

**AN INVESTIGATION ON THE PERCEPTIONS OF OFFICIALS ON  
THEIR ROLE IN THE REHABILITATION PROCESS: THE CASE OF  
THE EAST LONDON CORRECTIONAL CENTRE**

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## DECLARATION

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In accordance with Rule G4.6.3, I hereby declare that the above-mentioned thesis is my own work and that it has not previously been submitted for assessment to another University or for another qualification.

SIGNATURE:  \_\_\_\_\_

DATE: 15.11.2016

## **DEDICATION**

This treatise is dedicated to:

- My parents, Mveleli and Nomisa for their care, love, and support which provided a solid foundation in my physical, spiritual and intellectual development.
- My brother, sisters, Nomkhitha and Asiphe for their faith in my capabilities to achieve success at academic level.
- My husband, Ayanda Gqaza; for his motivation, which sponsored resilience at times when I felt like giving up the study. His support, material and otherwise, and for his sacrifices in order to give time and space to pursue the study. Enkosi Radebe.
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- My unconditional sincere gratitude and appreciation is extended to my Supervisor, Prof Derek Taylor for his mentorship, inspiring motivation, guidance, support, patience, enthusiasm, encouragement and developmental opinions. Without him I would not have completed the study.

## **ABSTRACT**

This report is the result of a literature study and questionnaire which gave insight on the role of officials in the rehabilitation process. Correctional Services has adopted a new approach, where offenders need to change their negative behaviour and be rehabilitated. Corrections have a societal responsibility towards the community to guide the offender on his rehabilitation path.

This study was conducted to give a better understanding of rehabilitation to offenders. The purpose of this research is to determine if the Department of Correctional Services delivers on its legal and social responsibility towards the rehabilitation of offenders.

In this study the researcher gathered information on the department policies, training of officials, the programmes currently available in Correctional Services, and also the involvement of the community in this process. Corrections cannot work alone, and needs the help of the community and leaders in the community to assist it in this process.

Correctional Services faces many challenges in order to succeed in the rehabilitation of offenders. Currently there is a shortage of officials in the Department of Correctional Services, and the Department cannot, therefore, fully succeed in its rehabilitative role. Another aspect is that rehabilitation programmes are voluntary, and offenders can decide if they want to become involved or not.

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## CHAPTER ONE

### 1.1 BACKGROUND TO THE STUDY

The primary function of the Prison Services was to keep offenders in safe custody until they were released. The political changes which commenced in 1990 had an impact on the former prison system. Late in 1990 the then government announced that it planned to introduce extensive reforms to the prison system (White Paper on Corrections in South Africa, 2005). In 1991 the Prison Services were separated from the Department of Justice and renamed the Department of Correctional Services (DCS). This brought about important changes to legislation, which had an impact on the prison services (White Paper on Corrections in South Africa, 2005). The Interim Constitution of the Republic of South Africa introduced in 1993 embodied the fundamental rights of the citizens, including those of offenders. This resulted in the introduction of a human rights' culture in the correctional services system in South Africa. The White Paper on Correctional Services was released in 2005. The White Paper (2005:2) focuses on the rehabilitation of offenders and their humane treatment. According to the White Paper on Corrections in South Africa, 2005, the transformation of the Department in the first five years of the new democracy entailed the following:

- The demilitarisation of the correctional system in order to enhance the department's rehabilitation responsibilities; and
- Progressive efforts to align itself with correctional practices and processes that had proved to be effective in the international correctional arena.

In terms of prescriptions contained in the Correctional Service Act 111 of 1998, a correctional centre is any place established under the Act as a place for the detention, confinement, training or treatment of persons liable to detention in custody or to placement under protective custody. The purpose of the correctional system is to contribute to maintaining and protecting a just, peaceful and safe society.

The East London Correctional Centre is situated in East London a city which falls under the jurisdiction of the Buffalo City Municipality in the Eastern Cape Province. It is one of fifteen correctional centers in the Eastern Cape Province and it is also the largest centre in the region. It is situated in the industrial development zone (IDZ). The centre was erected in 1980 ([www.dcs.gov.za](http://www.dcs.gov.za)).

The East London Correctional Centre has three sub-centers name; Maximum A, Medium B and Medium C facilities. Maximum A facility is for males who have received lengthy sentences such as life imprisonment and such inmates are categorised as high profiles. The centre accommodates one thousand offenders and it is one of two centres that accommodate long-term sentenced male offenders in the Eastern Cape Province. Medium B facility is the sub-centre for un-sentenced inmates and it accommodates five hundred awaiting-trial male offenders. The medium C facility is for maximum sentenced, medium sentenced and awaiting-trial female offenders. It is the only centre that accommodates female offenders in the Eastern Cape Province. All other female centres closed in 2008 and all inmates were transferred to the Medium C facility along with correctional officials from these centres. The Medium C facility accommodates two hundred and seventy-three inmates and forty awaiting trial offenders. The Department of Correctional Services has been mandated to translate the vision of being the best in delivering on its mandate ([www.dcs.gov.za](http://www.dcs.gov.za)). The Department seeks to achieve this by delivering a series of strategically positioned and prioritised programmes. The projects were launched in August 2005 and the Medium C facility was one of thirty-six centres nominated by the Department of Correctional Services across various regions to be created for the provision of holistic integrated programmes and services to the offenders and persons under correctional supervision ([www.dcs.gov.za](http://www.dcs.gov.za)). Those centres are now called the Centres of Excellence ([www.dcs.gov.za](http://www.dcs.gov.za)). These officials are employed to, *inter alia*, rehabilitate the offenders.

In response to the high crime rate and the high rate of re-offending in South Africa, the Government in 2000 instituted rehabilitation programmes that would be implemented by the Department of Correctional Services in their respective correctional centres ([www.dcs.gov.za](http://www.dcs.gov.za)). Rehabilitation, in the context of the Department of Correctional Services, is defined as “a process that influences or brings about change in the person’s life deviant behaviour, distorted thinking patterns to correct human behaviour and the promotion of social responsibility and values’ (White Paper on Corrections in South Africa, 2005:37).

Rehabilitation falls under the umbrella of treatment aimed at changing the offender’s behaviour to prevent him or her from committing another offence. Community

restraints, such as the supervision of offenders in the community to provide continued formal control over them and thus limit the opportunities for re-offending (White Paper on Corrections in South Africa, 2005:39).

The following are the primary objectives of the Department of Correctional Services for implementing programmes to assist with rehabilitation (White Paper on Corrections in South Africa, 2005: 38)

- Breaking the cycle of crime;
- Providing an environment for controlled and phased rehabilitation interventions;
- Providing guidance and support to probationers and parolees within the community;
- Providing corrective and development measures to the offender;
- Reconciling the offender with the community;
- Enhancing the productive capacity of offenders; and
- Promoting healthy familial relations.

Correctional programmes are non-therapeutic and need-based programmes that address offending behaviour. It is compulsory for all sentenced offenders serving a sentence of 24 months and longer to participate or attend correctional programme sessions (White Paper on Corrections in South Africa, 2005:13). The Department of Correctional Services has developed seven correctional programmes that can be presented by correctional officials who have undergone the necessary training on the implementation of such programmes and they include, *inter alia*, the following (White Paper on Corrections in South Africa, 2005:27):

- An anger management programme;
- A cross-roads correctional programme;
- A preparatory programme on sexual offences;
- A pre-release programme;
- A substance abuse correctional programme;
- A restorative justice orientation programme; and
- A new beginnings orientation programme.



Once an offender is admitted to the Correctional Centre she or he will commence participation in a rehabilitation programme.

## **1.2 AIMS OF THE STUDY**

The primary aim of the study is to evaluate the effectiveness of the rehabilitation process with specific reference to the East London Correctional Services Centre. The study further seeks to describe and analyse the rehabilitation programmes within the Correctional Services Centre including the responsibilities of officials in these programmes. The study seeks to identify any challenges faced by the East London Correctional Services Centre including those pertaining to the officials in implementing the rehabilitation of offenders. In addition, the study will endeavour to determine participant perceptions in terms of the rehabilitation process.

## **1.3 PROBLEM STATEMENT**

As previously mentioned, above the political changes, which commenced in 1990, had an impact on the former prison system. The primary function of the former Prison Services Division was to keep offenders in safe custody until they were released. Late in 1990 the former government announced that it planned to introduce extensive reforms to the prison system (White Paper on Corrections in South Africa, 2005: 27). In 1991 the responsibility for prison services was separated from the Department of Justice and renamed the Department of Correctional Services. This brought about important changes to prison legislation (Draft White Paper on Corrections in South Africa, 1994: 27). The Interim Constitution of Republic of South Africa, 1993, embodied the fundamental rights of the citizens, including those of offenders.

The Department of Correctional Services now focuses on rehabilitating offenders with the assistance of the community and correctional officials. Rehabilitation should be viewed not merely as a strategy to prevent crime, but rather as a holistic phenomenon incorporating and encouraging the following (Draft White Paper on Corrections in South Africa, 1994: 37)

- Social responsibility;
- Social justice;
- Active participation in democratic activities;

- Empowerment with life-skills; and
- A contribution to making South Africa a better place in which to live.

It should be noted that rehabilitation has been implemented through relevant programmes to offenders with the assistance of officials primarily associated with the Department of Correctional Services.

The researcher is an employee in the above-mentioned department and has observed from the date of implementation of rehabilitation programmes that the Department of Correctional Services has not achieved its objectives at certain of its correctional centres. The East London Correctional Centre faces the on-going problem of inmates returning to the correctional centres after being released. This is known as re-offending. Often previous offenders are released after serving their sentences (or if they are released through the correctional supervision programme) and many commit crimes again, especially those who had previously been sentenced for crimes such as robbery and shop-lifting. These offenders can serve more than five sentences in a five-year period. Re-offending causes overcrowding in the correctional centres. There is concern that overcrowding, caused by the high return rate of previous offenders, may cause risks in terms of security and poor health conditions in the centres. Inmates engage in illicit activities such as, *inter alia*, gangsterism and smuggling. Inmates do not often behave in the manner expected of them, thereby placing the safety and work of staff members at risk, for example, the stabbing of officials by offenders. For purposes of this study it is proposed by the researcher that the primary problem facing the Department of Correctional Services in East London is the high rate of offenders returning to the Correctional Services Centres. The researcher further contends that a contributing factor for this phenomenon could be that the rehabilitation intervention strategies provided by the Department of Correctional Services are not adequate.

## **1.4 RESEARCH OBJECTIVES**

The following are the primary and secondary research objectives of the study:

### **1.4.1 Primary Objective**

The primary objective of the study is to determine whether there are any strategies in place to ensure that rehabilitation is implemented effectively in order to achieve the

Department of Correctional Service's objectives in the East London Correctional Services Centre and to determine the role of officials in the rehabilitation process of offenders.

#### **1.4.2 Secondary Objectives**

The secondary objectives of the study are as follows:

- To describe and analyse the social and legal responsibilities of the East London Correctional Services Centre towards the rehabilitation of offenders in its custody;
- To analyse the East London Correctional Services Centre's delivery of services with regard to the rehabilitation of offenders;
- To establish whether there are any factors affecting a successful implementation of rehabilitation programmes by the East London Correctional Services Centre;
- To propose recommendations aimed at improving service delivery towards rehabilitation programmes and strategies; and
- To investigate whether the financial and human resources are adequate for the East London Correctional Services Centre to implement its rehabilitation programmes effectively.

### **1.5 RESEARCH QUESTIONS**

Bryman (2012:9) states that a research question provides an explicit statement of what it is the researcher wishes to know. A research purpose can be presented as a statement but a research question must have a question mark at the end of it or else it is not a question.

For purposes of this study the following research questions are proposed:

- What measures have been put in place to ensure that offenders are rehabilitated?
- What are the main duties of officials towards the rehabilitation programmes/ strategies?

- Have officials been adequately trained in matters pertaining to the rehabilitation programmes facilitated by the East London Correctional Services Centre?
- Are there any challenges experienced by officials in the implementation of rehabilitation programmes?
- Is there any progress in the rehabilitation process as compared to the prison system?
- Are there sufficient resources to implement rehabilitation effectively?
- Are there any monitoring and control measures to evaluate the rehabilitation process?

## **1.6 LITERATURE REVIEW**

Bryman (2012:9) states that a literature review represents an important element in all research. A literature review is a comprehensive search for published information on a chosen subject, for example, books, periodicals, journals, theses, legislation and web sources. There are two main reasons for conducting a review of literature (Saunders, Lewis and Thornhill, 2003: 126). The first reason is to generate and refine the research ideas and the second reason is to demonstrate the researcher's awareness of the current state of knowledge of the subject and its limitations. In writing the literature review, the primary purpose is to convey what knowledge and ideas have been established on a topic, and what their strengths and weaknesses are. According to Babbie (2004:113), the literature review should answer questions about the study. In the paragraphs that follow a review of preliminary literature related to the topic under investigation is provided.

### **1.6.1 The Meaning of Rehabilitation**

Rehabilitation is treatment aimed at changing an offender's behaviour to prevent him or her from committing another offence (White Paper on Corrections in South Africa, 2005:27).

Rehabilitation can be described as change. Offenders must realise that their previous behaviour was wrong, and, if they can show remorse, there is a possibility that they can change. It is not a once off event; it should be regarded as a process (Cilliers &

Kriel, 2008:62). Rehabilitation can also be described as a treatment, intervention, correction, development or reform (Edgar & Netwell, 2006:11). Luyt (2003:31) also highlights the element of healing, as there is a need to prepare offenders for reintegration into society and the community.

Rehabilitation, according to Champion (2001:663), is a philosophy of corrections where it is believed that offenders can change their offensive behaviour through the learning of skills they have not acquired previously in their lives.

According to the White Paper on Corrections in South Africa, 2005, rehabilitation is the result of a process that combines the correction of offending behaviour, human development and the promotion of societal responsibility and values. It is a desired outcome of processes that involve both the departmental responsibilities of government and the societal responsibilities of the nation.

Rehabilitation can therefore be seen as the correcting of negative, destructive behaviour by learning the skills to improve one's life. For rehabilitation to be successful offenders need to be treated as individuals. Officials and the community must form part of this process (Bartol & Bartol, 2008:620). Stigmatisation of these offenders must be limited when they are reintegrated into their communities, to help them feel part of the community. If they are rejected, it could make them feel unwelcome and re-offending is a likely possibility (Bartol & Bartol, 2008:620).

In view of the above, rehabilitation is a particularly important aspect of the offender's path to healing. Every citizen has the ability to change their negative behaviour to more positive behaviour. It can be described as the correction of offending behaviour. Most of the time offenders need guidance and support to achieve this. Most offenders do not have coping skills, and lack life skills, so they need to be guided by the officials on their road to recovery in terms of rehabilitation (White Paper on Corrections in South Africa, 2005:48). The mission of the Department of Correctional Services is to place rehabilitation at the centre of all departmental activities in partnerships with external stakeholders through:

- Creating an enabling environment where negative behavior can be changed to positive behaviour.

- Creation of opportunities, development of new skills and knowledge to prepare offenders to remain in society after release.
- This process starts where the offender has insight in his/her need to change his/her criminal behavior (White Paper on Corrections in South Africa, 2005:37-39 and 48-49).

Rehabilitation should be viewed not merely as a strategy to prevent crime, but rather as a holistic phenomenon incorporating and encouraging the following (Draft White Paper on Corrections in South Africa, 1994:37):

- Social responsibility;
- Social justice;
- Active participation in democratic activities;
- Empowerment with life-skills and other skills; and
- A contribution to making South Africa a better place in which to live.

Correctional programmes are non-therapeutic and needs-based programmes that address offending behaviour. It is compulsory for all sentenced offenders serving a sentence of 24 months and longer to participate or attend correctional programme sessions. The Department of Correctional Services has developed seven correctional programmes that can be presented by certain officials attached to the said department and who have undergone training on the implementation of correctional programmes (White Paper on Corrections in South Africa, 2005:26)

The White Paper on Corrections in South Africa focuses on the following aspects (2005: 11-13; and 30-39):

- Correcting correctional clients to promote human development and social responsibility;
- Offenders realising what impact their crime has had on the victim;
- Separating the offender from offending behaviour;
- Changing criminal attitudes, behaviour and social circumstances;
- Promoting positive values and responsibility;
- Preventing recidivism;
- Focusing on a holistic approach in a multi-disciplinary team;

- Addressing the causes of criminal behavior;
- Empowering offenders through skills and development;
- Conducting needs and risk assessment of offenders; and
- Successful social reintegration of offenders back into communities and delivering after-care services.

### **1.6.2 The Key Service Delivery Areas For Rehabilitation**

In terms of prescriptions contained in the White Paper on Corrections in South Africa (2005:65) the Department of Correctional Services has moved from the conceptualising of rehabilitation to identifying key service delivery areas with regard to the offender, departmental responsibilities of correctional officials, as well as key external relationships necessary for delivery on the mandate of the Department. The key service delivery areas with regard to the offender are:

Corrections refers to all those services aimed at the assessment of the security risk and criminal profile of individuals under correctional supervision based on their social background and developing a correctional sentence plan and targeting all elements associated with the offending behavior/s. The initial focus would be to target the actual offence for which a person has been convicted and sentenced to community correctional supervision and / or remanded in a correctional centre and placed on parole.

Development refers to all those services aimed at the development of competency through the provision of social development and consciousness, vocational and technical training, recreation, sports and opportunities for education that will enable offenders to easily reintegrate into communities and function as productive citizens. Security refers to all those services rendered by the Department aimed at ensuring the provision of safe and healthy conditions consistent with human dignity for all persons under its care, while providing protection for its personnel, security for the public, as well as ensuring the safety of persons under its care. Care refers to needs-based services aimed at the maintenance of the well-being of persons under departmental care, providing for their physical well-being in the form of nutrition and health care, maintenance and establishment of social links with families and society, their spiritual and moral well-being as well as their psychological well-being.

Facilities refers to all physical infrastructure provided by the Department for those legally entrusted to its care as well as to personnel aimed at ensuring the availability of the minimum facilities requirement pursuant to rehabilitation responsibilities and objectives. After-Care refers to all services focused on persons under the care of the DCS in preparation for the completion of sentences, in order to facilitate social acceptance and effective reintegration into their communities.

### **1.6.3 The provision of key services in accordance with individual requirements.**

In order to accomplish this as soon as possible after admission, a sentenced offender must be assessed to determine his or her:

- Security classification for purpose of safe and secure custody;
- Health needs;
- Educational needs;
- Social and psychological needs;
- Religious needs;
- Specific development needs;
- Work allocation;
- Allocation to a specific correctional centre; and
- Needs regarding reintegration into the community.

The Department must provide as full a range of processes and activities as is practical to meet the educational and training needs of sentenced offenders.

Sentenced offenders who are illiterate or sentenced school-going children may be compelled to take part in the educational programmes offered. The Department must provide social and psychological services in order to develop and support sentenced offenders by promoting their social functioning and mental health. The Department must further provide, as practicable, other development and support processes that meet the specific needs of women. In addition, specific processes designed for the youth must be provided for young offenders. A key challenge for the South African Correctional system is to develop processes in all aspects of offenders' lives for the different range of offender categories. Care intervention in the form of therapy, crisis



intervention, and counseling must be responsive to the changing needs throughout an offender's sentenced period as determined by means of profiling and guided by the model for intervention (White Paper on Corrections in South Africa, 2005:66).

#### **1.6.4 Safety, Security And Order As Part Of Rehabilitation**

According to the White Paper on Corrections in South Africa (2005: 76) the Department is obliged to:

- Ensure the safety of the public from inmates who pose a threat to the public;
- Provide a safe environment for inmates; and
- Enforce sentences and ensure that justice is seen to be done.

The balance between security, control and justice is the responsibility of all correctional managers. Excessive security and control at the expense of justice, such as oppressive security measures which exclude rehabilitative programmes, brutal methods of control, lack of justice in disciplinary hearings and unlawful punishments, can lead to situations in which orderly and fair management gives way to the abuse of powers, violence by both offenders and staff, the possibility of escape and the absence of constructive activities for inmates.

According to White Paper on Corrections in South Africa (2005: 76) principle 4 of the Basic Principles for the Treatment of Prisoners states that: "The responsibility of prisons for the custody of prisoners and for the protection of society against crime shall be discharged in keeping with a state's other social objectives and its fundamental responsibilities for promoting the well-being and development of all members of society."

The use of force as a means of restoring order can only be justified in extreme circumstances, when order has broken down and all other interventions have failed. Instruments of restraint, chains, leg-irons and straight-jackets, should not be used as punishment, and their use should be carefully regulated. The security measures to which offenders and detainees are subject should be the minimum that is needed to ensure their custody and the safety of other offenders.

### **1.6.5 Security classification of offenders contributing to safety and security.**

The assessment of risk, which informs the security classification of inmates, must take into account the impact of incarceration on a human being, the threat that an inmate may pose to him or herself, to staff, to other inmates and to the wider community. It must also be borne in mind that the risk is not static and can change for better or for worse, as the sentence is served and circumstances change.

For the purpose of rehabilitation, it is important that an inmate is accommodated at a centre that is close to his/her family, friends and community. However, the security classification of an inmate often results in him/her having to be accommodated at a centre which houses inmates with such classifications and which is not necessarily close to his family or community. This gives rise to the question as to whether facilities should be given a security classification. While the principle that inmates from different security categories should not be accommodated together is considered valid, it is argued that the entire facility should not be classified, except where it is very specifically designed for a certain security purpose. On the whole, the inmates are the ones who should then be run according to the appropriate levels of security (White Paper on Corrections in South Africa, 2005: 77).

The security classification for inmates is aimed at facilitating a needs-driven approach to secure accommodation of inmates, as well as a needs-driven rehabilitation strategy. It is designed to ensure that the correctional system can balance the provision of secure and safe custody with correction, promotion of social responsibility and the human development. The approach of the new proposed security classification instrument is to develop an offender profile reflecting the following:

- Personal particulars;
- Crime category;
- Nature of the crime;
- Nature of relationship of offender to victim(s);
- Circumstances under which the crime was committed;
- Effective length of sentence;
- Number and nature of previous conviction; and
- Time elapsed since the last / previous convictions.

The above-mentioned information would be balanced with the threat to the community, the escape risk, the threat to fellow inmates and staff, the vulnerability of the individual to others and the need for protection from other inmates and /or himself. The approach is also based on the understanding that the rehabilitation process of the individual will impact on his classification. This approach thus becomes a feature of ongoing case management that allows for reconsideration of the conditions of the management classification of inmates (White Paper on Corrections in South Africa, 2005: 77).

### **1.6.6 AN IDEAL CORRECTIONAL OFFICIAL**

According to the White Paper on Corrections in South Africa, 2005, the following are the characteristics of an ideal correctional official:

- The relationship between staff and offenders is the key to corrective behaviour and rehabilitation, as well as to the management of same. As such, the competencies required of the ideal correctional official must be a unique combination of the following:
  1. Personal qualities;
  2. Experience;
  3. Expertise;
  4. Professional ethics;
  5. Personal development; and
  6. Multi-skilling.

The ideal correctional official should be a person who finds affinity and identifies with the code of ethics and conduct adopted by the Department. The ideal correctional official should embody the values that the Department of Correctional Services hopes to instill in the offender. The competencies of the ideal correctional official should be informed by:

1. The desire to achieve a level of excellence in any field through self-development and team development;
2. A focus on productivity, efficiency and discipline through the implementation of best work methods, procedures and systems in order to lead to efficiency in service delivery;

3. Recognition of the need to take responsibility for assigned tasks and to be accountable for one's own omissions or actions; and
4. Upholding of security through vigilance to ensure the safety of employees, offenders and the community.

The second pillar, being a caring attitude, requires the correctional official to have the following attributes: (i) principled display of qualities such as integrity, honesty and sound work practices; (ii) adherence to the departmental code of conduct; and (iii) general disassociation with all forms of corruption and unethical conduct.

## **1.7 RESEARCH DESIGN AND METHODOLOGY**

Research design entails the plan by the researcher on what research instruments are to be used by the investigator, how data is going to be gathered and possibly how it will attempt to provide logical answers and solutions to the research problem. According to Collins and Hussey (2003:113), research design is the science of planning procedures for conducting studies so as to obtain the most valid findings. Furthermore, Collins and Hussey (2003:114) are of the opinion that determining research design will give a detailed plan which will be used to guide and focus one's research.

Strauss and Corbin (2000:19) further define research methodology as a scientific process that seeks to provide answers to questions through systematic approaches with the support of credible data. Data collection refers to a process of preparing and collecting data in order to obtain information to keep records, to make decisions about important issues and to pass information on to others. Kumar (2005:129) identifies a number of instruments that can be used to gather data; among these are the interviews questionnaires, surveys and attendance records.

Teddlie and Tashakkori (2009: 06) state that qualitative methods may be most simply defined as the techniques associated with gathering, analysis, interpretation and presentation of narrative information. Qualitative research seeks out the "Why", not the "How" of its topic through the analysis of unstructured information obtained through the use interview transcripts, open ended survey responses, e-mails, notes, feedback forms, photos and videos (Hagan, 2000:68). Qualitative research is used to help

researchers' understand how people feel as they do. It is concerned with collecting in-depth information by asking relevant questions (Devine, 2002:112).

One of the keys to obtaining quality research information is a well-designed questionnaire. Since the primary aim of this research is to determine whether there are any strategies in place to ensure that rehabilitation is implemented effectively in order to achieve the Department of Correctional Service's objectives in the East London Correctional Services Centre and to determine the role of officials in the rehabilitation process of offenders, a quantitative approach will be used by the researcher. Those being questioned are more likely to co-operate if they feel that the questionnaire is interesting, important, relevant and easy to complete. A questionnaire will be compiled to ensure that it meets the aims and objectives of the study. The questionnaire, for the purpose of this study, will be designed to have fully structured statements using the Likert Rating Scale where respondents will be required to tick off boxes marked in numbers from 1 to 5. No open-ended questions will be included.

Salkind (2000:138) states that questionnaires should be structured in a simple format to satisfy the following criteria:

- Each question should refer to one issue and require one answer;
- Social and cultural issues should be taken into account, such as family issues, community values and political beliefs;
- Respondents should be encouraged to complete the entire questionnaire by adding interesting questions that will engage respondents to answer all the questions; and
- The questionnaire should be designed to serve the research and not to collect information on a related but implicit topic.

The researcher will work closely under the guidance of a qualified statistician and the promoter in the construction and refinement of the questionnaire. Statistical procedures will be utilised to interpret and analyse the quantitative data received from the responses of the questionnaires to determine the results using the Statistical package for data analysis including percentage and frequency of occurrence. The questionnaire will comprise of three sections divided as follows: Section A will require biographical information, Section B will consist of brief

statements using the Likert Rating Scale and Section C will comprise of a SWOT analysis.

To further enhance the integrity of the research, a pilot study will be undertaken to refine and improve on the questionnaire. Participants for the pilot study will be a mixture of academics, language practitioners and correctional services role-players.

According to Babbie and Mouton (2002:58) a questionnaire is a method used to collect data by means of a written question which calls for the responses on the part of the respondent. In this study the questionnaires will be designed by the researcher and completed by respondents from the East London Correctional Centre. The questionnaires will be distributed and stamped envelopes with the researcher's postal address will be included so that they can send the completed questionnaires back to the researcher. Salient details about the study will be explained to the selected participants. De Vos, Strydom and Fouche (2005:175) reveal that closed-ended questions enable the respondents to understand the meaning of the questions better; questions are answered within the same framework and responses can consequently be compared with one another. It is assumed that the closed-ended questions will provide adequate and accurate information pertaining to the actual situation on the role of the rehabilitation process. However, although questionnaires have several disadvantages, there are advantages such as being less expensive, and they can reach a large number of people simultaneously and give them more confidence in their anonymity.

### **1.7.1 Sampling**

For the purpose of this study, the researcher intends to focus on sixty officials who are permanently employed at the East London Correctional Services Centre and have been serving the Department for more than a year. The sixty officials (participants) will consist of five officials from management, five educators, three social workers, five health care workers, one spiritual care worker and forty-one disciplinary officials all playing a role in the rehabilitation process of offenders. The quantitative (questionnaire) approach is justified on the grounds of the fairly large sample size and also because participants may feel more comfortable completing a questionnaire rather than taking part in focus group interviews, especially in light of the nature of

their working environment. Participant confidentiality must be maintained; something which would not be possible in focus group settings.

### **1.8 LIMITATIONS OF THE STUDY**

It is possible that certain participants may not be comfortable in answering all of the questions in the questionnaire for fear of exposing the institution's perceived weaknesses in the rehabilitation process. However, should this limitation arise it will be dealt with in terms of the usual ethical protocols followed for research involving human subjects.

### **1.9 DELIMITATION OF THE STUDY**

The study will be limited to an investigation on the rehabilitation process and rehabilitation programmes that are facilitated by officials at the East London Correctional Services Centre.

### **1.10 ETHICAL CONSIDERATIONS**

The researcher will conduct the investigation in an ethical manner. The respondents will be requested to sign consent forms before participating in the study and will be informed that they are free to withdraw from the interview process at any time without any adverse consequences. The anonymity of respondents will be respected at all times by the researcher.

### **1.11 OVERVIEW OF CHAPTERS**

The treatise will be structured as follows:

**Chapter One:** An introduction to the background of the study will be provided. The problem statement and research methodology will also be reviewed in this chapter.

**Chapter Two:** A literature review on rehabilitation with reference to correctional services within the South African context will be undertaken in this chapter.

**Chapter Three:** This chapter will provide an overview on the research design and methodology employed and the sampling criteria used for purposes of data collection.

**Chapter Four:** This chapter will present and analyse the data collected.

**Chapter Five:** This chapter will deal with the findings from the analysis of data and literature review and provide recommendations. Conclusions will be included in this chapter.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 INTRODUCTION

The Department of Correctional Services is mandated to contribute towards maintaining and protecting a just, peaceful and safe society. This mandate is executed by enforcing sentences of the courts in the manner prescribed by the Correctional Services Act 111 of 1998, detaining all offenders in a safe custody whilst ensuring their human dignity and promoting the social responsibility and human development of all offenders and persons subject to community correction.

Imprisonment, regardless of the sentence duration or length, implies that the type of programmes offenders are exposed to in correctional facilities must be provided in such a way that they create in offenders the will for conformity (law-abiding) and self-supporting lives after their release. The White Paper on Corrections (Department of Correctional Services, 2005:18) emphatically states that corrections and rehabilitation are the key concepts in the strategic direction of the Department of Correctional Services.

The purpose of this chapter is to discuss the manner in which the Department attempts to achieve the above mandate. In addition, the conditions within which the correctional system operates will be discussed in order to determine whether they allow for the satisfactory rehabilitation of offenders. The focus of this chapter is, therefore, mainly on the discussion of the rehabilitative treatment of offenders, particularly sentenced offenders.

#### 2.2 DEFINITION OF TERMS

**DCS** - means the Department of Correctional Services.

**Sentenced offender** - means any person who has been sentenced to imprisonment after conviction of an offence as well as a person with a community supervision sentence.

**Assessment Process** - refers to the holistic process of systematically observing, gathering, and recording credible information to help answer evaluation questions and make programmatic decisions. It encompasses screenings, tests and clinical observations.

**Correctional Sentence Plan** - means a documented plan based on the assessment of the offender's needs and risk to recidivate that provides goals, objectives, and action steps of each offender to meet during incarceration or supervision.

## **THE MEANING OF REHABILITATION**

According to the DCS Policy on Compulsory Rehabilitation Programmes (2007:3), rehabilitation is defined as:

- The creation of an enabling environment where a human rights culture is upheld, reconciliation, forgiveness and healing are facilitated; and offenders are encouraged and assisted to discard negative values, to adopt and develop positive ones which are accepted by society.
- The creation of opportunities, for the acquisition of knowledge and new skills, the development of an attitude of serving with excellence and the achievement of principled relations with others, to prepare the offenders to return to society with an improved chance of leading a crime-free life as productive and law-abiding citizens.
- A process that is aimed at helping the offender gain insight into his / her offending behaviour and also understand that the crime has caused harm to others (including the primary victim/s and the broader community).

According to Schmallegger (2005:454), rehabilitation is about reforming offenders, with a view to self-improvement, self-enlistment, self-control and a greater acceptance of responsibility towards themselves and other people. The social work dictionary defines rehabilitation as restoring a client to a useful constructive place in society through some form of therapeutic retraining (Defining social work dictionary, 1984:93).

Rehabilitation entails an attempt to reduce the offending effect on the behaviour of the offender. According to Sechrest, White and Brown (in Masters, 1994: 6), any planned intervention that is aimed at reducing further criminal activity by an offender constitutes

rehabilitation. The reduction of offending behaviour can be mediated by personality, behaviour, abilities, attitudes, values and other factors.

In terms of the White Paper on Corrections (2005:37), rehabilitation is the result of a process that combines the correction of offending behaviour, human development and the promotion of social responsibility and values. It is a desired outcome of processes that involve both departmental responsibilities of government and social responsibilities of the nation. Rehabilitation should be viewed not merely as a strategy to preventing crime, but rather as a holistic phenomenon incorporating and encouraging:

- Social responsibility;
- Social justice;
- Active participation in democratic activities;
- Empowerment with life-skills and other skills; and
- A contribution to making South Africa a better place to live in.

According to Muntingh (2005:6), Cullen and Gendreau present a definition that is closer to operational level and based on a very extensive review and that identifies three common characteristics of correctional rehabilitation, namely:

- The intervention is planned or specifically undertaken and is not a per chance event or unplanned occurrence.
- The intervention targets to change some aspect(s) of the offender that is (are) regarded as the cause of the offender's criminal behaviour, such as attitude, cognitive processes, personality, mental health, social relationships, education, vocational skills, or employment.
- The intervention is aimed at reducing the offender's likelihood of breaking the law in future, that is, it reduces recidivism.

Therefore, a rehabilitation intervention intentionally targets some specific aspect(s) of the offender with the purpose of reducing the likelihood of him or her re-offending. How this is achieved is indeed the subject of much research and will be dealt with in more detail in the subsequent discussion.

In view of the above, rehabilitation is a particularly important aspect of the offender's path to healing. Every citizen has the ability to change his or her negative behaviour to a more positive behaviour. It can be described as the correction of offending behaviour. Most of the time offenders need guidance and support to achieve this. Most offenders do not have coping skills, and lack life skills, so they need to be guided by the officials on their road to recovery in terms of rehabilitation (White Paper on Corrections in South Africa, 2005:48). The mission of the Department of Correctional Services is to place rehabilitation at the centre of all departmental activities in partnerships with external stakeholders through:

- Creating an enabling environment where negative behaviour can be changed to positive behaviour;
- Creation of opportunities, development of new skills and knowledge to prepare offenders to remain in society after release; and
- This process starts where the offender has insight in his/her need to change his/her criminal behaviour (White Paper on Corrections in South Africa, 2005:37-39 and 48-49).

### **2.3 THE RELATIONSHIP BETWEEN IMPRISONMENT AND REHABILITATION**

Muthaphuli (2008: 60), states that imprisonment is imposed as a punishment for the crime committed. Offenders are told not to view such imprisonment as the end of it all.

Rather, they are encouraged to have a positive attitude towards their sentences and to view it as an opportunity for them to change their behaviour. It is spelled out that an offender is expected to return to society as a complete new person who will have a positive impact on the community. While incarcerated, offenders will not only be helped to acquire the necessary skills for survival, but they will also be offered other means of support that they need, including spiritual and psychological support. The most important part is that offenders are not forced to be part of these programmes, hence such programmes are voluntary. With such skills and knowledge obtainable in prisons, a rehabilitated offender is expected to return to the community and make a positive contribution to his or her surroundings. This is emphasised by the statement – “he was dead, and is alive again; and was lost, and is found” (Muthaphuli, 2008:60).

Muthaphuli (2008: 60), states that rehabilitation of offenders is set out as one of the reasons for sending offenders to prison. Deterrence is another. Within the correctional system positive differences must be instilled in those serving their sentences without considering the nature of their crime and the severity of the sentence. According to Lin (2000: 30), understanding imprisonment gives us an opportunity to discover when rehabilitation will be implemented successfully. Rehabilitation requires the efforts of both the offenders and staff in ensuring that when the former offender is released, he or she must navigate a difficult road to avoid reoffending (Gaes et al., 2004: 18).

Muthaphuli (2008: 60), states that the process of rehabilitation forms an important part of humane correctional treatment; therefore it must be ensured that every offender takes part in the rehabilitation programmes that are available within the correctional centre. At the same time the functioning of the correctional system must be aimed at the rehabilitation of offenders. According to Faugeron (1996: 126), there are four functions that every correctional system must necessarily display: the custodial function, the restorative function, the controlling function and the maintenance function.

### **2.3.1 The custodial function**

When a person is sent to a correctional centre, limits are set regarding his or her freedom which the person has while in society. This limit of freedom carries a strong social message which indicates the state's power over individuals. The state must ensure that an offender is kept safely and must prevent escapes by all means possible. Placing an offender in custody does not end in him or her being kept away from society, but it also involves methods of ensuring that the offender is rehabilitated and will reintegrate successfully into society. By ensuring that all offenders are safely kept in custody, the implementation of rehabilitation programmes can take place smoothly (Faugeron, 1996: 126). The state will ensure that every offender participates in the programmes that will benefit him or her while in society.

### **2.3.2 The restorative function**

The main objective of incarcerating offenders remains to rehabilitate them. As mentioned above, rehabilitation programmes must be aimed at preparing the offenders for their eventual return to society. "For if one incarcerates, at some time or

the other, one will have to de-incarcerate”(Faugeron, 1996: 126). The effectiveness of the correctional system lies in the way it achieves its objectives and the restorative function has made it possible for the effective treatment or rehabilitation of offenders. Because the offender population comprises individuals with low educational levels, a wide range of social, economic and personal problems as well as problems such as addiction, rehabilitation programmes must be aimed at addressing these problems.

### **2.3.3 The controlling function**

Faugeron (1996:126), states that it is important to be able to regulate people who are locked up together. Although it is sometimes difficult, correctional officials must have a regulatory relationship with offenders. If offenders are classified effectively, disturbances within the correctional centres can be prevented effectively and forms of collective and individual self-discipline can be established within the correctional centres. Good relationships between officials themselves are important as they all strive for the same objective, which is to rehabilitate offenders. If there is an effective control mechanism for offenders, rehabilitation programmes can be implemented successfully. This is mainly because an effective classification takes into account offenders' needs. If offenders are classified according to their needs, they will be able to access programmes that are necessary for their rehabilitation (Faugeron, 1996:126).

### **2.3.4 The maintenance function**

While they are incarcerated, offenders have to be supplied with a wide range of services, including accommodation, food, washing and laundry facilities and other resources which are essential (Faugeron, 1996: 126). In addition, welfare services as well as leisure activities also have to be provided. These services make it possible to manage the offender population and to maintain control within the correctional centres. Delays or disruption of services within the correctional centres can have a negative effect on the day-to-day functioning because maintenance of ordinary services is essential to keep the peace.

## 2.4 CORRECTIONAL SYSTEM

### 2.4.1 Purpose of correctional system.

The purpose of the correctional system is to contribute to maintaining and protecting a just, peaceful and safe society by:

- Enforcing sentences of the courts in the manner prescribed by Act 25 of 2008;
- Detaining all inmates in safe custody whilst ensuring their human dignity; and
- Promoting the social responsibility and human development of all sentenced offenders. [Para. (b) substituted by s. 2 of Act No. 25 of 2008.]

### 2.4.2 Key Objectives of the Correctional System

The White Paper on Corrections (2005: 38), prescribes the following key objectives of the correctional system:

- **Implementation of sentences of the courts:** Rehabilitation needs to be understood in the courts by those sentenced and by correctional official as the key reason for sentencing. As much as it must be approached as a sine qua non of any sentence, it is not an option that offenders have a choice in this regard. The Department of Correctional Services is obliged to provide correctional and developmental opportunities to all offenders, both in and out of correctional centres. At the same time it is faced with the challenge of ensuring that the offenders have a positive commitment to active participation and internalisation of the lessons of such opportunities. The Department should go through a process to ensure that offenders under correction buy-in and accept the need to be corrected and rehabilitated.
- **Breaking the cycle of crime:** The purpose of the correctional system in South Africa is not punishment, but protection of the public, promotion of social responsibility and the enhancing of human development in order to prevent repeat offending, or the return of crime. Sentences do provide a deterrent to repeated offending if justice is seen to be swift, effective, and consistent, but the essence of deterrence is rehabilitation, the positive orientation that crime does not pay and that good citizenship is the duty of all. It is rehabilitation and punishment that breaks the cycle of crime leading to a reduction of crime.

- **Security risk management:** The correctional system is tasked to provide appropriate measures to ensure that the public is protected from offenders. While this forms part of the rationale of the particular sentence handed down in court, the Department must balance this responsibility with the need to provide circumstances appropriate to rehabilitation. Security risk management and needs-based correction inform incarceration classifications and the community correctional supervision classifications of the offenders.
- **Providing an environment for controlled and phased rehabilitation interventions:** The function of incarceration or correctional supervision is, while ensuring public safety, to create a controlled environment for intense and needs-based rehabilitation, correction and development.
- **Providing guidance and support to probationers and parolees within the community:** Community correctional supervision covers all non-custodial measures and forms of supervision. The function of community correctional supervision is to provide an alternative route to rehabilitation other than through a correctional centre. Community correctional supervision also ensures that the reintegration of offenders back into the community is a supervised process and that the necessary services are available to the individual.
- **Provision of corrective and development measures to the offender:** The purpose of the Department is to provide the state with a vehicle to address the offending behaviour. This the Department does by providing programmes for offenders in order to address, inter alia, the offending behaviour itself and to promote social responsibility and ethical and moral values, alternative lifestyle choices, development needs, and the future employability of the offender.
- **Reconciliation of the offender with the community:** The Department must address the reconciliation of the offender with the community, and heal the relationship with the victims. This includes restoration of trust and/ or loss where applicable, as an integral part of rehabilitation and reintegration. Non-reconciliation with the community increases the risk of recidivism and the offender remains alienated from the community.
- **Enhancement of the productive capacity of offenders:** Employment and making a contribution to the wealth of the community by means of production is a key component to rehabilitation and the prevention of recidivism. Therefore,



the Department has the responsibility, to ensure that offenders are appropriately skilled in market-related skills. This will enable offenders to take their place in the economically active and gainfully employed sector of society upon their release. The objective of departmentally run industries should be to enhance the self-sufficiency of the Department. In addition to this, it should also contribute to the self-esteem and sense of worth of offenders through the payment of a gratuity for their labour. As such, the Department should aim to develop commercially viable industries and farms without undue advantage over similar industries in the private sector.

- **Promotion of healthy family relations:** The Constitution obliges correctional officials to ensure contact between inmates and their families. Moreover, the achievement of rehabilitation is premised on the building of healthy familial relations. The importance of these external relations to both inmates and family is of such importance that disciplinary measures should not infringe on these constitutional rights. Control of visitation rights, for example, should not be used as either a punishment or privilege and visits should only be limited by the availability of resources.
- **Assertion of discipline with the correctional environment:** This should aim to reinforce and not undermine the objective of correction and rehabilitation. It should most importantly aim to instil self-discipline through a restorative justice approach to all offenders. Disciplinary measures or sanction within a correctional centre environment should take the form of community service directed towards other inmates (The White Paper on Corrections, 2005: 38-40).

### **2.4.3 Models influencing correctional systems**

In order to best understand the primary functions of the Department of Correctional Services, various models which have had an influence on various programmes within the correctional system must be examined (Champion, 2001: 21). The models that Champion mentions are the following: (i) the medical model, (ii) the adjustment model, (iii) the reintegration model, (iv) the justice model and (v) the neo-utilitarian punishment model.

- **The medical model**

In this model, criminal behaviour is seen as a sickness that can be treated. An offender cannot control his criminal activity because of the illness. According to this model, offenders' criminal behaviour can be treated. Stinchcomb and Fox (1999:30), propose that a person who is ill needs a doctor to diagnose the illness and, in turn, to prescribe medication that can cure the illness. The doctor is not expected to punish the offender for being ill. This model was prevalent from the 1930s up to the mid-1970s and it viewed offenders' participation in criminal activities as a situation beyond the offender's control.

In this model offenders are treated according to their individual needs. Psychologists, psychiatrists and social workers helped the offenders throughout the process of recovery. To summarise the medical model Allen (1981) mentions that events that happened to a person in the past will have an impact on his or her human behaviour. Knowledge of these events will not only make it possible to control this human behaviour, but scientists will then implement mechanisms that they have. Because of its failure to contribute to the recidivism of offenders, the community lost faith in the model in the late 1960s (Singh, 2004: 52). It was realised that overcrowding and other inhumane conditions made it impossible to change the offenders' behaviour.

- **The adjustment model**

Within the adjustment model, it was believed that conditions such as overcrowding in prisons and a lack of resources only contributed to making a person more of a criminal than before he or she was admitted to prison. According to Du Preez (2003: 8), the adjustment model was based on the following four views:

- Everyone has the possibility of becoming a law-abiding citizen as long as they avoid using their past problems as reasons for them to commit crimes;
- Offenders should see what their negative behaviour has done to the community and try to adjust in order to meet the community's expectations;
- An offender should attempt to learn alternative behaviours other than the negative ones; and

- The way in which an offender interacts with other members of the community must be taken into account in order to understand the causes of his or her behaviour.

- **The reintegration model**

The reintegration model opposes the medical model's policy of offenders' isolation. The reason is that the isolation of offenders will not address offenders' problems of criminality (Neser, 1993: 62). Instead, any form of treatment taking place in prison must take into account the reintegration of offenders into the community. In terms of this model, offenders are able to renew their ties with their families. It should be noted that offenders will have to return to the community at some stage; hence offenders should be treated and detained in a prison situated within the community in which they are going to be released.

According to Champion (2001: 23), the model encourages the community to be involved in the reintegration process of the offender. Community volunteers and other professionals are utilised in assisting offenders when they are needed. In turn, this community support will help offenders to adapt more easily back into the community.

- **The justice model**

This model, which was established in the 1970s, rejects rehabilitation as a major objective of punishment (Champion, 2001: 25). In this model every person is viewed as being capable of making their own choices, and if they choose to engage in any criminal activities, they should be held accountable. Offenders should be punished for the crimes that they have committed and this punishment should vary, depending on the seriousness of the offence.

In the justice model punishment is viewed by society as a good move to ensure their safety. Punishment is also regarded as being good for the offender. Stinchcomb and Fox (1999: 31) confirm this by mentioning that "with sentences that are proportional to the seriousness of the crime, the Justice Model maintains that offenders receive their just desserts, society obtains retribution of criminal acts and the community is protected during the period of their incarceration." Since the justice model is not based on the goal of rehabilitation, the treatment effectiveness is not determined by the

length of the sentence. Treatment can only be offered on a voluntary basis because it is believed that no person can be forced to change (Stinchcomb and Fox, 1999: 31).

- **The neo-utilitarian model**

This model, which was developed by Bentham and Beccaria in the eighteenth century, was derived from the classical school of criminology (Du Preez, 2003: 40). In this model punishment is justified on the basis that it offers social benefits to society. Because of the fear of punishment, people will do anything to stay out of criminal activities. The neo-utilitarian view on rehabilitation is that in the practice of offender rehabilitation, the aims of the punishment or the harm caused by the offender are not best achieved. Rather, rehabilitation increases the prison population. The neo-utilitarian model for punishment is based on the following principles:

- Government must develop and maintain laws which ensure the enjoyment of life by all citizens;
- Punishment aims to ensure that people adhere to the law of society;
- By adhering to the laws, criminal behaviour will also be prevented;
- Because everyone in society is free, offenders are liable for their own actions;
- Crimes which cause more fear to the community are taken more seriously than the ones that do not, for example, white-collar crimes;
- Imprisonment for a certain period will deter criminals from reoffending;
- Rehabilitation does not serve the purpose of punishment and its contribution to prevention of recidivism is questionable;
- To ensure that offenders do not re-offend, conditions in prisons should be as unacceptable as possible; and
- Habitual criminals should always be kept in prisons even though their sentences have expired (Singh, 2004: 61).

## **2.5 THE KEY SERVICE DELIVERY AREAS FOR REHABILITATION**

According to the White Paper on Corrections (2005:63), the Department of Correctional Services has moved from the conceptualising of rehabilitation to identifying key service delivery areas with regard to the offender, departmental

responsibilities of correctional officials, as well as key external relationships necessary for delivery on the mandate of the Department.

In terms of prescriptions contained in the White Paper on Corrections (2005) the key service delivery areas with regard to the offender are:

**Corrections:** Refers to all those services aimed at the assessment of the security risk and criminal profile of individuals under correctional supervision based on their social background and developing correctional sentence plan(s), targeting all elements associated with the offending behaviour/s. The initial focus will be to target the actual offence for which a person has been convicted and sentenced to community correctional supervision and/or remanded in a correctional centre and/or placed on parole.

**Development:** Refers to all those services aimed at the development of competency through the provision of social development and consciousness, vocational and technical training, recreation, sports and opportunities for education that will enable offenders to easily reintegrate into communities and function as productive citizens.

**Security:** Refers to all those services rendered by the Department, which are aimed at ensuring the provision of safe and healthy conditions consistent with human dignity for all persons under its care, while providing protection for its personnel, security for the public as well as ensuring the safety of persons under its care.

**Care:** Refers to needs-based services aimed at the maintenance of the well-being of persons under departmental care; providing for their physical well-being in the form of nutrition and health care, the maintenance and establishment of social links with families and society, their spiritual and moral well-being as well as their psychological well-being.

**Facilities:** Refers to all physical infrastructures, provided by the Department for those legally entrusted to its care as well as to personnel, aimed at ensuring the availability of the minimum facilities requirement pursuant to rehabilitation responsibilities and objectives.

**After-Care:** Refers to all services focused on persons in the care of the DCS in preparation for the completion of sentences, in order to facilitate social acceptance and effective reintegration into their communities.

The provision of the key services in accordance with individual requirements. In order to accomplish this, as soon as possible after admission, a sentenced offender must be assessed to determine his or her: (i) security classification for purposes of safe and secure custody; (ii) health needs; (iii) educational needs; (iv) social and psychological needs; (v) religious needs; (vi) specific development needs; (vii) work allocation; (viii) allocation to a specific correctional centre; (ix) and needs regarding reintegration into the community.

The Department must provide as full a range of processes and activities as is practicable to meet the educational and training needs of sentenced offenders. Sentenced offenders, who are illiterate or sentenced school-going children, may be compelled to take part in the educational programmes offered, (White Paper on Corrections, 2005:64). The Department must provide social and psychological services in order to develop and support sentenced offenders by promoting their social functioning and mental health. The Department must provide, as far as practicable, other development and support processes that meet the specific needs of sentenced offenders (White Paper on Corrections, 2005:64). Rehabilitation processes must also be responsive to the special needs of women. In addition, specific processes designed for the youth must be provided for young offenders (White Paper on Corrections (2005:64).

A key challenge for the South African correctional system will be to develop the capacity to provide effective corrections and development processes in all aspects of offenders' lives for the range of offender categories. Care intervention in the form of therapy, crisis intervention, and counselling must be responsive to the changing needs throughout an offender's sentence period as determined by means of profiling and guided by the model for intervention, (White Paper on Corrections, 2005:64).

## 2.6 THE CORRECTIONAL SENTENCE PLAN

The challenge for the Department of Correctional Services is to find the correct balance and form in adequately and comprehensively applying the elements of the six key service delivery areas when addressing the unique needs of every single offender. The White Paper on Corrections (2005) recommends that the Department should develop an individualised offender-specific Correctional Sentence Plan that will take the specific correctional setting, correctional centre or probation or community correctional supervision, into account. Such a sentence-plan will be based on the total needs of the specific offender.

In terms of the above-mentioned White Paper (2005) these needs are the following:

- Needs in terms of correcting offending behaviour (**Corrections plan**);
- Security needs taking into account the human rights of the individual (**Security plan**);
- Needs in terms of the physical and emotional well-being of the offender (**Care plan**);
- Education and training needs (**Development plan**);
- Needs in terms of allocated physical accommodation (**Facilities plan**); and
- Needs in terms of the support required for the successful social reintegration of the offender (**After-Care plan**).

Scientific and thorough research into the components of sentence planning for the various categories of offenders will have to shape the delivery of appropriate and effective corrections and development programmes in all aspects of the offender's life, (White Paper on Corrections, 2005:64). While rehabilitation is the desired outcome of the work of correctional services, of which correcting the offending behaviour is the key component, there is much debate about the components that are required to make up the route to rehabilitation, (White Paper on Corrections, 2005:64).

Internationally, a variety of terms are used to portray the process that the Case Management Committee and the individual offender need to undertake – it is called either a rehabilitation plan, a sentence plan, or a correctional plan, (White Paper on Corrections, 2005:64). In the White Paper of 2005, the term Correctional Sentence Plan is used. The graphic portrayal below depicts the cohesion of the planned delivery

in respect of each of the six service delivery areas identified above throughout the period that the offender serves his or her sentence, be it in a correctional centre or under community correctional supervision, (White Paper on Corrections, 2005:64).

## **2.7 WHAT ARE CORRECTIONAL PROGRAMMES?**

According to Correctional Programmes Targeting Offending Behaviour (2005:8), correctional programmes are the need-based programmes that address the offending behaviour. It is compulsory for all sentenced offenders serving sentence of 24 months and longer to attend correctional programme sessions.

According to Bruyns (2007: 118), the main objectives of correctional programmes are to provide quality education and training for those offenders showing potential and enthusiasm, improve offenders' educational, vocational and life skills, change offenders' attitudes regarding work and prepare offenders for integration into society. It is also critical that correctional programmes meet the adjustment and employment needs of offenders. Therefore, these programmes should teach occupation and social skills that will help offenders to become productive and law-abiding citizens. In the light of such developments, it is appropriate to ask what is known about the role of correctional programmes in the rehabilitation of offenders.

According to Muthaphuli (2008: 62), rehabilitation as one of the objectives of imprisonment must always be considered during the treatment of offenders. By finding and treating those personality aspects which led an offender to commit crime, the offender can be prevented from committing further crimes. Offenders must be provided with essential programmes aimed at their rehabilitation while they are detained. These correctional programmes must satisfy the following goals of a comprehensive programme designed by Cassella (Kratcoski, 2004:201):

- The programme should include a complete, individualised assessment and treatment path.
- The treatment should assist an offender to accept responsibility for his or her offences and to understand and be aware of his or her patterns of offending (e.g. sequence of thoughts, feelings, events, circumstances and arousal stimuli).



- The treatment should assist an offender to learn to intervene in or break into his or her offence pattern and to call upon tools, methods and procedures to suppress, control, manage, or stop the behaviour.
- The treatment should provide re-education and resocialisation to replace antisocial thoughts and behaviour with prosocial ones; to acquire a positive self-concept and new attitudes and expectations of himself or herself, as well as to learn new social and sexual skills to help cultivate healthy relationships.
- In residential treatment, an offender needs a prolonged period to safely test his or her newly acquired insights and control mechanisms in the community.
- Each offender needs a post-treatment support group and continued post-release access to therapeutic treatment.

According to Clear and Cole (2000: 323) and Van Voorhis, Braswell and Lester (2004:12), rehabilitation programmes that are offered to offenders include education, recreation, counselling/casework, psychological programmes, behavioural, social and vocational programmes

According to Correctional Programmes Targeting Offending Behaviour (2005:8), the Department of Correctional Services has developed and sourced seven correctional programmes:

- Anger Management Programme;
- Crossroads Correctional Programme;
- Preparatory Programme on Sexual Offences;
- Pre-release Programme;
- Substance Abuse Correctional Programme;
- Restorative Justice Orientation Programme; and a
- New beginnings Orientation Programme.

### **2.7.1 Anger Management Programme**

This programme is aimed at raising offender's awareness of the causes and symptoms of anger management and teaching them how to manage their anger. It helps offenders to unlearn old habits associated with aggression and learn or relearn

healthy ways of dealing with and expressing anger, (Correctional Programmes Targeting Offending Behaviour (2005:9).

According to Bruyns (2007: 114), the focus of many anger management programmes is the recognition and monitoring of anger and finding ways to express anger appropriately. Programmes such as Skills Training form Aggression Control, offered in Western Australia, teach relaxation techniques to deal with high levels of arousal and focus in detail on the build-up to anger, looking at the cognitions and appraisals that increase aggression. Participants will often be asked to complete an anger diary to help them identify patterns and triggers to their anger. Later they are asked to reflect on alternative ways of managing the situation. Self-control strategies are taught, combining cognitive self-control methods with ways of reducing physical tension. Often the final component of the programme is relapse prevention.

The Anger Management Correctional Programme is aimed at all offenders who are serving sentences of 24 months and longer, based on the needs and risks identified in the individual offender's correctional plan. According to Correctional Programmes Targeting Offending Behaviour (2005:8), the goals of the programme are to:

- Provide participants with information on the restoration of relationships;
- Enable participants to compile and implement a personal anger coping plan to deal with and manage future anger response behaviour.

According to Correctional Programmes Targeting Offending Behaviour (2005:8), at the end of the programme the participant must have learned and be able to :

- Understand what anger management is and where it comes from;
- Control and manage feelings of anger in a socially acceptable manner;
- Understand and deal with feelings and behaviour linked with resentment, hostility, revenge and hatred;
- Compile and implement a personal anger coping plan to withstand and manage future anger response behaviour.

## **2.7.2 CROSSROADS PROGRAMME**

The main purpose of the Crossroads Correctional Programme is to target offending behaviour through the implementation of basic behaviour modification techniques. The programme focuses on the causes and consequences of the abuse of alcohol and drugs and of the criminal behaviour. It seeks to provide offenders with information concerning alternatives to criminal behaviour and sources for treatment of alcoholism and drug dependence. It also provides offenders with information on sexually transmitted infections and sources of treatment for them (Correctional Programmes Targeting Offending Behaviour, 2005:8).

The Crossroads Correctional Programme is aimed at all the sentenced offenders who are serving a sentence of 24 months and longer based on the needs and risks identified in the offender's Correctional Sentence Plan. Ideally, the Crossroads Correctional Programme should be presented to the identified offenders upon their admission to the system (Correctional Programmes Targeting Offending Behaviour, 2005:8).

According to Correctional Programmes Targeting Offending Behaviour (2005:8), the goals of the above-mentioned programme are to:

- Equip case officers with the necessary skills to enable them to identify the need for social work, psychological, educational and spiritual or religious intervention and to refer offenders for such treatment;
- Facilitate the implementation of the Unit Management System which is aimed at affecting a change in the lives of the offenders who are entrusted to the care of the Department of Correctional Services;
- Fast-track one of the key strategies enshrined in the White Paper on Corrections, 2005, by allowing all correctional officials to be more directly involved in the rehabilitation of offenders;
- Bring about an effective balance in all significant facets pertaining to offenders, including their safety and security, their rehabilitation, meaningful utilisation of their time, their development and just treatment;

- Equip offenders with the necessary knowledge and skills to enable them become responsible, law-abiding and productive citizens to order to ensure their successful reintegration into society.

According to Correctional Programmes Targeting Offending Behaviour (2005:8), the outcomes of Crossroads Correctional Programme are to ensure that offenders have

- A good understanding of the crossroads programme;
- A better understanding of themselves, their strengths and weaknesses;
- An understanding of the impact of their choices and take responsibility for their choices;
- Acquired the skills necessary to prevent and manage conflict;
- An understanding of the consequences of crime and criminal behaviour; and
- A better understanding of the consequences substance abuse.

### **2.7.3 Preparatory Programme on Sexual Offences**

The main objective of the Preparatory Programme on Sexual Offences is to involve sexual offenders in a correctional programme addressing their sexual offending behaviour through the acquisition of the relevant knowledge and skills. This programme is aimed at targeting all sentenced offenders who are serving a sentence of 24 months and longer based on the needs and risks identified in the offender's Correctional Sentence Plan.

Research suggests that different types of sexual offenders have different probabilities of reoffending. For example, rapists reoffend more than child sex offenders; sexual offenders against male victims have higher recidivism rates than those who offend against females; incest offenders have the lowest recidivism rates (Hanson & Bussière, 1996a, 1996b).

According to Bruyns (2007:115), in Australia, sex offender treatment programmes are currently offered by most of the states and territories, both in prison and community settings. A major emphasis in many sex offender treatment programmes is given to two areas: victim empathy and the justifications and rationalisations for offending behaviour. The early stages of treatment are devoted to identifying cognitions and appraisals and offering challenges to beliefs that support offending. Information is also

usually offered about the impact of sexual offending upon victims, with the initial goal that offenders view their offences realistically and understand how beliefs and attitudes are both related to their offending and are amenable to change. Barbarbee, Seto and Maric (1996) assessed violent sex offenders and have suggested treatment alternatives.

According to Correctional Programmes Targeting Offending Behaviour (2005:8), the goals of the programme are to

- Assist offenders to identify possible causes of their deviant sexual behaviour;
- Change the offender's negative behaviour and prevent future sexual offences;
- Empower offenders with information on the biological development of human beings and the phases of the sexual response cycle;
- Broaden offender's knowledge of the legal implications of sexual offences;
- Ensure that offenders understand the identity and roles of males versus females and to sensitise offenders to the issue of sexual harassment;
- Assist offenders in the identification of possible precursors to sexual offending and to provide them with strategies to cope with these triggers; and
- Assist offenders to take responsibility for their offending behaviour by focusing on the consequences of crime as well as the restoration of relationships.

#### **2.7.4 Pre-Release Programme**

The objective of the Pre-Release Programme is to prepare offenders for successful reintegration into society by providing them with skills and information to enable them to cope with possible challenges they may have to face after their release. All sentenced offenders who have release dates are obliged to have completed this programme before release from the correctional centre. According to Correctional Programmes Targeting Offending Behaviour (2005:8), the goals of the programme are to:

- Prepare offenders for successful reintegration into society;
- Provide offenders with the skills necessary to overcome difficulties associated with reintegration;
- Prevent re-offending and relapse;

- Ensure that proper support systems are in place before placement;
- Provide information on external resources;
- Restore relationships;
- Teach offenders to take responsibility for their own behaviour; and
- Build self-esteem and self-confidence.

The outcomes of the Pre-Release Programme are to ensure that:

- The offender understands the aims and objectives of the pre-release programme;
- Offenders realize their responsibility to themselves, their families, their communities and to provide for their own futures;
- Offenders are able to compile and implement a personal coping plan to deal with and manage future challenges;
- Successful social reintegration takes place;
- Offenders can establish support systems and meaningful relationships;
- Recidivism is reduced; and
- Offenders are provided with the necessary skills after-care to enable them to adapt, (Correctional Programmes Targeting Offending Behaviour , 2005:8),

### **2.7.5 Substance Abuse Correctional Programme**

The main purpose of the Substance Abuse Correctional Programme is to help participants gain insight into the negative effects of substance abuse. This programme aims at targeting all sentenced offenders who are serving sentences of 24 months and longer, based on the needs and risks identified in the offender's Correctional Sentence Plan.

According to Bruyns (2007: 114), there is a clear association between substance use and crime, and it seems reasonable that effective treatments for drug and alcohol use will have an impact on subsequent offending.

Treatment has been shown to reduce substance use and criminal activity (Gerstein & Harwood, 1992), especially when in-prison treatment is combined with treatment in the community. Gaes, Flanagan, Motiuk and Stewart (1999) report that experts agree that the longer the treatment intervention (at least 90 days), the more successful it will

be in reducing relapse. Most sources agree that re-entry programmes that closely monitor offenders upon release and that provide ongoing treatment programmes to ex-offenders in the community show the highest success rates (Petersilia, 2000).

Prison-based therapeutic community treatment of drug-involved offenders and in-prison therapeutic communities with follow-up community treatment are effective in reducing criminal activities. These programmes are intensive, behaviour-based programmes that target offenders' drug use, a behaviour that is clearly associated with criminal activities.

Programmes that combine the *therapeutic communities* with follow-up community treatment also appear to be effective. It is not possible to determine whether the combination of in prison and community follow-up is effective because the drug-involved offenders spend a longer period of time in treatment or because the combination of in-prison and follow-up was a particularly effective one (MacKenzie, 2000:465).

Drug treatment combined with urine testing may be a promising avenue for reducing recidivism. Taxman and Spinner (1996) found a reduction in recidivism for a group of participants who received a prison-based programme with follow-up treatment and urine testing.

Seiter and Kadela (2003:374) evaluated 12 programmes related to drug rehabilitation. The two outcome variables measured were recidivism and relapse to drug use. In general, for recidivism and relapse to drug use, drug treatment is statistically significant in reducing both outcomes for men but not for women. The in-prison therapeutic communities evaluated by

Knight and others (1997, 1999; in Seiter & Kadela, 2003:374) show effectiveness of intensive treatment when integrated with aftercare, with benefits most apparent for offenders with serious crime and drug related problems.

According to Correctional Programmes Targeting Offending Behaviour (2005:8), the goals of the programme are to:

- Help offenders overcome alcohol and drug addiction;

- Empower participants with information related to substance abuse and the addiction process;
- Educate participants on the signs and symptoms of substance addiction;
- Enable participants to have a better understanding of themselves;
- Empower participants with coping skills; and
- Provide participants with information on how to restore broken relationships.

The outcomes of the above-mentioned programme are to ensure the offenders are equipped with:

- Knowledge of the signs and symptoms of substance addiction;
- A better understanding of the self (offender);
- Information on how to restore broken relationships; and
- Coping skills in relation to substance abuse and the addiction process.

#### **2.7.6 Restorative Justice Orientation Programme**

The main objective of the above-mentioned programme is to orientate offenders in respect of restorative justice and to prepare them for further intervention through restorative justice programmes. This programme can be presented to sentenced offenders as well as probationers, after they undergone programmes addressing their offending behaviour. It could also be used for all special categories of offenders, guided by the needs and risks identified in their individual correctional sentence plan.

According to *Correctional Programmes Targeting Offending Behaviour* (2005:8), the goals of the programme are to:

- Empower offenders in respect of the basic concepts in restorative justice;
- Orientate offenders regarding the various programmes in restorative justice;
- Illustrate the relationship between restorative justice and rehabilitation;
- Introduce the concept of victim empowerment;
- Emphasise the importance of support systems; and
- Illustrate the link between restorative justice and reintegration.



Correctional Programmes Targeting Offending Behaviour (2005:8) states that at the end of the programme offenders are expected to have been provided with an understanding of the:

- Basic concepts in restorative justice;
- Factors that lead to crime and how to deal with them;
- Importance of changing offending behavioural patterns;
- Concept of restorative justice in general and within the context of the Department of Correctional Services;
- Relationship between restorative justice, rehabilitation and reintegration;
- Various programmes of restorative justice and their benefits;
- Concept of and insight into victim empowerment; and
- Roles of the different support systems.

### **2.7.7 New Beginnings Orientation Programme**

The above-mentioned programme aims at empowering offenders to be more aware of themselves and the situation around them. The programme also allows for offenders' transition into and adjustment to the correctional centre. All categories of offenders can benefit from the New Beginnings Programme based on the needs, risks and level of responsiveness identified during assessment.

According to Correctional Programmes Targeting Offending Behaviour (2005:8), the goals of the programme are to:

- Empower offenders to be more aware of themselves and the situation around them;
- Serve as an orientation correctional programme which will help offenders to adjust properly within correctional facilities by focusing on:
  - Build self- esteem;
  - Improve decision-making;
  - Avoid gangsterism;
  - Avoid smuggling; and
- Make services available in the correctional centre.

According to *Correctional Programmes Targeting Offending Behaviour* (2005:8), the outcomes of the New Beginnings Orientation Programme are as follows:

- A better understanding of the general overview of a correctional setting;
- Self-control and adequate decision-making skills;
- The ability to identify one's roles in life based on the principle of importance and not urgency;
- The ability to set goals for one's life;
- Discovering one's role in decision-making and being able to apply decision-making skills;
- Understanding and knowledge of how to cope in a correctional centre; and
- Knowledge and understanding of the services rendered in a correctional centre.

## **2.8 STANDARDIZATION OF CORRECTIONAL PROGRAMMES**

### **2.8.1 Development of correctional programmes**

The development of correctional programmes should be based on a needs identification and analysis, literature review and analysis of current practices. The analysis should determine the programme design, that is, the structure and content. The profiles of offenders will also assist in developing the relevant correctional programmes for the relevant categories of offenders (McGuire, 1995).

### **2.8.2 Phases of correctional programmes**

Correctional programmes have numerous points of contact and degrees of overlap with other types of interventions that have the essential aim of engendering individual change on the basis of personal choice (McGuire, 1995). This includes education that focuses on helping individuals acquire knowledge and information. It includes training, which is designed to help people acquire manual or cognitive skills for application in their lives. All of these processes involve new modes of thinking and problem solving that are transferable across situations, and instil new self-perceptions (McGuire, 1995).

## **2.9 AN IDEAL CORRECTIONAL OFFICIAL WITHIN AN APPROPRIATE ORGANISATIONAL CULTURE**

### **2.9.1 The ideal correctional official**

According to the White Paper on Corrections (2005:54), the ideal correctional official should be a person who finds affinity with and identifies with the Code of Ethics and Conduct adopted by the Department of Correctional Services. A caring attitude requires the correctional official to have the following attributes:

- A principled display of qualities such as integrity, honesty and sound work practises;
- Adherence to the departmental code of conduct; and
- General disassociation with all forms of corruption and unethical conduct.

This provides a correctional official with an opportunity to contribute to the rehabilitation goals through leading the offender by example. A correctional officer must be willing to account for his or her own behaviour and in the process be correctable (White Paper on Corrections, 2005:54). This value also sets a good example for offenders who desperately need to be inspired in that direction. Principles of justice and fairness in relation with others, both in and outside of the work environment, are key ingredients of the necessary values of a correctional official (White Paper on Corrections, 2005:54),

A correctional official has a duty to understand, adopt and support attitudes and practices that entrench equity. These include respect and accommodation of people with disabilities, people of different races as well as gender equality, employment equity and non-discrimination. As a member of a young and developing profession, a correctional official should also take the responsibility for self-development seriously and engender a culture of learning. The Department has asserted that “every member is a rehabilitator”. The manner in which each and every staff member performs his or her task can either contribute to the creation of a rehabilitation-encouraging environment or militate against rehabilitation and the correction of offending behaviour (White Paper on Corrections, 2005:55).

Fundamental to rehabilitation is the motivation of offenders to develop a positive commitment to, and voluntary participation in, a correctional sentence plan. This plan will guide them, from admission to the correctional centre, as sentenced offenders, right through the period of their detention and community corrections, until their release date and full reintegration into society (White Paper on Corrections, 2005: 55). In relation to those offenders sentenced directly to community correctional supervision, the correctional sentence plan will also see them through the full time period of their sentence. The Department of Correctional Services has a duty to embrace offenders who are entrusted to it by society, as an integral part of the DCS thus ensuring that correctional officials serve offenders with excellence and relate to them in a principled, just and caring way (White Paper on Corrections, 2005:55).

A primary reward for officials of the DCS is to see the inmates looking forward to leaving the correctional centre and community correctional supervision, as confident, adequately equipped individuals to serve their own country with excellence and to relate to their fellow citizens with integrity and compassion (White Paper on Corrections (2005:55)). The organisational culture, in laying the basis for a total commitment to effective rehabilitation, strategically repositions the DCS as not only the last resort in the fight against crime, but also as the last hope for those trapped in the vicious cycle of crime (White Paper on Corrections , 2005:55).

Generally, the status of correctional officials is regarded as lower than other criminal justice personnel, when in fact their work should be recognised as requiring a high degree of personal integrity, commitment and professionalism. The attitude of society to the correctional official has to change in order to facilitate the recruitment into the Department of individuals with the necessary skills and personal disposition (White Paper on Corrections, 2005:55).

Recognition that members do indeed impact on the rehabilitation process, and that corrections is a multi-faceted profession, requires that the relationship between correctional officials trained in the social professions such as social work, psychology, nursing, pharmacology, health, and theology and the broader category of non-specialised correctional officials must be one of co-operation, empowerment and team work (White Paper on Corrections, 2005:55). In practice, the recruitment and retention of professional staff, and the relationship between professional correctional officials

and custodial correctional officials in the Department has been fraught with difficulties, especially due to the shortages of certain professional human resources in South Africa (White Paper on Corrections, 2005:55).

## **2.10 DEVELOPING THE IDEAL CORRECTIONAL OFFICIAL IN AN APPROPRIATE ORGANIZATIONAL CULTURE**

### **2.10.1 The human resource provisioning strategy**

According to White Paper on Corrections (2005:57), the Department must have a human resource provisioning strategy that has recruitment criteria consistent with the intention that every correctional official should be a rehabilitator, that correction is a profession, involving ongoing development and professional ethics and that correctional services provides a critical and essential security service. A thorough analysis of the categories of personnel that are required to perform the range of functions in the Department's administrative offices, correctional centres and community corrections offices is necessary (White Paper on Corrections ,2005:57). The distinction between competencies required for line function staff responsible for interacting with offenders, those involved in policy development and administration, and those involved in management must inform the provisioning strategy. Moreover, appropriate remuneration codes must be developed to attract and keep the required staff in the Department (White Paper on Corrections, 2005:57).

The human resource provisioning strategy of the Department must be informed, in part, by recognition of the principle of a sound staff-offender ratio required to minimise the security risks attached to the management of a particular correctional centre (White Paper on Corrections, 2005:57). While international best practice should be borne in mind, appropriate and realistic staff-offender ratios need to be determined by the Department from time to time, and a long-term staffing strategy planned in order to provide the required balance (White Paper on Corrections, 2005:57).

### **2.10.2 The human resource development strategy**

According to White Paper on Corrections (2005:58), a focused human resource development strategy should ensure delivery on the new policy direction of the Department, through the:

- Retraining of members to the new paradigm;
- Ongoing professionalization of membership of the DCS ; and
- Induction and orientation of new members.

According to White Paper on Corrections (2005:58),the Human Resource Development Strategy must cover a range of training components, which must be mandatory for staff of the Department, including:

- Orientation and training of all new members in relation to the mandate, core business;
- Location of the Department in integrated governance, and introduction to the field of corrections;
- Basic correctional management training for those new recruits who will work in the correctional centres;
- Basic office training for those new recruits who will work in the DCS offices;
- Senior, middle and junior management training;
- Specialist bridging training of professional staff whose professional training has not addressed the practices within a correctional centre environment;
- Training for correctional officials who work with special need groups of offenders; and
- Functional training (White Paper on Corrections, 2005:58).

### **2.10.3 Career-pathing and development**

The Department of Correctional Services is one of the largest in the Public Sector and as such aligns itself with the Public Service Regulations and Public Service Agreements as they emerge from time to time (White Paper on Corrections, 2005:58). Incorporation of effective career management and improved service delivery through a system of performance management, based on work units with appropriate levels and forms of supervision is crucial. Job enrichment, career development, combined with organisational learning and development must be integral to the correctional profession (White Paper on Corrections, 2005:58).

In line with the principle of effective management, organisation and sound administration, management training must be inherent to appointment and promotion

policies. Equity should be approached not merely in terms of numbers but in terms of the provision of training and deployment in a manner that will transform social relations between races/cultural groups, men and women, the disabled, young and old within the Department (White Paper on Corrections, 2005:58). The history of South Africa, combined with the tensions in the Department in the early years of democracy require that careful consideration be given to the manner in which equity and unity issues are compounded within the Department's human resource strategy (White Paper on Corrections, 2005:58).

#### **2.10.4 An effective disciplinary code and disciplinary procedures**

According to White Paper on Corrections (2005:58), the very nature of the correctional system requires that a strict code of behaviour be supported by a clear and effectively enforced disciplinary code with effective disciplinary procedures. The disciplinary code and procedures must be consistent with the principles of administrative justice, while at the same time ensuring effective and timeous action in instances where the safe, secure and orderly management of the correctional institutions is at stake. Discipline must be a core supervisory and management responsibility, while particular procedures may be put in place for more serious offences that result in special investigations (White Paper on Corrections, 2005:58).

#### **2.10.5 Dealing effectively with corruption and maladministration**

The Department of Correctional Services intends to intensify its campaign and processes to systematically and comprehensively prevent corruption and mismanagement. This it hopes to achieve through (White Paper on Corrections, 2005:58).

- Tightening of management systems;
- Integrity testing and vetting of personnel;
- Increasing compliance with policy and controls; and
- Internal investigation and sanction, as well as referral to external law enforcement agencies where appropriate.

### **2.10.6 Revitalizing and maintaining departmental core values**

According to White Paper on Corrections (2005:59), an attitude of serving with excellence, the first pillar, requires a firm willingness and commitment from everyone to recognise and learn from their own failures. An attitude of serving with excellence is not the absence of failure, but the pro-active prevention as well as combating of failure, once it is detected. The adoption of an attitude of serving with excellence requires implementation of the core departmental values, namely:

**Development:** Development entails the provision of appropriate resources and support to individuals and units, while demonstrating faith in the potential of people to grow or to be corrected. This value is also dependent on officials demonstrating a willingness to discard attitudes that cause them to be incompetent (White Paper on Corrections, (2005:59). It is almost impossible for anyone to attain a level of excellence in any field while simultaneously hanging on to attitudes that are preventing him / her from excelling. This means that all employees, both supervisors and the supervised, must learn the rare quality of being able to identify areas of weakness within themselves, identify the reasons for these weaknesses and finally identify and implement the most effective ways of overcoming such weaknesses. This requires that we must all learn how to deal with weaknesses within ourselves and in those with whom we interact (White Paper on Corrections, (2005:59).

The road to excellence, employees need to acknowledge, may require that one exposes one's weaknesses and misses out on a merit bonus, but then gets the opportunity or management support to rectify the weaknesses and become a better employee. It is not the presence of weaknesses that disadvantages one by keeping one from being promoted or being rewarded but the unwillingness to admit to and correct such weaknesses as revealed by official work assessments and disciplinary records (White Paper on Corrections, 2005:59).

**Efficiency:** Efficiency relates to encouraging a focus on productivity through implementation of best work methods, procedures and systems. Deliberate attention to specifications or quality of the work one performs is a major attribute leading to efficiency in service delivery (White Paper on Corrections, 2005:59).



**Responsibility:** Responsibility embraces the recognition of the need to take responsibility for assigned tasks and for our own omissions or incorrect actions. It includes respect for set work timeframes and provision of timely feedback when given a task to perform or contribute to the achievement of the unit and departmental goals. Supervisors or managers also have a responsibility to provide feedback to their subordinate colleagues (White Paper on Corrections, 2005:59).

**Security:** Security relates to the appreciation, through vigilance, of the need to ensure the safety of employees, offenders and the community. Employees of the Department of Correctional Services are expected to always remember that their work has a major security component, and therefore reckless activities or disclosure of information that could subject a fellow employee, an offender or a member of the public to harm, must be avoided (White Paper on Corrections, 2005:59).

According to White Paper on Corrections (2005:59), the second pillar, a caring attitude, also requires the implementation of some of the departmental core values such as the following:

**Integrity:** Integrity refers to a principled display of qualities such as honesty, sound work practices, adherence to the departmental code of conduct and general disassociation with all forms of corruption and unethical conduct and provides a correctional service official with an opportunity to contribute to the goal of rehabilitation through leading the offenders by example (White Paper on Corrections, 2005:59).

**Accountability:** A correctional service official must be willing to account for his or her own behaviour and in the process be correctable. This value also sets a good example to offenders, who desperately need to be inspired in that direction (White Paper on Corrections, 2005:59).

**Justice:** Principles of justice and fairness in the management of relations with others, both in and outside of the work environment constitute a key ingredient in the expected inherent values of a correctional official (White Paper on Corrections, 2005:60).

**Equity:** A correctional service official has a duty to understand, adopt and support attitudes and practices that entrench equity. These include respect and accommodation of people with disabilities, people of different races and support of

gender equality, affirmative action and non-discrimination (White Paper on Corrections, 2005:60).

## **2.11 CONCLUSION**

Rehabilitation of an offender is an important aspect of the mandate assigned to the Department of Correctional Services. The Correctional Programmes are just one of a number of endeavours which the Department of Correctional Services has embarked upon in its quest to rehabilitate offenders and reintegrate them into communities as law-abiding citizens. Rehabilitation programmes have been highlighted in this chapter. Rehabilitation is the process that starts when an offender is admitted to a correctional centre, until release. Offenders are required to participate in rehabilitation programmes undertaken by the Department of Correctional Services.

In the chapter that follows, an overview is provided on the research methodology adopted for purposes of this study.

## CHAPTER THREE

### RESEARCH DESIGN AND METHODOLOGY

#### 3.1 INTRODUCTION

According to Mouton (2001:56), the research design focuses on the logic of the research and the end product, with the point of departure being the research problem or question, whilst research methodology focuses on the research process and procedures, the point of departure being the specific tasks (data collection or sampling) at hand.

Pollit and Handler (1993: 445) point out that the term 'research design' is used to refer to the overall plan for collecting and analysing data, including specifications for enhancing the internal and external validity of the study. A research design is a blueprint that prescribes the process for data collection, validation, analysis and interpretation (Bryman & Bell, 2007; Strydom, Jooste & Cant, 2003). A research design entails the plan by the researcher on what research instruments are to be used by the investigator, how data is going to be gathered and possibly how it will attempt to provide logical answers and solutions to the research problem. According to Collins and Hussey (2003:113), research design is the science of planning procedures for conducting studies so as to obtain the most valid findings. Furthermore, Collins and Hussey (2003:114) are of the opinion that determining a research design will give a detailed plan which will be used to guide and focus one's research.

Research design and planning also include the researcher's assessment of carrying out the study design within the requisite time frame and with the available resources, as well as an analysis of the trade-offs to be made in the design and other planning decisions (Bickman & Rog, 1998: 6–7). According to Babbie (2011: 93), a research design involves a set of decisions regarding what topic is to be studied, among what population, with what research methods and for what purpose. Research design is the process of focusing one's perspective for the purposes of a particular study. Mouton (1996: 107) in Ndou (2012: 50) states that a research design is a set of guidelines and instructions to be followed in addressing the research problem. According to McMillan and Schumacher (1993: 22), a research design indicates the general plan of the Research. This includes when, from whom and under what conditions the data is

obtained. It indicates how the research is set up, what happens to the subjects and what methods of data collection are used. Schumacher and MacMillan (1993: 31) further claim that the purpose of a research design is to provide the most valid and accurate answers possible for research questions.

A research project is a method which can be explained as a prescribed manner for performing a specific task, with adequate consideration of the problem, objectives and hypotheses (Babbie, 2011: 93). Research methodology is seen as a system through which a researcher is able to collect, analyze and interpret data in order that the research aims and objectives may be achieved. The collected and analysed data may also be used in subsequent research (Nkatini, 2005:29).

According to Patton (2002: 69), in Ndou (2012: 50), methodology refers to the rationale and psychological assumptions that underline a particular study relative to the scientific method used with a view to explaining the researcher's ontological and epistemological views. Mouton (1996: 35) defines the research method as the total set of means that researchers employ in their goal of obtaining valid knowledge. Henning, Van Rensburg and Smit (2004: 36) state that methodology refers to the coherent group of methods that complement one another to deliver data and findings that reflect the research questions and suit the research purpose. Methodology includes the following concepts as they relate to a particular discipline or field of study: a collection of theories, concepts or ideas; a comparative study of different approaches and critique of the individual methods (Creswell, 2005:37).

### **3.2 THE QUANTITATIVE RESEARCH APPROACH**

Quantitative or empirical analytical research methods relate to data being expressed as numbers (Neuman, 2007:7). Mouton and Marais (1996:155) describe the quantitative approach as research in the social sciences that is more highly formalised as well as more explicitly controlled, with a range that is more exactly defined, and which, in terms of methods used, is relatively close to the physical sciences. Creswell (1994:1-2) defines quantitative research as an inquiry into the social or human problem, based on testing a theory composed of variables, measured with numbers and analysed with statistical procedures in order to determine whether the predictive generalisations of the theory hold true.

According to Leedy and Ormrod (2001: 101) quantitative research is used to answer questions about relationships among measured variables with the purpose of explaining, predicting and controlling phenomena. In contrast, qualitative research is typically used to answer questions about the complex nature of phenomena, often with the purpose of describing and understanding the phenomena from the participants' point of view. Quantitative research is more focused and aims to test assumptions, whilst qualitative research is more exploratory in nature. Quantitative data is of the kind that may lead to the measurement of other kinds of analysis involving applied mathematics, while qualitative data cannot always be put into a context that can be graphed or displayed as a mathematical term (Babbie & Mouton, 2001:50-56). It against the background stated above that the researcher opted for the quantitative research method.

In this research, the researcher will interact with the participants in a natural and unobtrusive way to avoid influencing results. The researcher will use questionnaires as the only data collection method. According to Babbie and Mouton (2002:58) a questionnaire is a method used to collect data by means of a written question which calls for the responses on the part of the respondent. In this study the questionnaires will be designed by the researcher and completed by selected respondents from the East London Correctional Centre. The questionnaires will be distributed and stamped envelopes with the researcher's postal address will be included so that they can send the completed questionnaires back to the researcher. Salient details about the study will be explained to the selected participants.

De Vos, Strydom and Fouche (2005:175) reveal that closed-ended questions enable the respondents to understand the meaning of the questions better; questions are answered within the same framework and responses can consequently be compared with one another. It is assumed that the closed-ended questions will provide adequate and accurate information pertaining to the actual situation on the role of the rehabilitation process at the East London Correctional Centre. However, although questionnaires have several disadvantages, there are advantages such as being less expensive, and they can reach a large number of people simultaneously and give them more confidence in their anonymity.

### **3.3 CASE STUDY**

Leedy (1993: 123), in Nyambi (2005: 49), describes a case study as a type of descriptive research in which data is gathered directly from individuals (individual cases) or social or community groups in their natural environment for the purpose of studying interactions, attitudes or characteristics of individual groups. In this research, the East London Correctional Centre was selected as a case study. The researcher believes that the number was sufficient to draw meaningful conclusions pertaining to the attitude and feelings of the officials towards their oversight role of rehabilitation programmes implementation in their respective correctional centre. Purposive or judgmental sampling method was used to select the East London Correctional Centre. Babbie and Mouton (2001: 166) argue that it is appropriate to select a sample on the basis of one's own knowledge of the population, its elements, and the nature of the research aims: in short, based on one's own judgment and the purpose of the study. According to Kumar (1999: 162), the primary consideration in purposive sampling is the judgment of the researcher as to who can provide the best information to achieve the objectives of the study. Singleton, Straits and Straits (1993: 160) posit that the researcher relies on his or her expert judgment in selecting units that are representative or typical of the population. In other words, the researcher chooses to interview those people who in his or her opinion are likely to supply him or her with the required information and who are willing to share it. The researcher handpicked the correctional centre and the officials who formed the sample group for the study on the basis of her judgment and knowledge of the typicality and suitability of the correctional center for the study (Cohen, Manion & Morrison, 2000: 103) in Nyambi (2005: 50).

### **3.4 DATA COLLECTION**

Nyambi (2005: 42) states that, the manner in which data is collected is a crucial aspect of the research process as it determines its success or failure. The fact that this is a case study provides a detailed description and analysis of processes or themes voiced by participants in a particular situation (McMillan & Schumacher, 1993: 377). In this way data is gathered directly from individuals in their natural environment in order to study their interactions, attitudes and their characteristics (Leedy, 1993: 123). According to Merriam (1998: 20), case studies are ambiguous, particularistic, descriptive and heuristic because they allow the researcher to adapt to unforeseen

events and change direction in the pursuit of a rich description of the particular situation, event, programme or phenomenon under study. The researcher used questionnaire as the only data collection method in pursuit of the study. The questionnaires were administered to sixty officials who are permanently employed at the East London Correctional Services Centre and have been serving the Department for more than a year. The sixty officials (participants) consist of five officials from management, five educators, three social workers, five health care workers, one spiritual care worker and forty one disciplinary officials all playing a role in the rehabilitation of offenders.

The questionnaire sought to, *inter alia*, identify trends, perceptions and attitudes of officials on their role in the rehabilitation process. According to Babbie and Mouton (2002:58), a questionnaire is a method used to collect data by means of a written question which calls for the responses on the part of the respondent. In this study the questionnaire was designed by the researcher working under the guidance of the supervisor and a qualified statistician and the questionnaires were completed by selected respondents from the East London Correctional Centre. The questionnaires will be distributed and stamped envelopes with the researcher's postal address will be included so that they can send the completed questionnaires back to the researcher. Salient details about the study will be explained to the selected participants. De Vos, Strydom and Fouche (2005:175) reveal that closed-ended questions enable the respondents to understand the meaning of the questions better; questions are answered within the same framework and responses can consequently be compared with one another. It is assumed that the closed-ended questions will provide adequate and accurate information pertaining to the actual situation on the role of the rehabilitation process. However, although questionnaires have several disadvantages, there are advantages such as being less expensive, and they can reach a large number of people simultaneously and give them more confidence in their anonymity.

May (2002: 205) proffers that a successful interview study depends on the prior construction of a theoretically informed and user-friendly interview schedule or questionnaire because the researcher needs to know what kind of information to gather. Equally important is the fact that those who have offered to give their time and share the intimate details of their lives also have the right to expect clear,

understandable and supporting guidance throughout a process that can be confusing and unsettling. Considering that the main method of data collection in this research was through questionnaires, adequate preparations were made to ensure that the study is successful in every respect.

### 3.4.1 Format and Content of Questions in the Interview Schedule

The questionnaire was divided into three sections as follows:-

- The general explanation section: This section basically covered the following aspects: introduction by the researcher to the focus group members collectively; freedom of use of the language of choice at any stage of the interview process; allowance to interviewees to ask questions for clarity; request to interviewees to sign consent forms and guarantee of freedom to withdraw from the interview at any time as participation in the study by interviewees is voluntary; guarantee by the interviewer not to influence the interview process beyond giving clarity on questions when solicited by the interviewees or respondents; and the extent to which confidentiality can be guaranteed.
- Section A: This section contained biographic data;
- Section B: Section B contained questions **(and statements)** using the Likert Rating Scale aimed at giving answers to the main aims and objectives of the study in East London Correctional Centre:
  - Is the lack of basic service delivery by the correctional centre the main cause of the re-offending of inmates?
  - Are officials' working hours adequate to rehabilitate offenders?
    - The correctional centre has adequate resources in place to rehabilitate offenders.
    - Officials are well informed of Department of Correctional Services and its objectives.
- The implementation of the White Paper on Corrections had a positive impact on rehabilitation of offenders.
  - There are potential challenges that could hamper effective implementation of the rehabilitation process in East London Correctional Centre.



- There are activities that are in place to ensure the rehabilitation of offenders.
- Officials are generally aware of the provisions contained in the White Paper on Corrections Act and Correctional Service Act.
- Officials understand their role and responsibilities in the rehabilitation of offenders.
- There is a general sense of commitment from the community and other stakeholders of the Department of Correctional Services to fully support the rehabilitation process.
- Managers and correctional service officials receive adequate administrative and technical support from the department to enable them to achieve the objectives identified in the rehabilitation policies
  - Officials are well informed of their role in the rehabilitation process.
  - The strategic objectives of the rehabilitation of offenders are periodically assessed and reviewed by the department.
  - Communities in East London Correctional Centre are well informed of their role in rehabilitation of offenders.
  - The East London Correctional Centre has developed adequate policies and strategies for the purpose of promoting public consultation and participation within the city.
  - Offenders are cooperative in activities that are designed to rehabilitate them.
  - Rehabilitation starts on the first day the offender is admitted to the centre.
  - The East London Correctional Centre has set performance management standards in order to monitor the implementation of the rehabilitation process by officials.
  - There is a division/section in place in the East London Correctional Centre to promote the rehabilitation process.
  - The East London Correctional Centre has adopted internal policies to ensure effective implementation of the rehabilitation of offenders.
- Activities that are designed for rehabilitating offenders are effective.
- Offenders are rehabilitated according to their sentences rehabilitated and according to their offences.

- Section C: Contained questions aimed at giving information regarding Strengths, Weaknesses, Opportunities and Threats pertaining to the East London Correctional Centre in terms of its rehabilitation process.

### **3.5 SAMPLE**

Sampling is a process of selecting a smaller number of units having specific characteristic of the population to represent the population (Denscombe 2010:141). Sampling methods are divided into two major categories: probability and non-probability. In probability sampling, which is mostly employed in quantitative research, each individual in the population has an equal opportunity of being selected as a unit of the sample (Wiid & Digginess 2009:199).

For the purpose of this study, the researcher intends to focus on sixty officials who are permanently employed at the East London Correctional Services Centre and have been serving the Department for more than a year. The sixty officials (participants) will consist of five officials from management, five educators, three social workers, five health care workers, one spiritual care worker and forty-one disciplinary officials all playing a role in the rehabilitation process of offenders. The quantitative (questionnaire) approach is justified on the grounds of the fairly large sample size and also because participants may feel more comfortable completing a questionnaire rather than taking part in focus group interviews, especially in light of the nature of their working environment. Participant confidentiality must be maintained; something which would not be possible in focus group settings.

### **3.6 DATA COLLECTION INSTRUMENTS**

Data collection is the precise and systematic gathering of information relevant to the purpose or the specific objectives, question or hypothesis of the study (Neuman, 2004: 20). Questionnaires will be used to collect data from the sampled population for purposes of this research. According to Babbie and Mouton (2002:58), a questionnaire is a method used to collect data by means of a written question which calls for the responses on the part of the respondent. In this study the questionnaires will be designed by the researcher and completed by respondents from the East London Correctional Centre. The questionnaire will consist of both open-ended and closed-ended questions. Open-ended question will enable the respondents to fully express

their views freely and to provide detailed and precise information. De Vos, Strydom and Fouche (2005:175) reveal that close-ended questions enable the respondents to understand the meaning of the questions better, questions are answered within the same framework and responses can consequently be compared with one another.

### **3.7 DATA ANALYSIS**

Henning, Van Rensburg and Smit (2004:128) affirm that to analyse in the literal sense means to smash data into small pieces. At this stage of the research, the quantity of raw data is condensed; separation of significant information from less important information takes place and patterns are identified in order to reveal the real meaning of the information collected (Schurink, Fouché & De Vos 2011:397).

According to Henning et al (2004:128), explanations, interpretations and predictions are of the essence at this time as the researcher attempts to answer the how, why and what questions. Important to note is the fact that the aim of this research was not to generalise results but to embark on an in-depth exploration of the topic at hand and to open the way for future South African research on criminal careers.

According to Bogdan and Biklen (1992: 123), data analysis is a process of systematically searching and arranging the collected data, field notes and other materials accumulated to increase the researcher's understanding of them and to enable the researcher to present what has been discovered to others. Mouton (2001: 108) defines data analysis as the "breaking up of the data into manageable themes, patterns, trends and relationships." Glesne (1999: 130) asserts the view that data analysis involves organizing what has been seen, heard and read so that sense can be made of what has been learned. MacMillan and Schumacher (1993: 383) and Glesne (1999: 130) maintain that, in qualitative research, data collection and analysis are interactive processes that occur in overlapping cycles.

### **3.8 ETHICAL CONSIDERATIONS**

According to Mahlogonolo (2014:48), whenever one is studying humans along with their behaviour, the issue of ethics emerges. Even though the primary aim of ethics is to protect the well-being of research participants, people often think of ethics as a list of negative rules and regulations which result in punishment should the researcher not

adhere to them. Words that come to the fore when exploring the subject of ethics are: morals, values, principles, set of laws. Davis, Francis and Jupp (2011:283) state that ethics are standards which ought to be applied towards others when conducting research. These standards are guidelines as to how researchers should conduct themselves in their pursuit of concealed issues of interest, especially if these issues involve human beings. It is, therefore, safe to say that research ethics should be a fundamental concern of all social science researchers in planning, designing, implementing and reporting research with human participants. Consequently, each researcher is compelled to sensitise themselves to what is right or wrong when conducting research. Furthermore, researchers have an obligation to treat research participants morally. However, due to the fact that research participants studied in this study are categorised as vulnerable, certain ethical challenges ( Mahlongonolo 2014: 48).

According to Merriam (1998:201), validity and reliability in research involves conducting an investigation in an ethical manner. Yin (2009:73) contends that the study of contemporary phenomenon in its real-life context alerts the researcher to important ethical practices and the need for conducting his/her research with special care and sensitivity, which usually involves gaining informed consent from all the persons who may be part of the study by:

- alerting participants to the nature of the study and formally soliciting their volunteerism in participating in the study;
- protecting those who participate in the study from any harm, including avoiding the use of deception in the study;
- protecting the privacy and confidentiality of those who participate so that, as a result of their participation, they will not be put in an undesirable position; and
- by taking special precautions that might be needed to protect especially vulnerable groups.

Criteria for a research design involve not only the selection of information-rich informants and efficient research strategies, but also an adherence to research ethics. Denzin and Lincoln (2000: 138) posit the need for the collected data to be accurate because fabrication and contrivances are both non-scientific and unethical. Researchers, therefore, should tell the truth when writing up and reporting their

findings. The most important trademark of researchers is their devotion to report what the data actually reveal. Fabricating or distorting data is the ultimate sin of a scientist.

The following ethical principles were promoted and observed: voluntary participation, no harm to participants, anonymity and confidentiality, informed consent, and no deception:

- **Voluntary participation:** The researcher promoted and allowed voluntary participation by respondents with no fear of reprisals. No coercion or pressure was exerted on participants and withdrawals from participation were allowed.
- **No harm to respondents:** Respondents were not exposed to any harm or danger, be they physical, emotional or psychological.
- **Anonymity or confidentiality:** No names or any other form of participant identification was made in the final treatise. However, it cannot be disputed that an inquisitive investigator can use other elements of the sample data to ultimately identify the respondents. Therefore, confidentiality can only be guaranteed to a certain extent. This was explained to officials before the questionnaires were issued to them .
- **No deception:** The researcher identified herself and informed the respondents about the objectives of the research. All necessary documents explaining the purpose of the research and the choice of respondents was issued to the respondents in order to instill trust and consequently enjoy full cooperation and maximum participation.
- **Informed consent:** Consent to participate in the study was obtained from each official that participated in the study. The purpose of the study and risks involved were conveyed to the respondents in order for them to decide whether they were willing to participate in the research. The respondents were also informed of their right to withdraw from the study should they not feel comfortable about participating at any stage of the process.

In the chapter that follows data collected from the empirical survey will be analysed and presented.

## CHAPTER FOUR

### 4.1 INTRODUCTION

In the previous chapter the researcher outlined the research methodology to be followed in collecting data, and justified the choices made with respect to methods of data collection and analysis. The purpose of this chapter is to report on the findings from the empirical research that was conducted in the East London Correctional Centre. The main aim of this research was to assess the role of officials in the rehabilitation of offenders.

### 4.2 BACKGROUND OF THE STUDY AREA

The East London Correctional Centre is situated in East London, a city which falls under the jurisdiction of the Buffalo City Municipality in the Eastern Cape Province. It is one of fifteen correctional centres in the Eastern Cape Province and it is also the largest centre in the region. It is situated in the industrial development zone (IDZ). The centre was erected in 1980 ([www.dcs.gov.za](http://www.dcs.gov.za)).



Source: Urban-Econ Eastern Cape, 2015

**Figure 4.1: Map Of East London Correctional Centre**

The East London Correctional Centre has three sub-centres, namely Maximum A, Medium B and Medium C facilities.

- The Maximum A facility is for males who have received lengthy sentences such as life imprisonment; such inmates are categorised as high profiles. The centre is one of two centres that accommodate long-term sentenced male offenders in the Eastern Cape Province.
- The Medium B facility is the sub-centre for un-sentenced inmates.

- The Medium C facility is for maximum sentenced, medium sentenced and awaiting-trial female offenders. It is the only centre that accommodates female offenders in the Eastern Cape Province. All other female centres closed in 2008 and all inmates were transferred to the Medium C facility along with correctional officials from these centres.

The purpose of this chapter is to report on the findings from the empirical research that was conducted in the East London Correctional Centre. Data was gathered from a selected category of employees. In September 2015 a letter was sent to the Department's Head Office in their Research Directorate requesting permission to conduct the study using a selected category of employees.

Permission to conduct the study was granted by the Department on 27 May 2016. The purpose of the study was explained by the researcher and the employees were encouraged to participate.

### **4.3 KEY AREAS OF THE QUESTIONNAIRE**

The research questionnaire was divided into two sections, namely section 1 and section 2. Section 1 dealt with obtaining the profiles of respondents and section 2 dealt with obtaining information regarding the rehabilitation of offenders and checking whether the officials have the ability to play a meaningful role in the rehabilitation of offenders.

### **4.4 THE RESPONSE RATE**

The researcher distributed sixty (60) questionnaires to the respondents. Some of the questionnaires were distributed via email and some were hand delivered. Out of sixty (60) questionnaires distributed, thirty-four (34) were completed and returned. The researcher proceeded with the analysis of the data of more than 50 per cent of the respondents. According to Bailey (1982:165), a response figure of at least 50 per cent (50%) should be sufficient for analysis of the data, a figure of 60 per cent can be regarded as "good" and a figure of 70 per cent can be seen as "very good". This is confirmed by Babbie and Mouton (2001:261).

#### 4.5 PERSONAL PROFILE

Questions 1 – 5 of the questionnaire required the respondents to complete general biographical data on, *inter alia*, age, gender, highest qualification, status and length of service in the position. The results are presented below:

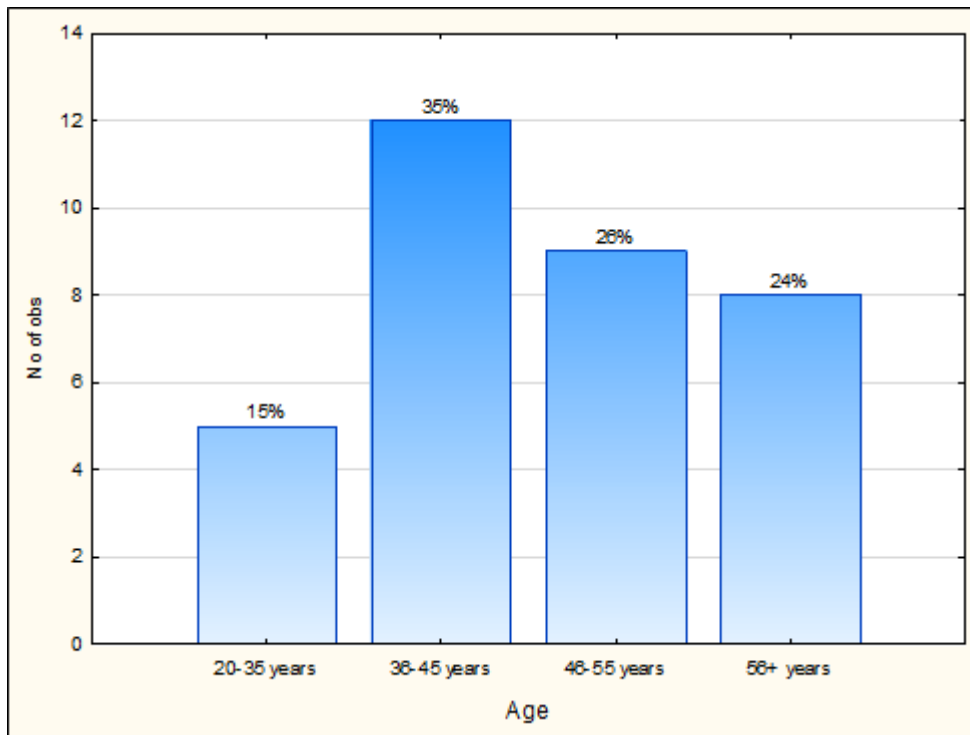


Figure 4.2: Age distribution of respondents

Age		Frequency	Percent
Valid	20-35 years	5	14.7
	36-45 years	12	35.3
	46-55 years	9	26.5
	56+ years	8	23.5
	Total	34	100.0

Source: Own construction

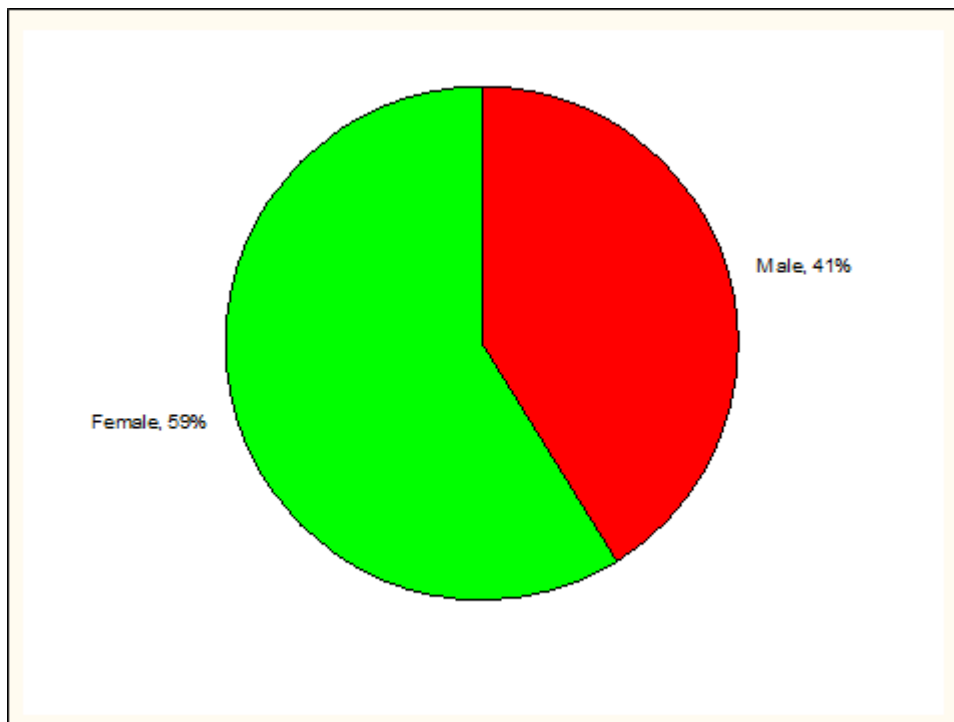
As can be seen in Figure 4.2, the age of the respondents in this study indicates that there is no one who is twenty-one and under; they are all mature, with the highest age



range being between thirty-six to forty-five (36-45). The ages of 35.3 per cent of the respondents ranged from 36 to 45.

A total of 26.5 per cent of the respondents are aged between forty- six and fifty- five (46-55).

In addition, 23.5 per cent of the respondents are aged fifty-six and above (56-above) and only 14.7 per cent are respondents whose ages range from twenty to thirty-five (20-35).



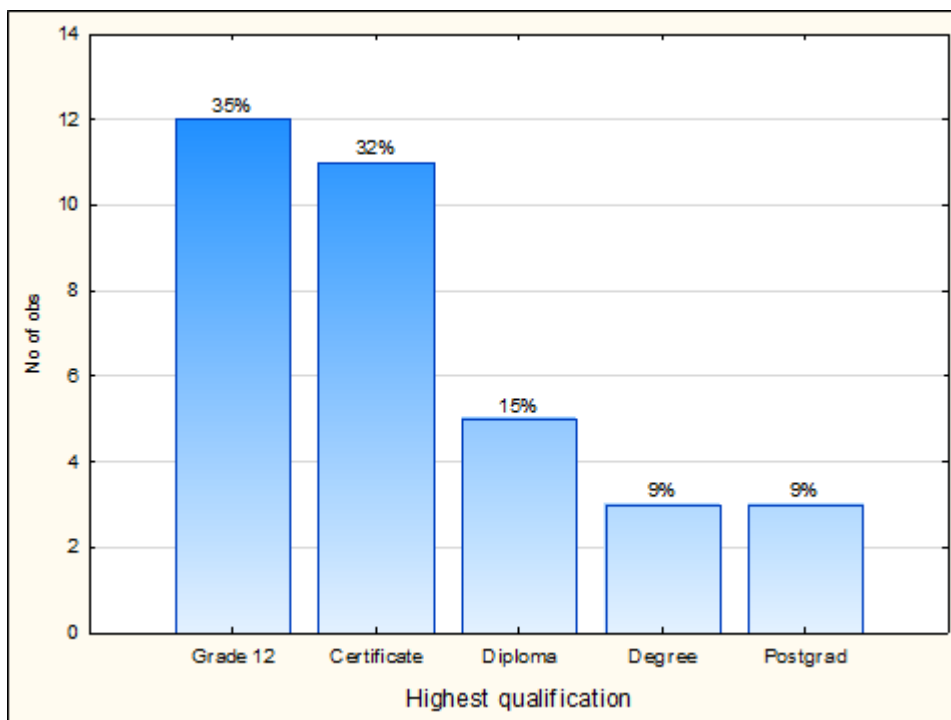
**Figure 4.3: Gender distribution of respondents**

Gender		Frequency	Percent
Valid	Male	14	41.2
	Female	20	58.8
	Total	34	100.0

Source: Own construction

The above diagramme (see Figure 4.3) reveals the distribution of the gender of the respondents in the research study. The respondents were both males and females. Of the respondents who returned their completed questionnaires, fourteen (14) were males and twenty (20) were females.

This then translates to 58.8 per cent being female respondents and 41.2 per cent were male respondents. The deduction is that there is a predominance of females within the East London Correctional Centre.



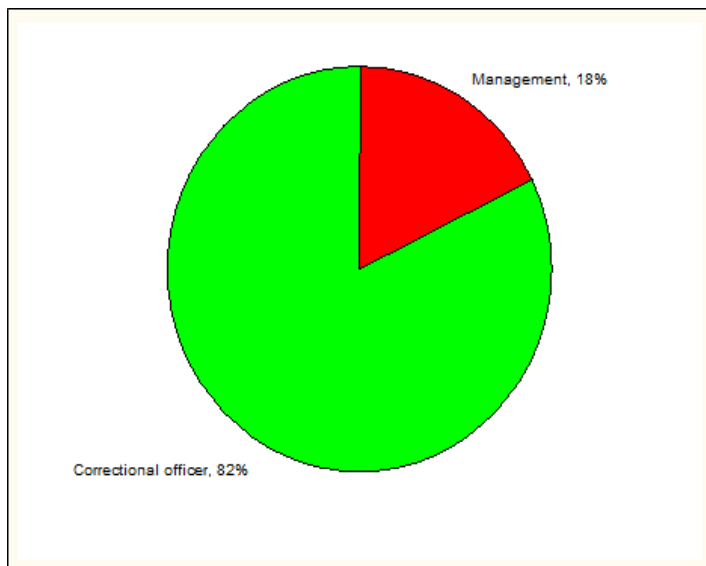
**Figure 4.4: Respondents' highest qualifications**

Qualif		Frequency	Percent
Valid	Grade 12	12	35.3
	Certificatre	11	32.4
	Diploma	5	14.7
	Degree	3	8.8
	Postgrad	3	8.8
	Total	34	100.0

Source: Own construction

The diagramme above (see Figure 4.4) illustrates the fact that most of the respondents (namely 35.3 per cent) in the research study have a matric qualification. This means that 64.7 per cent of the employees of the East London Correctional Centre have qualifications higher than grade 12. Additionally, 32.4 per cent of employees have certificates, 22.7 per cent are in possession of diplomas or degrees and 8.8 per cent have a post-graduate qualification.

## STATUS

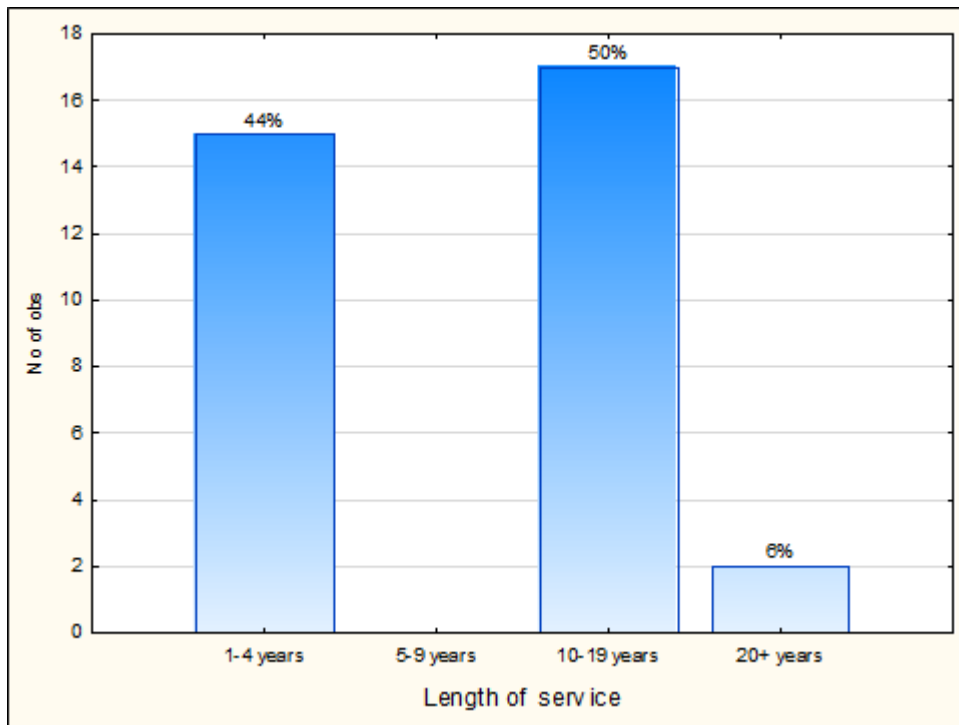


**Figure 4.5: Status of respondents**

Status		Frequency	Percent
Valid	Management	6	17.6
	Correctional officer	28	82.4
	Total	34	100.0

Source: Own construction

The above analysis (see Figure 4.5) shows that the vast majority of the respondents are Correctional Officers, which translates, in terms of percentage, into 82.4 per cent. The Management component comprises 17.6 per cent of the workforce.



**Figure 4.6: Length of service in current position**

Service		Frequency	Percent
Valid	1-4 years	15	44.1
	10-19 years	17	50.0
	20+ years	2	5.9
	Total	34	100.0

Source: Own construction

The above diagramme (See Figure 4.6) shows that 44.1 per cent of the respondents have been with the East London Correctional Centre in their current position for less than five years. This, therefore, means that the Department of Correctional Services (East London Correctional Centre) recruitment process is very high.

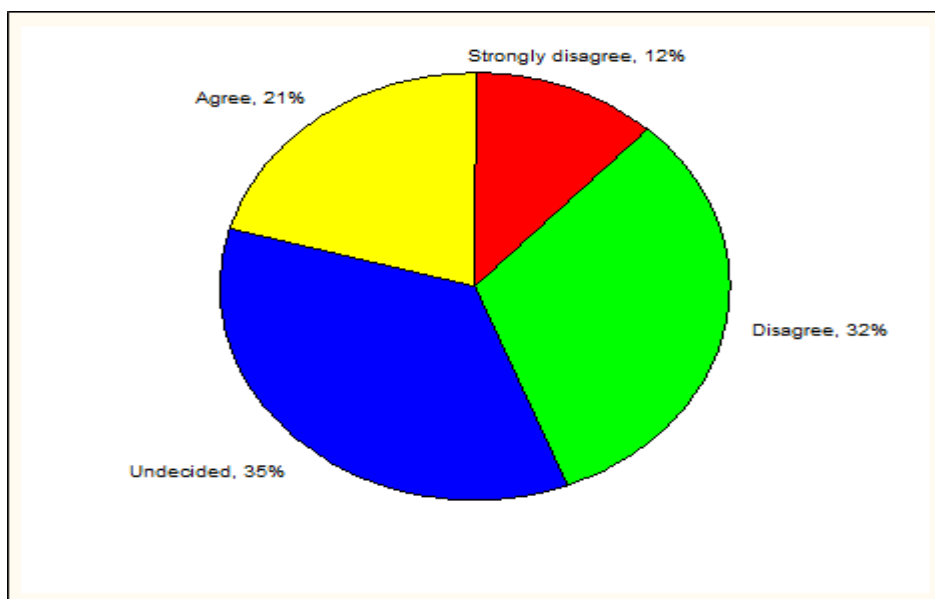
A total of 50 per cent have been in the centre for a period of between 10 to 19 years; this means the centre has more experienced officials.

Only 5.9 per cent of the respondents have 20 years' experience or more in the service of the Department.

#### 4.6 SECTION 2 OF QUESTIONNAIRE

This section was the key focus area of the questionnaire and it dealt with current and future training, skills and in-house support or assistance.

##### 4.6.1 Lack of basic service delivery by the correctional centre is the main cause for the return of re-offending inmates to the facility.



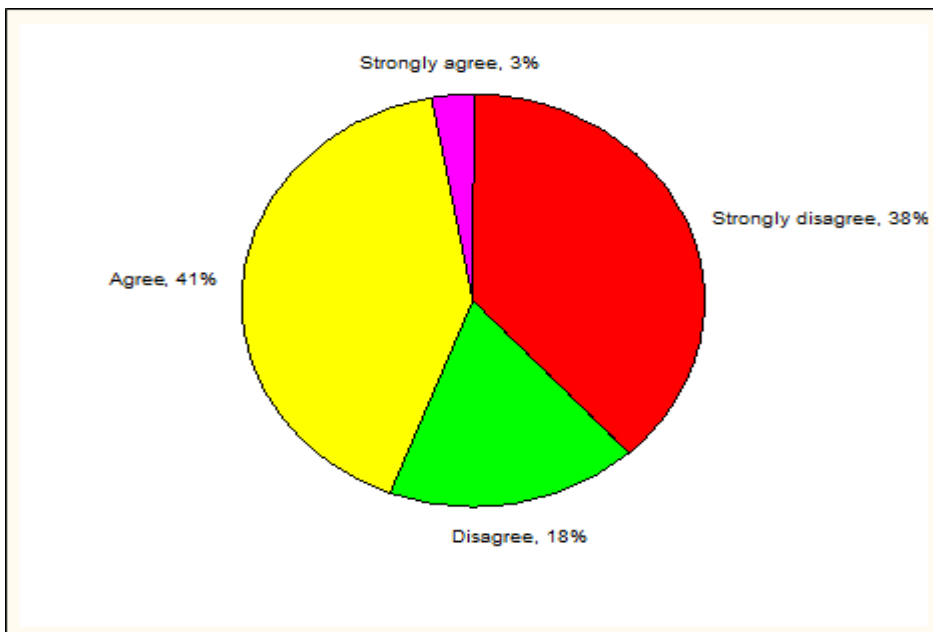
Source: Own construction

#### Figure 4.7: Respondents' views on lack of service delivery

The above diagramme (See Figure 4.7) indicates that 32 per cent of respondents disagreed that the lack of service delivery by the correctional centre is the main cause for the return of re-offending inmates to the facility and 35 per cent of respondents were undecided.

A total of 21 per cent of the respondents agreed and 12 per cent strongly disagreed with the research statement.

#### 4.6.2 The working hours of officials are adequate to rehabilitate offenders.



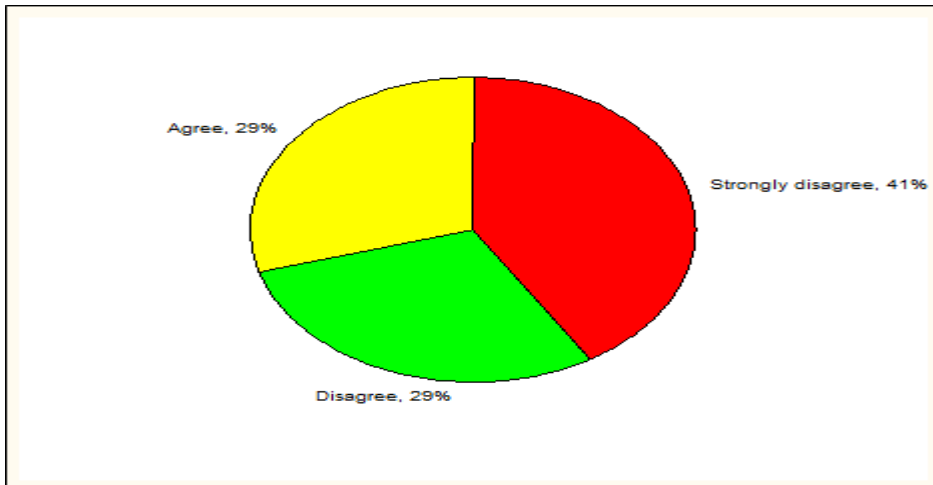
Source: Own construction

**Figure 4.8: Sufficient working hours for rehabilitation**

Most of the respondents felt that their working hours are not sufficient (38 and 18 %) and the other respondents do not have a problem with the hours they are working; they consider the hours to be adequate to rehabilitate offenders. This is supported by the above graph (See Figure 4.8) which reveals that 41 per cent of respondents agreed and 3 per cent strongly agreed that their working hours are adequate to rehabilitate offenders.

38 per cent of respondents strongly disagreed and 18 per cent disagreed.

#### 4.6.3 The correctional centre has adequate resources in place to rehabilitate offenders.



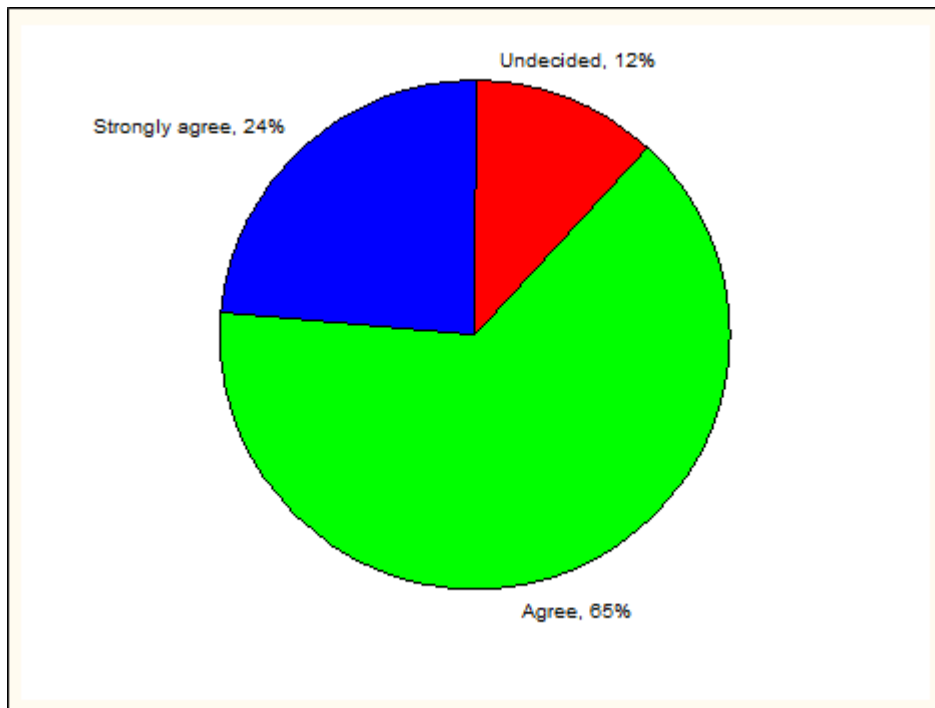
Source: Own construction

**Figure 4.9: Adequate resources for rehabilitation**

Most of respondents (70%) indicated that the correctional facility does not have adequate resources in place to rehabilitate offenders.

The above diagramme (See Figure 4.9) illustrates that 41 per cent of respondents strongly disagreed that East London Correctional Centre has adequate resources in place to rehabilitate offenders, 29 per cent agreed while only 29 per cent agreed. From the above analysis it can be deduced that the East London Correctional Centre does not have sufficient resources in place for rehabilitating offenders.

#### 4.6.4 Officials are generally well informed about the role of the Department of Correctional Services and its strategic objectives.



Source: Own construction

**Figure 4.10: Respondents' knowledge of role and objectives of DCS**

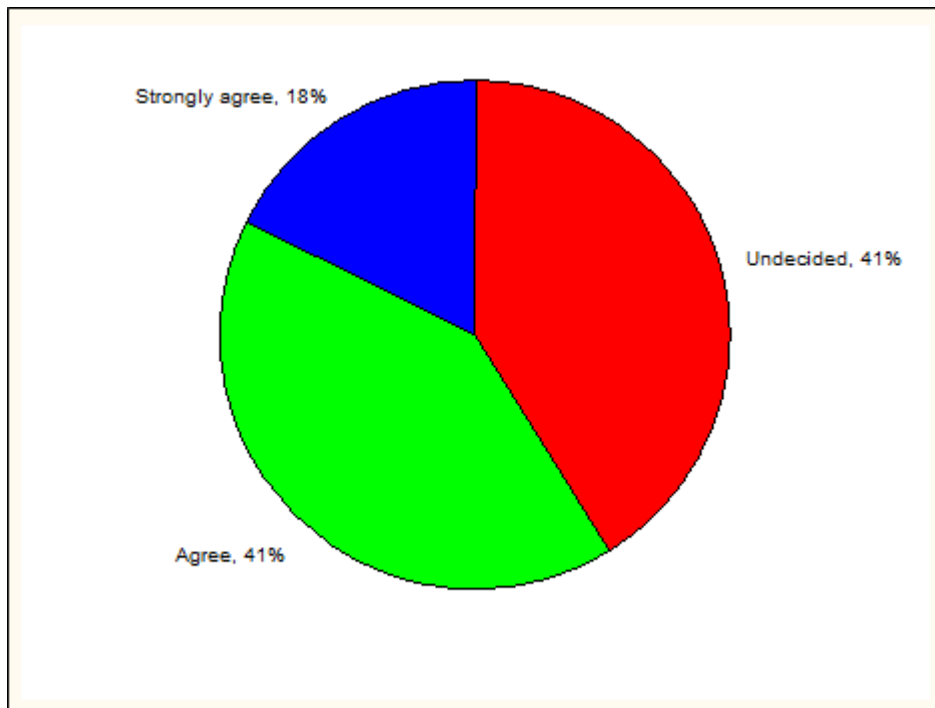
The analysis of the above diagramme (See Figure 4.10) indicates that most of the respondents are generally (89%) well informed about the role of the Department of Correctional Services and its strategic objectives. A total of 65 per cent of the respondents in the research study indicated that they were aware of the department's role and its objectives and 24 per cent of respondents strongly agreed. Only 12 per cent of the respondents were undecided whether they know the role of the department and its objectives.

Strong (2000:16) believes that one of the benefits associated with learnerships is an increase in productivity. As mentioned earlier in chapter two, a learnership is a mode of delivering a learning programme that combines work-based experience with structured learning.

It is worth noting that the East London Correctional Centre employees are generally well informed about the role of the Department they are serving and its objectives.



**4.6.5 The White Paper on Corrections, 2005 has had a positive impact on the rehabilitation of offenders.**

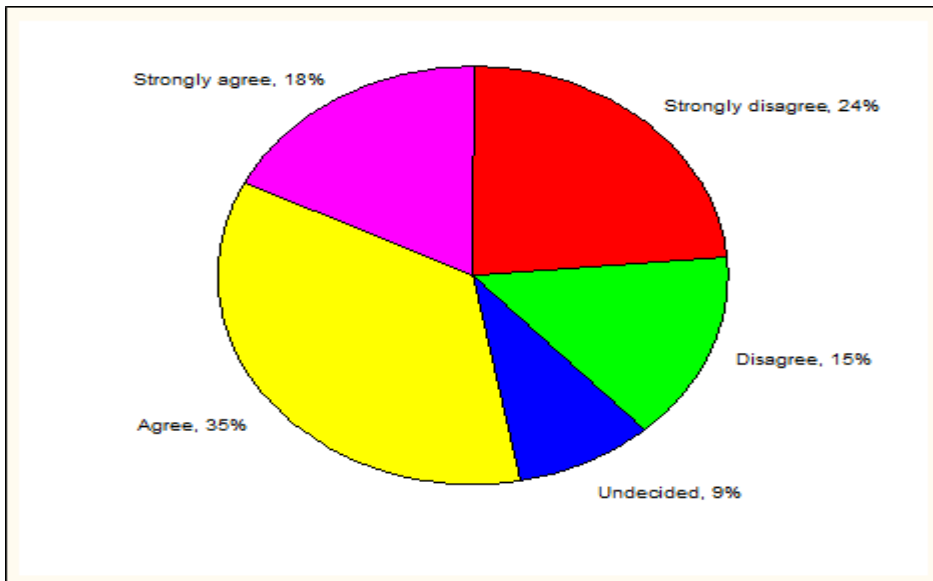


Source: Own construction

**Figure 4.11: Positive impact of White Paper on Corrections, 2005**

More than half of the respondents selected for the study are in agreement that the White Paper on Corrections, 2005, has had a positive impact on the rehabilitation of offenders. This view is supported by the above chart (Figure 4.11) which shows that 59 per cent of the respondents answered positively while 41 percent were not sure. The White Paper on Corrections, 2005 is important as it provides guidance on rehabilitation processes.

**4.6.6 There are potential challenges that could hamper effective implementation of the rehabilitation process at the East London Correctional Centre.**

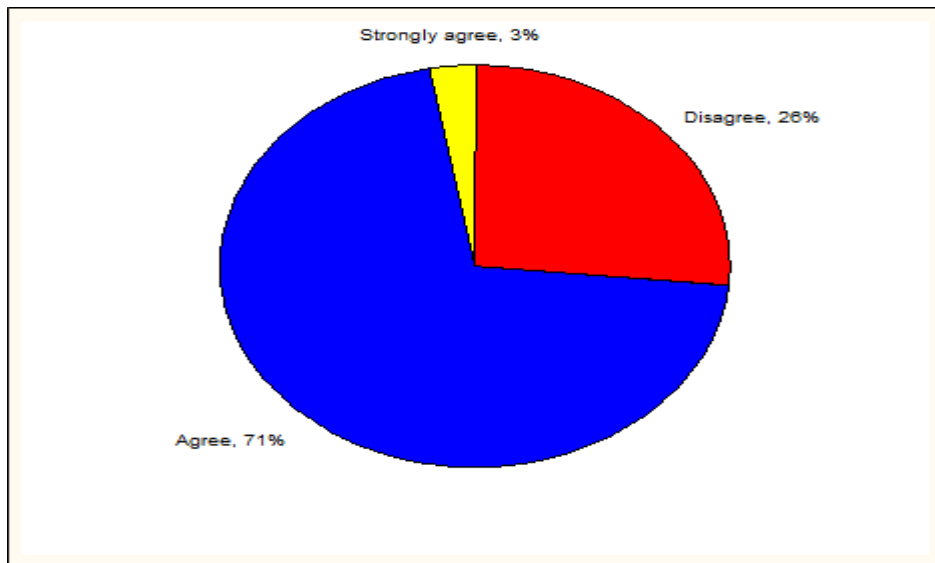


Source: Own construction

**Figure 4.12: Respondents' views of potential challenges hampering rehabilitation**

The above diagramme (See Figure 4.12) indicates that only just more than half (53%) of the respondents agreed that there are potential challenges that could hamper effective implementation of the rehabilitation process in the correctional centre. However, 39 per cent did not see any challenges that could hamper effective implementation of the rehabilitation process while 9 per cent of respondents were not sure.

#### 4.6.7 There are adequate support activities in place to ensure the successful rehabilitation of offenders

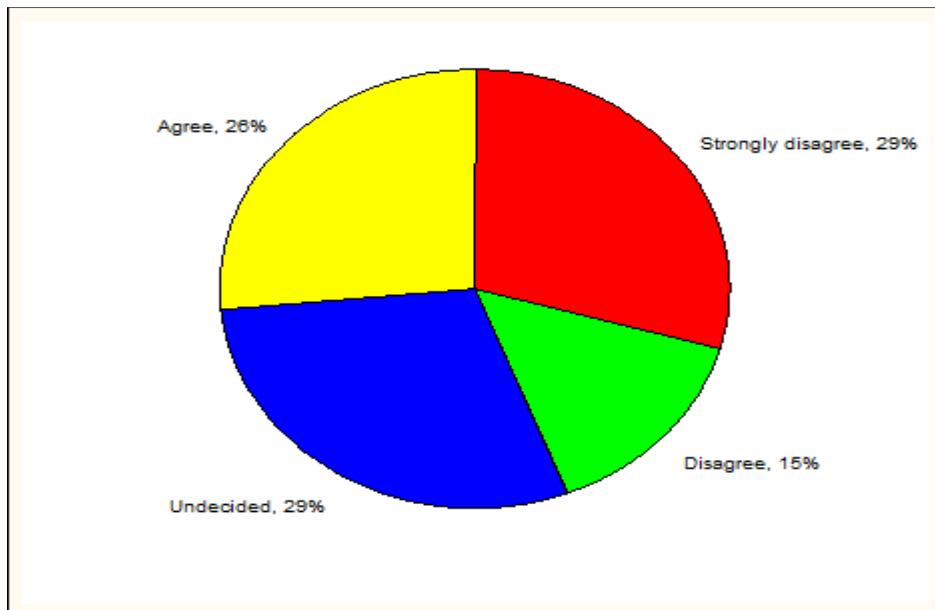


Source: Own construction

**Figure 4.13: Respondents' views on adequacy of support activities**

In terms of the above statement, the responses are as follows: 71 per cent of the respondents agreed; 3 per cent strongly agreed while 26 per cent disagreed. The majority of respondents (74%) agreed that there are adequate activities in place to ensure the successful rehabilitation of offenders.

**4.6.8 Officials are generally aware of the provisions contained in the White Paper on Corrections, 2005, and the Correctional Service Act, 1998.**

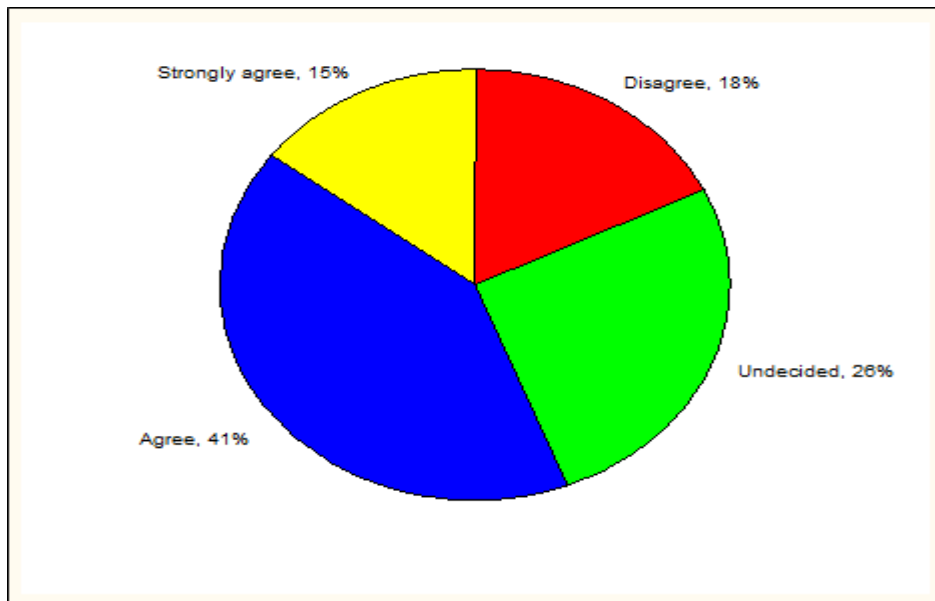


Source: Own construction

**Figure 4.14: Officials' levels of awareness of the provision contained in white paper.**

The results of the respondents' views on the above statement are as follows: 26 per cent agreed, 29 per cent strongly disagreed, and 15 per cent disagreed while 29 per cent were undecided. This result implies that certain of the officials are not aware of the provisions contained in the White Paper on Corrections, 2005, and the Correctional Service Act, 1998. It is accordingly proposed that certain of the respondents are not able to rehabilitate offenders efficiently in light of the above result.

#### 4.6.9 Officials understand their role and responsibilities in terms of the rehabilitation process of offenders.



Source: Own construction

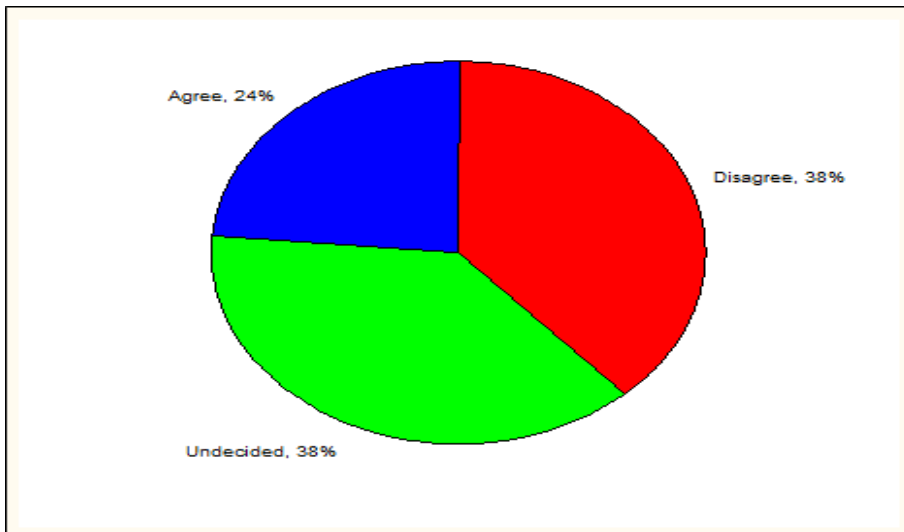
**Figure 4:15 : Officials' understanding of their roles**

The above diagramme indicates responses to the question posed as follows: 15 per cent strongly agreed, 41 per cent agreed, 18 per cent disagreed and 26 per cent were undecided.

The above result simply indicates that just over half (56%) of the respondents understand their role and responsibilities in terms of the rehabilitation processes of offenders. However, there are a significant number (44%) of officials who do not understand their role.

A trained workforce will benefit both the employer and the employee. After attending training programmes, the employees improve their levels of competencies. Merts (2005:4) defines competence as the capacity for continuous performance within a specified range and context, resulting from the integration of a number of capabilities.

**4.6.10 There is a general sense of commitment from the community and other stakeholders affiliated to the Department of Correctional Services to support the rehabilitation process.**

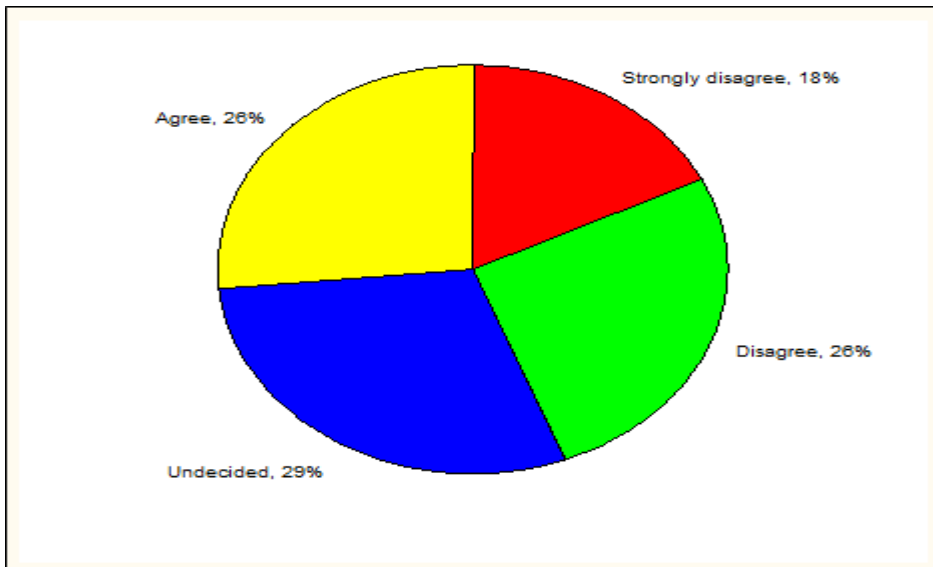


Source: Own construction

**Figure 4.16: Community and other stakeholders' commitment to support rehabilitation**

The responses to the above statement as follows: 24 percent agreed, 38 percent disagreed and 38 percent were undecided. According to the above responses it can be deduced that the community and stakeholders are mostly not committed to supporting the rehabilitation of offenders.

**4.6.11 Staff at the correctional centre receives adequate administrative and technical support from the department to enable them to achieve the objectives identified in official rehabilitation policies.**

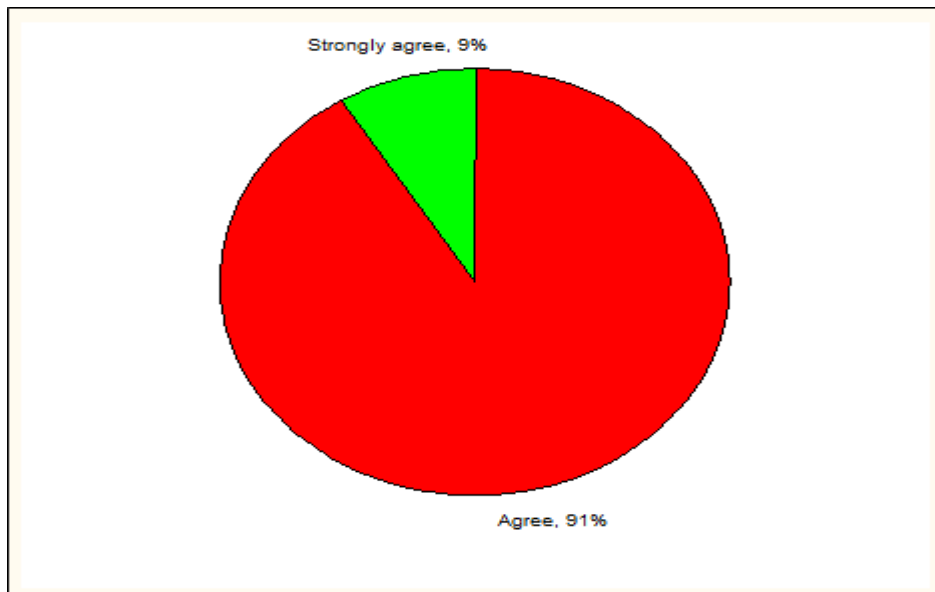


Source: Own construction

**Figure 4.17: The administrative and technical support that the staff and correctional centre is getting from the department**

In response to the above statement the results are indicated as follows: 18 percent strongly disagreed, 26 percent agreed, 26 percent disagreed and 29 percent were undecided. There were few respondents who responded positive to the statement which clearly implies that the department is failing to provide adequate administrative support to its employees.

#### 4.6.12 Officials should receive additional training to better equip them to meet the challenges they face in the rehabilitation process



Source: Own construction

**Figure 4.18: Additional training that the officials should receive**

The above diagramme indicates that the majority of respondents responded positively to the statement as follows: 91 percent strongly agreed and 9 percent agreed.

The total percentage of the respondents who responded positive to the statement is 100 per percent.

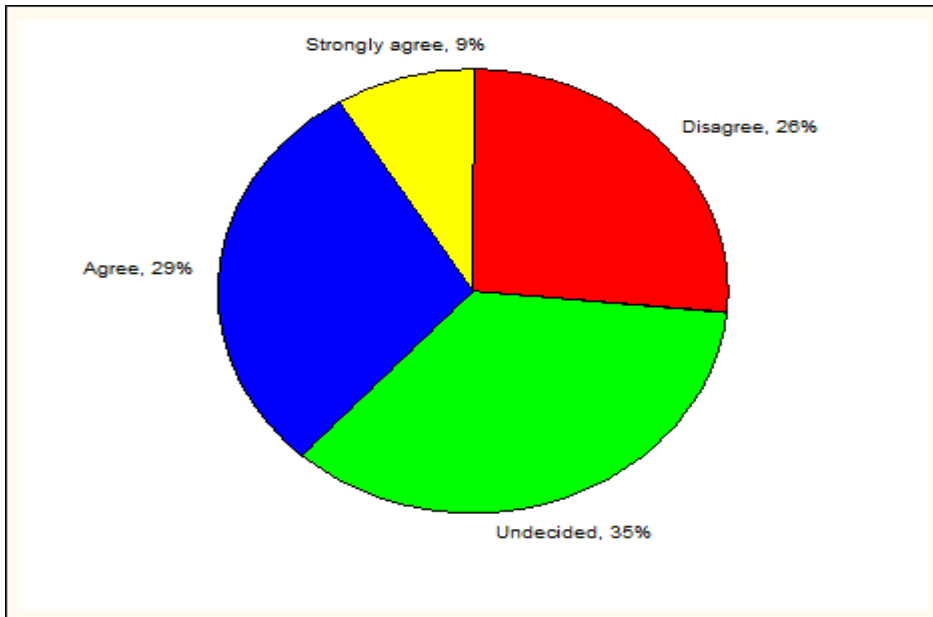
According to Hendricks (2005:20), training within an organisation is important to ensure the best return on its investment through its employees. The main aim of training is to achieve change and improvement in the skills, experience, knowledge and behaviour of employees.

Training should operate as a separate function and be part of the relevant human resources department, owing to the different levels of training of its employees (Hendricks 2005:21).

Improving the skills of workers can lead to activities that reduce the expenses of the organisation. These activities could include detecting faults, solving problems smartly, undertaking routine maintenance, making fewer ignorant errors, and incurring fewer breakages (Budlender, 2001:3).



**4.6.13 The strategic objectives of the rehabilitation programmes are periodically assessed and reviewed by the department.**

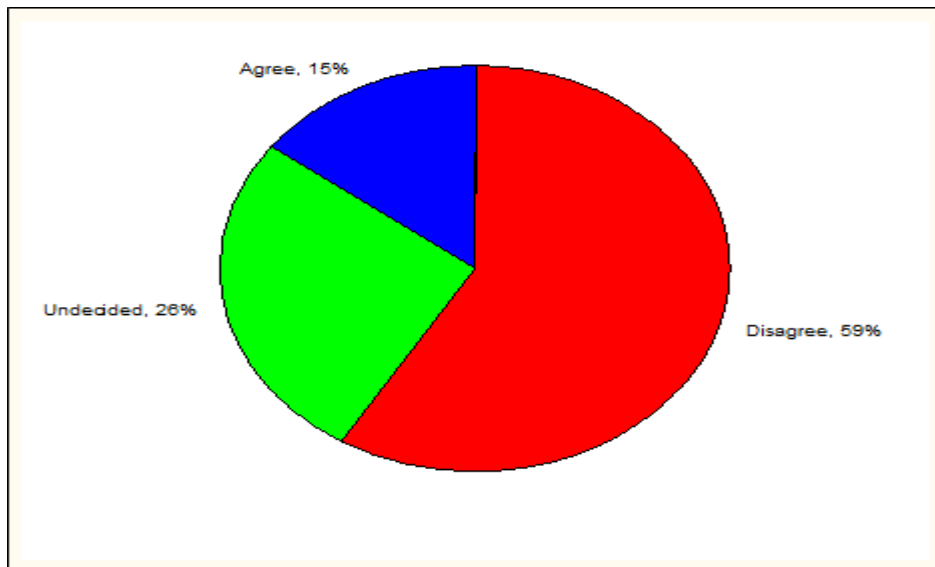


Source: Own construction

**Figure 4.19: Developed of adequate policies and strategies for the purpose of promoting public consultation and participation relating to the rehabilitation of offenders.**

In response to the above statement the following results were recorded: 9 percent strongly agreed, 29 percent agreed, 26 percent disagreed and 35 percent were undecided.

**4.6.14 Officials are generally encouraged to attend capacity workshops to better equip them to cope with the rehabilitation of offenders.**



Source: Own construction

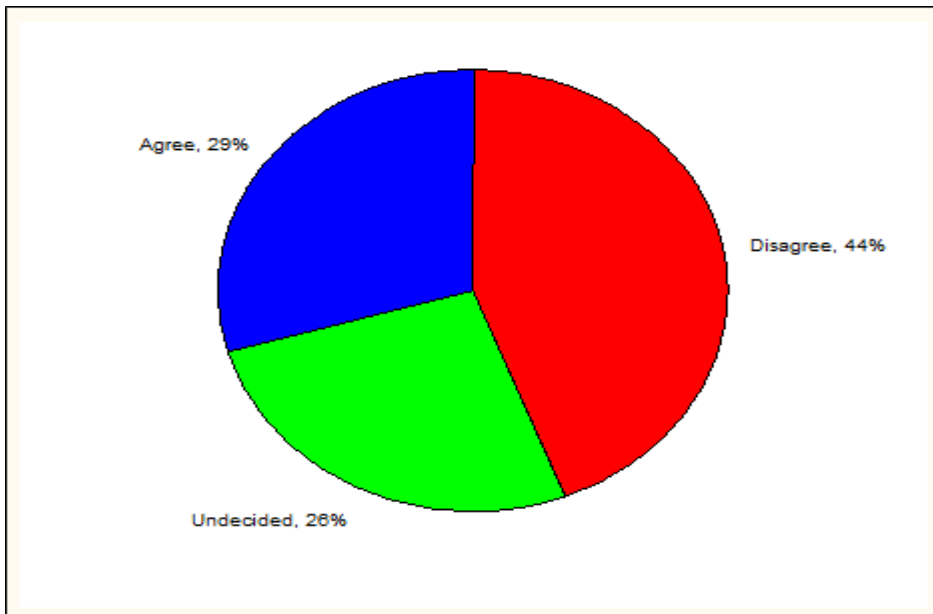
**Figure 4.20: Generally encouragement to attend capacity workshops to better equip to cope with the rehabilitation of offenders.**

The results to the above statement indicate that 15 percent of the respondents agreed with the statement, 59 percent agreed and 26 percent were undecided.

This is an indication that the organisation is not encouraging the employees to attend workshops that will give them opportunities to be trained at work, and thereby gain more knowledge and skills regarding the rehabilitation of offenders.

A trained workforce will benefit both the employer and the employee. After attending training programmes, the employees improve their levels of competencies. Merts (2005:4) defines competence as the capacity for continuous performance within a specified range and context, resulting from the integration of a number of capabilities.

**4.6.15 The East London Correctional Centre has developed adequate policies and strategies for the purpose of promoting public consultation and participation relating to the rehabilitation of offenders.**



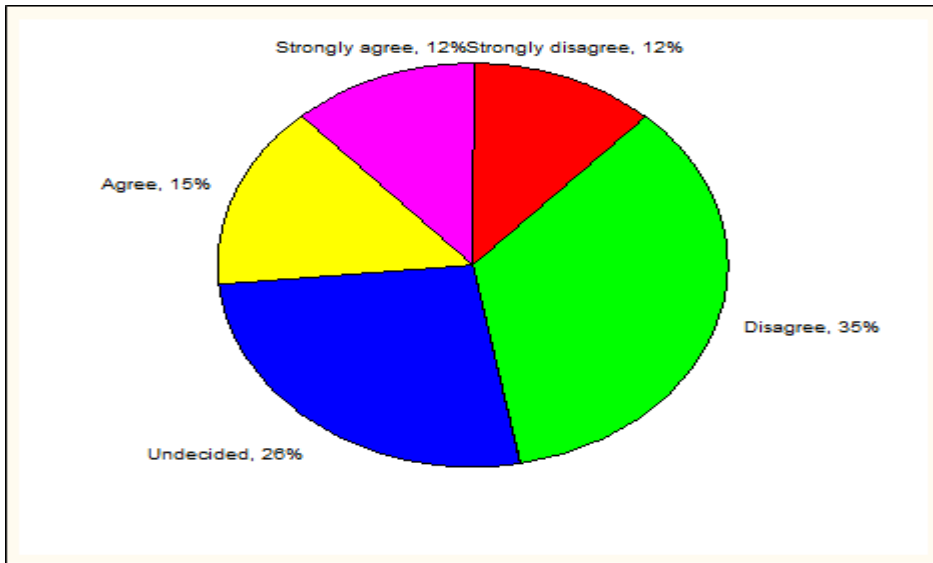
Source: Own construction

**Figure 4.21: Adequate policies and strategies for the purpose of promoting public consultation and participation relating to the rehabilitation of offenders.**

The sample group responded to this statement in the following manner: 29 percent agreed, 44 percent disagreed and 26 percent were undecided.

Most respondents, that is, 44 percent, disagreed with the statement that the facility has developed adequate policies and strategies for the purpose of promoting public consultation and participation relating to the rehabilitation of offenders.

**4.6.16 It is possible to successfully rehabilitate the vast majority of offenders at the East London Correctional Centre.**

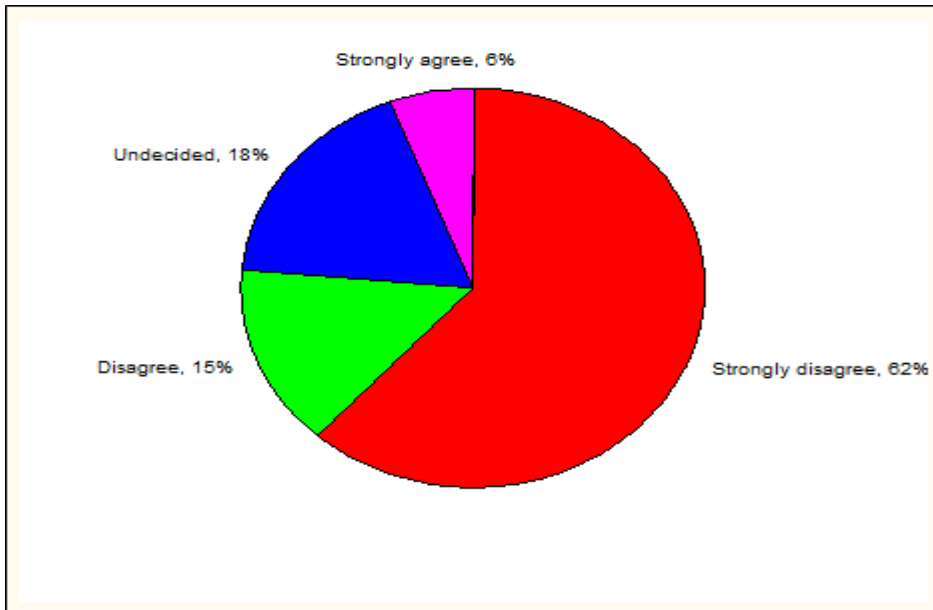


Source: Own construction

**Figure 4.22: Rehabilitate the vast majority of offenders at the East London Correctional Centre.**

The respondents rated the above statement as follows: 12 percent strongly agreed, 15 percent agreed, 35 percent disagreed, 12 percent strongly disagreed and 26 percent were undecided. From the given response the East London Correctional Centre is struggling to rehabilitate a significant number of offenders successfully.

**4.6.17 Offenders are generally cooperative in activities that are designed to rehabilitate them.**



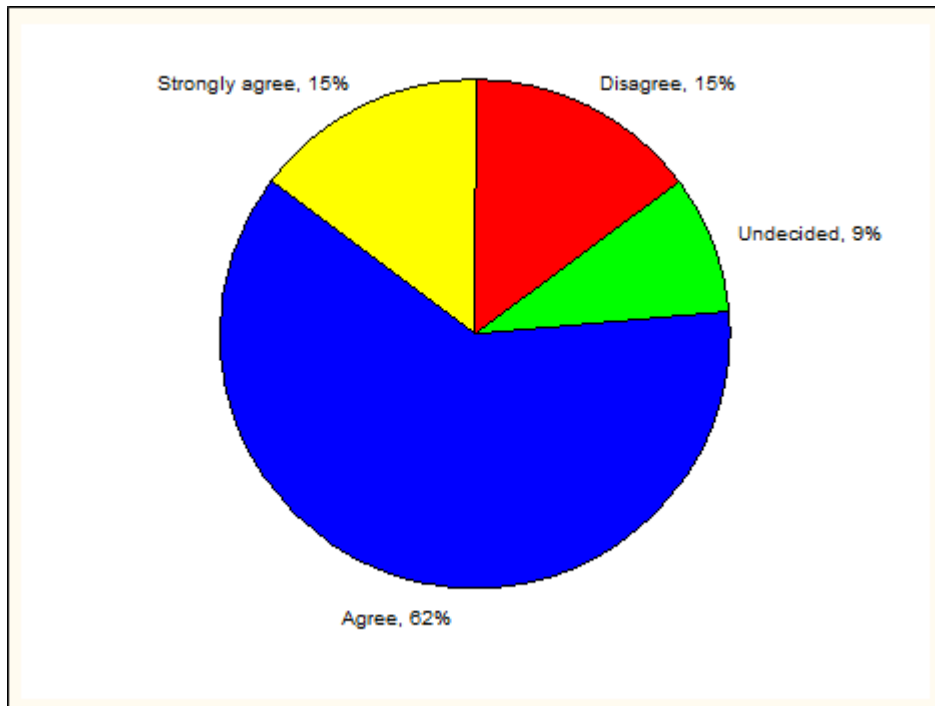
Source: Own construction

**Figure 4.23: Offenders are generally cooperative in activities that are designed to rehabilitate them.**

The respondents rated the above statement as follows: 6 percent strongly agreed, 15 percent disagreed, 62 percent strongly disagreed and 18 percent were undecided.

From the above diagramme it can be deduced that offenders are generally not cooperative in the activities that are designed to rehabilitate them. Most of the respondents are dissatisfied with the cooperation of offenders.

**4.6.18 The East London Correctional Centre has set performance management standards in order to monitor the implementation of rehabilitation process by officials.**



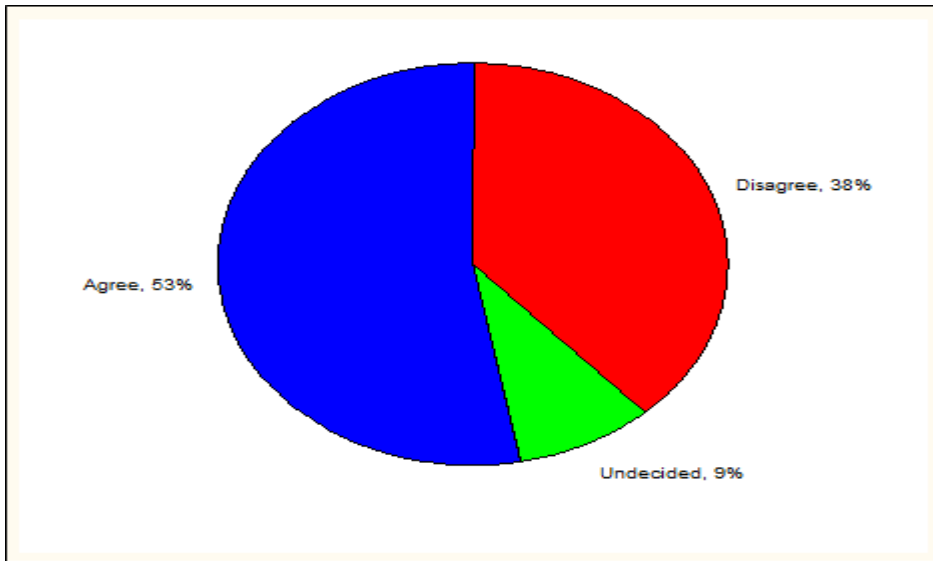
Source: Own construction

**Figure 4.24: Centre has set performance management standards in order to monitor the implementation of rehabilitation process by officials.**

The respondents rated the above statement as follows: 15 percent strongly agreed, 62 percent agreed, 15 percent disagreed and 9 percent were undecided.

The above response indicates that the East London Correctional Centre has set performance management standards in order to monitor implementation of the rehabilitation process by officials, as this will help them to identify any training needs required by the officials.

**4.6.19 The special division created by East London Correctional Centre to promote the rehabilitation of offenders is functioning well.**

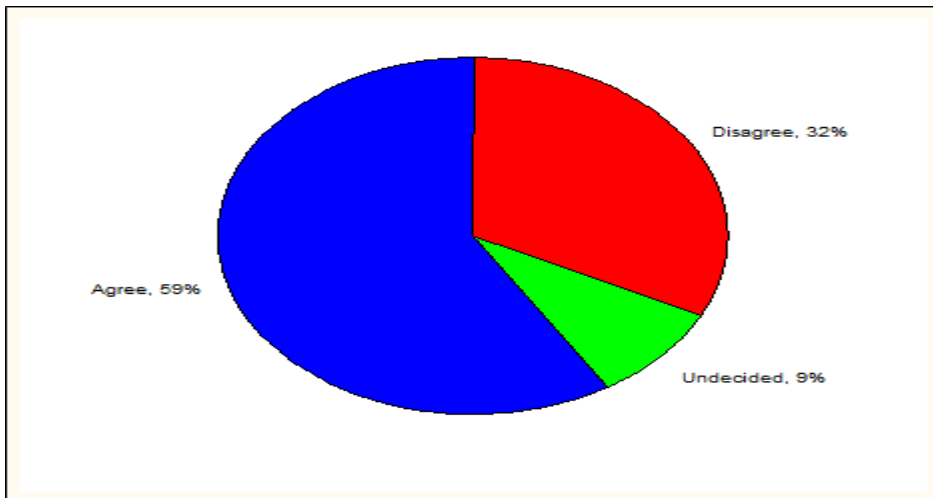


Source: Own construction

**Figure 4.25: Special division created by East London Correctional Centre to promote the rehabilitation of offenders is functioning well.**

Only just over half (53%) respondents agree that the special division created by the facility to promote the rehabilitation of offenders is functioning well. A significant percentage, namely 47 per cent, do not share this belief. It can be concluded that the special division created by the centre is not adequately serving its purpose.

**4.6.20 The East London Correctional Centre has adopted realistic internal policies to ensure the effective implementation of rehabilitation programmes.**



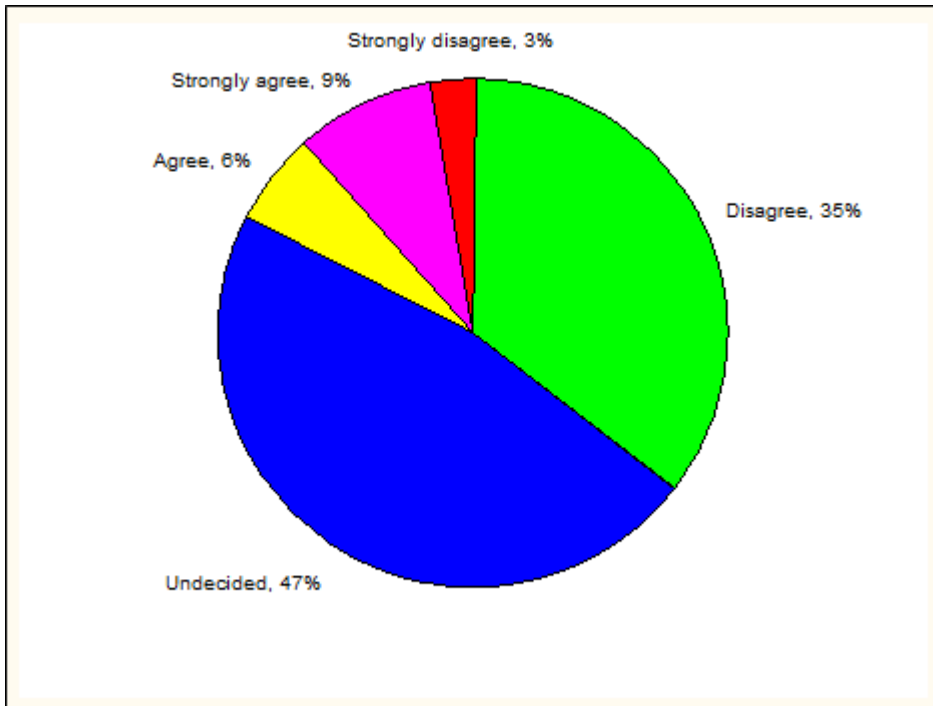
Source: Own construction

**Figure 4.26: The internal policies that the correctional centre has adopted to ensure the effective implementation of rehabilitation**

Respondents largely responded positively in this statement that they agreed that the correctional centre has adopted realistic internal policies to ensure the effective implementation of rehabilitation programmes. This is supported by 59 per cent of respondents who strongly agreed with the statement; 32 percent of the respondents disagreed and 9 percent were undecided.



**4.6.21 Support activities designed to assist with the rehabilitation of offenders are effective.**

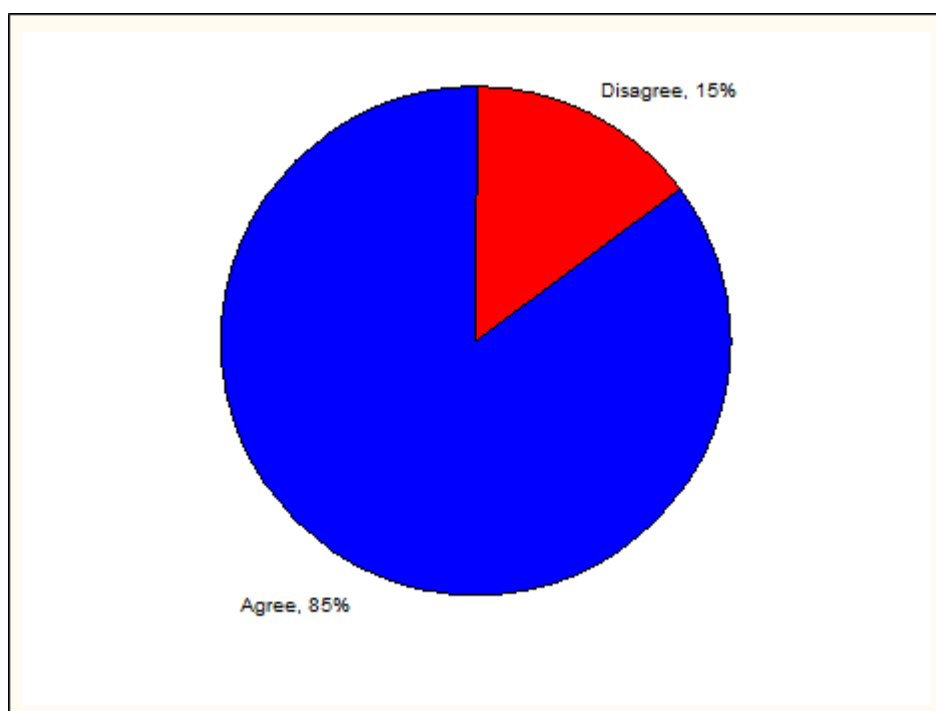


Source: Own construction

**Figure 4.27: The effectiveness of support activities that were designed to assist with the rehabilitation of offenders**

The above diagramme (See Figure 4.27) revealed that only a total of 9 per cent of the respondents strongly agreed that support activities designed to assist with the rehabilitating of offenders are effective and 6 percent of respondents agree . It appears from the support activity that was designed by the centre that it is not serving its purpose. It is proposed that the centre needs to pay more attention to this as it can affect the institution's ability to achieve its objectives.

#### 4.6.22 Offenders are rehabilitated according to their offences.

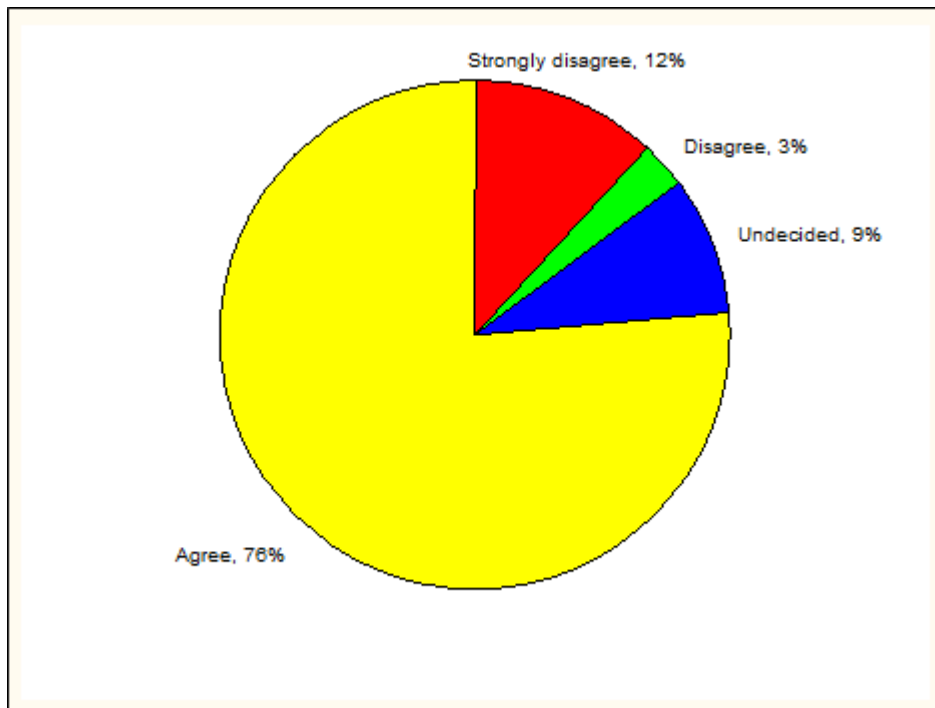


Source: Own construction

**Figure 4.28: Rehabilitation of offenders according to their offences**

Once again, the results to this question indicate that the majority of respondents (85%) strongly agreed that offenders are rehabilitated according to their offences. A low percentage of the respondents (15%) did not agree that offenders are rehabilitated according to their offences.

#### 4.6.23 The rehabilitation programmes successfully integrate offenders back into society



Source: Own construction

**Figure 4.29: Integrate offenders back into society**

The above diagramme indicates that the vast majority of respondents agreed with the statement that rehabilitation programmes successfully integrate offenders back into the community. Most of the respondents, namely 76 per cent, agreed while only 12 percent strongly disagreed, 3 per cent disagreed and 9 per cent were undecided.

Most respondents were of the opinion that rehabilitation programmes successfully integrate offenders back into the community.

## **SECTION C**

### **SWOT Analysis**

#### **Strengths**

Respondents mentioned the following strengths pertaining to the East London Correctional Centre in terms of its rehabilitation processes:

The support the officials obtain from each other keeps them going.

The respondents also mentioned the support they receive from the families of offenders often contributes positively to their hard work.

#### **Weaknesses**

This question needs to point out the challenges the correctional officials often experience when conducting rehabilitation processes.

Respondents mentioned the following weaknesses pertaining to the East London Correctional Centre in terms of its rehabilitation processes:

The correctional centre does not have adequate internal policies in place that deals with the implementation of rehabilitation programmes.

The centre does not have adequate resources for rehabilitation processes.

Some officials felt that departmental policies could “favour” offenders.

#### **Opportunities**

Respondents mentioned the following opportunities pertaining to the East London Correctional Centre in terms of its rehabilitation processes:

Offenders are given a choice to participate in rehabilitation programmes.

Offenders are given a chance to learn from their mistakes.

Offenders are provided with skills which will help them when they are released from the correctional centre.

Officials are provided with opportunities to manage different rehabilitation programmes and that can assist them when it is promotion time.

### **Threats**

This question highlights the difficulties that certain correctional officials experience when rehabilitating offenders:

Respondents mentioned that there is an inadequate number of employees due to the shifts that they are working and that end up putting their lives in danger.

Officials mentioned the overcrowding issue that can cause escapes and gangsterism within the correctional centre.

## **4.7 CONCLUSION**

In this chapter the researcher presented an analysis of the data collected. This chapter also addressed the research question through the analysis of the collected data.

Data was presented in graphs. The main objective of this chapter was to present data in a way that was fairly uncomplicated to understand and interpret since the main focus group of the study included selected officials from the East London Correctional Centre. The research made use of quantitative research methodology employing a survey method, due to its suitability for the type of inquiry which was conducted.

The chapter that follows provides a summary as well as concluding remarks pertaining to the study and certain recommendations are proposed which could be considered by the East London Correctional Centre to ensure that its employees are capacitated and are well trained so that they can deliver as mandated by the 1996 Constitution of the Republic of South Africa.

## **CHAPTER FIVE**

### **5.1 INTRODUCTION**

The previous chapter focused on the data analysis and the interpretation of information collected in the study. This was done by distributing self-administered questionnaires to selected employees of East London Correctional Centre.

The purpose of this chapter is to summarise the study, draw conclusions and to make final recommendations that could be useful for the personnel responsible for dealing with the rehabilitation of offenders and the Department of Correctional Services.

### **5.2 SUMMARY OF THE STUDY**

Questionnaires were administered to selected respondents from the East London Correctional Centre. The sample consisted of 60 employees at East London Correctional Centre. Out of 60 employees selected, 34 responses (completed questionnaires) were received by the researcher.

Chapter one dealt with the introduction, background, research problem, objectives, purpose and significance of the study. The objectives of the study were identified as follows:

#### **PRIMARY OBJECTIVE**

The primary objective of the study was to determine whether there are any strategies in place to ensure that rehabilitation is implemented effectively in order to achieve the Department of Correctional Service's objectives in the East London Correctional Services Centre and to determine the role of officials in the rehabilitation process.

#### **SECONDARY OBJECTIVES**

The secondary objectives of the study were as follows:

- To describe and analyse the social and legal responsibilities of the East London Correctional Services Centre towards the rehabilitation of offenders in its custody;

- To analyse the East London Correctional Services Centre's delivery of services with regard to the rehabilitation of offenders;
- To establish whether there are any factors affecting the successful implementation of rehabilitation programmes by the East London Correctional Services Centre;
- To propose recommendations aimed at improving service delivery towards rehabilitation programmes and strategies; and
- To investigate whether the financial and human resources are adequate for the East London Correctional Services Centre to implement its rehabilitation programmes effectively.

The Department of Correctional Services is mandated to contribute towards maintaining and protecting a just, peaceful and safe society. This mandate is executed by enforcing sentences of the courts in the manner prescribed by the Correctional Services Act 111 of 1998, detaining all offenders in safe custody whilst ensuring their human dignity and promoting the social responsibility and human development of all offenders and persons subject to community correction.

Chapter two provided a literature review on the policies regarding rehabilitation of offenders in a correctional centre. In chapter two the researcher further presented a review of pertinent literature pertaining to the topic under investigation. The researcher also introduced an understanding of skills development in South Africa. In addition, the chapter offered a brief background to and highlighted the importance of rehabilitation.

Chapter three provided an account of the methodology used in the study. The quantitative research method was deemed to be the most appropriate for the study. This chapter described the process followed and the research instrument, which took the form of a structured questionnaire. The method of data collection allowed the researcher to obtain in-depth information to determine the role of officials in the rehabilitation process. Confidentiality and informed consent were observed as ethical issues, amongst others.

The purpose of chapter four was to report on the findings from the empirical study that was conducted in the East London Correctional Centre. The primary aim of the study

was to evaluate the effectiveness of the rehabilitation process with specific reference to the East London Correctional Services Centre. The study further sought to describe and analyse the rehabilitation programmes within the Correctional Services Centre including the responsibilities of officials in terms of these programmes. The study further sought to identify any challenges faced by the East London Correctional Services Centre including those pertaining to the officials in implementing rehabilitation programmes for offenders. The researcher analysed the data using graphical analysis for the purpose of displaying numerical data. This was done to present data in a way that is less daunting to interpret and understand.

Chapter five summarises the study and seeks to recommend the best practices of ensuring effective rehabilitation processes. The recommendations are discussed further and an attempt is made to link the recommendations to specific findings.

### **5.3 PRIMARY FINDINGS FROM THE STUDY**

The findings from the research signify the following:

Even although the East London Correctional Centre is implementing rehabilitation programmes, the study has identified the following:

- Respondents were requested to indicate whether a lack of basic support services by the correctional centre is the main cause for the return of re-offending inmates to the facility. It was evident from the responses received that most of respondents are not sure whether it is lack of basic support services by the correctional centre that causes the return of re-offending inmates to the facility; that means there are other reasons they consider as being the cause of re-offending. This question was asked in order to determine the training needs or to establish whether respondents are given basic support by the Correctional Centre. There were both positive and negative responses to this question. The finding is that there are no full basic support services in the correctional centre. But there were a few positive responses too.
- Respondents were required to indicate whether the working hours of officials are adequate to rehabilitate offenders. It was evident from the responses received that respondents were not happy with the hours they are working. This question was asked in order to determine whether the department is providing



the officials with sufficient hours in order to rehabilitate offenders. It can therefore be concluded that the time afforded to the officials is inadequate to rehabilitate offenders.

- Respondents were required to indicate whether the correctional centre has adequate resources in place to successfully rehabilitate offenders. It was evident from the responses received that respondents from the East London Correctional Centre do not have enough resources to rehabilitate offenders. This question was asked in order to determine whether the resources might be the problem. It can therefore be concluded that the officials are not satisfied that the current resources are adequate for the satisfactory rehabilitation of offenders.
- Respondents were asked whether officials are generally well informed about the role of the Department of Correctional Services and its strategic objectives. It was evident from the responses received that most respondents are well informed about the role and strategic objectives of the department. More than 50 per cent of the responses were positive in relation to the question. It can therefore be concluded that the officials are performing their duty in terms of knowing the aim, vision and objectives of the department they are serving and that might will assist in achieving the objectives of the department.
- Respondents were asked whether the White Paper on Corrections, 2005, has had a positive impact on the rehabilitation process of offenders. It is evident from the responses received that the Act plays a significant role in the rehabilitation of offenders. The majority of officials agree that the White Paper on Corrections, 2005 is very useful in terms of the rehabilitation process.
- Respondents were requested to indicate whether there are potential challenges that could hamper effective implementation of the rehabilitation process at the East London Correctional Centre. It is evident from the responses received that there are potential challenges that affect the rehabilitation process at the East London Correctional Centre as more than half of the respondents agreed that there are challenges. The Department may not achieve its objectives if there are challenges preventing the success of the rehabilitation of offenders as the main focus of the Department is the rehabilitation of offenders.

- Respondents were requested to indicate whether there are adequate support activities in place to ensure the successful rehabilitation of offenders. It is evident from the responses received that there are sufficient support activities in place as the majority of respondents responded positively to the question.
- Respondents were requested to indicate whether they are generally aware of the provisions contained in the White Paper on Corrections, 2005, and the Correctional Service Act, 1998. It is evident from the responses that some officials are not aware of the provisions contained in the legislations applicable to the Department. It will accordingly be a challenge to achieve the goals of the Department if there are officials who are not aware of what is contained in the relevant legislation.
- Respondents were requested to indicate whether the officials understand their role and responsibilities in terms of the rehabilitation processes of offenders. It is evident from the responses received that the chances of achieving the objectives of the Department are minimal as only 55.9 per cent of respondents indicated that they are aware of what is expected by the Department. The results from the empirical survey indicated that a fair number of officials are expected to play a meaningful part in the rehabilitation process but do not fully understand their roles and responsibilities.
- Respondents were requested to indicate whether there is a general sense of commitment from the community and other stakeholders affiliated to the Department of Correctional Services to support the rehabilitation process. It is evident from the responses received that the community generally and other stakeholders are not adequately supporting the department. This is supported by the high percentage of respondents who indicated a negative response to the question. It can be concluded therefore that the institution does not have the full support from the community and other stakeholders, and that might be a cause for the high rate of re-offending.
- Respondents were requested to indicate whether the staff at the Correctional Centre receive adequate administrative and technical support from the Department to enable them to achieve the objectives identified in official rehabilitation policies. It is evident from the responses received that the Department is not providing the Centre with adequate administrative and

technical support. This is supported by the majority of responses to the question.

- Respondents were requested to indicate whether officials should receive additional training to better equip them to meet the challenges they face in the rehabilitation process. It is evident from the responses received that all officials would prefer to have additional training opportunities. 100 per cent of the respondents responded positively to the question. It can be concluded that all respondents feel that they should be further developed. The trainings or skills development programmes will have a positive impact on the services that need to be rendered by the officials.
- Respondents were requested to indicate whether the strategic objectives of rehabilitation programmes are periodically assessed and reviewed by the Department. It is evident from the responses received that most officials are not sure whether the strategic objectives of rehabilitation programmes are periodically assessed and reviewed by the Department.
- Respondents were requested to indicate whether officials are generally encouraged to attend capacity workshops to better equip them to cope with the rehabilitation of offenders. It is evident from the responses that officials are generally not encouraged to attend capacity workshops. The trainings or skills development programmes are intended to increase the employees' service delivery.
- Respondents were requested to indicate whether the East London Correctional Centre has developed adequate policies and strategies for the purpose of promoting public participation relating to the rehabilitation of offenders. It is evident from the responses received that the Correctional Centre appears to not have policies that promote public consultation and participation. This is supported by the majority of the respondents who responded negatively to the question.
- Respondents were requested to indicate whether it is possible to successfully rehabilitate the vast majority of offenders at the East London Correctional Centre. It is evident from the responses received that there are few chances that the Centre would successfully rehabilitate all of offenders.

- Respondents were asked whether offenders are generally cooperative in activities that are designed to rehabilitate them. It was evident from the responses received that offenders are often not cooperative in activities that are designed to rehabilitate them.
- Respondents were requested to indicate whether the East London Correctional Centre has set performance management standards in order to monitor the implementation of the rehabilitation process by officials. It is evident from the responses received that the facility is monitoring the implementation of rehabilitation by officials. This is supported by 76.5 per cent of the respondents who responded positively to the question. It can be concluded therefore that the chances of the Centre to achieve its mandate are high.
- Respondents were requested to indicate whether the special division created by East London Correctional to promote the rehabilitation of offenders is functioning well. It is evident from the responses received that the division is indeed functioning well. It can be concluded therefore that the institution should continue maintaining the special division.
- Respondents were requested to indicate whether the East London Correctional Centre has adopted realistic internal policies to ensure the effective implementation of rehabilitation programmes. It is evident from the responses received that the Centre has internal policies in place to ensure effectiveness in rehabilitation. It can be deduced therefore that the institution is attempting to meet the objectives of the Department.
- Respondents were requested to indicate whether the support activities designed to assist with the rehabilitating of offenders are effective. It is evident from the responses received that the support activities are mostly not functioning as intended in terms of what they were designed for.
- Respondents were requested to indicate whether offenders are rehabilitated according to their offences. It is evident from the responses received that offenders are rehabilitated according to their offences. This is supported by 85.3 per cent of the respondents who responded positively to the question.
- Respondents were requested to indicate whether rehabilitation programmes successfully integrate offenders back into society. The responses revealed that

offenders are generally rehabilitated back into society. This is supported by 85.3 per cent positive response to the question.

#### **5.4 RECOMMENDATIONS**

Based on the literature review and empirical survey, the following recommendations are proposed:

##### **Recommendation One:**

The East London Correctional Centre should ensure that adequate support is provided to both the officials and offenders specifically in terms of the short-comings identified above.

##### **Recommendation Two:**

It is recommended that the Correctional Centre should reconsider the working hours which are provided to officials to rehabilitate offenders. Officials should ideally be given more than five hours a day during the week to rehabilitate offenders. It is not possible to successfully implement rehabilitation processes at night and over weekends.

##### **Recommendation Three:**

The Correctional Centre should ensure that there are adequate resources available. The Centre should investigate what can be done to ensure that there are sufficient financial, human and other resources. Without having adequate resources the Correctional Centre will not achieve its primary objectives.

##### **Recommendation Four:**

Employees need to be informed or sensitised concerning the role of the Department and its objectives. It is not possible to achieve the Department's mandate if officials are not informed of their primary role and purpose. This needs to be communicated from the lowest to the highest levels. Officials could be regularly reminded about the role of the Department and its objectives during strategic meetings.

### **Recommendation Five**

Officials should be provided with opportunities to voice their concerns. Management should ensure adequate time for them to identify any challenges that might prevent the successful implementation of rehabilitation programmes. A suggestion box could be introduced where officials will be free to mention any problem(s) they encounter.

### **Recommendation Six**

The Department should provide adequate training to officials on legislative prescriptions, which the officials are required to implement and be aware of. This training could take on the form of formal or informal training. The Correctional Centre should have available hard copies of applicable Acts and encourage officials to make use of them.

### **Recommendation Seven**

Officials should be provided with job descriptions when signing performance agreements with the employer every year. Job descriptions must contain clear duties of each official. The officials should be assessed on performance by the Department.

### **Recommendation Eight**

In order for the community to support the Correctional Centre fully, the Department needs to consult the community so that they understand the rehabilitation processes and make them aware of how important it is to have their involvement and support in the programmes. Workshops for the community and officials could be provided.

### **Recommendation Nine**

Skills development programmes should be formulated and presented on a continuous and regular basis in order to accommodate existing and new employees to the Correctional Centre. Administrative and computer courses should be provided to all officials.

### **Recommendation Ten**

Training programmes should ideally be aligned to the identified needs that have emerged from this study. All employees should be provided with a chance to attend such courses. Training initiatives could enhance basic service delivery and could also provide opportunities for future promotion of lower-level employees in particular.

### **Recommendation Eleven**

The Department should assess strategic objectives and review them periodically and will then be in a position to identify any changes needed.

### **Recommendation Twelve**

The Correctional Centre should ensure that there are internal policies and strategies in place to promote public consultation and participation in the rehabilitation of offenders as the public needs to play a role in the rehabilitation process of offenders.

### **Recommendation Thirteen**

The East London Correctional Centre should assess its implementation strategies periodically so that they can determine whether any changes are needed or identify any challenges or short-comings.

### **Recommendation Fourteen**

Offenders should be encouraged to participate in rehabilitation programmes. They need to be sensitised concerning the available rehabilitation programmes and who is eligible for such programmes and what precautionary conditions there are. Officials should ensure that offenders understand the importance of their participation and should also support them.

## **5.5 ASPECTS FOR FUTURE RESEARCH**

From the above findings, recommendations and conclusions, one would suggest that this research study could be further elaborated upon and other areas be explored. The scope of this study should be broadened to ensure that additional aspects that fell outside the scope of this specific study are covered.

Aspects for future research could include the following:

- Investigating the challenges faced by employees when playing a role in rehabilitation programmes;
- Evaluating the policing of adherence to rehabilitation in terms of policy implementation; and
- Comparing the rehabilitation challenges faced by the East London Correctional Centre.

## **5.6 CONCLUSION**

The primary purpose of the research was to investigate the role of officials in rehabilitation process.

The results from this study revealed that the East London Correctional Centre plays a significant role in the rehabilitation of offenders by bettering the performance and improving service delivery. Based on the empirical survey findings, it can be concluded that rehabilitation programmes are in place at the East London Correctional Centre. However, communication and support during these programmes needs to be improved and strengthened.



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## ANNEXURE A: QUESTIONNAIRE FOR OFFICIALS

**Title of study:** An investigation on the role of officials in the rehabilitation process: The case of the East London Correctional Centre.

### SECTION A: BIOGRAPHICAL DATA

**PLEASE MARK THE APPLICABLE BOX WITH AN "X"**

#### **A1. AGE GROUP (IN YEARS)**

1. 20-35	2. 36-45	3. 46-55	4. +55

#### **A2. GENDER**

1. MALE	2. FEMALE

#### **A3. HIGHEST QUALIFICATION**

1. GRADE 10 (STANDARD 8)		2. GRADE 11 (STANDARD 9)		3. GRADE 12 (MATRIC)	
4. CERTIFICATE		5. DIPLOMA		6. DEGREE	
7. POST-GRADUATE		8. OTHER (PLEASE SPECIFY)			

#### **A4. STATUS**

1. MANAGEMENT	2. CORRECTIONAL OFFICER	3. OTHER

**A5. LENGTH OF SERVICE IN ABOVE POSITION**

1. <1 YEAR	2. 1-4 YEARS	3. 5-9 YEARS	4. 10-19 YEARS	5. >20 YEARS

**SECTION B: (List of possible questions using the Likert Rating Scale)**

**1 = Strongly disagree**

**2 = Disagree**

**3 = Undecided**

**4 = Agree**

**5 = Strongly agree**

**PLEASE MARK THE APPLICABLE BOX WITH AN "X"**

1. A lack of basic support services by the correctional centre is the main cause for the return of re-offending inmates to the facility.

1	2	3	4	5

2. The working hours of officials are adequate to rehabilitate offenders.

1	2	3	4	5

3. The correctional centre has adequate resources in place to successfully rehabilitate offenders.

1	2	3	4	5



4. Officials are generally well informed about the role of the Department of Correctional Services and its strategic objectives.

1	2	3	4	5

5. The White Paper on Corrections, 2005, has had a positive impact on the rehabilitation of offenders.

1	2	3	4	5

6. There are potential challenges that could hamper effective implementation of the rehabilitation process at the East London Correctional Centre.

1	2	3	4	5

7. There are adequate support activities in place to ensure the successful rehabilitation of offenders

1	2	3	4	5

8. Officials are generally aware of the provisions contained in the White Paper on Corrections, 2005, and the Correctional Services Act, 1998.

1	2	3	4	5

9. Officials understand their role and responsibilities in terms of the rehabilitation processes of offenders.

1	2	3	4	5

10. There is a general sense of commitment from the community and other stakeholders affiliated to the Department of Correctional Services to support the rehabilitation process.

1	2	3	4	5

11. Staff at the correctional centre receive adequate administrative and technical support from the department to enable them to achieve the objectives identified in official rehabilitation policies.

1	2	3	4	5

12. Officials should receive additional training to better equip them to meet the challenges they face in the rehabilitation process.

1	2	3	4	5

13. The strategic objectives of the rehabilitation programmes are periodically assessed and reviewed by the department.

1	2	3	4	5

14. Officials are generally encouraged to attend capacity development workshops to better equip them to cope with the rehabilitation of offenders.

1	2	3	4	5

15. The East London Correctional Centre has developed adequate policies and strategies for the purpose of promoting public consultation and participation relating to the rehabilitation of offenders.

1	2	3	4	5

16. It is possible to successfully rehabilitate the vast majority of offenders at the East London Correctional Centre.

1	2	3	4	5

17. Offenders are generally cooperative in activities that are designed to rehabilitate them.

1	2	3	4	5

18. The East London Correctional Centre has set performance management standards in order to monitor implementation of the rehabilitation process by officials.

1	2	3	4	5

19. The special division created by the East London Correctional Centre to promote the rehabilitation of offenders is functioning well.

1	2	3	4	5

20. The East London Correctional Centre has adopted realistic internal policies to ensure the effective implementation of rehabilitation programmes.

1	2	3	4	5

21. Support activities designed to assist with the rehabilitating of offenders are effective.

1	2	3	4	5

22. Offenders are rehabilitated according to their offences.

1	2	3	4	5

23. The rehabilitation programmes successfully integrate offenders back into society.

1	2	3	4	5

**SECTION C:**

**SWOT ANALYSIS**

Please explain, in one or two brief sentences, your opinion on the Strengths, Weaknesses, Opportunities and Threats pertaining to the East London Correctional Centre in terms of its rehabilitation programmes.

1. Strengths:

.....  
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.....

2. Weaknesses:

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3. Opportunities:

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4. Threats:

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.....  
.....  
.....

**THANK YOU FOR YOUR KIND COOPERATION IN ANSWERING THIS QUESTIONNAIRE**

## ANNEXURE B: APPLICATION TO CONDUCT RESEARCH



### correctional services

Department:  
Correctional Services  
REPUBLIC OF SOUTH AFRICA

Private Bag X136, PRETORIA, 0001 Poyntons Building, C/O WF Nkomo and Sophie De Bruyn Street, PRETORIA  
Tel (012) 307 2770, Fax 086 539 2693

**Ms N Mtikitiki**  
**40 Havens Hills Road**  
**Highway Gardens**  
**5247**

Dear Ms N Mtikitiki

**RE: APPLICATION TO CONDUCT RESEARCH IN THE DEPARTMENT OF CORRECTIONAL SERVICES ON: "AN INVESTIGATION ON THE ROLE OF OFFICIALS IN THE REHABILITATION PROCESS: THE CASE STUDY OF THE EAST LONDON CORRECTIONAL CENTRE"**

It is with pleasure to inform you that your request to conduct research in the Department of Correctional Services on the above topic has been approved.

Your attention is drawn to the following:

- The relevant Regional and Area Commissioners where the research will be conducted will be informed of your proposed research project.
- Your internal guide will be **Regional Coordinator Development and Care, Ms C Van Zyl, Eastern Cape.**
- You are requested to contact her at telephone number (043) 706 7801 before the commencement of your research.
- It is your responsibility to make arrangements for your interviewing times.
- Your identity document and this approval letter should be in your possession when visiting Correctional Centre.
- You are required to use the terminology used in the White Paper on Corrections in South Africa (February 2005) e.g. "Offenders" not "Prisoners" and "Correctional Centres" not "Prisons".
- You are not allowed to use photographic or video equipment during your visits, however the audio recorder is allowed.
- You are required to submit your final report to the Department for approval by the Commissioner of Correctional Services before publication (including presentation at workshops, conferences, seminars, etc) of the report.
- Should you have any enquiries regarding this process, please contact the Directorate Research for assistance at telephone number (012) 307 2770 / (012) 305 8554.

Thank you for your application and interest to conduct research in the Department of Correctional Services.

Yours faithfully

**ND SIHLEZANA**  
**DC: POLICY COORDINATION & RESEARCH**

DATE: 27/05/2016

## ANNEXURE C: REC-H FORM



D/496/05: APPLICATION FORM: ETHICS APPROVAL (HUMAN)

### APPLICATION FOR APPROVAL NMMU RESEARCH ETHICS COMMITTEE (HUMAN)

SECTION A:(To be filled in by a representative from the Faculty RTI Committee)					
<b>Application reference code:</b>	<b>H</b> HUMAN	..... YEAR	..... FACULTY	..... DEPARTMENT	..... NUMBER
<b>Resolution of FRTI Committee:</b>	<input type="checkbox"/> Ethics approval given (for noting by the REC-H) <input type="checkbox"/> Referred to REC-H for consideration (if referred to REC-H, electronic copy of application documents to be emailed to <a href="mailto:Imtiaz.Khan@nmmu.ac.za">Imtiaz.Khan@nmmu.ac.za</a> )				
<b>Resolution date:</b>					
<b>Faculty RTI representative signature:</b>					

**BEFORE YOU FILL IN THIS FORM PLEASE READ THE FOLLOWING DOCUMENTS:**

- "Research Ethics (Human) Application Process" (<http://www.nmmu.ac.za/default.asp?id=4619&bhcp=1>)
- "Code of Conduct for Researchers at NMMU" (Students: <http://portal.nmmu.ac.za/default.asp?id=71&sp=0&bhcp=1> or Staff: <http://my.nmmu.ac.za/default.asp?id=308&bhcp=1>).

**WHO NEEDS TO FILL THIS FORM IN?**  
Any project in which humans are the subjects of research (hereafter called a *study*) requires completion of this form and submission for approval first to their Faculty RTI Committee (FRTI). The FRTI will refer projects to the Research Ethics Committee (Human) (REC-H) where deemed necessary.

**WHEN SHOULD THIS FORM BE HANDED IN?**  
The research proposal should first have been approved by the FRTI before Ethics approval may be given. It should also have first been reviewed by the FRTI for Ethics clearance before it is referred to the REC-H.

**HOW TO FILL THIS FORM IN:**

- 1) Complete Sections 1 to 8 in typescript (Tab between fields, select from pull-downs, information may be pasted from existing Word® documents), and save (filename must contain your name). Handwritten forms will not be accepted.
- 2) Use the "Save as" option to save the application form with a filename containing your name (e.g. "J Smith REC-H Application Form.doc").
- 3) Complete Sections 1 to 8 in typescript (Tab between fields, select from pull-downs, information may be pasted from existing Word® documents), and save (filename must contain your name). Handwritten forms will not be accepted.
- 4) Append the necessary information e.g. Research methodology, Informed consent form, Written information given to participant prior to participation, Oral information given to participant prior to participation (examples of these may be found on the Research Ethics webpage: (<http://www.nmmu.ac.za/default.asp?id=4619&bhcp=1>))
- 5) Electronic copy: Email all the files (including any appendices) to the Faculty RTI Committee representative in the relevant Faculty.
- 6) Hard copy, signed: Print the document, get each page initialled on the lower right hand corner and get Sections 9 and 10 signed by the relevant parties. **Hand the signed hardcopy and attachments into the Faculty RTI Committee representative in the relevant Faculty.**

1. GENERAL PARTICULARS
<b>TITLE OF STUDY</b>

Form dd 28 July 2010  
REC-H

Page 1 of 6

PRP Initial

a) Concise descriptive title of study (must contain key words that best describe the study): <b>AN INVESTIGATION OF THE ROLE OF OFFICIALS IN THE REHABILITATION PROCESS: THE CASE OF THE EAST LONDON CORRECTION CENTRE</b>	
<b>PRIMARY RESPONSIBLE PERSON (PRP)</b>	
b) Name of PRP (must be member of permanent staff. Usually the supervisor in the case of students): <b>Prof D Taylor, 2<sup>nd</sup> Avenue Campus, NMMU</b>	
c) Contact number/s of PRP: <b>041 504 3812/ 083 321 1737</b>	
d) Affiliation of PRP: Faculty <b>Arts</b> Specify here, if "other" Department (or equivalent): <b>Political and Governmental Studies</b>	
<b>PRINCIPLE INVESTIGATORS AND CO-WORKERS</b>	
e) Name and affiliation of principal investigator (PI) / researcher (may be same as PRP): <b>Ms N Mtikitiki Gender: Female</b>	
f) Name(s) and affiliation(s) of all co workers (e.g. co-investigator/assistant researchers/supervisor/co-supervisor/promoter/co-promoter). If names are not yet known, state the affiliations of the groups they will be drawn from, e.g. Interns/M-students, etc. and the number of persons involved: <b>N/A.</b>	
<b>STUDY DETAILS</b>	
g) Scope of study: <b>Local</b>	h) If for degree purposes: <b>Master's</b>
i) Funding : <b>Privately funded</b> Additional information (e.g. source of funds or how combined funding is split) <b>Not applicable</b>	
j) Are there any restrictions or conditions attached to publication and/or presentation of the study results? <b>No</b> If YES, elaborate (Any restrictions or conditions contained in contracts must be made available to the Committee): <b>Not applicable</b>	
k) Date of commencement of data collection: <b>2015/07/31</b> Anticipated date of completion of study: <b>2015/11/30</b>	
l) Objectives of the study (the major objective(s) / Grand Tour questions are to be stated briefly and clearly): <b>a) The objective of the study is to determine whether there are any strategies in place to ensure that rehabilitation is implemented effectively in order to achieve the Department of Correctional Service's objectives in the East London Correctional Centre as well as to determine the role of officials in the rehabilitation of offenders;</b> <b>b) To describe and analyse the social and legal responsibilities of the East London Correctional Centre towards the rehabilitation of offenders in its custody;</b> <b>c) To establish whether there are any factors affecting a successful implementation of rehabilitation programmes by the East London Correctional Centre; and</b> <b>d) To suggest recommendations aimed at improving service delivery towards rehabilitation programmes and strategies.</b>	
m) Rationale for this study: briefly (300 words or less) describe the background to this study i.e. why are you doing this particular piece of work. A few (no more than 5) key scientific references may be included: <b>The Department of Correctional Services is focusing on rehabilitating offenders with the assistance of the community and correctional officials. East London Correctional Centre faces an on- going problem of inmates returning to the correctional centre after being released. This is known as re-offending. Offenders are released after serving their sentences and many commit crime again. Re offending causes causes overcrowding in the correctional centres. There is a concern that overcrowding, caused by the high return</b>	

rate of previous offenders, may cause risk in terms of security and poor health conditions in centres. It is against this background, then, that this research has to be done.

#### METHODOLOGY

n) Briefly state the methodology (specifically the procedure in which human subjects will be participating) (the full protocol is to be included as *Appendix 1*):

**The proposed study is exploratory and descriptive in nature, and will be quantitatively analysed. Questionnaires will be used to collect information during the study. The questionnaire, for the purpose of this study, will be designed to have fully structured statements using the Likert Rating Scale. A SWOT analysis will also be incorporated in order to allow respondents to freely express their opinions, in one or two brief sentences, as well as their views on the Strengths, Weaknesses, Opportunities and Threats pertaining to the rehabilitation of offenders. The sample group will comprise of management and other officials who are involved in the rehabilitation of offenders. To further enhance the integrity of the research, a pilot study will be undertaken to refine and improve on the questionnaire. Participants of the pilot study will be a mixture of academics and other officials.**

o) State the minimum and maximum number of participants involved (Minimum number should reflect the number of participants necessary to make the study viable)

Min: **60** Max: **90**

### 2. RISKS AND BENEFITS OF THIS STUDY

a) Is there any risk of harm, embarrassment or offence, however slight or temporary, to the participant, third parties or to the community at large? **No**

If YES, state each risk, and for each risk state i) whether the risk is reversible, ii) whether there are alternative procedures available and iii) whether there are remedial measures available.

**Not applicable**

b) Has the person administering the project previous experience with the particular risk factors involved? **No**

If YES, please specify: **Not applicable**

c) Are any benefits expected to accrue to the participant (e.g. improved health, mental state, financial etc.)? **Yes**

If YES, please specify the benefits: **The findings of the study will be made available to the Area Commissioner of the East London Correctional Centre as well as the Head of Correctional Centres and selected correctional officials.**

d) Will you be using equipment of any sort? **No**

If YES, please specify: **Not applicable**

e) Will any article of property, personal or cultural be collected in the course of the project? **No**

If YES, please specify: **Not applicable**

### 3. TARGET PARTICIPANT GROUP

a) If particular characteristics of any kind are required in the target group (e.g. age, cultural derivation, background, physical characteristics, disease status etc.) please specify: **Not applicable**

b) Are participants drawn from NMMU students? **No**

c) If participants are drawn from specific groups of NMMU students, please specify: **Not applicable**

d) Are participants drawn from a school population? **No**

If YES, please specify: **Not applicable**

e) If participants are drawn from an institutional population (e.g. hospital, prison, mental institution), please specify:

**Participants will be drawn from the East London Correctional Centre : management and selected correctional officials who are directly involved with the rehabilitation process.**

f) If any records will be consulted for information, please specify the source of records: **White Paper on**



<p><b>Corrections, Correctional Service Act and Offender Rehabilitation Path, these documents are available in the Department of Correctional Service Website.</b></p>
<p>g) Will each individual participant know his/her records are being consulted? <b>Not applicable</b> ▼ If YES, state how these records will be obtained: <b>Not applicable</b></p>
<p>h) Are all participants over 18 years of age? <b>Yes</b> If NO, state justification for inclusion of minors in study: <b>Not applicable</b></p>

#### 4. CONSENT OF PARTICIPANTS

<p>a) Is consent to be given in writing? <b>Yes</b> If YES, include the consent form with this application [Appendix 2]. If NO, state reasons why written consent is not appropriate in this study. <b>N/A</b></p>
<p>b) Are any participant(s) subject to legal restrictions preventing them from giving effective informed consent? <b>No</b> If YES, please justify: <b>Not applicable</b></p>
<p>c) Do any participant(s) operate in an institutional environment, which may cast doubt on the voluntary aspect of consent? <b>No</b> If YES, state what special precautions will be taken to obtain a legally effective informed consent: <b>Not applicable</b></p>
<p>d) Will participants receive remuneration for their participation? <b>No</b> If YES, justify and state on what basis the remuneration is calculated, and how the veracity of the information can be guaranteed. <b>Not applicable</b></p>
<p>e) Which gatekeeper will be approached for initial permission to gain access to the target group? (e.g. principal, nursing manager, chairperson of school governing body) <b>The Municipal Manager of the NMBM.</b></p>
<p>f) Do you require consent of an institutional authority for this study? (e.g. Department of Education, Department of Health) <b>Yes</b> If YES, specify: <b>Consent for the study to be undertaken has been granted by the Nelson Mandela Bay Municipality and the letter of permission forms part of this submission.</b></p>

#### 5. INFORMATION TO PARTICIPANTS

<p>a) What information will be offered to the participant before he/she consents to participate? (Attach written information given as [Appendix 3] and any oral information given as [Appendix 4])</p>
<p>b) Who will provide this information to the participant? (Give name and role) <b>Ms Nokusindiso Mtikitiki (Researcher)</b></p>
<p>c) Will the information provided be complete and accurate? <b>Yes</b> If NO, describe the nature and extent of the deception involved and explain the rationale for the necessity of this deception: <b>Not applicable</b></p>

#### 6. PRIVACY, ANONYMITY AND CONFIDENTIALITY OF DATA

<p>a) Will the participant be identified by name in your research? <b>No</b> If YES, justify: <b>Not applicable</b></p>
<p>b) Are provisions made to protect participant's rights to privacy and anonymity and to preserve confidentiality with respect to data? <b>Yes</b> If NO, justify. If YES, specify: <b>Not applicable</b></p>
<p>c) If mechanical methods of observation be are to be used (e.g. one-way mirrors, recordings, videos etc.), will participant's consent to such methods be obtained? <b>No</b> If NO, justify: <b>Not applicable</b></p>
<p>d) Will data collected be stored in any way? <b>Yes</b></p>

<p>If YES, please specify: (i) By whom? (ii) How many copies? (iii) For how long? (iv) For what reasons? (v) How will participant's anonymity be protected? <b>(i) By the researcher; (ii) Two copies; (iii) For a period of 3years; (iv) For possible verification of results; (v) The names of participants will be kept confidential and their anonymity will be protected. No names or designations will be cited in the final dissertation.</b></p>
<p>e) Will stored data be made available for re-use? <b>No</b> If YES, how will participant's consent be obtained for such re-usage? <b>Not applicable</b></p>
<p>f) Will any part of the project be conducted on private property (including shopping centres)? <b>No</b> If YES, specify and state how consent of property owner is to be obtained: <b>Not applicable</b></p>
<p>g) Are there any contractual secrecy or confidentiality constraints on this data? <b>No</b> If YES, specify: <b>Not applicable</b></p>

## 7. FEEDBACK

<p>a) Will feedback be given to participants? <b>Yes</b> If YES, specify whether feedback will be written, oral or by other means and describe how this is to be given (e.g. to each individual immediately after participation, to each participant after the entire project is completed, to all participants in a group setting, etc.): <b>A written document with findings of the study will be made available to the Department of Correctional Services.</b></p>
<p>b) If you are working in a school or other institutional setting, will you be providing teachers, school authorities or equivalent a copy of your results? <b>Not applicable</b> If YES, specify, if NO, motivate: <b>Type response here</b></p>

## 8. ETHICAL AND LEGAL ASPECTS

<p>The Declaration of Helsinki (2000) or the Belmont Report will be included in the references: <b>No</b> If NO, motivate: <b>This is not medical-related research.</b> (A copy of the Belmont Report is available at the following link for reference purposes: <a href="http://www.nmmu.ac.za/documents/rcd/The%20Belmont%20Report.pdf">http://www.nmmu.ac.za/documents/rcd/The%20Belmont%20Report.pdf</a>)</p>
<p>a) I would like the REC-H to take note of the following additional information: <b>All ethical protocols will be strictly observed during the distribution of the questionnaires and respondents will be timeously informed that their participation is voluntary. They will be also allowed to withdraw from the study at any time.</b></p>

## 9. DECLARATION

<p>If any changes are made to the above arrangements or procedures, I will bring these to the attention of the Research Ethics Committee (Human). I have read, understood and will comply with the <i>Guidelines for Ethical Conduct in Research and Education at the Nelson Mandela Metropolitan University</i> and have taken cognisance of the availability (on-line) of the Medical Research Council Guidelines on Ethics for Research (<a href="http://www.sahealthinfo.org/ethics/">http://www.sahealthinfo.org/ethics/</a>). All participants are aware of any potential health hazards or risks associated with this study. <b>I am not aware of potential conflict(s) of interest which should be considered by the Committee.</b> If affirmative, specify: <b>Not applicable</b></p>	
17 November 2016	
SIGNATURE: <b>Prof D Taylor</b> (Primary Responsible Person)	Date
17 November 2016	
SIGNATURE: <b>Ms Nolusindiso Mtikitiki</b> (Principal Investigator/Researcher)	Date

<b>10. SCRUTINY BY FACULTY AND INTRA-FACULTY ACADEMIC UNIT</b>		
This study has been discussed, and is supported, at Faculty and Departmental (or equivalent) level. This is attested to by the signature below of a Faculty (e.g. RTI) and Departmental (e.g. HoD) representative, neither of whom may be a previous signator.		
NAME and CAPACITY (e.g. HoD)	SIGNATURE	Date
NAME and CAPACITY (e.g. Chair:FacRTI)	SIGNATURE	Date

<b>11. APPENDICES</b>
In order to expedite the processing of this application, please ensure that all the required information, as specified below, is attached to your application. Examples of some of these documents can be found on the Research Ethics webpage ( <a href="http://www.nmmu.ac.za/default.asp?id=4619&amp;bhcp=1">http://www.nmmu.ac.za/default.asp?id=4619&amp;bhcp=1</a> ). You are not compelled to use the documents which have been provided as examples – they are made available as a convenience to those who do not already have them available.
<b>APPENDIX 1: Research methodology</b>
Attach the full protocol and methodology to this application, as "Appendix 1" and include the data collection instrument e.g. questionnaire if applicable.
<b>APPENDIX 2: Informed consent form</b>
If no written consent is required, motivate at 4a). The intention is that you make sure you have covered all the aspects of informed consent as applicable to your work.
<b>APPENDIX 3: Written information given to participant prior to participation</b>
Attach as "Appendix 3". The intention is that you make sure you have covered all the aspects of written information to be supplied to participants, as applicable to your work.
<b>APPENDIX 4: Oral information given to participant prior to participation</b>
If applicable, attach the required information to your application, as "Appendix 4".
<b>APPENDIX 5, 6, 7: Institutional permissions</b>
Attach any institutional permissions required to carry out the research e.g. Department of Education permission for research carried out in schools.

## ANNEXURE D: PROOFREADING CERTIFICATE

### EDITING/ PROOFREADING CERTIFICATE

TO WHOM IT MAY CONCERN

This is just to confirm that I proof-read and edited Mrs. N. MTIKITIKI's Masters Dissertation to the best of my ability. Should you wish to contact me please use my email address provided below.

Sincerely yours,



Jabulani Mkhize (Dr.)

English Department

University of Fort Hare

East London

Email: [jmkhize@ufh.ac.za](mailto:jmkhize@ufh.ac.za)

Date: 16/11/16

## ANNEXURE E: LANGUAGE EDITOR'S LETTER

### **Editing and Translation Services**

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6070

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E-mail: renvandm@gmail.com

Renée van der Merwe

**B A Hons (Applied Linguistics)**

**SATI Accredited (1998)**

15 November 2016

Dear Prof. Taylor

This serves to confirm that the treatise, **An investigation on the role of officials in the rehabilitation process: The case study of the East London Correctional Centre** by Nolusindiso Mkitikiti, has been submitted to me for language editing.

While I have suggested various changes, I cannot guarantee that these have been implemented nor can I take responsibility for any other subsequent changes or additions that may have been made.

Yours faithfully

*Renée van der Merwe*