

**ASSESSMENT OF EMOTIONAL AND ADMINISTRATIVE SUPPORT SERVICES  
IN THE REFORMATION AND REHABILITATION OF PRISON INMATES: A  
CASE STUDY OF THE SUNYANI CENTRAL PRISONS.**

**KNUST**

BY

**CHARLES NANA ADDAI-BOATENG  
(BBA- Human Resource Management)**

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**DECLARATION**

I hereby declare that this submission is my own work towards the Masters of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person or material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

KNUST

Charles Nana Addai-Boateng (PG9539313) .....

(Student)

Signature

Date

Mr. Samuel Yaw Akomea .....

(Supervisor)

Signature

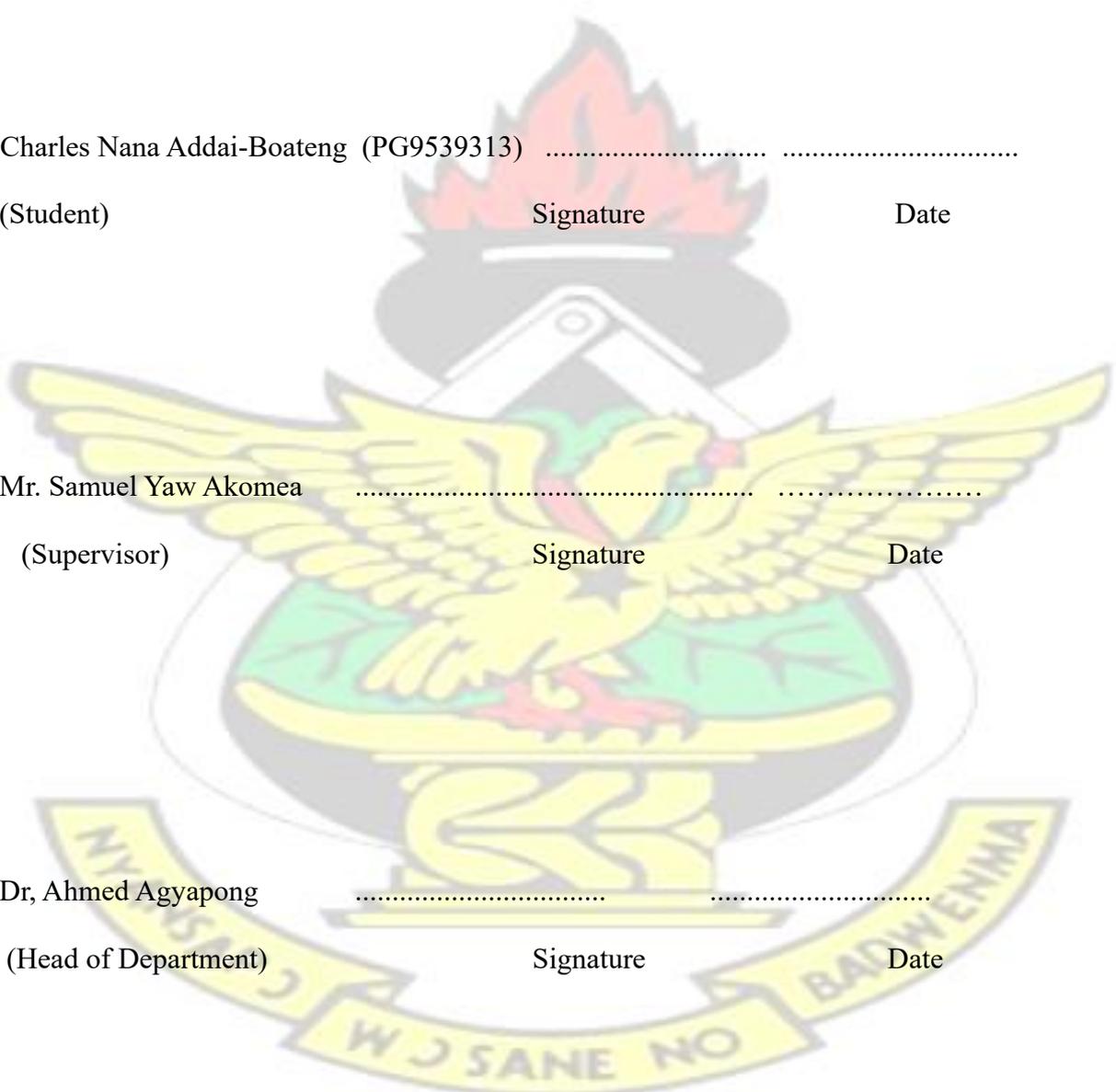
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Dr, Ahmed Agyapong .....

(Head of Department)

Signature

Date



## **DEDICATION**

This piece of work is dedicated to my family for seeing me through this course successfully.

You have proven that together we stand and one in all, Mum, Elizabeth Safoa King, Mr. and

Mrs. Franklin Addai, Lily King and the little ones Elizabeth Anima Addai- Boateng and Lily

Prudence Boatema Addai, God bless you all.



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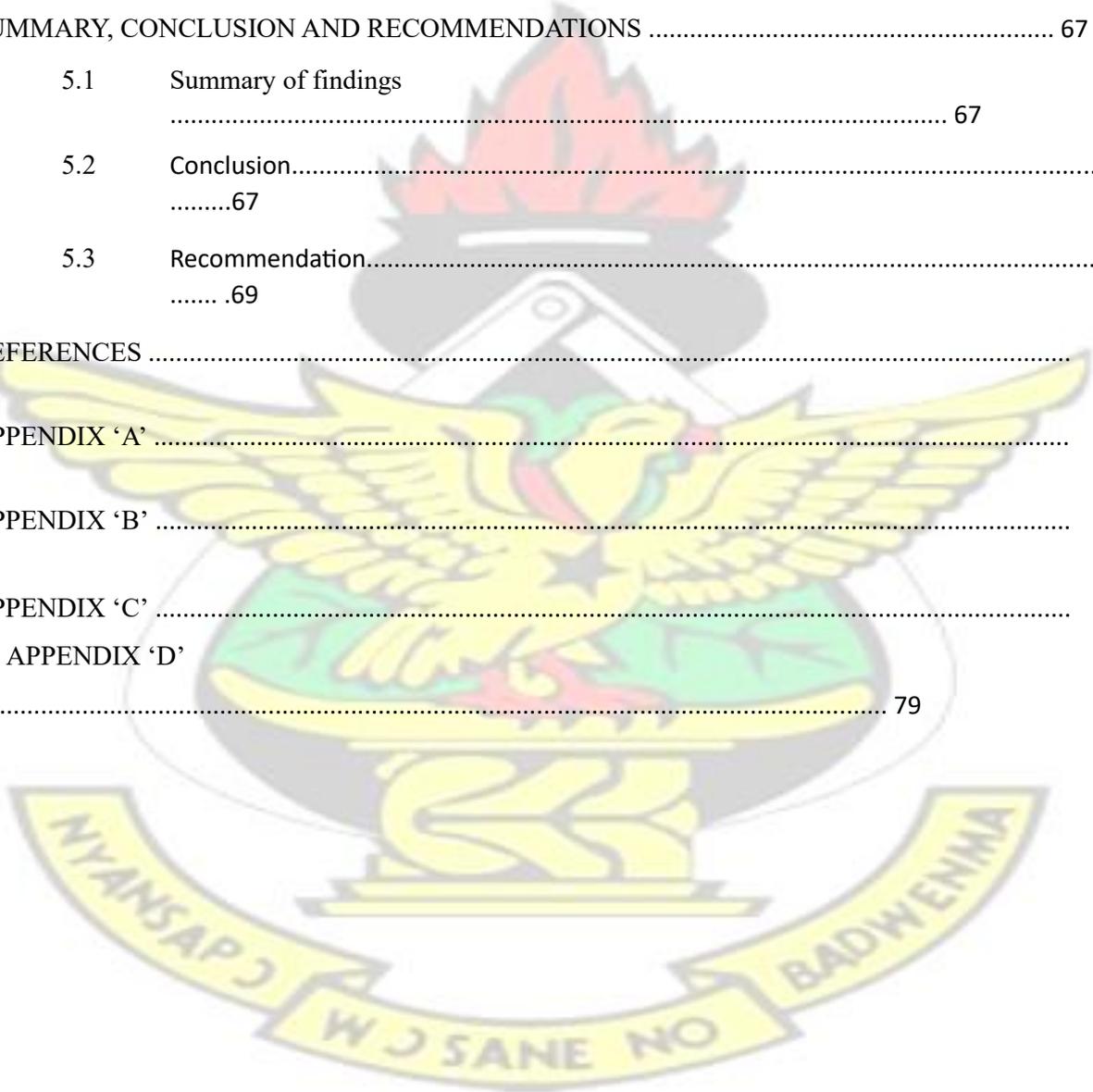
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## ABSTRACT

Imprisonment in its actuality deprives inmates of their fundamental human rights to a very large extent. Prisoners are made to live in a world of restriction and self-denial. Due to the strict standards and high security implications of the Ghana Prisons Service, very little studies have been conducted in this area of research hence the researcher took the advantage of accessibility as an officer of the Prisons Service to fill the research gap with this study. This research study was conducted at the Sunyani Central Prison due to accessibility and availability of data as well as time and resource constraints. Qualitative research method which included participant observation and individual in-depth interviews were used in obtaining the findings of this study. In all, fifteen (15) respondents consisting of ten (10) Prison officers, two (2) Social Workers and three (3) ex-convicts participated in the study. It was established that emotional support and administrative support for inmates help a lot in reforming and rehabilitating them. It was discovered the prisons are inadequately resourced to offer vocational and technical training to the inmates. Some inmates have never received any visit from any family member since their incarceration. The study again revealed that there had been some instances that officers compromised their professional standards to traffic items to inmates, thereby leading to strict sanctions. Also, it was found that some inmates prefer the life in prison to that outside, hence they become recidivist. It is therefore recommended that, governments, families, prison officers, and all and sundry should offer emotional and administrative support to inmates so as to ensure their successful reformation and rehabilitation. Governments and policy makers should review the law that prohibits ex-convicts from employment in state owned institutions. Also, it is recommended that government should channel some of the projects it embarks on, such as the construction of public buildings, schools, classroom furniture, school uniforms and others to the Ghana Prison Service as contracts to help the service generate internal income to support its operations.

# CHAPTER ONE

## INTRODUCTION

### 1.0 Background of the study

The constitution of inmates makes it a unique social group. Though they live together, it is not voluntarily motivated. They survive in extremely closed quarters, often sharing all space other than a bed; they must stay in a group even if they fear for their personal safety. Social scientists that have studied the prison administration have done so as a social entity and argue that the traditions, norms, languages, and roles that develop in the prison result from the Self deprivation of prison life (deprivation model).

Clemmer (1991) describes the prison sub culture and how inmates adapt to it, uses the term Prisonization to represent the complex processes by which new inmates learn the ways of the prison society and what is expected of them. The inmates are first reduced in status from civilians to anonymous figures, numbered in common uniform, subject to institutional rule and the prisons rigid hierarchy. Further, they begin to accept that inferior role of a prisoner, and get used to taking the new habit of eating, sleeping, and working; and learn that they do not owe anything to anybody for their substance. Sykes (1960) describes how people respond to the deprivations they experience as inmates.

According to Sykes (1960), a “society of captives” emerges as a response to imprisonment. To cope with the “pains of imprisonment” that new inmates go through, they become part of a society that has an inmate’s code. Inmates are virtually deprived of their liberty and are cut off from friends and families. This often results in loss of emotional relationships, boredom, and loneliness as well as loss of goods and services. Though it is on record that inmates get “three square meals and clean sheets”, the standard of living is very low hence, hustling or

trafficking becomes the order of the day. The other ugly side of imprisonment may be evident in the homosexual enslavement of weaker male prisoners by their much more aggressive and stronger inmates. For heterosexual inmates, the deprivation of a partner of the opposite sex is one of the worst forms of punishment. When inmates share a small space with other inmates, there is the tendency for some to be violent, aggressive, and sexually exploitative. Inmates who are attacked and are unable or do not fight back suffer the contempt of the prison community and open themselves up for further victimization.

It is the expectation of the general public that the Ghana Prisons Service be equipped and maintained for its traditional role of ensuring safe custody and welfare of inmates, and whenever practicable ensures reformation and rehabilitation of inmates (1992 Constitution of Republic of Ghana, NRCDC 1972). Reformation here can be said to be initiating voluntary, self-motivated activities for the transformation of inmates who are supposedly thought of as lacking social, educational and vocational skills to productively function within a given society. Rehabilitation however is the provision of correctional interventions that aims to help someone considered a social misfit have a normal, useful life once more after being sick or in prison for a long time. In fulfilling its mandate, the Service has put in place an organisational structure that has hierarchies from the Headquarters through the Regional/Central, to the local and other smaller prisons. In reforming and subsequently rehabilitating prisoners, it is expected that officers should freely relate (interact) with the inmates. Just as Sykes, (1958) puts it, the way individuals are freely related to each other in their social milieu, such humane interaction should be inculcated into the prison system.

Santrock, (2006) also advocates, imprisonment is meant to reform the offender and also to discourage others from future crime and the lack of social interaction turn to influence social living and the state of the mind among prisoners. It is quick to notice that prison inmates live

under highly specialised conditions created to re-socialise them, and, it is hoped the rigid discipline would develop such patterns of behaviour in the inmates which would transcend into the community after their release and also avoid second offending and recidivism. It is important to note that inmates are sent to prison custody as a punishment but not for punishment, hence if a person is incarcerated and the social interaction between him/her are not cordial, then he/she may tend to coil into his or her shell and can remain so until his/her release or the resultant effect being riot or jail break (Tagoe 2007).

It is therefore surprising that in spite of all the efforts, prisons still have records of second offenders and recidivists on the increase. The number of second offenders and recidivists stood at 119 and 16 respectively out of 805 inmates by the close of the year 2013. By year ending 2014 the figures were 130 and 34 for second offenders and recidivists respectively out of a total of 693 closing number of inmates for the year. The question here is why and what is being done wrong or right in performing the mandate bestowed on the Ghana Prisons Service, as individuals and institution.

It has therefore become necessary for the researcher to find out the emotional effect which is brought about through officer and inmate interpersonal relationship in relation to administrative provisions in the reformation and rehabilitation of inmates in Sunyani Central Prisons, in the Brong Ahafo Region.

### **1.1 Statement of the Problem**

Imprisonment in its actuality deprives inmates of their fundamental human rights to a very large extent. The prisoner is made to live in a world of restriction; movements are formally regulated, personal effects and services are also deprived and heterosexual relationships are all deprived. In simple language, they are “circumcised” or ostracised from society (Human Rights Report, 1991). The loss of liberty and adhering to the rules and regulations of the prison

makes inmates experience status loss and plunge them into a state of dependency and fear that they may be bullied by other inmates especially in the case of first offenders experiencing imprisonment for the first time.

The seclusion associated with imprisonment is actually frustrating and does not allow constant interaction and free communication between the officer and the inmate. This does not pave way for strong emotional and social re-integration relationship. Per the statutes and international best practices and due to officer corruption, officers are not allowed to get too familiar with inmates. This does not imply emotional or personal interactions are totally abhorred.

The recurrent cases of second offending and recidivism per the records (2013 and 2014 Annual reports of the Ghana Prisons Service) , particularly at the Sunyani Central Prisons have necessitated this research to investigate the extent to which emotional and administrative support services affect the reformation and rehabilitation process at the prison. Though the prisons have officers trained in the fields of social work, sociology, psychology and religion, second offenders and recidivists abound in the prisons today as indicated earlier. Is it that the barrier created in the constant interaction and free flow of communication is making reformation and rehabilitation a problem since inmates do not get enough from officers as professionals, or the officers are not mentoring them professionally and supporting them emotionally that contributes to their coming back to prison? Or is it that, administratively, structures do not support rehabilitation as may be the case at the Sunyani Central Prisons? For it is assumed that the pains of imprisonment alone should scare away offenders.

## **1.2 Objectives of the Study**

The main objective of this study is to identify the extent to which emotional support and administrative structures affect the reformation and rehabilitation of prisoners. In achieving this main objective, the study will purpose to:

- Identify the availability of emotional and administrative support services (moral, vocational and technical training, education, chaplaincy, psychologist) in Sunyani Central Prisons
- Determine factors that inhibit the complete reformation and rehabilitation of inmates
- Determine any form of emotional attachments that officers exhibit positively or negatively in the reformation process
- Ascertain the level of support services expectations of inmates when they first arrive at the prison precincts

### **1.3 Research Questions**

1. What does emotional and administrative support entails in the reformation and rehabilitation of prisoners?
2. To what extent can emotional support through interpersonal relationship and administrative services contribute in the reformation and rehabilitation process?
3. What strategies or methods should be adopted in improving emotional and administrative support services?
4. What perception persists about prisons, reformation and rehabilitation in relation to second offending and recidivism?

### **1.4 Significance of the Study**

This study will be useful in improving the emotional and administrative support for inmates to promote cooperation in ensuring an effective reformation and rehabilitation process. It will also help the social, religious and political authorities, the Ghana Prison Service, policy makers and NGO's in influencing policies concerning the offering of assistance to allow for

reformation and rehabilitation to go on properly and profitably. This will also ease and help inmates cope with the pains of imprisonment.

Finally, the results from this research will serve as a guide to other researchers who wish to do further research on the topic.

### **1.5 Scope**

Initially, this research would have covered interviews and analysis of prison officers and prison inmates who form the main component of the reformation and rehabilitation process, but, the researcher was denied access in that it was against the ethics and regulations of the service after writing to the headquarters for approval. Thus the use of officers in authority and ex-convicts were used in investigating the topic.

### **1.6 Limitations**

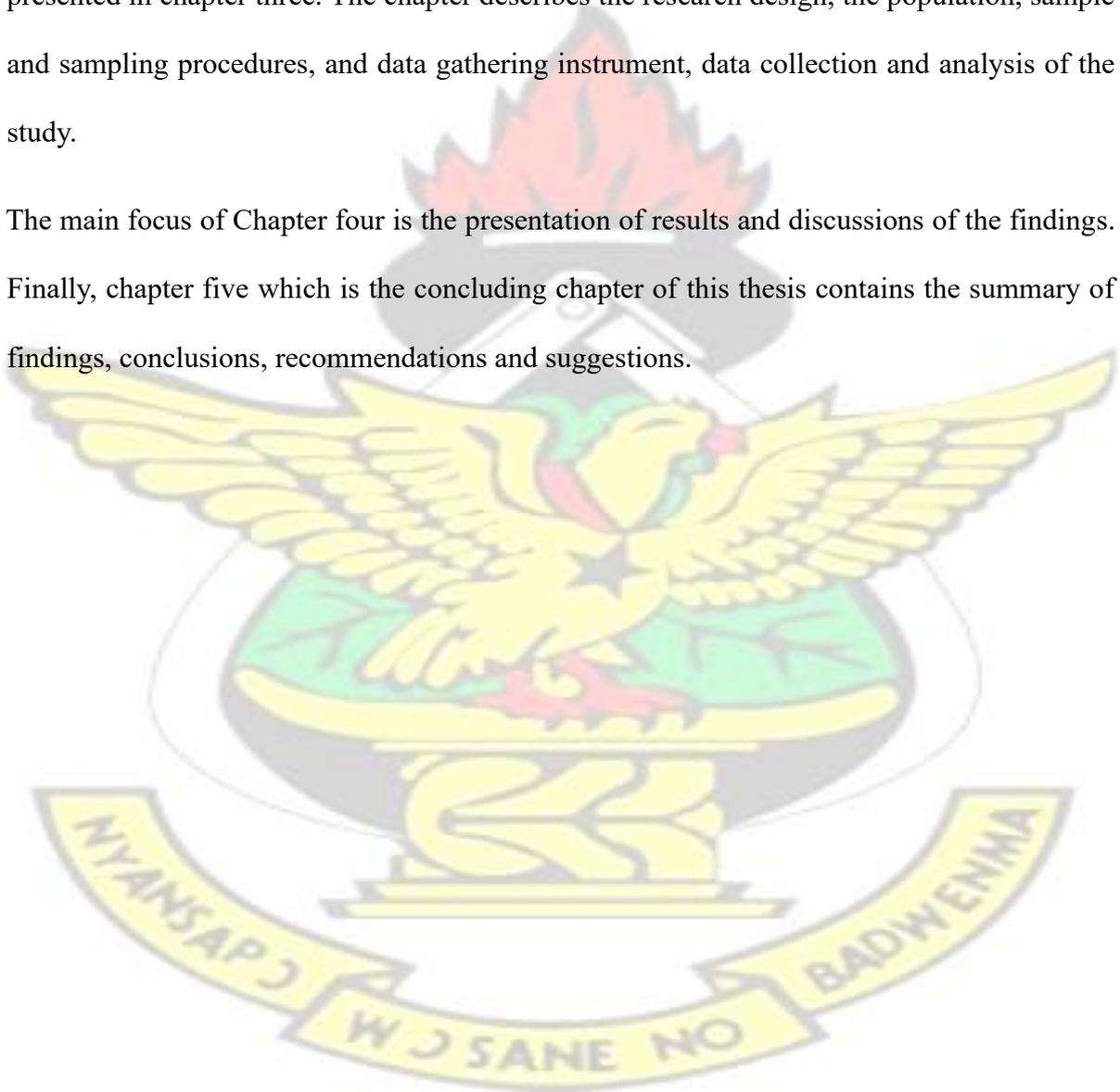
The research could have been done in all or any of the forty five (45) prison establishments in Ghana, but due to time constraints and huge investment in finance, Sunyani Central Prison was chosen because of its proximity to KNUST Business School. It was also due to the availability of participants and accessibility to information to the researcher. The issue of confidentiality and security implications of matters affecting prisons and inmates not to be disclosed out limits the quality of this research since permission is not granted to interview inmates per prison standards. This will limit the kind of questions to be asked officers and even officers' willingness to answer all the questions posed. The use of ex-convicts instead of convicts is also a peculiar limitation to this study.

### **1.7 Organization of the Study**

The study comprises five chapters. Chapter one deals with the background to the study, statement of the problem, objectives of the study, and research questions. Other aspects of the chapter are the significance of the study and limitations of the study.

Chapter two focuses on the review of related literature. The review involves theoretical and empirical studies related to the problem under study. The methodology of the study is the presented in chapter three. The chapter describes the research design, the population, sample and sampling procedures, and data gathering instrument, data collection and analysis of the study.

The main focus of Chapter four is the presentation of results and discussions of the findings. Finally, chapter five which is the concluding chapter of this thesis contains the summary of findings, conclusions, recommendations and suggestions.



## CHAPTER TWO

### LITERATURE REVIEW

#### 2.0 Introduction

The review which involves both theoretical and empirical approaches is intended to present a broad overview about literature related to the study. It serves as a secondary source of data and helps shape the direction of the research.

#### 2.1 State of Ghana's Prisons

In recent times, conditions in our prisons have become a matter of public debate. Journalists have come up with a number of revealing documentaries about the state of our prisons. The Commission on Human Rights and Administrative Justice (CHRAJ) has also published a number of reports about the poor state of the prisons but no significant progress has been made over the years. It has to be recalled that in 2013, the United Nation's Rapporteur on the question of torture, visited Ghana and came up with very unfavourable accounts of our prisons. The Service structures including its Council took very much concerned with these developments since a country's civilisation is measured by the way it treats its vulnerable.

Under section 1 of NRCD 46 of 1972 it is the duty of the Prisons Service to ensure "the safe custody and welfare of prisoners and whenever practicable to undertake the reformation and rehabilitation of prisoners". In pursuance of its reformatory rehabilitative objective, the Ghana Prisons Service has treatment programmes designed to inculcate moral and social values in prisoners.

There are group of individual counselling therapy programmes. In conformity with section 40 of the Prisons service Act, NRCD 46 of 1972, inmates are free to practise religion and their

spiritual well-being is catered for by the chaplaincy department and visiting priests, Imams and other religious groups. Several persons have been converted to god while in prison and have lived a productive life after prison. However, most inmates become worse off for which reason several studies have been undertaken.

The service runs formal and non-formal education programmes in the prisons to assist Inmates.

## **2.2 Nigeria Convicts and Prison Rehabilitation**

According to Quinney (1979), retribution, re-formation, and deterrence form the philosophies in punishment. Deterence is aimed at discouraging potential current criminals from committing crime and the retribution philosophy assumes the convict must service terms of the crimes committed. However, the reformist assumes that the convict can be changed to prevent future criminality.

Available literature reflects a deep increasing disenchantment with operations of the Nigerian Prisons. History, philosophy and modus operendi in Nigerian Prisons are perceived to be ill disposed in achieving any meaningful reformation and rehabilitation of imprisoned offenders (Awe 1968; Alemika, 1990, Ahire 1990). The Nigerian Prison Service which operates under Act number 9 of 1972, has reformation and rehabilitation of offenders as part of its fundamental objectives (NPS, 1979).

If is however, observed by many claims that reformation and rehabilitation are made without sufficient understanding of concepts. According to Ahire, reformation refer to measures calculated to impartt moral improvement in a persons character so that he will be less inclined to re-offend in the future and rehabilitation make it easier for the offender to resettle in society (Ahire,1990). With this conceptual clarification and inspite of the declared objectives of

reformation and rehabilitation, the Nigerian prisons is marred with numerous problems. According to Alemika (1990), the prison system in Nigeria is a colonial creation and still remains a monument to colonial experiences in criminal justice administration in Nigeria.

Crime and crime control systems in Nigeria, Odenkule observed is incapable of controlling crime because its operations tilts against the poor and the under privileged. In that the personnel, their mode of operations and other attributes of the agencies of crime prevention, control and correction do sometimes aggravate rather than curb the crime rate: “ that these agencies by the mode of operations, are sifting system where the great flies are usually screened off to legal innocence and freedom, and the small ones are retained” Odenkule (1981).

One consequence of this Odenkule notes, is that the prisons regularly receive back almost half of those they purportedly have reformed and rehabilitated.

Thus, it has been argued, considering that the punitive, depriving and dehumanizing state of Nigerian Prison facilities that the declared objectives of reformation and rehabilitation can hardly be realized (Tanimu, 2006). In plain words, contemporary Nigerian prisons have been described as human cages with no facilities for corrections reformation and vocational training (Ahire, 1990)

### 2.3 Concept of Social Value

Values are deeply held ideals about what is moral or good. They are usually social in nature as we develop them through experiences with others (Afriyie 2008). Values can be held by individuals, societies or groups, and the values are reflected in the culture of that society and in the case of the individual his or her attitude towards life. Values may be developed through the interactions with the family, friends and other significant others. It is the value that a person holds that shapes his or her worldview and informs priorities. The understanding of the world, what to do and what not to do are largely influenced by values an individual holds. Inmates as individuals do have their personal values which influence their attitude and reactions towards life (individuals and society).

Some social scientists have argued that it is the duty of families and society as a whole to ensure that the values of the society are passed on successfully to its members, and that this duty starts from birth to death. According to Amoakoa (2008), Socialization is continuous, deliberate and sustained effort by the society to inculcate the norms and values of the society into its members especially the new ones. Some authorities have established the presence of Agents and Agencies of socialization in all societies. Thus, the agents are the individuals such as parents, religious leaders, teachers and media practitioners, who facilitate the passing on of societal values to the individual whereas the agencies are the institutions such as the family, church and school. The Ghana Prison Service to this end can be said to be a very important agency for the re-socialization of the already existing members of the society who at a point have deviated from the social norms and values.

It is important for the purpose of the study of reformation and rehabilitation of inmates to also evaluate how the individual value of the inmate conflict with that of the society, and how the Ghana Prison Service can reshape the personal values of the inmates to enhance their

successful reformation and rehabilitation. According to Rapport (1977) any field whose practice touches the lives of others is faced with value choices—reformation and rehabilitation is value-bounded and not value-free. Thus, the Ghana prison Service is greatly guided by a set of values as it deals with people. These values help clarify how the officers should operate in the prisons, what kind of approaches and conducts they should apply in their line of work. The concept of social workers to apply professional values within the prison community is of great asset in shaping the lives of inmates while still in prison. The relationship between the social work profession in Ghana and the dominant correctional approaches within the prison set-up is best characterized as variable and ambivalent. It is however difficult to determine how many social workers are employed across the criminal justice system and in prison communities specifically. Inside the prison, social work activists are tasked with a variety of tasks such as completing inmate screenings, crises intervention, ongoing treatment, case management, and release planning services (Gilbelman, 1995), all geared towards adding value to lives even in prison. Regardless, the dramatic rise in prison population intakes coupled with the social and societal setbacks that arise when so many community members are incarcerated has resulted in desperate need for more social work services in all areas of the criminal justice practice.

### **2.3.1 Social Support**

Samuel and Williams (2012) define Social Support as the kind of care and assistance that a person receives from others during a period of difficulty or stress. This may be expressed emotionally or physically. Giving a listening ear to a person's lamentations, showing interest in one's problems, visiting the sick or the imprisoned, offering financial assistance, shelter and employment to another constitute social support. In general terms, social support is a form of social resources that is of much interest to reformation and rehabilitation of the individual

as in this case the inmate. It has also been identified by Community psychologists that social support is one of the most important coping mechanisms for the afflicted or the distressed.

According to Amoakoa (2008) , It is a very common knowledge in Ghana that individuals who are afflicted with chronic medical conditions often throng churches and prayer camps for deliverance. However, it is important to note that using religion as a coping mechanism could yield negative results, since studies show that overdependence on religion sometimes prevent people from taking concrete steps to overcome challenges. However, religion and spirituality also provide social support and as such many people resort to their faith when faced with distress especially they seem not to understand why they are facing these challenges. A lot of people in Ghana often rely on God when faced with difficulties and they use religion to ascertain the meaning of a problem or cope with the distress associated with the problem.

The Bible entreats Christians to offer support to the needy. “Now when Job’s three friends heard of all this evil that had come upon him, they came each from his own place... they made an appointment together to come to show him sympathy and comfort him.” Job 2:11. ESV.

Relating this call to that of emotional support for inmates, Mathew 25: 36–40, ESV shows in the words of Jesus Christ, “I was sick and you visited me, I was in prison and you came to me...and the King will answer them, ‘Truly, I say to you, as you did it to one of the least of these my brothers, you did it to me.’ It shows clearly that every Christian has the duty to render emotional support to prisoners.

Also, generalized social support occurs in interpersonal relationships and it is sustained over time and provides the individual with a secured base for living and coping (Dalton et al 2007).

This type of support prevails in an on-going way irrespective of whether there is stress\distress or not. In some advanced countries, people who are unemployed are sometimes offered some money to take care of certain basic important needs such as food for a period. The inability to afford food, shelter, and medicine may result into chronic stress that may lead into adoption of dubious means to survive, thereby leading to possible imprisonment.

Social support network is another very useful community resource which is the physical and emotional comfort offered to people by their family, friends, co-workers and significant people in our lives (Nelson 2007).

According to Caplan, every family functions to provide support and that an ideal family fulfills several functions for its members that include”:

The family provides material and concrete aid to its members. Typically, when one is facing financial difficulty for example, the family is there to support.

The family members provide emotional mastery such as love, affection and comfort to individual members. Sometimes, we may not recognize the family as a source of support until we find ourselves in trouble.

The family is also haven for rest. Wherever we go to, we always look forward to coming back home.

The family collects and disseminates information to its members.

The family provides feedback and guides its members in taking decisions and generally helps individual members on how to function effectively in life.

It is therefore true to say that that inmates look forward to returning home to their families and do such upon their discharged. This is the more reason why this study strives to find out the role emotional support for inmates by their family plays in their reformation. (Caplan 1974)

#### **2.4 Legislation and Policy Frameworks**

A survey of Prison Services in Africa compiled in preparation for the second Pan African Conference on Penal and Prison Reform held in Ouagadougou in 2002, found that of the 27 countries responding to the survey, 11 had introduced new legislation since 1996 and some had presumably been influenced by the Kampala Declaration. Others indicated that they were in the process of reviewing legislation (PRI 2003). Given the dire prison conditions in many African Countries it is perhaps not surprising or in appropriate that only 8 Countries indicated the improvement or introduction of rehabilitation and developmental programs as best practices since 1996. The focus has mostly been targeted on introducing training for prison officials, and the improvement of prison conditions by various mechanisms.

Information about rehabilitation is not very accessible for most Countries in Africa and even less readily available is information on legislation and policy frameworks.

None the less there is some information that suggests that, many Countries have included rehabilitation explicitly in the objectives for the prison service.

The Botswana Prisons Service outlines that one of the purposes of the Prison system is: The training and rehabilitation of all classes of sentenced prisoners in such skill and social behaviour as may be necessary to effect change in their social resettlement into the community on their release as law-abiding members of the community (quoted in Frimpong 2001:83).

Uganda has also recently reconceptualised Prison services according to the Uganda Prison Service Policy Document, 2000 and beyond. Its mission is to encourage and assist prisoners in their rehabilitation, reformation and social reintegration as law-abiding citizens (pers. comm., Foundation for Human Right Initiation, Kampala Uganda, August, 2005).

South Africa revised its legislation in 1998 to bring it in line with international human rights principles and correctional norms. The correctional services Act No. 111 of 1998, which was properly brought into effect in 2004, identified that the purpose of the correctional system is to contribute to maintaining and protecting a just, peaceful and safe society, and instrumental in this is promoting the social responsibility and persons subject to community corrections (section 2).

While acknowledging that the purpose of penal legislation is to punish and to rehabilitate offenders, one senior official from Tanzania felt that the emphasis was more on the punitive side. This is perhaps a reflection that whilst there are policy discussions about reframing imprisonment and transforming the prison system, the day-to-day reality remains firmly.

#### **2.4.1 The Practice of Rehabilitation and Re-Integration in African Prisons**

It is a fact that even when countries aspire to bring about the rehabilitation or development of prisoners, the realities facing the prison system often made any attempt extremely difficult. Extreme conditions of overcrowding, resulting in inadequate sleeping space, lack of proper sleeping mats or beds, lack of ventilation and lighting, and limited time out of the cell were some of the factors mentioned in many of the reports of the African Commission's special Rapporteur on prisons and conditions of detention in Africa.

Concerns were also raised about excessive and inappropriate discipline and punishment forced and hard labour, and paltry access to medical treatments. Another problem often mentioned is that the prison systems fail to separate prisoners sentenced for serious crimes from those convicted of less serious offences. These factors have an impact on the mental and physical health of a prisoner and fail to create an environment conducive for rehabilitation. Overcrowding also has a negative impact on the staffing and management of a prison.

The UN's Chief Inspector of prisons noted in his 2001/2002 Annual Report:

Prison overcrowding is however, undoubtedly making it more difficult to build and sustain progress (with assessing prisoners and placing them in appropriate programs). It is more difficult to get prisoners out of cell and into activities.

Frequent Prisoner movement made the completion of courses and skilled-based qualifications much more difficult. (Cited in Steinberg 2005:15)

These concerns are more starkly illustrated on the African continent. The special Rapporteur noted that in one prison in the Central African Republic, inmates were not allowed out of the congested and poorly ventilated cell at all for fear that they would escape (ACHPR 2000. b). In many countries, the prisons are understaffed and few personnel have received training that helps them to understand their role in terms of facilitating offender development and reintegration.

Commenting on the calibre of correctional staff, the commissioner of correctional services in South Africa was recently quoted as: 'Correcting inmates is an extraordinary responsibility that needs extraordinary citizens. I don't have extraordinary citizens as yet, at the moment we have got people that have got a metric and have got no criminal records. He added that his staff had no respect for prisoners and still believed that they 'must lock them up and throw away the key' (Pretoria News, 29 September, 2005:8).

In addition, most countries in Africa have no, or inadequate, numbers of professional staff, such as social workers, psychologists, educators and vocational trainers. Also, the rehabilitation or reformation of prisoners is often viewed very narrowly, so that the provision of schooling, training or work opportunities is often seen as the full extent of rehabilitation, even when no other psychosocial aspects are catered for. When programs and facilities are available in prisons, they are most often targeted towards juvenile offenders and female offenders, which may be as a result of donor agendas in respect of these marginalized groupings.

Rehabilitation programs which are targeted at criminogenic causes of offending often require the services of properly trained professionals. Those include programmes which target cognitive – behavioural functioning, substance abuse, psychosocial dysfunction, and the development of new attitudes. Social workers are also needed to facilitate reintegration into the community, particularly through re-establishing contact with the family and dealing with family difficulties. Many African Prison regimes have recognised the importance of qualified social workers and other professional staff but all are still understaffed.

#### **2.4.2 Contact with the Outside World**

Since most prisoners will be released into the community from which they come, it is essential that their community and family ties are maintained and encouraged while they are in prison. The family and the community each has an important role in welcoming the prisoner back into the community, normalizing him or her after the institutionalizing experience of imprisonment, providing shelter and food, and offering support while the exoffender attempt to produce gainful employment.

Incarceration, however, often serves to break or damage these important relationships. Although the prisons in most countries researched, provides for regular visits to prisoners, the

duration of these visits was often too short and visits were arbitrary permitted. In many places, it was apparent that prisoners should not receive visits unless a bribe was paid to correctional officials. Many prisoners do not receive visits because relatives live some distance from the prisoners, and travelling is costly and time consuming. In order to facilitate visits by distant relations, the Namibian authorities have relaxed the regulations to allow for longer visits which may occur less frequently. Despite this, prisoners complained that this relaxation was not always fairly applied. In one prison, staff shortages were cited as a reason why visits were sometimes restricted (ACHPR 2001.d).

Prisoners are mostly allowed to write and receive letters. This right of access, however, is greatly prejudiced by the poor literacy rates among prisoners. Officers at one police station in Namibia indicated that, due to staff shortages, they were not always able to allow prisoners to make or receive phone calls. Access to radio, television and newspapers is another form of maintaining contact with society. Prisoners in many countries, however, complained of a lack of access to these resources.

Here again, the role of social workers is important to facilitate contact with the community and reintegrate prisoners after their release.

#### **2.4.2.1 Access to Religious Services**

Rules 41 and 42 of the UN SMR provide that, prisoners shall have access to religious practitioners of their choice, that, they should be able to attend services of that person, and that they should be able to satisfy the needs of religious life. Religious workers also play an important role in the spiritual and moral development of prisoners, as well as in providing on-going guidance and support.

In some countries, religious organizations provide support and materials for education, training and work opportunities. They may also provide an important link between the family and the prisoner. The role of meditation and Yoga, as spiritual practices has been found to be very beneficial in countries such as Mauritius and Senegal.

Religious ministries and bodies are prolific in Africa, as they are elsewhere in the world. They are often more visible in the prisons and have greater access than non-faith based service providers. While they do provide badly needed contact with the outside world, as well as a range of service, supplies and support, they come with a particular religious agenda. Their acceptance by the prison authorities indicates greater faith in rehabilitation as measured through religious conversation rather than through dealing with the many other risk factors associated with offending.

## **2.5 The concept of Interpersonal Relationship**

Communication is indeed one of the major elements in human relationship. People are by nature social animals, and the means of living in a manner that is healthy and would enhance this social life of the human person is through proper communication. It has been reliably discovered that one of the most potent means of psychologically and socially killing a person and cutting him off any community or organization is through negative communication (Afful- Broni (2007)).

Effective relationships are formed when all parties are willing to take a realistic and compromising view of each other's position. This is done out of trust, out of respect, and for the good of the relationship as a whole. If one member of the relationship takes the "it's all about me" perspective, the relationship will be stalled on that single point and be unable to move forward to achieve any common goal (Canary and Emmers-Sommer 1997). Everyone has an opinion, and those opinions need to be respected. That does not mean you need to agree

with other people's opinions, but to evaluate those opinions as possible being valid, because they are valid for that person. Many times in an effective relationship, two parties will simply agree to disagree on a particular point, which is convenient to them.

One way of defining interpersonal communication is to compare it to other forms of communication. In so doing, we would examine how many people are involved, how physically close they are to one another, how sensory channels are used, and the feedback provided. Interpersonal communication differs from other forms of communication in that there are few participants involved, the interactors are in close physical proximity to each other, there are many sensory channels used, and feedback is immediate. An important point to note about the contextual definition is that, it does not take into account the relationship between the interactors.

There are many different relationships within a group of people. Some researchers such as Wilder and Collins (1994) say that our definition of interpersonal communication must account for these differences. These researchers say that interacting with a sales clerk in a store is different from the relationship we have with our friends and family members. Thus, some researchers have proposed an alternative way of defining interpersonal communication. This is called the development view. From this view, interpersonal communication is defined as communication that occurs between people who have known each other for some time Fitzpatrick (1988). Importantly, these people view each other as unique individuals, not as people who are simply acting out social situations.

One reason persons engage in interpersonal communication is that they can gain knowledge about another individual. Social Penetration Theory by Fitzpatrick (1988) says that persons attempt to gain information about others so that they can interact with them more effectively. We can better predict how they will think, feel and act if we know who they are. this

information is gained passively, by observing them; actively by having others engage them; or interactively by engaging them ourselves. Self-disclosure is often used to get information from another person.

People also engage in interpersonal communication to help them better understand what someone says in a given context. The words we say can mean very different things depending on how they are said or in what particular context. Content Messages refer to the surface level meaning of a message. Relationship Messages according to Wilder and Collins (1994) refer to how a message is said. The two are sent simultaneously, but each affects the meaning assigned to the communication. Interpersonal communication helps us understand each other better.

Another reason we engage in interpersonal communication is to establish an identity. The roles we play in our relationships help us establish identity, so does the facial expression and the public self-image we present to others. Both roles and face are constructed based on how we interact with others.

Finally, we engage in interpersonal communication because we need to express and receive interpersonal needs. Schultz (1996) has identified three such needs; inclusion, control, and affection.

- Inclusion is the need to establish identity with others.
- Control is the need to exercise leadership and show one's abilities. Groups provide outlets for this need but some individuals do not want to be leaders. For them, groups provide the necessary control over aspects of their lives.

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Affection is the need to develop relationships with people. Groups are an excellent way to make friends and establish relationships.

### **2.5.1 Prison Officer - Inmate Relationships**

In the prison community, prison officers and inmates associate and the prison officers being the socialisers are supposed to influence and change the attitudes of inmates into pro-social attitudes. They are also expected to offer inmates the opportunity to acquire the necessary social skills for living law abiding lives after release.

Many researchers such as Katsiyannis and Archwamety (1997) and Gendreau, Cullen and Bonta (1994) have highlighted the role of staff prisoner relationships as an important factor in the effective management of correctional systems. Katsiyannis and Archwamety (1997), for example, argue, in the context of discussing self-harm in prisons, that "the quality of life in prison depends largely on the nature of the relationships between prisoners and basic grade prison officers". Some have argued that the negative effects of imprisonment are as strong as to making effective rehabilitation impossible.

Social environmental factors undoubtedly play an important role in shaping behaviour, and the prison social environment is a central factor in ensuring that treatment gains are sustained and generalized. Inmates move from therapeutic groups in which self-disclosure and openness is encouraged to prison wings characterized by guardedness and suspicion.

Gendreau, Cullen and Bonta (1994) stress the importance of prison officer commitment and involvement in the success of offender programmes. Andrews, Bonta, and Hoge (1990), report that evaluation of offender treatment has paid insufficient attention to staff relationship variables. For example, a member of staff who explains crime in terms of socioeconomic or

situational factors is more likely to support rehabilitative approaches than individuals who blame the person for the crime.

In their review of criminal conduct, Andrews and Bonta (1994) noted that effective correctional supervision and counselling includes the following;

- **Authority:** "firm but fair". Distinguishing between rules and requests and reinforcing compliance, not interpersonal abuse.
- **Anti-criminal modelling and reinforcement:** demonstrating and reinforcing vivid alternatives to pro-criminal patterns.
- **Concrete problem-solving.**
- **Advocacy and brokerage.**
- **Relationship factors:** relating in open, enthusiastic, caring ways.

There have been attempts to train prison officers to increase their level of empathy and prosocial modelling, albeit with community correctional officers rather than with prison staff. Ashford and LeCroy (1990) for example use logistical regression methods to predict breaches and recidivism in community offenders from ratings of their supervisor's style. Supervisor's pro-social modelling and the use of problem-solving methods were all related to reductions in recidivism though a relationship for empathy was not found. Styles were rated from correctional case-notes. Such variations in officer style in a prison context are likely to be a product of both intra-individual factors (the personality and skills of the prison officer) and the culture and values and training provided by the institution itself. Studies such as this begin to define potential "non-specific" features of supervisory style which might need to be measured in a study of prison psycho-social environment and addressed in any attempt to experimentally change or manipulate prison psycho-social environment.

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Multidimensional assessment systems include relationship variables. In addition the following are potential measurement approaches:

**Behavioural observation.** Techniques developed in psychiatric and mental health settings could be applied to the prison context. Prison interactions between staff and prisoners could be sampled and then coded according to established behavioural categories. Methods of this sort would require that the reliability and validity of the particular observational and coding techniques be established.

- **Verbal behaviour analysis.** One obvious and well established methodology for assessing the quality of relationships is to investigate the way in which people interact verbally. Methods of discourse analysis have been developed in the social sciences, which allow conversations to be broken down into distinct verbal categories and reliably coded. Coding categories can include, for example, degree of dominance/submission, control attempts and expressions of support.

A range of other methodologies has been used to study staff-inmate relationships, with different foci of interest. Martinez (1997) for example, distinguishes the dimensions of

- Staff perceptions of inmates
- Orientation of the relationship
- Relation model and
- Social distance

In conclusion the interpersonal relationship can be said to include the following: Allowing and conducting visits for the inmates, providing their medical needs, treating them humanely, giving them wholesome food, providing them with beddings, and allowing them regular exercise daily as well as listening to their complaints.

### 2.5.2 Inmate - Inmate Relationship

In prison, the inmates find themselves reduced to level of living near bare substance and whatever physical discomforts this deprivation may entail; it apparently has deeper psychological significance as a basis of attack on prisoner's conception of his non personal adequacy.

The possible mode of adaptation (Goffman 1961) for overcoming the pains of imprisonment is difficult. Since prisoners are unable to overcome the pains through these processes, they evolve the inmates sub-culture. The value and norms of the culture can be studied through argot roles. These argot roles give the values of the culture and they can be summarized into the following:

- Don't interfere with inmate's interest. Don't poke your nose on what an inmate does, don't report him. Never rat or squeal on a con, never reveal anything to the authorities.
- Don't lose your head, play it cool and do your own thing. Don't let prison officers know that you are suffering.
- Don't weaken; withstand frustration or threatening without complaining.
- Don't exploit an inmate, don't break your word, don't steal from a fellow inmate, be right in your dealings with other inmates, be liberal and share things with your friends.
- Don't fraternize with the guards or prison officers, don't betray another fellow.

The assimilation of prisons sub-culture or code depends on the following

- Personality of the inmate
- Relationship with significant others
- Chance placement in the institution
- Duration of his stay in the institution

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In conclusion it can be said that, new comers to prison are always willing to obey the rules and do new jobs but as they stay longer, they begin to make choice as soon as they assimilate the sub-culture. New inmates assimilate the code when they become aware of the environment and they try to exploit by making the environment to serve their needs.

As it is a fact that not all prisoners become prisonized, it then follows that not all prisoners are unsociable. Some prisoners are teachable and they benefit from the prison experience, prisoners who are unsociable because of the prison sub-culture are likely to become recidivist (Chin 1991).

## **2.6 Ex-Convict Resettlement in Society**

This is a news publication captioned from the Heritage news paper, Monday, 7<sup>th</sup> June 2010  
By Robert Awolugutu-ADP, Ghana Prisons Service:

We believe that even those who have struggled with a dark past can find brighter days ahead. One way we act on that belief is by helping former prisoners who have paid for their crimes – we help them build new lives as productive members of our society. Our government has a responsibility to help prisoners to return as contributing members of their community.

The Prison performs a critical public service. It is mandated to carry out sentences imposed by the courts, keeping prisoners in lawful custody and through a variety of its programmes, prepare inmates for safe return to society as law-abiding and responsible members.

We believe every human being can change. A greater number of inmates in our custody can change for the better. We respect their rights and treat prisoners with dignity. The law prohibits any form of cruelty to prisoners; any later could face severe sections.

Every prisoner will, at a certain point in time, be released from prison to rejoin society. We must bear in mind that the community can only be protected with ex-prisoners been successfully integrated and do not reoffend.

**-National Strategy:** The success transition and integration of ex-offenders into mainstream society is not a matter for the Prisons Service alone. I think a national strategy is needed to deal with the problem.

There is the need for collaboration between the Prisons Service and other key players like the Government, Department of Social Welfare and civil society groups among others.

The resettlement of ex-offenders is a process which begins in prison. As soon as a Prisoner is admitted, he is assessed by prison authorities to know his personal strengths and weaknesses.

**-Prison Programmes:** The status of a prisoner and length of his sentence as well as personal needs are factors to be considered before a prisoner is placed on any prison programme that will help him turn a new leaf.

We attend to the health needs of our prisoners. Minor ailments are handled by qualified nurses at the prison infirmary but serious cases are referred to civil hospital for management.

Prisoners who led a chaotic life as a result of alcohol or drug addiction problems and those incarcerated as a result of sexual offences are handled by such professionals as the psychologist, social worker or the prison chaplain, who give the necessary counselling.

Prisoners, who have mental abnormality and severe mental illness, are referred to the psychiatrist for treatment.

Vocational guidance and training and educational programmes are organized for inmates.

Equipping them with pro-social skills and a trade will help them gain access to employment

and other social services in the community to which they return. This will reduce the propensity to re-offend, be re-convicted and incarcerated.

**-Budgetary Constraints:** The running of institutional programmes for inmates is not without challenges. Budgetary allocation to the prisons has been dwindling over the years.

In the past, inmates who learned trades were given tools on their discharge to enable them establish their own businesses and earn a decent living. This facilitated their integration into society and minimized the chance of re-offending. Are we to believe that the good old days are gone, never to return?

Inmates going on discharge no longer receive anything from the Prison Service apart from the transport fare from the prison to the town where the prisoner was convicted. This unfortunate situation is due to budgetary constraints.

While in prison, prisoners are allowed to receive visits from reputable friends and relatives. This is to enable the prisoner receive the necessary social support and to facilitate his successful return and reunion with his family and community.

**-After – Care Agent:** The Department of Social Welfare has an important role to play in facilitating the successful return of released prisoners into mainstream society. This job is undertaken by the After-Care Agent who is from the Department of Social Welfare.

The After Care Agent ensures that there is continuity of care after a prisoner is discharged from prison. Before a prisoner is released, the budgetary allocation on the prisons has been dwindling over the years.

‘After Care Agent’ liaises with the family of the prisoner to prepare for his safe return and reunion. The prisoner is put in touch with community agencies and individuals who could

provide support in terms of a home, job acquisition or placement and health-related challenges, if any.

The Department of Social Welfare needs to be resourced well to enable it discharge its mandate which includes the resettlement of ex-offenders and community supervision.

Government needs to demonstrate its commitment to fighting crime by providing the Ghana Prisons Service with the needed logistics and funds to enable the latter fulfil its mandate of reforming and rehabilitating prisoners.

The prisons service cannot be held accountable for the total success of prisoner resettlement. Civil society organizations must also assist the Prisons in its rehabilitation efforts. Some religious bodies are already helping but more needs to be done.

The media should also highlight the good work that is being done by the Prisons Service as a crime control agency so as to court public support for prison programmes and projects.

**-Conclusion:** Let me conclude this piece with the wisdom seeds of President John Dramani Mahama who once quipped: “Ghana’s social control policy should place emphasis on equipping prison inmates with skills that will make them integrate into society after serving their term. (The Heritage Newspaper, Monday, 7<sup>th</sup> June, 2010, Robert Awolugutu-ADP, Ghana Prisons Service, Wa)

## **2.7 General Infrastructural Development**

### **2.7.0 Prison Structures**

The general infrastructure of the prisons in this country is simply not the best. The prisons lack adequate space leading to severe overcrowding and hygiene issues. Lack of natural light and fresh air are characteristic features of most the prisons because about 80% of the prisons

were not purpose built. Again, the excessive pressure brought to bear on the existing structures have made it impossible for any meaningful classification of inmates as per the United Nations standard Minimum Rules for the Treatment of Prisoners, leading to the worrying situation where remands and convicts are mixed up in virtually all the walled prisons in Ghana.

### **2.7.1 Staff Motivation:**

The service has expanded over the years in roles and capacity. As prisoner population increases, more personnel are required to take care of them. However, there has not been a corresponding increase in the number of accommodation available for personnel of the service.

Apart from the new Ankaful Maximum Security Prison project which has staff accommodation component, there is virtually no addition to the Service's housing stock (barracks structures) for a very long time now.

The results are that a third of the personnel who reside in the official barracks accommodation are forced to cramp themselves in a 10\*12 feet single room. It is a common scene to find at the barracks a family of six/6 or seven/7 cramped in these small single rooms mostly with their valuables kept outside at the mercy of the weather. Besides majority of the remaining officers (2/3) reside in privately rented premises scattered in the various locations across the country. This situation compels the Service to spend huge sums on rent advances annually. Ejection notices and threats are issues the Service had to contend with frequently since it is not able to meet its financial obligation to the various landlords. Again, there is always a difficulty mobilizing personnel who live outside the barracks in emergency situations. (The jail break at Sekondi in 2010 and the attempted jailbreak in Kumasi are still fresh in our memory).

The need to improve on the staff accommodation of the service is therefore very critical if the services are to execute its mandate effectively and efficiently. The Council has met with CASILDA Company Ltd on Public Private Partnership (PPP) to address some of the staff accommodation and inmates cell infrastructural deficit.

Also, in terms of capacity building for staff, modern trends in corrections and prison management requires that prison officers assume more responsibilities now than in the past and their duty is no longer merely watching over prisoners. Prison officers now have to play several roles in keeping prisoners in line with the current trends. Officers must find a balance between their security role and their responsibility to use relationship with inmates to change their behaviour constructively. This therefore requires adequate, well trained and motivated staff with varied academic and professional background to be able to handle the various dynamics involved in this new approach to prison management. There is the need to have administrative staff, treatment and educational staff (psychologist; psychiatrists, medical doctors, nurses, medical aids, teachers, counsellors, social workers and pastors among others) Custodial staff, etc to competently execute this mandate.

Unfortunately, the staffing situation of the service as it stands now (Annual Report, 2013) falls short of the above requirements both in numbers and the expertise. Currently, the service cannot boast of a single medical doctor, while we can only talk of, nine/9 lawyers, ten/10 nurses, eight/8 counsellors, and few of the other professions. The service has not been able to attract this calibre of personnel due to unattractive conditions of service and attempts to retrain personnel already in the service have been hampered by inadequate funding.

A performance audit report on selected prison establishments in the country carried out in

2013 by the Auditor-General established that the officer-inmates ration is 1:6 which is over and above the internationally accepted ration of 1:4. The staff strength of the service must therefore be improved to the internationally accepted level.

Another major challenge the service is grappling with when it comes to developing its human resource base is the issue of training facilities. The service has only one poorly equipped training school, located at the Roman Ridge, Accra. This institution is responsible for trainings both junior and senior staff of the service which is inappropriate. There is therefore the need to construct a well-equipped staff college to train senior officers in senior management courses and policy matters.

Apart from the fact that, the institution is not adequately resourced to support the training of the two categories of personnel, our training programmes are usually held back due to time constraints in training large numbers with limited facilities, resulting in incomplete training most often. Attempts to establish a prison college to be solely responsible for training senior officers has not received the needed attention by successive government

### **2.7.2 Health**

Prisons Regulation 134 (1) enjoins the Prisons Service to ensure that a medical officer shall, if necessary attend to prisoner at least once a day. This show how important the issue of medical care is when it comes to the administration and management of prisoners.

The service is presently faced with serious difficulties in proving healthcare services for both officers and inmates. This is an area which requires urgent intervention if the service is to operate efficiently. The existing healthcare facilities in our prisons are far below the minimum standards for even the country let alone meeting international standards for keeping offenders.

The few infirmaries in our prisons are not adequately equipped to offer the essential health care support to inmates as they lack the requisite medical equipment and personnel to provide basic first aid to inmates before they are finally referred to the hospitals.

Apart from the HIV/AIDS control programmes which are partly supported by the Ghana AIDS Commission, health care in the service is isolated from the general health because under the Ministry of Health because prison health issues are under the Ministry of the Interior and not the Ghana Health Service as the case should have been, thus hampering the quality of health care and continuum of care following release.

Worst of all, the service lacks the needed funds to pay for the renewal of the National Health Insurance premium of both officers and inmates to enable them access quality healthcare service at the general hospitals. The existing credit arrangement could not help as health institutions continue to withdraw and keep threatening to withdraw their services to sick inmates because of unpaid bills. Our infirmaries and prisons at large lack the basic toiletries like soap and disinfectants to promote basic hygiene let alone drugs. Bed bugs have taken over most of the prisons as fumigations could not be done regularly leading to poor state of affairs that greatly affects the inmates as well as officers and their dependents.

The situation on the ground is very grim and further aggravates the suffering inherent in incarceration. When one prisoner is admitted into the hospital, at least three officers would have to provide a 24 hour guard duty. To this end, over 500 of our officers virtually perform hospital duties daily across the country which is a heavy toll on the security of the prison amid the dwindling staff strength.

It is however, regrettable to know that the service cannot boast of a single medical officer in the service to take care of the over 15,000 prisoners in our custody who are held in the 43 prison establishments spread across the country. The quality of Health care professionals that

we have in the service is also not the best since majority are health aids with a few nurses and a handful of medical assistants. These few health professionals man our infirmaries and give first Aid to sick prisoners and refer serious cases to the government hospital.

### **2.7.3 Educational and Skills Training For Inmates**

Some of the prisons have work programs for inmates and prisoners are encouraged to participate in some of these training programmes including carpentry, tailoring, block-laying and concreting, auto mechanic, textile weaving, batik tie and dye, doormat weaving, soap making, bakery and agriculture. Apart from instilling in the inmates work ethics, these various training programs offer them the opportunity to acquire appropriate life and employable skills requisite for social re-integration.

There is also a programme to help stark illiterate inmates in our prisons to acquire the skills of literacy and numeracy as well as assist those who dropped out of school to continue with their education; this is yielding fruitful results. Formal and ICT education which are being run in conformity with the standard of the national education program in some of our prisons since 2007. For instance in Nsawam prison, four (4) batches of the Junior High Schools have sat for the Basic Education Certificate Examination (BECE) and have had a 100% pass. Three (3) batches of the Senior High School have also sat for the West Africa Senior Secondary School Certificate Examination (WASSCE) also with 100% pass each time. Students of the ICT Department have also written the first stage of the WAEC professional examination (NVTI Grade 1)

The operation of these training and rehabilitation programmes is met with a host of challenges. In effect none of our prisons can boast of standard workshops. Neither are there standard classrooms for the educational programme; the few available are sub-standard and this

translates into inadequate and minimal rehabilitation and reformation programs. (Speech by, Chairman Wengam, “Efiase Project”, Tuesday, 30th June 2015)

## **2.8 Mentally Ill Inmates On Parole**

It is relatively scarce for individuals who are severely mentally derailed to be put on high sentence confined security prisons as indicated by Carroll and Lurigio (1984, p 302) but rather be placed on either probation or parole.

However, a direct relationship between security of mental illness and the denial of parole has been confirmed by Feder (1994). Highly disordered inmates are identified as therefore less fortunate to be given assistance within the parole structure.

In the United States, many prisoners granted parole through the parole set up must satisfy some special conditions before actually released. Normally, the parole set up sets a release date 60 days after the date of its decision. Inmates who remain in prison after the set date due to difficulties meeting conditions set by the board are classified “over due” for parole placement.

A study conducted by John Chin (1991) on “over due” cases found out that parolees who were required to receive counseling on mental health were no more likely to be over due than to be released on time. The connection between mental disorders to overdue statuses was indirect manifesting through the difficulty of finding placements for eligible parole inmates with mental or behavioral disorders.

It is discovered that, one-fourth of overdue parolees were required by the parole set up to be placed in half way houses, while one-third placed were rejected by half way houses because they posed mental or behavioral problems.

Considering the experience of mentally ill releases on paroles, Feder (1991) found that although non-mentally ill releases were more likely than mentally ill offenders to have their parole revoked (41% vrs 33%), mentally ill offenders were more likely to have committed technical violations (17% vrs 1%).

Unfortunately the laws of Ghana do not have the parole system and have been the concern of many to have it implemented to classify, and reform and rehabilitate persons with special cases differently.

## **2.9 The Neglect of the Ghana Prisons Service**

There is neglect in the improvement of service conditions for the Ghana Prisons Services as compared to the other security services. The service has been relegated to the background such that it has affected the country but we have failed to notice.

Duties of the Prison Officer are so demanding and could be described as imprisonment in 'harder labour' if the prisoner who was imprisoned for a crime committed is only for hard labour. The mere fact that, the Prison Officer worked in close confinement with the people considered to be miscreants in society is enough reason to make the government aware of the risk involved in their work.

By the penal regulation, inmates are deprived of some facilities and the Prison Officer is directly affected. The Officer walked long distances with the prisoner and supported the sick and weak prisoner to and from the hospital sometimes on foot. Some officers are permanently deformed as a result of attack on them by such prisoners. These are but a few of the work hazards.

It will interest readers therefore to know what the various governments including the present one, have done and what the current one is doing for the Ghana Prison Service.

The first President of the country, Dr. Kwame Nkrumah, one of the Big Six, was imprisoned before he became Head of State. He inherited 28 male and five female prisons, as well as a Borstal Institute. Being aware of the unsatisfactory condition pertaining to the structures, the squalid and stuffy nature, he built modern prisons at Nsawam Medium Security Prison for the Infamous Preventive Detention Act (PDA) and improved facilities like the Prisons Hospital to be one of the best equipped in the country those days. He brought in foreign expert medical officers, who performed all complicated medical work, including surgery so that the detainees could not go outside the prison for medical treatment.

Conditions of the staff were raised to a good standard which prevailed that time. Following the escape of one of the PDA detainees in the North, a law was passed in Parliament that any officer who facilitated the escape of a prisoner would be imprisoned for five years or more.

Reports, however, had it that the President intended to improve upon prison conditions if he had returned from the Hanoi trip.

Generals Kotoka and Afrifa, in collaboration with the IGP Mr. Halley, overthrew Nkrumah in a military coup and invited General Ankrah, who had been retired prematurely by Nkrumah, to head the National Liberation Council (NLC) military government. All the PDA detainees were released and in their place Nkrumah's government ministers, Convention People Party activists and some top government officials were sent on a protective custody at the Usher Fort and Nsawam prisons. These two events over-taxed officers, some of whom were drafted from the other prisons to join their colleagues at the two prisons to help in the release and admission exercise, which took about a week to be completed.

Kotoka gave the army and the police some bonuses, which were demanded by the prison officers because they risked their lives. The demand of these bonuses spelt the doom of the Prisons Service under Kotoka and his military NLC junta.

Kotoka, with a well-armed battalion of soldiers, in anger, descended on the prisons and at a mass parade by the officers at the Maamobi GBI football field, he addressed them in a most unruly manner without the least regard to courtesy. He condemned the service and very remarkable in his speech was” ----- you are not, I repeat, you are not part of the armed forces and if you venture, force will meet force ----- “He snubbed the invitation of the Director of Prisons, Mr. I.W. Abban, to inspect a guard of honour formed by a detachment of prison officers. Armed soldiers surrounded the whole Maamobi Camp during his address.

From then on, the prison service looked like a lamb in a lion’s den.

The situation forced many young and promising officers to leave the service in their numbers. It also became a real problem for then director who, in the heat of events, went for a medical check-up at the Ridge Hospital but died there. Later, nine junior officers were dismissed at the Nsawam Prison for leading other officers to agitate for the bonus. Another junior officer who could not hide his joy when Kotoka’s death was announced was also dismissed at the Kumasi Prison.

General Ankrah, who was head of the NLC government, could not be of any help until his removal from office for his involvement in a scandal with Nzeribe, a Nigerian national.

General Afrifa took over but could not do anything either. Many people, including the PDA ex-detainees had the impudence to write defamatory and damaging articles in the papers and other publications like the Struggle for Freedom? By Von Flescher in which he not only reduced the image of the officers but also launched a bitter campaign of hatred against prison officers. There were some areas of Accra that a prison officer in uniform could not pass freely.

This caused a young officer his life when he was chased by a mob and killed in front of the James Fort prison.

Under the General Ankrah / Afrifa NLC military regime, the Commissioner for the Interior was an ex-detainee of the PDA, who held a durbar with the prison staff and gave vivid, hollow promises and was never seen again. A British expert in prison reforms was brought in from the Uganda Prison to assess and recommend some reforms for Ghana Prisons but nothing came out of his long tour of all prisons in the country.

Dr. Kofi Abrefa Busia and his Progress Party (PP) got voted into power and very unfortunate for the Prison, many of his Ministers were ex-PDA detainees who acted with determination to revenge the humiliating treatment they claimed was meted out to them by officers during their detention. Things grew worse and the Asafo Adjei Commission, which was appointed to investigate alleged irregularities and conditions in the Prison's report, was released. Recommendations pertaining to the welfare and the humane handling of the inmate were the only portions implemented. Prison inmates became notorious and were hard to control due to what was told them and the encouragement given them by the government officials, many of whom were ex-detainees.

Dr. Busia was in Parliament to announce that any prison officer who facilitated the escape of a prisoner would be made to serve the residue of the prisoner's sentence.

Conditions in the Service became more unsatisfactory and for all the time that the Busia government remained in office, only one officer in the lower ranks was promoted as third class trade instructor. (3 / C / T / I). Some of the Ministers openly abused prison officers and the official bungalow of the Director of Prisons was to be taken over by one of the Ministers but for the timely intervention by the then Commandant of the Prison Officers Training School,

the late Colonel Guy Addae. Those Ministers were dealt with appropriately when their regime was toppled and they were brought into the prison for protective custody.

General Acheampong and his National Redemption Council (NRC) Military government took power in a coup and he also gave the Soldiers and Police some bonuses but with the Kotoka episode fresh in the mind of the officers, nobody raised a finger. Under Acheampong, all the three Inspector General of Police, who were at one time or another Secretaries of the Interior made sure that nothing good came to the Prison Service. They were lucky to have escaped the wrath of the prison officers on the day their colleagues were brought into custody when they were toppled.

Acheampong looked on unconcerned while these IGPs treated the prisons as if they belonged to a foreign country. He detained General Afrifa at the James Fort Prison and he testified in the prison that it was the many false allegations and vicious references against the service that made them to ignore the prison. He therefore wrote several memoranda on this and other topics to Acheampong but he treated them with contempt and even published some in the newspapers as a way of teasing Afrifa. He rather concentrated much on his Union Government campaign, which attracted a general civil strife in the country.

Almost all worked, including the Police, were on strike and tensions on university campuses were high.

General Akuffo staged a palace coup and put his Supreme Military Council 11 (SMC) government in power but was too relaxed to have thought of prisons. He detained Acheampong at the Ussher Fort Prison and he also testified that he wished he improved prison conditions during his rule. He was alarmed at the state of things he saw in the prison.

Major Boakye Djan staged a daring feat in the night of June, 4 1979 and ceased power and released Flt. Lt. Jerry John Rawlings from guardroom to head the Armed Forces Revolutionary Council (AFRC) military government.

Rawlings was invited at the request of junior prison officers to the junior staff canteen, where the Director of Prisons, Mr. H.S.L. Agbo, and his Deputies were driven out of office while the junior officer shouted “no black cap, no black cap”. There was total anarchy in all prisons and many Regional and District Prison Commanders were chased out of office by junior officers. Five top Senior Officers including the Central Regional Commander, Mr. L.Y. Akatsi, were dismissed at the Ankaful Prison after a long and tortuous detention in a military guardroom.

General Akuffo and some senior military officers who were briefly detained at the Nsawam Medium Security Prison before execution by firing squad were too terrified to have told the officers what he would have done for the service.

Many senior military officers in the Acheampong SMC-1 and Akuffo’s SMC-2 government, together with some public figures were detained, which culminated in the setting up of Penal Farms in which these senior people performed forced labour. Prison set up the operation team, which well armed and with their own special operation vehicle, was responsible for the snappy movement and transfer of military prisoners considered to be dangerous to the security, and also conveyed condemned prisoners to the firing ranges to be executed by firing squad.

Prisons in the country, especially the Ussher Fort and Nsawam Medium Security, were hot spots because of the actions of dissidents and armed jail-breaks in which some inmates and prison officers were killed or wounded.

Dr. Hilla Limann and his People’s National Party (PNP) formed the next government. The atmosphere was so dull that the Prison officer nursed no hope since he also had a pack of exdetainees in his set-up.

His Minister of the Interior, Professor Ekow Daniels, was shaken from slumber when a group of junior officers marched to the Castle bearing placards some of which read, “Ekow Daniels Jail man, where is our money” and at the same time in far away Cape Coast, a sick trail prisoner who could not walk was transported to the Central Hospital on a cart hired from a local porter. A picture of this interesting happening appeared on the front page of next morning’s edition of the Ghanaian Times newspaper.

Those two events forced the government to do its best for the service when they gave the service 15 small Datsun pick-ups. Meanwhile, one of the major prisons, which was in Fort Pritzeinten in Keta, was closed down due to the havoc caused by the ravaging sea waves. Its inmates were squeezed into the already full prisons elsewhere.

Flt. Lt. Rawlings burst into power again with his Provisional National Deference Council (PNDC). Events this time showed that the service had no competent men to run the affairs of the service due to the sell-out of the senior officers by the juniors during the first rule of Rawlings. He appointed military officers one after the other to head the service for almost all the period he remained in office.

Ministers in the Limann government, PNP activities and other government functionaries were detained. Some of his Ministers who misbehaved against officers while in power paid dearly for their action.

Three of the top prisons sited in Forts at the Usher Fort in Accra, Cape Coast Castle and Anomabu Fort were sent to the already overcrowded prisons.

The Ghana Prisons Service continued to be side-lined in all the good things and still was using the age old Datsun pickups while the sister services used the most modern vehicles. Some farmsteads were established to deal with the overcrowded situation and to make food more available in the prisons. Since this is not a political paper, I want to stop here but want to

emphasise that, governments have turned their eyes on the service and it will forever remain same if conscious efforts are not taken to resolve the persistent under funding and neglect of the service.

The same situation is what is pertaining now. No government takes the Prisons Service serious, thus our still pursuing predicaments. (Daily Graphic, Thursday, July 26, 2007, C.W.K. Agbale)



## CHAPTER THREE

### METHODOLOGY

#### 3.1 Research Design

A qualitative research approach method was employed for this research to assess the role of emotional and administrative support services in the reformation and rehabilitation of inmates and presented as a case study since it is only one prison unit. This approach provides researchers ample time to interrogate the issues at stake and also access qualitative data from their respondents or interviewees. Though this approach is relatively time consuming it is also appropriate for studies with a smaller sample size such as this very research study. Another importance of this design is that, it provides additional information on non-verbal expressions such as facial and body gestures of interviewees as certain questions are posed or answered.

In addition to the individual in-depth interviewees, participant observation design approach was very useful in the gathering of data for his research. Participant observation allows research's to be part of the sample population and get actively involved in the issues they are studying. This design equips researchers with primary data based on their personal experiences in the study.

#### 3.2 Sources of Data

This research largely relied on primary source of data. Thus, the researcher went to the field to obtain his own data through interviews and participant observation. Primary data which is obtained directly from the field is to a large extent credible and enhances the correctness of the analysis.

### **3.3 Unit of Analysis**

The unit of analysis was individual views of persons who are once connected to the Sunyani Prisons; namely the Administrators, Officers, Social Workers attached to the Prisons. Actual prisoners who are at the receiving end could not be interviewed due to National Security restrictions hence the study interviewed ex-convicts.

### **3.4 Population and Sample Frame**

The study is a case study of one unit out of the 45 Prison establishments in the country. The Sunyani Prisons represent close to about 9% of the total prison officer population across the country with a staff strength of three hundred and forty officers. It would have served better if the study had covered the entire general population but due to the constraints in terms of cost, access, security and time, this research had to limit its population to the Sunyani Central Prisons as the sample frame. The Sunyani Central Prisons was selected because it is where the researcher works and as such could reduce cost, enhance access and security, as well as utilize time effectively. Also, due to the regimental nature as well as the standardized operations and structures of the Ghana Prisons Service, selecting the Sunyani Central Prison for the case study does not affect the integrity of this research work since all the prisons share similar characteristics and the same officers run and round the various prisons as transfers are essential in the discharge of prison duties.

### **3.5 Sampling size**

Due to the sensitive nature of the study and the fact that officers need official clearance from the Officer-in-Charge to grant interviews, only a few were granted permission to be part of the study. A sample size of fifteen (15) interviewees was selected for the purpose of gathering qualitative data through individual in depth interviews. The sample was made up of ten (10) Prison officers, two (2) social workers from social welfare department and three (3) ex-convicts.

The officers were selected on the bases of their background, position and or rank in the prison service, duties and responsibilities in the reformation and rehabilitation of inmates. They were from the counselling, education, chaplaincy, administration, inmate welfare and industries. Also, the social welfare officers were selected in accordance with their working experience with the Sunyani Central Prison and inmates. However, the ex-convicts and all the other interviewees were selected on the bases of their willingness, availability and accessibility for the study.

It is also important to state that, the researcher wanted to include some inmates in the population sample but the regulations and ethics of the Ghana Prisons Service do not permit inmates to do such interviews.

### **3.6 Sampling technique**

The nature and complexity of this study demanded a more flexible sampling technique which could allow the researcher select the interviewees with less restriction.

In this regard, the purposive and convenient sampling technique was utilized. This involved the use of officers with not less than five years experience and are manning key schedules that directly affect reformation and rehabilitation of prisoners, like the Officer-in- Charge,

Second-In-Command, Chaplain, Education And Counseling, Medical Assistant, In-Charge Of Industries, Reception And Records and other superior officers. Also ex-convicts who have spent time in the prison system were also used. In This technique allows the researcher to use personal discretion to pick respondents or interviewees who are appropriate for the cause of this study.

### **3.7 Data Collection Instrument**

Interview guides were designed and used to help the researcher conduct an effective interview in order to solicit data from the interviewees. The interview guide was to help the interviewer stay focus on the aims and objectives of the study. Thus; the questions included on the interview guide were carefully coined to get credible answers to the research questions and the research problems.

About ninety-nine percent (99%) of the questions that were asked are open-ended. This allowed the interviewees to express their news without any limitation and also gave the researcher the opportunity to ask probing questions to attain further explanations; hence the questions were not limiting the interview guide. However, separate guide was designed for the prison officers, social welfare officers and ex-convicts.

Another instrument that was used for the purpose of this research was a voice recorder. It enables the interviewer to record the interviews so as to make it easier to document and report the responses accurately. In addition to the voice recorder, a reporter's note book was used to write down the very salient responses.

The interview guides were designed in accordance with the research questions as well as the research problem, aims and objectives of the study. This was sent to the officer-incharge who granted access for the interview to be done. In order to inquire the relevance of the

questions in the interview guide and also find out whether the interviewees would understand the questions, as well as feel comfortable to answer them, a pilot interview was conducted on one officer and an ex-convict who were not part of the main respondents.

The core aim for the pilot interview was to ensure validity and reliability of the set of questions on the interview guide as to whether it could generate credible results. The interview guide was further revised after the pilot test.

### **3.8 Data collection approach**

It was revealed through the pilot test that, conducting the interview by the researcher himself, who is also, a prison officer, had a significant influence on the effectiveness and integrity of the outcome.

Therefore, the researcher had to engage the services of a research assistant to conduct the interview so as to curb the biases of responses which may have resulted from the familiarity between the researcher and the interviewees.

Earlier, officers were adamant in revealing responses to the interview guide since the Prisons Service is a total regimental institution and divulging security information is tantamount to a serious offence which may lead to outright dismissal, thus the researcher had to go the extra mile in assuring respondents of the academic nature of the research devoid of possible disciplinary action from authority. Again, in order to allay the fears of interviewees who are security conscious and under strict professional orders, the interview guides were given to them four days in advance for their perusal and considerations and were duly informed that the officer-in-charge was fully aware of work being done.. Interviewees were also made aware that probing questions may be asked in the course of the interviews. Their consent

was also sought in order to record the interview and the record interview was also played back to them. The researcher and the research assistant through this process were able to assure respondents of confidentiality of their responses.

Before conducting the interviews to obtain data from the participants of the study, the researcher in addition to his cognitive knowledge on the subject of the study, made a more conscious and academic effort to observe and participate in the study. It was however based on this that precipitated an in-depth study into how emotional and administrative support services promote the reformation and rehabilitation of inmates.

### **3.9 Data Analysis**

Responses gathered from respondents were recorded with a tape recorder and other observations written down in a research notebook. The researcher and the research assistant put all these responses together and carefully analysed them qualitatively and came out with findings as presented in chapter

### **3.10 Brief profile of Sunyani Central Prison**

The Sunyani Central Prison was established in 1962 and has since 1993 had a Female Wing attached to it. The prison houses the Regional command with oversight supervision over four other stations including the Sunyani female prison. The others are the Duayaw – Nkwanta Camp Prison, Kenyasi Settlement Camp Prison and the Yeji Camp Prison. The Central Prison receives persons sentenced by the courts from all parts of the Brong Ahafo Region. The settlement camp prisons located at Kenyasi, Duayaw Nkwanta and Yeji then receive inmates from the central prison since they are not qualified to receive inmates from the courts directly.

The purpose for setting up the settlement camp prisons is to help decongest the central prison and also to engage in agricultural ventures to feed them as well as generate some income. The central prison is headed by a deputy director of prisons as the OIC and Regional Commander.

To assist him are other less superior officers and subordinate officers to ensure that the mandate as in the objectives of the prisons service are achieved. The prison has a remand block, convict block, a kitchen, workshops, infirmary and an administrative block that run the facility. It also has segregation for criminal lunatic and lunatic criminals. At present the prison can boast of staff strength of three hundred and forty (340) officers, comprising of twenty-eight (28) superior officers and three hundred and twelve (312) subordinate officers, though still inadequate per its mandate. The continuous intake and discharge of prisoners makes it difficult to quote the actual population of inmates at any particular time. However, the figure oscillates between nine hundred (900) and one thousand (1000) inmates though the facility was built to cater for four hundred and fifty (450) inmates.



## **CHAPTER FOUR**

### **PRESENTATION, ANALYSIS AND DISCUSSION**

#### **4.0 Introduction**

This chapter presents, discusses, and analysis the data that were collected through a qualitative survey. These findings here in, presented in this chapter were obtained through individual in-depth interviews and participant observation. Hence, the information given in this chapter is purely from a primary source. The researcher has meticulously presented the findings in less technical language and explanation is given to technical words when ever used. Descriptive and expository writing techniques are used in this presentation.

#### **4.1 Presentation of findings**

##### **4.1.1 Availability of emotional and administrative support services**

All respondents attested that there are emotional and administrative support services such as moral, vocational and technical training, formal education and chaplaincy. However, there is no psychologist resident at the Sunyani Central Prison.

##### **4.1.2 Positive and Negative emotional attachments exhibited by officers**

The research showed that officers are trained to love and respect the prisoner in order to promote a peaceful and cordial relationship for successful reformation and rehabilitation. Majority of the respondents revealed that some officers use their personal resources to provide some basic needs of inmates. Respondents accounted for instances where by officers had to use their personal vehicles and money to send sick prisoners to hospitals.

It was also established that some officers go out of line to worry the inmates. Other officers too have been found culpable of trafficking items to inmates. The research also showed that officers who over familiarise themselves with inmates fall victims to the manipulation of prisoners.

#### **4.1.3 Level of support service expectations of first time convicts**

The ex-convicts who responded to this study revealed that first time convicts actually are confused and have mixed expectations in terms of level of support services when they first enter the prison precincts. Most important expectation of the first time convicts is to be protected from attack of other inmates by the prison officers.

**4.1.4 Factors that inhibit the complete reformation and rehabilitation of inmates** The research identified the following as factors that undermine the complete reformation and rehabilitation of inmates:

- Inadequate funding of the Ghana Prison Service
- Improper segregation of inmates
- Insufficient emotional support for inmates
- Lack of employment for ex-convicts
- Ineffective After-Care services
- Lack of self will on the part of inmates to reform and rehabilitate

## **4.2 Analysis and Discussion of findings**

### **4.2.1 What is Emotional Support?**

In satisfying objectives one and two by identifying the availability of emotional support services and also determine the factors that inhibit the complete reformation and rehabilitation of inmates, the research reveals through officers, ex-convicts and social workers that

emotional support per the view of respondents entails the show of care, compassion and love for inmates. These may be demonstrated in the act of giving a listening ear to inmates, counselling and guidance, enquiring about the health of inmates and offering financial assistance among others. One very important emotional support appreciated by inmates is the regular visit of inmates by their families and relations. Generally, emotional support comes from the prison officers, social welfare officers, family, society and inmates themselves.

Even though the importance of emotional support in the reformation and the rehabilitation of inmates cannot be over emphasized, the study showed that the level of emotional support rendered to inmates, especially on the part of family and society is not satisfactory. It was also confessed in the study that a lot of inmates spend several months and years in the prison without a visit from any relative. The participants of this study also attested that it sometimes take the intervention social welfare officers to persuade some family members to visit their relatives who are incarcerated.

The research exposed two main schools of thought among the participants, namely the conservatives and the liberals. The 'Conservative' is of the view that traditionally, it is not proper for officers to be emotional towards inmates because human beings are easily influenced when emotions are involved. The second group on the other hand also thinks that emotional support for inmates from prison officers should be encouraged

However, they all shared the view that emotional support for inmates plays a very significant role in the reformation and rehabilitation of inmates. Officers unanimously advocate for the establishment of a cordial and peaceful relationship within the prison.

It was further established that officers are trained and oriented to show love and respect for inmates. They are made to consider inmates as their relatives who have fallen victims to certain circumstances that have led to their incarceration. It is therefore the mandate of officers to keep the inmates in safe custody and also work towards their reformation and rehabilitation.

There is such a complex challenge for the prison services to maintain equilibrium in the discharge of their mandate of keeping inmates safe as well as reforming and rehabilitating them. The main dilemma for officers of the prison is how to strike the balance between their private person and their professional person. Thus; the nature of their work requires very high personal and at the same time professional fortitude and vigilance.

Officers iterated that inmates are brought to prison as a punishment but not for punishment, hence officers are not supposed to worsen the punishment meted out to the convict. Most convicts have the misconception that it is the prison that is punishing them, but the reality is that it is the court that convicts offenders. This misconception propels the inmates to perceive prison officers as their enemies. Hence, an unproductive tension and friction is created within the prison establishment.

Just the harsh reality of the pronouncement of prison sentence by the court drops a devastating blow that inflicts serious emotional pain on the person. This was the confession of some ex-convicts in an interview with the researcher. The interviewer asked them what thoughts came to their minds their sentences were passed.

The data gathered for the study reveals that majority of inmates never thought they will one day become prisoners. Before their imprisonment inmates were very much afraid of the prison because they considered the prison as a bad place for human habitat.

From the interaction with some ex-convicts, the researcher discovered that inmates have their personal dreams and aspirations but due to some social and financial challenges are unable to realize them. Participants told the researcher that they wanted to be a soldier, agriculturalist and a business tycoon respectively.

### **4.3 Administrative support service**

The attempt to investigate once again objectives one and two by identifying the availability of administrative support services and the factors that inhibit the complete reformation and rehabilitation of inmates revealed according to this study, that administrative support services as per the Ghana Prison service reflect in the structures that are put in place to provide the

frame work within which the reformation and rehabilitation of inmates can be perused. This also regulates how emotional support for inmates can be exhibited to achieve positive impact.

The administrative support services that this study indentified include; communication structure and channels, counselling, guidance and education unit, inmates welfare, Reception, Infirmary, chaplaincy, Industry and Psychologist. A part from these services and structures that are directly under the orders of the Ghana Prison Service, the social welfare service also constitute part of the administrative support services.

However, the study revealed that all the administrative support services mentioned was available at the Sunyani Central Prison except a stationed psychologist as at the time of the study.

#### **4.3.1 Communication structures/services**

Communication plays a pivotal role in the reformation and rehabilitation process. It also constitutes part of the natural and social need of human beings especially inmates. However, it was revealed in the cause of the research that there is a strict regulation on how communication can be conducted within the Prison establishment. This is due to the fact that, communication has very serious security implications.

In accordance with the regulation, an officer and an inmate are not supposed to engage in a personal conversation for more than two minutes. Also, inmates are not allowed to talk to outsiders without authorization. This even accounts for why the research could not involve any inmate in the interviews but had to limit it to ex-convicts.

#### **4.3.2 Chaplaincy**

The Ghana Prison Service employs Pastors and Imams as officers to provide for the spiritual needs of inmates. The chaplains serve as the coordinators between the religious bodies and

the prisons. This is to show that inmates are not deprived of their need for spiritual development. Chaplains also augment the effort of the counselling and guidance officers.

Churches and other religious bodies come to worship and fellowship with the inmates inside the Prison through the chaplaincy. The head of the chaplaincy department established that some inmates get converted and as such reformed through the activities of the chaplaincy. Some of the ex-convicts expressed that, it was in the prison that they truly got to know and accepted God.

#### **4.3.3 Infirmary**

Ensuring the safe custody of inmates also implies that their health must be taken care of. To this end, the infirmary is established in the prison to cater for the health needs of inmates. The emotional and environmental conditions of inmates sometimes affect the health of inmates. The physician assistant presented a clear case of inadequacy of drugs to take care of inmates. The structure is there but no nurse or drugs for treatment and doubles as the nurse in most cases. The infirmary is therefore available to give medical attention to sick inmates but do not operate to its required level because of logistical constraints. However, serious cases of sickness are referred to the public hospital.

#### **4.3.4 Reception**

The reception is where prisoners are first received and lastly discharged after serving their sentences. New convicts who are admitted into the prison for the first time are taken through orientation and are informed of the expectations of the prisons. Records and documents of inmates are safely kept at the 'Reception'.

The 'reception' also provides the avenue for visits to inmates by families and relations. The visitation to the prison is opened from Monday to Saturday with the exception of Sunday's and holidays. This is boldly inscribed at the main entrance of the Sunyani Central Prison. All official communication from and to inmates are supposed to go through the Yard Master to Chief Officer and then to the Commander, the reception in charge asserted.

#### **4.3.5 Counselling, guidance and education unit**

This unit is established to ultimately offer official emotional support service for inmates. Professionally trained counsellors who are Prison Officers are available to offer advice and guidance to both inmates and officers. The officers who work under this unit play the roles of family and friends to the inmate as was established through this research. They listen to them, pay attention to their emotional needs and work on them in a professional manner as regulated by the standards of the Ghana Prison Service.

The interview with the ex-convicts who participated in this study showed that, the counselling and guidance they received from the officers during their period of imprisonment at the Sunyani Central Prison kept them alive and strong. It was the support they received that helped them to overcome their emotional imbalances and successfully went through reformation and rehabilitation.

The research also found out that the Sunyani Central Prison through its educational program (formal and non-formal) has been able to present candidates who successfully recorded hundred percent (100%) pass in the Basic Education Certificate Examination (BECE) of the West African Examination Council (WAEC). As at the time of this study, some inmates were being prepared to sit the West African Senior Secondary School Certificate Examination (WASSSEC).

However, it was also found out that, the lack of logistic and facilities to support the counselling, guidance and education service undermine its impact. Again, inmates who are interested in pursuing education in the prison are discouraged by their colleagues because the laws of Ghana do not permit the employment of ex-convicts by state institutions irrespective of their qualification.

#### **4.3.6 Industry**

Apart from the core mandate of the Ghana Prison Service to ensure the safe custody of inmates, seek their welfare, it has the profitable moral mandate and goal to reform and rehabilitate inmates. Rehabilitation of inmates is the conscious efforts of equipping inmate with employable skills and knowledge to make them integrate well into the society after their release from Prison.

A study of the Sunyani Central Prison revealed that these are technical and vocational training programs available to inmates. These include; electrical work, tailoring, carpentry and wood works, barbering, plumbing, hair dressing, soap making, batik and tie and dye, craft work etc.

Artisans in these areas are employed as Prison Officers to facilitate the training and running of the technical and vocational training programs. It was clear in the study that not all inmates are willing to learn a trade or vocation. The head of Industries said “ Even not all the people who availed themselves for the training get the chance to do so due to limited space, logistics and equipment”.

#### **4.3.7 Provision of support services from social welfare officers**

It was established through the research that social welfare officers also play a very key role in promoting the social and emotional needs of inmates as an administrative structure. Social welfare officers are professionally trained to ensure and promote the emotional and physical wellbeing of inmates for their effective reformation and rehabilitation. The Ghana Prisons

Service respects this role and is under obligation to allow social welfare officers to pay routine working visit to inmates to ascertain their general welfare and wellbeing.

Unfortunately, the work of the social welfare officers is hugely limited by the lack of funds and logistics, the workers confirmed. Also, the number of officers available for the service of inmates is inadequate.

#### **4.3.8 Inmates welfare**

It is mandated on the Prisons service to cater for all the welfare needs of the prison inmates including shelter, bedding, toiletries and most importantly food. It was revealed through this research that that, shelter has been a pressing issue as a prison facility built to accommodate 400 inmates now houses over 1000 inmates leading to severe overcrowding. The female wing is however under utilised as its present inmates stands at 15 instead of the optimal number of 50. The officers-in-charge at both the male and female wing of the central prison indicated that government subventions for these needs are not forthcoming and the prisons are indebted to suppliers over more than a year, some close to two years. The Regional commander said “the Ghc1.80 provision for a prisoner per day is not enough” and referred to recommendations made at the recent launch of the “Efiase Project” for an upward adjustment to Ghc4.30 after a technical team presented its report on how much can cater for a prisoner per day. It was shared on the lighter side that if even one has to eat “kenkey” without fish three times a day then that Ghc1.80 will still not be sufficient since a medium size “kenkey” at present market price stands at Ghc1.00. this inhibit the reformation and rehabilitation of inmates, because a hungry man is an angry man , let alone to think of reformation and rehabilitation.

#### **4.4 Limitations on emotional support from officers to inmates**

Objective three aims at determining any form of emotional attachments that officers exhibit positively or negatively in the reformation process, investigations through this research revealed Officers share the opinion that emotional support for inmate is very important and that the demonstration of love and care for inmates is not only normally good but it is to a large extent the fulfilment of a legal obligation which thrives to facilitate the professional work of the prison Officers. However there is the need to remain steadfast to the professional ethical conducts and standards. There are limitations on the extent to which officers can be emotionally expressive towards inmates.

Officers are required not to be familiar with inmates since familiarity can lead to contempt. It is not appropriate for an officer to be deeply emotionally attached to an inmate because that has the propensity to make the officer vulnerable to professional misconduct. There have been some instances that prison officers have been charged for trafficking because they were manipulated by prisoners.

The head of operations was quick to add “According to the NRCD 46 of 1972, ‘Trafficking’ is an offence committed by a prison officer for sending, taking or giving something to a prisoner without going through the formal procedure or protocol”. The prison code requires officers to channel their emotional support through the laid down administrative structures.

Some of the sanctions meted out to officers who commit the offence of trafficking include:

- Dismissal from the Ghana Prison Service
- Removal from the service (this implies that the officer may be sent home with some compensation).
- Reduction in rank
- Deduction of a quota of monthly salary
- Imprisonment

It is therefore a complicated task for a prison officer to be emotionally supportive to an inmate. Furthermore, the seclusion that transpires in the prison does not allow regular interaction and free communication between an officer and an inmate. An officer and an inmate are not supposed to engage in a conversation for more than two minutes. This hinders the opportunity of officers to share strong emotional and social relationship with inmates; hence mentorship is relegated inhibiting reformation.

#### **4.5 Level of support services expectations of first time convicts**

The researcher attempted to ascertain the level of support services expectations of inmates (this refers to those who are brought to the prison for the first time) when they first arrive at the prison precincts to satisfy objective four of the study and the respondents told the researcher that they entered the prison very depressed, emotional disintegrated and engulfed with the fear of the unknown. They expect that the prison is going to be a hell for them because it is a place of lawlessness where they can be attacked by another inmate at any time, so they expect that the prison officers will also come to their defends.

Inmates also expect to have their daily ration (that is three -square meal) as well as access to their basic needs. Ultimately, they expect that help will come to them to overcome the emotional devastation and loneliness. The more serious ones who show remorse and repentance expect that, they can acquire some technical skills and vocational training from the prison.

Another level of support services inmates expect is from the family and society. They earnestly expect their families and the entire society to sympathize with them and offer them emotional support.

However, the researcher deduced that inmates are not satisfied with the level of support services they receive as per their expectations.

## **4.6 Emotional support from family and relations**

It was discovered through further probes by the researcher that to a larger extent society, families and relations of inmates are the best people to offer them the emotional support for their reformation and rehabilitation.

The study revealed that a lot of the inmates do not received visits from the families and relations. Some ex-convicts who participated in the study claimed that they did not receive the visits of their family members or relations for about two years since their incarceration. The lack of emotional support from family and relation makes it difficult for most inmates to avail themselves for reformation and rehabilitation. They lack the emotional and psychological strength to do so.

It was clear throughout the study that incarceration does not take away the natural need for belongingness. The role of the family to provide for the sociological needs of an individual is even needed more in the life of a prisoner. Inmates in most instances cherish the love and care they receive from family and relations. The researcher through the interaction with the ex-convicts who participate in the study realized that the visits they received from their families and relations provided them the emotional strength and motivation to endure their incarceration.

### **4.6.1 Emotional support from society**

Every individual is the property of the larger society, and it is the responsibility of the society to take care of its own. People are incarcerated because of the interest of the larger society, but some inmate harbour a lot of resentment against society for sending them to jail.

It is therefore good for the sake of society itself to make a conscious effort to support inmates emotionally in order to overcome their pains and anxiety. Society is the ultimate beneficiary of the successful reformation and rehabilitation of inmates.

The research showed that, some social groups such as, social clubs, Non–Governmental Organizations (NGO’s), Churches and Muslims groups have been emotionally supportive

towards the inmates at the Sunyani Central Prison. The religious bodies especially on a lot of occasions join the inmates to worship and share fellowship with them and encourage them know that their incarceration is not the end of life. Also, other private individuals alongside the social groups are making efforts to further show their love and care for inmates by providing them with some of their basic needs. However there are some limitations to their support.

#### **4.6.2 Significances of Emotional Support**

The research revealed the following as benefits of offering emotional support to inmates:

- (i) Emotional support from Prison Officers reduces the friction and tension between inmates and officers.
- (ii) It makes inmates less aggressive by reducing their pain of imprisonment.
- (iii) A conclusive and enabling environmental is created for cooperation and understanding amongst in mates and officers to facilitate successful reformation and rehabilitation.
- (iv) Emotional support from the society helps is reshaping the negative perception of inmates and resentment towards the society.
- (v) It also going a long way to promote the re-integration of inmates into the society.
- (vi) Inmates are also able to better accept their circumstance, cope with their conditions and endure their sentences when emotional support is extended to them.

#### **4.7 Motivations for rehabilitation**

The researcher tried to find out some of the factors that motivates inmates to acquire technical and vocational skills during their incarceration. At the end of the research, it was established that the life style in the prison is that of sedentary. Therefore some inmates are motivated by the idea of occupying themselves with activities to help them reduce the level of idleness and service their sentences with less boredom.

Other inmates according to the Regional commander are also motivated to learn some vocation or trade because they had plans of doing so or had the love for them even before their incarceration.

Impact of Vocational and Technical Training inmates was evident in the life of the exconvicts who were considered under this study. These ex-convicts are now running their own lives better than before their incarceration. One who had learnt how to ....security uniforms is now serving uniforms for a lot of security officer and is earning a living. Another is operating a barbering saloon and is doing well. Stories of more ex-convicts who are into piggery, farming, soap making, electrical works and catering among others were shared by officers and ex-convicts who participated in the study.

#### **4.8 The recidivist situation**

This is the situation whereby a convict is imprisoned for three or more times. Recidivists can be considered as habitual prisoners who are unable to reform and conform to the acceptable standards of society. It is a serious challenge that the Ghana Prison Services are contending with.

Recidivists are familiar with the structures and operations of the prison establishment hence, they create a lot of confusion and problems for prison officers and inmates alike. They are largely a bad influence on inmates especially the first time offenders and the weaker ones. This has been so due to the lack of classification or segregation of prisoners in the various prison establishments. The ex-convicts who participated in the study disclosed to the researcher that, some prisoners spend time to discuss armed robbery and criminal acts in the midst of inmates who were perhaps convicted for minor offences. These conversations indirectly influence inmates upon their release.

The researcher realised that even though the prison services are very much aware of the essence of classification and segregation of inmates, they are helpless due to lack of space and facilities. The following factors were identified as some of the causes of recidivism:

- In-effective reformation and rehabilitation of inmates

- Rejection and neglect of ex-convicts by families and society
- Lack of employment opportunities for ex-convicts
- Negative influence on inmates by inmates during incarceration due to lack of segregation and classification of prisoners.
- Lack of supervision and monitoring of ex-convicts

Recidivism is a limitation of the reformation and rehabilitation of inmates by the Ghana Prison Service. Therefore, stakeholders should make frantic efforts to curb recidivism.



## CHAPTER FIVE

### SUMMARY OF FINDINGS , CONCLUSION AND RECOMMENDATIONS

#### 5.1 Summary of findings

The main focus of the study is to assess the role of emotional and administrative support services in the reformation and rehabilitation of inmates. Ultimately, it was realised that the Ghana Prison Service has made available both emotional and administrative support services which include, chaplaincy, counselling department, social welfare, industries, infirmary and reception.

However, it was shown that the Ghana Prisons Service does not have enough funds to support the successful running of these support services. The inability of families, society and all stakeholders to play their roles, inhibit reformation and rehabilitation of inmates. In as much as reformation and rehabilitation of inmates is a shared responsibility, the inmates themselves have a larger role to play by availing themselves for that needed positive change.

The only unfortunate aspect of this study is authorities's denial not to give the opportunity to interview inmates who form the main components of the reformation and rehabilitation process saying it is against the ethics and regulations of the service, but, none the less the officers, social workers and ex-convicts' contributions were authoritative enough to see this study through.

#### 5.2 Conclusion

In conclusion, the prisons are doing their best to provide technical and vocational training and skills to inmates in order to ensure that they are well rehabilitative. Even though these services are available to the prisons, it lacks the raw materials, tools and equipment. A visit to the various workshops in the prison revealed that the machines and tools are not just inadequate,

but also outmoded. The workshops are active only when prison officers bring their jobs to them.

Discharged prisoners are released to return to their communities without resourcing them with funds and equipment to ply their acquired trade or vocation. This makes it difficult for the ex-convicts to fend for themselves and to a large extent integrate well in the society. Unfortunately, the law of Ghana does not allow the employment of an ex-convict in any state establishment. Perhaps this is an indication that the state does not trust that the prison service is able to reform and rehabilitate inmates.

If indeed the government and the society are not comfortable with employing ex-convicts, then it should resource them to research has shown that the stigmatization of ex-convicts and lack of employment for them compel some to adopt other illegitimate means to survive. This phenomenon gives rise to second offenders and recidivist in our prisons.

Even though most ex-convicts would not wish to go back to the prison, the pains of imprisonment alone cannot scare way offenders. It takes proper administrative support as well as emotional support to achieve reformation and rehabilitation.

The study has demonstrated clearly that prison officers are limited in the extent they can support inmates emotional. Mentoring of inmates is very minimal due to the seclusion associated with imprisonment. Constant interaction and free flow of communication between officers and inmates is not permitted. Hence, education and re-orientation must be given to family members and the society on the need to play the role of offering emotional support to

inmates. Moreover, administrative measures must be improved to facilitate a more regular communication between inmates their families and relations.

Reformation and rehabilitation of inmates is a shared responsibility and the process extends beyond the confines of the prison. The true test of reformation and rehabilitation of a prisoner is ascertained when he or she is discharged and brought back into the society. Therefore, as it has been stated earlier rehabilitation and reformation is a joint and continues duty of all stakeholders. There is the need for the services of 'After Care Agents' to engage to monitor ex-convicts and also assist them to re-integrate well in the society.

### **5.3 Recommendation**

Upon careful assessment of the findings of this study, the researcher hereby makes these recommendations to government, prison officers, inmates, family and society.

Government should make enough funds and logistics available to the Ghana prison services for its operations and channel some of the projects it embarks on, such as the construction of Schools, Classroom furniture, School Uniforms and others to the Ghana Prison Service as contracts. The GHC 1.80 allocation for the daily feeding of an inmate should be reviewed upward

Also the law that prohibits ex-convicts from state employment should be revised. If the government and organizations still find it uncomfortable to employ discharged prisoners, then they should be offered a start up capital or inmates should be given some compensation for their labour during incarceration to do their own business.

Again, modern prison establishments should be constructed to ensure the proper segregation of inmates as well as expand training facilities for inmates. Hospital or clinics should be

established at all the prisons to make quality health care accessible to inmates and officers. This should save prisoners and officers the stigma they endure when they patronize public hospitals.

Also, there should be a monitoring system for ex-convicts by the After Care Agents to ensure that they are well integrating into the society. Society on their part must offer emotional support for inmates since they are inevitably part of the society and will one day be reintegrated into it.

Finally, it is recommended that future researchers should try to expand their sample size and involve the society in the study.



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## **APPENDIX 'A'**

### **ASSESSMENT OF EMOTIONAL AND ADMINISTRATIVE SUPPORT SERVICES IN THE REFORMATION AND REHABILITATION OF PRISON INMATES:**

#### **A CASE STUDY OF THE SUNYANI CENTRAL PRISONS**

#### **INTERVIEW GUIDE FOR PRISON OFFICERS**

1. What are the philosophy, mission and vision of Ghana Prisons Service?

2. What is the difference between reformation and rehabilitation?
3. Which support services are available for the reformation and Rehabilitation of inmates?
4. How would you rate the effectiveness of support services rendered to inmates on a scale of one to ten (1-10)
5. Are raw materials and equipment available for vocational training?
6. Are there teachers, facilitators or trainers for the vocational training and education? Is there any remuneration for them?
7. Do the ethics of Ghana Prisons Service allow officers to be emotionally attached to inmates?
8. Is there any mentoring programme for inmates?
9. What does emotional and administrative support entails?
10. To what extent can emotional support through interpersonal relationship and administrative services contribute to the reformation and rehabilitation process?
11. What strategies or methods should be adopted to improve emotional and administrative support services?
12. Is there any monitoring system of ex-convicts?
13. Are inmates who are serving a second time sentence given any special attention or training?
14. Your recommendations on how the Ghana Prisons Service can achieve and improve its mandate. **NB:**

Please note that probing questions may be asked in the course of this academic interview. Your objective and professional opinions are very much cherished.

#### **APPENDIX 'B'**

### **ASSESSMENT OF EMOTIONAL AND ADMINISTRATIVE SUPPORT SERVICES IN THE REFORMATION AND REHABILITATION OF PRISON INMATES.**

#### **A CASE STUDY OF THE SUNYANI CENTRAL PRISONS**

## INTERVIEW GUIDE FOR EX- CONVICTS

### **PART 1- before imprisonment**

1. Did you ever think of one day becoming a prisoner?
2. Were you afraid of prison?
3. What was your perception/knowledge of prison?
4. What is your educational background?
5. What was your occupation before your imprisonment?
6. What are your personal dreams and goals?

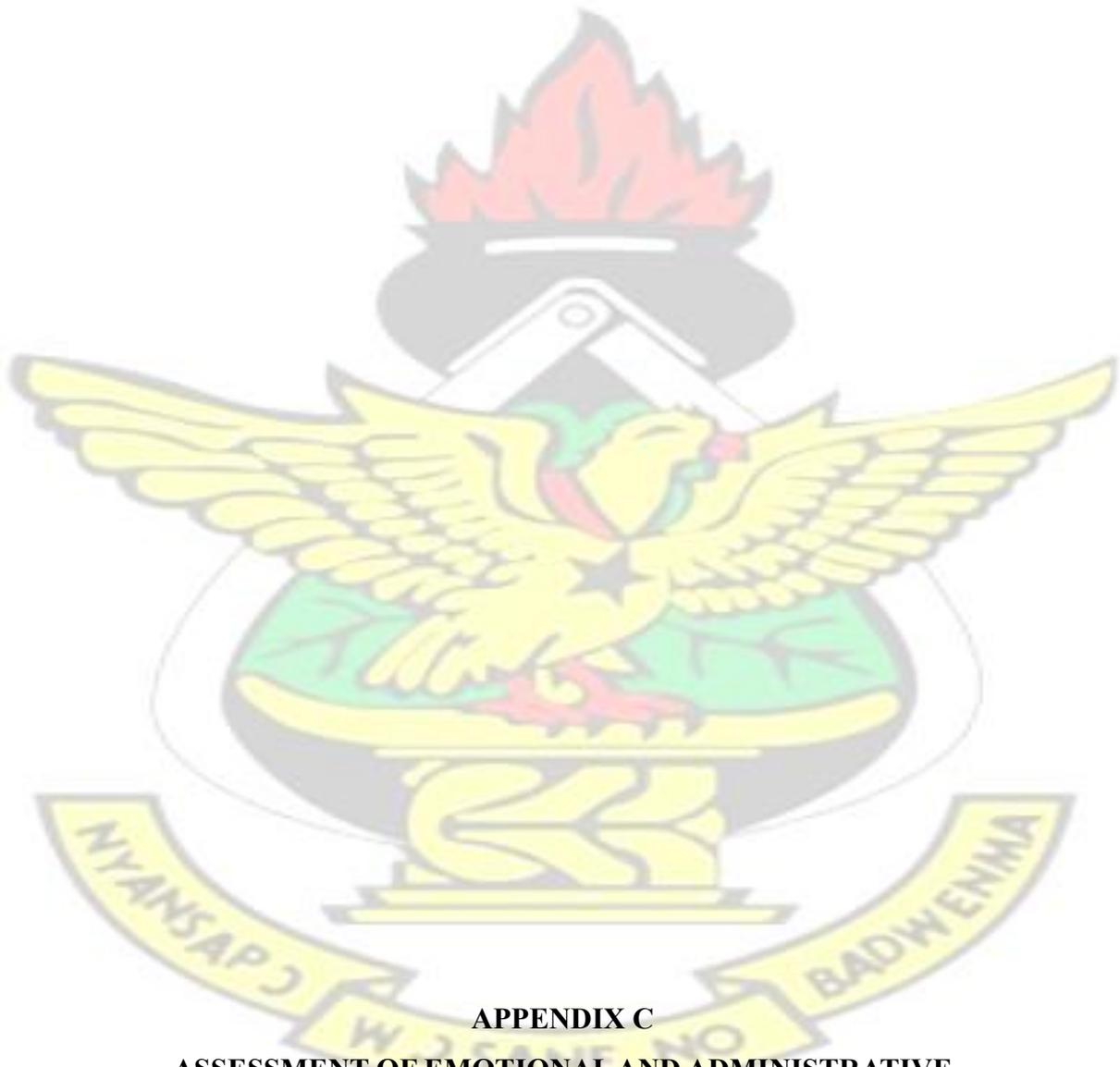
### **Part 2 – First time experience**

1. What came to your mind the very first time you were sentenced to prisons custody?
2. How did you feel when you first entered the prison confines?
3. Were you taking through any orientation or counselling when you were first admitted into Sunyani Central Prison?
4. How supportive have the prison officers been since you came to prison?
5. Can you tell me the name of any Chaplain or counsellor of Sunyani Central Prison?
6. What is the name of the psychologist at Sunyani Central Prison?
7. What new thing (skill, trade, vocation or knowledge) have you acquired from your stay in prison?
8. Do you think the prison offers adequate emotional and administrative support?
9. Has the prison what it takes to reform and rehabilitate inmates?
10. Has your perception of prison and the prison service changed?

### **Part 3 – life after sentence**

1. Where did you intend to go after being released?
2. Do you have any plans for the future?
3. What job did you intend to do after your release?
4. Are you afraid to come back to prison?

Thank you for your co-operation.



### **APPENDIX C**

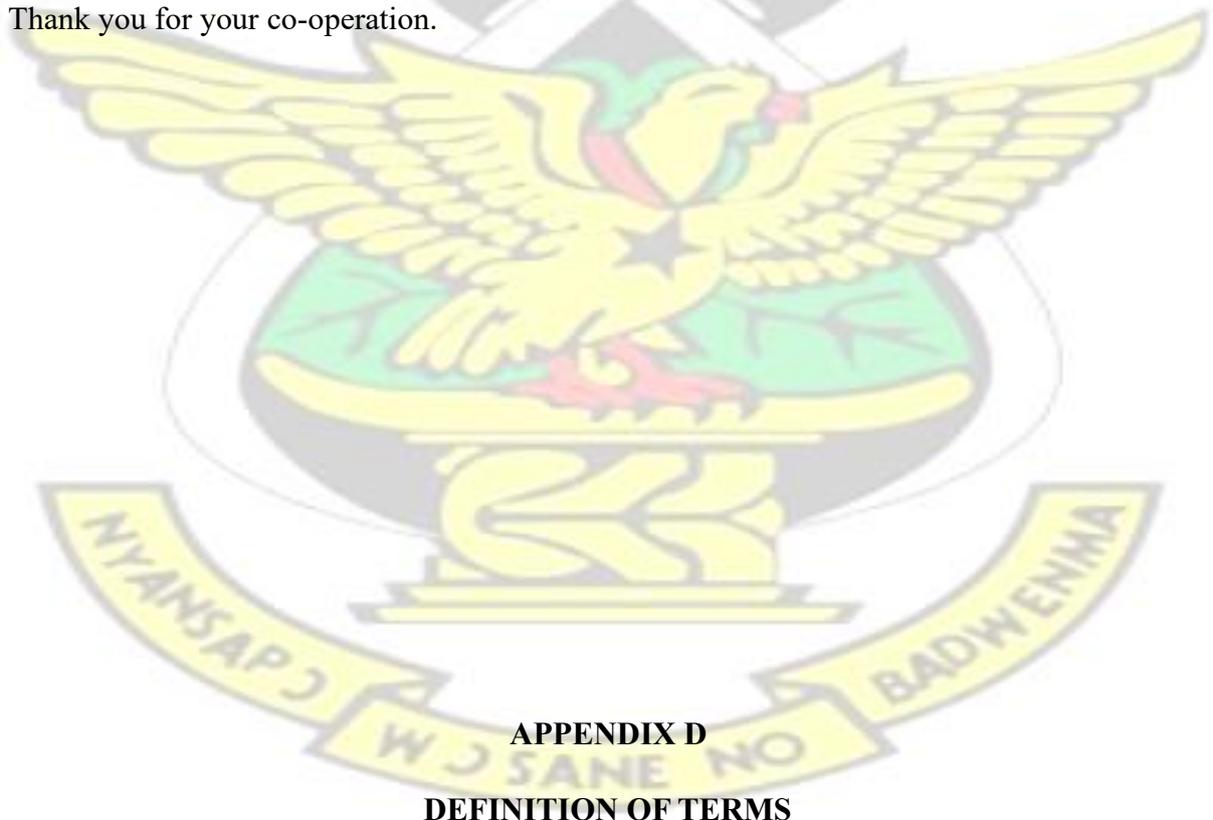
### **ASSESSMENT OF EMOTIONAL AND ADMINISTRATIVE SUPPORT SERVICES IN THE REFORMATION AND REHABILITATION OF PRISON INMATES.**

### **A CASE STUDY OF THE SUNYANI CENTRAL PRISONS**

## Probes

1. Are inmates who are about to finish their sentence taking through special counselling and reintegration process?
2. Are prison officers enlisted or recruited in to the Ghana Police Services on the bases of their profession?
3. Is it compulsory for every inmate to learn a vocation or pursue education during imprisonment?
4. What are the types of vocational training available in the prison?
5. How is the vocational and training system managed?
6. Does Sunyani Central Prison have its own policy and program?
7. Is there any monitoring system of ex-convicts?
8. Are second time offenders given any special attention or training?
9. Has any inmates approached you to discuss his or her personal issues with you before?

Thank you for your co-operation.



## APPENDIX D

### DEFINITION OF TERMS

In this study, the following technical terms will be explained as follows:

**INMATES:** one of the people living in an institution such as a prison or mental home.

**REMANDS:** inmate who is standing trial and yet to be convicted in any competent court.

**CONVICTS:** inmate who has been tried and sentenced to terms of imprisonment by a court of competent jurisdiction

**OFFICERS:** staff of the prisons service, both superior and junior.

**REHABILITATION:** any correctional intervention that aims to help somebody to have a normal, useful life again after they have been very ill or sick or in prison for a long time.

**REFORMATION:** voluntary, self-initiated transformation of an individual lacking in social or vocational skill into a productive, normally functioning citizen.

**RECEDIVISM:** repeated or habitual relapses into criminal behaviour. (a system in prison where a prisoner has been there for more than three times).

**INCARCERATED:** put in prison/confined.

**OIC:** officer in charge of a station (prison)

**PRISON SUBCULTURE:** the evident socio cultural practices of inmates in a prison

**SEGREGATION:** placing one in a cell within a prison meant for hardened criminal and lunatics (mental patients in prison)

**CRIMINAL LUNATIC:** any person found to be insane at the time of committing an offence.

**LUNATIC CRIMINAL:** Any person who becomes insane or mentally sick after conviction into prison custody.

**TRAFFICKING or HUSTLING:** Doing illegal favour for prisoners. Example, receiving money from relatives of inmates with the intention of giving it to the inmates without prior approval of authorities or sneaking prohibited articles to inmates in the prison

**DEPRIVATION MODEL:** Explanation of prison subculture that suggests norms, language, roles and traditions that are developed in prison to help prisoners adjust to the pains of imprisonment.

**INMATE CODE:** Informal set of rules that reflect the value of the prison society.

**OFFENDER:** Any person who acts in a manner that contravenes state rules

**NRCD, 46:** National Redemption Council Decree 46.

**MAXIMUM SECURITY PRISON:** Prison designed to hold the most violent, dangerous and aggressive inmates and those with high sentences and of higher security risk.

**MINIMUM PRISON:** Holds inmates who are considered the lowest security risk.

**MEDIUM SECURITY PRISON:** Houses inmates who are considered less dangerous and they live in large dormitories rather than cells.

**PRISON:** A penal state institution where offenders are kept.

**SENIOR CORRECTIONAL CENTRE:** A confined where young offenders below the age of seventeen (17) years are housed for a minimum six (6) months and maximum three (3) years period.

