

FACTORS INFLUENCING INMATE REHABILITATION PROGRAM PERFORMANCE: A STUDY CONDUCTED AT WOLAITA SODO INMATE REHABILITATION CENTER, ETHIOPIA

CONDUCTED BY:

Dr. GOA KUSSA DANA

CONFLICT RESOLUTION AND PEACE BUILDING [PhD]

ATLANTIC INTERNATIONAL UNIVERSITY

ABSTRACT

The effectiveness of the inmate's rehabilitation program was measured by their sustainable reintegration into the community and the reduction of their levels of recidivism (MacKenzie 2006; 2014) . However, as stated by some sources, most of the time, inmates released from prison face challenges of reintegration into the community and becoming crime-free citizens in the given study area.

Therefore, the main purpose of this study is to identify factors influencing prisoner rehabilitation programs' performance in Wolaita Soddo's rehabilitation center. The study mainly focused on understanding the influence of administrative practices, resource availability, institutional climate, inmate self-perception, staff technical quality, rehabilitation policies, and coordination among concerned stakeholders on the performance of prisoner rehabilitation programs among inmates in the Wolaita Sodo prison.

The theories of rehabilitation and criminal behavior in prison became the basis for the study. The study adopted an explanatory research design that follows a mixed-methods approach. The target population for this study comprised 534 inmates in the prison, and the sample size used was 229. Primary data was collected from inmates' self-administered questionnaires, and secondary data was obtained from documents, journals, articles, books, and internet reviews related to the concerned issue.

Furthermore, the study employed stratified random sampling techniques to pick the respondents. The Statistical Package for Social Sciences (SPSS Version 22.0) was used as a data analysis tool. Descriptive statistics such as frequencies, percentages, mean scores, and standard deviations were estimated for all the quantitative variables and information presented in tables. The qualitative data from the closed-ended questions was analyzed using a conceptual content analysis system.

The findings disclosed that administrative practices, resource availability, institutional climate, inmate self-perception, staff technical quality, rehabilitation policies, and coordination among concerned stakeholders' undertakings seriously affected inmates' rehabilitation performance in the given prison.

Therefore, the study recommended that the managing bodies of the center improve administrative issues like defined administrative and supportive relationships, fair administrative practices, participation in rehabilitation procedure developments, and equity in training and work rules awareness for rehabilitation procedures. They should also facilitate adequate resources by providing adequate infrastructure, good delivery services, a fair and clear budget allocation, and enough resources for rehabilitation program performance in the prison.

The managing bodies of the prison should still maintain a conducive institutional climate and strategies like better prison conditions, good diet, clothing, sanitation, health delivery services, and fair and clear informal group relationships with inmates in the rehabilitation center.

They should also build a better inmate's internal perception or motivation on issues of better feeling, positive spirit, and habit of living, develop reintegration into society, and reduce the risk of depression and mental health problems.

Also, they should build better capacities for technical staff members about interpersonal relationships through effective working conditions rules, and provisions, adequately trained and

experienced prison officials, efficient counseling programs, and adequate technologies to administer coordination and motivation programs in prison.

The prisoner's administration center should begin to recognize the importance of improved and better use of rehabilitation policies, including employment policy, effective selection and training policy, participation in the development of rehabilitation procedures, and equity in training and work rules awareness for rehabilitation programs or practices that directly affect the performance of inmates' rehabilitation programs.

Finally, officials of the prison should identify the exact and appropriate coordination schemes of concerned stakeholders by applying issues like defined effective manners of judiciary bodies and lawyers, fair leadership practices, participatory rehabilitation procedures developments, equity in training and work rules awareness for rehabilitation procedures, and the collaboration of concerned bodies and an independent board of visitors or social bodies to avoid or minimize rehabilitation program performance problems in the Wolaita Sodo prisoner's administration center.

Keywords: Inmates, Rehabilitation, Performances, Programs, Administration, Influences, Wolaita Sodo, Ethiopia.

1. INTRODUCTION

Inmates' rehabilitation is the process of helping inmates who are serving sentences in prisons return to good health or normal life by providing them with training through a correctional program available in prison (ADSA policy, 2012). Moreover, the goal of prisoners' rehabilitation programs is to prevent criminals from committing crimes and assist them in starting normal lives without any criminal activities. Thus, an inmate's rehabilitation plays a great role in creating a

peace-filled business atmosphere for any society that needs to survive by reducing the threats that emanate from ex-offenders.

Therefore, the governments of different nations in the world have spent much more to rehabilitate their inmates by establishing different types of correctional programs in their correctional institutions through a variety of punishment theories such as rehabilitation, retribution, and deterrence.

However, the rehabilitation theory of criminals has been seen as more useful in comparison to other correctional theories mentioned above in a number of ways (Cullen & Jonson, 2012):

First, rehabilitation does not only ensure justice but also seeks to create social good in terms of improving the offender and reducing recidivism. Second, it provides service programs like vocational skills and education that improve their lives. Third, it seeks to ascertain or identify what is wrong with the offender or what causes the offender to commit a crime and to solve their problems, which aims at helping both the offender and society as a whole.

Fourth, these prison-based rehabilitation programs still contributed the communities to safer and minimize the levels of dependency among former inmates. Fifth, it also enables inmates to gain economic success through working in prison, which addresses an offender's multiple needs related to their offending behavior and helps them to live a more productive and crime-free life (Dassel 2012). Thus, the necessity of the inmate rehabilitation program is accepted by many countries in the world and is being practiced to solve the problem emanating from offenders.

For example, most developed countries such as the USA and Australia, which provide vocational skill training and work programs for inmates, have played a significant role in reducing recidivism and economic development (Dawe, 2007). Also, the correctional systems in Australia have created a thorough care philosophy that comprises an integrated program of inmate rehabilitation through skill training and actual work performance.

Not only this, but also in the majority of African countries, prisoner rehabilitation programs have become the major functions of any correctional system, and they accepted the regional instrument called the Ouagadougou Declaration (2002), which helps promote the use of rehabilitation programs in order to improve criminal behavior. So, as assured by Sarkin (2022), this instrument supported Africans in accomplishing a smooth reintegration of inmates into a given society.

Also according to Ethiopian Federal Prison Commission Establishment Proclamation No. 365/2003, providing prisoners with academic education, vocational training, and social work and counseling services started for their sustainable post-release rehabilitation performance.

However, there have been high-level arguments throughout correctional history, especially in Western society, regarding the efficacy and effectiveness of rehabilitation in reducing recidivism. The same is true in Africa, where the majority of studies document the existence of a huge gap between policy and practice with regard to prisoner rehabilitation.

To illustrate, the studies conducted in Nigeria demonstrated that the prison system fell short of attaining the rehabilitation goal (Gloria, 2014).

Similarly, the studies in South Africa found the ineffectiveness of rehabilitation of prisoners (McAree, 2011; Thinane, 2010), the studies in Kenya also uncovered the deficiency of rehabilitation of offenders (Nyaura & Ngugi, 2014), and a study in Zimbabwe identified challenges confronting rehabilitation (Rupande & Ngoro, 2014).

In Ethiopia too, most studies are concerned with conditions of detention and human rights issues, showing the defects of inmates' rehabilitation (Addisu, 2012). For instance, the study at Hawassa revealed the weakness of rehabilitation programs through the barriers in the Hawassa prison administration (Fitsum, 2018). Based on the given studies, the researcher can also infer that some other similar prison administrations have identical conditions, including Wolaita Sodo.

Generally, many of the studies found that the prison systems failed to implement effective rehabilitation schemes because of numerous constraints. Therefore, to show the clear direction of this study, most of the research that the researcher has examined so far has been done around the effectiveness of rehabilitation programs, and they concluded their findings by asserting the ineffectiveness of the rehabilitation programs.

Therefore, this research study was mainly intended to identify the factors that influence inmates' rehabilitation program performance in the case of the Wolaita Sodo prisoner's administration and present remedies for such problems.

1.1. STATEMENT OF PROBLEM

Many governments in the world have been, faced with the challenge of increasing crime rates within their territories. To solve such problems, many countries spend a lot of money on criminal justice systems and rehabilitation programs. However, most of the criminals who have gone through the correctional facilities and duly completed their sentences again come back to prison to be rearrested in the form of recidivists or re-offenders. That means many criminals who, after being released into the community either through presidential pardons or after dully serving their sentences, still find their way back into prisons for various reasons.

For the purpose of further understanding such reasons, some studies have shown that prisoners who receive rehabilitation programs such as general education and vocational training are significantly less likely to return to prison after release and are more likely to find employment than peers who do not receive such opportunities in the course of imprisonment (RAND Corporation 2013).

However, most prisons lack such competencies and do not provide rehabilitation programs in a manner that improves the future life of an inmate. As identified by many researchers, the rehabilitation program was challenged by many factors. As in most prisons, the system lacks the ability to address the needs of inmates. This is a manifestation of other challenges such as a lack of human and material resources and unclear rehabilitation policies, a lack of adequate rehabilitation and reintegration services, the offender's illiteracy, a lack of vocational job skills, a lack of interpersonal skills, and criminal history, which are among the main factors for recidivism (Tegegn & Abadi, 2018).

According to MacKenzie (2006; 2014), the effectiveness of a rehabilitation program is mainly measured in terms of recidivism, which states that an effective program must reduce recidivism rates. Thus, as a gap, the studies reviewed have shown that most of the rehabilitation programs practiced in different rehabilitation institutions are still full of limitations and lack the ability to minimize the recidivism of inmates, which is the major problem that needs to be solved through my detailed study.

Also, the previous studies that the researcher referenced merely focused on the living conditions of prisoners, contributing factors for recidivism, and the advantages of rehabilitation in reducing re-offending; none of the studies focused on the factors influencing the prisoners' rehabilitation

programs' performance. In addition, they merely identified the inefficiency and ineffectiveness of the rehabilitation programs rather than identifying the root cause of failures behind the issue. Therefore, this study was greatly intended to fill such gaps by investigating the factors influencing the rehabilitation programs' performance at the Wolaita Sodo prisoner administration, which is located in the central part of Sodo town.

1.2. GENERAL OBJECTIVES

The general purpose of this study was to determine factors that influence the effective performance of the inmate rehabilitation programs in the case of the Wolaita Sodo prisoner administration center.

1.2.1. SPECIFIC OBJECTIVES

- ❖ To examine, the effects of administrative challenges on an inmate's rehabilitation programs at an institution.
- ❖ To identify challenges faced by the program from resource availability.
- ❖ To identify the influences of institutional climate in the process of rehabilitation programs
- ❖ To understand the effects of inmates' perception on the effectiveness of rehabilitation programs.
- ❖ To examine the impacts of skilled technical staff in each inmate rehabilitation programs
- ❖ To identify the impacts of rehabilitation policy on the rehabilitation programs
- ❖ To determine the effects of coordination among concerned stakeholders in the rehabilitation programs

1.3. THEORETICAL ORIENTATION

ince this study is mainly focused on identifying factors influencing inmate rehabilitation program performance, it is mainly grounded in inmate rehabilitation theory, and the theory of criminal behaviors in prison, which are again supported by theories of differential association, learning, and medical interventions for inmate rehabilitation needs.

Therefore, criminal rehabilitation is essentially the process of helping inmates grow and change, allowing them to separate themselves from the environmental factors that made them commit a crime in the first place. Critically, the idea is to manage the major contributing factors that can damage the ability of inmates to live a crime-free life after they are released from prison.

So the rehabilitation programs that have the ability to help inmates readjust to society and remove them from all of the environmental risk factors are basic questions for most researchers and for my study too.

To answer this and other similar questions, different scholars have studied the issues of prison rehabilitation programs in relation to reducing recidivism, and most of them agreed that inmates' lack of proper skills and absence of employment opportunities led them to be recidivists. Therefore, to equip inmates with knowledge and skills that are proper for gaining job opportunities, rehabilitation programs should focus on the acquisition of skills and work experiences that help them get employment after their release.

For example, Taylor (2017) argued that Skill and work-related prison rehabilitation aims to minimize the negative impact of incarceration and improve prospects of reintegration, self-esteem, and morale through prison-based rehabilitation programs such as Physical health care, Mental and psychological support, Substance abuse treatment, Addressing behavior and attitudes, Education and vocational training, and Work experience. Also, as per international law, imprisonment should not be limited to the deprivation of liberty and should include opportunities for inmates to obtain knowledge and skills that can assist them in their successful reintegration upon their release. Since imprisonment, by itself, is incapable of addressing prisoners' social reintegration issues, the penitentiary system shall contain treatment for prisoners that aims at inmate reformation and social rehabilitation.

Also, the United Nations Minimum Standard for the Treatment of Prisoners, the Nelson Mandela Rules, is the single most useful set of international standards. This principle sets out generally accepted good principles and practices that are important for the treatment of prisoners and prison management.

Following an extensive intergovernmental review process of the original version, which was approved back in 1957, the United Nations General Assembly re-launched the revised rules in December 2015, and the amended principles constitute a truly updated blueprint for prison management in the twenty-first century.

In their basic principles, these rules very clearly establish that the provision of rehabilitation programs in prisons, which foster the willingness and ability of prisoners to lead a law-abiding and self-supporting life upon release, is crucial to reducing recidivism and improving public safety, which is the ultimate objective of any sentence of imprisonment.

Therefore, to summarize the given theoretical thoughts further, let me look for some literature about some types of prison rehabilitation theories and programs, among others, as follows.

mate's rehabilitation system should encompass some sort of prison rehabilitation program such as:

THEORY OF REHABILITATION

Rehabilitation theory justifies the essence of inmates' rehabilitation and mainly emphasizes the treatment of discharged offenders for smoother and more profitable reintegration for their benefit and that of society at large (Mealings, 2015). This theory is based on the prevailing modern view that punishment should be reformatory. This theory argues that people are self-determined beings whose ability to freely choose is frequently obstructed by several social conditions such as unequal access to social resources, poverty, unemployment, and a corrupt political system, which might lead to alcoholism, drug addiction, psychosis, crime, etc. Therefore, according to this theory, the treatment programs should have the purpose of making offenders law-abiding, and self-valued members of society (Kayes, Mudge, & Bright, 2015).

THEORY OF CRIMINAL BEHAVIOUR IN PRISON

Different social and psychological theories forwarded their views about criminal behaviors and how inmates will be rehabilitated in the prison context. The theories of differential association, learning theory, and interventions for rehabilitation needs are some of the theories that elaborate on inmates' criminal behavior and the rehabilitation process.

a. Theory of Differential Association

According to this theory, the pattern of criminal behavior can be acquired through interaction and communication. As mentioned by Hugh & David (2010), individuals acquire criminal behavior patterns because they are exposed to situations where there is criminal behavior. To support this thought Agnew (2002) holds that interaction with criminal peers is a major cause of crime and criminal behavior.

Therefore, as he said criminal behavior may be repeated and become chronic if it is reinforced. Also this theory to some extent explains the habitual criminal behavior among some inmates. It might as well give insight into the feasibility of certain prison administration policies in effectively rehabilitating prison inmates. For instance the consequence of prison residential facilities that do not separate juvenile inmates from older ones, or mixing those who commit petty crimes such as pick pocketing with serious offenders involved in murder, carjacking, or drug trafficking.

b. Theory of Learning

From a behavioral learning perspective, people most likely repeat activities for which they are rewarded than those for which they are punished. That means they also try to imitate others who are being rewarded. In this case, the reward is experienced vicariously. Phil (2014) argued that all forms of interaction between an individual and his or her social environment may be incorporated into a modified theory of differential identification. So according to Phil (2014), a person holds criminal behavior to the extent that he memorizes himself with real or imaginary persons whose perspectives his criminal behavior seems acceptable.

02 In the prison context, some inmates may serve as models to fellow inmates. So as described by Hugh & David (2010), minimizing the negative modeling and maximizing positive modeling among inmates to ensure positive favorable prison rehabilitation outcomes became a challenge.

This model as a form of rehabilitation emerged in response to the perceived ineffectiveness of early means of reform that used labor and physical punishments to change people's behavior. Especially the new scientific disciplines such as psychiatry, psychology, and criminology proposed some causes of crime and deviant behavior could be linked to biological, physiological,

or psychological defects of the individual. Criminals were viewed as products of socioeconomic or psychological forces beyond their control. Thus crime was taken as a sickness, and the purpose of rehabilitation was to cure the sickness of those offenders.

So Various researchers have established what different prison inmates expect from rehabilitation programs. This in its turn helped prison authorities to implement rehabilitation programs from an informed perspective and according to their predetermined goals. Thus according to several rehabilitation approaches the effectiveness of their rehabilitation mainly relies on the inmate's levels of participation and granted autonomy to choose priority programs. For this purpose, some successful rehabilitation programs such as a sound conceptual model, multifaceted programming, targeting of criminogenic needs, responsiveness of the program, role-playing, modeling, and social cognitive skills were critically suggested by Rupande & Phil (2014).

Therefore this inmate's rehabilitation system should encompass some sort of prison rehabilitation program such as:

a. Education/ and vocational Rehabilitation for Inmates

It was proven that repeatedly education and vocational programs in prison help to give inmates a second chance. According to some research, inmates who participated in educational programs were less likely to commit a crime and return to incarceration than those who did not so education became an effective weapon to minimize the number of criminals.

The premise of vocational programs is that inmates who actively participate in these programs have a significantly lower likelihood of being re-incarcerated and the acquisition of vocational skills increases offenders' legitimate employment opportunities after release (Stephen & Dudafa, 2016). So education and vocational rehabilitation programs supported the extended family who needs the local economy benefits after the ex-offender returns to work, and the taxpayers benefit when fewer people are incarcerated. Also, inmates overcome the past and enjoy a better quality of life (UNODC, 2017).

b. Employment Rehabilitation for Inmates

Inmates who have an opportunity to participate in prison work programs have an easier time getting work once they are released. However, as suggested by Duwe (2017) criminals who have criminal records and are under-educated are of difficulty finding employment following release from prison. Therefore, the inability to find and maintain work is a main factor in recidivism across the nation.

During their prison life, many inmates are given a chance to enroll in work programs. These programs provide a continuous way to prepare for work in society. Because inmates who learn about punctuality, responsibility, deadlines, accountability, and other skills through taking part can benefit from those prison work programs and go on a long journey than just a job trainee.

c. Counseling Rehabilitation for Inmates

Inmates counseling is mainly intended to provide rehabilitation for inmates that help them consider new skills and new insight into their goals and motivations for a crime-free life as those of other citizens. Hackler (2017) supports that identifying the inmate's character through his attitudes and using his skills, ideas, and the "push motivations" as a catalyst factor to a different pathway after his release, rather than re-offending, seems like an efficient way of reducing recidivism rates.

So after identifying such characteristics Prison Counselors play a significant role in rehabilitation for inmates. These criminal justice and mental health professionals provide guidance to inmates throughout the duration of their sentences.

d. Wellness Rehabilitation for Inmates

Working within the prison gives inmates several benefits, including a structured workday, practicing positive team-building skills, and receiving pay that helps them fund incidental living expenses. It also helps them to be economically self-sufficient and reduce the risks associated with inmate idleness (Stephen & Dudafa, 2016). Therefore, physical and mental wellness brings clarity and purpose to many inmates during their sentences.

e. Community Rehabilitation for Inmates

The purpose of prison labor has always been multifaceted and includes instilling positive work attitudes and developing self-discipline and marketable skills. In addition to these offender- focused goals, work programs have sought to be economically self-sufficient and to keep inmates occupied in productive activities that reduce the risks associated with inmate idleness (Stephen & Dudafa, 2016).

Since rehabilitation for inmates continues throughout an inmate's life, even after they have left the system, socializing them with society and proceeding with some necessary steps to join them with the community is an important part of the rehabilitation process. Getting involved in the community creates accountability in the form of communal obligations through churches, volunteering, social groups, and or another form. The newly established support system to

socialize these inmates mainly depends on the ex-offender as he/she relies on it. This leads to more interactions that are positive and less opportunity for criminal behavior.

To understand more and further, some other literature also shows that different types of skill training and work programs are provided for inmates during their incarceration. According to Bush-way (2003), the type of skill training and work programs provided in prison should fit into three main categories: jobs in the prison setting, vocational training in prison, and short-run support in the job search process upon release. Therefore, some of the programs are listed below.

a. Vocational Training

Vocational training helps offenders develop marketable job skills to prepare them for employment. Vocational training can be described as any form of educational activity whose primary purpose is to prepare beneficiaries to acquire skills for gainful self-employment, self- sufficiency, and poverty reduction. Vocational training is a form of education that primarily concerns the development of occupational skills needed by an individual as a preparation for work Olaitank (1995). Davis and his colleagues (2014), indicated that vocational training can be offered in various trade industries, including barbering, building maintenance, carpentry, electrical trades, painting, plumbing, horticulture, custodial maintenance, etc. Therefore the type of vocational skills acquisition

programs available in a prison will depend on inmates' interests, the availability of teaching staff, and funding.

b. Prison Industries

The second program that needs to be facilitated by the correction center for inmates next to training is a work program. The prison industry, therefore, can serve as a working place for inmates who complete their vocational training and other inmates who had prior vocational experience.

Some corrections officials believe that extensive inmate idleness leads to destructive behavior and increases institutional violence. Therefore, prison industries were created to reduce idleness and to provide inmates with the practical knowledge and skills needed to obtain employment upon their release. And according to Austin & Irwin (2001), Prison industry programs have often been a part of state correctional systems.

Here as stated by Lawrence et al (2002) vocational training focuses on helping inmates to develop skills that help them obtain employment upon release, while prison industries focus primarily on securing inmates on hand and trying to enable prison systems can be self-sufficient. therefore this work-based rehabilitation program graduated prisoners from idleness, lowered their operating costs, and become an important tool to provide offenders with useful job skills and training for their long-lasting life.

d. Prison Entrepreneurship Program (PEP)

As Prison Entrepreneurship Program is mainly targeted at providing the nation's best opportunities in the prison re-entry field, It additionally provides incomparable resources and real-world values-based business skills to inmates so that once they are back in society they have the tools, skills, and support structure to pursue healthy, fulfilling, and productive lives (retrieved from <https://www.pep.org/>). Operating both within and outside prison walls, Prison Entrepreneurship Program's mission has played a wide feat to provide incarcerated persons with skills, knowledge, and social capital on the inside to help transform those inmates, their families, and their communities on the outside (English, 2016).

The program has been creating businesses of framing, custom painting, and start-ups; connects the outside to the inside; and generates income.

The “push motivation” phenomenon for PEP occurs most of the time in developing countries due to extreme causes like unemployment when individuals started their own businesses. Hackler (2017) supports that identifying the inmate’s character through his attitudes and using his skills, ideas, and the “push motivations” as a catalyst factor to a different pathway after his release, rather than re-offending, seems like an efficient way of reducing recidivism rates. This entrepreneurship program will provide money to start a life when they are released. PEP focused exclusively on teaching business in the form of public speaking; business accounting; and how to develop, present, and implement a business plan.

e. Employment Service Program

Another program that needs to be available in the correction centers is an employment service program for inmates. According to Duwe (2017), if offenders have criminal records and are often under-educated, they face difficulty to find employment following their release from prison. To address this criminogenic need, correctional systems should frequently provide detainees with employment opportunities, which include prison labor opportunities and participation in programs such as work release.

Programs that support inmates develop their skills to attain and maintain employment are as important as those programs teach the requisite skills to perform the job (Bushway 2001).

f. Key Policy Targets for Improving and Enhancing Prison Programming

Prisoners should learn valuable skills that create sustainable livelihoods during their stay in prison and after release. Lawrence et al (2002) suggest the following stakeholders as key policy targets that prison administration should work with in order to enhance prison programming.

a. State Agencies, State departments of corrections frequently target other state agencies like state libraries, State vocational departments, and State budget offices in promoting and providing prison programming.

b. Colleges and Local School Districts are the second targets that private, state, and community colleges, as well as local school districts, have to provide educational and vocational materials, student volunteers, and

training for teachers.

c. Federal agencies, like the Department of Education, labor, and Justice provide financial support for in-prison programming, and the fund provided can help Special Education programs for juveniles as well as some adult education programs (Lawrence et al,2002).

d. Non Governmental Organizations can offer programs to supplement prison programming with skills-based volunteer opportunities and work with correctional programs to create opportunities for offenders to learn building skills and help the community.

e. Private Companies which can promote and provide prison programming, state departments of incarceration also focus on private corporations. Private corporations invest in correctional programming by offering business to local prison industries and training offenders. This activity in its turn provides additional work opportunities for offenders, so that private companies should receive a reliable and flexible workforce for their large projects.

However, due to the absence of cooperative work with such key policy target stakeholders, most correction centers face difficulties in accessing even skilled external trainers. For example, Calla & Gardner (2005) found that at present a major challenge for prison rehabilitation centers is the difficulty in finding staff that is willing to work at the pay levels set by the providers.

a. Legal Issues of Ethiopian Prison Rehabilitation Programs

Along with changing the attitude and behavior of detainees, education is a key to progress and development that determine their future life and their country. In terms of the significant value of education for inmates, the Ethiopian Federal Prisons Commission and the UN Standard Minimum Rules for Treatment of Detainees declared to provide and access detainees with academic education, vocational training, and social work services to facilitate their post-release rehabilitation.

Also, Ethiopian inmate-related regulation under its relative articles acknowledged that prisoners should be provided with the opportunity to attend academic and different vocational training classes. The same article

seriously emphasizes illiterate people, women, and juveniles getting priority, and the education and training that need to be provided according to the curriculum approved by an authorized body, and inmates completing education or training should get certified.

1.3. RESEARCH GAPS

According to Nelson Mandela Rules, there are four main reasons for investing in rehabilitation programs: First, giving prisoners opportunities to learn new skills and build work experience will help them to be a crime-free citizen when they leave the rehabilitation center and contributes to the overall mission of the prison administration to secure public safety. Therefore, prison-based rehabilitation programs help to make communities safer and downsize the levels of inmates' dependency on former prisoners.

Secondly, the provision of constructive activities in prisons assists inmates in providing life in prison more similar to life outside. Leading a hurry and busy life in prison help to reduce the risk of prisoners' depression, other mental health problems, or limitations in prisoners' ability to lead a self-supporting and independent life i.e. institutionalization or learned helplessness. Thirdly, the provision of education, vocational training, and work programs in prisons can support order, safety, and security in prison facilities, and help them develop into more positive environments.

As well-run rehabilitation programs actually enhance safety and control inside prisons, inmates enrolled in constructive activities are less likely to become affected and cause problems.

Fourthly, through work, inmates can produce financial and other advantages for both prisoners enrolled and in the prison system. This is through direct resources like in prisons they cultivate their own food, or through the work which prisoners may undertake in order to clean and maintain the prison, and they became indirect resources when the products of prisoners' work are sold and parts of the profits reinvested in the prison system.

Although the programs have such types of importance for individual inmates as well as the public, many researchers have disclosed that the programs are enclosed with many defects that emanate from their influencing factors. So the majority of studies conducted in Africa assured the existence of a huge gap between policy and practice with regard to prisoner rehabilitation. The studies found that the prison system generally

failed to implement effective rehabilitation programs because of numerous constraints.

To illustrate some of the studies to disclose such constraints: Studies conducted in Nigeria demonstrated that the prison system fell short of attaining the rehabilitation goal due to extreme overcrowding, a shortage of well-qualified personnel, limited rehabilitative facilities and rehabilitation programs, (Gloria, 2014). According to Studies in South Africa overcrowding, lack of resources, shortage of specialist personnel, and inadequacy of rehabilitation equipment challenged the effective rehabilitation of prisoners (McAree, 2011; Thinane, 2010).

Studies from Kenya found that overcrowding, availability of illicit drugs in prisons, poor working conditions of prison staff, and inadequacy of well-qualified professionals such as sociologists, psychiatrists, psychologists, counselors, and social workers affected the effective incarceration of offenders as exposed by (Nyaura & Ngugi, 2014; Omboto, 2013). A study in Zimbabwe identified the shortage of rehabilitation personnel and a lack of resources necessary became the major challenges confronting the rehabilitation process in the country (Rupande & Ndoro, 2014).

Studies in Ethiopia suggests that prison condition is harsh in the country where prisoners largely suffer from extreme overcrowding, malnutrition, and unhygienic conditions (Addisu, 2012)

However, in some countries, like Ethiopia Mekelle, Prison has a good practice that was taken as a Model Project where Young men and women are provided with micro-finance and insurance loans to start cooperatives based on their business ideas developed in educational and vocational classes offered. Thus the prison has supported the start of 31 different cooperatives in construction, textiles, and agriculture. The program was run through the International Labor Organization, an agency of the United Nations that aims to prepare prisoners with financial literacy and sustainable skills in everything from masonry to weaving that will help them contribute to the economy both during and after their rehabilitation.

Even most prison center has transformed themselves into the correctional center where inmates have access to transformational skill-building and income-generating opportunities (ILO, 2013).

However, most of the studies conducted in African countries including Ethiopia found the prison condition to be punitive, depriving, and dehumanizing, with the physical and psycho-social needs of prisoners and are

largely neglected except in some prisons in African countries (Omboto, 2013, Tanimu, 2010) Also, all the previous studies merely focused on the living conditions of prisoners, contributing factors for recidivism, and the advantages of rehabilitation in reducing re-offending, and none of the studies focused on the factors influencing the prisoners' rehabilitation programs' performance. In addition, they merely identified the inefficiency and ineffectiveness of the rehabilitation programs rather

than identifying the root cause of failures behind the issue. Therefore, this study was, greatly intended to fulfill such gaps by investigating the factors influencing the rehabilitation programs' performance at Wolaita Soddo prisoner administration, which is located in the central part of Soddo town.

2. RESEARCH METHODOLOGY

Research Design

Since the main objective of this study was to determine factors influencing prisoner rehabilitation programs at Soddo Town prisoners administration, an explanatory type of research design that seeks to ask the 'why' and 'how' questions was an appropriate design for the study on hand (Grey, 2014).

Because the explanatory research design was the relevant research design that can identify actual reasons, a phenomenon occurs, looks for causes and reasons, and provide evidence to support or refute an explanation or prediction and so it was conducted to discover and report some relationships among different aspects of the phenomenon under study.

Target population

The target population is the group of people a researcher selects respondents for the study from (Kombo & Tromp, 2006).

According to this the target total population of this study was 534 inmates which include 515 and 19 male and female inmates respectively who stayed in prison for more than or equal to 2 years in the Wolaita Sodo Prison.

Sampling Size

Ideally, one may want to study the entire population. However, usually, it is impossible or unfeasible to do so, and therefore, one must settle for a sample. Also, Sakaran (2000), most researchers used sample sizes larger than 30 and less than 500 as an appropriate amount

Therefore, this study used stratified random sampling techniques to collect both qualitative and quantitative data. Also for the purpose of data validity, the researcher participated in those inmates who stayed 2 years and above in the given rehabilitation center of the Wolaita Soddo. So the population of inmates intended to participate in the study is 534 in number.

Thus, by using Yamane's formula of sample size with an error of 5% and with a confidence coefficient of 95% (Yamane, 1967), sample sizes of 229 inmates participated in the study:

The formula of (Yamane, 1967) is: $n = \frac{N}{1 + Ne^2}$

Where, n = the sample size

N = the size of the population

e = the 5 percentage error level of precision

Then the calculation from a population of 534 will be 229 Solution: $n = \frac{N}{1 + Ne^2}$

$$n = \frac{534}{1 + 534(0.05)^2}$$

$$n = \frac{534}{1 + 1.335} \quad n = \frac{534}{2.335} = 228.7 \approx 229$$

Then, n=229 and therefore an addition of 10% of the sample size for none response rate i.e. a total of 252 questionnaires distributed to participant inmates to be filled for this study.

Sampling Procedures

The researcher mainly assigned probability sampling, especially the Stratified random sampling technique, to acquire the intended representatives from the population.

Research Instruments

The researcher is involved in collecting and analyzing both qualitative and quantitative data through a mixed-methods research approach. Because recently employing the combination of both quantitative and qualitative approaches has gained popularity (Creswell, 2014).

Thus, the researcher collected the primary data; through self-administered questionnaires to the participant inmates in the Wolaita Soddo prison administration, and secondary data, through document reviews, journals, articles, books, and internet access were used as instruments to get the data on the population size and history of the prisoners' center only.

Pilot Testing

According to Julia Shimkus [2023], a pilot study is a small-scale preliminary study conducted before the main research to check the feasibility. As we all know, a pilot study was conducted before a full-scale research project in order to design the main research methods and protocol.

Because it involves selecting a few people and trying out the study on them in a manner that can save time and, in some cases, money by identifying any flaws in the procedures designed by the researcher.

Therefore based on Machine et al. (2018) thought that explains sample size rules of thumb for a pilot survey, the researcher selected and used 30 intimates in the given prison. That means thirty questionnaires were managed for the pilot study respondents who were chosen at random. Because, this is very important in the research process to help the researcher in the identification and correction of vague questions and ambiguous instructions. It is also a great advantage to capture the necessary comments and recommendations from the participants. This also helped to improve the efficiency of the instrument (Saunders, 2011). The process was repeated until the researcher assured the absence of variations or vagueness in the research instrument.

Validity of Research Instruments

Validity is the process of drawing the correct conclusion based on the data obtained from an assessment (Bryman, 2012). Also, validity refers to the appropriateness, meaningfulness, and usefulness of the inferences a researcher makes and it is the degree to which evidence supports any inferences a researcher makes based on

the data collected by a researcher through a particular instrument. Therefore, the validity of the questionnaire used for this study was determined in terms of its construct, criterion, and content validity. The content validity of the questionnaire was determined by the use of a checklist that helps to determine whether the study has captured the variables, research questions, and objectives in the questionnaire. So a further consultant on the questionnaire was done through expert judgment to determine the construct, criterion, and content validity. This was done with respect to the objectives, research questions, and variables of the study.

Reliability Research Instruments

Reliability of the research instrument is the extent to which a research instrument produces similar results on different occasions under similar conditions. It is the degree of consistency with which it measures whatever it is meant to measure (Bell, 2010). Thus reliability is all about the question of whether the results of a study are repeatable or not.

Therefore, the reliability of the questionnaire was enhanced by the test and retest method. Because this method helps to determine the stability and consistency with which the questionnaires used accurately measure the concepts. A reliability coefficient (Cronbach alpha) of 0.6 or above is acceptable (Silverman, 2016). Thus, the reliability coefficient of the research instrument was assessed by using Cronbach's alpha (α) which is computed as

$$\alpha = \frac{k}{k-1} \times \left[1 - \frac{\sum (S_2)}{\sum S_2 \text{sum}} \right]$$
 Where:

α = Cronbach's alpha

k = Number of responses

$\sum (S_2)$ = Variance of individual items that were summed up This is done

or calculated through SPSS software only.

A construct composite reliability coefficient (Cronbach alpha) of 0.70 or above, for all the constructed variables, meant that seven independent and one dependent variable that was involved in this research were

considered adequate for this study by using the Statistical Packages for Social Sciences (SPSS).

Data Collection Procedures

First, permission from Soddo correctional center was taken to conduct the given research. Then participants in the study were also asked for their freedom and consent. The purpose of the study and method of data collection was thoroughly explained to each informant. Participants were also informed that they have the right to withdraw from the questionnaires at any time and to skip questions they did not want to answer as well as confidentiality was assured. All the data gathered was secured in a safe place to guarantee confidentiality. Finally, the researcher took all responsibilities to protect all the data that was collected including guarantees of confidentiality at every step of the research.

Data Analysis Techniques

In order to make the collected data ready for analysis, the questionnaires were checked for their completeness, and data editing, coding, and entry were done in order to check for omissions, illegibility, and consistency, and make them ready for coding and storage.

Therefore, the quantitative data were analyzed by using descriptive and inferential statistics through the recent version of Statistical Packages for Social Sciences (SPSS) version 20 software.

Descriptive statistics including mean, standard deviation, and percentage were used to analyze some demographic characteristics and to see the study participant's level of involvement in the rehabilitation program.

Inferential statistics like Analysis of Variance (ANOVA), person's correlation, and linear regression were computed to determine whether there is a significant difference among inmates' perception of the success of rehabilitation programs.

Thus, based on the above independent variables and to be expressed dependent variable, the mathematical framework is allotted as follows.

The equation of Multiple Linear regressions is:

$$RPP = \beta_0 + \beta_1(AP)_i + \beta_2(RA)_i + \beta_3(IC)_i + \beta_4(IP/M)_i + \beta_5(QTS)_i + \beta_6(RP)_i + \beta_7(CSh)_i + \epsilon_i$$

Where:

Y=RPP= Rehabilitation Programs Performance. (Dependent variable=Effect) X1=AP =

Administrative practices

X2=RA=Resources Availability

X3=IC=Institutional climate

X4=IP/M=Inmate's internal perception or motivation X5=QTS=Qualifications of the

technical staff

X6= RP=Rehabilitation policies X7=CSh=Coordination of concerned

stakeholders

$\beta_0, \beta_1, \beta_n$ = Model par. regression coefficient, ϵ_i = Random error

3. RESEARCH RESULTS

Reliability Analysis

. The reliability Test is the degree of consistency with which it measures whatever it is meant to measure (Bell, 2010). Thus reliability is all about the question of whether the results of a study are repeatable or not.

Therefore, the reliability of the questionnaire was enhanced by the test and retest method through the pilot test. Because this method helps to determine the stability and consistency with which the questionnaires used accurately measure the concepts. A reliability coefficient (Cronbach alpha) of 0.6 or above is acceptable (Silverman, 2016). Thus, the reliability coefficient of the research instrument was assessed by using Cronbach's alpha (α) as follows:

Table1. Reliability Analysis

Variables	Construct	Cronbach's Alpha	Decision
DV	Rehabilitation Programs Performance	0.947	Accepted
X1	Administrative practices	0.722	Accepted
X2	Resources Availability	0.758	Accepted
X3	Institutional climate	0.925	Accepted
X4	Inmate's internal perception or motivation	0.832	Accepted
X5	Qualifications of the technical staffs	0.878	Accepted
X6	Rehabilitation policies	0.922	Accepted
X7	Coordination of concerned stakeholders	0.912	Accepted

Cronbach Alpha was analyzed for every independent variable which formed a scale and the results showed that institutional climate was more reliable with a coefficient of 0.925 followed by rehabilitation policies with 0.922, the Coordination of concerned stakeholders with 0.912, qualifications of the technical staff with 0.878, inmate's internal perception or motivation with 0.832, resources availability with 0.758, while administrative practices were least with 0.722. This illustrates that all the seven variables were reliable as their reliability values exceeded the prescribed threshold of 0.7 Saunders (2011). Therefore, this disclosed that the research instrument was reliable, and therefore no amendments were required.

Regression Analysis

The research study sought to determine factors that influence the effective performance of inmate rehabilitation programs in the wolaita Soddo prisoner administration center.

Table2. Model Summary

R	R Square	Adjusted R Square	Std. Error of the Estimate
0.958	0.918	0.915	0.248

The findings show that there was a strong positive relationship (R= 0.958) between the variables. The study also disclosed that 91.80% of the performance of inmate rehabilitation programs could be explained by the independent variables under study as shown in Table 3.

Table3. Analysis of Variances (ANOVA)

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	158.780	7	22.683	369.752	0.000
Residual	14.232	232	0.061		
Total	173.012	239			

The Analysis of Variance findings disclosed that, at a 95% confidence level, the variables were statistically significant values and relied on to explain the performance of inmates' rehabilitation programs performance. This shows that the f ratio is used to assess the overall fitness of the regression model. F value, $22.683 \div 0.061 = 369.752$ is large by a small significant calculated p-value of 0.000 which is less than 0.05 (>0.95). This indicates that the Rehabilitation Programs Performance (DV) was predictable with summarized independence so the regression model was considered a good fit.

Table 4: Regression Coefficients

Model	Un-standardized Coefficients		Standardized Coefficients	t	(Calculated P-Values) Sig.
	B	Std. Error	Beta		
(Constant)	-0.625	0.081		-7.694	0.002
Administrative practices	0.593	0.065	0.410	9.152	0.000
Resources Availability	0.145	0.050	0.130	2.905	0.000
Institutional climate	0.182	0.037	0.179	4.924	0.000
Inmate's internal perception or motivation	0.166	0.038	0.131	4.402	0.000
Qualifications of the technical staffs	0.223	0.045	0.181	4.924	0.000
Rehabilitation policies	0.380	0.043	0.273	8.870	0.000
Coordination of concerned stakeholders	0.319	0.038	0.260	8.311	0.000

To express the impact and relationship of independent variables on the dependent variable the equation for the regression model is expressed as: $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \beta_5X_5 + \beta_6X_6 + \beta_7X_7 + e$

$$Y = -0.625 + 0.593X_1 + 0.145X_2 + 0.182X_3 + 0.166X_4 + 0.223X_5 + 0.380X_6 + 0.319X_7 + 0.082(100 - 91.8)$$

Where:

Y = Performance of inmates' rehabilitation Programmes β_0 = constant; $\beta_1, \beta_2, \beta_3,$

$\beta_4, \beta_5, \beta_6,$ and β_7 = regression coefficients

X1= Administrative practices, X2= Resources Availability, X3= Institutional climate, X4= Inmate's internal perception or motivation, X5= Qualifications of the technical staffs, X6= Rehabilitation policies and X7= Coordination of concerned stakeholders

As indicated above table4 the p-value that was less than 0.05 for all the independent variables indicates that the 7 independent variables are significant predictors of Rehabilitation Programs Performance which was the dependent variable.

Therefore, the β is different from 0 and the researcher found that the predictor variables make a significant contribution to predicting Rehabilitation Programs Performance. That means variables in the table are statistically significant to predict the Rehabilitation Programs Performance of inmates in the Wolaita Sodo prisoners' center.

Since the β - values tell us the extent predictors influence the outcome if the effects of all other predictors are held constant, the linear equation above indicates that there is a positive relationship between the above predictors and Rehabilitation Programs Performance.

This can be explained by every better implementation of X1, X2, X3, X4, X5, X6, and X7 will improve the Rehabilitation Programs Performance of the inmates in Wolaita Sodo prisoner's center by 59.30%, 14.50%, 18.20%, 16.60%, 22.30%, 38.00%, and 31.90% respectively.

In addition, the effectiveness of each independent variable in affecting the dependent variable is determined by the standardized coefficients beta value. From Table4 it is found that Administrative practices (X1) ($\beta = 0.410$) is the most influential factor followed by Rehabilitation policies (X6) ($\beta = 0.273$), Coordination of concerned stakeholders (X7) ($\beta = 0.260$), Qualifications of the technical staffs (X5) ($\beta = 0.181$), Institutional climate (X3) ($\beta = 0.179$), Inmate's internal perception or motivation (X4) ($\beta = 0.131$) and Resources Availability (X2) ($\beta = 0.130$) was the least influential factor in determining the Rehabilitation Programs Performance on the inmates in Wolaita Sodo prisoner's center.

4. DISCUSSION

Administrative practices

The administrative practices in the center have not been effectively implemented since most of the responses were subjected to a mean value is less than 2.80 (higher side of disagree) and a standard deviation is less than 2. Responses indicate the opinion of the respondents towards nearly disagreeing and less deviated. So the administrative practices have affected the prisoners' rehabilitation programs performance at Wolaita Sodo Prisoners' Administration Center. So the research has indicated the presence of a problem to be solved in the proper use of administrative practices in the center.

Resources Availability

The process to have resources in the center has not been effectively implemented since most of the responses were subjected to a mean value of less than 2.85 (higher side of disagree) and a standard deviation of less than 2. So the responses indicated that the opinion of the respondents nearly disagrees and less deviated. Therefore, the finding shows the limitation in the availability of resources for the prisoners' rehabilitation programs performance at the Wolaita Sodo Prisoners' administration center.

Institutional climate

The institutional climate could be taken as the factor of the prisoners' rehabilitation programs' performance at Wolaita Sodo Prisoners' Administration Center. The use of Institutional climate in the center is not appropriate since most of the responses were subjected to a mean value less than 2.85 (higher side of disagree) and the standard deviation is less than 2. Responses indicate the opinion of the respondents towards nearly disagreeing and less deviated.

Inmate's internal perception or motivation

Inmates' internal perceptions or motivation affected the prisoners' rehabilitation programs' performance at Wolaita Sodo Prisoners' Administration Center. The use of Inmate's internal perception or motivation in the center has not been effectively implemented since most of the responses were subjected to a mean value is less than 2.80 (higher side of disagree or lower side of neutral) and the standard deviation is less than 1.20.

Responses indicate the opinion of the respondents towards nearly disagreeing and less deviated.

Qualifications of the technical staff

Qualifications of the technical staff affected the prisoners' rehabilitation programs' performance at Wolaita Sodo Prisoners' Administration Center. The use of Qualifications of the technical staff in the center has not been effectively implemented since most of the responses were subjected to a mean value is less than 3 (higher side of disagree or lower side of neutral) and the standard deviation is less than 1.10. Responses indicate the opinion of the respondents towards nearly disagreeing and less deviated.

Rehabilitation policies

Rehabilitation policies affected the prisoners' rehabilitation programs' performance at Wolaita Sodo Prisoners' Administration Center. The use of Rehabilitation policies in the center has not been effectively implemented since most of the responses were subjected to a mean value is less than 3 (higher side of disagree) and a standard deviation is less than 2. Responses indicate the opinion of the respondents towards nearly disagreeing and less deviated.

Coordination of concerned stakeholders

Coordination of concerned stakeholders affected the prisoners' rehabilitation programs performance at Wolaita Sodo Prisoners' Administration Center. The use of Coordination of concerned stakeholders in the center has not been effectively implemented since most of the responses were subjected to the mean value is less than 3 (higher side of disagree) and a standard deviation is less than 1.50. Responses indicate the opinion of the respondents towards nearly disagreeing and less deviated.

4.3. CONCLUSION

The main objective of the study was to investigate the main determinants to affect the rehabilitation programs' performance at Wolaita Sodo Prisoner's Administration Centre. The study specifically identified the impact of the given independent variables on the inmates' rehabilitation program performance at Wolaita Sodo Prisoner's Administration Centre.

The major findings summarized from the seven independent variables were as follows: The study found that Administrative practices had a significant influence with a value of 0.593(β_1) on the rehabilitation programs performance of inmates in the given area. Increasing fair levels of Administrative practices by a unit would increase the levels of effectiveness of rehabilitation programs performance by 0.593 or 59.30% level. The study further showed rehabilitation program performance-related issues like defined administrative and support relationships, fair administrative practices, participation in rehabilitation procedures developments and equity in training and work rules awareness for rehabilitation procedures performance to avoid rehabilitation programs performance problems in the Wolaita Sodo prisoner's Administration Centre. On the hand, this study found out the impact of Resources Availability on the rehabilitation program performance of inmates at Wolaita Sodo Prisoner's Administration Centre. The study found that Resources Availability has a significant influence on the rehabilitation program performance of inmates in the given center with a value of 0.145(β_2). Increasing adequate levels of Resources Availability by a unit would increase the levels of effectiveness of rehabilitation programs' performance by 0.145.or 14.50% level. The study further showed rehabilitation programs performance-related issues like adequate infrastructures, good delivery services, fair and clear budget allocation, and enough resources for rehabilitation procedures performance to avoid the identified problems. Also, the study found that Institutional climate has a significant influence on the rehabilitation program performance of inmates in the prisoners' administration center with a value of 0.182(β_3).

Increasing fair levels of Institutional climate by a unit would increase the levels of effectiveness of rehabilitation programs performance by 0.182.or 18.20%. The study further showed rehabilitation programs performance-related issues like better prison conditions, good diet, clothing, sanitation, healthy delivery services, and fair and clear informal group relationships in the Institutional climate would highly improve the

levels of rehabilitation programs performance on inmates at Wolaita Sodo prisoner's Administration Centre by 18.20% influenced.

It was identified that the impact of Inmate's internal perception or motivation (X4) on rehabilitation programs performance of inmates in the Wolaita Sodo prisoner's Administration Centre. Based on this finding, Inmate's internal perception or motivation had a significant influence of 0.166 on the rehabilitation programs performance of inmates in the Wolaita Sodo Prisoner's Administration Centre. Increasing levels of Inmate's internal perception or motivation by a unit would increase the levels of effectiveness of rehabilitation programs performance by 16.60% affected in the given center.

It was identified that the impact of Qualifications of the technical staff on the rehabilitation programs performance of inmates in the Wolaita Sodo Prisoner's Administration Centre. Based on this finding, the Qualifications of the technical staff had a significant influence of 0.223 or 22.30% on the rehabilitation programs performance of inmates in the Wolaita Sodo Prisoner's Administration Centre. Increasing levels of Qualifications of the technical staff by a unit would increase the levels of effectiveness of rehabilitation programs performance by 22.30% in the given center.

The study was to investigate how the Rehabilitation policies affect the rehabilitation programs' performance on inmates at Wolaita Sodo Prisoner's Administration Centre. The study found that Rehabilitation policies (X6) have a significant influence of 0.380(β_6) on the rehabilitation programs' performance of inmates in the prisoners' administration center. Increasing fair levels of Rehabilitation policies by a unit would increase the levels of effectiveness of rehabilitation programs' performance by 0.380.

The study further showed rehabilitation programs performance related issues like better prison attending policy, good ruling and regulation programs for inmates, fair and clear policy of academic training, and recruitment or training policies of technical staff in Rehabilitation policies would highly improve the levels of rehabilitation programs performance on inmates at Wolaita Sodo prisoner's Administration Centre by 38.000%.

The study determined the impact of the Coordination of concerned stakeholders on the rehabilitation programs performance of inmates at Wolaita Sodo Prisoner's Administration Centre. The study found that the Coordination of concerned stakeholders has a significant influence of 0.319(β) on the rehabilitation programs' performance of inmates in the given area. Increasing fair levels of Coordination of concerned stakeholders by a unit would increase the levels of effectiveness of rehabilitation programs performance by 0.319 or 31.90%.

The study further showed rehabilitation programs performance-related issues like defined and effective manner of judiciary bodies and lawyers, fair leadership practices, participatory in rehabilitation procedures developments and equity in training and work rules awareness for rehabilitation procedures, the collaboration of concerned bodies and independent board of visitors or social bodies to avoid or minimize the rehabilitation programs performance problems in the Wolaita Sodo prisoner's Administration Centre.

4.4. RECOMMENDATION

The researcher recommended some alternative ways to solve the problems that were identified as the main reasons affecting the inmates' rehabilitation programs' performance at Wolaita Sodo Prisoner's Administration Centre. Therefore, the researcher provided the followings possible and constructive recommendations from the study findings for each factor specifically.

1. The managing bodies of Wolaita Sodo Prisoner's Administration Centre should improve the use of Administrative Practices issues like defined administrative and support relationships, fair administrative practices, participation in rehabilitation procedures developments and equity in training and work rules awareness for rehabilitation procedures which have a direct impact on inmates' rehabilitation programs performance at Wolaita Sodo prisoner's Administration Centre.
2. The management of Wolaita Sodo Prisoner Administration Centre should use adequate resources availability by providing adequate infrastructures, good delivery services, fair and clear budget allocation, and enough resources for rehabilitation programs performance in the Prisoner Administration Centre.

3. The management of the Wolaita Sodo Prisoner Administration Centre should use adequate institutional climate and strategies like better prison conditions, good diet, clothing, sanitation, healthy delivery services, and fair and clear informal group relationships with inmates of the Wolaita Sodo Prisoner Administration Centre.

4. The management of the Wolaita Sodo Prisoner Administration Centre should also build better inmate's internal perception or motivation for its inmates on issues of better feeling, spirit, and habit of living, developing reintegration into society, and reducing the risk of depression and mental health programs in Wolaita Sodo prisoner's Administration Centre.

5. The management of Wolaita Sodo Prisoner's Administration Centre should build better qualifications for the technical staff for its inmates on issues of better interpersonal relationships through effective working condition rules and provisions, adequately trained and experienced prison officials, efficient counseling programs, adequate technologies to administer coordination and motivation programs in prisoner's Administration Centre.

6. The managing bodies of Wolaita Sodo Prisoner's Administration Centre should improve the better use of rehabilitation policies issues like the employment policy, efficient selection and training policy, participation in rehabilitation procedures developments and equity in training and work rules awareness for rehabilitation programs or practices which have a direct impact on inmates' rehabilitation programs performance at Wolaita Sodo prisoner's Administration Centre.

7. Finally, the managing bodies of the Wolaita Sodo prisoner's administration center should identify the exact and appropriate Coordination of concerned stakeholders by applying the issues like defined effective manner of judiciary bodies and lawyers, fair leadership practices, participatory in rehabilitation procedures developments and equity in training and work rules awareness for rehabilitation procedures, the collaboration of concerned bodies and independent board of visitors or social bodies to avoid or minimize the rehabilitation programs performance problems in the Wolaita Sodo prisoner's Administration Centre.

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