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**FORMATIVE EVALUATION OF THE IMPACT OF
“TOUGH ENOUGH”
OFFENDER REINTEGRATION PROGRAMME**

FOR NICRO



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Executive Summary

Offender Reintegration has been one of the key programmes of NICRO for some time. What differentiates the Tough Enough Programme (TEP) from other previous interventions is the focus on the quality of the intervention rather than quantity, and this is indicated by the findings. It is also a pre- and post- release intervention and therefore fulfils a rehabilitation need within the prison on the one hand and preventative measures on the other. It is also aimed at mobilising and securing the support of both family and community members for the reintegration of offenders. Another important aspect of the programme that is different from previous interventions is that it should be driven by the needs of the client, and the facilitators must respond to these. This requires a paradigm shift in service delivery. These are the key factors that we have explored in this evaluation. This executive summary is presented according to the structure of the research report so that the reader may refer to the main document with ease.

CHAPTER ONE: INTRODUCTION

The overall goal of the Tough Enough Programme (the development objective) is a reduction in recidivism in South Africa through offender reintegration interventions.

The immediate objectives of the programme are to assist ex-offenders who are about to be released from prison with the following:

- (1) Development of skills;
- (2) Building and improving relationships;
- (3) Developing potential; and
- (4) Motivating for action.

The programme aims to impact on the client's abilities, behaviour, creativity and actions.

It is a programme that runs for a number of months, in five phases, and the key features of the programme are that:

- u It starts in prison, about three to six months prior to release, and participation is voluntary.
- u It continues six to nine months after release.
- u The process encourages the prisoner to take responsibility for the factors in their life that may cause them to re-offend (factors that inhibit reintegration).
- u It is a participant driven process, with facilitation provided by NICRO.
- u There is a strong emphasis on community involvement and support, and includes victim-offender mediation.

The five phases in the process are described in some detail in Chapter One, and are as follows:

- (5) Recruitment, assessment and selection
- (6) Identifying the challenges
- (7) Facing the challenge
- (8) Overcoming the challenge (post-release)
- (9) Staying out

The target group for this programme is any prisoner who is about to be released, irrespective of gender, age or length of service, as well as their families and the communities in which they live.

CHAPTER TWO: RESEARCH OBJECTIVE, METHOD AND SAMPLE

The **objective** of this research was to conduct a formative evaluation of the NICRO Tough Enough Programme. The brief was to "assess the impact of TEP on the programme participants to determine how the programme content and implementation can be improved."

Although impact is usually assessed some time after completion of the programme, it is understood that this evaluation took place during the implementation phase, meaning that the clients were still involved in the process at the time. The results

should be read with this understanding, and in a sense we are assessing the effectiveness of programme delivery rather than the long term impact of the programme.

This formative evaluation was conducted using qualitative research methodologies, namely in-depth interviews and focus group discussions. The questionnaires and focus group schedules were designed following an interview with the NICRO Offender Reintegration Programme Manager and a review of the project documentation.

Qualitative methodologies are the most appropriate method to evaluate the impact of the Tough Enough Programme on the NICRO clients, as it allows the researcher to explore the respondents' experiences and understanding of the programme.

The evaluation was conducted in two areas, and respondents were drawn from two prisons, namely Grootvlei prison in Bloemfontein and Leeuhof in Vereeniging. In-depth interviews were conducted with prisoners (3), released prisoners (3), NICRO Service Deliverers (2), and Department of Correctional Services staff (3). Focus group discussions were held with clients (2) and their family members (2) in both regions. The sample was dictated largely by budgetary constraints, and the need to replicate the same process in at least two regions to increase the validity of the results and to be able to compare regions. The small sample size is a limitation of the research, although qualitative methods do not require large sample sizes. What is of concern, is that the research was only conducted in two provinces, and thus the results should be seen as indicators of trends which may be occurring in the programme in the other provinces, to varying degrees.

CHAPTER THREE: FINDINGS

It must be understood that running the TEP in the way that it is designed is new for the NICRO Service Deliverers, and they had to undergo a major adjustment and reorientation in their thinking about service delivery. While previous interventions have been very much facilitator-driven, this initiative is driven by the clients' needs. The focus of the findings in the following section is therefore on what kind of challenges the Service Deliverers have faced and how NICRO's National Office can support them to deliver a highly effective programme.

Service deliverers' understanding of the objectives of the TEP.

There appears to be a good understanding of the objectives of the programme by the two Service Deliverers. They pointed out the following objectives:

- ∪ Preparing inmates for the outside world;
- ∪ Ensuring that inmates take responsibility for their lives;
- ∪ Developing skills; and
- ∪ Assisting ex-offenders to not commit crimes and ensuring successful reintegration.

Furthermore, they described key elements of the programme as aiming to ensure that clients go back into their respective communities without facing unnecessary obstacles or stigma.

Lessons for programme development

The Service Deliverers have faced the challenge of delivering a client driven programme well. Though initially it took some to do adjust to this, they have learnt the importance of being creative and flexible and there has been growth and learning as the programme unfolded. One important lesson is that it is necessary to allow each client to begin the process by focusing on and talking about themselves and their deeds. In other words, to start with a process of self-introspection. From there, one can begin focusing on the future.

Programme delivery

Challenges

The Service Deliverers identified the following key challenges they faced when delivering the programme. These were:

- ∪ Adjusting to the new style of service delivery;
- ∪ Unclear budget stipulations, and being unable to cater for clients basic needs such as transport costs and food when they come for interventions;
- ∪ Community participation and support;
- ∪ Clients and their families are dispersed geographically making it difficult to convene sessions; and
- ∪ Developing trust between the participants.

Support from NICRO National Office

The degree of satisfaction with the support received from National Office differs. The support that the service delivers would like to receive includes:

- u A budget to cater for clients' basic needs
- u Additional social workers
- u Community interaction skills

Service deliverers are drawing support from other people both within and outside of NICRO, and the experiences of the Young Offender Diversion Programme have been very beneficial. NICRO National Office can assist with identifying other service delivery agents who offer services related to the clients' needs.

A SWOT analysis revealed that the key strengths of the programme are that it extends over a period of time allowing Service Deliverers to develop relationships with the clients, the methodology of delivery, and the support received both within NICRO and from other bodies such as the Department of Correctional Services (DCS). The availability of volunteers and the dedication of NICRO staff were seen as an opportunity. The weaknesses were perceived to be unclear budget stipulations, Service Deliverers still have to learn different facilitation techniques, inadequate venues and the fact that the services are rendered for free to DCS. The threats revolve predominantly around the lack of economic opportunities for clients on release which may lead to their expectations being dashed, early release of clients without informing NICRO and a lack of transport assistance for clients to attend programmes post-release.

Method of delivery

Service deliverers agree that this programme can not be formula driven and has to be driven by the clients' needs. The Service Deliverers would however like to have a facilitators resource guide that would contain the following:

- u Ice breakers;
- u Facilitation techniques;
- u Methodologies and activities for various subject matters.

Skills enhancement

Service deliverers would like to increase their skills in the following areas:

- υ Facilitation skills;
- υ Conflict resolution skills;
- υ Involving community members;
- υ Keeping programme records;
- υ Interacting with the business community.

Stakeholder involvement

Involving community members and family members has been the least successful part of the programme. Communities still remain resistant to the idea of offender reintegration and much work needs to be done in this area. Further clients come from different geographic locations, which makes it difficult to convene support groups for family members.

Service deliverers need to work closely with DCS staff in order to increase the effectiveness of Service Delivery. The Service Deliverers have established relationships with prison social workers and educationalists predominantly, but can do more to develop a relationship with the DCS Institutional Committee, particularly in the Vaal area.

Impact on clients

Both Service Deliverers interviewed believe that the programme has had a significant positive impact on the participants and the key signs of this are:

- υ Improved relationships with family members;
- υ Achieving their goals such as starting their own businesses;
- υ Showing a real commitment to take responsibility for their lives;
- υ Being more positive about life than before;
- υ Clients seek help and support more readily;
- υ Increased tolerance and patience;
- υ Wanting to meet their victims to apologise; and

∪ Interacting well with group members.

The greatest challenges facing released prisoners according to the Service Deliverers are:

- ∪ Unemployment;
- ∪ Harsh attitude of communities;
- ∪ Rejection by spouses, family members of the community;
- ∪ Crime ridden environments.

Department of Correctional Services

The members of the Institutional Committee in Grootvlei Prison are more informed about the programme than those in Leeuhof. The findings highlight the importance of establishing good relationships with the Institutional Committees as they can facilitate programme delivery in the prison. Important aspects of this relate to the provision of venues, time frames, notification of prisoner release or transfers and supporting the prisoners who participate.

Although some DCS staff remain sceptical about the clients' motivation to participate in the programme, they recognise that the results have been beneficial. As one DCS staff member commented:

“We have only received positive feedback from all our other colleagues concerning the conduct of prisoners who are and have participated in Tough Enough. This therefore is an indication that the programme has done wonders in a short space of time.”

There is a sense of frustration amongst some DCS staff members that they do not have budgets to run their own programmes, and are thus keen to work with outside service providers. However, they would prefer to streamline activities some what as there are many different organisations who wish to run programmes in prisons.

Clients (in prison)

Three TEP participants were interviewed in Grootvlei prison, two men and one women. All indicated that the TEP experience was very valuable for them.

Programme delivery

Motivation for participation in Tough Enough (recruitment)

Participation in Tough Enough is voluntary and all three interviewees indicated that they joined TEP because they wanted to change their old behaviours or because they wanted to be 'tough enough'. The name has an appeal for people in prison. The responses reflect that people have already identified the need for change before enrolling in the programme.

Understanding of programme contents

The prisoner respondents were in the 'Facing the challenge' phase of the programme. They have a good understanding of the programme content and message. One respondent's comment reflects this:

"We have already dealt with the positive and negative things in our lives. We are now dealing with skills to cope with some of the challenges that we are likely to face upon release, attitude of people and other issues."

Attitude towards the programme

All the respondents are positive about TEP. Their comments show that they value the service, and the simple fact that someone is giving of their time to work with them already helps promote self-esteem. Respondents mentioned the positive gains they already had received from the programme, such as meeting an estranged girlfriend, stress relief and meeting other people.

Client service

Respondents were enthusiastically supportive of the NICRO Social Workers who they find very 'professional', 'enthusiastic' and reliable. Their responses indicate that they really feel supported by her:

"She let us all feel that we are very important people. I think that she even does things for us that no other would. She is always there for us."

Prisoners however raised three concerns. Firstly, they felt that the attitude of some prison officials is destructive, as they do not encourage their participation in Tough Enough, and some are even openly disparaging of it. As one interviewee commented:

"I almost landed in trouble because of the attitude of a warder. I hurt myself at the abattoir. I found it difficult to work thereafter. The warder thought that I do not want to work. He told me I am more interested in attending sessions from which I would not gain anything... It worried me and my mood changed to anger. Warders think we are directionless people who can easily be pushed from pillar to post. They do not care about our welfare. It is not all of them...something can be done about the attitude of those who are really discouraging factors."

It is critical that more work is done with the warders to gain their support for TEP, and other similar services.

Respondents also thought the marketing of the programme could be improved; they could be given more advance notice and better information. The third problem they mentioned was the small size of the venue they use for meeting.

Impact

As this group of respondents were still in prison at the time of the research, we were only able to assess their take out of the programme and their relationships with their family members as indicators of impact. The responses clearly show that respondents have taken positive lessons from the TEP, such as learning to take responsibility for their own lives and actions, improved communication skills, and problem solving skills. TEP is helping participants prepare to face the challenges on the outside. More focus should be placed on seeking alternatives to employment in the formal sector.

Recidivists in the programme agree that had they been on a course like TEP before, they would not have ended up back in prison. As one man said:

"I have changed my impatience with life. I am now more positive and less aggressive. If only I knew that one can deal with difficult and highly emotional situations in a different way, I think I would not have been here."

The NICRO facilitator acts as a role model for participants.

Participation in TEP has also had a positive impact on the inmates relationships with their family members and family members respond positively to evident changes in attitude from TEP participants.

Clients (ex-prisoners)

Three released prisoners were interviewed in Vaal, and two focus groups were held with released prisoners, one in Vaal and one in Bloemfontein.

As with the prisoners, the strongest message that emerges from TEP is the emphasis on personal responsibility.

Programme delivery

Motivation to participate (recruitment)

Clients indicated that they decided to join TEP because they wanted to affect change in their lives.

"I was motivated as an individual to change my behaviour to be able to fit into society. I wanted to get society's perception towards the inmates and to learn skills that I can make use of."

Benefits of TEP

Participation in TEP has helped participants in numerous ways, ranging from personal introspection to receiving important skills such as problem solving. Clients also expressed an increase in self-confidence and a greater sense of responsibility. Reconciling with family members has been a very important part of the programme.

The support received from the NICRO Service Deliverers is greatly appreciated, and provides participants with a sense of security. The fact that the facilitator is a woman is also beneficial especially for male prisoners who have very little contact with women in prison.

Obstacles to participation in prison are that it is sometimes problematic for those who are working to attend, and the fact that prisoners always need to guard their belongings.

Participants would like to see the following improvements to the programme, which reflect the difficulty that they are facing reintegrating into their communities:

- u Encouraging more interaction with family and community members;
- u Inviting community leaders to prison;
- u More time for the programme in prison; and
- u Inviting rehabilitated ex-offenders to participate in the programme by sharing their experiences.

Impact

Prison life is extremely painful experience and participation in TEP provides prisoners with a vision for the future and a chance to prepare themselves emotionally and mentally for 'normal' life. Participants associate the following words with Tough Enough: responsibility, confidence, coping, passport to life, bravery, patience, leadership, hope, parent, stress relief and ambition. Importantly, it has given clients an increased sense of personal dignity, and the strength to face the challenges they encounter when reintegrating. The words of the respondents are the best way of reflecting this:

- *“The programme has shaken off the yoke of feeling bitter and has provided me with assertiveness to deal with the legacy of having been in prison. This was really a wonderful experience for me. I thought I knew a lot about myself, but that was not the case. The programme unearthed my real strength. For this I would always be grateful.”*
- *“I told myself that when I am released, I want to start my own small business and only when I am stable financially would I start thinking*

*of marriage... It was not plain sailing for me after being released. I found it very difficult. I did not think about all the aspects that are needed to start a small business. The very first difficulty was to raise the funds to start. I remembered the phrase that the NICRO Service Deliverer likes to use: “**Never ever give up, no matter how difficult**”. These words kept ringing in my ears. I believe in taking chances, and it’s a belief that paid off. I’m optimistic that given time and the community support I am enjoying, I am destined to accomplish the life path that I have drawn for myself. I think the way things are going I would even surpass my dreams. I really brim with energy when I have to speak about the Tough Enough Programme.... After numerous obstacles, one guy approached me about a business opportunity. We approached the Provincial Department of Agriculture and we are now running a nursery... I am also having my own car washing business...”*

The life path that clients draw up in prison is an important aspect of the programme, as it gives clients a vision for the future. It is important that NICRO provides on-going support to help those clients re-evaluate their life paths after release once they are more familiar with the realities of life.

Younger clients need more of a focus on peer group pressure, and coping with disappointment.

The most challenging aspect of life outside of prison is finding employment, and clients rely on the NICRO Service Deliverers to assist with this. The Service Deliverer in Bloemfontein has been very active in this regard.

Continuing to participate in the programme post-release is very important for the clients, particularly as they are able to draw support from one another. The group approach is thus very beneficial.

Facing the negative attitudes of the community and stigmatisation is also very difficult for many of the clients, and clearly shows that greater emphasis needs to be placed on this aspect.

Building the relationship between prisoners and their family members is critical, and positive relationships with family members contribute to increased stability and an

improved lifestyle. The following section deals with the results of the interviews with family members.

Family members

It has been difficult for the NICRO Service Deliverers to establish family support groups due to logistical reasons. However, most have had individual interactions with the NICRO Service Deliverers, even if groups have not been established. The results clearly show that those that have engaged with NICRO are much more positive about the ex-offender and are more ready to offer them the support they need. This aspect seems to be more successful in Bloemfontein.

It is important to start working on the relationships while the client is still in prison, as this also has a positive impact on their behaviour in prison. The following comment reflects the importance of working with family members:

“I told myself that I never want to see my son again. In fact, I was the one who called the police after I found out he has stolen property in my house. It was not for the first time that he did that. I always discouraged him, but he would not listen. I swore that, no matter what, I do not want him in my house again...all this changed after Miriam talked to me. I realised that there is a role that I can play in changing my son’s evil deeds. I could see that he has changed. He started asking me about going back to school and, just there, I realised that Miriam is doing a good job...”

Family members are appreciative of the service. It has helped to bridge the communication gap that existed, to provide the necessary support to the ex-offender, to realise that they are not alone and more importantly, to define the role families / spouses could play in the reintegration process.

Impact

Family members were asked to identify changes in behaviour of the client. Those that have had little contact with NICRO are still fairly sceptical about the changes, as one commented:

"It is rather too early to comment about whether this sudden change of behaviour will be long lasting or is just one of those tricks to allow us to accept him as a changed person."

However, those that have more involvement with TEP are more encouraging:

"The programme has definitely changed him [husband]. Before his release he was also disillusioned about life in general. After Miriam has spoken to me and told me about the programme, I could see that he is enjoying himself.... It is funny, but when he starts talking about Tough Enough, you will start laughing. My children are also using the phrase "I am Tough Enough, I am Tough Enough" very often. According to him Tough Enough has made him want to go on with life."

In sum, though it has not been easy for NICRO to organise family member support groups, the importance of involving family members in the programme is highlighted by the findings. From the majority of the responses and family members' observations, there appears to be a conviction that the programme is effective. They spoke about some of the behavioural changes that they have noticed thus far, and those that know of the Tough Enough Programme are very supportive of it.

CONCLUSIONS AND RECOMMENDATIONS

Overall, the evaluation reveals that TEP has had a positive impact on all those who have participated in it. For the Service Deliverers it has been a rewarding and stimulating process, for the clients it has given them the strength to face adversity and the toughness to rise above it. Those family members who have engaged with NICRO have found a source of incredible support, and the IC members feel relieved from the pressure of not being able to provide services due to budget cuts.

The findings show that all stakeholders have indicated that Tough Enough has a positive impact on the participants. Participation in the programme has the effect of increasing participants' strength to face the adversities of life during the process of reintegration. Reintegration must be viewed as a process, and therefore the impacts identified should not be seen as finite. The participants stress that Tough Enough has meant many positive things to them, including inculcating in them the need to take responsibility for their own lives and actions, understanding consequence, a

more positive outlook on life, improved quality of relationships with family members, and, especially for the younger participants, how to avoid peer group pressure to become involved in crime again.

The fact that the programme is driven by the needs of the clients is very important, and the need for Service Deliverers to be flexible and creative has been emphasised. The Service Deliverers involved in this evaluation have recognised this, and have been able to shift their paradigm as they gained more experience.

The programme has not been altogether effective insofar as involving family members in support groups is concerned; logistical factors, such as the fact that people live in different areas and a lack of resources to travel to NICRO offices, make family involvement difficult. However, family members have engaged with NICRO on a one to one basis. Family members do perceive participation in Tough Enough to be positive, and for those that have interacted with NICRO, TEP is seen as a factor contributing to improved relationships between family members and the ex-offenders.

The aspect that requires a concentrated effort is to the equipment of NICRO Service Deliverers with the necessary skills for involving communities in TEP and creating an understanding of offender reintegration. Clients mention negative community attitudes as a great challenge for them.

All in all, TEP seems to be on the right track, and the focus on quality rather than quantity is advisable. NICRO should focus on the following aspects in order to strengthen the impact of the programme:

- ◆ Focus on improved marketing of the programme.
- ◆ Mechanisms to involve community members must be found, and the Service Deliverers can be supported by Head Office in this regard. Community structures that deal with safety and security issues should be targeted.
- ◆ Ways should be found to involve family members in support groups. This may require a transportation budget.
- ◆ Opportunities for victim-offender mediation should be explored, as these have been limited.

- ◆ NICRO should explore a more effective use of volunteers, including post-graduate students and ex-offenders as role models.
- ◆ Improve facilitation skills of Service Deliverers.
- ◆ Prepare a programme resource guide with activities on identified themes to serve as a guideline and not a prescriptive formula.
- ◆ Improve linkages with the three other NICRO programmes.
- ◆ The skills of other Service Deliverers should be employed in the programme, such as art and drama therapists or conflict resolution specialists.
- ◆ Develop a data base of people who have participated in TEP for follow ups, and standardise data collection.
- ◆ Enter into detailed service agreements with DCS at all levels, National, Provincial and local.
- ◆ NICRO needs to interact more directly with warders to improve their understanding of the programme and gain prison wide support for it. Management support must be visible at all levels.

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CHAPTER **1**

INTRODUCTION

1. PROJECT BACKGROUND

The Tough Enough Programme (TEP) is a response by NICRO to increase the effectiveness of offender reintegration by focusing on the quality of the intervention rather than on the number of people assisted.

The overall goal of the programme (the development objective) is a reduction in recidivism in South Africa through offender reintegration interventions.

The immediate objectives of the programme are:

1. Development of skills;
2. Building and improving relationships;
3. Developing potential; and
4. Motivating for action.

The programme aims to impact on the client's abilities, behaviour, creativity and actions.

It is a programme that runs for a number of months, in five phases, and the key features of the programme are that:

- u It starts in prison, about three to six months prior to release, and participation is voluntary.
- u It continues six to nine months after release.
- u The process encourages the prisoner to take responsibility for the factors in their life that may cause them to re-offend (factors that inhibit reintegration).

- υ It is a participant driven process, with facilitation provided by NICRO.
- υ There is a strong emphasis on community involvement and support, and includes victim-offender mediation.

The phases in the process are:

(1) Recruitment, assessment and selection

- This is an individualistic process between the client and the NICRO Service Deliverer, where the client is prepared for participation in the programme.

(2) Identifying the challenges

- This phase involves a five day group experience (10 - 15 participants), individual interviews and intensive service delivery, where the client identifies the issues facing them and strategies for overcoming them. Clients also draw up a life path or tree in this phase.

(3) Facing the challenge

- This phase lasts a minimum of eight weeks, focusing on how clients can possibly actualise the decisions made in phase Two. It could involve working with family members, victims and economic empowerment of the client. This phase is conducted pre-release.

(4) Overcoming the challenge

- It runs over six to nine months post-release. In this phase previous decisions are consolidated and the focus is on implementation of the life path identified in prison. It also involves support groups for clients and family members and community structures.

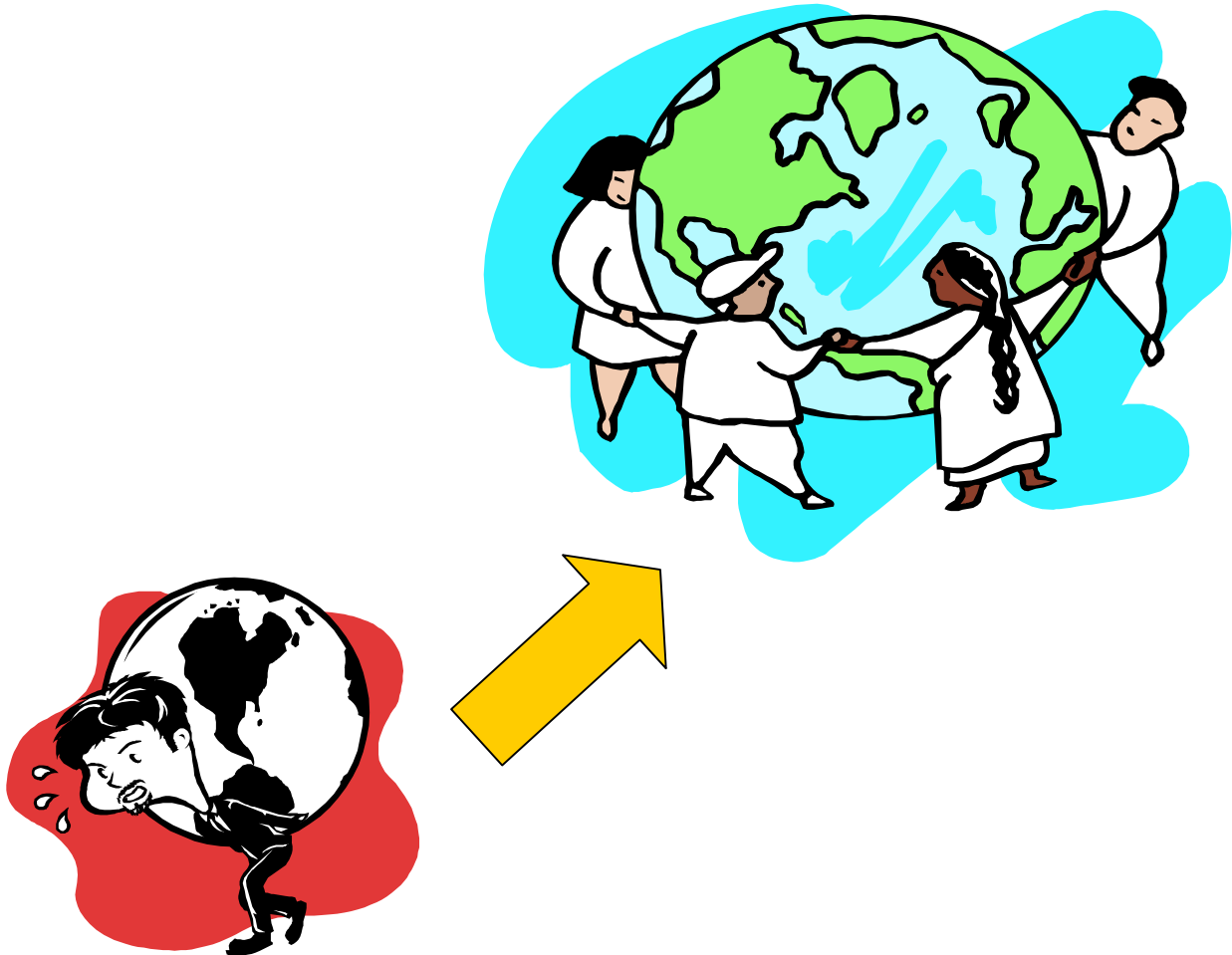
(5) Staying out

- This phase is continuous for the participant. NICRO support is provided on an “as needed” basis and the client retains responsibility for his/her own reintegration.

The target group for this programme is:

- u Prisoners who are about to be released irrespective of length of service or age (males and females);
- u Their families and communities.

A detailed discussion of the objectives of the research, methods and sample used in the evaluation of the above now follows.



Chapter **2**

RESEARCH OBJECTIVE, METHOD & SAMPLE

2. A FORMATIVE EVALUATION

The **objective** of this research was to conduct a formative evaluation of the NICRO Tough Enough Programme. The brief was to "assess the impact of TEP on the programme participants to determine how the programme content and implementation can be improved."

Although impact is usually assessed some time after completion of the programme, it is understood that this evaluation took place during the implementation phase, meaning that the clients were still involved in the process at the time. For this reason it should be seen as a formative evaluation.

As the focus of the evaluation was on impact, we have not evaluated activity indicators such as number of participants, number of courses run, etc., but have focused on qualitative process and impact indicators.

This formative evaluation was conducted using qualitative research methodologies, namely in-depth interviews and focus group discussions. The questionnaires and focus group schedules were designed following an interview with the NICRO Offender Reintegration Programme Manager and a review of the project documentation.

Qualitative methodologies are the most appropriate method to evaluate the impact of the Tough Enough Programme on the NICRO clients. The quantitative indicators that should be collected include the number of people attending the programme, the

number of people who drop out of the programme after release from prison, the number of people who go through the programme who re-offend. This data was not collected as part of this study.

The qualitative indicators that were employed to assess the impact of the programme on the clients in this research are:

- u Views and expectations of clients still in prison about their future life outside of prison;
- u The life path followed by the client on release from prison i.e. employment, studies etc.;
- u Whether the life paths that are drawn up in prison and the challenges identified are translated these into real life actions on release from prison, or whether they are revisited when the realities become more apparent¹;
- u Key messages taken out of the Tough Enough Programme, such as the need for each individual to take responsibility for their own lives and actions;
- u Relationships with family members;
- u Community involvement;
- u Attitudes of family members towards the client; and
- u Changes in client behaviour

There are other aspects of the programme itself that we examine, which fall beyond the scope of assessing impact directly, but which could affect the impact that the programme has on the client such as:

- u The attitude of prison officials towards the programme;
- u The Service Deliverers' understanding of the objectives of the programme;
- u The skill level of Service Deliverers with regard to facilitating the programme;
- u The resources and support that the Service Deliverers need to deliver an effective programme; and
- u The way the Service Deliverers have incorporated lessons learned from experience.

¹ It is the opinion of the evaluator that to assess whether these life paths are realistic is not necessary. It is not always possible to predict accurately what challenges the prisoner will face on release. One can only hope that the NICRO Service Deliverers are assisting the clients to revisit their life paths on release.

In order to gain a holistic perspective of the impact on the client, we interviewed people who are involved with the client, such as a member of their family and the NICRO Service Deliverer, as well as the clients themselves. A number of different stakeholder groups were included in the research, namely:

- 1) The clients who are participating in the programme in the "Staying Out" phase;
- 2) Clients who are currently in the programme while still in prison;
- 3) NICRO Service Deliverers and Offender Reintegration Programme Manager;
- 4) Family members of TEP participants; and
- 5) Department of Correctional Services (DCS): Prison Institutional Committee members or members of prison staff who have interacted with the programme.

As there was a limited budget for this research, two provinces were selected. The cities included in the research were Bloemfontein and Johannesburg and the prisons in which the programme was conducted are Grootvlei and Leeuhof respectively. The researchers were guided by NICRO in selecting the sites. The hypothesis of the client (NICRO) was that the programme in the former was generally successful, and that Vaal was good in community work. By selecting these two sites we hoped to be able to assess the differences in impact and learn good lessons from their different experiences.

All interviews and focus groups were conducted in the predominant language spoken by the clients.

In sum, we conducted four focus groups; two with family members of TEP clients and two with the TEP clients themselves who were in the release phases of the programme. Unfortunately only five respondents showed for the Vaal group, even though an extra three people were invited to accommodate no shows. Further, due to the late arrival of participants and the need to conduct another group with their family members right after that group, the client group only lasted for one hour. This did affect the quantity of the information received.

A total of three interviews were conducted with clients still in prison in Bloemfontein, and three interviews with released clients in Vaal. We spoke with the NICRO Service Deliverers in both centres, as well as members of prison staff. In Vaal we interviewed

the Social Worker, and in Bloemfontein we held discussions with the head of the Institutional Committee and the prison social worker.

Table 1 Stakeholder, method and sample

Stakeholder group	Method	Area	Number of respondents
Clients in prison	In-depth interviews	Bloemfontein	3
Clients out of prison	In-depth interviews	Vaal	3
	Focus group	Vaal	5
		Bloemfontein	7
Family members	Focus group	Vaal	5
		Bloemfontein	7
Service deliverer	In-depth interviews	Vaal	1
		Bloemfontein	1
Department of Correctional Services	In-depth interviews	Vaal	1
	In-depth interviews	Bloemfontein	2
Total			35

While we hoped to conduct focus groups with the Institutional Committee members in both Leeuhof and Grootvlei, this was not possible. The Service Deliverer in Vaal has the co-operation of the educationalist and social worker in the prison, who report to the Institutional Committee but do not service on the committee. The head of the Institutional Committee indicated that they did not know much about the TEP and did not believe that it would be beneficial to hold a group with them. He referred us to the Educationalist. In Bloemfontein, two members of the Institutional Committee were interviewed, the head and the social worker. Both were well informed about TEP.

The evaluators identified clients to be included in the research by selecting randomly from a list of participants. The help of the NICRO Service Deliverers was enlisted to contact the clients and arrange for the interviews to take place. If a client could not be contacted, another person was substituted by the NICRO Service Deliverer.

There could be some bias in terms of selection. This should not impact on the quality of the findings as the aim of the evaluation was to assess the impact on those clients that were still in the programme. We did not aim to include clients who had dropped out. The budget and hence sample size did not allow for us to compare different groups of clients, as we needed to validate the findings of the focus groups by holding at least two focus groups with each stakeholder group. The interviews and focus groups with clients and their family members were conducted at the NICRO offices. The researchers went to the prisons to speak to the DCS staff and the clients who were still in prison.

The interviewees were all informed that this was an independent evaluation, and clients and family members were assured of anonymity.

2.1 Limitations of the research

It must be noted that this research is based on a small sample size due to budget limitations. While this does not affect the quality of qualitative data generally, it is somewhat problematic, as we were only able to conduct three interviews with participants who are currently in prison. The in-depth interviews with released prisoners were, however, complemented with focus group discussions. We were thus able to increase the validity of the information by using a mixed-method data gathering approach. We also ensured that at least two focus group discussions were held with each sample group i.e. family members, which increases the validity of the findings.

The greatest limitation of the research is that while TEP takes place in all the provinces where NICRO delivers services, we were only able to conduct the evaluation in two of these. It is thus difficult to make inferences about the programme nationally, but trends can be identified.

All the in-depth interview instruments were piloted and improved following the first few interviews.

The following section provides a brief background to the project for readers who are not familiar with it, and this is then followed by the findings.

Chapter **3**

FINDINGS

3. FINDINGS BY STAKEHOLDER GROUP

In this chapter the findings are presented according to stakeholder group. We begin with the results of the interviews with the Service Deliverers, followed by the clients, their family members and finally the DCS staff.

3.1 Service Deliverers

It must be understood that running the TEP in the way that it is designed is new for the NICRO Service Deliverers, and they had to undergo a major adjustment and reorientation in their thinking about service delivery. While previous interventions have been very much facilitator-driven, this initiative is driven by the client's needs. The focus of the findings in this section is therefore on what kind of challenges the Service Deliverers have faced and how NICRO's National Office can support them to deliver a highly effective programme.

Four groups have already been run in Bloemfontein: three male groups and one female group.

3.1.1 Service Deliverers' understanding of the objectives of the TEP.

The NICRO Service Deliverers were asked to describe the key elements of the programme and its objectives in order to assess their understanding thereof.

There appears to be a good understanding of the objectives of the programme by the two Service Deliverers. They pointed out the following objectives:

- υ Preparing inmates for the outside world;
- υ Ensuring that inmates take responsibility for their lives;
- υ Developing skills; and
- υ Assisting ex-offenders to not commit crimes and ensuring successful reintegration.

Furthermore, they described key elements of the programme as aiming to ensure that clients go back into their respective communities without facing unnecessary obstacles or stigma.

The Service Deliverer (Bloemfontein) markets the programme as, "A programme about changing the attitude and behaviour of their members and to facilitate their smooth reintegration into the community." The Service Deliverer (Vereeniging) does not market the programme per se but markets NICRO's services in general. She explains the programme to the group only after the initial screening and selection is completed. The prison social worker is tasked with recruiting participants for the programme.

3.1.2 Lessons for programme development

The Service Deliverers' involvement in programme development differed. A two phased programme design and development process was adopted. Two workshops were held, one in Durban for the northern regions, and one in Cape Town for the Southern Regions. Both Service Deliverers interviewed attended one of these workshops. As one puts it, "The idea has been a long personal dream ...", emphasising how relevant and appropriate the idea was and still is.

There has been growth and learning as the programme unfolds. As one Service Deliverer commented:

"I started with life skills and later realised that it would be better if I start with providing opportunity for participants to talk about their problems first... I have learned that if someone has dealt with his / her personal emotions, it is easier for such a person to develop as a human being. I also learned that clients respond more positively after being provided the opportunity to speak about their deeds."

This Service Deliverer in Bloemfontein had drawn support from the Youth Development and Diversion Programme staff who have made suggestions regarding process from their own programme experience. They also advised her to begin by allowing the clients to express themselves first. It is therefore critical that "enough time is provided for the clients to talk about themselves and their problems."

The other Service Deliverer points out that, "circumstances differ from one prison to another and therefore one has to adapt and amend the programme appropriately to suit the conditions."

The Service Deliverers have found that in order to deliver an effective programme they need be "flexible and creative" and that they have to be "tough enough to run it."

The following section explores issues related to programme delivery.

3.1.3 Programme delivery

In this section we describe the challenges faced by the Service Deliverers, we provide a SWOT analysis from their perspective, followed by a look at the methodology employed in delivering the programme and finally at how they involved the various stakeholders in the programme.

Challenges

We asked the respondents to identify the main challenges that they faced in delivering the programme.

The main challenges can be summarised as follows:

- ⌚ It was difficult to understand the programme initially;
- ⌚ Budget limitations are a challenge, as the budget allocations are not always clear, and they are not able to provide food for the clients, which they believe is necessary;
- ⌚ Workshops with communities are difficult to convene as people live far apart and some community members are victims of crime and are therefore not very open. Securing community support and participation is a major challenge, and will be dealt with in detail in the section on stakeholder involvement on page 15;
- ⌚ Family members not being in one geographical area makes it difficult to establish support groups; and

u Developing trust between and with the participants.

The most challenging phase of the programme has been identified as “the outside phase, where you need to network with other stakeholders and there is a chance of clients’ parents expecting too much from you”. Furthermore, “the five day session is challenging since it deals with emotions, and the facilitator has to be focused on the process and not get carried away with emotions.”

Victim-offender mediation has not been tried at this stage. The one Service Deliverer indicated that clients are not interested. There is, however a contradiction in that it appears from the client interviews that some, through the TEP, want to meet their victims as part of reconciliation and reintegration. This could indicate that the Service Deliverer does not feel equipped to deal with this aspect of the programme, and the one Service Deliverer suggested that an obstacle to delivering this service is a shortage of staff. The Service Deliverer in Bloemfontein suggests that clients in her previous group wanted to write letters to the victims of their crimes, as they thought this would be less traumatic for both parties.

The most enjoyable phases have been identified as the outside phase where one works with a diverse group of people, helping one to understand the client better, and phase three, which is more relaxed and less intensive.

Support from NICRO National Office

The question regarding the kind of support that was provided by the NICRO National Office and whether it was adequate, drew mixed responses. As one stated, “they have provided training and also presented two national workshops where all the branches were present. I think they cannot provide more than what they have thus far. I am happy with the support.”

In contrast, the other Service Deliverer stated that there was not enough support from the National Office.

The support that they would like to receive includes:

- υ To be given a budget to cater for basic needs;
- υ Additional social worker;
- υ To mobilise and encourage the community to support the released clients.

The Service Deliverers were asked if there are people both within and outside NICRO whom they can share experiences and ideas with. From their responses, it emerged that the Service Deliverers do have support for sharing ideas. Support comes from NICRO colleagues, prison authorities, and teachers from schools. With regard to the latter, the Service Deliverer commented that "there is a programme for youth at risk in some of the schools and we have developed a tour to prisons for youth at risk."

Vereeniging has been creative and utilised the services of SANCA, as well as the services of the other NICRO programmes, Economic Opportunities Project, Youth Development and Diversion and Victim Support, as well as an organisation called "Democratic Men" to enhance the quality and effectiveness of the programme. The Service Deliverer in Bloemfontein is still exploring the possibility of involving the Department of Arts and Culture.

Because the programme requires so much flexibility in terms of addressing different topics, there is much room for the involvement of other Service Deliverers, and NICRO National Office should support the Service Deliverers to identify appropriate networking partners.

SWOT analysis

Service Deliverers were asked to do a SWOT analysis for TEP and the results are presented in the table below.

Table 2 Service Deliverer SWOT analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> ∩ The programme is challenging; ∩ It encourages creativity and flexibility; ∩ The facilitator can talk in the language of the clients; ∩ Service Deliverers are able to develop relationships by working with clients over a period of time; ∩ Partnerships with several government departments have been formed; ∩ It provides an opportunity for one to do presentations; ∩ It has the support of the Diversion team; ∩ There is support from the social workers in the prisons. 	<ul style="list-style-type: none"> ∩ Service Deliverers do not feel adequately equipped to facilitate the programme ∩ Not being given a budget and financial difficulties; ∩ Lack of staff; ∩ Lack of a proper venue to meet released clients; ∩ No income generation projects; ∩ Difficulty in reaching clients who stay far away; ∩ Not being paid by the Correctional Services for the service rendered.
Opportunities	Threats
<ul style="list-style-type: none"> ∩ Commitment / loyalty to the work; ∩ The availability of volunteers; ∩ Support from the Departments of Correctional Services, Social Development and Agriculture. 	<ul style="list-style-type: none"> ∩ Financial difficulties; ∩ Lack of jobs for clients and / or income generation projects; ∩ Not being able to meet clients' expectations; ∩ Lack of transport for clients which affects their attendance; ∩ Early release of clients without us being informed.

Methodology of delivery

The TEP is a facilitated programme and driven by the clients needs. While there are clear phases, there is no prescribed formula for the facilitators to follow. There is also no handbook for the programme. The researchers explored whether the Service Deliverers would appreciate a more structured programme. The responses indicate a programme framework with guidelines and activities for each phase would be welcome, although it was stated that it should not be prescriptive or definite, and should rather be designed according to thematic areas. Issues to include could be:

- u Ice breakers;
- u Facilitation techniques;
- u Methodologies and activities for different subjects or themes that may arise, such as conflict resolution, anger management, how to write a C.V. and how to approach a job interview.

Skills enhancement

For the improved delivery of the programme, Service Deliverers identified the following skills which they would like to develop:

- u Facilitation skills;
- u Conflict resolution skills;
- u How to involve the community in the programme;
- u How to keep the reports / records updated; and
- u How to interact with business people.

Stakeholder Involvement

An important part of the design of the TEP is the involvement of community members. This has been the least successful aspect of the programme. In the Vaal area, workshops were held in Sebokeng with different stakeholders to market the programme whilst in Bloemfontein consultations were held with community leaders like priests to explain the role TEP could play in resolving the crime problem in the community.

As mentioned earlier, the obstacles to involving community members are that many are not amenable to the idea of welcoming back ex-offenders into their communities, and another factor is that the clients come from many different communities and the

Service Deliverers have to spread their services out, which spreads them very thin. Service Deliverers highlight that the community members show a lack of commitment and interest, which manifests as a poor response to invitations to attend meetings. The Service Deliverers have specifically requested more support with regard to encouraging the participation of community members.

Another critical stakeholder is the DCS staff at the prison. They are the gatekeepers and can assist or block the process. Both the Service Deliverers appear to work closely with the prison social worker. In Vereeniging a workshop was held with prison staff initially, and the prison social worker introduces the TEP to potential clients, who eventually markets it to the other inmates. The social worker, however, has a limited understanding of the objectives of the TEP, which could affect recruitment. She understood the programme as being to "... assist those inmates who are having relationships with family members and significant others and to reduce crime". The social worker in Grootvlei prison has a better understanding of the programme, and says that the programme is about giving prisoners "basic life skills ... to enable them to face the harsh realities outside prison." More information about the DCS staff is provided in section 3.2.

The crucial role family members play in reintegration has been recognised and accepted. As one respondent said, "without family support, it would be difficult for released clients to reintegrate successfully into the community in general." However, involving family members in the Tough Enough Programme has also been difficult due to the fact that family members live in different areas, and it is thus difficult to convene support groups. Further, families often have limited resources and time to travel to NICRO offices.

The Service Deliverer in Bloemfontein has thus far conducted four family group conferences. None have been conducted in the Vereeniging area.

3.1.4 Impact on clients

From the Service Deliverers' point of view, participation in the TEP has had a positive impact on clients.

The Service Deliverers mentioned a number of signs indicating the positive impact of the programme, namely:

- υ Relationships with family members have improved;
- υ Some have achieved their goals, such as starting their own small business;
- υ They show real commitment to taking responsibility for their lives; and
- υ They are more positive about life than before.

The Service Deliverers suggest that these positive signs manifest in the following ways:

- υ Clients approaching the NICRO office when they encounter problems;
- υ Showing signs of tolerance and patience;
- υ Wanting to meet their victims to apologise; and
- υ Interacting well with group members.

The Service Deliverer in Vaal stated that none of the group members have committed any crimes. This was also reiterated by the prison officials who stated that:

"We appreciate the work that NICRO is providing through Tough Enough because we can see the results. Thus far, not a single offender who participated in the programme has ever come back."

This, however, could be disputed, because during the one focus group session in Bloemfontein a participant indicated that he saw one person who attended TEP in court. This was very disturbing for the client who said that this person had "broken the code of the programme."

The following has been stated as some of the challenges facing offenders regarding reintegration:

- υ Unemployment;
- υ Inability or unwillingness of the community to give ex-offenders a second chance;
- υ Rejection by the spouses / family members / community; and
- υ The environment where some of the clients come from is not conducive for reintegration. As the Service Deliverer explains, "... crime in areas like Orange Farm and Sharpeville is like a normal way of life."

This last comment highlights the fact that the impact of TEP can not be fully measured without an understanding of the social context in which the participants live. The Service Deliverers therefore need strategies to be able to assist clients to face these challenges.

In summary, from the Service Deliverers' responses, one can deduce that there is a good understanding of what the programme is all about. It has been a learning curve for both of them. There are, however, challenges that still need to be attended to, mainly related to community mobilisation and support, and victim offender mediation. Linkages with other NICRO programmes also need to be developed and encouraged. There are identified skills that need to be enhanced for the effective and efficient delivery of the programme, predominantly facilitation techniques that can be applied to all the stakeholder groups.

3.2 Department of Correctional Services staff

While the Institutional Committee members in Vereeniging did not feel that they knew enough about the Tough Enough Programme to participate in the research, both the educationalist and the social worker are involved in and supportive of the programme².

The head of the Institutional Committee (IC) in Bloemfontein and the prison social worker were interviewed. Both of them have a very good knowledge of the programme and are very supportive of it. The following comments highlight their attitude towards Tough Enough:

- *“You see, we had different programmes that focused on prisoners that were about to be released. Due to lack of staff, these programmes were put on halt [stopped]. The other problem is that*

² As we will see from the responses of the clients, this is not always enough, as it is the warders that they interact with on a daily basis and the messages that some of them receive from the warders are not at all positive or encouraging. Working with the Institutional Committee may not change the attitude of the warders, and the NICRO Service Deliverers may not want to stretch their resources by working with warders more directly. At the very least, it provides good subject matter for the Service Deliverers to integrate into their programme - the attitudes of warders may be similar to those of certain community members.

prisoners were abusing the system...they knew that their sentences would be lessened if they became involved. Some of them were really committed, but others really abused the system. We appreciate the work that NICRO is providing through Tough Enough because we can see the results. Thus far, not a single offender who participated in the programme has ever come back."

- *"We have only received positive feedback from all our other colleagues concerning the conduct of prisoners who are and have participated in Tough Enough. This therefore is an indication that the programme has done wonders in a short space of time."*

One respondent did raise an interesting observation relating to family members. He argued that those clients who get support from their family members are the ones that benefit the most. The respondent is also fairly sceptical about the motivation for participation, and is concerned that some prisoners simply join the programme to get early parole. However, from the results we have uncovered, it seems that no matter what the motivation is, once the participants are engrossed in the programme they get swept up in its momentum.

Prison officials also recognise the important role that TEP plays for long term prisoners:

"The TEP is also aimed at providing basic life skills to prisoners to enable them to face the harsh realities outside prison. For sure prisoners who have been here for a very long time really benefit from it. It gives them moral support and hope..."

One suggestion that emerged, however, is that the Service Deliverer should prepare the long term prisoners more for the technological advances and other changes that have taken place while they were in prison³.

The importance of establishing a good relationship with the IC members or prison staff is also highlighted in the findings. They can assist in creating a conducive

³ Interestingly, many of the participants in TEP were not drawn from within the required target group in terms of age or sentencing. As you will see in the profiles in section 3.3, one client has been in prison for more than six years.

environment for the programme, such as venues, time frames, notification of prisoner transfers etc... The following comments reflect some IC members' views of how they impact on TEP service delivery.

- *"The IC plays an important role not only in evaluating the TEP in general but also to create an environment that is conducive to the its prosperity. We provide the necessary infra-structural support and assist wherever possible."*
- *"Regarding the TEP specifically, the IC plays an important role. Before a prisoner is released, it is the responsibility of the IC to make sure that the prisoner has a physical address and whether there is any family member with whom NICRO can make contact".*
- *"While it is an ideal situation that all prisoners in the same group in the TEP should be from Bloemfontein, we also make it easy for NICRO to reach out to those who are far away. It is sometimes difficult for family members to visit their members here. If approached by NICRO, we always make plans to provide transport...this is however difficult as we do not have the finances to cater for such services"*

The IC members also speak of the difficulties they experience in encouraging prisoners to participate in programmes like TEP, because if they are working, they can earn money and they would rather do this. Perhaps this is one area where NICRO could work more closely with the IC to find a solution that can accommodate working prisoners as well.

From the perspective of one IC member interviewed, TEP deals mostly with prisoners who are released conditionally. This is viewed as a potential problem, as there are many prisoners who are repeat recidivists who are not interested in participating in programmes but who would benefit most from them.

The DCS staff are very grateful for NICRO's intervention, and would welcome more involvement from NICRO in other programmes as well, although they do recognise the constraints that NICRO operates under, such as limited budgets and human resources. There seems to be a good co-operative relationship between the NICRO

Service Deliverers and the prison social workers. The one even commented that they plan sessions together:

"The NICRO Service Deliverer is very generous and humble in doing her task. I think she is doing more than what is expected of her. We are always in contact with each other. She visits me very often to share ideas and plan future sessions."

In sum, the IC plays an important role as gatekeeper to the prison and in evaluating the impact of programmes on participants when assessing their parole conditions or prison privileges. The importance of establishing a good relationship with DCS staff has been highlighted, as they can not only facilitate the smoother running of the programme, but also have a significant impact on the lives of the NICRO clients, in and outside of prison. The staff interviewed for this evaluation all recognise the important work that NICRO is doing, and have witnessed the positive impact that TEP has on most of the participants. There is some scepticism about the prisoners' motivation to participate, yet this does not seem to deter them from promoting the programme. There is a sense of frustration among DCS staff about having such limited budgets to run their own programmes, and they are only too keen to work with outside Service Deliverers. Programmes like TEP therefore benefit them as well. However, they would prefer to streamline activities somewhat as there are many different programmes being run in the prison.

3.3 Clients (in prison)

In this section we report on the findings from the three interviews held with Tough Enough participants who are still in prison. The aim of interviewing clients in prison is to enable the assessment of the impact of the programme on those who are about to be released. We begin this section by providing a profile of the three interviewees. This is followed by their experiences of programme delivery and finally their reflections on the impact that the programme has had on them.

3.3.1 Profile of clients interviewed

We interviewed three clients who are still in prison and their profiles are as follows:

Client A

A 31 year old single man from Botshabelo in the Free State, who has a six year old child. He ended up in prison for having assaulted someone after a quarrel and was sentenced to two years in prison. This is not his first time in prison. He will be released on the 15 June, 2001.

He summed up his experience of prison life as follows “ It is not your usual normal life. It is very painful. You cannot do what you want to do and at the time you want to. The most difficult thing is that I cannot provide for my child. I am helpless.” However, there is also a positive side as he stated that “ prison provide me with the opportunity to further my studies. I am grateful for that.”.

Client B

A 30 year old widow from Phillipolis. She has two children, a girl aged 10 and a boy aged 4. She has been in prison for two years and four months. She has murdered her husband, whom she found in bed with another woman. She will be released on the 24th of May 2001.

Her experience of prison life has been a rough one. As she states:

“It is difficult to state one’s experience. If you need help there is no one to turn to. The food makes me sick. I am just eating them. I cannot help it.”

There is, however, a positive outlook:

“ I have learned to approach people who have caused harm to me differently and not in a violent manner. I have also learnt about the importance of prayer, forgiveness and hope.”

Client C

The third client is a single man who is 31 years old and from Phahameng, Bloemfontein. He has a nine years old girl. He has been in prison for six years, sentenced for robbery. He is expected to be released on the 22nd June, 2001.

Being in prison was *“very painful. It was a continuous reminder that you are useless, that you are the embarrassment to the society. The most difficult is being cut off from the society and fear of being labelled after being released”*

His positive experience was that he has *“... obtained motor mechanic qualifications”*.

It is quiet clear from the profiles of the clients given above that while prison is predominantly a negative and painful experience for inmates, it is possible to get something positive out of it. The challenge is how to turn the negative aspects or experiences into something positive, so that released prisoners are better prepared for reintegration.

3.3.2 Programme delivery

Motivation for participating in Tough Enough (recruitment)

As participation in Tough Enough is voluntary, we were interested to uncover what motivated the clients to participate in the programme. This will assist Service Deliverers to market the programme to potential participants in the future.

When asked why they decided to join a voluntary programme and what they want out of it, they responded as follows:

- *“Prison officials told us that people from Welfare want to address us. After being informed about the goals of the TEP, I decided that it was for me. I wanted to be tough enough. By joining the programme, I wanted to change my character. I was very impatient, but I have learned to approach things differently now.”*

- *“I joined to be able to face the realities of life and to overcome the stigma that is usually attached to prisoners.”*
- *“I decided to join it because I realised that I have to make use of all the available opportunities that one might get from such programmes. I wanted to get the necessary support and advice to change to my new ways.”*

One factor cuts across all the responses, and that is that individuals themselves have already recognised that there is a need for change. They therefore live up to the expression “Change starts with self”.

Understanding of programme contents

Participants were asked to share what was happening in the programme and to provide examples to this effect in order to assess their understanding and experience of the programme.

There appears to be a good understanding about what was happening in the programme and the responses reflect the phase of the programme that they are in, namely “Facing the challenge”. Responses range from dealing with the positive and negative experiences in their lives to developing skills to cope with the challenges:

- *“We have already dealt with the positive and negative things in our lives. We are now dealing with skills to cope with some of the challenges that we are likely to face upon release, attitude of people and other issues.”*
- *“We are also having group discussions about difficulties that we are now experiencing with our families.”*
- *“Exploring solutions to deal with some of the difficulties.”*

They provided several examples of the kinds of things that they do, ranging from playing card games, the “Know Me” game, to conflict resolution activities.

Attitude towards the programme

From the individual responses, it is clear that the participants liked the programme.

These are some of the responses:

- *“There is nothing that we find difficult or dislike about the programme. In fact, it has done far more than we can expect... If there was anyone who says it is useless, it would be hard for me to understand. If we had the power, we would have liked to assist the NICRO Service Deliverer with her work...”*
- *“It creates a relaxed environment in which we work. The knowledge that the NICRO people has sacrificed their time to help us also makes one feel important. Through TEP, I was provided the opportunity to meet my estranged girlfriend who did not want to meet me again.”*
- *“The way it is being facilitated makes it easy to understand what is expected of us. It serves as a stress reliever.”*
- *“ It provides an opportunity to meet other people.”*

Client service

Participants were asked to comment on the service they have received from NICRO. The following positive responses sum up their experiences and feelings about the service received:

- *“ She really let one have a sense of value. She always goes an extra mile to help us deal with our problems. She is also very professional in her work”*
- *“She makes me feel being very important. If she does not attend a session, we long for her. She is very enthusiastic about her work.”*

- *“ She let us all feel that we are very important people. I think that she even does things for us that no other would do. She is always there for us.”*

There are, however issues that require attention and the participants have offered some suggestions. The issues are the attitude of the prison officials, which is wanting, the marketing of the programme, which could be improved, and the venues that are not satisfactory. The responses are provided below:

(i) Attitude of prison officials

- *“ My only concern regarding the programme was that I always asked me whether all prison staff know about it. Their attitude is not always OK concerning programmes that are being facilitated at the prison. All they are interested in are that you should do what they want. Attending or being involved in programmes such as Tough Enough is secondary to them... I then developed a feeling that, maybe, the programme has not been marketed among all staff members as widely as one would expect. I do not know whose responsibility it was to market the programme...”*
- *“I almost landed in trouble because of the attitude of a warder. I hurt myself at the abattoir. I found it difficult to work thereafter. The warder thought that I do not want to work. He told me I am more interested in attending sessions from which I would not gain anything... It worried me and my mood changed to anger. Warders think we are directionless people who can easily be pushed from pillar to post. They do not care about our welfare. It is not all of them...something can be done about the attitude of those who are really discouraging factors.”*

(ii) Marketing of the programme

- *“Another concern regarding the marketing of the programme is that it should be done more professionally. I think a lot of prisoners are losing out on the opportunity of joining the programme because we are just been explained that people from Welfare or NICRO want to see us, or that such and such a programme will be launched tomorrow... We should be informed well in advance about the*

programme. With the programme itself, nothing is wrong... it is straightforward.”

(iii) Venue

- *“...This programme was well conducted within jail. Even the people who assist Miriam [NICRO Service Deliverer] were okay. The only aspect that I did not like about it was the small venue that we have to use. I am not complaining and understand that there are not enough facilities...”*

3.3.3 Impact

Participation in the TEP had many benefits for the participants. It helped participants to know themselves much better and strive to realise their potential. As one participant put it:

- *“I have learned through the self-empowerment sessions that I am the one who denies myself my own success.”*

The other participant suggests that he / she has learned:

- *“... how to communicate with others. I learned this through the group work and presentations we have made. The way the NICRO lady tackles our personal problems has also had an impact on the way I deal with others.”*

Interestingly, the Service Deliverer becomes a role model, as alluded to by the last participant, and her approach to problem solving sets an example for group members. It is important for the Service Deliverer to be aware of this enormous responsibility.

In order to assist the NICRO Service Deliverers across the country to prepare themselves for facilitating the programme, we aimed to identify the challenges that participants expect to face on release. We also wanted to assess how the identification of challenges was conducted.

The following were some of the anticipated challenges upon release identified:

- υ To be accepted by my previous employers / family members / community;
- υ The uncertainty as to how my victim will accept me; and
- υ Money to conduct a traditional ritual at home.

Participants were also emphatic in their response that TEP is preparing them adequately to deal with some of these challenges. A response from one participant sums it up:

“Yes, I think the TEP will help me deal with these problems. I will exactly know what to do if problems arise. I now know that seeking advice is not that you are stupid. Support from others is always helpful.”

What TEP is doing is to expose them to problem solving approaches. This, in turn, helps the participants to do self-introspection and reflection.

Those who are recidivists were asked whether they think that had they participated in a programme like TEP before they were released the first time, their life would have been different. One recidivist stated confidently that:

“I think I would not have returned to prison. What I have learned thus far has provided me with the means to face any challenge. I would have avoided the guy whom I fought with. But it is never too late to repent and mend one’s ways.

I have changed my impatience with life. I am now more positive and less aggressive. If only I knew that one can deal with difficult and highly emotional situations in a different way, I think I would not have been here.”

The life paths that they chose are centred on employment, getting married, buying a house and providing for their children. What is critical is how prepared they are to face the harsh economic realities out there.

It would also appear that the majority of the ex-offenders have had good relationships with family members. This resulted in regular visits and contacts either through letters or telephone in prison, which was much appreciated. As one participant puts it:

“Seeing them fills me with hope”, and this reinforces the importance of family-offender mediation.

When asked whether their participation in Tough Enough has had an impact on their family’s attitude towards them, all responded positively. Comments from two clients show this:

- *“They have said to me that they could see I do not have the old tricks that I had before. They seem to be happy now. I was always bent on getting money out of them, but not now.”*
- *“I think that they can now realise that I am a changed person. They have encouraged me to continue to participate in Tough Enough.”*

TEP has many meanings for participants. It has meant so many things to many different individuals. A key theme is taking responsibility for their own lives. The following are some of the responses to what it means to be in the Tough Enough programme:

“ It means human development, prosperity, responsibility and facing the harsh realities of life.”

“Being patient, approaching life positively and taking responsibility of ones deeds. Not blaming others. To face the challenges of life without being involved in crime.”

“It means being given a second chance in life. It means taking control of my life. It means that there are people whom I can trust.”

In summary, it could be stated that whilst the reasons for joining the programme were not so convincing due to poor marketing and short notice, in the end participants seem to have a good understanding of the programme. The programme appears to have had a positive impact on the participants, and the responses give the impression that they have been through important personal development processes and are much more prepared to face life outside of prison. It was impressive to see the kind of issues that participants identified as requiring attention for the improvement of the programme. It does indicate their understanding of the programme and how important the programme is to them.

A concern is that their life paths seem to be centred around getting employment and not being self-employed, for instance. Given the harsh economic realities and the stigma attached to ex-offenders, it may just be a source of frustration when some of them get released and find it difficult to get employment. The responses from the clients who have already been released provide insight into how effective the programme has been in preparing them for outside life. These results are presented in the following section.

3.4 Clients (Ex-Prisoners)

This section follows a similar format to the previous one, however, all the respondents have been released from prison. The results of the in-depth interviews and focus groups have been integrated, and the findings show that the two methodologies employed do verify one another.

We begin by providing a profile of the three clients interviewed, followed by their experiences of programme delivery and finally their perspectives on the impact that the programme has had on them. The results show that participation in Tough Enough has had a positive impact on released ex-offenders, and they provide useful insights into how the programme has impacted on them. What stands out strongly is the emphasis on personal responsibility, a central message of NICRO's programmes.

3.4.1 Profile

Client D
<p>This client is an 18 year old boy from Palm Springs, who has spent 18 months in prison for car theft. This was his second offence. He was not charged for his first offence and was arrested three weeks after release. He was released in July, 2000. He stays with his mother, grandmother and younger brother.</p> <p>He is not a member of any stokvel, burial society or organisation. His wants to venture into sewing and knitting, but lacks the skills and machinery to realise his goal.</p>

Client E

This client is a young man 21 years of age. He resides in Sharpeville with his mother and three younger siblings. He committed an offence (car theft) when he was only 18 years old and stayed in prison for 15 months. It was his first offence. He was released in May, 2000. He is involved in sports as an assistant coach. He is now doing Grade 10.

Client F

This client lives in Sebokeng with his mother and four younger brothers. His two children live with their mother. He has spent nine years in prison for armed robbery. He is 34 years old and committed the offence when he was only 25 years old. He was released two months before the research was conducted and has been involved with SA Dawa Network (a religious group) since his release. He will also be attending the Economic Opportunities Programme of NICRO.

3.4.2 Programme delivery

This section on programme delivery encompasses a number of aspects including recruitment, facilitation, methodology, and logistics.

Motivation to participate (recruitment)

When asked about why they joined the TEP, the question drew mixed responses, yet the predominant theme is that clients were motivated to change their behaviour and relationships:

- *“ I saw that I can benefit from the programme. I made a commitment that I do not want to commit offences.”*
- *“I had a family problem and I wanted NICRO to serve as a mediator and reconcile me with my uncle.”*

- *“I was motivated as an individual to change my behaviour to be able to fit into the society. I wanted to get society’s perception towards the inmates and to learn skills that I can make use of.”*

Benefit of TEP for clients

Participants were asked to share their experiences about how TEP has helped them. It then emerged that the TEP has helped participants in numerous ways, ranging from personal introspection to receiving important skills, such as problem solving:

- υ It gives them the opportunity for self-introspection.
- υ It gives them confidence to express themselves in front of others.
- υ Reconciliation with the victim / family is a crucial aspect.
- υ It instils a sense of responsibility.
- υ It exposes participants to problem solving approaches.

The following are the aspects that participants find most difficult about the Tough Enough Programme:

- υ Being shy to talk about themselves and their problems (to expose their weaknesses) was a challenge for group participation.
- υ Sharing everything with the group during the initial phases was difficult; and
- υ Sharing other people’s pain, like the pain of hearing about how some people have been rejected by their families.

Participants were full of praise for the Service Deliverer and the quality of the service rendered. The responses reflect that a close bond and relationship of trust is established with the Service Deliverer, which is an important part of the positive effect that the programme has on participants. Here are some of the responses:

- *“She is willing to work and help us, and is always there to assist.”*
- *“She is like my guardian. I feel comfortable to share whatever is troubling me with her. I did not trust her initially, but her approach made me feel relaxed and trust her.”*
- *“She is like my sister. She is able to keep a secret.”*

One participant even went further to justify or explain why the Service Deliverer (woman in this case) was suitable and states that *“It pays dividends when a facilitator is a woman. A lot of inmates spent time thinking about women”*.

The following factors were identified as making it difficult for them to attend TEP sessions in prison:

- υ It is problematic for those who are working.
- υ Inmates always need to guard their belongings.

Outside the prison participants find that it is easier to attend sessions, except one participant who has asked to be excused to attend to his child’s psychological problems. As participation in the TEP is not full-time, one wonders whether he is providing himself with a back door to reduce his participation in the programme.

Participants felt that the programme could be improved through the following:

- υ Encouraging more interaction with family members and community leaders;
- υ Inviting community leaders to prison;
- υ More time for the programme; and
- υ Inviting rehabilitated ex-offenders / prisoners to participate in the programme by sharing their experiences.

These responses highlight the extreme difficulty that clients’ experience integrating into their communities, and emphasise how important it is for NICRO to focus on developing community facilitation skills in order to increase the effectiveness of the TEP. It is one thing to work with the individual, but it is equally necessary to have an impact on their environment. More information about the difficulties of integration are provided in the next section.

3.4.3 Impact

Prison life is an alienating and lonely experience for inmates, and rehabilitation is limited. Participation in the TEP provides clients with a vision for the future and a chance to prepare themselves emotionally and mentally for ‘normal’ life.

Some words used to describe prison life are: LONELINESS, PAIN that I feel, FANTASY, SUICIDE and ESCAPE.

When asked to relate their prison experiences, the trend of highlighting both positive and negative aspects continued. As one participant stated: *“It was a blessing in disguise. It afforded me the opportunity to reflect and learn from my mistakes.”*

The other participants highlighted the difficulties as summed up by the following comment: *“You are removed from the community. There is little interaction with the outside world”*.

Another continues, *“It is not a normal environment. There was no rehabilitation when I came in. I spent a lot of time studying through UNISA”*.

Prison and participation in Tough Enough has also impacted on their behaviour at different levels. As one respondent stated, *“I was full of jealousy before but now I accept my circumstances.”* Another participant adopted a broader view and stated that *“My view of life and how to do things have changed completely. I am more committed and serious about education now.”*

Another was more spiritual and stated that,

“Before I went to prison, I never attended a church but now I am very religious. I was obsessed with money and I learnt to respect life and earn money legally. I was short tempered and violent and now I am patient.”

The following expression *“I felt like being given a second chance to prove myself”* sums up the feelings of the participants upon their release. It also indicates that they have taken a greater level of responsibility for reintegration than would be expected of prisoners who have not been through the TEP, considering the high rates of recidivism in the country.

As part of the focus group discussions we conducted a word association about TEP. Respondents were first asked to throw out words that they associated with TEP and then the group was given the chance to unpack and define their meanings. The TEP is associated with positive words, actions and meanings. The following results from the Bloemfontein focus group capture the impact that the TEP has had on clients:

- Responsibility:** That one has to take responsibility for one's life, and to lead a very responsible life.
- Confidence:** To have confidence in whatever one does. To be positive about what the future holds. It taught me that one can choose what one wants out of life and what to make out of the challenges facing us.
- Coping:** Tough Enough is all about coping with the difficulties that we encounter. It also serves as a source of overcoming emotions. It is about making peace with our past.
- Passport:** Tough Enough is like a passport for life to me. Whenever I encounter difficulties, it is always there for me to refer to. It is like a Bible to me.
- Bravery:** Tough Enough has taught us to be brave and take control of our life and not wait to be spoon-fed. We are all brave enough to state never ever shall we go back to prison.
- Patience:** Tough Enough is about throwing away all aggressiveness and adopting a patient and more positive approach towards life.
- Leadership:** Like in the case of responsibility, Tough Enough is about leadership. Leaders never disappoint. We have to serve as leaders in the fight against crime. Who can convince people better than us who have first hand experience?
- Hope:** Hope and Tough Enough are synonymous. The programme has given us hope to continue to do better. It has provided us a second chance in life.
- Parent:** It is like a parent to us. It is always there for us for advice and motivation.
- Stress reliever:** It might seem simple to you, but to us it is just like a painkiller. We have dealt with the bitterness and pain of prison life.
- Ambition:** Tough Enough has instilled a sense of urgency and ambition in my life.

TEP meant different things to different people. As one puts it, *“It means someone who is responsible and accountable. Someone who is able to admit mistakes and willing to change”*. The other participant was more direct when he said that he was *“Given a chance to change and change others.”*

The impact of Tough Enough on participants occurs on many different levels, all of which assist with reintegration. Importantly, it has given clients an increased sense of personal dignity. It has also given clients skills to cope with the difficulties of reintegrating into their communities, and the strength to face the challenges that they encounter. The comments below reflect these aspects.

On an individual, personal level, it is evident that participation in the TEP has given the clients reassurance about their individuality and dignity. The expressions below best describe what they have gone through:

- *“I realised my worth as an individual. I believed in myself.”*
- *“I realised my strong qualities and be encouraged to focus on them.”*
- *“I learnt to be patient.”*

One participant was more direct when he stated that,

“When one goes to prison, you lose your respect and dignity amongst your people and it is your responsibility to earn it when you come back. The TEP becomes a resource to help you to do just that.”

Participation in TEP has also shown the participants that it is all right to expose one’s vulnerability and emotions, as the following comment highlights:

“Without Tough Enough I do not think we would have been open enough to talk about our past as we do now. There is a lesson to be learned out of prison. It might be good or bad. Fortunately for us, Tough Enough provided us the opportunity to learn about the good side of life. I do not say one has to go to jail to learn good things...”

While the responses above focus on personal growth aspects, the following comments reflect how Tough Enough has given clients tools to cope with

reintegration, such as seeking support, conflict management skills, budgeting, and a more positive attitude to life generally:

- *“Without Tough Enough I think I might have found the going to be tough. Despite the difficulties of lack of employment, I am just happy to know that there is someone who will always be ready to listen to me. It is a driving force in our lives...we are grateful for what was done for us. We also feel very sorry for Miriam, she is doing so much for us...”*
- *“To us Tough Enough means human development. People are still wondering how I have changed. There was one guy with whom I did not see eye-to eye. I was very aggressive and always wanted to start a fight with him. I think he heard from the other people that I have changed. He approached me and we solved the problem between us. We are very close friends now. Can you believe it?”*
- *“The programme has shaken off the yoke of feeling bitter and has provided me with assertiveness to deal with the legacy of having been in prison. This was really a wonderful experience for me. I thought I knew a lot about myself, but that was not the case. The programme unearthed my real strength. For this I would always be grateful.”*
- *“I was a heavy alcohol drinker before I went to prison. I am not drinking any longer. I also go to church now. Previously, I would take whatever cent I could lay my hands on and drink it out. Because of Tough Enough, I can now make a budget. My wife and all my neighbours are all surprised by this change of attitude and behaviour.”*

Having recognised the benefits that the TEP offers, it could explain why the majority of clients are still involved in the programme, even when they have been released. Participants were asked why they are still involved in order to assess and understand their real motivation for participation. The responses reveal that Tough Enough provides them with ongoing support, and a means of maintaining their commitment to a new path in life. Participants offered the following reasons:

- *“I do not know everything, so I need people to come and guide me. The TEP detracts me from brewing criminal plans. I get ideas and knowledge.”*
- *“I am participating because I want to forget about the past and continue with my life.”*
- *“It gives me fresh ideas.”*
- *“I want to complete what I will call the second phase.”*
- *“For learning, support and guidance.”*

When asked about their experiences of the life paths and careers that they identified while still in the pre-release phases of the programme, some stated they wanted to start their own businesses and others wanted to find employment and be stable in life. Money seems to be the biggest obstacle in their way. The support that they get from their families and the experience of having participated in Tough Enough encourages them to continue. Their responses also indicate how far they have come in achieving what they set out do to and also reveal the factors that may cause deviations from their identified life path. While life out of prison is not easy, the participants reveal that Tough Enough has provided them with the strength to face adversity with a greater sense of responsibility and pride.

*“I told myself that when I am released, I want to start my own small business and only when I am stable financially would I start thinking of marriage... It was not plain sailing for me after being released. I found it very difficult. I did not think about all the aspects that are needed to start a small business. The very first difficulty was to raise the funds to start. I remembered the phrase that the NICRO Service Deliverer likes to use: **“Never ever give up, no matter how difficult”**. These words kept ringing in my ears. I believe in taking chances, and it’s a belief that paid off. I’m optimistic that given time and the community support I am enjoying, I am destined to accomplish the life path that I have drawn for myself. I think the way things are going I would even surpass my dreams. I really brim with energy when I have to speak about the Tough Enough Programme.... After numerous obstacles, one guy approached me about a business opportunity. We approached the Provincial*

Department of Agriculture and we are now running a nursery... I am also having my own car washing business..."

Another participant has not been able to fulfil his identified path, but says that participation in Tough Enough will "see me through." His comments also reflect the importance of a supportive family environment:

"I don't think I have been able to follow the path that I drew up for myself. I wanted to start my own electrical business and provide for my family. I have not been able to achieve this. I am not discouraged as my wife is very supportive and understands the situation I find myself in. Lack of money is a real problem. It is all about money, it's money that is hampering us achieving our goals. If you go to banks to take out loans, you are always told that you do not qualify. I have taken solace from the fact that I know that success does not come by one knock on the door. The skills that I acquired from tough enough will see me through."

With regard to family support, one participant said that his family was very sceptical of him following his release, but once he told them about Tough Enough, they were more supportive. This illustrates the importance of working with the family prior to release.

In cases where NICRO has begun to work with the family of clients before release the tremendous positive impact is evident. The following comment reflects this:

"Miriam made contact with my family before my release. As a result, I did not experience problems with them. They could also see that I am a changed person during their visits."

The younger clients may also need different coping skills, such as dealing with peer pressure and not focusing on the material. Some comments from younger participants reflect a worrying tendency and highlight the ease with which they are disappointed when their expectations are not met. They still need to learn to exercise discretion, and to distinguish between having expectations and demanding that these are fulfilled. This should provide some clues as to the issues that they face. We asked them what their first day out of prison was like and received the following responses:

" You go out excited and there are expectations. There is a list of items of things you want to do. When you go out the people are waiting for you and you expect them to do a welcome party. If you are materialistic and you expect them to bring you expensive clothes and you find that they brought you cheaper stuff, you feel disappointed.

The first time they are happy for you and second and third. But on the fourth day there are changes and the reality comes in. People will start to tell you about problems. The issue of income arise. I wasn't working for 8 years.

When you are in prison you don't update yourself through media and you find that life has changed. You get shocked. Then you start to re-plan again. That's the reason you find that most people go back to jail because they could not live in terms of the first plan."

Many of the responses from the respondents in Bloemfontein highlight the importance of the support that the NICRO facilitator can provide to assist with finding employment, and also reiterates the fact that Tough Enough has taught participants to seek support. One participant said that he could only attend a welding course if there were ten participants, but that he has

- *"... spoken to my prospective employer and he said he would come back to me... I have also told Miriam and she has contacted the training centre. Apparently we will start in a week's time with the training even if we are less than ten."*
- *"Miriam is still negotiating with my previous employers. I am not idling while waiting for the outcome of the discussions. I have already enrolled myself for a tool-making course. I also stated that I wanted to be responsible for the welfare of my family as I think they have suffered a great deal because of my imprisonment... "*

The benefit of being in a supportive group of people who are going through a similar experience should not be underestimated. One participant commented that, *"the advice from the guys sitting around here has also been helpful... You see, we always encourage one another..."*

Another participant beautifully describes the power of group support, having overcome initial inhibitions:

“The most difficult aspect is that when we are sitting in a group whereby you give your biography to strangers. It wasn't easy to give out your biography to the co-ordinator. It was easy for the co-ordinator to say that we must feel free. For us it wasn't easy because you don't know the people and the co-ordinator. The co-ordinator will start by introducing herself and she will assure us about trust amongst ourselves. I felt pain when I saw an old man crying when relating his life path. All of us ended crying and that made us a family. We were about 14 in the group. We ended up counselling each other. Since I attended the programme I never encountered any problem.”

Some of the respondents in the Vaal focus group were younger, predominantly in the 18 - 25 age group, and their responses reflect this. The honesty and openness that the programme afforded was displayed as one participant stated that,

- *“I wrote that I wanted to be a criminal again. But now I changed it because there is a friend of mine who was shot during robbery and he is paralysed. He is in a wheelchair.”*
- *“I used to smoke dagga but I decided I want to go to school, because when I smoked dagga people think I am a fool. It makes me do funny things. As I am going to school I want to be a doctor. Now I am going to school to pursue that path.”*
- *“I was always called into order and I wasn't listening. But after I got arrested and spent time in jail I realised that I must change. I wanted to go to school and be a doctor. But I had problems. Now I am selling fruits for somebody.”*

Evaluating these responses against the objectives of the programme clearly highlights that the programme is well targeted and it is achieving its objectives. It has managed to provide participants with opportunity for self-introspection and to assume responsibility for what has happened and their future and instilled a sense of "I can do it". It has also facilitated a reconciliation process between ex-offenders and their

families. The aspect that needs more work is the community involvement. The following comments reiterate this point:

- *"I have good relationship with my family and community members. My family accepted me back with open arms although this has not been the case with people in the community. Some would tell me that when am I going back to prison because they have heard that life is okay there. There is no such thing as good life in prison. People who talk like this are the ones who have never been there... It is horrible but Tough Enough has made me strong..."*
- *"I also had the same experience. I encountered no problems with my wife. She has always been supportive. It was only some of my neighbours who could not understand my change of attitude. According to them I am just putting up a performance trying to impress people that I have changed..."*
- *"Our communities should refrain from being pessimistic, fatalistic and prophets of doom about our change in our approach to life after being released. They should not be indifferent to us and, instead, they should get involved with us and opportunities will open up for us. Some of us went for silly mistakes to prison yet we are continuously being crucified. Sometimes it is as if one is being tried again. Some sectors of civil society have not yet fully developed the energy and vitality to support ex-prisoners..."*

For younger participants stigmatisation and peer group pressure to rejoin a criminal life is a serious challenge. The following dialogue from the Vaal focus group reflects these points⁴:

Nimrod: *"The stigma of being an ex- prisoner stays with you forever. There are more people who spite / tease you. I went to attend wedding reception of a friend with partners. We were eight and in four cars. All of the four guys were ex-convicts. One lady who knows us came to us and asked those ladies that they should be careful because I don't even have a month out*

⁴ Names have been changed.

and I am driving a car and that those ladies will be arrested with us. (LAUGHTER IN THE BOARDROOM). We never took that seriously and we continued to enjoy ourselves. She came to us wanting to know our feeling but we were never harsh on her."

Even friends tend to loose trust in you because you are stigmatised.

Faizel: *"The problem I have is with the community. The parents don't like to see me talking to their children. Even friends tend to despise you if you no longer want to do crime.*

Some will call you a coward. However, this helps because it reshapes my name in the Community that I'm no longer a criminal." (NIMROD AGREES).

Nimrod: *"Peer pressure also plays a role in shaping a person's self-esteem."*

Tyler: *"People in the community talk destroying things like your are no longer clever but a coward. But I don't follow them."*

Not everyone had a negative experience with their communities, and the comments highlight the importance of community support for shaking off the stigmatisation and labelling of offenders that can so often cause them to slip back into a criminal identity:

- *"My neighbours and friends treated me in the same manner as before. They know I am not a criminal but that it was just a mistake."*
- *You get support from the family, friends, and neighbours. If you don't get support your life becomes shaky and you feel that people hate you. If they don't support you they create a monster within you who will haunt them. I got support from friends who are mostly professionals. I feel free when my friends talk about my past, e.g. that I spent ten years in jail because that also helps me. It was also announced on a big podium in a conference attended by black Americans that they have a brother amongst themselves who had spent time in jail for ten years referring to my past and I felt relieved."*

Having illustrated the importance that participants place on family and community support, we now turn to the responses of the family members of participants.

3.5 Family members

The following section deals with the responses from the family members of the participants. This aspect of the programme has been less effective due to the difficulties highlighted in section 3.1.3 such as the fact that family members are spread over many communities and cannot always come together. However, the findings highlight that solutions should be found to involve family members more, as it is a critical aspect of successful reintegration. The findings below highlight that those family members that have had a greater interaction with NICRO are more positive about their spouses or relatives.

3.5.1 Demographics

The family members that attended the focus group in Bloemfontein were made up of two parents, four wives and one uncle. In the Vereeniging group, there were three parents, one wife and one aunt who attended.

Table 3 Table 1: Family member's relationship to ex-offender (Bloemfontein)

Relationship	Number of respondents
Parents	2
Wives	4
Uncle	1

Table 4 Table 1: Family member's relationship to ex-offender (Vereeniging)

Relationship	Number of respondents
Parents	3
Wife	1
Aunt	1

3.5.2 Experience of the programme

In both areas, there was no support group consisting of family members. Individual family members had had one-to-one contact with the Service Deliverer. It was

therefore difficult to share their collective experiences about the TEP per se, but they were able to comment on NICRO's services and on the Service Deliverer. Their comments largely reflect that the intervention of the NICRO Service Deliverer has made a positive impact on their attitude to their family member and has been a source of support for them. It seems, however, that more work needs to be done with family members in the Vereeniging group, as some respondents still display resentment and scepticism. One woman commented that the client should not live with her, as she cannot bare to stay with him. In this case a mediated family session would be appropriate, and the Service Deliverer should have picked this up. The same woman also enquired about how many times they should visit the NICRO office, indicating a willingness to be more involved in the rehabilitation of her family member, and should be encouraged to do so. In the focus group, her son says that his family are 100% behind his participation in TEP.

The comments below reflect their views on NICRO's intervention:

- *“As I have stated before, I was only here at the NICRO offices once before this meeting. Before that, the NICRO Service Deliverer contacted me and she told me about the release of my son. There is nothing that I have done in the programme...I think Tough Enough is about helping those who have been behind bars to mend their ways. It is also about providing us families with the necessary support that we need. Some people think it is nice to have one of your family members behind bars. It is a very painful experience. The advice and support that I got from Miriam has been helpful. The programme is there to bridge the communication gap between us and our family members...”*
- *“I told myself that I never want to see my son again. In fact, I was the one who called the police after I found out he has stolen property in my house. It was not for the first time that he did that. I always discouraged him, but he would not listen. I swore that, no matter what, I do not want him in my house again...all this changed after Miriam talked to me. I realised that there is a role that I can play in changing my son's evil deeds. I could see that he has changed. He started asking me about going back to school and, just there, I realised that Miriam is doing a good job...”*

- *“ The first time I came to know about the project was when my husband was about to be released. NICRO contacted me and wanted to know why I am not visiting my husband as he was complaining about this. I told them about my financial difficulties...when I got the chance to visit him, he surprised me with all that he told me he wanted to do upon his release. He was talking about starting a new business and being a devoted Christian. I slept very well that evening, but I was sceptical about this sudden change of attitude. I thought that it was a game he was playing...only to be proved wrong. He has really changed and has fulfilled his promises. I am grateful for my husband. I am grateful for the opportunity he got to be involved in the programme...”*

The importance of finding support from people in similar situations is again highlighted with this group of respondents, as the following comment shows:

“NICRO has provided us with the opportunity to meet other people who have experienced the same difficulties as us. It is better to carry one yoke when there is support from all sections of your community. I have met people while coming to visit Miriam. This helped me cope. I think the programme is wonderful.”

From the responses given above, it became evident that family members are appreciative of the service. It has helped to bridge the communication gap that existed, to provide the necessary support to the ex-offender, to realise that they are not alone and more importantly, to define the role families / spouses could play in the reintegration process.

The following section deals with the family members' perceptions of the impact that Tough Enough has had on the clients.

3.5.3 Impact

We asked the family members whether they had observed changes in the behaviour of the client. The responses can be categorised into two main groups:

There is a group that is still sceptical about the behavioural changes as illustrated by the following responses:

- *"I cannot say whether it helps, because my partner has not been released."*
- *"It is rather too early to comment about whether this sudden change of behaviour will be long lasting or is just one of those tricks to allow us to accept him as a changed person."*
- *"When he went to jail he was 15. I'm not sure about his behaviour. I'm still studying him, but I know he is smoking as at times he asks me for money to buy a cigarette. I don't spend too much time with him as I'm working."*

On the other hand, there was a group that was definite and emphatic that they have seen positive change as illustrated by the following comments:

- *"It is difficult for me to tell whether it is helpful for prisoners to be involved in the Tough Enough programme. But if I have to speak for myself, I think my husband has gained a lot. He was very rough...he is much better now... He has time for the kids, is going to church and has started a wonderful small business from scratch. This has a lot to do with the programme as he is always talking about it... Well, previously, it was hell. If it was weekend, the kids would ask me when am I taking them to their grandmother because they knew what was in for them if my husband arrives. He was always drunk. This is not the case anymore..."*
- *"During my visits, he used to tell me that he is participating in a programme that is preparing him of life outside prison. He was never interested in education but is now doing numerous courses to upgrade his skills. He also used to be very shy. I cannot believe my husband who is now the toast of my neighbourhood. He is always cracking jokes about his time in prison. Although I did not initially like this, he told me that there is nothing to be afraid of and that he believe that by sharing his experience with others, it might be helpful to them..."*
- *"From what my husband has told me and from what I have seen, the programme is really working. My husband has always been a strong*

person, but his involvement in the programme has made him stronger. Before he became involved in the programme, he was always complaining about life in prison...that they are being locked up early, that there is no freedom of movement...His whole attitude has changed. He is now the one who often ask me why am I so down.”

- *“The programme has definitely changed him [husband]. Before his release he was also disillusioned about life in general. After Miriam has spoken to me and told me about the programme, I could see that he is enjoying himself.... It is funny, but when he starts talking about Tough Enough, you will start laughing. My children are also using the phrase **“I am Tough Enough, I am Tough Enough”** very often. According to him Tough Enough has made him want to go on with life.”*

3.5.4 Programme Delivery

It was rather difficult to discuss the TEP programme delivery with the family members and to come up with concrete suggestions about how the programme could be improved, as the participants did not have an experience of the TEP itself.

The comments do reflect the important role that the NICRO Service Deliverer plays in encouraging family members to visit their relatives, children or spouses in prison. Family members express feelings of bitterness, resentment, disappointment, anger and betrayal when talking about the time when the person was arrested and sentenced. The NICRO Service Deliverers have, in some cases, encouraged them to work on the relationship with the client. The following comments reflect this attitude:

- *“When he [partner] was about to be released the last time he was in prison, the officers wanted me to sign a paper giving my consent. I did not want to. It appears as if he is happier inside than outside. I wanted him to rot in prison...I later gave my consent. I regret this because he is back in prison. Other people are making progress in life while I have to stay with this man who is yo-yoing between South African prisons. I am tired of being called the wife of a jailbird. How am I supposed to care for my kids? I think programmes like this one could have played a significant role in his life...”*

- *“It was through Tough Enough that I realised the importance of visiting her... If it were not for the intervention of NICRO, I would not have visited her. I could see that she has mended her ways as she brimmed with confidence...”*
- *“I also supported my husband right through. I visited him once a week and his homecoming was really wonderful. I feel more secure with him around. The advice that I received from NICRO prepared me thoroughly for his release. I knew how I had to treat him in a very understandable manner.”*

In sum, as indicated previously, it has not been easy for both Service Deliverers to organise a support group comprising of family members, and there are valid reasons for this. Be that as it may, it is the evaluator’s view that it will be helpful to run one group of family members to assess value that could be added to this process of reintegration. From the majority of the responses and family members’ observations, there appears to be a conviction that the programme is effective. They spoke about some of the behavioural changes that they have noticed thus far, and those that know of the Tough Enough Programme are very supportive of it.

Chapter

4

CONCLUSIONS & RECOMMENDATIONS

4. CONCLUSIONS

The key aspect of this evaluation was to assess how effective the Tough Enough Programme has been in terms of assisting ex-offenders to reintegrate into society on their release from prison. The aim of the evaluation is to learn from the results so that improvements can be made to the programme. Beginning with the name of the programme as a reference point, one may ask whether the programme prepared them sufficiently to assume responsibilities and face the world. Were the participants *tough enough* to participate in the programme? Were Service Deliverers *tough enough* to run the programme? This section will respond to these critical questions.

Offender Reintegration has been one of the key programmes of NICRO for some time. What differentiates TEP from other previous interventions is the focus on the quality of the intervention rather than quantity, and this is indicated by the findings. It is also a pre- and post- release intervention and therefore fulfils a rehabilitation need within the prison on the one hand and preventative measures on the other hand. It is also aimed at mobilising and securing the support of both family members and community for the reintegration of offenders. Another important aspect of the programme that is different from previous interventions, is that it should be driven by the needs of the client, and the facilitators must respond to these. This requires a paradigm shift in service delivery, which was quite difficult for Service Deliverers at first, but the two interviewed are now more positive about their ability to do this than before.

Overall, the evaluation reveals that TEP has had a positive impact on all those who have participated in it. For the Service Deliverers it has been a rewarding and

stimulating process, for the clients it has given them the strength to face adversity and the toughness to rise above it. Those family members who have engaged with NICRO have found a source of incredible support, and the IC members feel relieved from the pressure of not being able to provide services due to budget cuts.

While we selected two sites in order to compare the differences between them, the findings reveal that the impact on the clients has been similar in both provinces. The difference between the provinces is predominantly that the involvement of family members has been somewhat better in the Bloemfontein area, but community involvement remains an area for improvement in both. The fact that fewer clients arrived for the focus group discussions in the Vaal area could reveal that the degree of commitment of participants in this programme is less than in the Bloemfontein area. Yet we are hesitant to draw this conclusion, as other variables could have impacted on this, such as the way clients were invited to participate. Southern Hemisphere relied on the Service Deliverers in the various regions to invite people to the groups. Another factor is that the clients in the Vaal region are somewhat younger than those in Bloemfontein, and therefore the issues that they deal with and their attitudes are different.

From the findings, the following conclusions can be drawn:

4.1 Service Deliverers

- u Service Deliverers have understood the rationale and purpose of the TEP, despite some initial problems of understanding the 'client driven approach' during the early stages of the programme.
- u It would appear that TEP was conceptually designed and developed by NICRO Head Office. The concept was then workshopped with Service Deliverers who were involved at different levels.
- u As the programme unfolded, Service Deliverers have learnt valuable lessons, such as that the programme needs flexibility and creativity, that one needs to allow enough time for clients to talk about themselves and their problems and that these then need to be integrated into the programme.
- u There are, however, key challenges that Service Deliverers face in delivering the programme. These include interacting with communities around offender

reintegration, the challenge of organising family members dispersed over various geographical areas and budgetary constraints.

- u From the Service Deliverers' responses it becomes clear that support from Head office is crucial in terms of developing strategies and skills for community mobilisation, providing more information about the programme's finances (this is also at provincial level) and the effective utilisation of volunteers such as graduates, students or ex-TEP participants.
- u Whilst there is acknowledgement of the creativity and flexibility that is associated with the programme, it would be useful to have a programme resource guide. This will enhance the programme content and outcome.
- u There is a need to enhance conflict resolution skills (facilitation, negotiation and mediation) and community mobilisation skills.
- u There is a strong belief amongst the two Service Deliverers that their intervention is yielding positive results. They have seen clients showing signs of tolerance and patience, interacting well with group members, approaching NICRO whenever they are encountering problems and wanting to meet their victims to apologise.
- u The Service Deliverers have established good relationships with the DCS staff in the prison, yet in the Vaal area the Institutional Committee knows very little about the TEP, while the prison social worker and educationalist are involved in it. The Service Deliverers have left the marketing of the programme to prisoners up to the prison officials, and this can result in poor messages being passed on to prisoners about why they should participate. Another factor that affects enrolment in the programme is that some prisoners prefer to work where they can earn an income.
- u On the whole, the Service Deliverers interviewed have enjoyed facilitating Tough Enough, and do perceive that their work is having a positive impact on the participants.

4.2 DCS staff

- u The IC plays an important role as gatekeeper to the prison and in evaluating the impact of programmes on participants when assessing their parole conditions or prison privileges. The importance of establishing a good relationship with DCS staff has been highlighted, as they can not only facilitate the smoother running of the

programme, but also have a significant impact on the lives of the NICRO clients, in and outside of prison.

- u The Institutional Committee in Vereeniging prison is not well informed about the TEP, yet the prison social worker and educationalist are. The head of the Institutional Committee in Grootvlei prison understands Tough Enough very well and is very supportive of it, as is the social worker.
- u The Service Deliverers have focused their attention on establishing good relationships with the prison social workers.
- u The staff interviewed for this evaluation all recognise the important work that NICRO is doing, and have witnessed the positive impact that TEP has on most of the participants. There is some scepticism about the prisoners' motivation to participate, yet this does not seem to deter them from promoting the programme.
- u There is a sense of frustration that DCS staff feel at having such limited budgets to run their own programmes, and are only too keen to work with outside Service Deliverers, but would prefer to streamline activities somewhat.

4.3 Clients

- u It would appear that clients joined TEP for various reasons. In most cases they do not relate directly to the TEP's objectives, due to poor marketing of the programme. The marketing of the programme needs to be revisited. As one participant has observed the marketing should be done *"more professionally. I think a lot of prisoners are losing out on the opportunity of joining the programme because we are just being explained that people from Welfare or NICRO want to see us, or that such and such a programme will be launched tomorrow... We should be informed well in advance about the programme."*
- u The motivation for participation was better in Bloemfontein than in Vaal, and it seems that the DCS staff in the former region have a better understanding of the objectives of TEP than those in Vaal. As they are doing the marketing in the prisons, it is critical that they understand how to communicate the objectives of TEP to prisoners. However, what has emerged is that no matter what the motivation for participation, during the programme they developed a better understanding and appreciation of what the programme is all about. This highlights that even if people enrol in the programme for reasons like wanting to improve their parole conditions, they should not necessarily be excluded, because the programme, as we have seen, is able to

draw them in and change their motivation. This does not mean that NICRO should drop its requirement of voluntary participation or screening criteria, as the programme is somewhat more effective for clients who have already committed to change. Participation in TEP gives them skills and reinforces their motivation to participate.

- u The interviews with the clients still in prison show that the programme has a positive impact on the participants and has contributed positively to how their family members view them.
- u The life paths that were developed with the in prison group centred mainly on employment aspects. There is a need to prepare the participants adequately for the harsh realities outside prison to avoid a situation where not finding employment will be a source of frustration.
- u Those in prison seem to have a fairly optimistic outlook about their futures.
- u The programme continued to have positive effect on clients who have been released and contributed immensely to how family members view them. It has managed to provide participants with the opportunity for self-introspection and to assume responsibility for what has happened, as well as for their futures. It has instilled a sense of 'I can do it!'. It has also facilitated a reconciliation process between ex-offenders and their families. While life out of prison is not easy, the participants reveal that Tough Enough has provided them with the strength to face adversity with a greater sense of responsibility and pride. The words that clients associate with Tough Enough and the meaning that they ascribe to these words clearly show that their 'take out' of the programme is positive. Some of these words are: **Coping; passport; bravery; patience; leadership, hope, parent, stress reliever, ambition.**
- u For both groups (inmates and ex-prisoners), there is a trend of highlighting both positive and negative experiences of prison. Participation in Tough Enough, as well as opportunities to improve their skills or further their education in prison, translate as the positive experiences.
- u There is still room for the programme to create a space for victim-offender mediation. Victim-offender mediation needs to be seen as part and parcel of the programme for those clients who are willing to see their victims. One gets the impression that it is being seen as an add on by the Service Deliverers, and not an integral part of the reintegration process.

- u Interaction with family members while still in prison is very important for reintegration, as it gives them hope for a better life outside of prison. Participants also reveal that their participation in Tough Enough has a positive impact on their family member's attitude towards them, and this is a motivating factor for continued participation.
- u It is still a challenge to secure the support of the community and to begin changing communities' perceptions and attitudes towards ex-offenders. As one family member commented, "*... the problem I have is with the community. There was a person who was robbed and the community had to come to my home to come and identify if it wasn't my son who robbed him. At home we understand that he made a mistake and paid for it. There is harmony at home, but the community does not want to forgive him*".
- u Clients see NICRO as a great source of strength and support, and their ongoing participation in Tough Enough post-release is an integral part of their reintegration. It helps them to maintain their commitment to change, and the Service Deliverers are able to support them in fulfilling their life paths. It is not so critical that the life paths drawn up in prison are totally realistic, as it is more about giving the participants a vision for their future. However, they do need to be given the support and skills to problem solve around the obstacles that they face and to revisit their paths if necessary.

4.4 Family Members

- u It is still a challenge to organise a support group comprising of family members due to several factors including, lack of transport money, members not being in one geographical area, making it difficult to organise them and human resource capacity in NICRO.
- u Family members in the Vaal area seemed to know less about Tough Enough than the ones in Bloemfontein. However, most if not all of the family members have been seen on a one to one basis by the Service Deliverer.
- u There is a strong view amongst most family members that the programme is effective. Most spoke passionately about some of the behavioural changes that they have noticed thus far.

5. RECOMMENDATIONS

The Recommendations are offered for improvement and for enhancing the effectiveness of the programme. The programme has really made a significant difference in people's lives and clearly has potential to make an impact on offender reintegration and recidivism on a wider scale. The following recommendations are made in the light of the fact that TEP is in the first year of implementation:

- υ Ways and means have to be found to market the programme properly to potential clients and prison staff. The marketing should be done by NICRO and not be outsourced to the prison social worker. This is important given the fact there are many other programmes in prison.
- υ A detailed service agreement must be drawn up with DCS at various levels, e.g. National, Provincial and local so that aspects such as roles and responsibilities, time frames and logistics are clearly outlined. These agreements can even be made with area managers and section heads in prisons.
- υ It is also important to get full management support for the TEP as the Institutional Committees are the prison gatekeepers and can facilitate the smooth running of the programme.
- υ Service Deliverers should convene a workshop with prison warders in order to give them more information about the aims and methodology of TEP in order to get their support for it. It would be good to try and draw out all the possible negative perceptions about this, and other similar, programmes so that they can be addressed. Prisoners have the most direct contact with warders and a negative attitude towards participation in TEP can be quite demoralising for the NICRO clients.
- υ NICRO should continue exploring ways and mechanisms to mobilise and secure community support for reintegration. One way could be to identify community structures that deal with crime issues like Community Policing Forums, Safety and Security Sub committees of the civic organisations and to gain their support.
- υ Explore ways and means to run group sessions with family members to assess the value that could be added to the process of reintegration. This may involve allocating a transportation budget.
- υ Related to the above, it will be helpful to identify opportunities where victim-offender mediation could be offered as part of the package of TEP.

- u NICRO should explore a more effective use of volunteers to co-facilitate the programme, to supplement the shortage of human resources and enhance the effectiveness of the programme in general. This programme offers a good learning opportunity (facilitation skills, community work, group work, networking etc.) for the many unemployed graduates in South Africa. Volunteers can help with programme delivery and with assisting the individual clients with their needs e.g. speaking to training schools etc.
- u Development of skills of Service Deliverers is an ongoing activity and it cannot be overemphasised. Service Deliverers need to be supported to continue developing their facilitation techniques.
- u Development of a resource guide for the programme will be welcomed although it should not be prescriptive. It should contain activities for the kinds of issues that clients may raise. One way to compile this guide would be for each Service Deliverer involved in the programme to submit the activities that they have used, with tips for facilitation. NICRO could even hold an internal competition for the most innovative and creative methodologies and activities submitted.
- u The linkage of TEP and other programmes like the Economic Opportunities Project, Diversion and Victim Support needs to be explored fully and encouraged. The majority of the ex-offenders' needs, life paths and dreams are centred on employment aspects. EOP is best placed to address some of these needs.
- u The utilisation of other organisations like SANCA, art and drama therapists, conflict management specialists and others in the delivery of the programme should be explored and encouraged.
- u Related to the above, NICRO should find ways and means to utilise some of the offenders who have gone through TEP. These people could be "champions" or "agents of change" of the TEP and the services that NICRO provides generally. As one participant commented: *"We have to serve as leaders in the fight against crime. Who can convince people better than us who have first hand experience?"* They are best placed to provide insight and to provide encouragement to prisoners to keep their commitment to change. It will also reinforce their own reintegration process.
- u Develop a database for people who have participated in the TEP for future monitoring of impact and evaluation studies. The data collected must be standardised across all the NICRO offices.

In conclusion, while the scope of this research was only limited to two prisons in two regions of South Africa, the results show that NICRO is on the right path with Tough Enough and that the programme is well targeted. The stakeholders identified as being important to the clients' reintegration process are correct. Now that the Service Deliverers have become accustomed to running the programme with clients, they can embark on their next learning curve, which must be to interact more with community members. The impact objectives of Tough Enough are realistic, and are being achieved.

We would like to commend NICRO for providing this innovative service and encourage you to continue to develop the capabilities of staff members and clients alike.

APPENDIX ONE: INTERVIEW SCHEDULE EX-OFFENDER IN PRISON

SOUTHERN HEMISPHERE



...consulting and development
services...

PROJECT TOUGH ENOUGH?!

Clients Questionnaire (in prison ex-offender)

WHERE APPLICABLE, PLEASE CIRCLE THE APPROPRIATE ANSWERS

Questionnaire No:		Interviewer:		Date of interview:	
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Name of prison

Location of Project (Geographical)

Specific Comments (Description of interviewer's observations, insights, reflections)

Hi, my name is _____. I work for a company called Southern Hemisphere, and we have been asked by NICRO to do independent research of the NICRO Tough Enough programme that you are participating in. We are trying to help NICRO to improve the programme in the future. The aim of the research is to learn lessons from the past so that we can improve the programme in the future. I would like to ask you a number of questions about your experiences with the Tough Enough programme. There are no right and wrong answers, we are simply asking you to share your own opinions with us. It is important that you are open and honest as we can only help to improve the

programme in the future if we have accurate information. We are not going to tell NICRO who said what things, so the information you give us will not be traced to you at all. Do you agree to participate in this interview? Thank you, can we proceed? Let's start by talking a bit about yourself.

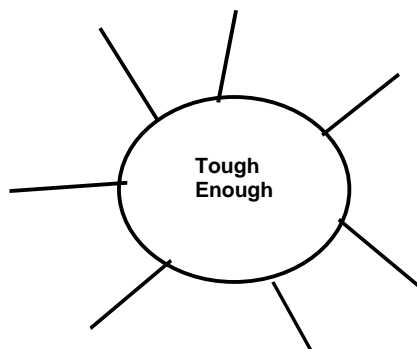
Interviewer instructions:

- > This questionnaire should be used as a discussion guide, not as a strict interview schedule.
- > You may find questions and answers repetitive if you stick to it, so be flexible. If you think a question has already been answered, move on.
- > Use the questionnaire as a check-list to see that you have covered all the issues.
- > Take your time. Remember not to share any prior information from other interviews with the interviewee.
- > DO NOT LEAVE POINTS HANGING IN THE AIR. PROBE and ASK WHY WHY WHY!!
- > Relax and listen actively.

BACKGROUND			
1.	Tell me a bit about yourself?		
	How old are you?		
	Where do you come from?		
	What is your family status?		
	Married	Divorced	Single
			Life Partner
2.	Do you have any children? If so, how many and what are their ages?		
3.	Are there any questions that you would like to ask me?		

4.	<p>We have been told that participation in the Tough Enough programme is voluntary.</p> <p>Why did you decide to join the programme? What did you want to get out of it?</p>
5.	<p>Tell me a bit more about the Tough Enough Programme, what is happening in your group at the moment? What are you busy doing in the sessions?</p>
6.	<p>When I say the name "Tough Enough" what are the first things that jump to your mind? I.e. what are the first things or words that you think of?</p> <p><i>Interviewer instructions: get the persons first reaction - tell them you don't want them to think too much about it.</i></p>

Word association (lines are provided as indications, you can use less or add some if you like).



7.	<p>Can you share with me what your experience in the Tough Enough programme has been like?</p> <p><i>Interviewer: Let the person speak and share with you what they want to, probe deeper.</i></p>
8.	<p>Can you give me some examples of the kinds of things that you did and are doing in the programme?</p>
9.	<p>I can not imagine what it must be like to be in prison, can you tell me about your experience?</p> <ul style="list-style-type: none">- What is prison life all about?- What is the most difficult thing about being in prison?- Has anything positive come from your time in prison?

10	How long have you been in prison now?
11	We know that you are participating in the NICRO Tough Enough Programme now. How did you end up in prison?
12	How long have you been in prison and when are you expecting to be released?
13	Is this your first time in prison?
14	You must have many experiences in prison. Have you changed anything about yourself since you went into prison, and what caused this change in yourself? Explain.
15	Have you learnt or realised anything about yourself during the time that you have been participating in Tough Enough? If so, what? And how did you learn / realise this?
16	What are the challenges that you are expecting to face on your release that you have identified in the Tough Enough sessions?
17	Do you think that being a part of the Tough Enough programme will help you to deal or cope with these challenges? If so, how? If not, why not?
18	<i>Interviewer: If the person is a recidivist, ask:</i> What was it like coming out of prison the first time? Was it difficult to get used to normal life again? Explain
19	<i>Interviewer: If the person is a recidivist, ask:</i> Do you think that if you had participated in a programme like Tough Enough the first time before you were released, that your life would have been different? If so, how and why? if not, why not?
20	We have been told that in phase two of the Tough Enough Programme, you are supposed to draw a life path for yourself? Can you tell me about your one? (the life path that you discussed for yourself? What did you say about what you want to do with your life when you are released?) <i>Interviewer: If they have reached this stage yet, ask them what they want to do with themselves generally when they get out of prison?</i>

21	What were the things that you do not like about the Tough Enough Programme?
22	What are the things that you find most enjoyable about the Tough Enough Programme?
23	What are the things that you find most difficult about the Tough Enough Programme?
24	Is there anything that you think should be done differently in the future?
25	Do you speak to other prisoners who are not in the programme about what you do there? If so, what do you tell them about the Tough Enough programme?
<p>FAMILY</p> <p>I would like to speak a bit more about your family now.</p>	
26	Do you have any contact with your family while you are in prison? If so, what form does it take (letters, visits) and how frequently? Who do you consider to be your family?
27	Do you enjoy having contact with your family or would you prefer not to have any communication with them? Explain
28	How would you describe your relationship with your family?
29	Have you had the experience of meeting with your family while you were still in prison with the NICRO facilitator? If yes, what was that like? How did it affect you?
30	How do you expect your family to treat you on your release from prison?
31	Do you think that your involvement in the Tough Enough programme affected your family's view of you in any way? If so, how?
<p>NICRO SERVICE DELIVERER</p> <p>I would now like to ask you a few questions about the person from NICRO who is facilitating your Tough Enough programme.</p>	
32	How does the NICRO Service Deliverer make you feel when you are in the programme?
33	Tell me about the NICRO Service Deliverer. Do you find that he / she is able to

	relate to you well?
34	Is there anything you did not like about her /his methods? Do you have any suggestions about how he / she could improve in the future?
35	Have you met the victim of your crime as part of this programme? If yes, what was that like? How did it affect you? - What role did the NICRO Service Deliverer play in the session?
FINAL QUESTIONS I only have a few more questions to ask you now about the programme to end off.	
36	Is there anything about prison life that makes it difficult for you to go to the Tough Enough sessions? What were these?
37	Will you continue to participate in the programme when you are out of prison? If yes, why? If no, why not?
38	Is there anything that you think NICRO should know about you or about the Tough Enough Programme that you have not told me already?
39	What does being in the Tough Enough Programme mean to you?
40	Is there anything else that you would like to add?

**THANK YOU VERY MUCH FOR YOUR TIME AND FOR SHARING INFORMATION
WITH ME !!!**

APPENDIX TWO: IN-DEPTH INTERVIEW SCHEDULE EX-OFFENDER POST RELEASE

SOUTHERN HEMISPHERE



...consulting and development

services...

PROJECT TOUGH ENOUGH?

Clients Questionnaire (ex-offender - post release)

Hi, my name is _____. I work for a company called Southern Hemisphere, and we have been asked by NICRO to do independent research of the NICRO Tough Enough programme that you are participating in. We are trying to help NICRO to improve the programme in the future. The aim of the research is to learn lessons from the past so that we can improve the programme in the future. I would like to ask you a number of questions about your experiences with the Tough Enough programme. There are no right and wrong answers, we are simply asking you to share your own opinions with us. It is important that you are open and honest as we can only help to improve the programme in the future if we have accurate information. We are not going to tell NICRO who said what things, so the information you give us will not be traced to you at all. Do you agree to participate in this interview? Thank you, can we proceed? Let's start by talking a bit about yourself.

Interviewer instructions:

- > This questionnaire should be used as a discussion guide, not as a strict interview schedule.
- > You may find questions and answers repetitive if you stick to it, so be flexible. If you think a question has already been answered, move on.
- > Use the questionnaire as a check-list to see that you have covered all the issues.
- > Take your time. Remember not to share any prior information from other interviews with the interviewee.
- > DO NOT LEAVE POINTS HANGING IN THE AIR. PROBE and ASK WHY WHY WHY!!
- > Relax and listen actively.

BACKGROUND

We are going to start by talking a bit about yourself. I am here really to find out your experience with the Tough Enough Programme run by NICRO, and to talk with you about what it has meant for you.

1. How old are you now?

2. Where do you live?

3. What is your family status?

Married

Divorced

Single

Living with
partner

4. What did you do when you were released from prison and what have you been doing with your time since your release? What do you do with your days?

- Are you working?
- If yes, what are you doing,
- if not how do you spend your days?

5. Are there any questions that you would like to ask me?

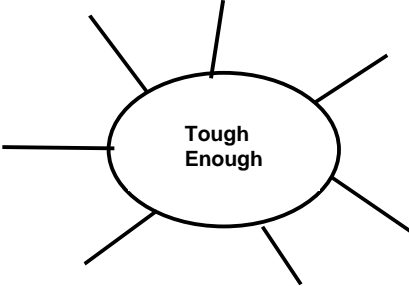
TOUGH ENOUGH

I would now like to ask you some questions about the Tough Enough Programme.

6. We have been told that participation in the Tough Enough programme is voluntary. Why did you decide to join the programme? What did you want to get out of it?

7. What are you doing in the programme at the moment? What kinds of activities or

	issues are you dealing with?
--	------------------------------

8.	<p>When I say the name "Tough Enough" what are the first things that jump to your mind? I.e. what are the first things or words that you think of?</p> <p><i>Interviewer instructions: get the persons first reaction - tell them you don't want them to think too much about it.</i></p>
<p>Word association (lines are provided as indications, you can use less or add some if you like).</p> <div style="text-align: center;">  </div>	
9.	<p>Can you share with me what your experience in the Tough Enough programme has been like? What have you told your friends or family about the programme in a few sentences.</p> <p><i>Interviewer: Let the person speak and share with you what they want to, probe deeper.</i></p>
10	<p>What are some of the kinds of things that you did and are doing in the programme?</p>
11	<p>Perhaps, before we begin talking about the programme, would you mind telling me what life in prison is like? I have not been to prison, and it is hard for me to imagine what it must be like to be in prison and to come out of prison?</p>
12	<p>What was it like coming out of prison after some time away?</p>
13	<p>Was this your first time in prison? If not, can you explain if your experience of reintegration with the community has been any different this time round and why?</p>
14	<p>I want to ask you about how old you were at different stages in your life?</p>
<p>- How old were you when you went to prison and how did you end up in prison?</p>	

	- How many years did you stay in prison?
	- How long has it been since you were released?
15	You must have had a lot of experiences in prison. Did you change anything about yourself since you went into prison, and what caused this change in yourself? Explain.
16	Did you learn anything about yourself during the time that you have been participating in Tough Enough? If so, what? And how did you learn this?
17	What were the challenges that you identified for yourself in the early part of the programme when you were still in prison?
18	Did your participation in the Tough Enough programme help you to deal or cope with these challenges at all? Explain.
19	When you were released did you find that there were other challenges that you did not think of in prison? What were these and can you now deal with these in the programme?
20	We have been told that in phase two of the Tough Enough Programme, you were supposed to draw a life path for yourself? Can you tell me about your one? (the life path that you discussed for yourself? What did you say about what you wanted to do with your life?)
21	Did your participation in the Tough Enough programme help you to get ready for life outside of prison? If so how? If not, why not?
22	What did you think about how life would be like for you out of prison? Are you able to use this life path now that you have been released, or is it not useful? Please explain? What do you think about your future life now that you are out of prison?
23	What were the things that you did / do like about it?
24	What were the things that you did /do not like about the Tough Enough Programme?
25	What are the things that you find most enjoyable about the Tough Enough Programme?

26	What are the things that you find most difficult about the Tough Enough Programme?
27	Is there anything that you think should be done differently in the future?
28	Did you speak to other prisoners who were not in the programme about it? If so, what did you tell them?
FAMILY AND COMMUNITY	
I would like to talk to you about your family and community.	
29	How would you describe your relationship with your family?
30	Did you have any contact with your family while you are in prison? If so, what form did it take (letters, visits) and how frequently? Who do you consider to be your family?
31	Did you have the experience of meeting with your family while you were still in prison with the NICRO facilitator? If yes, what was that like? How did it affect you?
32	How have your family treated you since you came out of prison? Have you had any problems with your family since you came out of prison? Family can be grandparents, parents, siblings, wife, children.
33	Do you think that your involvement in the Tough Enough programme affected your family's view of you in any way? If so, how?
34	Did you meet the victim of your crime as part of this programme? If yes, what was that like? How did it affect you?
35	Are you involved in any religious, political or community organisations, if so, what organisations, and what is your involvement?
NICRO SERVICES	
36	Are you a member of any stokvel, burial society, or any other similar organisation?
37	Tell me about the NICRO Service Deliverer. Do you find that she is able to relate to you well?
38	How did the NICRO Service Deliverer make you feel when you were in the programme?

39	Is there anything you did not like about his / her methods? Do you have any suggestions about how she could improve in the future?
40	Was there anything about prison life that made it difficult for you to go to the Tough Enough sessions? What were these?
41	Are there any things in your life at the moment that make it difficult for you to participate?
42	Why do you continue to participate in the programme now that you are out of prison?
43	Is there anything that you think NICRO should know about you or about the Tough Enough Programme that you have not told me already?
44	What does being in the Tough Enough programme mean to you?
45	Is there anything else that you would like to add?

THANK YOU VERY MUCH FOR YOUR TIME

APPENDIX THREE: FOCUS GROUP SCHEDULE: CLIENTS (EX-OFFENDERS)

SOUTHERN HEMISPHERE



...consulting and development services...

PROJECT TOUGH ENOUGH?!

Clients focus group discussion guide (ex-offender post release)

Hi, my name is _____. I work for a company called Southern Hemisphere, and we have been asked by NICRO to do independent research of the NICRO Tough Enough programme that you are participating in. I am not from NICRO. We are trying to help NICRO to improve the programme in the future. The aim of the research is to learn lessons from the past so that we can improve the programme in the future. I would like to ask you a number of questions about your experiences with the Tough Enough programme. There are no right and wrong answers, we are simply asking you to share your own opinions with us. It is important that you are open and honest as we can only help to improve the programme in the future if we have accurate information. We are not going to tell NICRO who said what things, so the information you give us will not be traced to you at all. Do you agree to participate in this group discussion which will last about 2 hours? Thank you, can we proceed?

1. Introduction [15 minutes]

1. Let's begin by introducing each other. Can you tell me a bit about yourselves? I will begin by telling you about myself.

- What is your name?
- How old are you?
- Where do you come from?
- Do you have any children?
- Do you have any hobbies or activities that you enjoy doing?
- Do you have any questions before we start the group?

Establish: A relaxed atmosphere in the room
--

2. Rejoining civic life [20 minutes]

1. Can you tell me what it was like for you coming out of prison and having to fit in with normal life again? What was that like?

[Allow some time to discuss question. Ensure that points below are covered. If not, prompt. Probe for a deeper understanding.]

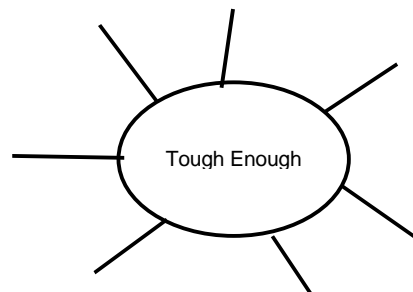
- What were the challenges that you faced?
- Were these the same as the ones you identified in prison or were they different?
- What were the things that helped you to adjust when you returned to your communities and how did they help you?

Establish: Has being in the Tough Enough programme helped them to reintegrate into civic society?

3. Tough Enough – word association [15 minutes]

Interviewer: Use a flip-chart and word association diagramme with the word tough enough in the middle, and write down as they call words out. See example below:

When they are finished brainstorming, ask them to explain some of the words that are there. Also, ask if anyone disagrees with any words and why?



1. I would like to ask you to do a word association now. This means that you simply call out the first words that come to your mind.
- What do you think of when I say TOUGH ENOUGH?
 - (at end of brainstorm go through the key words and ask them to explain what the word is all about. It does not have to be the person who said the word that speaks, but you can ask the group: what does this word mean to you?)
 - Is there anyone who disagrees with a word that is on the paper? Can you explain why?

Establish: What do they associate with Tough Enough?

4. Likes and dislikes [15 minutes]

1. I would like now to discuss the actual Tough Enough Programme with you, and talk about the things that you enjoyed and did not like about the programme. Tell me, what did you like and not like about the Tough Enough programme?

[Allow some time to discuss question. Ensure that points below are covered. If not, prompt. Probe for a deeper understanding]

- What are the things that you find the most enjoyable about the Tough Enough Programme?
- What are the things that you find most difficult about the programme?
- What are the aspects that you do not like about it?
- If there is anything that you would change about the sessions that you have been to, what would that be?

Establish: What experiences have they had through their participation in Tough Enough

5. Life paths and career paths [20 minutes]

1. During the programme, when you were still in prison, did you draw up a life path for yourself in the Tough Enough Session? Can you tell me about your life paths?

[Allow some time to discuss question. Ensure that points below are covered. If not, prompt. Probe for a deeper understanding]

- What was the life path that you drew up for yourself?
- Now that you are out of prison, do you think that you are able to follow that path or do you need to rethink about your choices and are you comfortable to discuss this with the group or with the NICRO Service Deliverer?
- What have been the things that have helped you to move along your chosen life path?
- What are the things that have been obstacles, that have stood in your way to moving along your chosen life path?

Establish: What experiences have they had through their participation in Tough Enough

6. Family and community [15 minutes]

1. We would like to talk about your relationship with your family and your community. How would you describe your relationships with your family and community?

[Allow some time to discuss question. Ensure that points below are covered. If not, prompt. Probe for a deeper understanding]

- How have they treated you since you came out of prison?
- Have you had any problems? What kinds of problems have you encountered with your family since you came out of prison?
- Do you think that your involvement in the NICRO project has changed your family's view of you in any way?
- Are you involved in any community-based organisation or activities e.g. stokvel, burial society, church group, school?
- Where do you go to for help or advice if you need it?

Establish: Have they been reintegrated into their communities – are they accepted by their families and are they an active member of the community?

7. What has Tough Enough meant to me? [20 minutes]

1. I would like to understand from you, what your participation in the Tough Enough programme means to you?

[Allow some time to discuss question. Ensure that points below are covered. If not, prompt. Probe for a deeper understanding]

- Why did you join?
- Why do you remain even though you are out of prison?
- Would you recommend that other prisoners join the Tough Enough programme and why?
- If you can send a message to NICRO, what would you say to them?

Establish: Has their participation in Tough Enough been meaningful for them and helped them with reintegration?

APPENDIX FOUR: FOCUS GROUP SCHEDULE FAMILY MEMBERS

SOUTHERN HEMISPHERE



...consulting and development services...

PROJECT TOUGH ENOUGH?!

Family members focus group discussion guide

Hi, my name is _____. I work for a company called Southern Hemisphere, and we have been asked by NICRO to do independent research of the NICRO Tough Enough programme that you are participating in. I am not from NICRO. We are trying to help NICRO to improve the programme in the future. The aim of the research is to learn lessons from the past so that we can improve the programme in the future. We want to know if the programme is beneficial for the ex-offenders and their family members. I would like to ask you a number of questions about your experiences with the Tough Enough programme and with NICRO. There are no right and wrong answers, we are simply asking you to share your own opinions with us. It is important that you are open and honest as we can only help to improve the programme in the future if we have accurate information. We are not going to tell NICRO who said what things, so the information you give us will not be traced to you at all. Do you agree to participate in this group discussion which will last about 2 hours? Thank you, can we proceed?

1. Introduction [15 minutes]

Can we start by introducing ourselves and maybe talking a bit about how you came to be involved with NICRO. I will start by telling you about myself.

- What is your name?
- Where do you live?
- What do you do?
- Do you have any hobbies?
- How long have you been involved with NICRO?

- How did you get involved with NICRO?

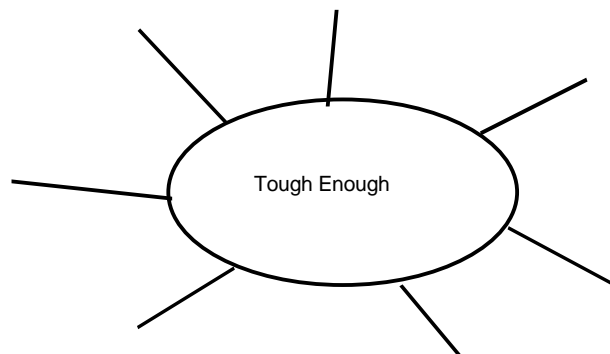
Establish: - A comfortable environment in the room.

- The participants relationship with NICRO?

2. Tough Enough – word association [20 minutes]

Interviewer: Use a flip-chart and word association diagramme with the word tough enough in the middle, and write down as they call words out. See example below:

*When they are finished brainstorming, ask them to explain some of the words that are there. Also, ask if anyone disagrees with any words and why? (NOTE: THE FAMILY MEMBERS MIGHT NOT KNOW THE NAME OF THE PROGRAMME AS TOUGH ENOUGH – IF THEY DON'T REPLACE THE WORD WITH **REINTEGRATION PROGRAMME**)*



1. I would like to ask you to do a word association now. This means that you simply call out the first words that come to your mind.

- What do you think of when I say TOUGH ENOUGH? (OR REINTEGRATION PROGRAMME)
- (at end of brainstorm go through the key words and ask them to explain what the word is all about. It does not have to be the person who said the word that speaks, but you can ask the group: what does this word mean to you?)
- Is there anyone who disagrees with a word that is on the paper? Can you explain why?

Establish: What do they associate with Tough Enough?

3. Can you tell me what the Tough Enough Programme is all about? [15 minutes]

[Allow some time to discuss question. Ensure that points below are covered. If not, prompt. Probe for a deeper understanding]

- What has your involvement with the programme been?
- What are the kinds of activities that you have done in the programme?
- Has it helped you in any way to be involved in Tough Enough? If so, how? If not, why not?

Establish: What is their attitude to the Tough Enough Programme?

4. What has been the most challenging aspect of the programme for you? [15 minutes]

[Allow some time to discuss question. Probe for a deeper understanding]

Establish: What have been the key issues facing family members in the programme?

5. What has it been like for you having a family member in prison? I am sure that it has stirred many emotions in you ranging from anger to fear to sadness. Can you share some of your feelings with me? I realise that some of these things might be difficult to talk about in a group, but please feel free as I am sure that you have all had similar experiences. [20 minutes]

[Allow some time to discuss question. Ensure that points below are covered. If not, prompt. Probe for a deeper understanding]

- What were your feelings towards your family member when they were in prison?
- Did you visit them in prison? If yes, why and how often, or if not, why not?
- How did you feel when they were going to be released?

- What was it like when they came home?
- Has your participation in the Tough Enough programme changed your attitude to them in any way?

Establish: what is their relationship with their family member who is an ex-offender and whether Tough Enough has changed this at all?

6. Your family member participated in the Tough Enough Programme. Can you tell me if you think it has been helpful for them in any way? [20 minutes]

[Allow some time to discuss question. Ensure that points below are covered. If not, prompt. Probe for a deeper understanding]

- What have they told you about the Tough Enough Programme?
- Have you noticed anything about them that is different about them or have you seen any changes in them? If so what are these?

Establish: What do they think the impact of Tough Enough has been on their family member who is an ex-offender?

7. Do you have any advise for you NICRO can improve the programme or their services for ex-offenders and their family members in the future? [20 minutes]

[Allow some time to discuss question. Ensure that points below are covered. If not, prompt. Probe for a deeper understanding]

- What is your relationship with NICRO?
- Have you experienced any difficulties with NICRO staff or programmes?
- Would you recommend to other people who have family members in prison that they should call on NICRO for support? Why?

Establish: What they think of NICRO and the Tough Enough Programme

APPENDIX FIVE: INTERVIEW SCHEDULE NICRO SERVICE DELIVERER

SOUTHERN HEMISPHERE



...consulting and development

services...

Project Tough Enough?!

NICRO Service Deliverer questionnaire

Hi, my name is _____. I work for a company called Southern Hemisphere, and as you know we have been asked by NICRO National Office to do an independent research evaluation of the Tough Enough Programme.

First, let me thank you for all your help in arranging the fieldwork for the research.

The aim of the evaluation is to learn lessons about programme delivery so that the service can be improved in the future. I would like to ask you a number of questions about your experiences with and views of the Tough Enough Programme. There are no right and wrong answers, it is your opinion that counts. It is important that you are open and honest as we can only help to improve the programme in the future if we have accurate information. Because of the small sample, (we are only interviewing two Service Deliverers) we may not be able to guarantee your anonymity. Do you agree to participate in this interview? Thank you, can we proceed?

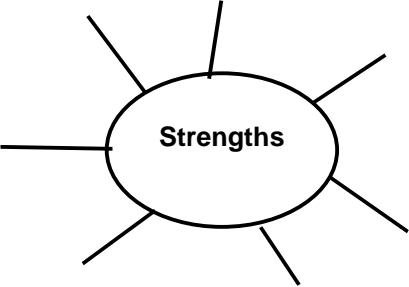
Interviewer instructions:

- > This questionnaire should be used as a discussion guide, not as a strict interview schedule.
- > You may find questions and answers repetitive if you stick to it, so be flexible. If you think a question has already been answered, move on.
- > Use the questionnaire as a check-list to see that you have covered all the issues.
- > Take your time. Remember not to share any prior information from other interviews with the interviewee.
- > DO NOT LEAVE POINTS HANGING IN THE AIR. PROBE and ASK WHY WHY WHY!!
- > Relax and listen actively.

BACKGROUND TO THE PROGRAMME

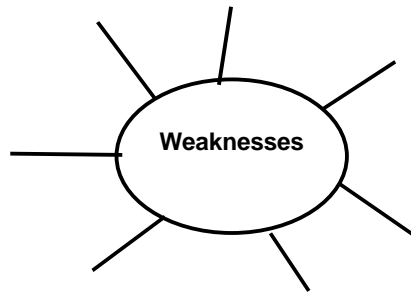
I would like to begin by talking about the Tough Enough Programme itself.

1.	<p>Can you please tell me about the Tough Enough Programme?</p> <ul style="list-style-type: none"> > Can you please describe the key elements of the programme? > What are the objectives?
2.	Can you perhaps tell me what Offender Reintegration is all about?
3.	How many different groups have you run now? (By group, we mean a group of prisoners that start from phase 1 and end with phase 6)
4.	<p>Can you tell us how you were involved in planning the programme?</p> <ul style="list-style-type: none"> > How did you know what to do with the first group?
5.	Have you changed the way that you run the programme from the first group that you did to the one that you are doing now? If so, what has changed and why did you make these changes?

	(Probe to understand what they have learned along the way?)
PROGRAMME DELIVERY	
I would now like to talk about your experiences with regard to delivering the programme.	
6.	What have been the main challenges that you have faced in delivering the programme?
7.	What kind of support have you received from NICRO National Office and has this been adequate?
8.	Is there any other forms of support that you need? If so, what are these?
SWOT Analysis	
<i>Interviewer: The following four questions are a SWOT analysis. The strengths and the weaknesses must relate to INTERNAL NICRO issues, and the Opportunities and challenges are the EXTERNAL aspects that are not directly in the control of NICRO.</i>	
9.	What would you say that the strengths of the programme are? (these are things that NICRO can do something about - internal strengths)
BRAINSTORM (lines are provided as indications, you can use less or add some if you like).	
	

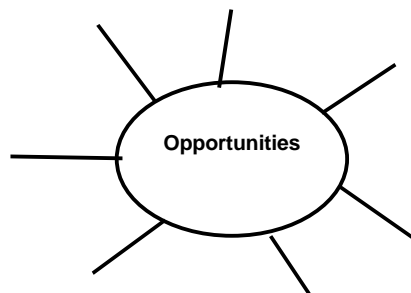
10. What do you think the problems or **weaknesses** are with the programme? (these are the things that NICRO can do something about - internal weaknesses)

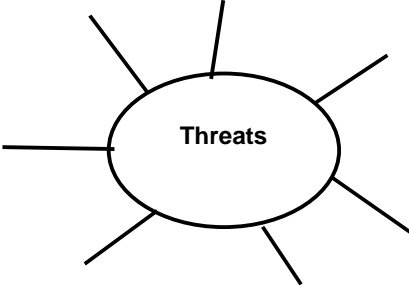
BRAINSTORM (lines are provided as indications, you can use less or add some if you like).



11. What are the aspects that provide **opportunities** for you to run the programme? What in the outside environment is supportive and helps you to run the programme?

BRAINSTORM (lines are provided as indications, you can use less or add some if you like).



12.	What are the things or aspects that threaten the effectiveness of the programme?
<p>BRAINSTORM (lines are provided as indications, you can use less or add some if you like).</p> <div style="text-align: center;">  </div>	
13.	What impact do you think participating in Tough Enough has had on the clients? > What changes, if any, have you noticed in the clients as they progress through the programme?
14.	If you think the client is showing positive signs, what do you notice about the client? > How do these show themselves in the clients' attitude and / or behaviour?
15.	Are there clients who do not respond positively? > How does this show itself in the clients' attitude and / or behaviour? > Can you share any experiences of this with us?
16.	In terms of programme design, what would you say are the main things that you have learnt since running the programme? Have you incorporated these into the programme design?
17.	Are there any phases that you find most challenging to facilitate and why?
18.	Are there any phases that you find most enjoyable and why?
19.	Is there anyone in NICRO or outside of NICRO who you can share experiences and ideas with? If so, who? (or where)

	> for purposes of sharing ideas for implementation or for de-briefing				
20.	<p>Are there any other service organisations (e.g. NGO's) that are involved in delivering the programme (for art, drama, creative writing, conflict resolution etc.)?</p> <p>> If so, which ones and for what?</p> <p>> If not, have you thought about including others and what would you use them for?</p>				
21.	What are the benefits and problems of group work?				
	<table border="1" style="width: 100%;"> <tr> <td style="width: 50%; text-align: center;">Benefits</td> <td style="width: 50%; text-align: center;">Problems</td> </tr> <tr> <td style="height: 100px;"></td> <td style="height: 100px;"></td> </tr> </table>	Benefits	Problems		
Benefits	Problems				
22.	Would it be beneficial if you in NICRO developed a programme framework with guidelines and activities for each phase?				
23.	What would you put in it or like to see in it?				
24.	Is there any aspect of your skills that you would like to improve and would attend a training course for? If so, what would this be? You can name a few if you like. E.g. facilitation, conflict resolution, programme planning, life skills activities etc...				
CLIENTS					
Let's move on to talking about the clients.					
25.	From your experience dealing with clients in this programme, what are the biggest challenges facing offenders regarding reintegration?				
26.	<p>The clients are required to develop life paths at a certain stage in the programme. In your opinion, to what extent are they realistic about their life paths?</p> <p>> How many do you see fulfilling them?</p> <p>> What do you do if you see a client is being unrealistic?</p> <p>> Can you explain?</p>				

27.	<p>Do you think Tough Enough should continue in its present form or change somewhat? Explain.</p> <ul style="list-style-type: none"> > If you think it should change, why? And to what should it change? > If you think it should stay the same, why?
28.	<p>Do you see a difference in released clients who have been through the Tough Enough Programme and those who have not. What are the differences?</p>
<p style="text-align: center;">OTHER STAKEHOLDERS</p> <p>I would now like to ask you about the other stakeholders that are involved in the programme.</p>	
29.	<p>How do you actually market the programme to different stakeholders?</p> <p><i>(interviewer: this is to understand what tough enough means to them)</i></p>
<p>a) Family members:</p>	
<p>b) Community members:</p> <p>Who are the community members that are targeted and how is the programme marketed to them?</p>	
<p>c) Department of Correctional Services (prison staff)</p>	
<p>d) And what about potential clients (i.e. prisoners who are not involved yet in the programme?)</p>	
30.	<p>What role do family members play in integration?</p>
31.	<p>What have you experienced when getting family members involved with the offender's process?</p> <ul style="list-style-type: none"> > What is the attitude of family members to the programme?
32.	<p>What challenges have you experienced involving community members?</p>
33.	<p>How do the clients react to family group conferencing?</p> <ul style="list-style-type: none"> > Do you encourage this if it is a challenge identified by the client? Explain? > Have you noticed any changes in clients after they have participated in a family group conference?

34.	How many family group conferences have you facilitated or organised?
35.	How do clients generally react to victim-offender mediation and what is the impact on the client?
36.	How many victim-offender mediation sessions have you facilitated or organised?
37.	What are the challenges with getting victims involved in the reintegration process?
38.	How have you experienced the attitude of the Department of Correctional Services (or prison staff) towards the programme?
39.	How do you interact with the Department of Correctional Services or prison staff?
40.	What can the prison staff or the Department of Correctional Services do to help improve the programme in any way?
41.	Is there anything else you would like to add that has not been discussed?
42.	Do you have any questions for me? <i>(interviewer: please write these down)</i>

THANK YOU VERY MUCH FOR YOUR TIME AND ALL YOUR ASSISTANCE SO FAR.

APPENDIX SIX: DEPARTMENT OF CORRECTIONAL SERVICE DISCUSSION GUIDE

SOUTHERN HEMISPHERE



...consulting and development services...

Project Tough Enough?!

Focus Group: Institutional Committee (Total time: 1h30m)

Name of prison:

Fieldworker observations:

Hi, my name is _____. I work for a company called Southern Hemisphere, and we have been asked by NICRO National Office to do an independent research evaluation of the Tough Enough Programme.

First, let me thank you for giving of your time for this research.

The aim of the Tough Enough Programme is to assist ex-offenders to reintegrate into civil society on their release from prison.

The aim of the evaluation is to learn lessons about programme delivery so that the service can be improved in the future. I would like to ask you a number of questions about your experiences with and views of the Tough Enough Programme, and what role you, as the Institutional Committee, play in the programme. There are no right and wrong answers, it is your opinion that counts. It is important that you are open and honest as we can only help to improve the programme in the future if we have accurate information. Thank you, can we proceed?

1. Introduction [15 minutes]

I would like to begin by introducing myself and to give everyone here a chance to introduce themselves.

- a. Introduce yourself and the scribe
- b. Ask everyone to introduce themselves and explain their function on the Institutional Committee

Establish: What the role of the people on the Institutional Committee is and a relaxed environment for discussion.

2. The role of the Institutional Committee [30 minutes]

Please can you describe the role of the Institutional Committee in the prison generally?

1. What do you know about NICRO's Tough Enough Programme that NICRO runs in the prison?
 - what are the objectives of the programme – what is NICRO trying to achieve?
2. What role does the Institutional Committee (or each of you as members of the Institutional Committee), play in facilitating the Tough Enough Programme?
 - Ask each person:
 - Please can you identify the role that you play to facilitate NICRO's intervention and
 - What are the obstacles that you have experienced with regard to facilitating the Tough Enough Programme?
3. Do you have any concerns about outside organisations such as NICRO providing services to prisoners?

Establish: Their attitude to NICRO's intervention in prison

4. Impact of Tough Enough on prisoners? [20]

1. Can you tell me about offender reintegration? What is it all about?
2. Do you have any specific interaction with the prisoners who are participating in the Tough Enough Programme?
 - Have you been able to assess any impact that the programme has had on clients?

- Do you notice any changes in behaviour or attitudes of the prisoners that participate in the programme?
- Have you heard prisoners speaking about the programme? What do they say about it?

Establish: To what extent do they think the Tough Enough Programme is successful in facilitating offender reintegration?

5. Relationship with NICRO [25 minutes]

3. How would you describe your relationship with the NICRO Service Deliverer?
 - What is the communication like between them?
 - Have you experienced any administrative difficulties?
4. Do you have any advice for NICRO with regard to how they can improve the programme delivery?
5. Do you have any concerns that you would like to raise with NICRO specifically?
6. Is there anything else that you would like to add or comment on?

Establish: What is their relationship with NICRO?

END: THANK YOU FOR YOUR TIME