to carry out the research and in getting informed consent the participants were briefed of the purpose of the study and its potential to inform, formulate and change or enhance policy on rehabilitation and reintegration of ex-offenders. The autonomy and dignity of every participants/informants was respected and that information emerging from the research would not further marginalise the inmates or stakeholders access to prison. This was ensured through selective inclusion of information in the study. Information which might put participants in trouble with prison authorities or the law was selectively excluded irrespective of the fact that they had signed consent forms (Melrose, 2002:343).

Anonymity and dignity of every individual participants was maintained throughout the research with confidentiality of information been highly stressed, thus names of Prison Officers and inmates who participated were not published where necessary fictional names will be used when presenting their statements as urged by Liamputtong (2007:37), that researchers must protect the identity of research participants especially of vulnerable groups. As noted by Sarantakos (2005:18-19) researchers should take precautions so as to protect participants from physical or emotional harm hence interviews were conducted on an individual basis.

Cutliffe and Ramcharan (2002) advice on ethical considerations in summary were applied to the study and these were:

Trust must be developed with the participants and maintained throughout the research study;

Informed consent is obtained prior to conducting the study and re-established during the study;

The respect and dignity of participants remains of utmost importance throughout the research process;

Terminating the research process and withdrawal from the study must be tactfully;

The awareness of potential harm to research participants and

Informing the participants that they have the right to cross check how they are represented in transcripts and writings.

3.8 Chapter Summary

The chapter outlined the research philosophy and research design. Sampling techniques and procedures used where justified linking to the study. Data collection methods, procedures and administration were examined namely in-depth interviews. Finally ethical considerations of the study were discussed.

CHAPTER 4

RESEARCH FINDINGS AND ANALYSIS

4.0 Introduction

This chapter presents an analysis and interpretation of the responses to questionnaires and interviews on the Relevance of the rehabilitation policy on successful reintegration of offenders into society: A case study of Harare Central Prison Complex. Document analysis of the following was carried out : ZPCS Prisons Act (Chapter 7:11) revised 1996, Commissioner's Standing Orders provided for in the Prisons Act section 21 and these need not be gazetted, Prison Staff Discipline Regulations Statutory Instrument 289 of 1984, Prisons (General) Regulations Statutory Instrument 1 of 1996 , Rehabilitation Policy (2005) , and station files at Harare Central Prison Complex.

4.1 Overall response rate

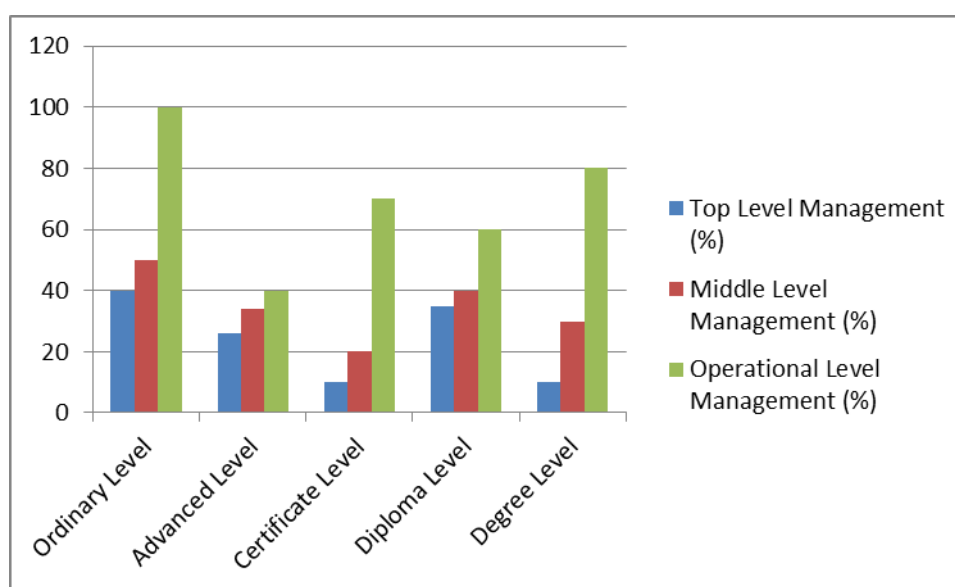
A total of sixty-four (64) questionnaires were distributed as follows. Nine (9) questionnaires were distributed among rehabilitation officers, forty-five (45) among inmates and ten (10) among senior officers. However fifty- seven (57) questionnaires were successfully completed and returned representing a response rate of eighty-nine percent (89%). Five (5) stakeholders were successfully interviewed through Zimbabwe Association of Organisations Working with Prisons (ZAOWP), three (3) Officers-in-Charge (OICs) and two (2) senior management officials were also interviewed.

4.2 Demographics

Research findings show that ninety percent (90%) are male and ten percent (10%) are female officers. This implies a gender imbalance. Gender affects a person in all aspects of life as societal expectations and norms regulate behaviour. Female officers at Harare Central Prison Complex work under the escort of male officers as provided for by the Prisons Act (1996) for security. This means that female officers face difficulties in carrying out rehabilitation duties such as counselling that involve confidentiality, work ethics are thus compromised.

4.2.2 Level of education of Prison Officers

Figure 1: Level of education of Prison Officers



Source: Station files Harare Central Prison Complex

Results in Figure 1 showed that the majority of the prison officers have attained at least five (5) Ordinary level subjects. Operational level management officers however led in attainment of Advanced levels and professional qualifications. There is a qualification gap between top and operational level management, this has a

negative impact on the strategic planning of the organisation. As noted by Grella et al (2007) staff with advanced degrees are more likely to implement innovations. The military set-up of ZPCS however does not allow for the tapping of this knowledge pool as orders are top-down.

4.2.3 Level of education of inmates

Table 1: Level of education of inmates

LEVEL	frequency	Number of respondents
Primary	37 %	17
Ordinary level	30 %	13
Advanced level	10 %	5
University/ college	3 %	1
Never been to school	20 %	9
TOTAL	100%	45

Source: Station files Harare Central Prison Complex

Table 1 shows that fifty-seven percent (57%) of inmates have not obtained a secondary level of education. Cross (1977) commented that lack of adequate education closes doors to job opportunities and ability to live a sustainable livelihood. This increases the likelihood of one engaging in criminal behaviour and reoffending. Relevant rehabilitation policies should thus aim at addressing this potential barrier to successful reintegration. Education of offenders of inmates should therefore be a priority and right in ZPCS rehabilitation policy.

4.2.4 Respondent's rank position

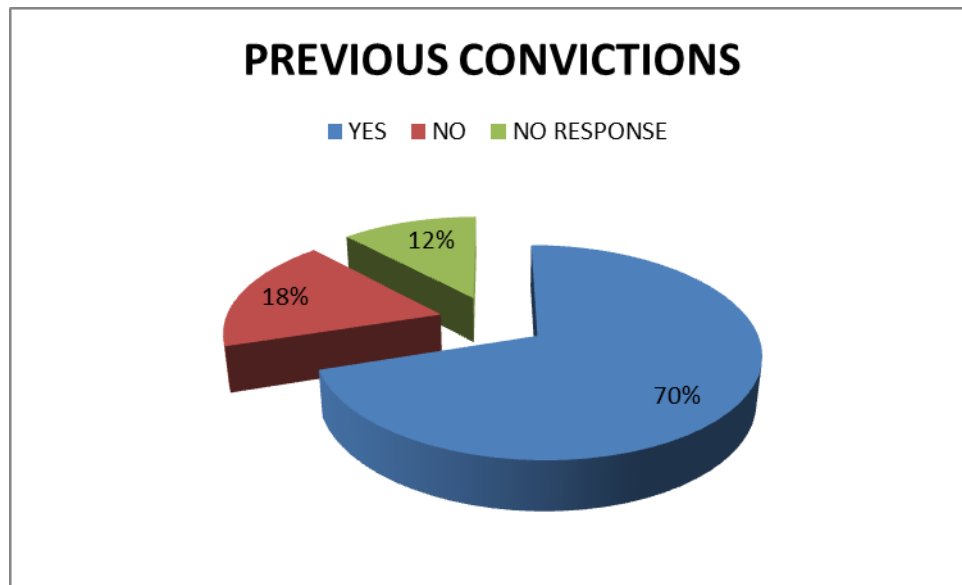
Table 2: Respondent's rank position

Rank	Length in Service(years)	Position in organisational structure
Assistant Commissioner	30	Top management
Chief Superintendent	26	Middle management
Superintendent	10	Supervisory management -National Rehabilitation Coordinator
Chief Prison Officer	15	Chaplain
Principal Prison Officer	9-14	Operational level -Station Rehabilitation Officer
Senior Prison Officer	15	Security Officer
Prison Officer Grade 1	5-10	General Duty

Results in Table 2 above showed that the rehabilitation directorate is headed by a Superintendent which is a supervisory level management. Station Rehabilitation Officers are at operational level management. From a military point of view the rank position of Rehabilitation Directorate personnel hinder it to implement fully its policy strategies as junior rank officers who do not have power to enforce rehabilitation policy strategies. The Prisons Act (1996) Section 26 states that any junior officer shall obey all lawful directions he may receive from any officer senior to him in service.

4.3 Previous Convictions

Figure 2: Previous convictions



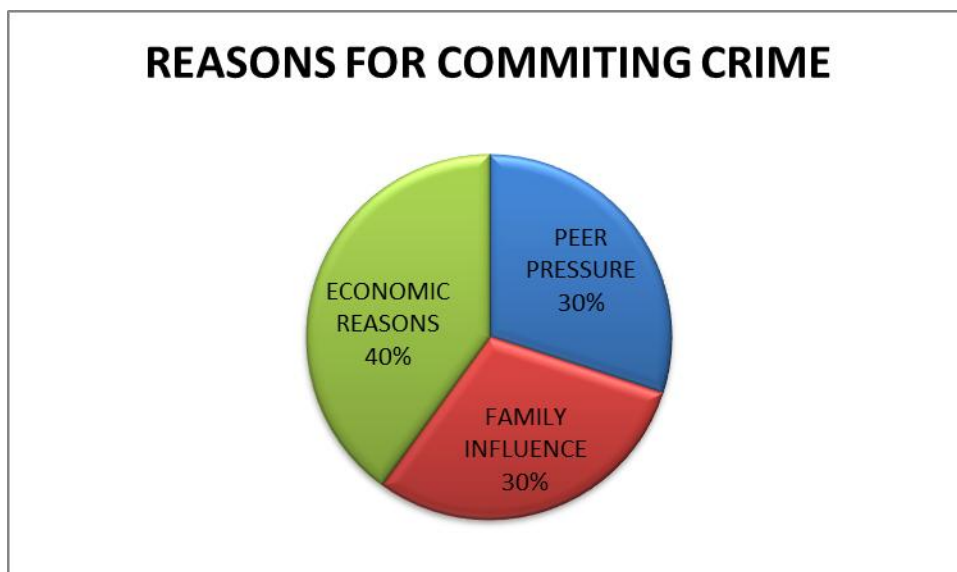
Results from Figure 2 above showed that seventy percent (70%) of the inmates had previous convictions indicative of high recidivism rates, eighteen percent (18%) have no previous convictions and twelve percent (12%) did not give their responses. Inmates with previous convictions believe that prison life is better than outside were they faced stigmatization and labeling and fail to successfully reintegrate. First offenders interpret imprisonment as doom as upon release they will be stigmatized by society. Because of their criminal records they will face challenges in sourcing for employment and assessing other social amenities.

Technology gaps however make it difficult to validate previous convictions of offenders as criminal record files at the courts and police are maintained manually. Production of identification particulars is not a requirement upon arrest hence repeat offenders often false names to avoid been identified as such. Offenders also occasionally use false names to minimise stigma and social labeling so as to increase

their chance of acceptance in society at large. This means therefore that relevance of rehabilitation policy on successful reintegration cannot be accurately determined.

4.4 Reasons for committing crime

Figure 3: Reasons for committing crime



Results showed that forty percent (40%) of the respondents indicated that they committed crime due to economic reasons. Dysfunctional families and peer pressures also significantly contribute to crime. A relevant offender rehabilitation policy should aim to address these push-pull factors to crime so as to increase the rate of successful reintegration.

4.4.1 Visits by family members to inmates in prison

Table 3: Inmates visited by family members while in prison

Family visits	Frequency	Number Of respondents
Once every week	10%	5
Once every month	20%	9
After several months	50%	22
Not visited at all	20%	9
TOTAL	100%	45

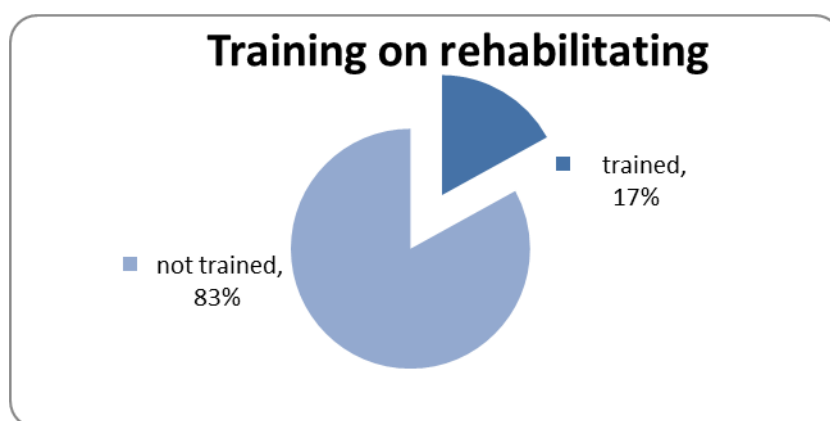
Results showed that about seventy percent (70%) of inmates are not in regular contact with their families due to economic challenges, anger and rejection while some were unable to tell. The Standard Minimum Rules for the Treatment of Prisoners (1957) Rule 79 encourages the maintenance of such ties to aid rehabilitation and reintegration processes. Inmates serving long prison terms in closed prisons at Harare Central Prison Complex face difficulties in maintaining such ties hence are more likely to reoffend as compared to those at Connemara Open Prison who have the privilege to visit their families for five (5) days a month.

The Open Prison system promotes RJ principles. It promotes healing, minimises stigmatization and social labeling and encourages social learning as the inmate learns to be responsible and accountable for his actions for example he travels alone to and from home and at the prison he is under minimum supervision. This has proved to be a relevant rehabilitation policy as reintegration has been a success as less than ten (10) inmates out of one thousand seven hundred (1700) inmates who have benefitted since 2001 have reoffended. Prison administrations need to ensure that they give particular attention to identifying those young people who need additional support in

re-establishing links with their families. The main purpose should be to avoid returning the inmate to the social circumstances which contributed to their original offence. It will be important to enlist the help of the relevant government departments and NGO's in designing and delivering appropriate reintegration programmes.

4.5 Prison Officer training

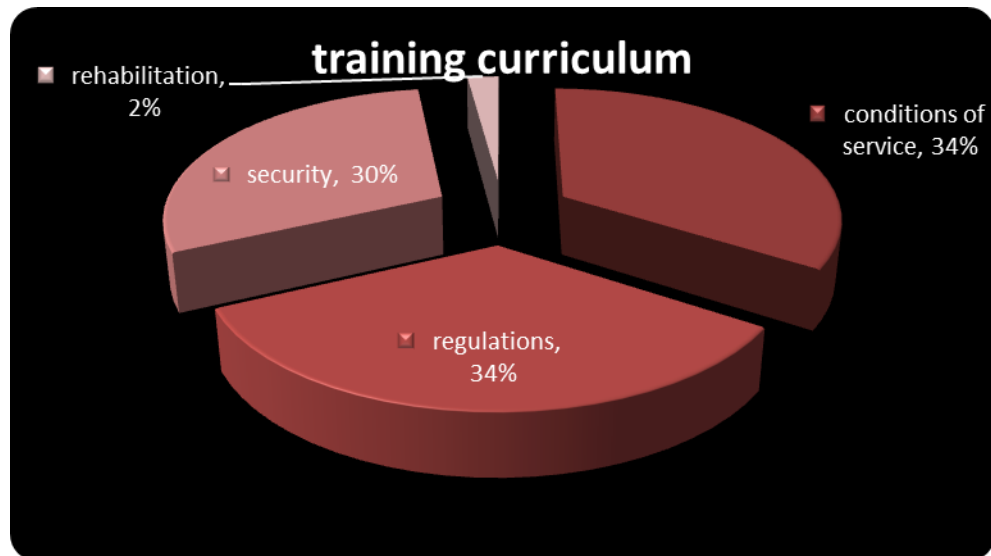
Figure 4: Inmates visited by family members while in prison



Results in Figure 4 indicate that seventeen (17%) of officers were trained to offer rehabilitation services by the attainment of relevant social science degrees such as social work, psychology, counselling and sociology. Eighty- three percent (83%) said they have no training. Sixty-five percent (65) of research respondents had never participated in any seminars or workshops on offender rehabilitation. Hence there is a lack of a common understanding of the concept of offender rehabilitation. Stone (1996) justifies that the need for training and development by outlining that changes particularly in technology mean that people and the organisation are continually faced with situations that require new learning.

4.5.1 Prison Officer Recruit training curriculum

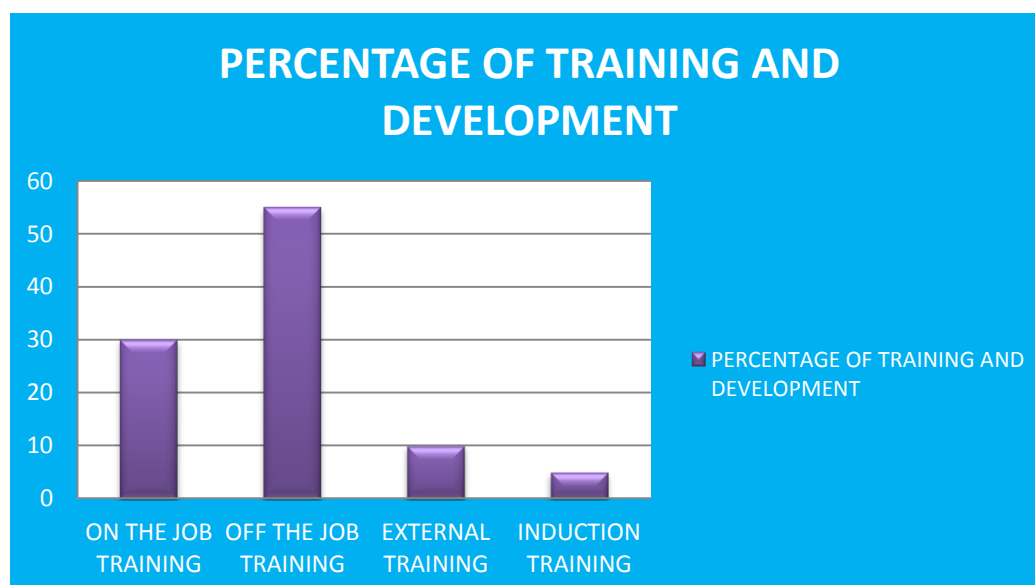
Figure 5: ZPCS recruit training curriculum



Results in Figure 5 shows that interviews and questionnaire responses indicated that the prison officer recruit training curriculum of ZPCS does not emphasize issues of rehabilitation and reintegration but issues of prison administration, prison regulations, conditions of service and security. Recruits are drilled that the main duty of a prison officer is to prevent escape. Hence the training curriculum is more control-oriented than rehabilitation-oriented.

4.5.2 Officer training and development programs

Figure 6: Officer training and development



Results showed that thirty percent (30%) of officers did on-the-job training which involves basic six (6) months recruit training, fifty-five (55%) have done off-the- job training. Results also indicate ten percent (10%) of officers have attended courses at police or army staff colleges. Five percent (5%) of recruited professional such as rehabilitation officer have also undergone induction training ranging from one (1) to three (3) months. Interviews revealed sentiments by officers who have undergone basic recruit training that they are better suited to handle inmates than officers who have undergone induction training who are still ‘civilians’ and not harsh or punitive enough in handling offenders. Recruit trained officers at the most do not see relevance in the rehabilitation policy on successful reintegration of offenders as for them punitive sanctions yield better results in reduction of recidivism.

4.6 Rehabilitation programmes offered to inmates

Table 4: Rehabilitating programmes offered to inmates

Harare Central Prison Complex	Rehabilitation programmes				
	Vocational or Skills Training	Counselling	Sport and Recreational Activities	Academic Education	Total
Percentage of Inmates Involved	10%	15%	33%	42%	100%
Number of inmates	5	7	14	19	45

Results in Table 4 show that ten percent (10%) of inmates were engaged in vocational or skills training programmes such as motor mechanics, tailoring, bricklaying, plumbing, carpentry and panel beating. Fifteen percent (15%) engage in counselling, thirty-three percent (33%) in sport and recreational activities and forty-two (42%) in academic education. Commissioner's Standing Orders sub-section (1) and (2) of section 87 empowers OICs to promote inmate education and make efforts to obtain employment for them on release it further states that education is a privilege and that offenders classified as dangerous due to a long prison terms only have access to educational books for a period of not more than three (3) hours per day. Classes (primary level) for illiterates may be organised at public expense, the rest are at private expense or outside assistance. Selective application of engagement in activities is a control measure based on punitive prison systems.

Harare Central Prison Complex has an exam centre registered under the Zimbabwe School Examinations Council and its workshops trade-testing exams are regulated by the 1994 Manpower Planning and Development Act other courses can also be carried

out by correspondence or distance learning. The number of inmates engaged in vocational or skills training was low due to the fact that Harare Prison Workshop had a limited number of machines and tools for use, much of the equipment was obsolete and could not be used for trade testing and also a limited number of inmates could afford to pay fees required for trade testing as ZPCS had no budget in place towards payment of such fees. A large percentage of inmates engage in educational activities especially primary level because it is free and most inmates had not completed this level of education.

Interview results revealed that inmates engage in sport and recreational activities mainly for entertainment and as a stress management tools. Inmates at Harare Remand and Holding Centre mainly engage in these activities and counselling because of the rate of movement in and out of remand prison which prohibits rehabilitation activities such as vocational or skills training. Talented inmates have however organised themselves into groups for choral music, drama and dance, poetry to equip themselves with alternative skills. This has seen Harare Central Prison Choir, Divine Touch (2010) penetrate the music industry and record a successful album through the help of Seventh Day Adventist church (SDA). Eighteen thousand dollars (US\$18.000) was raised from the sale of the album and shared among the inmates. Upon release the ex-offenders were able to use part of the money to sustain the project through the support of SDA church as a social support system. The effectiveness of these programs depends on the needs of the individual inmate. Therefore it is critical to start by identifying these needs so that the appropriate programmes can be implemented. Prisons should be places where there are programs

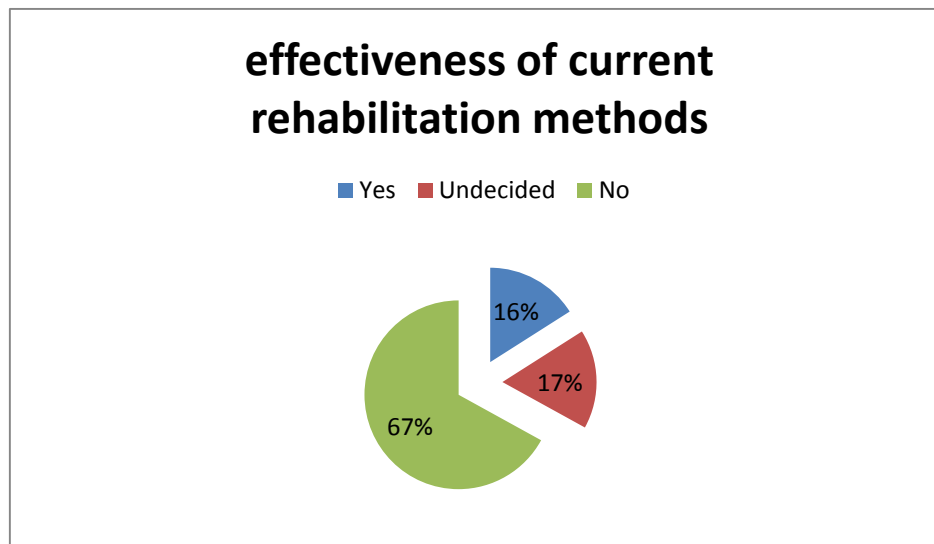
of constructive so as to help prisoners to improve their situation. The experience of prison should not leave prisoners in a worse condition than when they started the sentence but should help them to maintain and improve their intellectual and social functioning by engaging in meaningful activities.

Placement of an offender into a programme according to the Rehabilitation Policy (2005) is the responsibility of the OIC's who shall set up a committee to do inmate needs assessments for placement into relevant programmes. Interviews respondents however point out that placement into programmes involves mainly security clearance than needs assessment. This has resulted more often than not in inmates who have attained academic qualifications enrolling to do primary or secondary level courses so as not to engage in prison labour within or outside the prison.

Interview results indicated that a high percentage of inmates will finish their prison term without benefitting from or completing any rehabilitation programme due to lack of financial resources, reclassification or transfer to other prisons that might or might not offer particular programmes. On reclassification or transfer inmates have no sufficient documentation to indicate their engagement or progress in any rehabilitation programme for continuity at the receiving prison.

4.7 The effectiveness of the current rehabilitation methods

Figure 7: Effectiveness of current Rehabilitation methods



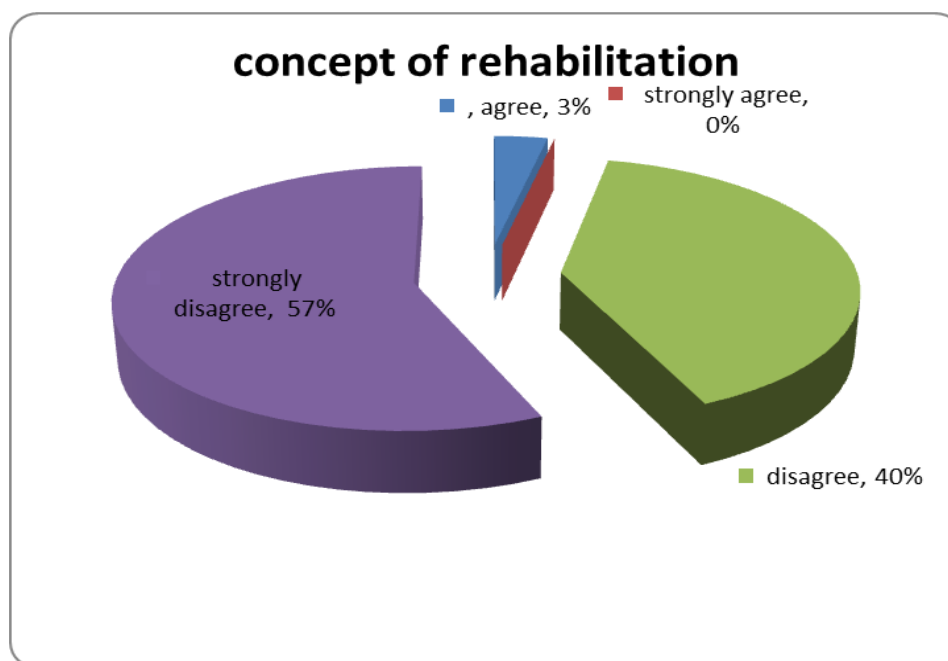
Results from Figure7 show that sixty-seven percent (67%) said that the rehabilitation policy is not effective due to high recidivism rates and non-completion and non-participation in programmes by inmates. Inmates are taught vocational skills such as tailoring or motor mechanics but few are trade tested to validate their knowledge to enable them to use it upon release. This means that on release ex-offenders are employed in the informal sector and are more likely not to benefit from business loans offered as they have no certificates to authenticate knowledge gained in prison. Sixteen percent (16%) said it is effective due to recorded success in programmes that have external funding. Seventeen percent (17%) were undecided as they had no knowledge of how rehabilitation programmes are run.

Effectiveness of programme implementation is very difficult to measure from one prison to another because rehabilitation operations are not standardised. Interview results reviewed that there is no monitoring and evaluation criteria to ascertain effectiveness of rehabilitation and reintegration policies. Harare Central Prison

Complex has no comprehensive rehabilitation plan in place which according to the Rehabilitation Policy (2005) should be in place and forwarded to the National office.

4.8 The concept of rehabilitation in the ZPCS.

Figure 8: Understanding the concept of rehabilitation

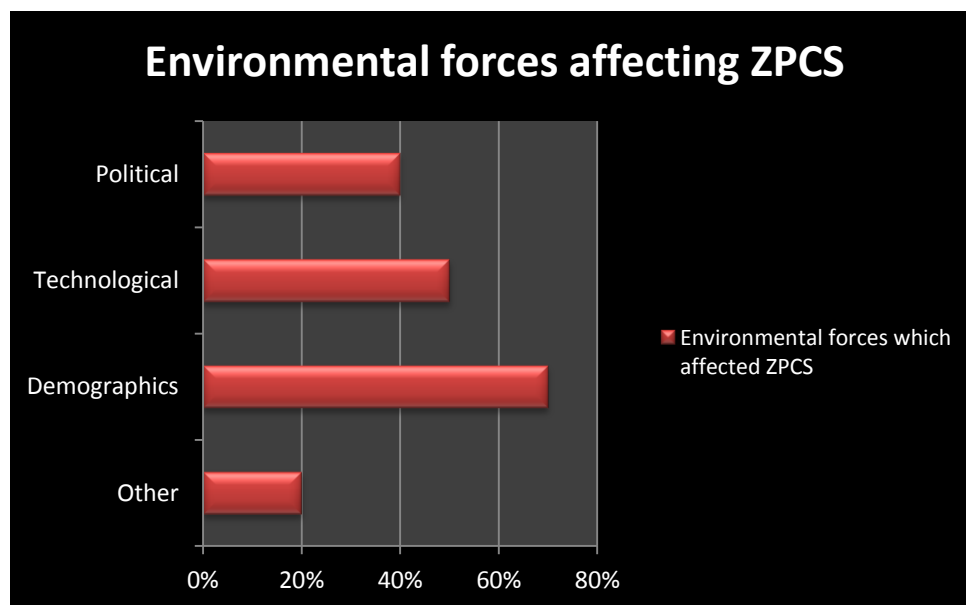


The research findings indicated that the majority of the fifty-seven percent (57%) respondents comprising middle management, supervisory and operational level managers strongly disagree that the concept of rehabilitation is understood in the ZPCS. With regards to the level of interpreting and understanding the mission statement, prison officers had different interpretations. Interview results revealed that rehabilitation officers and few others had a similar understanding of the mission statement.

Zunguze (2008) argued that one would create a sense of purpose if his vision and mission statement were understood, believed and acted upon by a majority of organisation's members. Results of the interviews leave a lot to be desired as they show many prison officers do not share a common understanding of the vision and mission statement of ZPCS and few who do are not able to perform because of rigid management systems and a restrictive Prisons Act (1996) which is mostly silent on rehabilitation and reintegration of offenders. This is consistent with observations by Lin (2000) that staff resists or ignore change when they have difficulty reconciling old and new organisational goals.

4.9 Environmental forces which affected implementation of rehabilitation policies

Figure 9: Impact of environmental forces-



The distribution of respondents' responses for each of the factors revealed that the majority of the respondents had clarity on environmental factors which affected

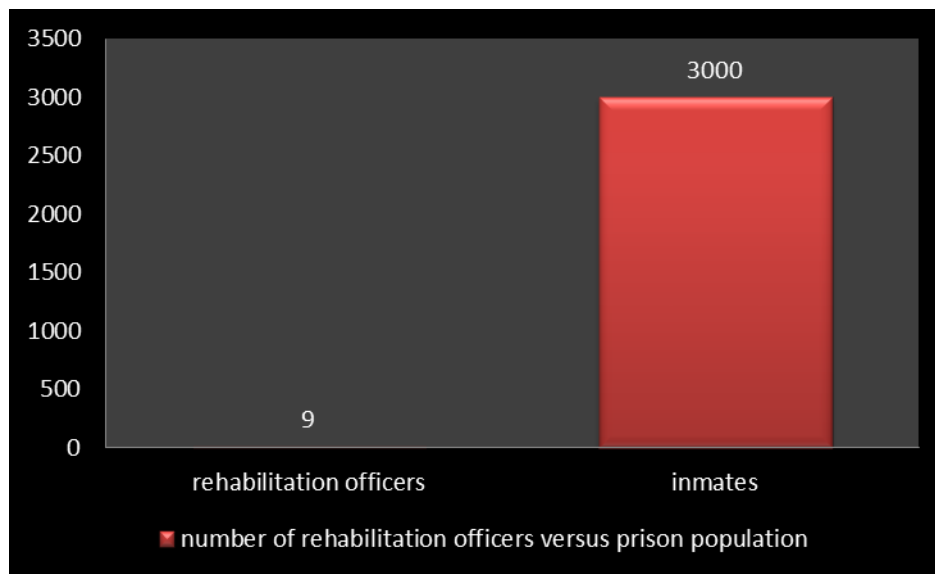
ZPCS rehabilitation policy implementation. Demographics and technological factors had a major impact, seventy percent (70%) and fifty percent (50%) respectively followed by political factors with forty percent (40%). These results show that harsh economic conditions in Zimbabwe have negatively impacted the operations of ZPCS and this can be supported by McCarthy et al (2007) who alluded that an unstable economy provides threats to many organisations particularly those that rely on the fiscus.

Harsh economic conditions fuel criminal behaviour hence efforts of rehabilitation will be eroded as most ex-offenders will end up reoffending. Political instability over the past ten years resulted in para-military ZPCS further exercising its closed door 'policy' hence reducing access to offenders by the outside world. This coupled with a global economic recession resulted in reduced funding by the donor community in rehabilitation processes.

These unexpected discontinuities are significant in light of the fact that rehabilitation processes are funded mainly from donors be they family or NGO's as ZPCS was only allocated two thousand dollars (US\$2 000) for 2014 inmates educational requirements for example. This was not sufficient to cover for the 10 exam-centre registration fees pegged at five thousand dollars (US\$5 000) let alone engage in educational programmes.

4.10 Rehabilitation officers versus inmate population ratio

Figure 10: Rehabilitation officers- inmates ratio



Results show a rehabilitation officer- inmate ratio of 1:334 at Harare Central Prison Complex. Harare Central Prison Complex often experiences overcrowding especially at Harare Remand and Holding Cells thus the ratio often increases. Increases in prison populations are external factors to ZPCS as they have no control over court rulings. This ratio causes job burnout often resulting in disregard of work ethics hence job dissatisfaction by Rehabilitation Officers. ZPCS average officer-inmate ratio is 1:2. Inmates population average sixteen thousand (16 000) and ZPCS has a staff strength of ten thousand three hundred (10 300) officers. Standard Minimum Rules for the Treatment of Prisoners states that the ideal officer-inmate ratio is 1:5. It can therefore be inferred that ZPCS focus is mainly administration and security. This control-orientation is a legacy of the colonial system.

4.11 Stakeholder support

Table 5: Stakeholder support

Organisation	Support
Prison Fellowship Zimbabwe (PFZ)	Spiritual, humanitarian and financial assistance, halfway home facility, advocacy and lobbying, family mediation
Zimbabwe Association for Crime Prevention and Rehabilitation of the Offender (ZACRO)	Humanitarian and financial assistance ,livelihood projects, advocacy and lobbying ,family mediation
Female Prisoners Support Trust	Legal and educational assistance, advocacy and lobbying
Seventh Day Adventist Prison Ministries and Zimbabwe Prison Ministries	Spiritual and humanitarian support, family reunification and mediation, financial assistance and psycho-social support
International Committee of the Red Cross (ICRC)	Nutrition and food security, rehabilitation of water and sanitation infrastructure ,capacity building
OTHER	Capacity building, humanitarian and financial assistance ,psycho-social support

Section 42 of the Prisons Act (1996) and section 43 and 44 of the Prisons (General) Regulations Statutory Instrument 1 of 1996 provide for the admittance into prisons of permitted prisoners' aid societies and other Civic Organisations. Prisons (General) Regulations Statutory Instrument 1 of 1996 section 44 further makes provision that the Minister responsible for Prisons may pay to the council of any approved prisoners' aid society grants towards prisoners' aid work. Interviews with PFZ and ZACRO which has been operational before the country's independence revealed that they last received such grants more than fifteen years ago and when they did get them it was not enough to cover intended projects.

PFZ and ZACRO have provisions in their constitutions for the establishment of halfway homes for released offenders to help them with the process towards reintegration. However due to financial constraints, political tensions and donor fatigue ZACRO closed its halfway home, PFZ admits a limited number of ex-offenders for a limited time frame.

Interviews results show that society at large stigmatises ex-offenders and excludes them directly or indirectly from participating fully in all aspects of life. Faith-based groups and communities are more supportive and accepting of ex-offenders. SDA's Prison Ministries through their mentorship programme for juvenile offenders at Whawha Young Offender Prison has successfully reintegrated juvenile as they have linked them to employment, housing, education and family. One such ex-offender has been employed by a leading mobile network provider. ZPCS has also made effort towards reintegration of inmates by partnering with Zimbabwe Broadcasting Cooperation (ZBC) and civic groups in the production of a television series, Another Chance. Another Chance is based on RJ principles as it addresses the needs of the offender, victim and community. Indigenous cultural and justice systems are employed to aid family mediation rehabilitation and reintegration. Another Chance demystifies imprisonment and minimises social labeling.

Harare Prison Workshops has no budgetary support to pay for inmates' trade testing or for procurement of workshop machinery or tools which are obsolete. Civic Organisations and families of inmates have been the sole funders of vocational and skills training. Therefore ZPCS Rehabilitation Policy (2005) strategies are planned

based on perceived donor funding hence it has limited control over outcomes and impacts. As a para-military organisation, a legacy of the colonial era, ZPCS exercises mostly a 'closed door' policy. Civic Organisations thus have had limited access to prisons and inmates' rehabilitation and reintegration processes. The crippling effects of the global economic recession and political tension during the period 2008 to 2011 incapacitated ZPCS resulting in many deaths of inmates. Stakeholders working with prison increased in number after this period focusing on issues of food security and clothing of inmates. Humanitarian aid to inmates according to results of questionnaires and interviews is the largest contribution made by civic organisations especially ICRC in terms of value of contribution.

Interviews revealed that of the five (5) members of ZAOWP interviewed ZACRO and PFZ had comprehensive rehabilitation and reintegration plans for implementation. They also got funding and grants from local and international organisations and associations such as the European Union and Prison Fellowship International. The other stakeholders had no rehabilitation and reintegration plans, were faith-based and operated on a needs-based plan. They would respond where possible to request made by inmates or prison authorities. Donations made by church members were their source of funding and these were not always available. SDA Prison Ministries due to financial constraints last supported the recording of inmates' music in 2010 as church donations were not always sufficient.

4.12 Management level role in the strategy formulation process

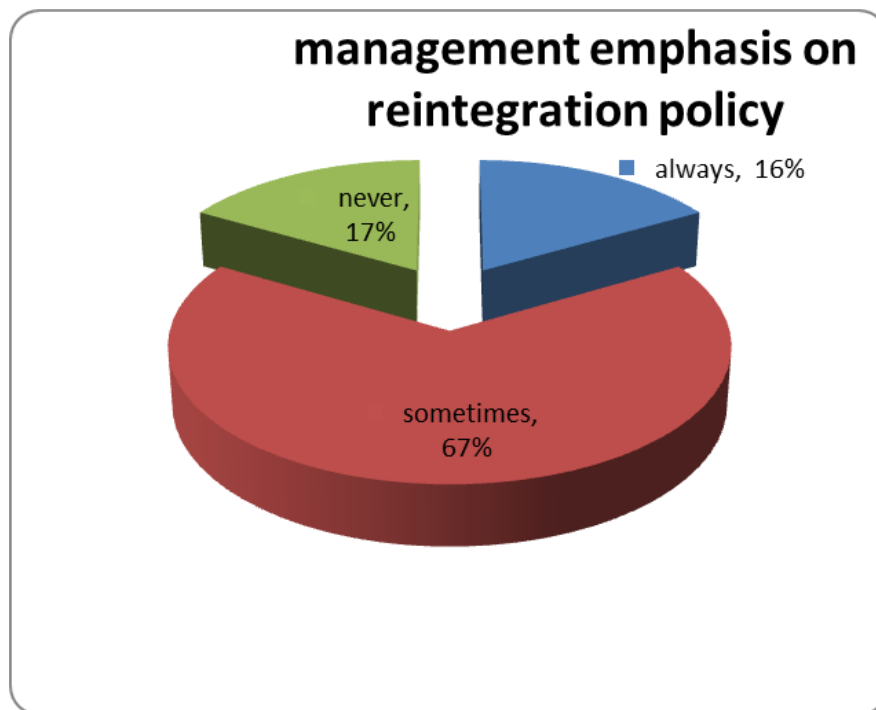
Table 6: Management level role in strategy formulation process

Management Level	Role	Frequency
Top management	Leading	51%
Middle management	advisory	37%
Supervisory management	Supporting	7%
Operational level	Observer	5%
Total		100%

The results in Table 6 show the distribution of the levels in the hierarchy of ZPCS management that have the responsibility to articulate the strategy. The results show that fifty-one percent (51%) of the top management plays a leading role in the strategy formulation process. Thirty-seven (37%) percent of the respondents said middle management plays advisory role, seven percent (7%) said supervisory management plays a supportive role, while five percent (5%) said operational level plays an observer role. Armstrong (2005) noted that the achievement of sustainable change requires strong commitment and visionary leadership from the top. Knowledge gaps in ZPCS however have the potential to hinder visionary leadership.

4.13 Emphasis on reintegration

Figure 11: Management emphasise on reintegration

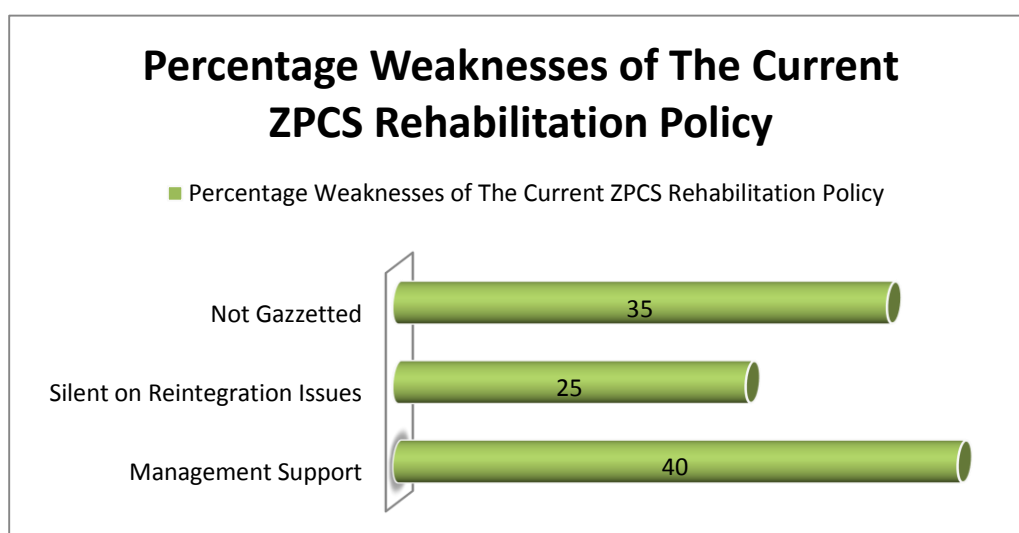


The results on Figure 12 show that sixty –seven percent (67%) of the respondents said that the top management does sometimes emphasise issues of reintegration. This is an indication of a problem gap as reintegration is a secondary issue in offender management. Sixteen percent (16%) said management always emphasise successful reintegration as a policy and seventeen percent (17%) said never. Document analysis shows that Commissioner’s Standing Orders empower OICs to make effort to obtain employment for ex-offender which can be interpreted as a reintegrative measure but section 3 (150) of the Prisons Staff Discipline Regulations of 1984 make it an offence for any other officer to conduct correspondence or personal relations with ex-offenders or with relatives or friends of persons in prison or ex-offenders. This means efforts to successfully reintegrate ex-offenders often fail as rehabilitation

officers are liable to be charged. Prison management in Manicaland prison administrative region has however been leading in emphasising reintegration of ex-offenders through public -private partnerships. Border Timbers a private company has partnered ZPCS in offering mentorship and apprenticeship programmes, selected inmates work at the company are given a wage which is put into their prison accounts. On release Border Timbers can employ them. This aids reintegration as it address the issue unemployment as a push factor to reoffending.

4.14 Weakness of the current ZPCS rehabilitation policy

Figure 12: Weakness of current ZPCS rehabilitation policy



Results reflected that forty percent (40%) of respondents viewed lack of management support as the main weakness of the Rehabilitation Policy (2005). A further twenty-five percent (25%) of the respondents indicated that the policy is silent on reintegration strategy issues and ten percent (10%) of the respondents said that the current policy is not gazetted by the government to legitimise it resulting in its selective application across prison stations. Australian studies are similar in that

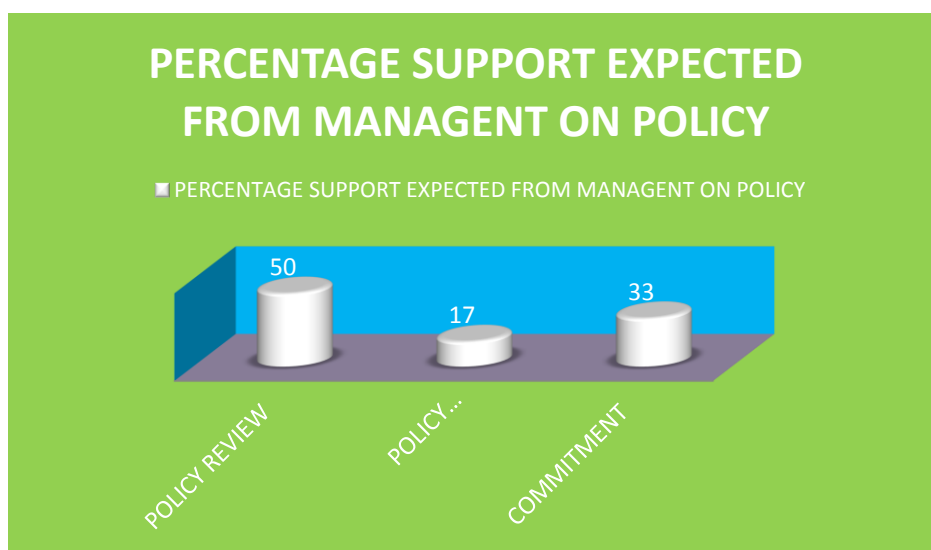
correctional institutions also have no clear legal mandate for implementation of rehabilitation programmes. However these findings depart significantly in that Australia has well established programmes running in its correctional institutions.

All interviewed stakeholders indicated lack of management support as one of the weaknesses of the Rehabilitation Policy. Stakeholder X for example indicated that prison management would at times not submit financial reports for livelihood projects funded by them. This lack of support meant that X could not account to its funders for monies used. Hence projects often failed to be sustainable due to non-compliance and lack of accountability by ZPCS officials. Military procedures and conduct of ZPCS is a weakness pointed out by stakeholders which makes access to inmates difficult and prison work intimidating.

The Rehabilitation Directorate falls under the General Duties section where officers can be assigned any duty, this is in comparison to artisan, medical personnel, chaplains and teachers who are classified as either Technical or Technical Specialist personnel. This often means that Rehabilitation Officers can and are assigned other duties beside what they are employed to do. This often results in them having conflicting roles of been reform-oriented and control-oriented for example when carrying out security searches or presiding over disciplinary cases of offenders. This human resource policy means that the work of Rehabilitation Officers is not valued or viewed as important by other Prison Officers. Offenders who need their services would also have no confidence in them or their work hence not participate fully in rehabilitation and reintegration processes.

4.15 Management Support

Figure 13: Support expected from the management on policy



Results in Figure 13 indicate that fifty percent (50%) of the respondents need management support on reviewing the Prisons Act (1996) and other relevant legislature to align ZPCS mission statements with rehabilitation and reintegration policies. Thirty- three percent (33%) responded that they need management commitment in supporting funding of programmes and activities and seventeen percent (17%) indicated that management should support and enforce implementation of the rehabilitation policies (2005). Questionnaire responses from inmates showed that there was need of financial support upon release for them to be self-sustaining and to access social amenities from ZPCS. They also highlight concern over government employment legislature. Inmates and civic organisations felt that government was not sincere in its rehabilitation and reintegration efforts as it been the biggest employer restricted employment of persons with criminal records. Was government then practicing what it preaches?

4.16 Chapter Summary

The chapter data presentation, analysis and discussion are structured by the research questions:

- What are the rehabilitation programmes offered to inmates?
- How relevant is the current rehabilitation policy on the reintegration of offenders?
- What is the role of stakeholders in rehabilitation and reintegration of inmates?

Field research was undertaken to collect narratives of inmates, stakeholders and prison officers so as to get a fuller picture of their experiences and perceptions. In-depth interviews were conducted with prison management and stakeholders. The research findings highlighted central themes about offender rehabilitation, ex-offender reintegration and policy. The research analysis is objective in that it is based on measureable and observable facts such as the number of inmates engaged in rehabilitation programmes, rehabilitation programmes offered, prison officer recruit training curriculum, qualifications and policy documents. Subjective analysis is also employed to capture personal opinion, judgements and assumptions such as on the understanding of the concept of rehabilitation and on management emphasis on rehabilitation issues and support expected from them on policy. This subjective analysis is important as it shapes organisational culture while objective analysis informs decision making.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Summary

This chapter rounds off the study by summarising the findings of the study. The brief summary will be on the information related to the study objectives, sample and instruments used in data collection and analysis. Personal and other researchers' recommendations are proposed. The recommendations were made by the researcher basing on the conclusions derived from the results of the study. The specific objectives of the study were to:

- identify rehabilitation programmes offered to inmates at Harare Central Prison Complex.
- determine role of stakeholders in rehabilitation and reintegration of inmates
- analyse the relevance of rehabilitation policy on successful reintegration of ex-offenders in ZPCS.

5.1 Research conclusions

5.1.1 To identify rehabilitation programmes offered to inmates at Harare Central Prison Complex.

According to research findings, the current rehabilitation programmes offered to inmates are categorised into four components that is academic education, vocational or skills training, sports and recreational activities and counselling. The Prisons Act (1996) provides that primary level education for an inmate is at public expense,

vocational or skills training programmes are offered in prison workshops but trade testing is at private expense. Harare Central Prison Complex is a registered exam centre for Zimbabwe School Examinations Council and its workshops trade-testing exams are regulated the 1994 Manpower Planning and Development Act. However secondary level education, trades qualification and professional courses are at private expense. A high percentage of inmates partake in primary education programmes as they had not attained this level before incarceration. Absence of budgetary support towards rehabilitation programmes however limits completion or continuity of programmes. Needs assessment for placement into programmes are not carried out hence subject to availability of funds and security clearance inmates can engage in a programme of choice.

5.1.2 To determine role of stakeholders in rehabilitation and reintegration of inmates

The research findings revealed that the current prison culture is not open enough to engage stakeholders in its rehabilitation and reintegration processes. This can be attributed to organisational culture. Those few with access to prison, they are assisting inmates mainly through funding their studies (financial support), humanitarian aid, spiritual support and food security. Stakeholders highlighted that they had no sufficient funds or resources for programme continuity or completion. PFZ and ZACRO were trying to give a hand in the reintegration process by assisting ex-offenders to start income generating projects but its impact is minimal because of resources constraints. SDA and other churches have been instrumental in addressing

reintegration needs of ex-offender by offering social support network upon their release.

5.1.3 To analyse the relevance of rehabilitation policy on the reintegration of ex-offenders in ZPCS

According to research findings some Prison Officers did have a common understanding the concept of rehabilitation from the middle management down to the operational level. The organisational culture plays a major role to this effect since it was adopted from the colonial era, rules and regulations were suppressive and punitive. The current prison officers recruit training produces an officer who is militant and control-oriented and not rehabilitation-oriented. Therefore because of lack of training in offender rehabilitation they do not see relevance in the rehabilitation policy on successful reintegration of ex-offenders. They cannot reconcile the punitive paradigm with the new paradigm of rehabilitation and reintegration.

Unavailability of a budget for the Rehabilitation Directorate and the fact that it staffed by junior ranks shows lack of commitment by management. Rehabilitation policy strategies are applied selectively and haphazardly across prison stations. Harare Central Prison Complex has no rehabilitation or reintegration plan in place. Inmates' needs are not assessed and inmates have no records to show progression in programmes. Planning for rehabilitation and reintegration processes is based on perceived funding from inmates family, prisoners aid societies and civic

organisations. Therefore ZPCS cannot monitor and evaluate programmes they have for example no financial control over.

Rehabilitation and reintegration are ZPCS core strategic goals according to its mission statement yet no provision in terms of enabling legislature is in place to enhance their attainment. Legislature makes it difficult for someone with a criminal record to get employment in the government. This can be interpreted subjectively that government has no faith in prisoner reformation and it sees no relevance in the rehabilitation policy on successful reintegration of ex-offenders. As a result ZPCS faces a lot of obstacles in reintegrating ex-offenders to the society as the government does not practice what it preaches.

5.2 Assumptions

The study has revealed that lack of resources hampers the relevance of the rehabilitation policy on successful reintegration of offenders into society. Human capital and resources such as lack prison officer training in rehabilitation and reintegration of offenders affect implementation of rehabilitation policy. Lack of financial resources to fund programmes minimises the relevance of the rehabilitation policy on successful reintegration of ex-offenders

5.3 Recommendations

The study summary and conclusion inform the following recommendations;

- It is recommended that Zimbabwe Prisons and Correctional Service should focus on change management so that its organisational culture is

focused on its mission goals,

- Prison officer recruit training should reconcile punitive control-oriented goals of colonial regimes with reform-based new approaches to prison management,
- Zimbabwe Prisons and Correctional Service should take advantage of Zimbabwe's bi-lateral relations with for example South Africa and Namibia to attach staff to correctional services there to gain an appreciation of prison reforms based on offender rehabilitation and reintegration,
- Recruitment of more qualified rehabilitation personnel is recommended,
- Appropriate rank placements and recognition of the importance and value of work Rehabilitation directorate,
- Appointment of Officers-in-Charge of Prison stations should be based on qualifications that are supportive of offender rehabilitation and reintegration and change management,
- Prison stations should come up with comprehensive rehabilitation plans which are constantly monitored and evaluated,
- It is recommended that stakeholders should develop needs-based typologies of offenders to guide them through successful reintegration into society,
- An inmate database or individual file should be a priority to record and track their progress in rehabilitation and reintegration processes,
- Sentence management planning should therefore be a must at prison stations,

- Establishment of more Open Prison systems is recommended to counter the dangers of institutionalisation, stigmatisation and exclusion,
- Reintegration should be recognised as a process that starts in prison and not on release of ex-offenders,
- Establishment of more public-private partnerships to link activities in prison to work possibilities outside,
- Multi-stakeholder conferencing should be employed to enhance coordination and to effectively engage stakeholders,
- There should be public ownership of activities in prison, rehabilitation and reintegration is not the preserve of prisons alone but is a public duty,
- Prison officials should thus be accountable to the public who have a right to know what is happening in prison and be open to public criticism as part of image and penal reform,
- Public education and stimulation of media interest should be a priority for image building on the role prison staff have to protect society, rehabilitate and reintegrate offenders,
- Policy review of legislature that is in contradiction to the concept of rehabilitation and reintegration of offenders should be lobbied for,
- Prison Officials should comply with and adopt prison reforms and adhere with international and regional instruments on prison management and offender rehabilitation,
- Implementation of policies strategies should be uniform across the organisation,

- Funding of rehabilitation and reintegration programmes should be a matter of policy for self-sustenance and
- Participation by inmates in programmes should be a right and not a privilege and inmates should be recognised as key stakeholders in rehabilitation and reintegration issues.

5.4 Areas for future research

This study only represents a first step in understanding the relevance of rehabilitation policy on successful reintegration of ex-offenders. There are a number of possibilities for future study. Issues within developmental economics need to be investigated. It is clear from this study and literature reviewed that offenders and ex-offenders often are concerned with self-sufficiency. Often lack of financial security led to their commission of crimes. Further research is required in view of the fact that ex-offenders have limited opportunities open to them due to their criminal records, in addition to which the harsh socio-economic environment in Zimbabwe has led to unemployment and poverty.

The second avenue for future research is linked to the issue of alternatives to imprisonment in particular the closed prison system versus the open prison system. Alternatives to imprisonment promote reintegration and restorative justice principles.

A third route for future study is to conduct an investigation into the rights of inmates in prison in relation to their rehabilitation and reintegration needs. Lastly the impact of stakeholder support in rehabilitation and reintegration is one area for future research.

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APPENDICES

Appendix 1: Consent Form

Dear Participant

My name is Precious Chinamasa and I am a student at Africa University. Thank you for showing interest in participating in this research study on the Relevance of the rehabilitation policy on successful reintegration of ex-offenders: A case study of Harare Central Prison Complex. If you agree to participate in the study you will be required to fill out a questionnaire/ be individually interviewed on issues of rehabilitation and reintegration of offenders. You will be required to share your experiences, knowledge or story.

You will sign a consent form to agree to confidentiality of the contents of the questionnaires/interviews. The research interview is expected to last a minimum of 35 minutes. The questionnaire is to be filled out and returned on the same day. Your identity in the research findings will be anonymous. I commit to keeping identity and information collected confidential. All material used will be destroyed on completion of the study.

No monetary payments, promotions or any other favours will be made for participating in the research study. Participation is **voluntary** and you are free to withdraw from participation anytime during the research.

Declaration of Agreement to Participant

I, hereby confirm that I have understand the nature of the research study and I freely consent to participate in the research project and that I can withdraw my participation at anytime during the research study.

Signature of participant

Date

Appendix 2: Questionnaires for Prison Officers

I am a student at Africa University undertaking a research titled, **Relevance of rehabilitation policy on successful reintegration of ex-offenders: A case study of Harare Central Prison Complex**. Please kindly respond to the following questions and statements by placing a tick in the box against or question relating to you. Any response written in this questionnaire will be treated with strictest confidence. Do not write your name. Honest responses are highly appreciated.

SECTION A

1. Please indicate your gender

Male

☐

Female

☐

2. What is your level of education?

'O' level

☐

'A' level

☐

University/college

☐

Other.....

3. How long is your service in ZPCS?

0-5yrs

☐

6-10yrs

☐

11-20yrs

☐

21yrs-above

☐

4. What is your Job title?

.....

SECTION B

5. How were you appointed to your current position?

Employment

☐

Merit

☐

Qualifications

☐

Seniority

☐

Other.....

6. Have you ever been trained specifically on how to rehabilitate offenders?

Yes

☐

No

☐

7. How often do you have rehabilitation workshops and seminars?

Always

☐

Sometimes

☐

Never

☐

8. Does ZPCS's Training curriculum emphasize rehabilitation issues?

Yes

☐

No

☐

Other.....

9. Which Training and development methods are being implemented by ZPS?

Off- the job training

☐

On- the job training

☐

External training

☐

Induction

☐

Management course

☐

Where was the training done?

☐

.....

10. Which of these methods do you employ when rehabilitating offenders?

Vocational/ Skills training

☐

Psychosocial rehabilitation e.g. counselling

☐

Academic education

☐

Arts and recreational

☐

None

☐

Other specify.....

11. In your own opinion how effective are the current rehabilitation methods?

Yes

☐

No

☐

Comment

.....

12. How have these environmental forces affected rehabilitation and reintegration programs?

IMPACT	MAJOR	MINOR	NONE	UNDECIDED
---------------	--------------	--------------	-------------	------------------

Political forces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic conditions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Demographics	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Technological advances	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Give comment for your choice

13. How many rehabilitation officers are at this station?

0-1	<input type="checkbox"/>
2-3	<input type="checkbox"/>
4-6	<input type="checkbox"/>
7-9	<input type="checkbox"/>

14. What is the prison population at this station?

500-1000	<input type="checkbox"/>
1500-2000	<input type="checkbox"/>
2500 -3000	<input type="checkbox"/>

15. What kind of support do you get from the following organizations?

ORGANISATION

e.g. HOPE

SUPPORT

educational books

Prison Fellowship.....

ZACRO.....

.....

.....

.....

.....

16. What other kind of support do you expect from external organizations?

Financial	<input type="checkbox"/>
Technical advice	<input type="checkbox"/>
Involvement in reintegration	<input type="checkbox"/>
Transport	<input type="checkbox"/>
Other	

.....

17. What level is your rank positioned at the ZPCS organizational structure?

Top Management Level	<input type="checkbox"/>
Middle Management Level	<input type="checkbox"/>

Supervisory Level	<input type="checkbox"/>
Operational Level	<input type="checkbox"/>

18. What role do you play in strategy formulation and implementation?

Advisory	<input type="checkbox"/>
Observer	<input type="checkbox"/>
Leading	<input type="checkbox"/>
Supporting	<input type="checkbox"/>

19. How often does management emphasize issues of rehabilitation?

Always	<input type="checkbox"/>
Sometimes	<input type="checkbox"/>
Never	<input type="checkbox"/>

20. All officers understand the concept of rehabilitation?

Agree	<input type="checkbox"/>
Strongly agree	<input type="checkbox"/>
Disagree	<input type="checkbox"/>

21. Which of the following challenges are you facing in implementing rehabilitation programs?

Management commitment	<input type="checkbox"/>
Lack of funding	<input type="checkbox"/>
Mismanagement	<input type="checkbox"/>
Unskilled personnel	<input type="checkbox"/>
Other.....	

22. What support do you expect from the management?

Training and development	<input type="checkbox"/>
Commitment	<input type="checkbox"/>
Other.....	

23. What could you suggest towards the successful rehabilitation and reintegration of offenders?

.....

.....

Appendix 3: Questionnaire for Offenders

I am a student at Africa University undertaking a research titled, **Relevance of rehabilitation policy on successful reintegration of ex-offenders: A case study of Harare Central Prison Complex**. Please kindly respond to the following questions and statements by placing a tick or filing in the blank space against a question relating to you. Any response written in this questionnaire will be treated with strictest confidence. Do not write your name. Honest responses are highly appreciated.

SECTION A- DEMOGRAPHIC DATA

1. What is your age group?

Age range in years

20-25

☐

25-30

☐

30 and above

☐

2. Level of education

Primary

☐

'O' level

☐

'A' level

☐

University/college

☐

Other.....

3. Occupation before imprisonment

Student

☐

Unemployed

☐

Employed

☐

Self- employed

☐

Other.....

SECTION B

6. What offence did you commit?

Theft

☐

Rape

☐

Indecent assault

☐

Robbery

☐

Other.....

7. What made you commit that crime?

Peer pressure

☐

Economic reasons

☐

Temptation

☐

Family influence ☐

Other.....

7. Before imprisonment who were you staying with?

Family ☐

Relatives ☐

Other.....

8. Do you have any previous conviction?

Yes ☐

No ☐

9. If answer to 8 is **YES** on what charges were you convicted for?

10. How was the case finalised by the court?

11. How long is your prison sentence?

12. For the period you have stayed at this prison how often do you have visitors?

Once every week ☐

Once every month ☐

After several months ☐

Not at all ☐

13. If you are not being visited what could be the reasons behind this?

Transport problems ☐

Anger ☐

Other.....

14. Which of the following rehabilitation activities you are currently doing in Prison?

Academic education ☐

Vocational /Skill training ☐

Arts and recreation ☐

Other

specify.....

15. How often are you given opportunity to participate in these programs?

Always ☐

Never ☐

Sometimes ☐

16. How are you going to use what you learnt from these programs when you are discharged from prison?

17. What support do you want upon release from prison?

Accommodation

☐

Resources

☐

Financial support

☐

Legal assistance

☐

Other.....

18. What would you recommendations towards the success of rehabilitation and reintegration programs?

.....

.....

.....

.....

Appendix 4: Interview Guides for ZPCS Management


1. What role do you play in the inmates' reintegration process?
2. Does every member of the organization understand the concept of rehabilitation of inmates?
3. How is the importance of successful reintegration communicated?
4. Do you have relevant resources to facilitate the successful implementation of rehabilitation programmes?
5. Do you have systems in place to monitor and evaluate the current rehabilitation and reintegration process?
6. What are the weaknesses of the current rehabilitation policy?
7. What is the impact of ZPCS rehabilitation policy in reducing recidivism?
8. What challenges do you face in reintegrating offenders into society?
9. When the Rehabilitation Policy last reviewed?
10. What can be done to enhance and realign this current policy to organisational goals?

Appendix 5: Interview Guide for Stakeholders

1. Does the current prison system allow you to be involved in the rehabilitation and reintegration process?
2. To what extent are you involved in these processes?
3. What role do you play when it comes to successful reintegration of offenders?
4. How prepared is the community to receive ex-offenders?
5. What is it that you think you can do to improve the processes of rehabilitating and reintegrating offenders?
6. What do you expect to be done by the government to address challenges faced by ex- offenders?

Appendix 6: Letter of Authority from ZPCS

ZIMBABWE PRISONS AND CORRECTIONAL SERVICE



Telephone : 706501/2/3/4, 777384
754197, 710095
Telegrams : "PENAL", HARARE
Fax : 754157
E-Mail : zps@gta.gov.zw

Ref: G/24/17

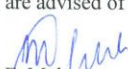
OFFICE OF THE COMMISSIONER
Private Bag 7718, Causeway
Harare
ZIMBABWE

Supt P Chinamasa.
ZPCS Headquarters

13 March 2014

APPLICATION FOR PERMISSION TO CONDUCT RESEARCH IN THE ZPCS

1. The above subject refers
2. Your application for permission to conduct research at Harare Central Prison entitled: "*Relevance of the rehabilitation policy on successful reintegration of ex-offenders: A case study of Harare Central Prison complex* " was approved.
3. You can therefore make arrangements and do the research at your convenient time during working hours.
4. On completion of your research, you are required to submit both hard and soft copies of your findings to the Research and Development office for the Commissioner General's information. During your data collection, you are required to observe all the necessary rules and regulations including ethics appertaining to your study and you shall not be allowed to divulge any information regarding the operations of the ZPCS.
5. By copy of this letter, the OC Mashonaland Region and OIC Harare Central Prison are advised of the approval.


F. Mukanangana (CHIEF PRISON OFFICER)
RESEARCH AND DEVELOPMENT

Action
SO- Security

Info
OC- Mashonaland Region
OIC- Harare Central Prison
SO- Personnel
SO- Admin
Research and Development
File

Appendix 7: Letter of Authority from ZAOWP

ZACRO
ZIMBABWE ASSOCIATION FOR CRIME PREVENTION AND REHABILITATION OF THE OFFENDER

(W.O.65/68)

PHYSICAL ADDRESS:

Stand No. 12922
Ndhlela Way
Mbare
Harare



POSTAL ADDRESS:

P.O BOX MSK 260
Mbare, Harare
Tel: 263-4-770046 / 772946
Fax: 263-4-770046
Email: zacrehab@mweb.co.zw

Ms Precious Chinamasa
ZPCS Head Quarters
47 Mbuya Nehanda Street
Harare

Date: 20 March 2014

Ref: Research on Relevance of ZPCS Rehabilitation Policy on Successful Reintegration of ex- Offenders ; Case study of Harare Central Prison.

Dear Ms Chinamasa

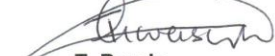
ZACRO as the current chairperson and secretariat of Zimbabwe Association of Organisation Working with Prisons (ZAOWP) acknowledges receipt of your application seeking for information to augment the above stated research. Consultations amongst the ZAOWP members have nominated the following organisations to work with you and provide the information required, proposed dates and times for the interviews:

Name of Organisation	Date of Interview	Time
ZACRO	25 th of March 2014	2.30pm
PFZ (Prison Fellowship Zimbabwe)	26 March 2014	9.00am
ZPM (Zimbabwe Prison Ministries)	26 March 2014	3.00pm
SDA (Seventh Day Adventist church) Prison Ministries	28 March 2014	9.30am
Femprest (Female Prisoners Support Trust),	28 March 2014	12.30pm

Please get in touch with the individual organisations and confirm the dates and times of the interviews.


We wish you the best in your research and we would be most grateful if you share with us the findings of your research so that we can also input into our own programmes on Rehabilitation and Reintegration on inmates and ex-inmates.

Yours Faithfully



T. Ponde
Programmes Director.

Appendix 8: Clearance Letter from Africa University



**AFRICA
UNIVERSITY**
(A United Methodist-Related Institution)

Investing in Africa's Future

P.O. BOX 1320, MUTARE, ZIMBABWE - OFF NYANGA ROAD, OLD MUTARE - TEL: (263-20) 66788/60075/60026/61611 - FAX: (263-20) 66788/61785 - EMAIL: ipgdirector@africau.ac.zw - Website www.africau.edu

INSTITUTE OF PEACE LEADERSHIP AND GOVERNANCE

15 April 2014

TO WHOM IT MAY CONCERN


Re: Permission to Undertake Research for Dissertation at Africa University

Precious Chinamasa student registration number 011585 is a student at Africa University. She is enrolled in a degree program in Peace, Leadership and Governance and is currently conducting research for her project, which is required for completion of the program in June 2014. The research topic is **"Relevance of Zimbabwe Prison and Correctional Service Rehabilitation Policy on Successful Reintegration of Ex-offenders: A Case Study of Harare Central Prison Complex"**. Precious is expected to undertake this research during the period January- April 2014 before the dissertation can be submitted to the Faculty in May 2014.


The student will share with you the results of this research after its approval by the Institute.

We thank you for your support and cooperation regarding this research.

Yours sincerely



Prof. P. Machakanja
Director



"Living our Vision in Faith, Embracing Diversity, Developing Leaders for Africa"

1992-2014 ANNIVERSARY 2012