UNIVERSITY FOR DEVELOPMENT STUDIES

THE IMPACT OF TRAINING ON RIOT CONTROL IN THE TAMALE CENTRAL PRISON

OF THE NORTHERN REGION

MATTHEW MBABILA ASUMPIKO

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THE IMPACT OFTRAINING ON RIOT CONTROL IN THE TAMALE CENTRAL PRISON

OF THE NORTHERN REGION

BY

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DECLARATION

Student

I hereby declare that this thesis is the result of my own original work and that no part of it has been presented for another degree in this University or elsewhere:

Matthew Mbabila Asumpiko

Candidate's Signature:…………………………………………Date:…………………………

Supervisor

I hereby declare that preparation and presentation of the thesis was supervised in accordance with the guidelines on supervision of thesis laid down by the University for Development Studies.

Dr. Anthony K. Donkor

Supervisor's Signature:…………………………………………Date:…………………………….

ABSTRACT

The study examined the impact of training in riot control of prison officers and their ability to deliver an effective professional service in the Tamale central prison. Through Yemane's sampling technique the study selected 125 prison officers to respond to the study. The study adopted stratified sampling and simple random sampling technique to select respondents based on whether they have been trained on riot control or not. The findings revealed that the major cause of prison riot in the Tamale central prison was inmates being poor food and water which represented 25.6% as the highest cause according to their experience. About 20.8% of the respondents also reported that violating inmates' right in the prison also caused prison riots. Overcrowding also caused riot representing 12% of the total sample. However about 68% of prison officers reported that overcrowding in the Tamale central prison was as a result of large numbers of detention of prisoners on remand. The multiple linear regression estimation revealed that the gender of a prison officer, level of education, number of years served as a prison officer, access to rehabilitation and reformation workshop tools and training in riot control in the prison were the variables that significantly determined prison officers' ability to control riot. However 75% of the prison officers reported that they are challenged with the adequate number of prison officers to control prison riot, whiles 36.8% of the respondents were dissatisfied with the tools and other resources at their disposal. More so prison officers are posed with high health risk managing inmates as they do not receive regular medical checkup getting contact with inmates infected with contagious diseases in the central prison. The study recommended that prison officers needs regular training to equip them with the necessary skills and knowledge to perform effectively for them to deliver on their role of maintaining order and reforming prisoners serving their jail term in the prison.

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I wish to express my sincere appreciation to the following persons whose immense contribution towards the completion of this work cannot be underestimated. Firstly my profound gratitude goes to my hardworking supervisor Dr. Anthony Donkor whose technical guidance brought this work to a successful end.

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DEDICATION

I sincerely wish to dedicate this work to my Brother Anthony Mba Ndor and to my family. I love you all.

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CHAPTER ONE

1.1 Background of the Study

The success of any institution in the contemporary business world depends on the quality of human resources available to initiate and implement its policies and programmes. According to Solkhe & Chaudhary (2011), human resource is the most vital factor of production and labour productivity. They also maintained that a positive future-oriented human resource development is essential for the efficiency and effectiveness of public sector employees.

Human resources include knowledge, skills, abilities and experience controlled by an organization that enables it to improve upon its performance, competitiveness, innovation, efficiency and effectiveness. When all these qualities are achieved their capacity to perform efficiently would be enhanced. Capacity building is defined as the process through which individuals, organizations and societies obtain, strengthen and maintain the capabilities to set and achieve their own development objectives over time (Joseph, 2009). Capacity is about growth: growth of the individual in knowledge, skills and experience. Employees skills, knowledge and abilities are among the most distinctive and renewable resources upon which an institution can draw their strategic management and comparative advantage (Joseph, 2009).

Employees are able to developtheir capabilities with frequent exposure to variety of situations and added experience. The enhancement in the professional capabilities drives individual to secure more challenging jobs carrying higher professional and financial values. Organizations on the other hand apply all their resources and energy to acquire the best employee within their reach. This bring about positive changes, for instance professionalism seen in workers behaviour or new skills learnt like computer and Information Technology knowledge. Nwuche &Awa (2009) argued that employee development improves the knowledge base is a precursor of

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organizational performance.In the view of Ricardo and Wade (2001) performances measurement include result-oriented behaviour (criterion-based) and relative (normative) measures, education and training, concepts and instruments, including management development and leadership training and constitute the necessary building skills and attitudes of performance management.

Skills development training for prison officers in Ghana will equip unskilled officers' professional competence to make them more valuable to their services. One of the biggest challenges to prison officers in Ghana is the low professional skills of riot control among prison inmates in addition to the management of aggression and stress by inmates.It is no wonder that, both academics and practitioners have come to emphasize the inevitability of prison riots (Adams, 1994).Riots have been tested against inhumane conditions, bad food, brutal staff,economic factors, racial tensions, incarceration rates, political dis-empowerment, and presence of young violent prisoners, external social upheavals, building-design problemsand overcrowding.Miller (1999)concludes that even comprehensiveplanning based on awareness of other incidents and lessons learned from the past cannotprevent all prison riots. Outlining the rules for correctional emergency planning, Freeman (1996) advises that planning should be based on the assumption that anemergency can occur without warning and at any time of the day or night.

Most explanations of prison riots fall broadly speaking into one of two categories. Thefirst type of approach, conventional and intuitively acceptable, presents riots as a naturalresponse to poor prison conditions (Scraton et al., 1991). The ideaof conditions causing riots is taken directly from deprivation theory, one of the numberof mainstream sociological theories that explain social revolts and rioting (Rule, 1988;Miller, 1999). It tells us that prisoners will revolt in the face of food shortages, overcrowding,oppressive custodial discipline, sadistic staff, racism or other unpleasantcircumstances.Most reports of prison riots mention bad conditions. But while there

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appears to besome support for the idea that stress and deprivation provoke prison riots (Wilsnack,1976). Prisons with terrible conditions haveremained free of riots, whereas riots did occur in prisons in which conditions had beenrecently improved conditions inNorth American prisons gradually improved after World War Two, but that same periodwitnessed an upsurge of riots and staff hostage taking (Miller, 1999).

The arbitrariness and chaos that apparently come with administrative breakdown shatter the presumption of legitimacy (Useem & Kimball, 1989). The breakdownin control and operation convinces the prisoners that the system is (or hasbecome) vulnerable.These conditions can be separated into two clusters: prisoner perceptions and administrativestrength. A riot, then occur in the resultant of changing perceptions and a weakeningadministration. When prisoners are motivated to riot and have the opportunity to do so, a riot mustbe considered a 'normal' event – in the sense that it can be expected (Perrow, 1999).Again Perrow (1999) reported that in a prison where conditions do not give rise to grievances and security is tight, a riotmust be considered a highly unlikely event. If prisoners do not riot in the absence oftight security, a prison must still be considered riot-prone. Because when they dobecome inclined, opportunities abound. When tight security is required to control riotinclinedprisoners, the prison must also be considered riot-prone. One security lapsemay be all that is needed for prisoners to start a riot.

However an organization that have violated and ignored the humane aspect of improving upon the capacity of its employees through skills training have suffered heavy losses (Sullivan, 1989). Training is a planned and systematic modification of behaviour through learning events, activities and programmes which results in the participants achieving the levels of knowledge, skills, competencies and abilities to carry out their work effectively (Gordon, 2003). This means for any organization to succeed in achieving the objectives of its training program, the design

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and implementation must be planned and systematic, tailored towards enhancing performance and productivity.

The vital resource to any organization is its workforce. Riots control among inmates requires proper professional training to effectively prevent it occurrence and to enhance the competence of prison officers on it control in the prisons. In addition their capabilities are enhanced when the institution invest in improving the knowledge and ability through training to deliver more professional services. The study of Raja, Ahmed &Muhammad(2011)showed a positive correlation between the two variables of employee training and their performance. While Hameed (2011) also revealed that the employee is the major element of every firm and their success and failure is mainly based on their performance. These clearly explain the merits of training and its positive influence on employee performance in an institution. Institutional breakdown refers to the development of dysfunctional interaction patterns between prisoners and staff. A sustained period of institutional breakdown sets the stage for a prison riot to occur. However, proper planning for training on riots control for prison officers will be fruitful to enhance their professional competence.

1.2 Problem Statement

According to the Ghana Prison Service Report (2014) about 14,368 people are locked up in the various prisons nationwide; with 11,684 convicted and 2,684 unconvicted prisoners. Though some of these people are receiving life time sentence, most of them are awaiting to receive proper reformation and return to integrate properly in their societies (Henry, 2007). To do this, officers of the prison service must build the capacities of the inmates. However, this has become a challenge since officers themselves are not receiving adequate training seminars and courses on riots control to support them build their relationship with the inmates (Jacobs & Razavirh, 2009).

In line with this, Lipsey (2003) established that, limited resources on the part of authorities of the prison service affects the capacity building of the officers.

In Ghana, the total staff strength of the Prison service in 2014, stood at five thousand, eight hundred and ninety eight (5,898) as against five thousand and twenty five (5,025) in 2013. This indicates that, building their capacities will require a large amount of resources since there is an astronomic increase in numbers yearly. The Tamale Central Prisons with initial capacity of 78 is currently holding over 300 inmates (Global Prison Trends Report, 2015). The problem has been exacerbated by the rather large number of remand prisoners awaiting trial. This great numbers must be reformed and allowed to go back and contribute towards a permanent reduction in the country's crime-rate through receiving quality capacity building training programmes at the prisons (MacKenzie, 2011).Lilly (2007) asserted that, quality human resources development is essential in dealing with the character formation of deviants. One major determinant of employees' of the service is the quality of performance which eventually improves on the productivity of the service. Poor service delivery sometimes is linked to the inefficiency and ineffectiveness of the officers (Tsaur & Lin, 2004). Flynn et al. (2006) established that, if an organization wants to remain competitive it has no choice but to train and develop its employees in the area of its operation. Programmes within the Ghana prison service may be focused on improving individual's level of self-awareness, competency and motivation to perform very well. This in turn makes employees feel that they are part of the organization's family (Armstong, 2001).

The vision of the Ghana Prison service is to transform the Ghana Prisons Service into an efficient correctional service operated by a highly trained, disciplined and motivated staff devoted to reforming convicted offenders into their communities (Ghana Prison Service Annual Report,

2013). Therefore staff capacity development programmes are very vital. According to Coyles (2002)the major challenge of prison officers is the inadequate knowledge on current techniques and strategies to handle and educate inmates to be accepted back in their families and communities after serving their jail term. Ghana Human Rights Report (2008) adds that, inadequate refresher training to enhance the capacity of prison officers on current security challenges and the development of inmates in Ghanaian prisons is a cause to worry. Given the background of this study, it is evidenced the real impediments that affect the effectiveness and efficiency of Ghanaian prison officers regarding their capacity building is worth studying. The study sought to assess the impact of training on the professional performance of prison officers. Capacity development on job plays a critical role in effective and efficient service delivery in an institution. In a contemporary Ghanaian world inmates are incarcerated with different antisocial behaviour which also requires proper training of prison officers to control and handle them under locks and chains in the prison. On this background the study assessed whether training on job has a positive impact on the professional service delivery and competence of prison officers in the Tamale Central Prison.

1.3 Research Question

The main research question of the study is, what is the impact of training in riot control of prison officers in the Tamale central prison?

This main research question is addressed by the following objectives:

1. To investigate the causes of riots among prison inmates in the Tamale central prison.

2. To determine the relation between training in riot control and professional performance of Prison Officers in the Tamale central prison.

3. To identify the challenges of prison officers in the control of riots among prison inmates in the Tamale Central Prison.

1.4 Significance of the Study

The study will significantly benefit the Ministry of Defense, Ministry of Interior, Ghana Prison Service and other security agencies regarding their policy objectives and ensuring effectiveness and efficiency in security issues. It will inform them on the necessity of making training in riot control part of their performance improvement strategies. It will also unearth the challenges associated with enhancing the professional competence of managing riot among inmates in the Tamale central prison.

The study also provide information to government and civil organization on the need to equip prison officers'skills and knowledge to efficiently deliver their services effectively. An efficient prison officer who is well trained on the job should be able to handle cases of riot, stress and aggression among inmates. The study served as wakeup call on government to improve on the human resource performance systems especially skills training for prison officers in the Ghana Prison Service to deliver more professional services to the inmates. The study also add to the body of existing scientific knowledge on the impact of training in riot control of prison officers in Ghana.

1.5Scope of the Study

The study population was made up prison officers of the Tamale Central Prison. This segment of the population was chosen because they had the requisite knowledge to unearth the information regarding the subject under study and its implications on the inmates of Tamale central prison. Training forms the important strategies that improves the efficiency and productivity of prison officers, therefore the study is found be imperative to examine how training on riot control that affect the ability of prison officers to deliver professional services as expected in the prison

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services. The study considered both senior and junior officers' responses to acquire the results of the problem understudy. Selection of response was a mixed sample of both officers who have received training especially riot control in the prison as well as those who have not received any training before. Ethical consideration regarding seeking consent from the prison service authority was done before carrying the research in the Tamale central prison.

1.6 Organization of the study

This study is organized into five chapters. Chapter One spelt out the background of the study, statement of the problem, objectives of the study, research questions, the scope and organization of the study.

Chapter Two dealt with the literature review on the research objectives as well as the empirical literature relating the research under study.

Chapter Three also outlined the methodology of the study, giving a clear explanation of how it was conducted: the study area, study population, sampling procedure and sample size, sources of data, instruments of data collection, data processing and analysis.

Chapter Four also discuss results of the study and provided detailed qualitative and quantitative analysis of the results for a clear presentation of the findings from the study.

Chapter Five, provided a summary of findings, conclusions and relevant recommendations from the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The chapter covers the relevant literature review on the research topic under study. In addition literature on the specific research objectives are also thoroughly discussed for a vivid background and highlights on the related literature on the research study.

2.1 Purpose of Prisons in Ghana

Prison is a place where people are held in captivity, either pending trial or serving a sentence of imprisonment (Miller, 1999).Aside from the death penalty, a sentence to prison is the harshest punishment imposed on criminals. Confinement in prison, also known as a penitentiary or correctional facility, is the punishment that courts most commonly impose for serious crimes, such as felonies (Anthony, 2015). For lesser crimes, courts usually impose short term incarceration in a jail, detention center, or similar facility.

Confining criminals for long periods of time as the primary form of punishment is a relatively new concept. Throughout history, various countries have imprisoned criminal offenders, but imprisonment was usually reserved for pretrial detention or punishment of petty criminals with a short term of confinement (Hollister, 2016).

Using long term imprisonment as the primary punishment for convicted criminals began in the United States. In the late eighteenth century, the nonviolent quakers in Pennsylvania proposed long term confinement as an alternative to Capital Punishment (Hollister, 2016).Before the existence of prisons, most offenders were subjected to Corporal Punishment or public

humiliation and then released back into the community. Currently Ghana has 43 prisons with majority of them categorized as local prisons (14), open and agricultural settlement camp prisons (11) and central prisons (7) [Ghana Prison Service Trend report, 2015]. Further details on the regional locations of Ghana's prison are illustrated in Figure 2.1.

Figure 2.1 Ghana Prisons
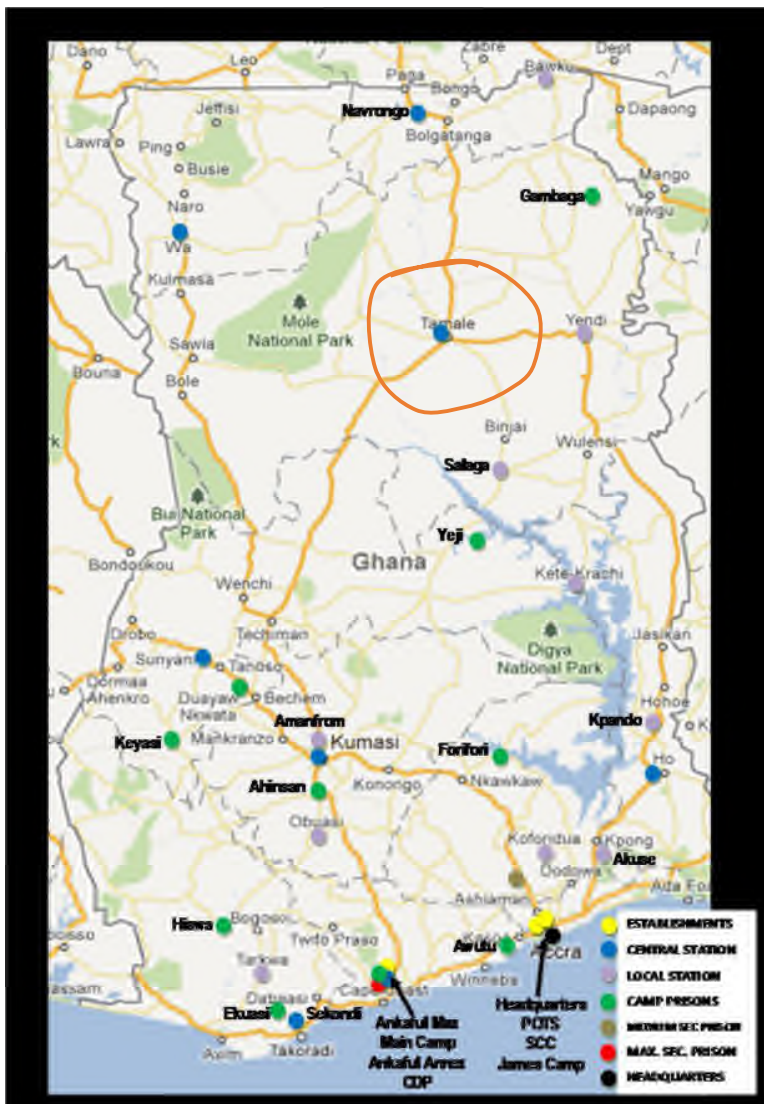
Source: Ghana Prison Service Annual Report (2013).

2.2 Definition and Concept of Riot

A riot is a social occasion involving relatively spontaneous collective violence directed at property, persons, or authority (Encyclopedia, 2008). Five main concepts characterized a riot (Tracy, 2010). First, riots are socially constructed in that those participating in them define or redefine their social environment through a negotiation or renegotiation of symbols and meanings. Second, riots are not singular events or moments in time, but occasions and there is a "before," "during," and "after." Although a riot may have an immediate precipitating incident, this moment is only one among many in the processional history of a riot. Third, a riot is relatively spontaneous in that it does not involve a significant amount of planning and coordination. Although a small number of individuals may instigate a riot and serve as emergent leaders by providing examples of "appropriate" behaviour, these individuals are generally unable to plan and coordinate action in a meaningful way once a riot has begun (Hollister, 2016). The relative spontaneity of riots led some of the earliest researchers to conclude that once in crowds, individuals became irrational, highly suggestible, and without social control (Encyclopedia, 2008).Recent research, however, has found these claims to be largely unsubstantiated, noting that during most riots, collective violence is purposive and targeted (Hollister, 2016). Fourth, a riot involves collective violence, meaning that groups or communities engage in the infliction of harm or destruction for the purpose of producing social change. Finally, a riot involves collective violence directed at property, persons, or authority. It is important to note that in many instances, collective violence is directed not solely at property, persons, or authority but at some combination, such as state-controlled property or persons in authority.

2.3 Background of Ghana Prison Service

The Ghana Prisons Service (GPS) is responsible for the safe custody of prisoners in Ghana, as well as their welfare, reformation and rehabilitation. The Ghana Prisons Service is under the jurisdiction of the Ministry of the Interior, and serves as an adjunct of the Criminal Justice System of Ghana, contributes to the maintenance of internal security by maintaining efficient, humane and safe reformatory penal system operated within the laws of Ghana. The service comprises of forty-five prison establishment located in all the ten regions of Ghana (Wikipedia, 2016). At the apex is the prisons headquarters in the Greater Accra Region which also houses the Director General of prisons and his two deputies, five directors of Prisons and other principal office holders. The Prisons Service is governed by the Prisons Service Council, an advisory and supervisory body. Its functions includes advising the President on matters of policy in relation to the organisation and maintenance of the prisons system in Ghana. The Ghana Prison service has the function of ensuring safe custody of prisoners and execution of sentences in a humane manner. Ensuring the welfare of prisoners through protection of their rights and providing them with good health care, clothing, bedding, feeding, recreation, and library facilities, among other amenities. And also ensures the reformation and rehabilitation of prisoners by offering them opportunities to develop their skills through trade, training and moral education.

The Ghana prison service operates with the following legislation:

- Prison Regulations 1958 (L.I. 412).

- Prison Standing Orders 1960.

- Prison (Amendment) Regulation 1970 (L.I. 648).

- Prisons (Declaration of Prisons) Instrument 1971 (E.I. 22).

- Prisons Service Decree, 1972 NRCD 46.

- Ghana Prisons Service Scheme of Service Administration (1991).

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- The 1992 Constitution of Ghana.

2.3.1 Administration

The Prisons Service is governed by the Prisons Service Council, an advisory and supervisory body. Its functions includes advising the President on matters of policy in relation to the organisation and maintenance of the prisons system in Ghana.

The Prisons headquarters in the Greater Accra region houses the Controller-General of Prisons and two Deputy Controller-General of Prisons, Seven Controllers of Prisons and other principal office holders.

2.3.2 The Ghana Prison Services

There are 45 prison establishments in Ghana, including twelve major male prisons These male prisons are located in Akuse, Kumasi, Sekondi, Tamale, Nsawam, Ho, Sunyani, Navrongo, Wa, Tarkwa, Winneba,and Cape Coast. The country also have seven major female prisons, located in Akuse, Ho, Nsawam, Sekondi, Sunyani, Kumasi, and Tamale. In addition, there are local prisons sited throughout the country.The James Camp prison near Accra, and Ankaful near Cape Coast, are both open camp prisons. Ghana's prisons house between 11,000 and 14,000 inmates, with females forming approximately 2% of the prison population (GPS Annual Report, 2013).

Prisons in Ghana are classified based on their level of security, and on the activities undertaken at the various establishments: In the central prisons, trade training facilities are provided to equip prisoners with employable skills for their effective reintegration into society. They take custody of long-sentenced prisoners. Central prisons are the central points for all categories of prisoners, with the exception of condemned prisoners.

Local prisons are mainly responsible for the safe custody and welfare of inmates, due to the lack of space for trade training activities. They usually take custody of short-sentenced prisoners (Wikipedia, 2016).Open camp prisons undertake agricultural activities to provide food and train inmates in modern agricultural practices. Prisoners who are about to be released are transferred to these facilities as transit to prepare them for their final release into society (GPS Annual Report, 2013).

The Ghana Prisons Service has 6,200 officers and staff. Twenty percent of the staff are women. The main challenge that confronts the service is a persistent lack of funds (GPS Annual Report, 2013). One effect of this is that the service is unable to ensure that convicts do not reoffend.

2.3.3 Ranks in Ghana Prison Service

The rank system forms the backbone of the Ghana Prisons Service structure and it defines an officer's role and degree of responsibility. Senior and subordinate officers have different rank systems. Broadly speaking, senior officers have more leadership duties. However, many Officers start off as subordinate officers, before gaining their commission. According to the Ghana Prison Service the ranks include the following:

- **Officer Cadet:** This is the rank held during initial officer training at the Prisons Officers Training School.
- **Assistant Superintendent of Prisons:** The first rank held on commissioning. It is normally held for up to 4 years. The job of the Assistant Superintendent of Prisons involves staff duties, supervision, custody, treatment, and training of inmates confined in a prison facility.
- **Deputy Superintendent of Prisons:** Deputy Superintendent of Prisons participates in the day-to-day operations of the prison. His participation involves, but is not limited to;

booking and releasing offenders, maintaining security of the facility, authorising escorting of offenders within and /or outside the secure confines of the prison.

- **Superintendent of Prisons:** The Superintendent of Prisons is responsible for the overall coordination and supervision of the activities, physical security of the facility, the rights and welfare of inmates and coordination of rehabilitation services. Serve as Unit head at Headquarters or Second-In-Command in a Central Prison and act as Officer in Charge in the absence of the Chief Superintendent of Prisons.

- **Chief Superintendent of Prisons:** The Superintendent of Prisons is responsible for the overall coordination and supervision of the activities, physical security of the facility, the rights and welfare of inmates and coordination of rehabilitation services. Serve as Second in Command to Assistant Director of Prisons in a Central or Medium Security Prisons

- **Assistant Director of Prisons:** Act as the officer in-charge of a Central Prison or Medium Security Prison. He shall be responsible for the implementation of the policy of the Ghana Prison Service pertaining to prison administration, the care and welfare of the prisoners and their proper training for rehabilitation in society.

- **Deputy Director of Prisons:** The Deputy Director of Prisons is the head of the Prison Department in the assigned region and shall subject to such general or special orders as may be issued by the Director General of Prisons from time to time, exercise control and superintendence over all prisons in the region and is responsible for the internal management and economy of the Prisons under his authority.

- **Director of Prisons:** Under the general supervision of the Director-General of Prisons, responsibilities include analyzing and recommending action on stations requests, including budgets; identifying needs and priorities for consideration by the Director General   of   Prisons.

- **Deputy Director-General of Prisons:** Under the general supervision of the Director-General of Prisons, Responsibilities include analyzing and recommending action on stations requests, including budgets; identifying needs and priorities for consideration by the Director General of Prisons.

- **Director-General of Prisons:** Subject to the provisions of Article 207(2) of the 1992 Constitution and any relevant laws, the Director General of Prisons shall be responsible for the operational control and administration of the Prisons Service. He shall be the head of the Ghana Prisons Service and responsible for the implementation of the decisions of the Prison Service Council.

- **2nd Class Officer:** On Completion of Recruit Training Course all junior ranks start as 2nd Class Officer.

- **Lance Corporal:** Promotion to Lance Corporal may follow after 3 to 4 years as 2nd Class Officer. Work with the senior chief officer and Shift-in-Charge, in such areas as guarding the in and outside perimeter walls and vital installations, searches of vehicles and persons entering and exiting the prison and prisoner supervision.

- **Corporal:** Perform routine work involving the care and custody of offenders. Work involves the direct supervision of offender work groups in their daily assigned duties and the responsibility of preventing escapes and maintaining discipline while performing specific security duties in conformance with strict rules, regulations, and standard operating procedures.

- **Sergeant:** Performs moderately complex work involving the care and custody of offenders. Work involves the direct supervision of offender work groups in their daily assigned duties including the responsibility of preventing escapes and maintaining discipline in conformance with strict rules, regulations, and standard operating procedures.

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- **Assistant Chief Office:** Perform highly complex work involving the care and custody of offenders. Work involves the direct supervision of offender work groups in their daily assigned duties including the responsibility of preventing escapes and maintaining discipline in conformance with strict rules, regulations, and standard operating procedures.

- **Chief Office:** Assumes an advanced level of responsibility for the care and custody of assigned offenders through knowledge of and adherence to laws, rules, regulations, and standard operating procedures governing the Ghana Prison Service.

- **Senior Chief Office:** The Senior Chief Officer is the liaison between the subordinate officer corps and the superior officer corps of the prison. He shall be generally responsible for observance of all prescribed rules and orders; security, custody and discipline, supervision over care and welfare of prisoners; supervision over personnel matters, staff discipline and staff welfare.

2.4 Background of Prison Riot

The current understanding of the term riot dates back to the fourteenth century, when it began to connote violence, or disorder on behalf of a particular portion of the populace (Encyclopedia, 2008). By the early eighteenth century, violence and strife was on the rise in England, which resulted in Parliament passing the Riot Act of 1715 (Encyclopedia, 2008). The Riot Act stated that if twelve or more persons unlawfully or riotously assembled and refused to disperse within an hour at a specified portion those persons would be considered felons and authorities would have the right to use lethal force against them. The Act provided broad powers to institutional authority during riots and despite some notable riots over the next two centuries, resulted in a general decline in the number and severity of riots in England. Although repealed in 1973, the Riot Act was influential in providing a legal framework for similar legislation in many other

nations, including Australia, Belize, Canada, and the United States (Encyclopedia, 2008). From 1965 to 1973 the United States experienced a significant increase in the number of domestic riots, particularly in large urban areas with high concentrations of poverty and racially based residential segregation (Encyclopedia, 2008). Some community members from these areas objected to the term riot, as they believed it called to mind the image of an unruly ghetto. Consequently, many scholars and politicians began to refer to riots as civil disorders. Although riot no longer appears to have this same negative connation and again appears in popular and social science terminology, the term civil disorder is still often used interchangeably

Recent research by social scientists has again sparked interest in the study of riots. In a comprehensive review and reanalysis of riots in the United States during the 1960s and 1970s, McPhail (1994) found that, lack of resources, grievance, and aggression did not play a large role in riots as originally claimed. In addition, McPhail (1994) found that actors in a riot are far more purposive in their actions than previously supposed. However, McPhail (1994) findings regarding the causes of riots may be limited in generalizability, as research by Cynthia (1993) found urban, caste, and community factors to be predictors of riots in India. This renewed interest in riots highlights the need for a better understanding of where and why they are likely to occur.

A disturbance takes place when collective inmate behaviour threatens the normal functioning, control, and good order of the facility and cannot be terminated by the facility staff on duty (Tracy, 2010).Institutional disturbances have been an unfortunate feature of correctional operations throughout the history of such facilities. These disturbances have ranged from isolated incidents such as inmate-on inmate assaults to group actions such as large-scale violent events resulting in death, major injuries, and massive property damage. The more frequent disturbances

in recent years involves individual inmates or groups of inmates who threaten the security, safety, and order of a correctional facility (Tracy, 2010).

According to American Correctional Association (1996), in preventing and managing riots and disturbances, suggested there were three categories of violence and disorder that may occur within our correctional institutions. These are:

- Riot: A riot occurs when a significant number of inmates control a significant portion of the facility for a significant period of time.

- Disturbance: A disturbance is a step down from a riot in that there are fewer inmates involved, and there is no control or minimal control of any portion of the facility by inmates.

- Incident: An incident is a step down from a disturbance in that one or a few inmates are involved and there is no control of any portion of the facility for any period of time by an inmate.

Contrary to the belief of many, most disturbances are not due to inmate organization, but to the institution disorganization. When administrative staff members are not visible and accessible to line staff and inmates, but are perceived as unwilling or incapable of responding to the concerns of the inmate population, the likelihood of inmate unrest is increased.

According to Hollister (2016), there seems to be a general assumption that a prison riot springs into existence either directly, from just grievances, or indirectly, from the tensions peculiar to prison life which make trifling grievances seem large and insupportable. This is not to quarrel with statistics which place the convict's intelligence quotient nearly as high, as that of his counterpart in free society (Hollister, 2016). It is merely to say that they lacks the particular

quality of mind; thus clearheadedness and plain common sense, which would let them think in an orderly manner and arrive at sensible conclusions.

Previous studies of prison riots have focused on the consequences of administrative actions which disrupt the patterns of accommodation and thus disrupt the cohesive forces in the inmate social structure (Matin et al., 1990; McCleery, 1968; Sykes, 1958). Such administrative actions may result from: the discovery and exposure of "corruption of authority" (Sykes, 1958). Policy conflicts between competing interests associated with the prison organization (Matin et al., 1990); or a change in policies associated with changes in the prison administration (McCorkle (1992); Wilsnack, 1976). When all three conditions occur simultaneously, the disruption of cohesive forces in the inmate social structure becomes acute and results in a prolonged period of conflict between the administration's control structure and the inmates' social structure. Inmates often organize protests such as strikes to restore the privileges and rights lost with the removal of the accommodations. When a prison administration bows to pressure and grants formal or informal concessions-in effect re-establishing accommodations-order is restored. Sykes (1958) argues that this cycle of conflict and accommodation is normal in prisons.

Sometimes, however, political events and ideological commitments may compel a prison's administration to respond to an organized inmate protest with increased restrictions, coercion, and a "tightening up" of security-all in an attempt to re-establish control (Ohlin, 1956). When this happens, a cycle of increasing inmate disorder and increasing reliance on coercion by the administration may develop. The administration may try to contain the threat of more disturbances through the use of yet more coercion. As the cohesive relations between inmates are steadily eroded, it becomes increasingly difficult to re-establish a base upon which accommodations that might restore order can be built (Mark, 1982). The process is complicated by growing resentment and an escalation of mutual harassment between guards and inmates.

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With the continuing failure of administrative policies to restore order, a succession of administrators are brought in a futile search for someone who can "return things to normal." This rapid turnover divides the administration into competing bureaucratic camps and prevents a coordinated and coherent policy of control from emerging. Simultaneously, the inmate social structure fragments into small, self-protective cliques as the cohesive forces between inmates continue to dissolve. If patterns of accommodation are not reinstituted, full-scale rioting eventually erupts (Mark, 1982).

2.5 Theories on Prison Riot and the Empirical Research

There are no over-arching theories of prison violence, but there are several influential schools of thought. In prison sociology two well-established but contrasting perspectives are the deprivation and importation models (Homel & Thomson, 2005).

2.5.1 The deprivation model

The model holds in brief that, the prison environment and loss of freedom causes deep psychological trauma so that for reasons of psychological self-preservation, prisoners create a deviant prison subculture that promotes violence (Farrington & Nuttal, 1980; Wortley, 2002). Thus the inability of the prison inmates to have access to their rights enhances the propensity to cause riot. Adams (1994) concluded that importation theory was supported because age and aggressiveness were robust predictors of assaults across all types of prison contexts, while deprivation theory was supported because the percentage of non- white prisoners predicted violence among individual prisoners. Perhaps of greater importance, he also found that highly aggressive prisoners engaged in more assaultive behaviour on other inmates in prisons which were crowded and had a higher percentage of inmates under age 25 (Homel &Thomson, 2005).

2.5.2 The importation model

Cao, Zhao & Vandine(1997); Harer & Steffensmeier (1996) emphasisedthat prisoners bring the following into the institution: their histories, personal attributes and social networks, including links to criminal groups. The empirical literature supports both these models but perhaps the most pronounced trend in recent literature is a growing recognition of the importance of very specific features of the social and physical environments of the prison and of the minutiae of the average prison day (Bottoms et al., 1995). Even in studies that are primarily focused on other factors, the details of how a prison is organised in time and space, how individuals interact with and help shape a dynamic environment, and the role of specific situational factors in precipitating or regulating violence emerge as crucial.

According Homel & Thomson (2005) factors found to be related to riot include pre-existing prisoner characteristics (example; prisoner age and gender); structural or situational factors (e.g., prison architecture and design; level of security); management practices (e.g., staffing models, staff skills and training, prison culture and management style); and outside environmental influences (e.g., political pressures on prison administrators; racial tensions). Poor prison management resulting in dysfunctional forms of control emerges as a major cause of interpersonal violence, and by implication modification of these practices (especially the removal of arbitrary coercive controls) is effective in reducing violence (Homel &Thomson, 2005).Some recent studies explicitly test the relative power of the importation and deprivation models, finding support for both (and for situational factors) (Bottoms et al., 1995; Cynthia, 1993).

2.5.3 Transactional Model

The transactional model is illustrated by the complex interaction between characteristics of individual prisoners and of the prison environment, which focuses on the continual dynamic process of interaction between the prisoner, the staff, and the environment they both inhabit (Bottoms et al., 1995). Bottoms et al. (1995) illustrate what he means by this by making

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reference to a study by Maitland et al. (1996) on the dynamics of prisoner aggression in six English prisons for women. One of the strongest correlate of the level of physical violence was an institutional variable measuring a defiant or compliant attitude to the prison. Maitland et al. (1996) concluded that although generally older prisoners and those rated as 'less potent' were more likely to be compliant, if the institution lacked order, prevented prisoner autonomy, and used severe punishments, even older, less potent prisoners were more likely to be non-compliant. Quoting Crow (2001), concludes that "inmates behave differently in different prison settings" (p. 249). This conclusion is echoedby Adams (1994) who found from their extensive research in UK prisons that the functions of violence (violence as disruption, regulator, convention and rebellion) differ according to the type of prison.

Munroe (1995) proposes "a speculative and interactive model" of good order in prisons that gives a central place to legitimation, conceptualised as (a) fairness of staff; (b) fairness of regime; and (c) distributive fairness (the quality of the complaints and discipline system). He supports legitimation as a central concept by reference to the findings of the Woolf Inquiry into the 1990 UK prison disturbances. Munroe (1996) study of inmates' perceptions of fairness, other empirical prison research, and analyses of the problem of social order in classical political philosophy. If Bottoms' model is even partly correct in this respect the implications for prison management are profound, but the model also draws attention to a range of other features of prison life implicated in order maintenance that can be strongly influenced by management. These include prison routines as structural constraints, normative involvement in projects that promote a degree of prisoner commitment to the goals of the institution, the nature and balance of incentives and disincentives, physical constraints and surveillance, and staff deployment approaches and skills.

2.6 Stages of Prison Riot

The notion that riots may be spontaneous behaviour does not eliminate the possibility that prison riots do follow a sequential pattern as they run their course (Cynthia, 1993).According to Elizabeth (2016) before a prison riot erupts there are stages which it undergoes This notion is also easily covered by chaos theory in that it is recognized that even seemingly random events may appear to have some type of order if they are examined extensively. Fox (1971) outlined a five stage pattern for prison riots. According to Fox (1971), the stages in prison riots are:

a. A time of unorganized violence by inmates and possibly staff, during which the violence does not seem to be aimed at specific targets.

b. Inmate leaders emerge and form some sort of administration uniting the inmates.

c. Inmates and prison officials enter into some type of interaction, violence and/or negotiations and during this time inmate cohesion begins to lessen.

d. Inmates surrender control of the institution either due to force or as a result of negotiations.

e. Investigations of the riot, an attempt by the administration to re-construct power, personnel and policy changes.

This five stage pattern begins with the violent outbreak and seemingly ignores any behaviour that would occur before the riot actually begins (Cynthia, 1993).

Cooley (1993) also developed a systematic pattern of prison riot behaviour. Cooley (1993) pattern includes only three steps, and is as follows:

1. Orientation, planning, and organization, including growing solidarity and hostility among the inmates, inmate organization and plans for action during the riot, and showing the staff and administration what the inmates are capable of; that is demonstrations and escapes.

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2. Getting other inmates to join the riot, emergence of inmate leaders, and an emphasis on group solidarity and collective support for riotous action.

3. Seizing control of the prison, taking hostages.

First, a pre-riot behaviour initiates the process which involves inmate demonstration of solidarity (through a demonstration and escapes among others). Inmate solidarity is vital in order for the inmates to be at all successful in their attempt to gain control of the prison (Cynthia, 1993).

Second, some precipitating event must occur which essentially starts the riot (Cooley, 1993). This event may be an inmate's assault on a guard, a guard's assault on an inmate, or something similar. It is important to note here that what have been categorized as pre-riot behaviour and as precipitating events occur with frequency in institutions (Cynthia, 1993).

Third, there is a period of seemingly undirected violence by the inmates. This undirected violence may take the form of self-satisfaction (Cynthia, 1993). Once a riot has begun, many inmates use it as an occasion for purely individualistic predation (Bottoms et al., 1995)

During this period, recruitment of other inmates is undertaken. Toward the end of this period, inmates gain control of the institution or parts of the institution (Cynthia, 1993). Hostages, either staff or other inmates, are also taken during this time.

Fourth, inmate leaders emerge. The leaders are often religious leaders, gang leaders, or jail house lawyers. The leaders are often the more aggressive and violent inmates, yet they inspire solidarity (Sykes, 1958). At this point, inmate leaders may coerce other inmates into joining the riot (Wilsnack, 1976). These leaders attempt to unite the inmates and to formulate a list of demands, which if met will result in the release of the hostages and the seizure of the institution (or parts of the institution). Inmate leaders also express collective support for the riot. By

guaranteeing anonymity of participants, fear of punishment decreases, and solidarity and aggressiveness increase (Cooley, 1993).

Various ideologies are used by the inmates and inmate leaders to justify participation in a riot (Cynthia, 1993). These ideologies are: nationalism, constitutionalism, rehabilitationism, and Revolutionism (Joyce, 2006). "Nationalism" conveys the belief among inmates that conditions in the prison are poor because administration and staff are not doing their jobs.

"Constitutionalism" is the belief that conditions in the prison will improve if outside authorities are made aware of the conditions inside. "Rehabilitationism" is the justification based on the belief that the prison should not be used merely for custody, but for rehabilitation.

Fifth, interaction between inmate leaders and prison administration occurs either in the form of negotiations or correctional staff forcefully re-taking the prison (Cynthia, 1993). At this point, group cohesion among the inmates begins to lessen.

Sixth, inmates surrender. The surrender may be due to some agreement between the inmate leaders and prison administration regarding the inmates' demands, or may be due to force (Joyce, 2006).Finally the prison is now under the control of the administration and staff. Investigations concerning the riot are conducted and personnel changes often follow. Inmate demands may be implemented or may be ignored.

2.7 Types of Inmates

When an inmate first enters a correctional facility, he is given a number to classify the level of security he requires (Ashley, 2016). The classifications help keep the facility safe for guards and inmates. An inmate is scored based on prior knowledge of his criminal history and by monitoring his behaviour throughout his sentence. An inmate's classification number can change at any time

for the better or worse depending on his behaviour. Ashley (2016) classifies inmates into the following levels:

2.7.1 Level 1

An inmate with a Level 1 classification is considered the least dangerous and has the least amount of security. In most correctional facilities, he will sleep in a non-secure dormitory with multiple inmates and will be allowed to walk around in the facility on his own. The security level that surrounds the perimeter is usually low and offers a single perimeter fence. The inmate might also receive permission to join a work release program that would allow him to leave the facility to work or participate in an approved program.

2.7.2 Level 2

An inmate with a Level 2 classification more than likely will sleep in a dormitory with multiple inmates, but a guard will always be stationed in the room with the inmates. Depending on the facility, the inmate might sleep in a cell that contains one person, but the cell doors would be open during the day. He might join a work program or participate in self-improvement programmes, but they are usually located at the correctional facility.

2.7.3. Level 3

An inmate with a Level 3 classification is a higher risk to society and might have occasional violent outbursts. He will sleep in a locked cell, and his movement around the facility will be restricted. He might be granted the opportunity to join self-improvement programmes that are located at the facility, but he will not be allowed to participate in programmes off the grounds. He will have limited contact with other inmates, unless he has a cell mate, and will not be allowed to leave his cell without permission.

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2.7.4 Level 4

An inmate with a Level 4 classification is highly dangerous. He will sleep in a locked cell that is monitored at all times. He will usually be restricted to his cell for 23 hours a day. If granted permission, he might leave his cell for an hour a day for exercise and to shower. He will eat all meals in his cell. When he is released from his cell, he would be controlled by physical restraints and under a prison officer's escort. He would not be allowed to socialize with other inmates or join any programmes.

2.8 Causes of Prison Riot

Prison riots happen for many different reasons, and the true cause of prison riots is not always as obvious as the immediate cause (Wright & Lynne, 1992). This means that while a prison riot may appear to have been caused by a specific incident, such as the removal of a television, the tension that builds up to riot conditions may have started months earlier. Some riots are organized and may relate to political problems, but many riots simply evolve out of conditions in a prison. Each riot is unique, and due to lack of cooperation from the rioting population, it is often difficult to determine the real reason for prison riots (Wright & Lynne, 1992). What is important to remember about the reasons prison riots happen is that they are always a symptom of a flaw in a prison system. Even though researchers attempt to discover the reasons for these riots, it is almost impossible to determine the true cause from any angle because prisoners are not usually cooperative subjects(Joyce, 2006). Prisoners have no reason to identify the building tension in a prison, particularly when illegal activities are taking place, and are therefore unreliable as subjects of study.

There is increasing evidence that poor prison management and control is the most significant factor in contributing to promoting both individual and collective prison violence (Ekland, 1986; cited in McCorkle et al., 1995; Silberman, 1994). Joyce (2006), shows that correctional staff in

Canadian juvenile institutions frequently not only allowed, but actually induced juveniles to use force on other young offenders. A variety of theoretical models have been proposed to explain major incidents. One way to characterise theoretical models is as "internal" or "external" models (Criminology Research Council Grant, 1990). Internal models emphasise the characteristics or conditions of prisons that give rise to violence. On the other hand, external models give precedence to the characteristics that prisoners bring into the system that make them prone to violence. Integrated theories that combine these two approaches have also been proposed. Other theoretical approaches consider the breakdown of normal social structures that occurs in prisons, including disorganization in prison administration that makes violent upheaval more likely (Criminology Research Council Grant, 1990). More explicitly, political approaches see major prison incidents as arising from collective action of prisoners who are dissatisfied with the existing order and are striving to assert greater control.

Theoretical models also distinguish between "systemic" causes, such as poor prison conditions, and "immediate causes", that is triggering incidents which may escalate into a full scale riot, such as the alleged beating of a prisoner by staff members (Criminology Research Council Grant, 1990).

Finally, a sociological model holds that prison riots play a "normal", even positive role in prison life, in that they allow the tensions and frustrations of prison life to be resolved.

2.8.1 Practical Causes of Prison Riot

The practical causes appear frequently in the literature and are believed to have a direct impact on inmate behaviour (Cynthia, 1993). The term "practical" is utilized here because these elements consist of conditions regarding the operation of the prison, the condition of the prison, the administration, the staff, or the inmates themselves. These conditions are practical because they are readily obvious and are involved in the everyday operation of the prison. In other words,

these practical conditions involve the degrading and humiliating nature of prison life in general (Bottoms et al., 1995). Practical causes of prison riots are highlighted below:

2.8.1.1 Inconvenience of keeping inmates under lock and keys

The first of these practical causes is the controversy between rehabilitation of inmates and keeping them under lock and key (Joyce, 2006). The prison sees its primary goal as custody of inmates, while inmates are often under the impression that they are to receive rehabilitative treatment. This inconsistency only adds to the hostility and frustration inmates feel.

The condition of the prison also contributes to the causes of riot among inmates (Useem &Kimball, 1989). Poor or contaminated food, lack of recreational facilities, lack of educational opportunities, and a lack of segregation of dangerous inmates all contribute to an unstable and unhappy environment for the inmates.

2.8.1.2 Crowding and size of prison

Various studies have considered whether violence is produced by the cognitive confusion and tension induced by density factors and crowded conditions in prisons. The latest research, comprehensively reviewed in Gaes (1994), highlights the inconsistency of existing data on crowding and therefore the difficulty of generalisation (see also Gaes, 1994). The most likely conclusion is that over-crowding is not a causal factor in violence, but may possibly be considered a contributing factor, when correlated with other institutional variables, such as the managerial methods used to control or limit violence (Gaes, 1994; Wortley, 2002).

Prison size alone is also not a reliable indicator of violence within the institution, suggesting that other factors for example staff experience (Cynthia, 1993) are more significantly correlated with prison violence. Farrington & Nuttal (1980) found no empirical evidence in the literature or from

their own study of British prisons to support the view that prison size influences behaviour inside or after leaving prison.

2.8.1.3 Prison management and accountability

According to Adams (1994) prison management are contrasted by control, responsibility and consensual models. According to the control model, rules should guide almost all areas of prisoners' lives and these rules should be rigorously enforced to control prison behaviour. According to the responsibility model, prisoners should be provided with a high degree of responsibility over the order of the prison and management should exercise the minimum required control over such order (Homel &Thomson, 2005). The consensual model is an integration of the control and responsibility models. The findings of Homel & Thomson (2005)indicated that in prisons adopting responsibility and consensual models, prison personnel reported lower levels of all forms of the disorder than in prisons adopting the control model.

A range of specific management factors related to violence are cited in the literature: security lapses, lack of prison officer discipline and morale, officers' inability or unwillingness to intervene in instances of victimisation and violence (Homel & Thomson, 2005). Drug use and trafficking in illegal and prescription drugs by prisoners also relates to prison violence (Edgar & O'Donnell, 1998; Inciardi et al., 1993; Incorvaia & Kirby, 1997). Echoing Homel &Thomson (2005) emphasis on legitimation, Silberman (1994) particularly stresses the importance of appropriate accountability and dispute resolution mechanisms, including mediation and ombudsmen, for defusing violence.

2.8.1.4 Architectural design

Several studies indicate that group cell housing of prisoners contributes to interpersonal violence, especially where there are poor selection procedures and safeguards in place (O'Donnell & Edgar, 1996). Individual cells greatly reduce the opportunities for prisoner-prisoner victimisation and violence, the only exception to this being self-inflicted violence (self-mutilation and suicide) which is more likely when prisoners are in single cells or segregation (Homel &Thomson, 2005). The linear architectural design of most prisons is indicated by several authors as a factor that contributes to violence (Cynthia, 1993). The inherent design features of this architecture, in conjunction with the indirect staff supervision model that necessarily accompanies this kind of design, creates opportunities for both prisoner-prisoner and prisoner-staff violence (various studies cited in Jay Farbstein et al., 1991; Wright & Goodstein; Zupan & Menke, 1991).

'New generation philosophy' which espouses a podular design (that reduces unprotected spaces) and direct supervision of prisoners is increasingly being implemented in the U.S. and the U.K (Homel &Thomson, 2005). Although there are fewer empirical studies and some mixed findings on the effectiveness of this new prison concept (Cynthia, 1993), the literature generally indicates promising results for a reduction in prison violence and vandalism where new generation architectural design and staffing models have been implemented. Researchers warn, however,that successful implementation of this approach is heavily predicated on a commitment from management and the recruitment, selection, training and retention of appropriate prison personnel (Farbstein et al., 1991; Zupan & Menke, 1991).

2.8.1.5 Staff inexperience and training

There is no clear relationship between staff experience and prisoner-prisoner violence, but consistent evidence suggested that staff inexperience is a factor influencing violence by prisoners

(Wortley, 2002). Kratcoski (1988) found that work experience of officers, with trainees receiving a disproportionate number of assaults, was one of the four most important factors related to prisoner-staff assault. Munroe (1995) study of aggressive and non-aggressive offender responses to an unknown prison officer suggest that "inexperienced prison officers are more likely to become involved in violent incidents, because they are perceived by aggressive prisoners as 'ambiguous'.

2.8.1.6 Vulnerability to violence

Research evidence suggests vulnerability to victimisation and violence in prison is associated with a number of factors (younger age, race, homosexuality, transexuality, status of offence) and that certain prisoners both feel, and in fact, are more vulnerable to victimisation and violence (Cooley, 1993; Edgar, O'Donnell & Martin, 2003). However, Edgar, O'Donnell & Martin (2003) also found that while victimisation is pervasive in British prisons, there are many misconceptions about the nature of victimisation and that these are often counter-intuitive. For example, victims and victimiser are not discrete groups, with those who victimised others often likely to be victims themselves, making an understanding of the nature of conflict in prisons a matter of central importance (Homel & Thomson, 2005).

2.8.2 Theoretical Causes of Prison Riot

Theoretical literature on prison riot include;deprivation theory, breakdown of social control theory, and a theory of collective behaviour (Cynthia, 1993). Perhaps the most popular of the three theoretical causes of prison riots is the deprivation theory (Cynthia, 1993).

2.8.2.1 Deprivation theory

The deprivation theory is based upon the notion that human beings act rationally. Deprivation theorists argues that during a prison riot, inmates are acting rationally and are rioting because the conditions under which they live force them to riot (Rattray, 1999).Theorists subscribing to this notion also argues that the rising expectations of inmates (perhaps due to promises for change by the administration) lead to severe disappointment when they are not met, subsequently, when this disappointment occurs, inmates find themselves in such deprived situations that they riot(Johnson, 1996).

2.8.2.2 Situational stress theory

Situational stress theory may be considered a sub-theory of deprivation theory. Situational stress refers to the pressures and frustrations inmates develop due to the prison situation (Rattray, 1999). Some examples of situational stress are: inmate harassment, racial conflicts, and unequal power situations. Psychological problems such as a loss of hope, a feeling of losing one's manhood among others, may also contribute to situational stress (Johnson, 1996). Theorists argue that when situational stress becomes too much for the inmates to handle, they riot. This theory, despite its popularity, is flawed (Cynthia, 1993). Nearly all inmates in all prisons live in deprived circumstances, accordingly, deprivation theory would seem to indicate that all inmate living in deprivation would riot.

2.8.2.3 Breakdown theories

Breakdown theories or social control theories are also popular explanations for prison riots. Breakdown theorists argues that social controls influences people's behaviour (Wilsnack, 1976). According to the breakdown theory, when inmates' riot, they are engaging in irrational behaviour and the end goal is to re-establish the social controls that no longer control inmate behaviour (Cynthia, 1993). Inconsistent rules, high rates of administration or staff turn-over,

escapes, and unprofessional staff may all lead to a breakdown in the social controls in the institution. Also included in breakdown theory is the notion of loss of inmate power. Inmate subcultures and power structures serve many functions, and one such function is that of informal social control for the inmates (Wilsnack, 1976; Johnson, 1999).

This informal social control appears as illegitimate means for inmates to obtain status, power, contraband, cigarettes, among others. When the legitimate means to these items are not present. When the administration or staff limits the availability of these illegitimate means, informal social control for the inmates breaks down. Breakdown theorists suggest that by rioting, inmates may be trying to return to the status quo and may be trying to re-establish the informal social controls (Cynthia, 1993).

Examining prison riots from a conflict perspective can also tie into breakdown theory. The conflict perspective stresses that the prison situation is a series of unresolved conflicts between inmates and staff, administration, and other inmates (Cooley, 1993). When these unresolved conflicts become too numerous, social control is no longer possible and inmates riot. Breakdown theory stresses the irrationality of riotous behaviour and a desire to return the social controls (Cynthia, 1993). It appears however, that inmate's riot in order to instigate and promote change, not to return to the previous status quo, moreover, it is highly suspect to suggest that this is irrational behaviour.

2.8.2.4 Theory of Collective behaviour

The third theoretical approach to the study of prison riots stems from theories of collective behaviour. Prison riots, according to this theory, are nothing more than a spontaneous outburst of violent behaviour(Cooley, 1993;Clarke & Homel, 1997). Prison riots, according to collective behaviour theorists, rely on the conduciveness of the prison structure, inmate strains,growth of a

belief or rumor, a precipitating factor, and subsequent action on behalf of the inmates (Cynthia, 1993). According to this theory, social controls return the inmates to non-riotous behaviour.In order for a prison riot to be a truly spontaneous event, strains, rumors, and precipitating factors need not be present. Perhaps instead of seeing prison riots as spontaneous behaviour, they should be seen merely as an overt act of collective behaviour.

2.9 Approaches to Reduce Prison Violence

Historically prison administrators have concentrated on the classification and segregation of different kinds of prisoners as one key tool for maintaining good order and promoting rehabilitative goals (Homel & Thomson, 2005). Prisoner classification relied on methods for predicting violence and/or prison adjustment, looking to background prisoner characteristics, using various risk assessment tools or inmate classification models, or to personality characteristics and using various mental health-psychopathology screening instruments (Homel & Thomson, 2005). A review of the literature reveals that many of these instruments do not predict violence reliably or accurately (Cooper & Werner, 1990; Dictaldo et al., 1995; Proctor, 1994). This evidence accords with the general literature on prison violence which suggests that importation factors alone are not sufficient for understanding the causes of prison violence (Homel & Thomson, 2005).

Strategies may be classified into three broad categories: programmes for prisoners, situational approaches, and institutional reforms and management practices. Allstrategies rely for their success, of course, on far-sighted management that is willing to act on the basis of evidence.

2.9.1 Training Programmes for prisoners

A range of prison educational and rehabilitative programmes are reported in the literature that programmes that implement violence alternative training or other forms of treatment such as drug rehabilitation within a supportive and 'opportunity enhancing' environment of a specialist or rehabilitative unit are more likely to be effective in reducing prisoner violence (Bottoms et al., 1995; Dietz, 2003; Rucker, 1994; Wolfus &Bierman, 1996). Several authors refer to programmeand principles for ensuring effective offender rehabilitation to reduce recidivism (Gerber & Fritsch, 1995; MacKenzie, 1997).

Generally, the literature suggests that prisoner's academic and vocational education programmes help decrease prison rule violations and violence and are therefore one of the more useful management approaches for maintaining prison order (Gerber & Fritsch, 1995). McCorkle et al. (1995) study of 371 U.S. state prisons found that even after controlling for other institutional characteristics, prisons in which a large percentage of the prisoners' population was involved in educational, vocational, and prison industry programmes reported lower rates of violence against inmates and staff. Furthermore, their findings suggested that order was best promoted when prisoners were involved in meaningful programmes that offered opportunities for self-improvement, and not just structure or 'keep busy' assignments.

The empirical evidence is not strong for the violence-reduction effects of treatment programmes, including cognitive-behavioural, violence alternatives, and anger management (Shefer, 2010). While a number of programmes running in prisons both in Australia and the U.S. are reportedly successful (Smith, 2001) a rigorous evaluation of their effects on prison violence and post-program prisoner behaviour was not always conducted or available. Howlett(1995) reports the evaluation of well-implemented anger management programmes in South Australian and West

Australian prisons, concluded that the overall impact of the anger management interventions was small. Promising approaches appear to be multi-modal methods that utilise a broad range of behavioural, cognitive-behavioural and psychological skills training (Howlett, 1995), or the siting of programmes in a rehabilitation unit with an intensive dual program modality (group and individual sessions) (Wolfus & Bierman, 1996). Given the positive relationship between prison violence and prisoner drug taking, substance abuse programmes in prisons may also be useful for reducing prison violence, particularly prisoner-prisoner assaults (Homel &Thomson, 2005). The literature suggests that, the most promising treatments are prison-based therapeutic communities operating as segregated facilities within the prison (Incorvaia & Kirby, 1997; McKenzie 1997). Drug treatment as a stand-alone programme is less promising (Bottoms, 1995).

2.9.2 Situational prevention strategies

This is a field where rapid developments are taking place. A strong theoretical case has already been outlined for paying much closer attention to the fine-grained details of everyday routines and the minutiae of prison contexts when planning preventive interventions (Homel & Thomson, 2005). The empirical research increasingly supports this perspective (Cynthia, 1993; O'Donnell & Edgar; 1996; 2003). Wortley's (2002) book contains comprehensive and up-to-date overviews of many promising (but in most cases not 'proven') situational strategies for the reduction of prisoner-prisoner and other forms of violence. Some examples include the following:

i. single-cell accommodation can reduce crowding and respect a prisoner's territory (precipitation-control);

ii. increasing prisoner control over their environments can encourage compliance and reduce frustration (precipitation-control);

iii. small or subdivided prisons can reduce anonymity (precipitation-control);

iv.   age-heterogeneous populations can reduce both inappropriate imitation and conformity (precipitation-control);

 v.   increasing women staff may encourage compliance and reduce frustration (precipitation-control), reducing assaults on staff and then

vi.   elimination of blind spots may improve formal and natural surveillance (regulation-control).

2.9.3 Institutional reforms and management practices

Ultimately even the smallest features of prison life depend on management (Homel & Thomson, 2005). Recent research confirms that the control model of prison management, with its emphasis on highly formal or coercive managerial practices, is less effective at controlling disorder than practices based on the responsibility or consensual models (Shefer, 2010). Deprivation theory, with its emphasis on the formation of an oppositional subculture, suggests that management policies that minimise the deprivations of imprisonment by (for example) fostering links with families or improving the fairness of the application of rules will reduce disorder. Bottoms et al. (1995) link such an approach with social crime prevention, distinguishing it sharply from situational prevention. In the prison context social prevention approaches rely heavily on a changed role for prison officers and an 'opportunity-enhancing' environment for prisoners (Wortley, 2002). Howlett (1995) argues that this approach improves the legitimacy of the prison regime in the eyes of prisoners. This unit while it operated was characterised by a sense of community involving both prisoners and staff, greater than usual prisoner autonomy, and distinctive incentives and disincentives (such as unlimited rights to family visits, subject to good behaviour). The fact that prisoners often resided in this unit for several years may also have significantly contributed to its long-term success in reducing violence, as prisoners were

socialised into new ways of thinking and behaving (Homel & Thomson, 2005). Bottoms et al. (1995) also contrast the success of the social preventive approach adopted by the Long Lartin maximum security prison in England with the less positive outcomes of the more controlling but similar status. Allied to social prevention are 'whole of prison' approaches to reducing violence. Such approaches are effective in other contexts such as schools (Howlett, 1995), and are strongly endorsed in the research conducted on the British Prison Service by O'Donnell & Edgar (1996). This research highlighted the ineffectiveness of relying on anti-bullying policies without strong support for communication and implementation of the policies and concomitant intervention across a range of areas, including situational prevention, prisoners' education programmes, staff training, victim support, and ongoing research.

Staff recruitment and training are critical to any management policy. The Pennsylvania conflict resolution program that jointly trains officers and prisoners is reportedly successful in improving staff-prisoner relationships (Smith, 2001), and many authors endorse new approaches to recruitment and training in order to screen out inappropriate staff (Shefer, 2010), to equip staff to recognise and deal with conflict (Rucker, 1994) or to improve supervision (Cynthia, 1993). The impact of such policies is yet to be scientifically determined (Homel & Thomson, 2005).

2.9.4 Prison officers' role in controlling prison riot

Riot control refers to the measures used by police, military, or other security forces to control, disperse, and arrest people who are involved in a riot, demonstration, or protest (Wikipedia, 2016). If a riot is spontaneous and irrational, actions which cause people to stop and think for a moment (for example loud noises or issuing instructions in a calm tone) can be enough to stop it (Wikipedia, 2016). There are two very different staff roles associated with prison education and training. The role of the prison officer is of crucial importance in motivating and supporting prisoners to access learning opportunities. Furthermore, the prison governor and senior

management equally have a vital role to play in promoting prison education and shaping the positive learning environment in which it can develop (Warner, 2008).

Prison officers should make efforts to avoid disturbances but also prepare for their occurrence. In the riots studied, various planning and avoidance measures were used with varying degrees of success (GHK, 2011). Riot preparation includes the acquisition of resources (organization, equipment, and information) for use in a riot situation, the development of a strategy for the use of these resources, and the mental readiness to respond to an incident (Bert et al., 1995). The importance of advance preparation in all its manifestations cannot be overstated. Three elements are especially important: command, planning, and training. Crucial to the resolution of any riot is command, the ability to exercise authority and direction over the forces and resources available. This encompasses the capacity to deploy the forces at hand, monitor their actions in the field on a continuous basis, deliver orders promptly and effectively, coordinate operations, and gather and interpret information on what inmates are doing and intend to do (Bert et al., 1995). The longer a riot lasts, the more agencies that become involved, and the larger the area and the number of hostages held by inmates, the more complex command becomes. The challenge is met, in part, through achieving unity of command and determining the necessary level and location of command (Bert et al., 1995).

The role of the prison officer must not be confined to the unlocking and locking of cells, but should be a skilled professional role within a disciplined service. The prison officer's role should involve the constructive care of prisoners and preparing them to return to the community less likely to re-offend (Mark et al., 2015).According to Mark et al. (2015) to develop the knowledge and skills of prison staff, training should be extended, with a commitment to in-service training

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aimed at enhancing an officer's professional development. Training should provide a qualification that is recognised both within and outside the Prison Service.

Prison officers should be on the front line of direct communication and interaction with prisoners. They are also required to perform a vital role in both facilitating rehabilitation and maintaining safety and order. Good relations between staff and prisoners require a sufficient number of well-trained officers and staff. The justice committee found convincing evidence, from a range of sources, of a serious decline in safety. Mark et al. (2015) also report that lower staffing levels and a decline in purposeful activities are bound to have reduced the consistency of relationships between officers and prisoners, and in turn affected safety. When staff are overstretched, demotivated and demoralised they are less able to ensure the safety of the people in their care and provide effective rehabilitation. A humane and effective prison regime depends on a skilled and experienced workforce that feels valued and resourced to do its job well (Mark et al., 2015).

Attitudes seem to vary among prison officers with regard to their role in the rehabilitation and education of prisoners. For example, in a UK study of the role of prison officers in prison education and training, it was found that prison officers frequently wanted to become more involved in education but felt constrained by demands of the job and lack of time (GHK, 2011). Schuller (2009) suggests that prison officers should be viewed as key players in encouraging prison education. He recommended that there should be better recruitment processes for prison officers and that their training should also be improved. Braggins &Talbot (Undated) also suggest that prison officers should have a responsibility to support learning in prison. They have the potential to motivate prisoners to engage in education as they are the people that have most contact time with them. Yet it is noted in the literature that education sometimes lack appropriate

support from prison officers, which can lead to late and non-attendance of prisoners (GHK, 2011).

2.10 Challenges of Prison Officers in prison management in the Ghana Prison Service

According to Lambert (2006) work in the prisons is challenging and complex, and provides limited opportunities for individuals to reach their full potential. A number of studies have examined different duties, such as security checks, prisoner supervision, participating in prisoner rehabilitation programmes, promoting anti-bullying and suicide prevention policies, as well as employment of physical control strategies (Bigboy, 2012).

Research also indicates that health and safety of custodial officers is not effectively cosseted by employers, however, these officers face high stress levels, which to some increase the prevalence and incidence of cardiovascular diseases, furthermore, failure to cope with psychological stress results in them being prone to sustaining physical injuries (Levy, 2011; Zimmerman, 2012). Some researchers have reported that on average prison officers, die earlier or have shortened life expectancy which is attributed to stress and job dissatisfaction (Lambert, 2006).

The Ghana Prison Service is bedeviled in their operations with a number of challenges (Abundant, 2015).One of the major problems in the prison is overcrowding. Most prisons are holding numbers that have exceeded their original capacities (Abundant, 2015). The problem has been exacerbated by the rather large number of remand prisoners awaiting trial (Anthony, 2016). There are certain practices in the prisons that contribute to overcrowding. All convict prisoners serving a term or aggregate of terms of imprisonment exceeding one month are entitled to enjoy remission (Anthony, 2016).By remission, this implies that a portion of a prisoner's sentence granted are seen as a dash for being well-behaved. This is to prevent the prisoner from serving the   full   sentence.

There are however cases where prisoners have had their remission forfeited under powers granted to the officer in charge of a prison. This can happen when a prisoner has misconducted himself, been tried and found guilty by an officer authorized to do so (Anthony, 2016).According to Anthony (2016), the courts are largely to blame for prison overcrowding. This is because of the overuse of imprisonment for nonviolent and minor cases. Pre-trial detention has also been over-used. There are many people in prison who should have been either in a hospital or care institution, among them are the mentally ill and drug users. In most cases alternatives to imprisonment have never been considered by the courts. Imprisonment has been used as an easy option.

Overcrowding often provides a fertile ground for prisoners to agitate which sometimes degenerates into riots and violent clashes between prisoners and officers. Such clashes have often led to the needless loss of lives and property (Anthony, 2016). Aside from security and control difficulties, prison overcrowding undermines the ability of correctional facilities to meet the basic needs of prisoners, such as healthcare, food and accommodation. It is also seen as an incubator of contagious diseases such as Tuberculosis, HIV/AIDS and various skin diseases (Bigboy, 2012).

Overcrowding creates conditions that constitute inhuman and degrading treatment for prisoners and unacceptable working conditions for corrections staff (Abundant, 2015). It also undermines constitutional requirements to give humane treatment to prisoners. Prison overcrowding compromises the provision of rehabilitation programmes, educational training and recreational activities with the result that there is increased re-offending by ex-prisoners (Anthony, 2016).

Stress which is due to overcrowding affects both prisoners and staff. With control difficulties and frequent conflicts between prisoners, the officers can be become overwhelmed and have low morale (Abundant, 2015). Prison overcrowding also poses a serious threat to the basic rights and freedoms of prisoners which include the right to an adequate standard of living and the right to the highest attainable standards of physical and mental health (Anthony, 2016).According to Anthony (2016) there are many people in prison who are not supposed to be there. They include drug users, mentally ill, defilers and rapists; these people need medical and psychological intervention and should therefore be referred to appropriate treatment centres. The detention status of prisoners can be reviewed so that those in illegal detention could be released. However the administration of parole by prison managers could help ease congestion in prison. Parole is the act of releasing from prison custody a prisoner who has served a greater part of his sentence into the community under rules the violation of which could bring the parolee back to prison (Abundant, 2015). The parolee is expected to behave well during the period of his stay in the community.

Another problem facing the prisons is that most workshops for the reformation and rehabilitation of prisoners are in a deplorable state and need to be revitalized to make them serve their real purpose (Abundant, 2015). Equipment and tools are not only inadequate; they are obsolete and need to be replaced with new ones. The agricultural programme of the service is facing some setbacks as the tractors in use are old, rickety and frequently break down (Abundant, 2015). This is hampering efforts in teaching the inmates modern techniques in farming. Some prisons are in a dilapidated state and would require funding for their renovation and rehabilitation. Some of the buildings that houses officers are old and weak, thus making them death traps (Anthony, 2016). According to Abundant (2015) prisoners' health care is under constant threat as clinics lack basic medical equipment, essential drugs and other medical supplies. Unlike the other security services

(police and military) who have hospitals, the prisons service has none. Human resource development is critical to the success of every organization. There is only one institution, the Prison Officers Training School in Accra that handles the training of officers in the junior category. There is the need for a staff college for the training of senior members of the service (Abundant, 2015). The prison inmates in Ghana also faces the challenge of a narrow scope of sentencing disposals (Anthony, 2016).Those available are fines, absolute and conditional discharge, juvenile probation, imprisonment and death. Community service orders, suspended sentences and adult probation are non-existent (post sentence disposals include remission of sentences, presidential pardons and amnesties which are not enough to decongest the prisons.

2.11 Summary of Literature

The literature review dealt with the background of prison riots and relevant concepts on prison management and its challenges in Ghana. It also gave theoretical framework that helps to explain the origin of prison riots. The explanation builds on existing theories, taking the integrative theory outlined by previous studies on the area of prison riots and challenges. The literature explains the four main categories of riot which include communal riot, commodity, protest riot and revelry or celebration riot. Generally the literature supports the notion that the more coercive and precarious conditions for inmates and the prison environment the greater the potential for a riot. This is especially so where prison management and treatment of prisoners are perceived by prisoners as unfair or illegitimate, as this strengthens prisoner solidarity in opposition to the authorities. This in turn threatens the legitimacy of the regime and reduces prisoner compliance. Conversely, prisons that provide more opportunities for prisoner participation in education and vocational programmes and promote self-efficacy, generally report reduced levels of rule violations and riot.The literature also strongly supports the contention the

prison environment is such a powerful influence, whether understood in physical, psychological, social or cultural terms, that it must become much more the focus of attention in devising prevention policies.

Prison riots happen for many different reasons, and the true cause of prison riots is not always as obvious as the immediate cause (Zimmerman, 2012). The causes of riots are categorized into practical and theoretical. Practical causes comprises of: the inconvenience of keeping inmates under lock and keys, crowding and size of prison, prison management and accountability, architectural design and the prison staff inexperience and training. The theoretical literature on prison riot are explained by the deprivation theory, breakdown of social control theory, and a theory of collective behaviour (Cynthia, 1993).

The literature also dovetailed into the approaches to reduce prison violence**.** These approaches include strategies that are classified into three broad categories: programmes for prisoners, situational approaches, and institutional reforms and management practices. However some of the roles ofprison officers to control riots are to avoid disturbances but also prepare for their occurrence. Riot preparation includes the acquisition of resources (organization, equipment, and information) for use in a riot situation, the development of a strategy for the use of these resources, and the mental readiness to respond to an incident (Bert et al., 1995). Prison officers'communication and interaction with inmates are some of the strategies to avoid riots or any form of violence.

The Ghana Prison Service is challenged by factors which include; overcrowding, lack of workshops for the reformation and rehabilitation of prisoners, dilapidated state of prisons, inadequate accommodation for prison barracks as and lack of clinics for better health care for

inmates. Finally there is also a narrow scope of sentencing disposals and those available are fines, absolute and conditional discharge, juvenile probation, imprisonment and death.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter discussed the study area and the methodology that was used to carry out the research. It provides an explanation of how the study was conducted. Specifically, it dealt with the sampling procedure and size, data collection and sources, instruments of data collection, field work, data processing and analyses. Panneerselvam (2004) defines research methodology as a system of models, procedures and techniques used to find the results of a research problem.

The data analysis for this research employed a multiple linear regression and correlation coefficient for a thorough analyses of the study objectives. In addition simple tools like statistical tables, charts and frequency distributions were used also in the data analyses.

3.1 Research Design

Research design can be described as a process used to collect information and data for the purpose of making decisions(Neuman, 2003).A research design can also be described as a detailed outline of how an investigation will take place. It usually includes how data is to be collected, what instruments will be employed, how the instruments will be used and the intended means for analyzing data collected. The research adopted the case study as the logic of enquiry. A case study is a real world human activity which can only be studied and understood in its contextual existence (Neuman, 2003). The case study approach was adopted to achieve the results of the study objectives with a limited enquiry on the Tamale Central Prison of the Northern region.

3.2 Methodology

3.2.1 Multiple Linear Regression

Multiple linear regression model was used to assess how training of prison officers in riot control influences their performance in the Tamale Central Prison. Multiple regression analysis allows a researcher to estimate the association between a given independent variable and the outcome holding all other variables constant, it provides a way of adjusting for (or accounting for) potentially confounding variables that have been included in the model.

Empirically this is specified as $\hat{Y} = b_0 + b_1X_1 + b_2X_2 \dots \dots b_nX_n$, where $\hat{Y}$ is the predicted or expected value of the dependent variable, X_1 through X_n are independent or predictor variables, b_0 is the value of Y when all of the independent variables (X_1 through X_n) are equal to zero, and b_0 through b_n are the estimated regression coefficients. Each regression coefficient represents the change in Y relative to a one unit change in the respective independent variable.

3.2.2 Dependent Variable

The dependent variable which measures how best prison officers are able to deliver professional services as result of receiving training on riot control was measured through the overall rating of prison officers' performance in quarter. Thus performance are rated on a scale of 1 to 5, where 1 being lowest, 2; average, 3; fair, 4; very good and 5; excellent. Therefore the value of the dependent variable was determined from the average score of a prison officer in all the three quarters at the end of the 2016 year.

3.3.3 Independent Variables

The independent variables employed by the study were measured by the considering the elements that affects professional performance of the prison officer at the Tamale Central prison. Among them were gender, age, marital status, level of education among others (see Table 3.1).

The empirical model specified to evaluate the effect of training in riot control on prison Officers' performance is stated as:

$$Y = \beta_o + \beta_1 gen + \beta_2 age + \beta_3 mar + \beta_4 lev\_edu + \beta_5 no\_yrserv + \beta_6 exp_{riot}$$

$$+ +\beta_7 Traind\_riot + \beta_8 Acc\_tools + \beta_9 Motv\_serv + \beta_{10} Acc\_reh\_reform + U_i$$

Table 3.1 Explanatory Variables in Multiple Linear Regression

Variable	Definition	Expected Sign
Gen	Gender 1 if Male and 0 otherwise	+
Age	Age of Prison Officer	+
Mar	Marital status (1 if married and 0 otherwise)	+
Lev_edu	Level of education of prison officer	+
No. _yrServ	Number of years in the Ghana Prison Service	+/-
Exp_riot	Experience riot control before in the prison	+
Traind_riot	Trained in riot control in profession	+
Acc_tools	Access to right tools and resources in the prison	+
Motv_servc	Receive motivation on service	+
Acc_reh_reform	Access to rehabilitation & reformation workshop tools	+

3.3 Population of the Study

The population of the study comprises the entire prison services staff in the Tamale Central Prison. Since the study was a case study design limited to the entire prison staff who are

designated with their job description to control and manage prisoners under locks and chains in the prison cells. Thus the top prison management (director) of the Tamale Central Prison to the lowest rank (Assistant Superintendent) in the organogram of the Ghana Prison Service management, were all considered and sample systematically drawn with the appropriate sampling techniques for the study.

3.4 Sampling Technique and Size

The study adopted stratified sample and simple random sampling to select respondents for the study. Stratified sample was used to put the study population lower and higher ranks thus, senior superior ranks comprising; Assistant Superintendent of Prisons, Deputy Superintendent of Prison, Superintendent of Prison and lower ranks comprising; lance corporal, corporal and sergeant. The study gave equal opportunities for the total sample size considered across the ranks considered and took into consideration their years of experience and training received on the service. Simple random sampling was then used to systematically select individuals from both groups to respond to the study. Both males and females were given equal chance of sample representation. The lottery method was employed. Yes and no words were written on separate pieces of paper. These pieces of papers were folded and mixed into a box. Prison officers were allowed to pick from the box by taken randomly from the box by choosing folded pieces of papers in a random manner. Those who chose yes were those recorded and interviewed for the study.

The sample size was determined by the Yemane's sample size determination formula to form a representative sample for the population.

The total population of prison officers at the Tamale Central Prison was 175 officers. Out of the 175 prison officers, 76 were females and 99 males.

According Yemane (1967), the sample size for a known population was calculated by the

formula: $n = \dfrac{N}{1+N(\propto)^{2}}$

Where n = calculated sample size, N = sample frame (population) of the study (175) and $\propto$ = margin of error (0.05) or a confidence level of 95%.

$n = \dfrac{175}{1+175(0.05)^{2}} = 121.$

The calculated sample size was adjusted by an additional 4 individuals in case of non-availability or low response rate of prison officers. In all the total sample of 125 prison officers were interviewed for the study. Respondents were specifically selected across the ranks of prison officers, thus subordinates and their superiors were all considered for an informed generalization of the study findings.

3.5 Data collection instruments

The study employed both qualitative and quantitative method in gathering data for the study. Questionnaires was the main tool that was used to interview respondents selected for the study. Since respondents were all literate the purpose of the study was explained to them and their consent was sought before the interview with the premise that the study was only for academic purposes. Observations were also employed to provide extra information that was added to the verbal answers of the interviewees on a question. Thus facial impression and behaviour of respondents during the interviews were observed to consolidate the responses of the interviewees.

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3.6Data Collection

The study used primary data collected from the prison officers to evaluate the study objective. This was complemented by secondary data from Ghana Prison service publications and reports to back up empirical literature from the study. The researcher was assisted by 3 additional assistant who were trained to administer the questionnaires to the prison officers who were systematically selected. To avoid ambiguity and ensure clarity of data collected on the part of respondents, the researcher rather administered the questionnaire directly to respondents instead of giving it out to them to answer. The questionnaire were administered to 125 officers in 3 days with a return rate of 95% in the Tamale Central prison.

3.7Data Analyses

Both quantitative and qualitative data analysis techniques were used. Quantitative data was analyzed using descriptive statistics while qualitative data was also analyzed with central tendencies and dispersions. With the help of Statistical Package for Social Sciences (SPSS) inferential statistics such as probability value (test of significance) was also used to test the relationship between the variables of the study. The results of data processing and analyses were generated in the form of percentages, tables and graphs with the help of Microsoft Excel spreadsheet. Percentages, graphs, chart and cross tabulation were used to present the data to make the results clear for understanding and interpretation of the findings of the study.

3.8 Ethical Consideration

Before the study was carried out, the researchers sought the consent of the management of Tamale Central Prison and explained the purpose and how the academic study would be done. Therefore the consent of respondents was then sought by explaining the purpose of the study to

them and assuring them of their confidentiality. In addition to this, the researcher administered

the questionnaires to respondents who were willing and have agreed to share their experience

working in the prison based on the study questions. This was to ensure that the study is guided

by   the   ethics   of   an   academic   research   in   the   area   of   study.

CHAPTER FOUR

DATA ANALYSES AND DISCUSSION

4.0 Introduction

This chapter outlined the findings of the data collected from 125 respondents (prison officers) from the Tamale Central Prison in the Tamale metropolis and other information relevant to the study in order to achieve the research objectives. The main objective was to evaluate the impact of training in riot control of the professional performance of prison officers in the Tamale central prison.

Firstly, the research specifically sought to investigate the causes of riots among prison inmates in the Tamale central prison. Secondly the study determined the relation between training in riot control and professional performance of Prison Officers in the Tamale central prison. Finally, the challenges of prison officers in the control of riots among prison inmates were identified in the Tamale Central Prison. Essentially the research findings and data are statistically analysed and presented in this chapter.

4.1 Socio-Demographic Characteristics of Respondents

A number of socioeconomic and demographic variables were recorded during the survey. These characteristics were expected to have an effect on the outcome of the findings. In this section, the summary of these characteristics and discussions are also presented. The characteristics include age, level of education, marital status, gender, level of experience, level or rank of prison officer and the number of years an officer have served are all considered.

4.1.1 Gender of Respondents

The results of the survey revealed that the Tamale Central prison is male dominated professional workers. Out of the total 125 respondents, 88 (70.4%) were males whiles 37 (29.6%) were females. Prison inmates are considered to be people of antisocial behaviour confined under locks and chains hence males have the natural ability and strength to control in mates which contributed to the male dominated prison officers in the study area. The details are further illustrated in Table 4.1.

Table 4.1 Respondents' Gender

Gender	Frequency	Percentage
Male	88	70.4
Female	37	29.6
Total	**125**	**100**

Source: Field Survey, 2016

4.1.2 Age of Respondents

The age of the respondents was another characteristic that was expected to affect the outcome of the survey. The ages of the respondents were grouped into categories. The results show that the sampled prison officers' ages were above 25 years since there was no respondent whose age fell below the age of 25. However the majority of the respondents were dominated in the age group of 26 – 35 years representing 59 (47.2%) of the total sample. This was followed by 29 (23.2%) by the respondents who were between 36 – 45 years, with 13 (10.4%) forming those above 56 years. This implies that prison officers in the Tamale central prison are largely dominated by the youthful age category thus, people below 40 years. This is further illustrated in Table 4.2.

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Table 4.2 Respondents' Ages

Age Category	Frequency	Percentage
Below 25	0	0
26 – 35	59	47.2
36 – 45	29	23.2
46 – 55	24	19.2
Above 56	13	10.4
Total	**125**	**100**

Source: Field Survey, 2016

4.1.3 Marital Status

The results of Figure 4.1 revealed a high percentage of the married respondents in the Tamale central prison representing 105 (84%) and 20 (16%) of them were single. This translate into their ages dominated by 26 – 35 years and 36 – 45 years who are expected to be married with families in a typical Ghanaian society. This is shown in Figure 4.1.

Figure 4.1 Marital Status of Respondents
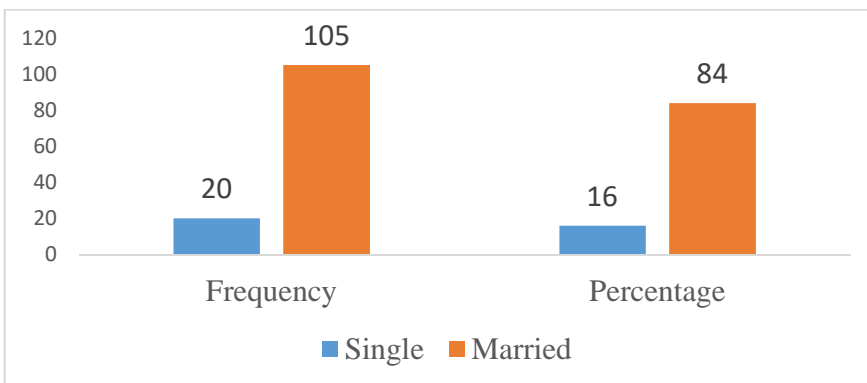
Source: Field Survey, 2016

4.1.4 Level of Education

The survey revealed that majority of the respondents were holders of tertiary certificates representing 85 (68%) of the total sample. Thirty- one (24.8%) of them had Senior High School/Vocational certificate, while 9 (7.2%)had Training college certificate holders. This meant that a high level of prison officers in the Tamale central prison were literate. This could help them to discharge their professional duties in the service. Figure 4.2 shows details of the results.

Figure 4.2 Literacy status of Respondents
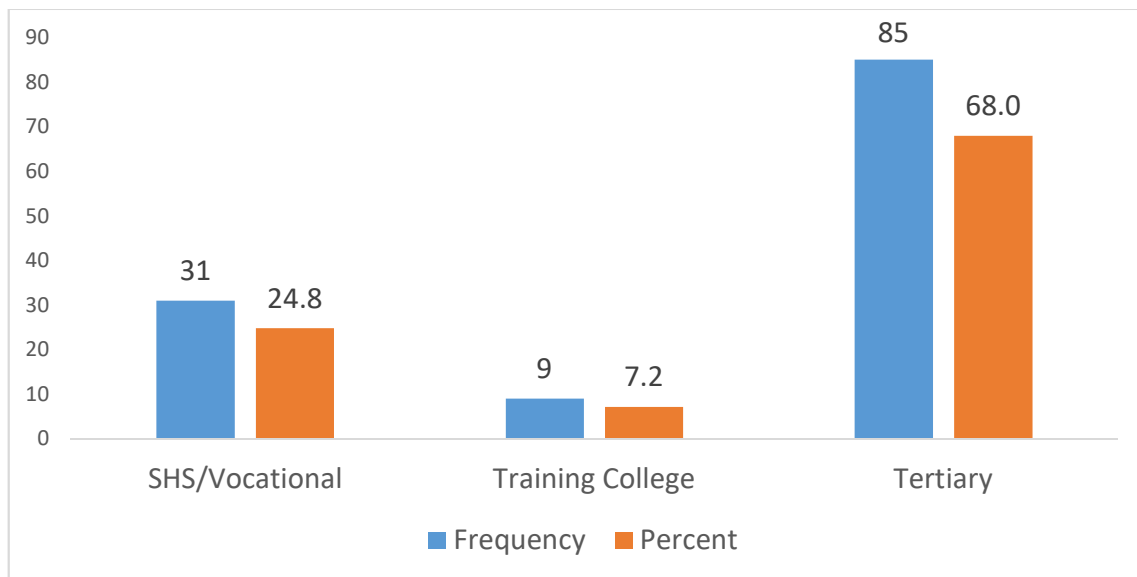
Source: Field Survey, 2016

4.1.5 Other Professional Skills

Information sought on professional skills the prison officers' possessed professional skills other than prison officer was expected to help them basically handle other work other than being

prison officers. Twenty (25%) of them had other skills in the prison service, but the remaining 160 (80%) did not have any skills. These professions ranged from health worker (24%) thus those who serves us nurses and medical officers in the clinic. Others were missionary who act as clergywere 6 (8%) within the service, motor technicians also 12 (48%) and sports men made up of 3 (12%) and others who counselors with 2 (8%) prison officers other than taking care of inmates in the prison. This is further shown in Table 4.3.

Table 4.3 Respondents Other Professional Skills

Other Professional Skills	Frequency	Percent
Health Workers	6	24
Clergy	2	8
Technicians	12	48
Sports Men	3	12
Counsellors	2	8
Total	**25**	**100**

Source: Field Survey, 2016

4.1.6 Level or Rank of Respondents

The survey revealed that 39 (31.2%) of the prison officers were Assistant Superintendent while 36 (28.8%) were Lance Corporal in the Tamale central prison. There were 22 (17.6%) chief officers who were in charge of vehicles, education and health. The ranks in the prison service shows the organogram and how duties and responsibilities are discharged based on the ranks. The rest of the result are illustrated in Table 4.4.

Table 4.4 Respondents Level/Rank in the Service

Level/Rank	Frequency	Percentage
Assistant Superintendent of Prison	39	31.2
Superintendent	6	4.8
Deputy Superintendent Officer	12	9.6
Sergeant	4	3.2
Lance corporal	36	28.8
Chief officer	22	17.6
Assistant Director	6	4.8
Total	**125**	**100**

Source: Field Survey, 2016

4.1.7 Number of Years in Prison Service

The number years an officer has served in the prison service also determines his/her level of experience and how best they can discharge their professional duties. The survey revealed that a high percentage of 71 (56.8%) of respondents had served between the years of 1 to 10. This also translates into the active youthful age group of the respondents in the service. This was followed by 26 (20.8%) which represented those who had served between 21 to 30 years in the prison service. In addition 12 (9.6%) and 16 (12.8%) of the respondents had served within the years of 31 to 40 and 11 to 20 years, respectively as shown in Figure 4.3.

Figure 4.3 Respondents years in prison service
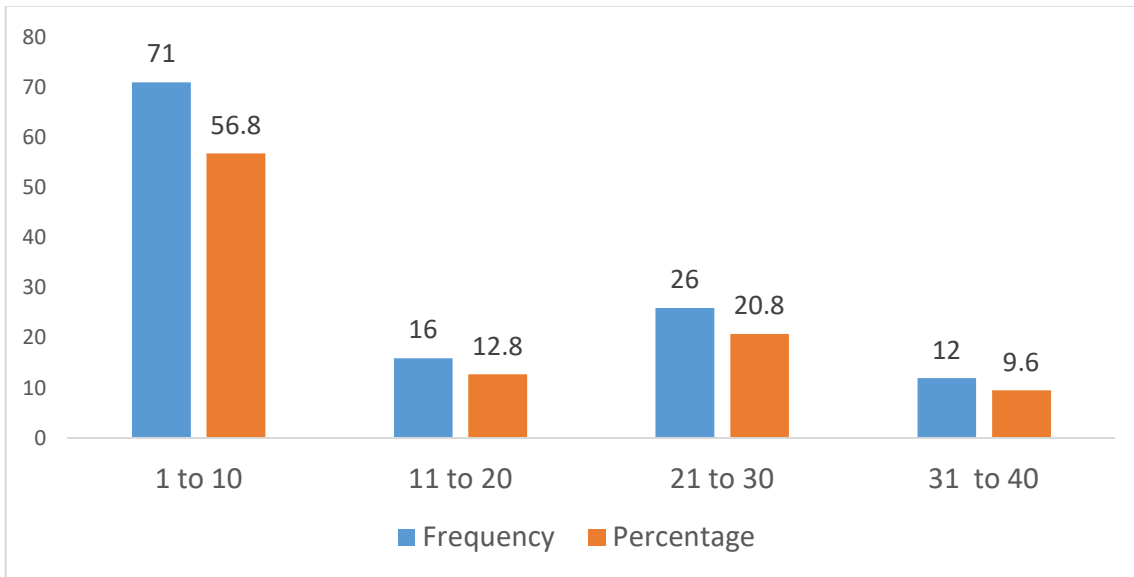
Source: Field Survey, 2016

4.1.8 Experience with Riot in Prison

The experience of an officer in prison riot in the discharge of their professional duties gives him/her an idea as to how to control riot among inmates. The survey revealed that a high number of the respondentshad witnessed riot in prison before. Eighty representing 66.4% reported they had experienced riot before while 32 (33.6%) reported 'no'. However, respondents who reported 'yes'said they experienced it in Kumasi, Nsawam, Tamale and Sunyani central prisons. Details are on this results are shown in Table 4.5.

Table 4.5 Respondents experience with riot in prison

Response	Frequency	Percentage
Yes	83.0	66.4
No	42.0	33.6
Total	**125**	**100**

Source: Field Survey, 2016

4.1.9 Number of times prison officers' experience riot in prison

The number of times an officer experienced riot in prison further gives him/her how prison riot usually begins and its cause of it in the prison. The survey (see Figure 4.4) revealed that 48 (38.4%) of the respondents had experienced prison riot once in their professional life, whiles 38 (30.4%) of them stated they had experienced it twice. Those who had experienced prison riot thrice were 27 (21.6%), while officers who had witnessed/seen it four times numbered 12 (9.6%).

Figure 4.4 Number of Times Prison Officer Experienced Riot in prison
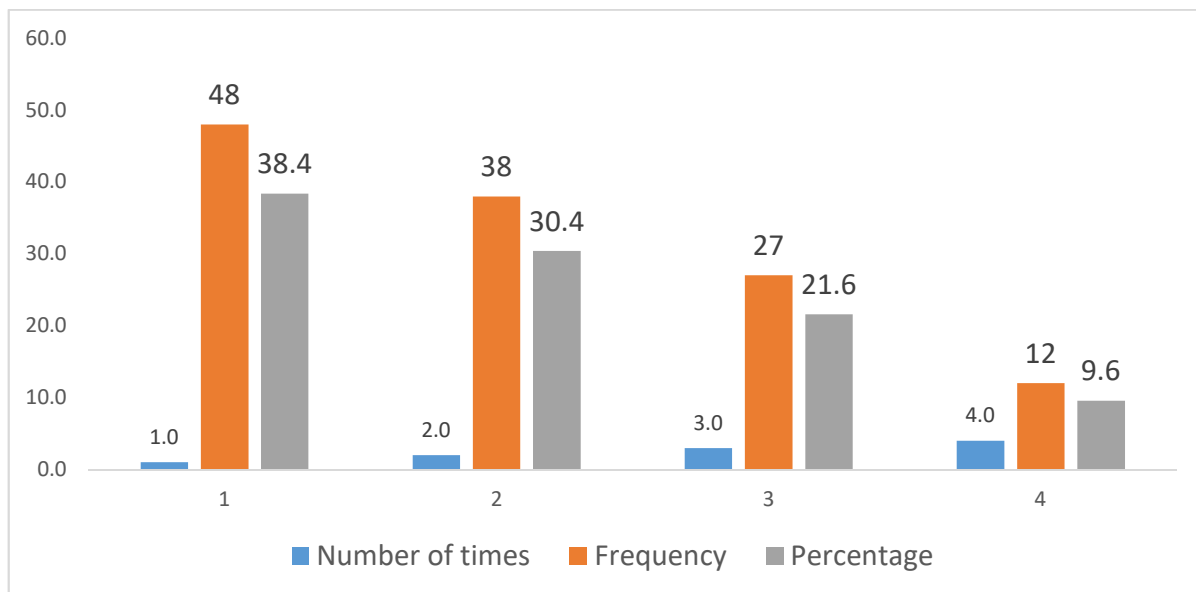
Source: Field Survey, 2016

4. 2 Causes of Riots among Prison Inmates in the Tamale Central Prison

Prison riots happen for many different reasons, and the true cause of prison riots is not always as obvious as the immediate cause. Perhaps, the important thing to remember about the reasons of prison riot is that they are always a symptom of a flaw in a prison system (Tracy, 2010). The study investigated the major causes of prison riots in the Tamale central prison since riots causes are not always general in all cases. The findings revealed that out of total 125 respondent, 57 (45.4%) reported they have witnessed prison riot occur in the Tamale central prison and the remaining 68 (54.6%) had not witnessed it in Tamale central prison. In addition 83 (66.4%) of the respondents reported that they have witnessed prison riot elsewhere in their professional service, and 42 (33.6%) had not witnessed it before. However, the major causes of riots in the Tamale central prison as they occurred were poor diet served to inmates representing32 (25.6%) as the highest cause according to their experience. This finding is consistent with Homel and Thomson (2005) who stated that prison officers who do not pay high attention to inmates' demand for food, water and other related issues result in prison riot and their control over them go out of order. Statistics on Table 4.6 revealed that Twenty-Six (20.8%) of the respondents also reported that violating inmates' right in the prison also causes prison riots. This was followed by 19 (15.2%) and 18 (14.4%) respondents who indicated that maltreating inmates by prison officers and inmates complaints not heeded to, causes riot. The congestion of inmates was another factor that was reported as one of the causes of riot in prison representing 15 (12%) of the total sample. It was observed that the average number of prisoners in a cell was 35 people, this creates overcrowding for inmates according to the assessment of the Prison officers. This

finding is consistent with result of Kratcoski (1988) who stated that prison riot has a direct correlation with overcrowding and other related violence in the prison cells.

Table 4.6 Causes of riots in the prison

Cause of Riots	Frequency	Percentage
Congestion	15	12
Inmates complaints not heeded to	18	14.4
Poor health care and sanitation	15	12
Maltreat of inmates by prison officers	19	15.2
Violating inmates right	26	20.8
Poor diet	32	25.6
Total	**125**	**100**

Source: Field Survey, 2016

4.3 Relation between training in riot control and professional performance of prison officers in the Tamale central prison

A multiple linear regression model was used to estimate the relation between training in riot control and the ability of the prison officers to carry out their work more efficiently and effectively in the control or prevention of riot in the prison. The average quarterly score of prison officers' performance appraisal report was used as the dependent variable in the multiple linear regression estimation. The independent variables which include: age, sex, level of education, number of years served, experience prison riot before, training on riot control, and access to riot control tools among others. However among these covariates, gender, level of education, number of years served as a prison officer, trained in riot control and access to rehabilitation and

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reformation workshop tools in the prison were the variables that significantly determined prison officers' ability to control riot in the prison. This is illustrated in table 4.7.

Table 4.7 Results of Multiple Linear Regression Estimation

Dependent Variable:

rage Score of Performance Appraised	Coefficient	Std. Err	t	[95% Confidence Interval]	
der	0.3430***	0.8674	3.26	0.17123	0.51487
	0.0051	0.0077	0.66	-0.0102	0.02051
tal Status	0.0074	0.1339	0.06	-25785	0.27259
el of Education	0.1804**	0.6395	2.82	0.3070	0.05368
ber of years served	0.0171*	0.0069	2.46	0.0307	0.00334
erience in riot before	-0.0129	0.8628	-0.15	-1.8393	0.1579
ned on the job	0.3316**	0.1081	3.07	0.11727	0.54587
ess to resource and tools	-0.8197	0.1105	-0.74	-0.3008	0.1369
vated on service	-0.7650	0.0902	-0.84	-0.2566	0.1035
ess to rehabilitation & rmation tools	0.8322***	0.1442	5.77	1.1179	0.5464
stant	2.6503***	0.3872	6.84	1.8833	3.4173

= Significant @1%   ** = Significant @10   * = Significant @ 5%

ber of Observation = 125 F (10, 114) = 8.31 Prob > F = 0.000 R^2 = 42.17%

Source: Authors Own Calculation, 2016

4.3.1 Gender

The gender of the respondent was among the variables that significantly influencedprofessional performance in the services. Thus, males had more opportunity to control riot and perform

effectively in the prison when they receive training; a unit increase in the number of male prison officer lead to an average increase of a 0.3430 unit in the ability of the prison officer deliver professional on the job and hence able to control riot in the prison. This was highly significantly determined at 1% level. This implies that male staff of the prison services are more effective in rendering services especially when riot occurs than female prison officers.

4.3.2 Level of Education

The survey revealed a higher percentage of 85 (68%) of tertiary certificate holders of the respondents (see Figure 4.2). Hence, it also plays a significant role in the prison officers' professional performance in the prison service. This was also determined at 5% significant level. A unit increase in the level of education of an officer result in an average increase of 0.1804in performance in the service. This implies that improving the educational status gives room for the prison officer to improving upon their professional performance as result of training received from the institution. This result is consistent with Bottoms et al. (1995) who reported that prison officers who are more educated and trained alongside their professional duties are able to control and manage prison inmates and violent behaviours in the prison.

4.3.3 Number of Years Served

The number of years served by an officer created more opportunities for his/her familiarization and experience of learning on the service. Again there is a high likelihood of him/her getting the experience of how riot in prison occurs and how it is controlled. The survey revealed that prison officers who had served longer were more capable of performing effectively on the job than

those with less number of years on the service. A unit increase in the number of years served lead to 0.01707 average increase in professional performance in the prison, significant at 10% level. This implies as more years of experience increases on the service the prison officer improves upon his professional competence and his/her ability to managed inmates in the prison. This is consistent with Homel and Thomson (2005) who reported that prison officers who have served and contributed to the long-term success in reducing violence, as prisoners were socialised into new ways of thinking and behaving, which significantly improved their capacity to control and manage inmates' misconduct and violence.

4.3.4 Trained in Riot control

Training on the job plays an important role for an effective service delivery. Prison officers who were trained and had experience in controlling riot boosted their capacity to manage and control riot when they occur. A unit increase in training received by an officer result in an average increases of 0.3315 unit of his/her ability to control riot in the prison holding other variables constant. This was also significantly determined at 5% level. This implies that receiving professional training on riot control specifically improve the professional performance in controlling inmates in the prison. This created more professional capacity for prison officers with training to deliver effectively than those who did not receives special on the job training in the service.

4.3.5 Access to rehabilitation and reformation workshop on inmates

Gerber and Fritsch (1995) suggest that prisoners' academic and vocational education programmeshelp decrease prison rule violations and violence and are therefore one of the more useful management approaches for maintaining prison order. The access to rehabilitation and reformation workshop was the most significant measure that can reduce riot in prison. According to the findings, a unit increase in inmates' access to rehabilitation and reformation workshop increase result in an average increase of 0.8321 unit in the ability of the prison officers to control inmates in the prison, significant at 1% level. In addition the findings are consistent with Shefer (2010) who reports that access to rehabilitation workshops by prison inmates is the most effective ways of reducing prison violence.

4.4 Challenges of prison officers in the control of riots among prison inmate in the Tamale Central Prison

Prison officers are predisposed to numerous challenges in their service since they are dealing with different people with anti-social behaviours who are locked in the prison with poor access to health care. The literature also indicated that prison officers face high stress levels, which to some increase the prevalence and incidence of cardiovascular diseases, furthermore, failure to cope with psychological stress results in them being prone to sustaining physical injuries (Levy, 2011; Zimmerman, 2012). The survey revealed that 94 (75%) of the respondents reported that they do not have the adequate number of prison officers to control prison riot. While the remaining 31 (25%) responded'yes' to this question. In addition respondents reported that at least they need an average number of 250 prison officers to control and manage inmates in the

prison, but the Tamale central prison only have 180 prison officers to control inmates especially riot outbreak in the prison in the Tamale Central Prison.

More so the ability of prison officers to control riot requires their access to the necessary tools in the prison. However about 46 (36.8%) of the respondents indicated that they are very dissatisfied with the tools and other resources at their disposal, 17 (13.6%) were very satisfied while 21 (16.8%) were neutral in their response with the tools and resources to manage inmates in the prison.

This finding is consistent with the work of Cynthia (1993) who reports that overcrowding in the prison also results in prison riot which have a direct relation to violence among inmates in prisons. The study revealed that 85 (68%) of prison officers indicated overcrowding in the Tamale central prison is as a result of large number of detention of prisoners in remand. In addition 23 (18%) reported the problem of overcrowding as a result of inadequate space for inmates in the prison and 17 (14%) reported that the high number of prisoners in detention was as a result of high crime rate in the Tamale metropolis and beyond.

4.4.1 Major Challenges of Prison Officers in the Tamale Central Prison

The role of the prison officer is not only confined to the unlocking and locking of cells, but also involves the constructive care of prisoners and preparing them to return to the community less likely to re-offend (Mark et al., 2015). However, the welfare of prison officers plays a key role in their ability to work effectively as they are faced with health risk, violence and other related challenges relating to the inmates in the prison. The study (see Figure 4.5) revealed that most pressing problem of prison officers was their exposure to health risk as they work and relate with

inmates who are infected with diseases such as HIV/AIDS, tuberculosis and other contagious diseases. Statistics from the result revealed that36 (28.8%) respondents reported this problem, this was followed by inadequate prison staff representing 29 (23.2%), while 26 (20.8%) indicated inadequate logistics and tools to work, and 18 (14.4%) respondents also reported inadequate accommodation for Prison officers.

Figure 4.5 Prison Officers' major challenges

Source: Field Survey, 2016

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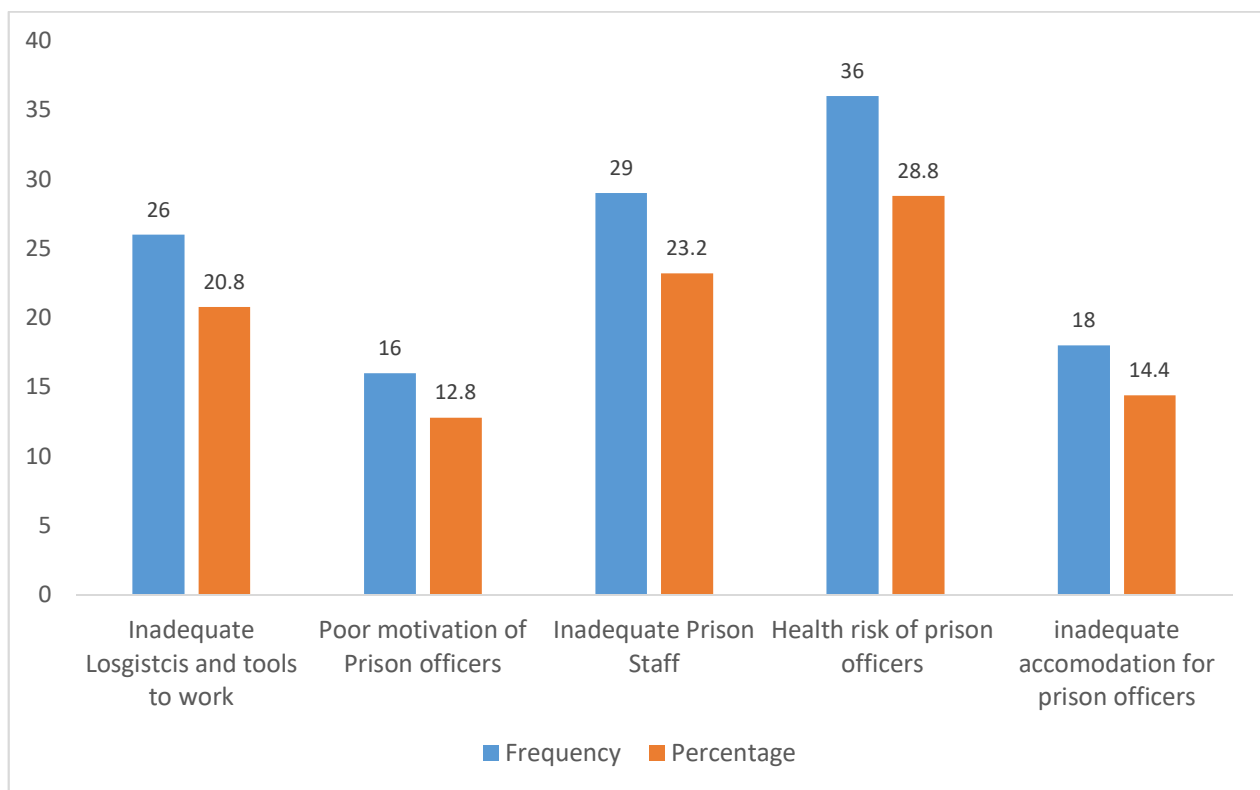
CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary and recommendations based on the findings of the study objectives. The main objective of the study was to examine the impact of training on riot control of prison officers in the Tamale central prison. The study employed stratified and simple random sampling techniques to select 125 prison officers in the Tamale central prison. Specifically, the study investigated the causes of riots among prison inmates in the Tamale central prison. In addition, the researcher determined the relation between training on the job of prison officers and the ability of the prison officer to effectively perform their duties in control and managing riot and violent behaviours in the Tamale Central Prison. Finally, the study identified the challenges of prison officers in the Tamale Central Prison. A summary of the key findings is provided first and then the conclusions and recommendations in the context of their implications for policy as well as future research.

5.1 Summary of Findings

The findings revealed that out of a total of 125 respondents, 57 (45.4%) reported that have witnessed prison riot in the Tamale central prison and the remaining 68 (54.6%) have not witnessed it in Tamale central prison. According to the findings the major cause of riots include

poor diet served to inmates which represented 32 (25.6%) as the highest cause in the prison. In addition26 (20.8%) of the respondents also reported that violating inmates' right in the prison also caused prison riots. This was followed by 19 (15.2%) and 18 (14.4%) respondents representing maltreating of inmates by prison officers and inmates' complaints not heeded to respectively. Overcrowding also caused riots according to the survey as it represented 15 (12%) of the total sample.

The multiple linear regression model result revealed that the gender of a prison officer, level of education, number of years served as a prison officer, trained on riot control and access to rehabilitation and reformation workshop tools in the prison were the variables that significantly determined a variation in the dependent variable.

The survey revealed that 94 (75%) of the respondents reported that they do not have the adequate number of prison officers to control prison riot. While the remaining 31 (25%) reported 'yes' to this response. However, 46 (36.8%) of the respondents indicated that they were very dissatisfied with the tools and other resources at their disposal, 17 (13.6%) were very satisfied, while 21 (16.8%) were neutral in their response with the tools and resources to control riot. In addition about 85 (68%) of prison officers reported that overcrowding in the Tamale central prison is as a result of large numbers of detention of prisoners on remand. More so, the most pressing problem of prison officers was high risk exposure to their health status representing 36 (28.8%). This was followed by inadequate prison staff representing 29 (23.2%), 26 (20.8%) respondents reported inadequate logistics and tools to work and 18 (14.4%) stated inadequate accommodation of prison officers.

5.2 Conclusion

Staff training and development has been identified by various scholars to be very crucial to an organization and its effectiveness. In the light of the study findings, Ghana Prison Service is therefore encouraged to train and develop their staff to the fullest advantage in order to enhance their effectiveness. As training reduces the work of the manager in terms of close supervision it also improves the quality of work of the Prison Officers thus assist them to be more committed to achieving high professional performance and henceenhance effectiveness in controlling riot in prison.The welfare of prison inmates when catered for also contribute to riot control and maintenance of order in the prison. For example provision of nutritious diet to their satisfaction. In addition the rights of inmates should also be respected as some officers go overboard to maltreat prisoners in the prison cells.

That notwithstanding prison officers' are able to deliver professional job as expected when they improved upon their educational qualification on their job with the availability of required tools to work in the prison cells. The challenges of prison officers which are inimical to their welfare and commitment to their professional services such as health risk, access to better accommodation, adequate staff and logistics and tools when addressed will ensure a more professional service delivery and hence boost their ability to control riot in the Tamale central prison.

5.3 Recommendation

The study recommended the following based on the findings and conclusions of the study objectives:

1. The prison management should address issues such as the welfare of prison inmates, respect for their rights, provision of adequate food and decongestion by giving trial to prisoners on remand. This will go a long way to control riot in the prison.

2. Prison management should consider addressing officers' ability to control riot when they occur. It depends more on their access to the required tools and logistics and beefing up of the staff in the Tamale central prison. This will boost up their ability to deliver a more professional service in the prison. In addition, training plays integral part of the prison officers' ability to deliver professionally on their job. Officers should be given training workshop to enable them manage prisoners' anti-social behaviours and other developments that occur in their line of duty.

3. Finally, the study recommend that prison officers' welfare such as better access to health care, will ensure their commitment to the prison service role of maintaining order and reforming prisoners serving their jail term in prison.

4. The study recommend future research to consider the state and conditions that potentially erupts violence and riot in prison in the country.

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APPENDIX

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QUESTIONNAIRES DESIGN

MPHIL IN TRAINING AND DEVELOPMENT

PROJECT TOPIC: **THE IMPACT OF TRAINING ON RIOT CONTROL OF PRISON OFFICERS' IN THE TAMALE CENTRAL PRISON OF THE NORTHERN REGION**

INTRODUCTION:

My Name is…………………………………. I am a student of the University for Development Studies. I am undertaking a research on the above topic. Kindly assist me with the information by completing this questionnaire. The information provided is purely for the purpose of this academic research and your confidentiality of the information you provide is strictly guaranteed. I therefore entreat you to respond to the questions to the best of your knowledge and interest.

Thank you

Questionnaire Number:………………………….

Interviewee's Name:………………………………………………

Date of interview:…………………………………………..

Duration of interview:………………………………………

PART A: DEMOGRAPHIC CHARACTERISTICS

1. Sex   Male [   ]   Female [   ]

2. Age of respondent…………………………………………years

3. Marital status:

     a. Single [   ] b. Married [   ] c. Divorced [   ] d. Widowed [   ]

4. What is your religious denomination?

     a. Islam [   ] b. Christianity [   ]   c. Traditionalist [   ] d. None [   ]

5. What is your level of education?

     a. No-formal education [   ]   b. Primary [   ] c. JHS/Middle School   [   ]   d.

     SHS/Voc.[   ]   e. Training College [   ]   f. Tertiary [   ]

6. Do you have any professional qualification other than prison officer? Yes [   ] No [   ]

7. If yes state…………………………………………………………….?

8. What is your current level/rank as prison

     officer?..?

9. What is your schedule or special role apart from normal duties………………………….?

**PART B: CAUSES OF THE RIOT AMONG PRISON INMATES IN THE TAMALE
CENTRAL PRISON**

10. How many years have you served as prison officer? …………………………years

11. Have many years have you served as prison officer in the Tamale central prison?……yrs

12. Have you experienced or witnessed prison riot in your professional life before?

Yes [   ] No [   ]

13. If yes state the name of prison it occurred……………………………..?

14. How many times have you witnessed riots in the Tamale central prison? ………times

15. In your professional life and training what are the causes of prison

    riots?..................................…………………………………………………….

16. What is the average number of prison inmates in a Tamale central prison cell?.................

17. How many meals are served to inmates in a day?..

18. Do inmates encounter inadequate access to food occasionally? Yes [   ]   No [   ]

19. If yes how many times in month?...?

20. How satisfied are inmates with the ventilation in the prison?

    Very satisfied [   ] Satisfied [   ] Dissatisfied [   ] Very dissatisfied [   ]

21. Do prison inmates' raises their grievances about any dissatisfied condition? Yes [ ]No [ ]

22. If yes please state them……………………………………………………………….

23. Does prison management usually respond appropriately to their grievances?

    Yes [ ] No [ ]

24. If yes how long does it take to respond to their grievances?

    Within a week [   ]   within a month [   ] within 2 to 5 months [   ]   After Six months [

    ] After a year [   ] Neglected and not attended to [   ]

PART C: RELATION BETWEEN TRAINING IN RIOT CONTROL AND

PROFESSIONAL PERFORMANCE OF PRISON OFFICERS IN THE TAMALE

CENTRAL PRISON

25. Have you received any training in riot control in your professional life? Yes [   ] No [   ]

26. Have you received any training other than riot control in your profession? Yes [   ] No [ ]

27. How many times have you been trained on your professional service?......................times

28. How satisfied are you with the training received to effectively control riot in the prison?

Very satisfied [   ]   Satisfied [   ]   Neutral [   ]   Dissatisfied [   ]   very dissatisfied [   ]

29. Do you have access to the necessary tools required to perform effectively? Yes [   ] No [ ]

30. How satisfied are you with the requisite tools at your disposal?

Very satisfied [   ]   Satisfied [   ]   Neutral [   ]   Dissatisfied [ ]   Very dissatisfied [   ]

31. Does management give room for you to raise grievance for inmates? Yes [   ] No [   ]

32. If no state reasons…………………………………………………………….…..

33. Do you receive any motivation in your professional service? Yes [   ]   No [   ]

34. If yes how satisfied are you with the motivation given by government or management?

Very Satisfied [ ]   Satisfied [   ]   Neutral [   ] Dissatisfied [   ] Very dissatisfied [   ]

35. State the nature of motivation…………………………………………………………

PART D: THE CHALLENGES OF PRISON OFFICERS IN THE CONTROL OF RIOTS AMONG PRISON INMATE IN THE TAMALE CENTRAL PRISON

36. What is the total number of prison officers in the Tamale central prison?.........................?

37. Do you have adequate prison officers to control the total inmates? Yes [   ] No [ ]

38. If no how many officers are required to control inmates?..?

39. How many officers are in charge of the total prison inmates in a shift? ………………?

40. Do you have access to the required tools to control riot in the prison? Yes [   ] No [   ]

41. Do prison inmates have access to rehabilitation and reformation workshop? Yes [ ]No [ ]

42. If yes how will you rate the condition of the workshop training and facilities?

Very satisfied [   ] Satisfied [   ]   Neutral [   ] Dissatisfied [ ] Very dissatisfied [   ]

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43. What are the major causes of overcrowding in the prison?

Large number of detention of prisoners on remand [   ]   Higher crime rate in Tamale and beyond [   ] Inadequate size of prison facility [   ] No room of separation of prisoners under medical ill condition and psych problems [ ] Other specify……………………

44. As part of your professional experiences what are some of the major challenges you encounter in your professional services in the Tamale central prison?

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