
PERCEPTIONS OF OFFENDERS AND CORRECTIONAL OFFICIALS ON REHABILITATION IN MAXIMUM CORRECTIONAL CENTRES

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ABSTRACT

With South Africa fast gaining notoriety as a crime-ridden country, there is an urgent need to examine this pariah status. Not only does crime affect those involved; individuals, families, communities and the country as a whole become casualties of such branding. It is against this background that this study examined the perceptions of offenders and correctional officials on rehabilitation programmes in maximum correctional centres, in the North-West province. The question posed in this article is whether or not rehabilitation policies are incongruent with practice. Qualitative research was used as a research paradigm. Using in-depth interviews, focus group discussions and key-informant interviews, a total of 25 participants were purposefully selected. Data analysed was descriptive and established that correctional rehabilitation programmes fit the purpose. Barriers to the rehabilitation process are varied, with overcrowding at the top. One of the recommended strategies is the strengthening of stakeholder participation.

Keywords: rehabilitation programmes, correctional officials, maximum correctional centres, offender

INTRODUCTION

Rehabilitation in any correctional facility is a process and not an event aimed at addressing the specific history, including the present aspects of an offender's criminal behaviour. Since change is anticipated in the process of rehabilitation, institutional and attitudinal challenges are characteristically encountered. This article examines the perceptions of offenders and correctional officials on rehabilitation programmes in maximum correctional centres, in the North-West province, South Africa.

The number of people who have been incarcerated in the country has risen at an alarmingly high rate. In 2011 South Africa was rated at number nine worldwide with 310 inmates for every 100,000 of its citizens. Of this number, 70% were sentenced offenders compared to 30% remanded detainees. The number of offenders serving more than 15 years has increased over the past two decades from 4,995 during 1994/95 to 29,575 during 2010/11 (Ndebele, 2012).

From the figures above, the implications can be twofold: on one hand, this depicts South Africa as a crime-ridden country, yet on the other hand, this can also show how seriously professional the country is in apprehending those in conflict with the law.

Prisoners in maximum security are often confined to their cells 23 hours per day, though this practice may differ from one institution to another (De Maile, 2007). When out of their cells, prisoners remain in the cell blocks and movements out of the cell blocks are tightly restricted to escorts by correctional officials. The repercussions of these different but tight security arrangements are bound to have a negative effect on the inmate. One could argue that these negative effects are also encountered by the prison officials administering surveillance and rehabilitation services in such a restricted environment.

PROBLEM STATEMENT

In most correctional centres in South Africa, rehabilitation is difficult to actualise because of the menace of overcrowding. This means that, in its holistic form, rehabilitation remains an ideal but practically an elusive reality. Individual treatment of offenders in an overcrowded setting becomes compromised. As Herbig and Hesselink (2013) put it, a 'one size fits all' approach (to rehabilitation) is often pursued by the Department of Correctional Services (DCS), even though the White Paper on Corrections (2005) stresses the need to introduce more individualised treatment approaches for offenders in a bid to coordinate and facilitate effective rehabilitation. Also, this arduous task of rehabilitation, presumed to be a specialised field, often falls on the shoulders of people (volunteers) from non-governmental organisations (NGOs). Though such volunteers can be regarded as stakeholders serving a valuable role, they are in most cases not trained counselors, rarely with expertise in rehabilitation matters and operating mainly on an ad hoc and piecemeal basis.

DEFINITION OF TERMS

Maximum correctional centres

This correctional centre is designed, organised and staffed for the sole purpose of confining the most dangerous offenders serving long sentences, from 10 years to life imprisonment (Schmallegger and Smykla, 2005). The seriousness of the crimes committed can include murder, attempted murder, sexual offences, and assault with the intent to cause grievous

bodily harm, common assault, and robbery with aggravating circumstances (South African Police Services National Crime Statistics, 2013/14).

Offender/inmate/prisoner

An offender means “any person convicted and detained in custody in any correctional centre or remand detention facility or who is being transferred in custody or is en route from one correctional centre or remand facility to another correctional centre or remand detention facility” (Correctional Matters Amendment Act, 2011:2). In this article the terms “prisoner”, “offender”, and “inmate” are used interchangeably. It must, however, be pointed out that the use of these terms does not imply in any way a disregard of the developmental emphasis embedded in the terms, especially within the South African democratic and rehabilitative dispensation.

Rehabilitation

“Rehabilitation is the process combining the correction of offending behaviour, human development and the promotion of social responsibility and values” (White Paper on Corrections, 2005: 71). In this study, this term embraces the intellectual, physical, social, psychological and spiritual aspects of an inmate.

THEORETICAL FRAMEWORK

The social learning theory, the ecosystems practice perspective and the strength-based perspectives were used as theoretical frameworks underpinning this study. The rationale for using social learning theory is anchored in the realisation that crime is a product of learning the norms, values and behaviours associated with any criminal activity (Siegel, 2011). Any type of behaviour, according to this theory, is socially constructed. Therefore, any criminal activity which is learned can be unlearned. Ecosystems practice perspective, on the other hand, facilitates an understanding of offenders in a correctional setting holistically through a focus on their interrelatedness with their prison environment (Miley, O’Melia and Du Bois (2009). The strength-based perspective enabled the investigation to understand inmates further by focusing on their inherent strengths, over external challenges (Zastrow, 2010).

METHOD

Research design

The research used a phenomenological research design. Delpont and Fouché (2009:264) define phenomenology as “a general description of the phenomena as seen through the eyes of people who have experienced it firsthand”. In this case, rehabilitation was examined through the lived experiences of the offenders and correctional officials as they sought to attain holistic rehabilitation. The study is also qualitative in nature, which locates participants in the cultural context of the prison setting (Maree and van der Westhuizen, 2013).

Sampling procedure

A total of 25 participants were interviewed in all. This number was made up of 10 offenders for in-depth interviews – divided into five offenders per correctional centre. The other five offenders from one correctional centre made up one focus group. The remaining 10 comprised prison officials, divided into five per correctional centre as key informants.

Purposive sampling was employed which means that offenders and correctional officials were selected on account of defining characteristics that made them the holders of critical and essential data for this study (Nieuwenhuis, 2013). For instance, each member of the sample had to comply with the following eligibility criteria:

- Offenders were to have served a prison sentence of more than five years at a time. This is a reasonable duration within which some degree of rehabilitation would have been experienced.
- Correctional officials with more than five years practical experience of working in a correctional centre implementing rehabilitation programmes would have firsthand experience in such a process, and were purposefully selected.
- Both male and female offenders and officials in targeted correctional centres qualified for inclusion. Eliciting information from both genders was deemed inclusionary.

Data collection methods

In order to realise the aim of this research study semi-structured interviews in the form of in-depth interviews, focus groups, and key informant interviews were used. The rationale was to enable participants to answer a set of predetermined sample questions, and also to allow for probing and ultimate clarification of answers (Nieuwenhuis, 2013).

Trustworthiness

De Vos (2009) clearly argues that the terms credibility, transferability and confirmability are key criteria of trustworthiness and Table 1 below is a summary showing how trustworthiness was ensured in this study.

Table 1: Summary of how trustworthiness was applied

	Credibility	Transferability	Confirmability
Researcher	Had clear selection criteria for participants, which were adhered to	Descriptive data are provided and corroborated through the use of different data collection methods	Probing was done without being too personal and not to satisfy personal inquisitiveness
Participants	Only those eligible for selection were included in the investigation	Participants were diverse and comprised in-depth interviewees, focus group discussants, and key informants	Strict adherence to ethical requirements was ensured
Research instrument	Non-probability sampling was used to select participants purposively	Three data collection methods were used consistently	Sampled questions were semi-structured for all selected participants
Data analysis	Content analysis was used	Researcher followed the described method of data analysis	Audit was carried out through member checking

Data analysis

Content analysis was used. It is a method of data analysis used for making replicable and valid inferences from texts (or other meaningful matter) to the contexts of their use (Krippendorff, 2004). For the purposes of this study qualitative data analysis was practically used following the steps as outlined by Creswell (2009) with themes derived through the responses to questions from the interview schedules.

Ethical considerations

Ethical approval was obtained for the study - nr NWU-00247-14-A9 from the Ethics Committee of the North-West University. Ethical clearance was also obtained from the National DCS and from management of the selected correctional centres. Participants were informed about the objectives of the study, procedures to be followed and duration for each interview session. The briefing sessions were followed by the completion of consent forms which stressed the voluntary nature of the study. Participants were also assured of confidentiality.

RESULTS

Results of the key informants

Selected correctional officials were those serving in the fields of: *Social work, Custodial implementation, Religious fellowship, Psychology, Sports, Recreation and; Arts and Culture*. Six out of a total of 10 were men, while the other four were women. Eight were within the age range 36-40 years. The participants had over 5 years work experience in the field of offender rehabilitation. A total of five had tertiary qualifications, with the remaining five having passed Grade 12.

Rehabilitation programmes which officials offer in correctional centres

Key informants provided a description of the rehabilitation programmes they offer. These ranged from anger management, life skills, including individual and group psychosocial counselling. Psychotherapy was mentioned as another key programme that included assessments and behavioural education. Religious services were also offered as part of re-inscribing a positive self-image in the offenders. Literacy education and training – ranging from Adult Basic Education and Training (ABET) to helping offenders register with various institutions of higher learning was another programme facilitated by correctional officials. Finally, sports and recreation were cited as a form of therapy programme equally offered at the rehabilitation centres.

A closer look at the rehabilitation programmes on offer indicates a fit for purpose, especially when correlated against the profile of offenders convicted for aggressive crimes.

All the key informants articulated their knowledge of the pieces of legislation that guide the implementation of their rehabilitation programmes.

Key informant 7: *I particularly know and from time to time use the policy on National Libraries, and the Occupational Health and Safety policies.*

Key informant 3: *With me the Youth policy, Children's Act 38 of 2005 and the Child Justice Act is most relevant.*

Over and above the cited policies, the common thread that ran through all their responses was the mentioning of the Constitution of the Republic of South Africa (Act 108 of 1996) on which all other policies are based. This was embraced and enforced by the key informants, specifically Chapter 2 which addresses the Bill of Rights which was cited as providing a framework for their practice.

Key informant 4: Yes, not only am I knowledgeable of what our Constitution says, I equally try to implement that day by day. I however have a serious problem with some offenders who tend to abuse these rights. They sometimes outrightly refuse to participate in some sessions during scheduled times based on the rights enshrined there.

Key informant 7: In respecting the rights of offenders, I always emphasise to them the importance of responsibilities as well. To instill this in their minds during my small group sessions I reward through praises all those offenders who conduct themselves responsibly.

Key informant 5: With me I have come to discover that if you treat offenders with dignity and respecting their rights, they will also respect you in return. Also, if you treat them as animals, they do behave like animals."

It is all clear that correctional officials adopt a developmental stance in their service delivery. This practice is in line with Section 7(1) of the Constitution of the Republic of South Africa (Act 108 of 1996), which stipulates the rights of every person, including the rights of offenders, and affirms democratic values of human dignity which should be respected and protected at all times. From personal observation laws pertaining to the rights of offenders are silent on the aspect of "responsibility," resulting in some offenders refusing to participate in logical and coherent rehabilitation programmes. This observation is confirmed by Gaum, Hoffman and Venter (2006) who in their study revealed that rehabilitation interventions are sometimes provided just prior to the parole hearing dates of the prisoners concerned, meaning that prisoners masquerade as rehabilitated citizens in order to get reprieve but that such paraded behaviour cannot be exhibited outside prison.

Strengths and weaknesses of the rehabilitation programmes, as perceived by officials

All the key informants alluded to both strengths and weaknesses in the rehabilitation programmes.

Key-informant 2: Offenders are provided with skills and guidelines for life in general if they choose to implement a programme.

Key informant 10: Programmes on the whole are also needs-based and they address reasons for incarceration both social and psychological.

In terms of the weaknesses encountered in the rehabilitation process, a total of 5 key informants were honest enough to articulate the fact that the programmes bear no weaknesses in their construction, but the weaknesses are based on how the rehabilitation programmes are executed, meaning that these are due to human weaknesses and frailties. In an overcrowded environment, for instance, correctional staff displays sporadic authoritative roles which ultimately project less positivity. In return, the offenders manifest irrational behaviour in retaliation (United Nations Office on Drugs and Crime (UNODC), 2011).

Key informant 1: *For instance, there are contradictions in practice, in that involvement in rehabilitation programmes is not supposed to be compulsory, yet on the other hand offenders are not recommended for parole if they do not attend the rehabilitation programmes that are offered.*

Key informant 9: *Support and cooperation from custodial officials is minimal, there is no working together. There is no shared vision among us as officials.*

Results: Offenders

The offenders comprised both genders, with an average age between 21-35 years. Ten had acquired high school education. Seven of these ten were serving maximum sentences ranging from twenty-two years to life imprisonment. They all indicated that they were devout Christians.

Rehabilitation programme/s the offenders have participated in

In-depth interview participants 3, 4 and 6 indicated that the programmes they have attended are part of the sentence plan developed with the help of the case managers. Yet others (in-depth interview participants 2, 5 and 8) further indicated that even though programmes are not part of their sentence plan, if an opportunity presents itself they attend those programmes and at the end they find these useful for survival purposes in the correctional centre and hopefully also when they are released. A total of nine in-depth interviewees said that they missed the orientation programme, but joined other programmes in the middle.

In-depth interview participant 3: *During the first few days of our prison days we are all expected to participate in the orientation programme. To tell the honest truth very few people attend this programme, me included. In the beginning I was so hopeless especially after getting a twenty-year prison sentence. I later changed my mind because I was bored nothing else.*

Herbig and Hesselink (2013) agree that missing basic aspects of rehabilitation means missing a comprehensive assessment. This basic programme involves orientation of how the rehabilitation process ought to unfold, holistic needs assessment of outcomes, classification, and development of a sentence plan – a situation which could impact on the final rehabilitation product.

All the in-depth interviewees indicated that they have been exposed to some form of rehabilitation programmes and that their different needs dictated the type of programme they have been engaged in. Six in-depth interview participants made it explicitly clear that the programme they have actively participated in is social work (In-depth interview participants: 1,2,5,7, 8 and 9). The reasons cited were that it is needs-based, and aims at addressing the risk factors that led to their incarceration, and also, that it spelt out the value of all other rehabilitation programmes.

The question of not having participated in other rehabilitation programmes remains fluid and tricky, given the fact that most correctional centres in South Africa are overcrowded with uneven ratios between inmates and correctional officials. Literature confirms the present finding, that apart from sports and religious care, social work sessions compared to

psychological services and formal education and training was more accessed over the last past five years (2008-2012), culminating in the broader usage of social work sessions at 99% in 2013 (Jules-Macquet, 2014).

Strengths and weaknesses of the rehabilitation programmes as perceived by offenders

The strengths of rehabilitation were equally confirmed by in-depth interviewees when asked about their perception of rehabilitation.

In-depth interview participant 4: *Rehabilitation is valuable as it brought attitude changes in me and I gained knowledge in a lot of things that I used to take for granted, such as respecting myself, let alone others. Through rehabilitation I realised that I have been provided with a second chance in life to change my life around and never commit further crimes against people and property. For instance, throughout my teenage and early adult life I was unable to control my anger. These days after completing the anger management programme, coupled with the information I am equipped with, I am able to control my anger and live peacefully with others.*

In-depth interview participant 5: *With me it is more of a behavioural change. My family and friends never use to trust me with anything as I was a professional thief. I would steal other people's possessions, including stealing from my family and would even get away with it. One of the principles that I learned from some of my rehabilitation sessions is honesty and its value.*

What is evident from the finding is that all cited strengths are personally experienced with self or seen in others. This finding is affirmed by Horst (2005) who shows that real rehabilitation is when the offender starts realising that their behaviour and deeds were wrong. It can also be the first step towards making offenders accountable for their crimes and responsible for their actions. Saleebey (2006) from literature reviewed also demonstrated that involvement in a rehabilitation programme could enable offenders to realise their capacities and capabilities as indicated by the strength-based perspective.

On the aspect of weaknesses to the rehabilitation process, 6 in-depth interviewees openly indicated that much as they have come to know the value of rehabilitation which is a policy of the correctional centre, some correctional officials still practice punishment over rehabilitation (In-depth interview participants 2, 3,4,7,9 and 10). This view is captured in the remarks of a participant below:

In-depth interview participant 8: *Punishment even if it is not physical is still used by some officials. If one offender "blunders" and is from a certain section, the privileges of all in that section are taken away. Sometimes this lasts for a bloody long time. Can you yourself call this fair? It sucks.*

In-depth interview participant 9: *The unfair part is that some officials [harbor] grudge [against] us. We are even suspecting that they are competing with us especially when you start making progress in your books. They will use words such as: "educated or not what remains is that you are still a prisoner."*

In-depth interview participant 7: *Training books that we receive are written in English and can only benefit us who can read and write, what about all others who cannot, because they*

never went to school. Also, some officials undermine their efforts of rehabilitating us because there is a lot of mistrust from their side towards us.

Offenders' perceptions of correctional officers

In-depth interview participants expressed different perceptions of correctional officers.

In-depth interview participant 1: To me I would say my positive views are purely dependent on some personal experiences I had with correctional officers. Social workers in most cases are the ones who encourage me to participate in programmes and to also ask for assistance whenever I need to. They comfort us at all times especially when stressed about our children. They struggle a lot as they reprimand us from time to time as some inmates are sometimes stubborn.

In-depth interview participant 6: On the whole I would classify them as good people, who motivate us to be better and responsible human beings. Because they are human beings they have their days and as offenders we have learned to give them space when they have their days. Most do their job as expected; they are able to identify us when we have problems and refer us to other professionals for help that they might not be able to offer.

In-depth interview participant 2: One official positively encouraged me when I was on the verge of committing suicide and will never forget that as long as I am still alive.

The perceptions of other in-depth interview participants were not very positive and their views are expressed below:

In-depth interview participant 9: Some officials still have the mentality of prison warder and not correctional officials. In my opinion this behaviour might stem from the fact that the training they had was more military and is no more applicable. They still believe in punishment rather than rehabilitation.

In-depth interview participant 7: We are supposed to participate in recreational activities on Wednesdays and Fridays, and that is not happening as officials will be saying that they are busy when they are not. We therefore miss out and that makes me angry.

Reddy (2004:13) from literature reviewed, confirmed that “a perception - negative or positive - is a process by which individuals develop insight into and awareness of themselves including the outside world”. This means that the key in what is perceived is determined by the already formed opinion of the perceiver, resulting in the subjective nature of the perception process.

Barriers to rehabilitation as perceived by offenders

All the in-depth interviewees acceded that much as rehabilitation is a valuable process there are barriers to rehabilitation associated with the maximum type of security that characterises each centre. On this score, literature has further shown that in such a restricted type of environment, idling leads to the social learning of illegal survival mechanisms which result in the breaking of correctional centre rules by some offenders (Muntingh, 2006).

In-depth interview participant 10: *There is lack of communication between management and us as sometimes due to lack of communication, educational activities are usually interrupted without our knowledge. When changes are made that affect us, rarely does this information get communicated to us in good time. As a result these disruptions to our programmes sometimes discourage a person for a long time and one can even give up by discontinuing attendance.*”

In-depth interview participant 4: *Here in maximum security, recreational activities are so short, as a result most of the time we have practically nothing to keep ourselves busy with. We even term our centre “eet en slaap” – meaning eat and sleep, and as a result our sentence moves slowly, a situation that does have psychological and emotional negative effects on one. One hour of exercise is not sufficient.*

In-depth interview participant 8: *The most valuable programmes are provided to us late during the sentence especially when we have to appear before the parole board. So we have no option but to play the game knowing full well that we are still inadequate in our challenging areas.*

How offenders perceived the security system of the prison environment

The findings revealed that not only is there no security in the maximum prisons investigated which could adversely compromise the rehabilitation processes, but such facilities also are grossly overcrowded and make offenders susceptible to illnesses and corruption. Literature has confirmed that the lack of staff to supervise the growing number of prisoners in many South African correctional centres has often led to some prisoners being given supervisory roles illegally, which have led to the abuse of vulnerable prisoners by those who are stronger (UNODC, 2011).

Focus group discussant 3: *Newly admitted inmates are bringing instability in the centre, they are still aggressive and they have the mentality that correctional centres are dangerous.*

Focus group discussant 1: *If there is a fight among offenders at night it takes long for officials to resolve the matter due to shortage of staff. They need to wait for backup and this might pose a risk. As a result from not relaxing enough after such episodes you feel tired to attend a rehabilitation programme the next day.*

Focus group discussant 2: *Inmates who are suffering from infectious diseases are housed in the same cells as those that are well because of overcrowding and as a result they do pose as a health hazard to others.*

Offenders’ views on how the culture of rehabilitation could be enhanced

Participants (Focus group discussants) had different suggestions:

Focus group discussant 1: *I would want more trained external stakeholders to be involved in the rehabilitation to help inmates to adjust in the centre.*

Focus group discussant 5: *With me more awareness campaigns to be carried in communities in order to teach them about the dangers of crime and its repercussions as a preventive mechanism. This will stop prisons from being so overcrowded.*

These recommendations are apparently more preventive than treatment-based. They both show that rehabilitation ought not to be the sole responsibility of DCS. When there is an open and good relationship between the DCS and the community with regards rehabilitation of offenders, offenders stand a good chance of being easily integrated into their society (Muthaphuli, 2008).

DISCUSSION

The findings enumerated here are considered against the limitations identified in this study. Self-reporting could have influenced the responses provided by participants contributing either to over- or under-reporting for the social acceptability of such answers. Participants could have provided answers based on researcher authority and desirability over and above trustworthy and credible answers. Also, valid information could have been lost in the process of translating questions from English into Setswana, and back-translation of responses from Setswana to English.

The study revealed that young people of both genders, within the age range 21-35 years, are incarcerated in maximum correctional centres of the demarcated area of study. In addition, the study found that these young offenders committed aggressive crimes in their youth, suggesting possibilities of having been marginalised, unemployed, and from disadvantaged communities. It can be deduced that there was no reciprocity between these young people and their environments (exosystem, mesosystem, and microsystem). Not only has their environment had negative impact on them leaving them as victims - a transactional relation obtained.

These results confirm previous findings. The study by Pelser (2008) found that crime in South Africa is a function of the development and replication over 30 years of a “culture of violence” among the so called “under class” of poorly socialised youth. In Pelser’s own words “the children of yesterdays’ lost generation have not, as yet been found and given relief. Rather they are now learning to be lost” (Pelser, 2008:1).

This present study further revealed that the sampled offenders were serving sentences from 10 years to life imprisonment, suggesting the possibilities of re-offending after having been released without complete rehabilitation, particularly for those serving 22 years to life imprisonment. The study by January (2007) extends the current findings by revealing from their findings that young offenders often cited the family and community circumstances under which they lived as having contributed to their current status as offenders. The factors they mentioned ranged from unstable family life to community conditions not being conducive to their adjustment. That study also found that there was lack of support from outside NGOs in assisting these young people with their adjustment once they had left prison.

One of the important findings that emerged is that much as correctional officials displayed commitment to their jobs, it is evident that these jobs are stressful and performed under demanding conditions. Mohoje (2006) confirms the prevalence of stress and trauma

symptoms amongst correctional officials. According to that study correctional officers were likely to be victims of burnout and ill health when an increase in job demand is not matched with an increase in job resources.

The results here further confirm an intense knowledge by correctional officers on how the rehabilitation programmes they are managing function, together with how specific legislation governs these programmes. One central feature woven into this knowledge is how it appears to be cascading to offenders (in-depth interviewees). For instance, the offenders confirmed to have attended at least one rehabilitation session as part of their sentence plan after acquiring knowledge from correctional officers. The implication is that “when people feel competent, autonomous, and related to others with whom they have opportunities to share knowledge, it is expected that they would value and enjoy the process of sharing their knowledge more” (Gagné, 2009:575).

Both correctional officials and offenders described through experience the strength of rehabilitation as a process in maximum security amenities. They mentioned skills provision and transfer, the needs-based and integrated nature of rehabilitation, behavioural and attitudinal changes, including confidence that is acquired, together with patience through mastering of life skills. The values realised are prescripts from the White Paper on Corrections (2005) which views rehabilitation as a process with three important objectives, namely: the correction of offending behaviour; human development; and the promotion of social responsibility and positive social values. Through their personal involvement in the rehabilitation matters, offenders also come to realise who they really are, which entails discovering their innate strengths and potential for change in line with the strengths-based perspective.

Practice related problems articulated by correctional officials were more structural than human. For instance, overcrowding, which negatively impacts on the quality of work performed, is linked to violence and other negative practices. The problems of overcrowding have been reported in a past study, UNODC (2011), which revealed that overcrowding impacts on the quality of services offered and received, especially services related to nutrition, sanitation, prisoner activities, health services and the care for vulnerable groups (for example HIV infected individuals). In such an environment there is social learning of illegal survival mechanisms as indicated in the social learning theory.

The study further revealed that when there is an open and thriving relationship between the DCS and the community with regards to the rehabilitation of offenders, offenders stand a good chance of being easily integrated into society upon release. The community could then assist the offender with work, spiritual and emotional support since they fully appreciate and understand their expectations as supportive institutions.

CONCLUSION

A positive relationship between the correctional officials and offenders this study has proved is a precursor to successful rehabilitation. This study has also established that there is no significant relationship between offenders’ rehabilitation and their formal educational attainment; and that there is a significant relationship between the motivation of correctional officials and the level and quality of the rehabilitation processes for offenders.

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