

Assessment of The Efficacy of Rehabilitation Programmes in Kaduna Medium Correctional Centre, Kaduna State, Nigeria

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Abstract

This study assessed the efficacy of rehabilitation programmes in Kaduna Correctional Centre in Kaduna state, Nigeria. The study examines the reformative objectives of the rehabilitation programme and to what extent have it been achieved after incarceration. The study further integrates a rehabilitation theoretical framework to underpin the research. The paper adopted cross-sectional survey research design. The Sample was made up of 196 respondents drawn from the target population of 808 and 177 used for the analysis comprising of inmates, correctional officers and ex-convicts across the entire Medium Security Correctional centres in Kaduna State. The research employed both quantitative and qualitative data-collection instruments; questionnaires and in-depth interviews were used to obtain data. The collected data were analysed using descriptive statistics. The findings showed that the Centre provides various rehabilitation programmes, including skill acquisition, recreational, chaplaincy and counselling services. These programmes provide opportunities for inmate development and preparation for life after incarceration. However, their effectiveness was constrained by inadequate funding and equipment and insufficiently trained personnel. The findings also showed that participation in rehabilitation programmes does not consistently translate into sustained rehabilitation after release. The study concludes that rehabilitation programmes are an important component of correctional practice, but their effectiveness depends on adequate resources, trained personnel and effective links between institutional rehabilitation and post-release opportunities. The study recommends strengthening programme resources and staff capacity, establishing post-release linkages, and implementing structured follow-up for released inmates.

Keywords: *correctional centre, Rehabilitations, Efficacy, Vocational skills,*

Introduction

Correctional institutions serve purposes that extend beyond the custody of persons convicted of offences to include their reformation, rehabilitation and preparation for return to society. The United Nations Standard Minimum Rules for the Treatment of Prisoners, known as the Nelson Mandela Rules, recognise rehabilitation and social reintegration as important components of prison administration and provide for educational, vocational and other opportunities that can prepare prisoners for life after release (United Nations, 2015). Rehabilitation may therefore include education, vocational and skills training, counselling, work, recreation and religious or spiritual services designed to address inmates' developmental and social needs. The United Nations Office on Drugs and Crime (UNODC, 2018) further regards social reintegration as a process that begins during imprisonment and extends into the period following release. This positions rehabilitation as an integral part of correctional practice because the period of incarceration can provide opportunities for inmates to develop capacities and behaviours that may support their return to society. The provision of rehabilitation programmes, however, does not necessarily mean that their intended purposes are being achieved. Effective rehabilitation requires more than the existence of activities within a correctional institution; it also depends on the availability of appropriate facilities and equipment, trained personnel, adequate resources and meaningful opportunities for inmates to participate in relevant programmes. The Mandela Rules emphasise that vocational and educational activities should contribute to prisoners' preparation for a self-supporting life after release (United Nations, 2015), while UNODC (2018) stresses the importance of linking interventions during imprisonment with support for social reintegration after release. Evidence from correctional research also indicates that education and employment-oriented interventions can contribute to post-release outcomes, although their effects vary according to programme characteristics and implementation conditions (Walk et al., 2021). Consequently, assessing rehabilitation requires consideration not only of the programmes available but also of their quality, implementation and contribution to the development and reintegration of inmates.

In Nigeria, correctional institutions provide various rehabilitation services, including vocational training, education, counselling, religious services and other interventions intended to support inmate reform and reintegration. However, evidence from Nigerian correctional settings indicates that the implementation of these programmes is affected by institutional and resource-related challenges. Studies have reported concerns relating to inadequate funding, insufficient equipment, limited staff training and weaknesses in post-release support (Makinde, 2020; Uche et al., 2023; Oli & Diyoke, 2024; Irogbo, 2024). For example, Oli and Diyoke (2024) found that rehabilitation programmes at Kuje Medium Security Correctional Service had potential to support reintegration but were constrained by inadequate funding and equipment. Irogbo (2024) similarly identified inadequate funding, limited staff training and insufficient post-release support as challenges to effective rehabilitation, while Ajayi (2025) reported that rehabilitation programmes did not significantly influence recidivism among the respondents studied in Ondo State. These findings demonstrate the importance of examining rehabilitation within specific correctional settings because the existence and operation of programmes may not produce the same outcomes across institutions. Against this background, Kaduna Medium Correctional Centre provides a relevant setting for examining the practical contribution of rehabilitation programmes to inmate development and preparation for life after incarceration. Examining the Centre is important because the availability of rehabilitation services, their perceived effectiveness and the conditions under which they are delivered provide a basis for understanding how the rehabilitative function of correctional institutions operates in practice. The study therefore examines the rehabilitation

programmes available at Kaduna Medium Correctional Centre, assesses their perceived effectiveness and contribution to inmate rehabilitation, and identifies the factors that constrain their effective implementation. By focusing on these dimensions within a specific correctional institution, the study seeks to establish the extent to which existing rehabilitation programmes support the broader objectives of inmate reform and preparation for reintegration into society.

Conceptual Clarification

Correctional Centre (Prison)

The concept of correction has been a subject of debate amongst various scholars across the globe. correction are public institutions established by government for the rehabilitation and reformation of individual offenders who are at breach of the law. Correctional centre is viewed as a physical structure within a specific geographical location which accords a unique kind of social environment that is different from the larger society where people live according to specialised conditions (Opafunso & Adepoju, 2016). All over the world, prisons are established to serve as rehabilitation and reformatory institutions with the goal of reforming and re-orientating inmates, so that they can be reintegrated as useful members of the society.

Rehabilitation

Rehabilitation refers to the process of helping individuals recover, regain, or improve their physical, emotional, cognitive, or social abilities, often after an injury, illness, or traumatic event. Awopetu (2011) posits that rehabilitation with specific reference to correctional rehabilitation means “bringing the offender to normal life”. Similarly, rehabilitation can be defined as a procedure of returning a felon to normal life after violation of state or criminal law. Awopetu (2011) affirms that reformation is now seen as a procedure for improving an inmate and trying to ensure a substitution of his or her felonious deeds.

Efficacy

Efficacy refers to the effectiveness of programs, interventions, or strategies aimed at rehabilitating incarcerated individuals. It focuses on how well these initiatives achieve intended outcome such as reducing recidivism, enhancing mental health, improving life skills, or promoting reintegration into society.

Literature Review

Rehabilitation has increasingly become an important component of contemporary correctional practice, reflecting a movement beyond custodial punishment towards reform, behavioural change and preparation for reintegration. In the Nigerian context, rehabilitation programmes commonly include vocational and skills acquisition, formal and adult education, counselling, recreational activities, religious or moral instruction and other forms of psychosocial support. Makinde and Olabode (2020), in their assessment of rehabilitation programmes in selected Nigerian correctional facilities, found that educational, literacy, counselling and recreational programmes were available, although the adequacy of these provisions varied across facilities. Similarly, Oli and Diyoke (2024), studying Kuje Medium Security Correctional Service, found that rehabilitation programmes had the potential to support inmates' reintegration but were constrained by inadequate funding and equipment. These findings suggest that the mere presence of rehabilitation programmes does not necessarily establish their capacity to produce meaningful rehabilitative outcomes. Recent Nigerian evidence further demonstrates the difference between programme

availability and programme effectiveness. Irogbo (2024), in a study of correctional centres in Delta State, identified skills development and other rehabilitation activities but reported concerns relating to inadequate funding, insufficient staff training and weak post-release support. The study therefore linked rehabilitation effectiveness not simply to the existence of programmes but also to the institutional and post-custodial conditions within which they operate. Ekpeyong and Ebitimi (2024), examining Okaka Correctional Centre in Bayelsa State, similarly reported the predominance of vocational activities among inmates, alongside counselling, educational and moral programmes. However, the evidence also indicates that rehabilitation takes place within a correctional environment in which punitive practices may continue to coexist with reformatory interventions. The relationship between welfare conditions and rehabilitation is also important. Numa (2025), in a study of Ikoyi Custodial Centre, found significant relationships between recreational activities, vocational training and inmate rehabilitation, suggesting that rehabilitation cannot be considered independently of the conditions in which inmates live and participate in correctional programmes. The study provides empirical support for viewing welfare-related provisions as part of the enabling environment for rehabilitation rather than as separate from it. In a related systematic review, Adefisoye et al. (2024) identified poor living conditions, overcrowding and inadequate institutional provisions as recurring concerns across studies of Nigerian correctional centres and argued for improved rehabilitation alongside broader improvements in correctional infrastructure. Evidence concerning the relationship between rehabilitation and subsequent reformatory outcomes, however, remains inconsistent. Ajayi (2025), examining recidivists across correctional centres in Ondo State, found that although skills acquisition, educational services, recreational activities and social intervention programmes were available, the rehabilitation programmes examined did not have a significant influence on the recidivists studied. This contrasts with Numa's (2025) findings concerning the positive relationship between selected welfare provisions and rehabilitation, as well as the more positive assessment reported by Makinde and Olabode (2020). Such differences may reflect variations in programme quality, institutional conditions, participant characteristics and the way rehabilitation outcomes are measured. The evidence therefore cautions against assuming that programme availability automatically translates into behavioural reform or successful reintegration. Another important dimension is the role of actors beyond the correctional institution itself. Ikeri and Oyelami (2023) found that collaboration between non-governmental organisations and correctional centres in Lagos contributed positively to inmates' rehabilitation, although inadequate facilities, funding constraints and weak institutional collaboration limited the effectiveness of these interventions. Similarly, the 2025 assessment by Awwal et al. reported differences between inmates' and correctional officials' perceptions of the functionality of rehabilitation programmes: inmates tended to perceive programmes as less functional, whereas officials considered them fairly functional. This difference is particularly relevant to empirical assessment because perceptions of programme effectiveness may vary according to the position of the respondent within the correctional system. The literature indicates that rehabilitation in Nigerian correctional centres is multidimensional and involves educational, vocational, recreational, counselling and social interventions. However, three issues remain insufficiently resolved. First, evidence of the availability of programmes is considerably more common than systematic evidence of their actual functionality and effectiveness. Second, studies have produced differing findings regarding whether participation in rehabilitation translates into behavioural reform, reduced recidivism or improved reintegration. Third, much of the available Nigerian evidence is concentrated in correctional facilities in the South-West, South-South and a few other locations, with

comparatively limited facility-specific evidence from North-Central Nigeria. The study of Kaduna Medium Correctional Centre therefore provides an opportunity to examine these issues within a specific institutional setting by distinguishing between the existence of rehabilitation programmes, inmates' perceptions of their effectiveness, and their perceived contribution to reformative outcomes. This distinction matters because a programme may exist without being adequately resourced, regularly implemented, or sufficiently effective to produce the intended outcomes.

Theoretical Framework

The study is anchored on the Risk-Need-Responsivity (RNR) model developed by Andrews and Bonta, which provides a framework for understanding how correctional interventions can support behavioural change and reduce the likelihood of reoffending. The model is based on three principles: risk, need and responsivity. The risk principle states that the intensity of intervention should correspond with an individual's level of risk; the need principle requires interventions to address factors associated with offending; and the responsivity principle emphasises the delivery of interventions in ways that are appropriate to participants' abilities, motivation and circumstances (Andrews et al., 2011). The model is relevant to the present study because correctional rehabilitation involves more than keeping inmates occupied through available activities. Effective rehabilitation requires programmes that respond to inmates' rehabilitation needs and are implemented in ways that encourage meaningful participation. Recent evidence also indicates that, although the RNR model remains influential in correctional practice, empirical support for its individual principles is not uniform, making it useful as an analytical framework rather than an assumption that rehabilitation programmes will automatically produce positive outcomes (Fazel et al., 2024). The RNR model connects directly with the study variables by providing a basis for examining both the availability and effectiveness of rehabilitation programmes at Kaduna Medium Correctional Centre. The risk and need principles relate to the appropriateness of educational, vocational and skills acquisition, counselling, recreational and other rehabilitation programmes in addressing inmates' rehabilitation requirements. The responsivity principle relates to how these programmes are delivered, including their accessibility, opportunities for participation, staff support and suitability to inmates' circumstances. These dimensions are important because the presence of a rehabilitation programme does not necessarily demonstrate that it is effective. In this study, therefore, rehabilitation effectiveness is considered in relation to its perceived contribution to behavioural change, acquisition of useful skills, preparation for release, social adjustment and reduced likelihood of reoffending. The RNR framework consequently provides a theoretical basis for examining whether the rehabilitation programmes available at Kaduna Medium Correctional Centre are relevant to inmates' needs and whether their implementation is perceived to support the intended rehabilitative outcomes.

Methodology

The study adopted a mixed-methods approach using a social survey design to examine rehabilitation programmes at Kaduna Medium Correctional Centre. Kaduna State has 13 custodial centres, comprising three main custodial centres and ten satellite custodial centres, with 2,588 inmates and 716 correctional officers at the time of data collection. However, the population relevant to this study was restricted to Kaduna Medium Correctional Centre, which had a total population of 808 comprising inmates and correctional officers at the time of data collection. This centre was selected because the study focuses specifically on the availability, implementation and effectiveness of rehabilitation programmes within a medium-security correctional setting. A

sample of 196 respondents was determined using the Krejcie and Morgan (1970) procedure. Stratified random sampling was used to select respondents from the identified population groups, thereby ensuring that the sample adequately represented the different categories of participants. This approach was considered appropriate because inmates and correctional officers have different experiences and roles in the rehabilitation process.

Data were collected through structured questionnaires and in-depth interviews. The questionnaire was administered to the sampled respondents, while correctional officers with direct knowledge of rehabilitation activities were purposively selected for the interviews. Purposive selection was appropriate for the qualitative component because it ensured that participants had relevant experience of programme administration and implementation. The study also used published and unpublished secondary materials to supplement the primary data. Quantitative data were analysed using descriptive and inferential statistics with SPSS, while interview data were transcribed and thematically analysed. The use of mixed methods enabled the study to obtain measurable evidence on the availability and perceived effectiveness of rehabilitation programmes while also obtaining detailed explanations of their implementation, challenges and practical outcomes.

Results

Out of One hundred and ninety-six questionnaires distributed, one hundred and seventy-seven (177) were answered and retrieved correctly, and one hundred and seventy-seven (177) representing 90.3 percent of the questionnaires were valid and so are being used for analysis.

Table 1: Demographic Characteristics of Respondents

Socio-Demographic Characteristics	Frequency	Percentage (%)
Age (Years)		
18 -30	108	61.0
31-40	57	32.2
41 and above	12	6.8
Total	177	100
Sex		
Male	146	82.5
Female	31	17.5
Total	177	100
Education		
No formal Education	3	1.7
Primary	20	11.3
Secondary	99	55.9
Tertiary	55	31.1
Total	177	100

Source: Field Survey, 2025

Table 1 presents the socio-demographic characteristics of the 177 respondents who participated in the study. The age distribution shows that 61.0% respondents were aged 18–30 years, 32.2% were aged 31–40 years, while 6.8% were aged 41 years and above. Thus, the respondents were predominantly young adults, with about three-fifths falling within the 18–30-year age group.

In terms of sex, males constituted the majority of the respondents, with 82.5%, while females accounted for 17.5%. This indicates a substantial male predominance among the respondents.

However, the table describes the composition of the study respondents and should not be interpreted as representing the sex distribution of inmates or correctional officers generally. With respect to educational attainment, 1.7% of respondents had no formal education, 11.3% had primary education, 55.9% had secondary education, and 31.1% had tertiary education. The respondents were therefore largely educated to at least secondary-school level, with secondary education constituting the largest category. Only a small proportion had no formal education. Taken together, the table shows that the respondents were predominantly young, male and had at least secondary-level education. These characteristics provide important context for interpreting their responses on the availability, effectiveness and perceived impact of rehabilitation programmes at the Kaduna Medium.

Table 2: Responses on Current Rehabilitation Programs for Inmates in Kaduna Medium Correctional Centres.

Types	Frequency	Percentage (%)
Skill acquisition services	38	21.5
Educational services	19	10.7
Chaplaincy services	34	19.2
Counselling services	25	14.1
Recreational services	38	21.5
Others	23	13.0
Total	177	100.0

Source: Field Survey, 2025

Table 2 shows that skill acquisition and recreational services were the most frequently reported rehabilitation programmes, each accounting for 21.5% of responses. Chaplaincy services accounted for 19.2%, while counselling services accounted for 14.1%. Other services, including psychological, medical and aftercare services, accounted for 13.0%, while educational services accounted for 10.7%. The findings therefore indicate that different forms of rehabilitation services were available at the Kaduna Medium Correctional Centre, although their relative availability varied.

Table 3: Response on the Effectiveness of Rehabilitation Programme of inmates in Kaduna Correctional Centres

Response	Frequency	Percentage (%)
Very effective	17	9.6
Effective	16	9.0
Ineffective	56	31.6
Very ineffective	88	49.7
Total	177	100.0

Source: Field Survey, 2025

Table 2 reveals that most of the respondents rate the rehabilitation programmes in Kaduna rehabilitation centre as ineffective, as reported by over 80 percent of the respondents. Thus, it can be inferred that most of the rehabilitative programmes in the correctional centers are mostly not productive as they are ineffective. However, finding from the in-depth showed a varying opinion with some of the Respondents reporting that most of the programmes are ineffective in rehabilitating inmates while others said they are effective. A participant asserted as thus:

The truth is that as much as we want to deny it, most of these programmes are ineffective, this is due to so many reasons ranging from poor funding, lack of equipment and untrained manpower to adequately train the inmates. For example, wardens are expected to teach inmates in the adult education centres and they are not even trained in teaching. (Source: Field Survey, 2025)

Another participant had a different opinion as he said;

I can conveniently say rehabilitation services in my Command have been effective without any iota of doubt, as most inmates are leaving the prison with one skill or the other and with the promise never to return to criminality. I am a living witness to inmates I was opportune to train. I am a specialist in tailoring, and I was able to train two inmates but now they are ex-convicts. They own their personal tailoring shops; I sometimes visit them at their various shops and houses, and they are doing very well.... (Source: Field Survey, 2025)

Another male key informant in an interview restated:

...we have specific areas where we train inmates, so my area is welding and fabricating and I can assure you that the inmates are training very hard and they understand the job. This makes them feel happy and satisfied and makes them eager to peacefully serve out their jail term and start on their own in the larger society. So, I believe that by the time they leave the prison, they can be able to compliment on the training received while in prison and be better citizens.... (Source: Field Survey, 2025).

Another participant had a different opinion as he said;

I can conveniently say rehabilitation services in my Command have been effective without any iota of doubt, as most inmates are leaving the prison with one skill or the other and with the promise never to return to criminality. I am a living witness to inmates I was opportune to train. I am a specialist in tailoring, and I was able to train two inmates but now they are ex-convicts. They own their personal tailoring shops; I sometimes visit them at their various shops and houses, and they are doing very well.... (Source: Field Survey, 2025)

Table 4: Impacts of rehabilitation services in Kaduna Correctional Services in Kaduna, Nigeria

Response	Frequency	Percentage (%)
Strongly Agree	40	22.6
Agree	70	39.5
Neutral	31	17.5
Disagree	16	9.1

Strongly Disagree	20	11.3
Total	177	100.0

Source: Field Survey, 2025.

Results on the impacts of rehabilitation programmes in Kaduna correctional centre is shown in Table 4 revealed that majority, almost 40% of the respondents say the rehabilitation programmes inmates have some impacts on them. Additional 22.6% believe that the impacts are very positive on the inmates. A minority of the respondents (17.5%) say the rehabilitation programmes were neutral and the impact has not significant (9.1%) believe the rehabilitation programmes were somewhat unimpactful. Overall, 62% of the respondents reported that the rehabilitation programmes have varying degree of positive impacts on the inmates.

Table 5: Responses on the Assessment of Inmates' Reformatory Objectives of the Rehabilitation Programmes in Kaduna Correctional Centres in Kaduna Nigeria

Response	Frequency	Percentage
Creation of employment opportunity	41	23.1
Educational qualification obtained	53	30.0
Vocational skill acquired in prison	31	17.5
Inmates serving for two or more jail terms	32	18.1
None of the above	20	11.3
Total	177	100.0

Source: Field Survey, 2025.

Table 5 indicates that educational qualification was the most frequently reported outcome, accounting for 29.9% of responses, followed by creation of employment opportunities at 23.2% and vocational skills acquired during incarceration at 17.5%. However, 18.1% of respondents reported that inmates had served two or more jail terms, while 11.3% reported none of the listed outcomes. The findings therefore indicate that the rehabilitation programmes were associated with several reported educational, vocational and employment-related outcomes, but the presence of repeat incarceration among a proportion of respondents suggests that these outcomes did not necessarily translate into sustained desistance from offending.

Discussion of Findings

The study aimed to assess the efficacy of rehabilitation programmes in Kaduna Medium Correctional Centre, particularly by examining the programmes available and their contribution to inmate rehabilitation. The findings show that the centre provides a range of rehabilitation programmes, with skill acquisition and recreational services each accounting for 21.5% of responses, followed by chaplaincy services (19.2%), counselling services (14.1%), other services (13.0%) and educational services (10.7%). This finding confirms that rehabilitation in the centre encompasses vocational, educational, psychosocial, religious and recreational activities, consistent with Makinde and Olabode (2020), who reported the availability of educational, counselling and recreational programmes in Nigerian correctional facilities, and Oli and Diyoike (2024), who found several rehabilitation programmes at Kuje Medium Security Correctional Service. However, the availability of these programmes does not necessarily establish their efficacy. The finding is therefore important to the aim of the study because it establishes the range of interventions through which rehabilitation is expected to occur, while also providing the basis for assessing whether these interventions are producing the intended rehabilitative effects. The assessment of programme effectiveness presents a less positive picture. Eighty percent of the reported responses classified

the rehabilitation programmes as ineffective or very ineffective, indicating substantial concerns about their capacity to achieve their intended purpose. The qualitative findings provide explanations for this assessment, particularly inadequate funding, lack of equipment and insufficiently trained personnel. These concerns correspond with Irogbo (2024), who identified inadequate funding, staff training and weak post-release support as constraints on rehabilitation, and Oli and Diyoke (2024), who similarly associated limitations in rehabilitation with inadequate funding and equipment. Nevertheless, the key informant accounts also demonstrate that some programmes, particularly vocational training, have produced positive individual experiences, including the acquisition of tailoring and welding skills and subsequent engagement in self-employment. This suggests that the efficacy of rehabilitation is not uniform across programmes or participants. Within the RNR framework, this finding is significant because effective rehabilitation requires interventions to address relevant needs and to be delivered in ways that are responsive to inmates' circumstances. Thus, the findings suggest that the challenge at Kaduna Medium Correctional Centre may not be the absence of rehabilitation programmes, but limitations in the conditions and manner in which they are implemented. The findings on the impact and reformatory outcomes of the programmes provide further evidence for assessing their efficacy. Although the general assessment of effectiveness was largely negative, 62.1% of respondents indicated that the rehabilitation programmes had positive impacts on inmates. Educational qualifications (30.0%), employment opportunities (23.1%) and vocational skills acquired during incarceration (17.5%) were identified among the reported reformatory outcomes. These findings suggest that the programmes are capable of producing specific educational, vocational and employment-related benefits, even though their effectiveness as a broader rehabilitation system remains questioned. This is consistent with Numa (2025), who found relationships between vocational and recreational activities and inmate rehabilitation, but contrasts with Ajayi (2025), who found that rehabilitation programmes did not significantly influence recidivism among recidivists in Ondo State. The 18.1% reporting of inmates serving two or more jail terms further indicates that positive programme outcomes do not necessarily translate into sustained desistance from offending. In relation to the study aim, therefore, the findings suggest that rehabilitation programmes in Kaduna Medium Correctional Centre have identifiable positive effects but face substantial limitations that reduce their overall efficacy. From the RNR perspective, strengthening programme relevance, implementation conditions, staff capacity and continuity of support would be important for improving the extent to which rehabilitation addresses inmates' needs and supports successful reintegration.

Conclusion and Recommendation

The study concludes that rehabilitation programmes at Kaduna Medium Correctional Centre provide inmates with opportunities for skills acquisition, counselling, recreation, education and spiritual development, thereby forming an important part of the correctional process. However, the findings establish that the effectiveness of these programmes is affected by inadequate funding and equipment and the limited availability of adequately trained personnel. The study also establishes that the benefits of rehabilitation are not always sustained beyond incarceration, as some inmates experience difficulties translating the skills and support received within the centre into meaningful opportunities after release. The findings therefore indicate that the presence of rehabilitation programmes alone is insufficient to achieve sustained rehabilitation, as their effectiveness depends on the adequacy of programme resources, the capacity of personnel

delivering them and the extent to which inmates are able to apply what they acquire after incarceration.

1. In response to the finding that inadequate funding and equipment constrain rehabilitation activities, the Kaduna Medium Correctional Centre should identify the specific material requirements of each existing programme and provide the equipment, training materials and operational resources needed for their effective delivery. Resource allocation should be based on documented programme needs rather than a general rehabilitation budget, with periodic checks to ensure that available equipment remains functional and accessible to inmates.

2. In response to the finding concerning inadequate trained personnel, the correctional authorities should conduct a staffing and competency assessment of rehabilitation personnel and provide programme-specific training for staff responsible for vocational training, counselling and other rehabilitation activities. Where existing personnel are insufficient, qualified instructors and counsellors should be engaged through partnerships with relevant vocational institutions and professional bodies.

3. In response to the finding that rehabilitation does not consistently translate into sustained outcomes after incarceration, the correctional centre should establish a structured transition and follow-up mechanism for inmates approaching release. This should include linking trained inmates with employers, vocational organisations and enterprise-support programmes, followed by post-release contact to determine whether acquired skills are being utilised and to identify barriers to reintegration.

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