

CHAPTER FIVE

EMPIRICAL STUDY AND FINDINGS

5.1 INTRODUCTION

The aim of this study was to develop a South African model for CCRCs. To accomplish this aim, the researcher had a qualitative focus, including expert inputs from an international perspective, and a quantitative focus, involving social workers employed by the Department of Correctional Services (Community Corrections Offices) as respondents for the study.

In this chapter, a brief overview of the research methodology and the findings of the quantitative study will be presented and discussed. Where applicable, the findings of the qualitative and the literature study will be respectively integrated with the findings of the quantitative study.

5.2. RESEARCH METHODOLOGY

5.2.1 Research approach

With regard to the research approach, the researcher had three options, namely, a quantitative, qualitative, or a combined approach as proposed by De Vos, Schurink and Strydom (1998:3). Neuman (1991:19,32) argues that exploratory research often uses qualitative data. This study utilised the dominant-less dominant quantitative-qualitative approach of Creswell (1994:179), also known as triangulation. The quantitative phase was the more dominant approach, whilst the qualitative phase represented the less dominant approach.

In South Africa and the African continent as a whole, very limited knowledge is available on CCRCs. Due to this fact, the researcher visited CCRCs in Denver, Colorado in 2000 to gain an international perspective of CCRCs. The researcher utilised non-scheduled, structured interviews to gain information from the various programme directors. Bless and Higson-Smith (2000:105) report that this technique of data collection is structured because it draws up a list of questions beforehand. However, it is non-scheduled because the interviewer may extend the questions in a given situation. This qualitative data was obtained in the first phase of the study and gave direction

to the later quantitative phase of the research in which data was collected by means of a questionnaire.

5.2.2 Type of research

The type of research followed in this study was applied research. Baker (1994:68) commented that applied research is applicable when "*practical use is an outcome*" of the research study (compare Neuman, 1997:22 and Rubin & Babbie, 1989:79). As applied research, however, the research also has definite developmental aspects. De Vos, Schurink and Strydom (1998:9) define developmental research as the "*development of a technology, or better termed, technological item essential to a profession such as medicine, nursing, psychology or social work*".

This study was specifically aimed at the practical outcome of developing a South African model for CCRCs due to the fact that they are currently limited in this country.

5.2.3 Research design

The research design of this study was exploratory. Rubin and Babbie (1989:86) assert that exploratory studies take place to explore a topic when the subject is relatively new and

unstudied. (Compare Neuman, 1997:19; Mouton & Marais, 1992:28; and Bless & Higson-Smith, 2000:37.)

Neuman (1997:19) describes the exploratory researcher as "*creative, open minded, and flexible; adopt[ing] an investigative stance; and explore all sources of information*". The researcher explored all avenues to gain information on community corrections, and in particular CCRCs, with a view to compiling models of CCRCs for South Africa, specifically.

5.2.4 Research procedure and strategy

Mouton and Marais (1992:45) comment that the most important research considerations to be taken into account when doing exploratory research are the following:

- The research strategy should be open and flexible.
- Methods such as literature review, interviews and case studies should be used, as well as informants who may help with the gaining of insight.

The strategy followed in this study was as follows:

- The researcher conducted interviews with various experts in the field of community corrections employed by the



Department of Correctional Services in South Africa, namely:

- Dr. A.L. Hlongwane - Director of Community Corrections, Pretoria.
 - Mr H.A. Coetzee - Assistant Head of Community Corrections, Pretoria.
 - Advocate A.J. Strydom - Office of the Provincial Commissioner of Gauteng Province, Department of Correctional Services, Pretoria.
- Non-scheduled structured interviews were conducted with four programme directors at for-profit CCRCs in Denver, Colorado for an expert international perspective. A Day-Reporting Centre was also visited to gain an international perspective on more recent developments in the correctional field.
 - The Internet was extensively utilised to gain a broad perspective on all aspects of CCRCs.
 - From the international inputs received from experts within the field of CCRCs, a questionnaire was constructed and administered to social workers employed in the field of Community Corrections in South Africa. This questionnaire

was sent to all nine regions in South Africa, where Community Corrections Offices operate.

5.2.5 Pilot study

Strydom (1998:179) supports the view of Cilliers (1970:132) stating that a pilot study must begin, first of all, with a literature study and then be followed by the experience of experts, thereby gaining a broader perspective of the field of investigation. If necessary, an intensive study of a few cases may be included.

The pilot study for this research, therefore, included an extensive literature study; interviews with experts; a preliminary exploratory study; as well as a study of strategic units.

As indicated in chapter one, the present study is a follow-up study from the researcher's Masters degree which explored the subject of CCRCs in the Gauteng province. Consequently, the former study was used as a pilot study for the present study. However, a further extended literature study was undertaken to guide the researcher in the specific field before contacts were established in this regard with South African experts and visits made to experts in the field in Denver, Colorado.

- Literature study

With regard to the literature study, the researcher preferred to utilise the most recent information on the subject of CCRCs. However, because of the fact that many literature resources were not of such a recent date, extensive use was made of the World Wide Web on the Internet. International contacts were made via electronic mail. Complementary fields were also searched in order to gain a broad perspective of the subject being studied.

- Viability study

The viability study was undertaken at the end of 1998, in the Department of Correctional Services concerning the planning and structuring of CCRCs in South Africa. Various officials in the Department of Correctional Services formed the investigation team and invited the researcher into the team because of her previous research on the topic. This team recommended that research should be undertaken and planned to establish community-based care centres (CCRCs) that would serve as facilities where training and reintegration of the offender can take place. As stated earlier in chapter one of this study, the result was a Departmental task group visiting Georgia in the U.S.A. to observe how CCRCs are managed by

the public sector. The researcher had access to documentation on the Georgia model, but was left with a knowledge gap regarding the management of the private model. Hence, contact was established through a snowball effect on the Internet and the researcher arranged a visit to CCRCs in Denver, Colorado in May 2000 to gain insight into the private (for-profit) model of CCRCs. With regard to information on the management of the private (non-profit) model, the researcher established electronic mail contact with a person in Ohio and, in addition, studied documents in this regard on the Internet.

- Consultations with experts

The researcher consulted first with the team of officials of the Department of Correctional Services when the viability study was done at the Department of Correctional Services in 1998. She also consulted with other experts, as already indicated in this chapter and in chapter one.

5.2.6 Pilot test of questionnaire

The questionnaire was constructed with inputs received from various resources such as CCRCs and DRCs in Denver, Colorado. Officials of the Department of Correctional Services, with an

extensive knowledge of parole and community corrections, were also consulted.

The researcher pre-tested the questionnaire for content validity and reliability in December, 2001 with two social workers employed by the Community Corrections Office in Pretoria.

5.2.7 Research population, sample and sampling method

The procedures followed to select the samples were as follows:

For the qualitative research, Mr H.A. Coetzee, Assistant Head of Community Corrections in Pretoria referred the researcher to a source in Denver, Colorado who was reached via electronic mail. Through a snowball effect, this source put the researcher in contact with another source who arranged for interviews with CCRCs to take place in May 2000, during the first qualitative phase of this study.

During the second, quantitative phase of the study the researcher chose purposive sampling, which is a type of non-probability sampling, according to Bless and Higson-Smith (2000:92).

The sample chosen was all the social workers (134) employed by the Community Corrections Offices in South Africa in all nine

provinces. This number excluded the social workers providing services to sentenced offenders in prisons.

The research findings based on the 134 respondents in the quantitative study will subsequently be discussed.

5.3. RESEARCH FINDINGS

A questionnaire (see Appendix D) accompanied by two covering letters from the Department of Correctional Services, stating that the researcher had its consent to do the research, were sent to the said 134 social workers employed by the Community Corrections Offices in the nine provinces of South Africa. A total of 85 responses was received, giving a response rate of 63 percent.

The questionnaire was divided into six sections, namely:

- A - Biographical particulars of the respondent
- B - The need for CCRCs serving offenders only
- C - Funding of CCRCs in South Africa
- D - Programmes
- E - Selection criteria
- F - General information on CCRCs

Section A of the questionnaire requested biographical particulars of the respondents which are discussed below.

5.3.1 Gender

Sixty out of eighty-five respondents were females and twenty-five were males. The females represented 71 percent (71%) of the sample and the males 29 percent (29%). These figures clearly confirm the gender composition of the social work profession as being mainly female.

5.3.2 Age

In this category, the ages ranged between 23 and 54 years, with the highest sample rates being in the age group 28 - 33, namely 50.59% of the respondents. These findings confirm that the respondents were relatively young.

5.3.3 Region of employment and home language

The highest response rates came from three regions namely, the Western Cape, the Eastern Cape and the Free State, totalling 50.61% of all the respondents. These findings correlate with the home languages spoken by respondents. The highest response rate came from Afrikaans-speaking social workers, namely 44.58% and correlates with the high response rate from the Western Cape and the Free State. The second

highest response came from Xhosa-speaking social workers, namely 16.87%, which corresponds with the second highest response rate coming from the Eastern Cape region.

5.3.4 Years of job experience in current position

Forty six percent (46%) of the respondents had three and less years of experience in their current job positions at the Department of Correctional Services (DCS). The rest of the sample ranged between four and twenty-eight years.

When considering the high percentage of social workers with a maximum of only three years job experience, the conclusion seems to be that there is a high personnel turnover, which is not to the advantage of the offender in community corrections sentences.

In summary, Section A reflected the following about the respondents in the sample population:

They were mainly female.

The age group was mainly below 35 years of age.

The highest response rate came from the Eastern and Western Cape and the Free State regions. The main home

languages spoken by the respondents, namely Afrikaans and Xhosa, correlate with the regional response rate.

Forty-six percent of the population had three years and less work experience in their current position.

Section B of the questionnaire focussed on the need for CCRCs for offenders only.

5.3.5 Need for CCRCs for offenders only

A matrix question was asked regarding variables 9 to 13 about certain statements concerning the need for CCRCs for offenders only. The respondents had five choices to respond to, namely: "*strongly agree*" (1), "*agree*" (2), "*uncertain*" (3), "*disagree*" (4) and "*strongly disagree*" (5). For the purpose of this discussion, choices (1) and (2) will be consolidated by the researcher, as well as choices (4) and (5); whilst choice (3) will be given separately. The responses are indicated in the following Table 5 on the next page.

TABLE 5: NEED FOR CCRCS FOR OFFENDERS ONLY

Statements	Strongly Agree/ (1) Agree (2)	Uncertain (3)	Strongly Disagree/ (4) Disagree (5)	Total
Prisons in SA are over-crowded	99%		1%	100%
Prison is only for serious offenders	67%	5%	28%	100%
Less serious offenders can be successfully treated in the community	89%	8%	3%	100%
Reintegration into the community is important	100%			100%
The offender does not learn to be accountable in prison	54%	18%	28%	100%
Offenders have special needs and can therefore not be catered for in care centres that house all types of homeless people	69%	12%	19%	100%

It is apparent from the responses in the above Table 5, that 99% of the respondents agreed that South African prisons are overcrowded, as is also the case world-wide. Latessa and Travis 111 (1992:168) indicate that CCRC facilities have grown in the last decade as a response to the overcrowding of prisons. They state that placement in CCRCs has become a correctional alternative on its own (1992:169). They are also of the opinion that more recent residential facilities have expanded into multi-service (one-stop) agencies. In addition, they mention the increase of facilities operated by the public sector, especially pre-release and reintegration centres. However, these authors are convinced that it is the private sector that will take the lead and play a dominant role. They state that the proponents who favour the private sector, talk about them as more cost-effective and that, at the same cost, the private sector (for-profit) will at least provide a better service (1992:177).

The above responses indicate that CCRCs are used more and more as an international response to the overcrowding of prisons. The discussion of Latessa and Travis III (1992:169) thus supports the researcher's findings that 99% of the respondents agreed that prisons are overcrowded in South Africa.

All the respondents agreed (100%) that reintegration into the community is of cardinal importance. They also highly agreed (89%) that successful treatment of less serious offenders could take place in the community, which opens the door for alternative sentencing options (intermediate sanctions) in the community.

The County of Roscommon, Michigan (2001), (<http://www.roscommoncounty.net/ccab>) maintains that alternative sentencing options ease overcrowding in prisons, and when non-violent offenders are placed in the community, no harm is done to public safety. Although there was a relatively high response rate (67%) in the strongly agree/agree category on the question whether prison should only be for serious offenders, 28% of the respondents replied in the range of disagreed/highly disagreed. Since there was no follow up to this question, the researcher can only speculate as to why respondents disagreed that prison is only for serious offenders. It may be that respondents see no other option due to the limited alternative sentencing options that are available tailored to the needs of individual offenders. It may also be that respondents are merely ignorant with regard to various sentencing options possibilities as opposed to imprisonment.

Research indicates, however, that prison should only be for serious offenders. The National Advisory Commission on Criminal Justice and Goals (1976:489) suggested that incarceration should only take place when "*nothing less will do*" and if the offender has to be incarcerated it should only be for a short time. Graycar (2000:9) agrees on the incarceration of serious offenders who keep on offending at a high rate and who are not at the end of their "*criminal careers*". Their imprisonment results in a reduction of criminal activity in the community.

Clear and Braga (1998:217) state that the question should rather be asked about how the offender should be managed in the community, as opposed to the question whether offenders should be "*on the streets*".

With regard to the statement in Table 5 on the accountability of the offender in prison, a wide range of results was received. Whereas 53% strongly agreed/agreed, 29% strongly disagreed/disagreed and 18% were uncertain. As reflected in Figure 5, it is clear that there was no strong support for the statement that offenders do not learn to be accountable in prison.

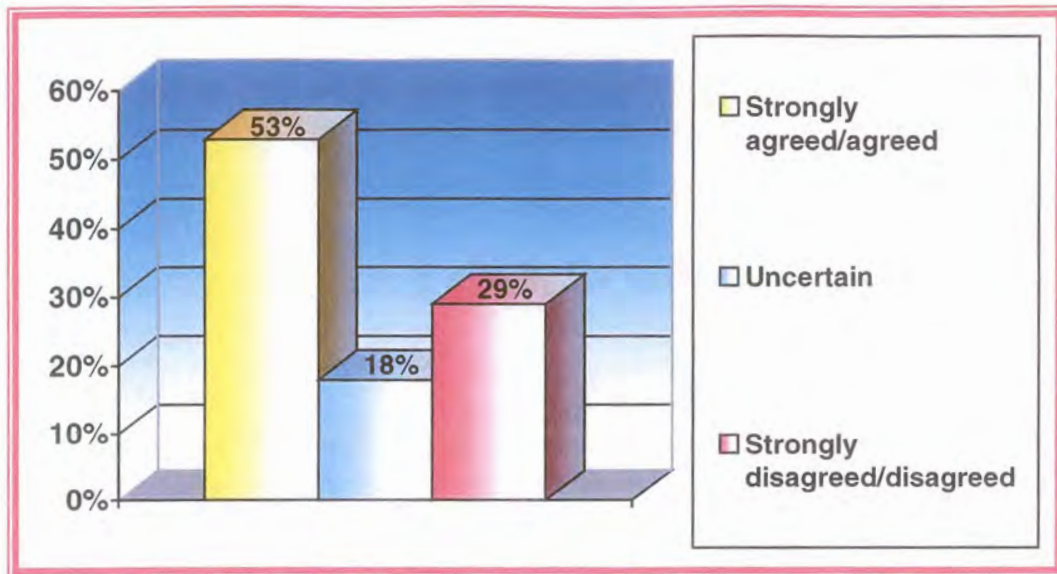


FIGURE 5: OFFENDER ACCOUNTABILITY

The above results are not in accordance with Everett's (2000) experience at the Independence House, Fillmore Street CCRC. According to him, the offender in prison has very little responsibility and accountability, whereas in CCRCs these are of primary importance. Maglia (2000) at BI Incorporated DRC holds the same opinion. According to him the centre expected accountability from the offenders for their actions, other than what is expected from the offenders in prison.

As reflected in Table 5, the respondents' strongly agreed/agreed (69%) that offenders have special needs, and can therefore not be catered for in care centres that house all types of homeless people. Although the response rate for this question was relatively high, it might be that the respondents (social workers) have had relatively little experience with

offenders in the community and would not, therefore, have understood the implications of the question. As already noted, 46% had three years and less of work experience in community corrections. Van der Westhuizen (1997:97) confirmed these findings when she concluded in her study that when a broad spectrum of target groups is served, it is a virtually impossible task to meet everyone's needs.

5.3.6 Contracting of services to the private sector

This question obtained the respondents' views about the contracting of services to the private sector with regard to private prisons, CCRCs, specialised programmes, day reporting centres and electronic monitoring. Dichotomous questions were asked where the response requested was either to mark a "yes" or a "no" in each category and the results are indicated in Figure 6.

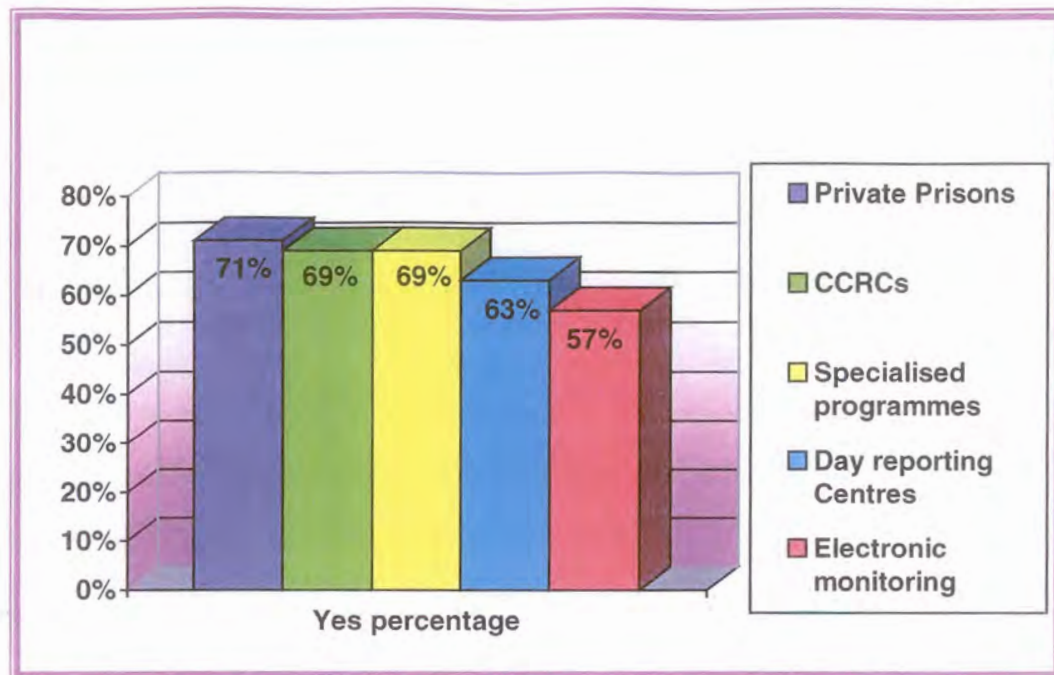


FIGURE 6: THE CONTRACTING OF SERVICES TO THE PRIVATE SECTOR

The responses reflected in the above Figure 6 indicate strong support for the contracting to the private sector, namely “private prisons, CCRCs and specialised programmes”. This is in line with international trends. Richards and Storr (1999:7) state that certain services are now contracted to the private sector. This is confirmed by Johnson (1997:2), who refers to the Victorian Government’s policy declaring that maximum use would be made of contracting services to the private sector. Public-private partnerships also exist in South Africa in terms of private prisons (Annual Report, 2000/01:115, Department of Correctional Services).

CCRCs and specialised programmes go hand in hand with reference to the contracting of services and the respondents

confirmed this, the response rate being 69% for both questions. In chapter four of this study, the relevance of catering for offenders with special needs according to specialised programmes was indicated. According to Austin *et al.* (1992:39), the Elizabeth Fry Centre in San Francisco not only provides programmes for female offenders, but also takes care of their pre-school children in the form of a pre-school educational programme. The same applies to the Project Greenhope Services for Women, that provides CCRCs, day treatment facilities as well as permanent housing for women offenders. These CCRCs have contracts with the Department of Corrections to deliver programmes to female offenders (Austin *et al.*, 1992:42). Currently, the international trend is to contract services to the private sector. The Department of Correctional Services in South Africa has also indicated a move in this direction, according to the most recent Annual Report (2000/01:115). The responses given by the respondents in the researcher's study, therefore, are in agreement with current international and national trends.

With regard to the contracting of electronic monitoring and DRCs to the private sector, the respondents chose 57% for EM and 63% for DRCs, respectively.

5.3.7 Other services contracted to the community

As a follow-up question on the contracting of services to the private sector, the respondents responded through an open question on any other services that could be contracted to the community. The following responses emerged:

- security posts at prison
- escorts to courts
- educational programmes

5.3.8 Management of CCRCs in South Africa

With regard to the management of CCRCs in South Africa, respondents reported as follows in Figure 7:

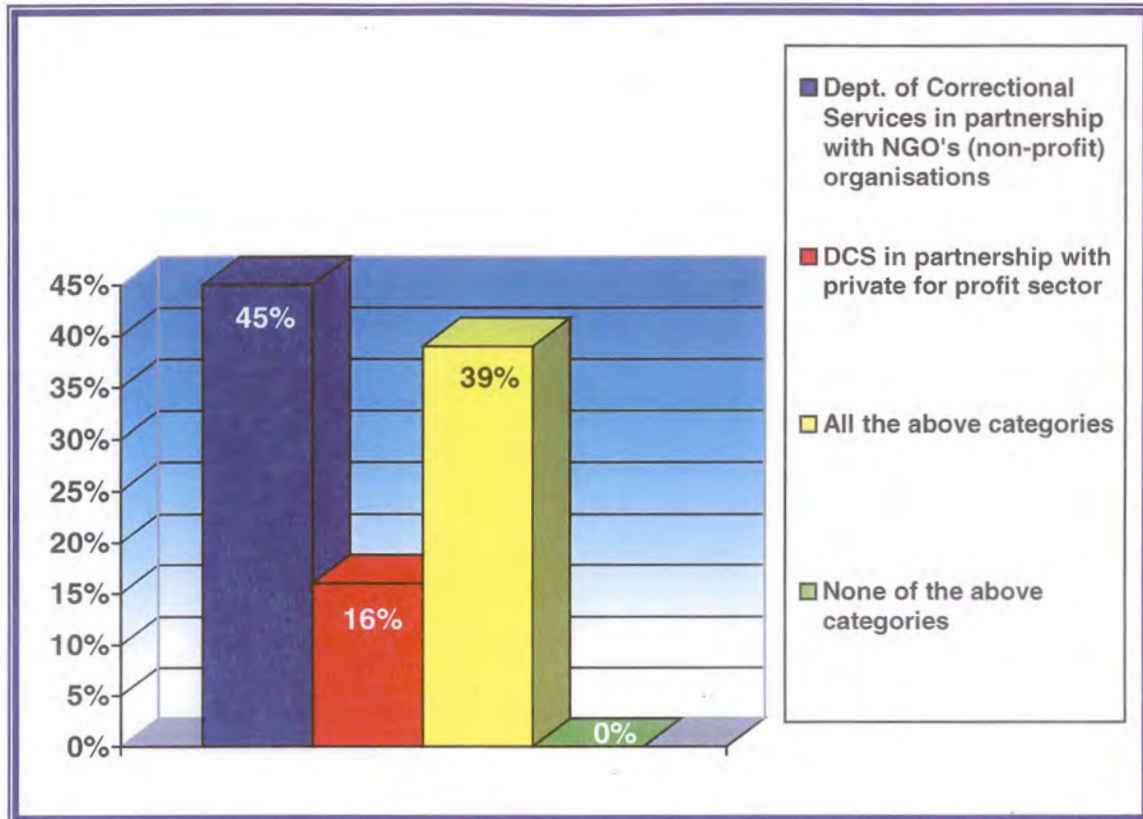


FIGURE 7: MANAGEMENT OF CCRCs IN SOUTH AFRICA

Most of the respondents (45%), supported a partnership between the Department of Correctional Services (DCS) and the private (non-profit) sector. Sixteen percent (16%) preferred a partnership between DCS and the private for-profit sector, whilst 39 % would prefer a combined partnership between DCS and the private for-profit and non-profit sectors.

The researcher requested that respondents motivate their choices and these included the following:

- *"The more team players the greater the chance to be successful. All stakeholders should take part in rehabilitation. The more role-players, the better. This should take place in conjunction with NICRO.*
- *Department of Correctional Services (DCS) should play a main role. Support from others is necessary. DCS cannot alone rehabilitate offenders.*
- *CCRCs will need neutral people who will be coming with a different perspective to that of the DCS. Special training of staff at CCRCs must take place to deal with those selected offenders. Training should also be different to that of correctional personnel.*
- *Quality service only comes when your output has a monetary value.*
- *If the private sector is involved there will be better control.*
- *Not ethical to profit from crime."*

It is clear from the above-mentioned findings that the respondents still want the Department of Correctional Services to be in control.

Knapp *et al.* (1992:16), in their survey of a 100 programmes of female residential community corrections facilities, found that the private non-profit agencies form the largest component of CCRCs throughout the U.S.A. Therefore, the choices made by the respondents in this study also correlate with international research.

5.3.9 Types of CCRCs suited for South Africa

With regard to the types of CCRCs that will best be suited for South Africa, respondents had three response options, ranging from "very successful", "*relatively successful*", to "*not successful at all*". The following Table 6 indicates the responses:

TABLE 6: TYPES OF POSSIBLE CCRCS IN SOUTH AFRICA

Type of Facilities	Very successful (1)	Relatively successful (2)	Not successful at all (3)	Combined percentage
Pre-release	46%	44%	10%	90%
Halfway-back for parole violators	35%	40%	25%	75%
Mixed (transitional and diversion)	27%	54%	19%	81%
Probationers	53%	36%	11%	89%
Awaiting-trial	35%	42%	13%	77%
Young offenders	69%	26%	5%	95%

To conclude on the type of facilities that were mostly supported by the respondents, the researcher consolidated the percentages per type of facility in a combined percentage as reflected in Figure 8:

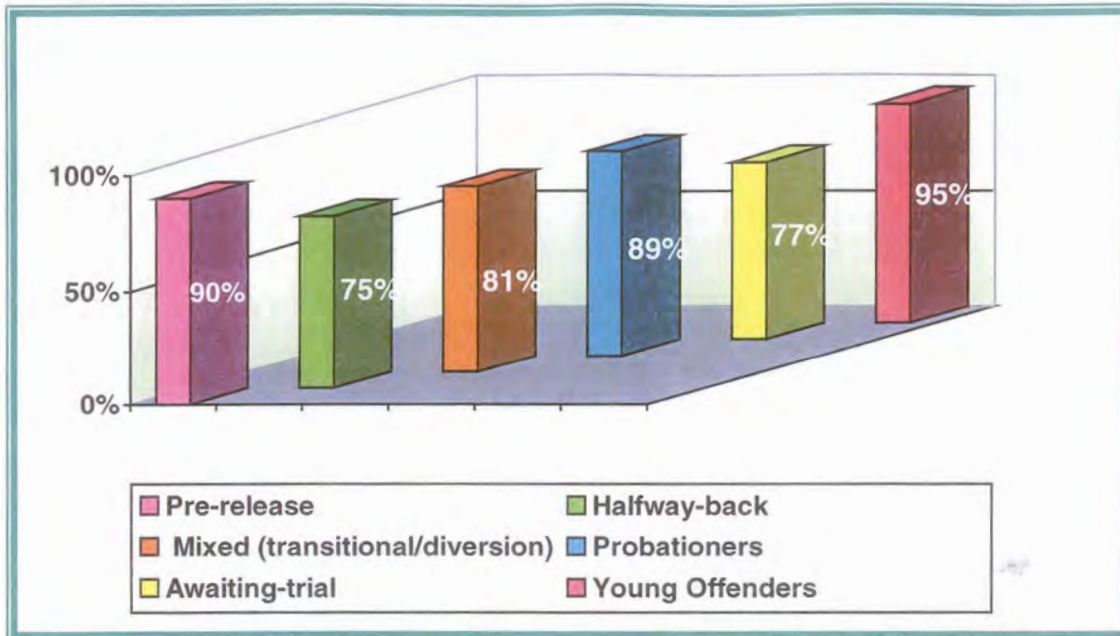


FIGURE 8: COMBINED PERCENTAGES OF POSSIBLE TYPES OF CCRCs IN SOUTH AFRICA

Although there was strong support for all the categories, when the very successful and the relatively successful are combined, it is clear from the above Figure 8, that "*pre-release facilities*" and those for "*probationers*" and "*young offenders*" obtained the highest percentages, i.e. 90%, 89% and 95%, respectively.

The mixed facilities (pre-release and diversion offenders), produced a lower response rate which correlates with the researcher's experience of CCRCs visited in Denver, Colorado. All the programme directors stated the reluctance of diversion clients to fit into the CCRC, compared to the transitional clients. However, both types of offenders are served at all

the CCRCs visited in Denver, Colorado, where they follow both the reintegration and diversion models of community corrections.

In a follow-up open question about other types of CCRCs that could function within the South African context, only one respondent suggested shelters for street children. However, the aim of this study was to find answers to CCRCs for adult offenders and therefore this suggestion, per se, was not relevant to this specific study.

5.3.10 CCRCs as alternative sentencing options

The respondents were requested to respond to whether CCRCs could serve as an alternative sentencing option to magistrates. Of the respondents, 89 % agreed that they could serve as an alternative sentencing option.

With regard to whether alternative sentencing options would reduce the overcrowding of prison, 86% of the respondents acknowledged that it would.

Concerning 24-hour supervision at a CCRC, 89% of the respondents agreed that it is a necessity. This again correlates with the CCRCs visited in Denver, Colorado that all provided 24-hour supervision.

Knapp *et al.* (1992:1) confirm the opinion that CCRCs appear to be good alternative sentencing options, because they have the extra advantage of serving as 24-hour facilities. Within this context, CCRCs can be regarded as community sanctions closest to that of prison or jail.

5.3.11 The serving of males/females at the same CCRC

The respondents had to respond to whether a CCRC should serve males and females simultaneously. The response rate was divided between "agree" (49 %), "disagree" (36%) and "uncertain" (14%). This question had a follow-up question where the respondents who disagreed had to give their reasons in the space provided. Responses were as follows:

- *"Sexual harassment, which needs supervision that is more intensive and complicates the rendering of services.*
- *The mixing of males and females can lead to unwanted pregnancies, the possibility of HIV/AIDS and sexually transmitted diseases.*
- *Separate males and females to keep up morality.*
- *Males and females have different needs.*

- *Place them in separate units without the possibility of contact.*
- *They need to focus on themselves and their support systems. Getting involved in relationships at that point is too risky”.*

Knapp *et al.* (1992:3) re-analysed 647 CCRCs and supplemented the analysis with eight case studies of programmes in the U.S.A. They report that the population gender served at facilities included in the survey and case study sample, showed the following:

- Females only are served at 53 facilities - 8%
- Males only are served at 337 facilities - 52 %
- Mixed facilities at 255 facilities - 40%

It is apparent from this survey that more facilities exist for males than for females. However, the mixed facilities showed a percentage rate of 40% in the above study. Carst (2000) of Tooley Hall CCRC also complained about the shortage of CCRC facilities for female offenders.

As already mentioned in chapter three of this study, the CCRCs in Denver, Colorado who cater for both males and

females at the same centre, have to supervise them more closely. It is also more costly because they make use of camera surveillance to monitor all the rooms. In addition, they admitted that where males and females are mixed at one centre, problems of a sexual nature occur frequently.

5.3.12 Funding of CCRCs

The respondents were requested to answer questions regarding the funding of CCRCs within two stages. The first stage is when the offender is a resident at a CCRC, but unemployed. In the second stage the offender is a resident at a CCRC, but employed. These findings are captured in the following Figure 9.



FIGURE 9: TWO STAGES OF FUNDING AT CCRCs

The first stage in the above Figure 9, indicates the following: The Department of Correctional Services and the Department of Social Services are primarily responsible for the funding of the CCRC, according to respondents. Family members and non-governmental organisations (NGOs) follow as secondary funders.

In a follow-up question on the responses of the first stage, the respondents gave the following suggestions with regard to the funding of CCRCs:

- *"Community forums.*

- *Churches.*
- *Donors from the private sector.*
- *Only employed family members must make a contribution.*
- *The State should subsidise the CCRC.*
- *All Government Departments such as Justice, Trade and Industry and Labour.*
- *Chiefs and headmen.*
- *Private businesses and conglomerates like De Beer's and Anglo-American".*

The second stage reflected in Figure 8 above, strongly indicates the responsibility of the offender to pay his/her own fees at the CCRC. However, the respondents are also of the opinion that the Departments of Correctional Services and Social Services are also still liable for funding.

If the offender is obliged to pay for services rendered to him/her when employed, responsibility and accountability are stressed. Latessa and Allen (1997:299) mention a multi-service (one-stop) agency, named Talbert House, that admits persons convicted of drunk driving, for weekends. During this time, they take part in an educational programme. This is cost-

effective because the participants must pay for services delivered since they are employed during the week.

The open response question following the second stage responses, required respondents to give other sources they thought should help with the funding of CCRCs. Responses were as follows:

- *"The offender should cater for his/her own needs such as toiletry.*
- *A means test is necessary to see what the offender's contribution should be. One respondent stated that the residents should pay 50 % and the Department of Social Services, the other 50%".* [The following departments were also mentioned, such as the Department of Labour, and the Department of Justice].
- *" The family should help only if they have the means".*

An interesting response was that of chiefs and headmen who could also help with funding. This source of funding would refer mainly to black offenders in South Africa.

In Section D of the questionnaire, the researcher enquired about which CCRC programmes are regarded as most important within a South African context.

5.3.13 Programmes

A combined percentage of 91.56% of the respondents indicated that both supportive programmes as well as interventive programmes would apply in a South African context. The remaining respondents (8,44%) were of the opinion that supportive programmes (shelter, food, referral services and minimal counselling) are the most important. From this strong response rate, it can be concluded that respondents not only agree that offenders should be supported in general, but that a full range of services and programmes should be made available to them. According to Latessa and Travis 111 (1992:169), many CCRCs offer little more than a place to live and to organise contacts with community resources, whilst others provide a full range of services.

5.3.14 Programme space

The respondents indicated that CCRCs should have space available to cater for programme activities at the centre. The response rate in favour of sufficient programme space was 97.65%, which is very high. This is in line with what Everett (2000) of the Independence House, Fillmore Street advised, namely that adequate planning is necessary to make provision

for programme space at a CCRC. He stated, "*even if you think you planned for enough space you must still double it*".

5.3.15 Networking with the surrounding community

The respondents highly agreed (91.76%) that networking with the surrounding community is very important. Of the respondents 98.82 % indicated that it is necessary to sub-contract programmes to skilled agencies in the community. Knapp *et al.* (1992:8) indicate that many programmes that they re-analysed fulfil the role of brokers. That is, they refer offenders to specialised and skilled agencies in the community, for example to mental health or drug treatment services. The response rate of the respondents is in line with international research and the practice followed by the CCRCs in Denver, Colorado.

Concerning the networking with the surrounding community, especially in the beginning phase of the project, none of the programme directors interviewed in Denver, Colorado was employed at the CCRC at that stage and could therefore not give any information in this regard. Everett (2000) from the Independence House, Fillmore Street, informed the researcher that all the laws in the U.S.A. require them to obtain community support.

The respondents were also requested to give their reasons why they chose either "yes" or "no" regarding the sub-contracting of programmes to the geographic community. Some of the responses were as follows:

- *"In order that rehabilitation could take place.*
- *So those programmes could be provided according to specific needs.*
- *It is more cost-effective when programmes are sub-contracted.*
- *The important aspect of networking with the community takes place.*
- *There are not enough skilled personnel in the Department of Correctional Services.*
- *To prevent duplication of services.*
- *The development of entrepreneurs."*

Chapter four of this study indicated the importance of sub-contracting programmes and other services to skilled agencies in the community. Everett (2000) of Independence House, Fillmore Street, reported on the sub-contracts they receive from referral agencies in the community.

5.3.16 Programmes for residents at CCRCs in South Africa

The respondents were required to indicate the importance of certain programmes for residents at CCRCs in South Africa. They had a choice between "not important at all", "relatively important" and "very important". Table 7 indicates the responses:

TABLE 7: THE IMPORTANCE OF PROGRAMMES FOR RESIDENTS AT CCRCs IN SOUTH AFRICA

Programmes	Not important at all	Relatively important	Most important	Total
Orientation	1.18%	16.47%	82.35%	100%
Life skills	1.18%	17.65%	81.17%	100%
Alcohol and drug	2.35%	22.35%	75.30%	100%
Trauma	3.53%	44.71%	51.76%	100%
Development: Psycho-social	1.18%	23.53%	75.29%	100%
Financial management	1.18%	35.29%	63.53%	100%
Accountability	0.00%	20.00%	80.00%	100%
Employment training	0.00%	14.12%	85.88%	100%

Anger Management	1.19%	29.76%	69.05%	100%
Parenting skills	4.71%	36.47%	58.82%	100%
Cognitive skills	2.35%	32.94%	64.71%	100%
HIV/Aids awareness	1.18%	16.47%	82.35%	100%

From Table 7 it is apparent that orientation (82.35%), life skills (81.17%), accountability (80%), employment training (85.88%) and HIV/AIDS awareness programmes (82.35%) were the most important programmes selected by the respondents, which also corresponds with international trends. In addition to this question, respondents were requested to make suggestions of other programmes relevant to CCRCs in South Africa. They suggested programmes with the following focus components:

- *"Sexual offender skills and sexual orientation.*
- *Crime and legal implications.*
- *Victim empowerment.*
- *Crime prevention.*
- *Religion.*

- *Small business plans.*
- *Pre-release guidance.*
- *Assertiveness training.*
- *Conflict management.*
- *Domestic violence management.*
- *Behaviour modification.*
- *Motivation for change”.*

The findings with regard to programmes relevant for offenders in South African CCRCs are in line with the programmes provided by the CCRCs in Denver, Colorado.

In Section E of the questionnaire, respondents were required to respond regarding the importance of selection criteria for CCRCs before accepting an offender.

5.3.17 Selection criteria

The questionnaire instructed respondents to mark each category according to "*very important*", "*relatively important*" or "not important at all" as indicated in Table 8:



TABLE 8: SELECTION CRITERIA

Selection criteria	Very Important (1)	Relatively important (2)	Not important at all (3)	Combined Percentages (1) and (2)
Prior escapes	77.65%	14.12%	8.23%	91.77%
Behaviour and attitude of offender	80.00%	18.82%	1.18%	98.82%
Mental status	68.24%	23.53%	8.23%	91.77%
Residential area of offender	37.65%	44.71%	17.64%	82.36%
Age	44.71%	38.82%	16.47%	83.53%
Institutional behaviour	67.06%	27.06%	5.88%	94.12%
Previous successes/failures	68.24%	23.53%	8.23%	91.77%
Type of crime	71.76%	24.71%	3.53%	96.47%
Family as support system	70.59%	24.71%	4.70%	95.30%
Health issues	52.94%	40.00%	7.06%	92.94%
Motivation	64.71%	30.59%	4.70%	95.30%

In the above Table 8, it is apparent that the respondents regarded selection criteria of the utmost importance for CCRCs in line with the international research. Respondents gave the lowest percentages of choice in selection criteria to the aspects highlighted in the above table, namely age and residential area of the offender. However, in the combined percentages they still reached a total in the 80%. This is not in accordance with McShane and Krause (1993:232) who state that when selecting offenders for a CCRC programme, geographic areas are important. They argue that after their release from supervision and the CCRC, reintegration into the same community where they will work and stay is advisable. However, these authors assert that at times, offenders would rather go to a CCRC outside their home area, as opposed to being sent to a CCRC in their immediate geographic area.

The findings reflected in Table 8 are in line with international research. All the CCRCs visited in Denver, Colorado utilised selection criteria for the placement of offenders with age and geographic area playing definite roles. These CCRCs regard the families of offenders as strong support systems in their eventual reintegration into the community and therefore it is necessary to place them in communities the same as their families. The average ages of the offenders in CCRCs in

Denver, Colorado range from 20-35 years. Everett (2000) reports that Federal offenders are normally older than other offenders. This was particularly true at Independence House, Fillmore Street where the ages range between 27 and 35 years of age. In a follow up open question the respondents indicated that further selection criteria could include previous convictions, responsibility, self-respect and discipline.

In Section F of the questionnaire, the respondents were required to give general information on CCRCs, including aspects such as public transport; the ideal site for a CCRC; obtaining community support; decisions regarding the maximum number, various categories of offenders; one-stop services, the issuing of contracts by the Department of Labour to train offenders at CCRCs and the matter of tax breaks for companies employing offenders. The last part of this section included questions on the personnel at CCRCs.

5.3.18 General information on CCRCs

The majority of respondents indicated (55,29%) that public transport near a CCRC is very important, whilst 31.76% said it was relatively important and 12.94% did not think it was important at all. Allen *et al.* support the accessibility of CCRCs

so that offenders can easily reach community agencies and jobs (1978:13).

Respondents were required of the respondents to choose an ideal site for a CCRC and 60% indicated a residential area, whilst 28.24% were of the opinion that a CCRC would function better as an annexe to prison. Only 11.76% thought the ideal site would be in an industrial area. Keller and Alper (1970:12) indicate that although CCRCs are found in any kind of setting, they maintain the opinion that the community should be more or less the same as the one to which the offender will return after his/her release.

With regard to the question of gaining community support for a CCRC, 94.12% of the respondents were of the opinion that it is very important, whereas only 5.88% thought it was relatively important. This is in line with international research. Everett (2000) of Independence House, Fillmore Street informed the researcher that laws in the U.S.A. require CCRCs to have community support.

On the question of who should decide about the maximum number of residents at a CCRC, 84.71% chose a combination between the CCRC itself and the Department of Correctional Services, whereas 12.94% said it was the decision of the CCRC.

On the other hand, 2.35% thought that the decision lay with the Department of Correctional Services. In Denver, Colorado CCRCs are issued with contracts from the Department of Corrections, specifying the number of offenders they may admit to the CCRC.

Regarding the question on the various categories of offenders i.e. pre-release, diversion and parole violators, 71.76% of the respondents indicated that they should be accommodated in different wings of the same CCRC, while 10.59% said they should be totally mixed. A further 9.41% said they should be accommodated at different CCRCs, and 8.24% were uncertain on this issue.

The question about a one-stop service at CCRCs in South Africa prompted the respondents to indicate which of the following categories they would include in a one-stop service. Responding with either a "yes" or a "no", their responses were as depicted in Figure 10:

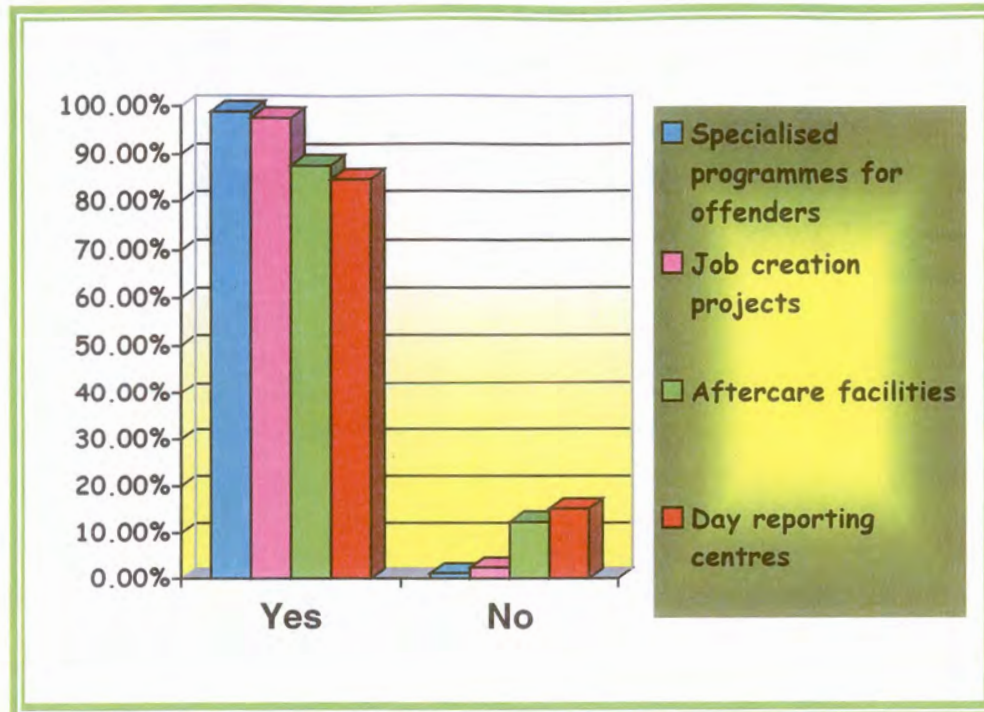


FIGURE 10: CATEGORIES FOR ONE-STOP SERVICES

From the findings it is clear that the respondents regarded one-stop services as very important.

The question as to whether the Department of Labour should issue contracts to CCRCs to train offenders for employment in either the informal or formal sector, elicited the following responses:

- Of the respondents, 91.25% agreed that it was necessary for the Department of Labour to issue contracts to CCRCs to train offenders in the informal sector, whilst 8.75% did not agree.

- Regarding the training of offenders in the formal sector, 85.24% respondents said that it was necessary, whilst 13.25% disagreed and 1.20% did not answer the question at all.

Derived from the above-mentioned findings, respondents clearly regarded training of the offender, in both the informal as well as the formal sector, as important.

Concerning the question of whether the State should encourage the private sector to employ offenders/ex-offenders by means of certain tax relief schemes, 80.95% of the respondents confirmed that it is necessary, whilst 19.05% disagreed.

The respondents were requested to indicate their preferences, indicated in Figure 11 regarding personnel at CCRCs.

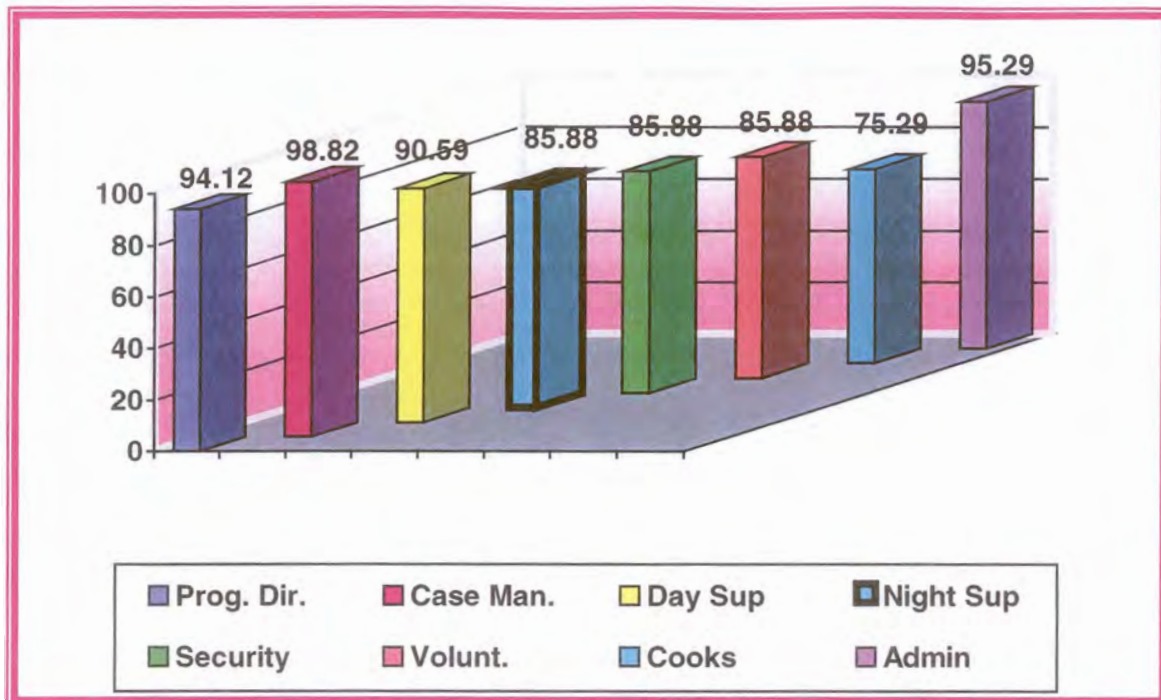


FIGURE 11: PERSONNEL AT CCRCs IN SOUTH AFRICA

The respondents chose case managers (social workers), with a very high response rate of 98.82 %, as being the most important member of a CCRC. This high response rate needs to be viewed within the context that the respondents were all social workers. Their practical experience and training as social workers would have guided them when answering this question.

Clear and Byrne (1992:323) argue that the professionals involved in the correctional field, have traditionally been

psychologists, social workers and counsellors since they are involved with offender problems. They regard the guards who watch over offenders, as the non-professionals.

The second and third highest response rate was for a programme director (94.12%), followed by day supervisors (90.59%) which the respondents regarded as very important staff members.

The respondents regarded night supervisors, volunteers and security personnel at a CCRC as being equally important (85,88%). Concerning volunteers, *Gauteng News* (2002:7) reported that President Thabo Mbeki's call to the masses to do volunteer work in order to enhance services in their own communities. Leenhouts (1993:29) mentions the importance of volunteers, particularly in the current economic situation. In line with this research, the respondents in this study strongly chose volunteers to deliver, free of charge, services to CCRCs in South Africa. The responses to night supervisors and security personnel at CCRCs, are also in line with international trends as well as with the CCRCs in Denver, Colorado that have both security as well as night supervisors on their staff.

The respondents also mentioned the following additional categories of personnel to those included in the questionnaire.

A few respondents indicated that psychologists are needed as personnel. Others included teachers, arts and culture, recreation, health and medical personnel as well as religious workers. Their responses confirm the importance of a multi-disciplinary team's involvement at CCRCs.

5.3.19 Suggestions regarding CCRCs in South Africa

The respondents were asked to give additional comments or suggestions regarding CCRCs in South Africa. Only 39% responded to this open-ended question. The responses were as follows:

- *"CCRCs can be of the utmost importance.*
- *CCRCs are important because they allow offenders to serve their sentences, while becoming accountable for their actions to the community. They also emphasise rehabilitation which aims to improve the offender's situations.*
- *It has a vital role to play in South Africa due to the high crime rate and prison overcrowding. It is a solution to the overcrowding of prisons.*
- *It should function strictly under the Department of Correctional Services and the Justice Department.*

- *Multi-disciplinary teams are necessary at CCRCs.*
- *Proper planning is important.*
- *It is a wonderful and workable idea.*
- *CCRCs is a good idea as it will prepare inmates to integrate with the community whilst under full time supervision.*
- *It will reduce overcrowding and improve rehabilitation.*
- *There exists a great need because many offenders have no support systems. Implementation should be a matter of importance.*
- *This is a great need and I hope it will come off the ground.*
- *I hope this survey will be accepted and put into practice because there is a great need for this.*
- *It is a very good and workable idea".*

5.4 CONCLUSION

This chapter presented and interpreted the quantitative data of the study. The findings of the qualitative study, i.e. the non-scheduled, structured interviews conducted with programme directors of CCRCs in Denver, Colorado as well as the literature, were integrated with the quantitative findings.



Chapter six presents the conclusions and recommendations of the study, which will culminate in a South African model for CCRCs.