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DEPARTMENT OF ACCOUNTING

WRITTEN BY

TICHAKURA DANDA

STUDENT REGISTRATION NUMBER **R12152M**

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***INVESTIGATION INTO REVENUE GENERATING ACTIVITIES TO BRIDGE
THE FUNDING GAP –A CASE OF ZIMBABWE PRISON AND
CORRECTIONAL SERVICE FOR THE PERIOD 2011 TO 2013***

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APPROVAL FORM

The undersigned certify that they have supervised the student Registration number R12152M dissertation entitled; An investigation into the revenue generating activities to bridge the funding gap- a case of Zimbabwe Prison and Correctional Service submitted in partial fulfilment of the requirements of the Bachelor of Commerce Accounting Honours degree at Midlands State University

.....

.....

SUPERVISOR

DATE

.....

.....

CHAIRPERSON

DATE

.....

.....

EXTERNAL EXAMINER

DATE

RELEASE FORM

NAME OF STUDENT

DANDA TICHAKURA

DESSERTATION TITLE

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SIGNED.....

PERMANENT ADDRESS

House number 454

Gutu ave

Kambuzumba section 2

Harare

DATE

September 2014

DEDICATION

A special dedication to my beloved lovely wife Talent and my two daughters Nokutenda and Mufaro and my parents.

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ABSTRACT

This research seeks to provide the ways of increasing revenue at Zimbabwe prison and correctional service to mitigate the funding gap and thereby improving its financial performance. The research's explored ways or strategies available to enhance finance, alternative ways of enhancing finance and the best practices to implement strategies to enhance finance. The researcher got relevant literature from different authors and formulated research questions and objectives which gave guidance to the researcher when the research was being carried out. Research methodology used was quantitative research method. The descriptive research design was used by the researcher where interviews were carried out and questionnaires distributed to the management and staff of Zimbabwe Prison and Correctional Service. Four interviews that were planned three were conducted successfully and there was an 80% response rate for the questionnaire. Pie charts, bar graphs and tables were used to present the data gathered. The findings from the research are most respondents agreed on the problems affecting service delivery at correctional centres. The respondents also agreed on the strategies that can be used to enhance finance. The researcher recommended that Zimbabwe Prison and correctional service should make imprisonment mainly for violent offenders. Non- violent offenders who are charged with short jail terms are best considered to do community service and this will reduce the prison population and this will in turn increase the availability of funds .Recidivism should also be reduced by developing programs that will reintegrate offenders back into the society thereby reducing the chances of re-offending.

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CHAPTER ONE-INTRODUCTION

1.1 BACKGROUND OF THE STUDY

Zimbabwe Prison Service is a government department that falls under the Ministry of Justice and legal Affairs and like other government departments it relies on the government for funding. It is the responsibility of the government to provide inmates with food, clothing, bedding and medication. However Deputy Commissioner Administration was quoted in the ZPCS monthly magazine of 25 April 2012 saying “Zimbabwe Prison Service as of late is facing challenges of shortages of food, prisoner clothing and medication due to inadequate funding by the government”. This research is going to focus on ways of generating revenue to mitigate this funding gap. Zimbabwe Standard dated 18 July 2011 “ZPS admits food situation at prisons deplorable”, where the Deputy Commissioner A H Machingauta was quoted as saying, inadequate funding has seen prisons facing critical food shortages “We have become an embarrassment to the criminal justice system.” Up to date this department is still relying on donors for food stuffs, medication and prisoner clothing.

Parliamentary report of March 2012, the committee concluded that the inmates are taking two meals a day due to inadequate funding by the state. The ZPCS monthly magazine of September 2013 showed that the holding capacity of the service is 17 000 prisoners but at the present moment it has 22 000 prisoners, leaving a total excess of 5 000 prisoners. The increased number of prisoners has put a stretch on sanitation, medical supplies and services clothing and bedding, and the food budget. The Table 1.1 below presents the Budget allocation for food and medical supplies and services, prisoners clothing, production enhancement for prisoners from 2011 to 2013.

Table 1.1 Budget report

ITEM	2011			2012			2013		
Item	Budgeted Amount USD	Actual amount USD	Variance USD	Budgeted Amount USD	Actual amount USD	Variance USD	Budgeted Amount USD	Actual amount USD	Variance USD
Agricultural Enhancement	4 200 000	2 100 000	2 200 000	6, 600, 000	3,544, 000	3 056 000	5 500000	3,600, 000	1 900 000
Prisoners rations	23 000 000	12 000 000	11 000 000	21,200,000	13 000 000	8 200 000	26 000 000	14 000 000	12 000 000
Medical supplies	8 000 000	4 000,000	4 000 000	9,000,000	5 000,000	4 000,000	8 500 000	5 500 000	3 000,000
Prisoners clothing/uniform	6,200,000	4 000,000	2 200 000	8,500,000	4 800,000	3 700,000	7,600,000	3 600,000	4,000,000
Construction projects	10 200 000	6 000 000	3 800 000	11 000 000	4 000 000	7 000 000	9 000 000	4 000 000	4 000 000
Fuel and transport	7,000,000	3,000,000	4,000,000	8,000,000	5,000,000	3,000,000	9,000,000	4,000,000	5,000,000

Source: (ZPS Departmental Report) 2013

In 2011 Agricultural Enhancement had a budget of \$4 300 000, only \$2 100 000 was released and \$2 200 000 being the variance which is 32% of the budget. The trend continued in 2012 and 2013. This had the effect that Zimbabwe Prison has been unable to plant the expected hectareage of maize to feed prisoners and this has perpetuated the food shortages. Zimbabwe Prison Service has 4200 hectares of arable land producing a maximum of ten tonnes but of these it has only been able to utilise 1 100 hectares which does not last even six months.

According to the prison dietary scale (Prison Regulations 1987), prisoners are entitled three meals per day that is, breakfast , lunch and supper, however the trend from 2011 to 2013 shows that the variance between the budgeted and actual amount on prisoners rations are increasing each year. In 2011 there was a budget of \$23 000 000 for prisoners rations. \$12 000 000 was released for use and giving us a variance of \$11 000 000. The variance on

prisoners' rations is 47% of the budget. The trend continued for 2012 and 2013 this had an effect of having prisoners taking two meals per day instead of three according to departmental report dated 11 March 2012 on the state of prisons.

Medical supplies and services had a budget of \$ 8 000 000 in 2011 and actual amount was \$4 000 000 and \$4 000 000 was not released which is 50% of the budget. According to the internal report dated 23 April 2013 prisoner's death has been increasing over the years this is mainly attributed to shortage of medicines and balanced diet.

According to departmental report 6 May 2012 the Commissioner of Prisons Retired Major General P W Zimondi on a workshop with Officers in Charge and Farm managers at Harare Central bemoaned the persistence of food shortages in the Prison Service. The commissioner said the department has 24 farms which are not being fully utilised because of prevailing budgetary constraints.

The Zimbabwe prison service has 24 farms that is 8000 hectares of arable land but of these it has only been able to utilise 3000 hectares The problems highlighted above have prompted the researcher into investigating ways of retaining and/or increasing funds in the to bridge the funding gap.

1.2 STATEMENT OF THE PROBLEM

The Zimbabwe prison Service has been experiencing perennial shortage of food, clothing, and medical supplies for its inmates. This problem has been recurring for a number of years. The researcher attributes this problem to inadequate funding of the service. Limited funds from the treasury have led to the challenges highlighted above. An investigation will be carried out into ways of retaining and/or increasing funds in the organisation in order to mitigate budgetary constraints and eradicate food shortages, shortages of medical supplies and prisoners clothing.

1.3 MAIN RESEARCH QUESTION

What ways are available for increasing and/or retaining funds in the ZPCS to mitigate the funding gap?

1.4 RESEARCH OBJECTIVES

The research study shall be guided by the following objectives;

- To identify problems affecting service delivery in the Zimbabwe Prison and Correctional Service
- To establish the strategies the Zimbabwe Prison and Correctional Service can use to enhance finance
- To identify alternative sources for sourcing funds for ZPCS
- To establish best practices for ZPCS to implement alternative sources of funding.

1.5 SUB RESEARCH QUESTIONS

- What are the problems affecting service delivery in the correctional services?
- What are the strategies the Zimbabwe Prison and Correctional Service e can use to enhance finance?
- Which other alternative means that can be used by Zimbabwe Prison and Correctional Service to enhance Finance?
- What possible best practices that can be adopted for alternative funding in the ZPCS?

1.6 SIGNIFICANCE OF THE STUDY

The research will make available solutions that can be used by ZPCS in its financing strategies to enhance finance. The study will also help those who are involved in the administration of the Zimbabwe Prison and Correctional Service with strategies that can be used to enhance finance. The research will also update the author's knowledge on whether it is in the best interest of the service undertake decisions such privatisation and seeking external loans.

The significance of the research to the author is that the research is done in partial fulfilment of the requirements of the Bachelor of Commerce Honours Degree in Accounting at the Midlands State University.

1.7 RESERCH ASSUMPTIONS

This research was carried out on the assumption that all relevant information that is provided to the researcher during personal interviews, questionnaires and other internal sources in the Zimbabwe prison and Correctional Service is correct and fully accurate.

1.8 DELIMITATION

Zimbabwe Prison Service will be used as the case study of this investigation. The research will focus on the ways of increasing revenue to mitigate the funding gap. The research will cover a period of three years from 2011 to 2013. The Commissioner General Prisons, Permanent secretary ministry of justice, Finance director and Director –Budgets Ministry of Finance were selected for interviews. The Chief Accountant, Officer Commanding Regions, Officers in Charge of stations and other serving officers of the service were served with questionnaires.

CHAPTER II

LITERATURE REVIEW

2.0 Introduction

This Chapter is devoted to the review of literature relevant to the study. The researcher will find out what other writers, experts, organizational literature, trade journals say about the problem under study. Literature review of this research will also consider textbooks, circulars, government regulations, acts and websites on the internet. The review of related literature will be used by the researcher as a basis of coming up with conclusion and recommendation for the study.

In line with the research objectives the chapter presents literature review on problems affecting service delivery in correctional services, to identify ways of mitigating problems in the correctional services, to find alternative sources of funding for ZPS, and to establish best practises for ZPS to implement alternative funding sources.

2.1 Problems that affect delivery of service at correctional centres

2.1.1 Overcrowded correctional centres

Skovron et al., (2012) highlighted that Canada and the United States; jail overcrowding has put enormous pressure on budget of correctional centres. Surge in jail population coupled with ever falling prison budget has led to serious overcrowding and this has a serious effect on the welfare of inmates. Clements (2012) also highlighted supported that overcrowding is a serious problem bedevilling many prisons in Africa due to limited budget and this has led to serious effects like, competition for limited available resources, incidence of aggression, higher rates of diseases , increased chances of recidivism and higher suicide rates. Two major problems affecting correctional centres today in the greater part of the world is limited

funding and over-crowding and as such most jails are stuck with the philosophy of punitive imprisonment rather than rehabilitation and re-integration philosophy Flint (2010).

According to Travis J and Lawrence S (2012) Nigeria is not lacking in resources or funds either, yet the prisons and inmates are suffering deprivation due to overcrowding because of government policies which has no focus on building more correctional centres

According to Keith, (2011) United States has recorded some improvement in prison population its prison release policies owing to government intervention policies to reduce prison population. South Africa has been able to reduce the prison population due to the construction of new prisons since it gained independence in 1994. Hylton (2011). United States government is finding a way to overcome the problems overcrowding by taking prisoners to other states where there is extra space and constructing new prisons Kirchoff (2011).

According to the Zimbabwe Prison and Correctional Service monthly magazine of September 2011 the holding capacity of the Zimbabwe Prison Service is 17 000 prisoners but at the present moment it has 22 000 prisoners giving us an excess of 5 000 prisoners. The increased number of inmates at most prison centres in Zimbabwe has strained the prison.

2.1.2 Shortages of basic food

Isatal (2011) reported that Botswana department of Prison Services is battling to provide adequate basic food stuffs for inmates due to limited resources. This is an infringement of prisoner's right to basic food. Usar (2007) highlighted that most jails in Africa are battling to provide adequate food to inmates due to limited budget provided by the central states. He further noted that lack of balanced diet has led to increase in diseases Malawi correctional centres and this has led to a health hazard.

David et al (2011) wrote that despite the budget constraints the Uganda correctional centres have recorded improvement in its food situation owing to its public private partnership. Edwards et al (2011) highlighted that Australian Correctional Centres have been able provide an attractive, tasty and nutritionally balanced diet to inmates despite tense budgetary constraints due to the full utilisation of its farms. Guillemette (2008) noted that there is great commitment by the Sudan in ensuring food security at its correctional centres as evidenced by its increased budget allocation to the department of correctional services.

Parliament of Zimbabwe March report (2012) noted that underfunding of ZPS by the government had an effect to service delivery by correctional services and this has resulted in food shortages.

2.1.3 Poor health Facilities at correctional centres

Cecere (2009) reported that inmates at Sudan correctional centre are struggling with high rates of diseases and poor access to care. A huge percentage of prisoners have no access to minimal health care. Smith (2013) says due to erratic supply of drugs at correctional centres the number of inmates falling ill is increasing and is a worrisome scenario. Jackson (2013) postulated that some correctional centres in Africa are operating without ambulances to transport prisoners to hospital which greatly put the lives of prisoners at risk in times of emergencies.

Hung (2010) noted that health facilities in the public sector calls for the respective states around the world to do public sector reform in ensuring timely delivery of drugs and ensure good health facilities.

Killingray (2008) noted since the government of Ethiopia partnered with the International Committee of the Red Cross there was an improvement in the availability of drugs at its correctional centres. Osioma (2011) wrote that communicable illnesses such as syphilis,

Tuberculosis, HIV/Aids, are on the decline in Uganda correctional centres thanks to government efforts increasing funding in that area.

2.1.4 Failing to safeguard the rights of prisoners

Sarkin(2009) noted that those serving time at most correctional centres in Africa are doing so under inhuman conditions which include , small food portions , poor hygiene conditions, and torn clothing or other amenities thereby infringing the rights of these inmates. On a poor continent like Africa so many basic social needs, safeguarding of prisoners rights is far from the top of many priority lists at most correctional centres (Levy 2009). Moreover, the general thinking of most people in this continent is that prison is a place for punishment, detention as opposed to rehabilitation and reintegration (Hylton, 2008).

Levy (2008) noted that most states are now signatories to international laws on the rights of prisoners and this has seen marked improved in the safeguarding of prisoners rights and welfare.

The Zimbabwe Prison Services has the mandate to ensure that the legal rights of prisoners in Zimbabwe are safeguarded but due to inadequate funding this has not been possible. ICRC report April (2009) noted that Zimbabwean prisons experience a high rate of recidivism, which further strains the social and financial resources of already-impooverished nations.

2.2 Strategies that correctional centres can use to enhance finance

2.2.1 Hiring of prisoners

Pascale, and Athosm (2008) presented that fast developing giant, China is making use of hiring out prisoners to raise the much needed funds. These methods have proved to be effective in moving towards a self-sufficiency correctional centre in Mexico, Paraguay and Indonesia (Tkachuk and Walmsley, 2010).

Zvekic et al (2010) highlighted that on identifying possible funding models other than the treasury prison authorities should consider hiring of prisoners as a strategy of enhancing

finances. Zimbabwe Prison and Correctional Service can also do the same. According to the departmental report dated 12 February 2012 the number of convicted inmates to be eligible to work outside prison complexes stood at 8000 and if they can charge 0.98 cents per hour for those who may require labour the service will realise quite a substantial amount of money.

2.2.2 Prison farming activities

Many governments have farms in prisons as a way of reducing the cost of buying food for inmates and this programme has been a success especially in African countries where farming is a source of food for most people Lyons (2012). Faggion (2012) also concurred with the ever-increasing prison population farming is a major cost cutting measure. The major reason why these farming activities are encouraged is that prison population will be able to sustain themselves and therefore bridge the funding gap. These projects are also part of rehabilitation actions by empowering inmates with relevant farming knowledge. Nicholas (2011) also added that inmates can keep goats and cows for milk supplies.

Pislow (2010) highlighted that despite various efforts at South African prison farms, the department is still facing food shortages products produced at prison farms constitutes 2 percent of the food requirements.

2.2.3 Financing through debt Capital

According to Way (2009) debt capital is the capital that an organisation raises by taking out a loan. It is a loan made to a company that is normally has to be repaid at some future dates. He went on to further highlight that debt capital is different from equity or share capital because subscribers to debt capital do not become part owners of the business, but are merely creditors. Libby, Libby and Short (2011) presented that business can fund the purchase of their assets from creditors money known as debt capital. Stocks et al (2011) went on to say

that an main advantage of debt capital as a source of funding is that the organisation does not have to let go any possession of the business to get it.

Fair (2008) reported that debt capital is much hazardous since payments associated with debt are an entity's legal obligation. If an entity is incapable to meet an essential debt payment whether if it's interest or primary as an outcome of a brief cash shortage, creditors may oblige the entity into liquidation and have the sale of assets to meet the debt.

2.3 Alternative ways of sourcing funds

2.3.1 Public Private Partnerships

Barlow et al (2013) presented that Public–Private Partnership is private business venture which is funded and operated through a partnership of the state and private company for the benefit of the general public. Barlow et al (2013) also further presented that this partnership involves a contract between a public sector authority and a private company in which the private company provides substantial financial, technical and operational risk in the project.

In other types of PPP, the cost of using the service is borne exclusively by the users of the service and not by the taxpayer. A good example of Public private Partnership would be a prisons hospital building constructed and financed by a private company and then leased to the hospital authority.(Lawsaw et al 2013).

Zimbabwe Prison and Correctional service can seriously consider private financing as a way to mitigate financial burden it is facing.

2.3.2 Development performance measures that is meaningful

Smith (2013) performance measurement is about whether thing are being done the right way or not that is following the guidelines and standards. According to Blanding (2012) he stated that meaningful performance measures, that includes genuine results and making correction.

Travis (2009) highlighted that countries such as United States and Canada have put in place

the consistent performance measures to administer their correctional centres. Consistent measures assist to check on standards and check progress.

Moore (2012) says Prison centres could save money if they closely develop their performance measures. Savings of costs are done by the attainment of efficient and innovative management practices.

Greenfeld (2013) however said that despite implementing the performance strategies the Uganda correctional service is still lagging behind in its efficiency.

2.3.3 Increasing productivity

Lewis (2008) presented that prison correctional centres in Africa and other parts of the world were supplementing their government revenue through increasing productivity in farming activities. The Zimbabwe Prison and Correctional Service Strategic report of 2012 highlighted that if production can be increased the farm produce will contribute about 75% of prison food. However, the study also noted that farm production was receiving limited budget thereby restricting good opportunities for increased growth. The report also revealed that there is an increased opportunity for prisons services to improve collected revenue through investing in serious farm production. Farm produce will enhance the availability of food in correctional centres. Thus, if Zimbabwe prison and correctional service can intensify its farming, revenue generation will be boosted.

2.3.4 Cutting down on medical cost

According to Muhr (2009) the ever increasing rate of infectious and chronic diseases, mental illness, and substance abuse among Prisoners has pushed the cost of medical in prison up. These problems can be best tackled by the authorities if they seek ways or put in place a health system that is affordable and efficient. Nesput(2007) further suggested that

outsourcing can be best strategy to cut the medical cost. Blanding (2012) says some countries have contracted out prisoner medical care services to institutions like the universities.

Awofeso (2011) highlighted that the government of Britain can realise quite substantial amount of money if it hands over the budgetary accountability for the prison to the health department.

According to Sanborn (2012) the decision by the United States government to cut down on medical cost is likely to result increase in chronic diseases at most correctional centres. Ridge (2008) added that cutting medical cost budget will have a serious effect on the prison health care.

2.3.5 External loans

Pascale, and Athosm (2008) highlighted that external loans from lending institutions such as African and International banks is a good option that is available as an alternative sources of funds for public institutions like correctional centers. Further, Ridge (2007), Cullen (2008) and McGann (2008) presented the need for governments especially in Africa to seek external sources of finance for the resuscitation of correctional centres in Africa. Ridge (2007) presented that external loans reduce the financial challenges faced by correctional centres.

Brooks (1998) however presented that external indebtedness can be harmful the evidence suggests that increase in external debt will lead to decline in growth of the country. As the debt servicing tends to increase, there will be fewer opportunities for growth.

2.4 Best practise for correctional centres to implement the alternative funding sources

2.4.1 Adoption of Public Private Partnership at correctional centres

Under the Public Private Partnership prison facilities are designed, built, financed, operated and maintained by a private organisation on behalf of the state McGann et al (2008). Cullen (2008) highlighted that that the major reason for the establishment of Public Private

Partnerships Africa is that new buildings are built by the private company as a way of alleviating the problem of overcrowded prison facilities with the risk being borne by the private company. Cullen (2008) also further pointed that the Public Private Partnership being pursued in South Africa has positive results judging by lessening the burden on the state.

Essten (2009) however reported that private financing is more costly and risky than public financing. Private financing costs have increased and will continue to stay relatively high.

This will continue to make Private financing both more costly and more risky for the public.

2.4.2 International aid and technical assistance for correctional centers

International aid organizations have brought positive gains in the running and administration of prisons in Africa. This has facilitated by International aid organizations have helped in justice delivery system in Africa. Zvekic (2008) Killingray (2008) presented that in 2002 alone, aid to African countries to conduct justice sector reforms amounted to US \$ 110 million. As a result of this vital funding, several African countries have made some great strides in reducing overcrowding. Zvekic (2008) further presented that nongovernmental organizations such as Penal Reform International have been assisting African correctional centers in areas such as public education.

Manby (2012) presented that reliance on aid can discourage those who come to rely on it over the long term from overcoming the crisis by their own means. This will in the long term lead to inefficiency and consequently poor administration of correctional centres.

2.4.3 Audit and monitoring of correctional services funds

Athosm (2008) presented that controlling; monitoring and audit of correctional funds will help detect any negative unwanted behaviours in the organisation, improper or incomplete operations, lack of crucial procedures that may have an impact on the smooth operation of the company. The objective should not be just to spend more money on correctional centers, but

rather to allocate funds to where they will have maximum impact and to ensure that current human resources are used optimally.

Lewis (2012) noted that there is a need to refocus the department's budget away from the current disproportionate investment in hi-tech infrastructure, private prisons, and high-cost prison construction. Refocusing the budget in this way will result in an alignment of finances to the strategic priorities of the department.

2.4.4 Reducing of sentences , release policies

Boone, et al (2008) highlighted that South Africa has made strides in reducing prison sentences of thousands of prisoners to a mere six months. Kenya is also conducting feasibility studies with the idea of committing petty offenders to community service, fines, and probation rather than incarceration. Kenyan correctional centre have also made some policies to release their prisoners early to mitigate overcrowding and are expanding health clinics to improve prisoner health.. Parallel legislation is also being considered and pending in Mali and Niger. Angola recently opened a women's unit in one prison (Killingray, 2008). The study noted that incarceration can be avoided to avoid overcrowding and financial challenges faced by inmates. Zimbabwe also uses community service in lieu of imprisonment. It has a successful open prison system.

Thigpen (2011) noted that parole programmes has not yielded the desired results as initially thought because of increased high rates of recidivism. Those released will always find their way back to the correctional centres because of lack of rehabilitation programmes at correctional centres. Sarkin (2008) also noted that release policies have a negative impact in that it increases the rate of crime.

Zimbabwe prison and Correctional service adopted the idea of probation in the early 90s and this has in some way reduced the prison population.

2.4.6 Reduction of non-violent offenders at correctional centres

Schmitt et al (2011) reducing the figure of prisoners who are not-violent in various jails and prisons reduces the budget requirement at correctional centres. The rationale behind the idea is that non violent prisoners are not a threat to the society and hence they can be safely reintegrated into the society and at the same time saving the budget of correctional centres.

Lawrence (2011) agrees that various countries should come up with strategies that reduce the number of inmates at most correctional centres thereby reducing the budgetary constraints at those correctional centres.

McKean (2012) says sentencing for inmates who are not violent includes programs such as community service.

Jonson(2012) on the other hand highlighted that , western style probation services may not be practical options for many countries, where resources are too scarce to set up and maintain a probation system with adequate staff and finances.

2.4.7 Monitoring and liaison at correctional centers

Lewis (2013) presented the need for establishing a monitoring and liaison mechanism at prisons to deal with sentenced prisoners. Such a mechanism needs to facilitate communication and cooperation between prison management, unsentenced prisoners, prosecutors and magistrates in specified magisterial districts. Establishing a mechanism that would enable and facilitate plea-bargaining soon after the prosecutor has made a decision to prosecute Athosm (2008).

Morris (2012) highlighted that the establishment of monitoring and liaison mechanisms in Uganda has been stalled by lack of funds to employ qualified personnel.

2.4.8 Correctional service reforms and promotion of prisoner's rights

Ridge (2007) presented that it is quite fortunate that the move to reform prisons and expand prisoners' rights has received increased attention throughout Africa. Unlike in the past, when prison reform was never on the agendas of African nations, today many NGOs and governments have been actively trying to improve prison conditions. However, McGann (2008) presented that African states face a series of population-wide challenges such as disease, insufficient education, inadequate housing, unemployment, and political instability. The study therefore noted that financial pressures posed by such conditions make it politically challenging for states to prioritize prison reform.

Machhul (2008) presented that correction centers are security organizations and as such a call for reforms in these centers will be met with resistance by government for political reasons.

2.6 Chapter summary

This chapter presented literature review. In line with the research objectives the chapter presented literature review on problems affecting service delivery in correctional services, to identify ways of mitigating problems in the correctional services, to find alternative sources of funding for ZPS, and to establish best practises for ZPS to implement alternative funding sources. The next chapter explores the research methodology.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 Introduction

This chapter outlines how the research was undertaken and the methodological choices used during the research period. It also covered research design, sample design, data sources and collection and justification for their choices and target population.

3.1 Research Approach

The study is going to employ quantitative method of research. According to Flyvbjerg, Maykut and Morehouse, (2011) the quantitative research quantifies the results of people's words, actions and records – the meaning given to the words, behaviors and documents as interpreted through quantitative analysis or statistical analysis. The quantitative research method relies on the collection of data based on numbers. The data is usually obtained by the means of questionnaires and then analyzed statistically. In this approach, numerical results are important because they are normally used to test hypotheses and draw conclusions from the phenomena. The advantage of using this approach in this study is that after statistical analysis of the results, a comprehensive answer is reached, and the results can be legitimately discussed. Quantitative experiments also filter out external factors, if properly designed, and so the results gained can be seen as real and unbiased.

3.2 Research Design

The research design for the study is the descriptive survey method. The plan or programme of the research covers the methods to be used, target population and sampling procedures. The choice of the appropriate research design is derived from the objectives of the research as

well as constraints. Leedy (2012) defined research design as the strategy that one chooses to combine all components of the study in a coherent and logical way, thereby, ensuring you will effectively address the research problem. The procedures involved in data collection must be orderly, systematic, and repeatable to verify the information. Nangia (2008) defined research design as a set of decisions that make up the grand plan or structure of inquiry that specify the methods and procedures for collecting and analyzing needed data for investigation. Oliver (2010) postulates that research design is the planning, structuring and strategizing of a research investigation in order to obtain satisfactory response to the research questions whilst controlling possible variations.

3.2.1 Descriptive research

This research was carried out using descriptive case study research approach because of its flexibility in dealing with issues being investigated. According to Gay (1981:12) a descriptive survey report the way things really are. Therefore describes the situation, as it exists at the time of study. This affords the researcher an opportunity to learn more about the phenomenon under investigation without manipulating it. Furthermore, the data has to be reliable so as to be supportive of the conclusions reached. In that view the researcher found descriptive research providing answers. A descriptive survey method uses the following: questionnaires, interviews and simple observation as means of collecting data. The type of descriptive survey used was the statistical method. The problem of funding in the Zimbabwe Prison and Correctional Service involve a huge number of factors, therefore the researcher could not exhaust all the factors.

3.3 Population

The population refers to the aggregate of the individual units of analysis from which a sample will be derived. Yin (2009) explains that population is the group of interest to the

researcher and it is upon this group that the researcher would generalize the results of the study. The population in this research is specifically limited to Zimbabwe Prison and Correctional service Ministry of Justice and Legal Affairs and the Ministry of Finance and Economic Development. The target population in this study comprises of employees in the organising responsible for looking after prisoners and those in the administration of prisons that includes financial decision making (Kumar, 2011). Population is a collection of observations of random variables under study from which one can draw conclusions. A population must be defined in very specific terms to include only those sampling units with characteristics that are relevant to the problem. The population in this study is made up of target population. Population can be classified as target population and accessible population. For the purposes of this research the accessible population is 50 people. The researcher could not access all the people involved and therefore had to make a sample.

3.4 Sampling

Sampling techniques provides a range of methods that enable you to reduce the amount of data you need to collect by considering only data from sub-group rather than all possible cases or elements (Saunders et al, 2010). The population is too large and it is difficult to consider everyone in the population and therefore only a sample is considered. A sample according to Velde (2009) is a representative of the whole population. Bell (2008) defines a sample as that part of the population that is considered for investigation. Sampling is applied when the population is too large. Girden and Kabacoff (2011) added that sampling is used in the research to enable the researcher to generalize the results of the population from which the sample had been drawn. In this view sampling is regarded as a technique that uses a proportion of the population as a reflection of the population under study. In this research the researcher shall use purposive and stratified sampling.

3.4.1 Sample

Fraekel and Wallen, (2005) defined a sample as a group in a research study on which information is obtained or a population selected for observation and analysis. This is considered reasonable because the smaller the number of cases for which data is needed to be collected, means that more time is spent designing and piloting the means of collecting the data.

Out of a population of 50 people a sample of 34 are chosen which consist of 30 people for questionnaires and 4 people for interview. The probability that the sample represented the whole population is 68%.

3.4.2 Sampling method

These refer to the methods used by the researcher to select representative samples. Different types of techniques were available but for this research the researcher used the random sampling method and the stratified sampling method.

3.4.2.1 Random sampling

The idea behind random sampling is to make sure every unit in the population is equally incorporated in the sample. Teddlie (2011) says a simple random sample is one whereby each element in the available population has the same opportunity of being incorporated in the sample, and the likelihood of a unit being chosen is not disturbed when units from the available population are chosen.

3.4.2.2 Stratified sampling

According to Cooper and Schindler (2011) most populations could be secluded into numerous equally exclusive sub populations. Stratified sampling is the procedure whereby the sample is controlled to incorporate elements for each segment. A simple random sample

can be obtained in each stratum after the division of the population into appropriate strata. Sheaffer et al (2012) defined stratified sample as the one obtained by dividing the population elements into groups that do not overlap known as strata and then for each stratum choose a simple random sample.

The researcher will use this method as it has a number of advantages which included that the researcher could determine the size of sample in each strata and the information obtained was accurate. However the method is particularly costly if a stratum on population has to be produced. Cooper and Schindler (2011)

The researcher used both random and stratified sampling. Both methods were used because random sampling was appropriate on getting responses from officers and stratified sampling was used in selecting officers commanding in regions around the country and also officers in charge stations around the country.

3.4.3 Sample Size

Dane (2010) postulates that the selection of a representative of elements from a population to ascertain the characteristics of the random variable under investigation should be a representative of the total population. Kumar (2011) stated that there is no clear standard for sampling sizes, however sizes depends on the purpose of which the study is undertaken and the nature of the population under study but generally speaking large samples give greater reliability. According to Fielding (2010) a sample size must represent at least 30% of population to be deemed reliable and valid. A total of three interviews were carried out and twenty three questionnaires were distributed to selected individuals giving a percentage of 68% of the entire population which makes the size of the sample justifiable. The probability that the sample represented the whole population is 68%. The sampling technique aims to

maintain a reasonable assurance that the sample is representative of the whole population in terms of validity and credibility of the results.

Table 3.3.1 Respondents of the questionnaire distributed

	Population	Sample	Population %
Chief Accountant	1	1	100%
Accountants	3	3	100%
Regional Finance Officers	4	3	75%
Officers	14	6	43%
Officer Commanding	4	4	100%
Construction Manager	4	2	50%
Officers in charge	15	8	53%
Administration Officer	4	2	50%
Director Finance	1	1	100%
TOTAL	50	30	

The sample size for this project is 68%. Out of a population of 50 people, a sample of 34 has been chosen which consist of 30 people for the questionnaire and 4 for the interviews.

3.5 Data collection methods

The data types used were primary and secondary data.

3.5.1 Primary Data

Primary data is the information gathered for a specific purpose at hand Iacobucci (2002).

Primary data therefore refers to data that is collected collected by the researcher from the

respondents for a very specific purpose and for the purpose of this research, primary data was collected using questionnaires, interviews as well as by general observations. Primary data was very crucial for this research because it was considered to be original with little bias as it was direct from the population. Primary data was sourced from Zimbabwe Prison and Correctional Service finance, construction and transport, medical directorate, farm managers Ministry of Justice and Legal Affairs and Ministry of Finance.

3.5.2 Secondary Data

This is data that have been already been collected and is readily available from other sources. Such data is cheaper and more quickly obtainable than the primary data and also may be available when primary data cannot be obtained at all Wilson (2006).

Secondary data was collected through source documents such as receipt books, time to pay register, reminders to debtors by clerk of court, warrant of arrests issued to defaulters. The research went through sub collector schedules sent by the districts courts to the province and the Provincial Accountant. The purpose was to determine how much revenue was being collected. The research checked the debtor's list to see if the courts were making follow ups on all outstanding fines. The research also went through payments of fines received by accounting assistants and receipts issued to individual's offenders and reminders senders sent to those who did not honour their payments as they fall due.

3.6 Research tools/ instruments

The research instruments used were the questionnaires, interviews as well as observations. The questionnaires are distributed to the 30 respondents which include management and other officers and 4 respondents were interviewed in the sections under study. Bell (1993:59) supports the choice of the questionnaire as an effective research tool by saying the more structured a question, the easier it will be to analyze. Interviews were conducted on heads of

sections because they have greater influence on the budget administration while observations were done at various prisons.

3.6.1 Questionnaires

A questionnaire is a formalised list of questions and answers used for soliciting information from respondents Francis (2005). A questionnaire presents information to the respondents in writing and requires the respondents to tick on the suggestion presented by the research or filling in the blank spaces provided. The questionnaire made used both open ended and closed questions. An open-ended question requires a response involving more than a yes or no answer; participants will be providing descriptive information. Then, a closed question can be answered with a yes, no or by choosing a single response from among several alternatives or options. But, written questions with closed questions often use an interval scale for measuring the responses. The questionnaire is going to adopt the Lirket scale format. Lirket R. (1932) said the format is a technique for the measurement of attitudes. The lirket scale takes the following structure:

5	Strongly agree
4	Agree
3	Uncertain
2	Disagree
1	Strongly disagree

Questionnaires therefore, appeal for simple and easily understood questions which individuals can interpret and make meaning and sense out of. The questionnaires were

delivered to the target population for responses. The questionnaires covered a broad array of issues concerning service delivery in the correctional service. Questions were specifically designed to obtain information pertaining to:

3.6.2 Interviews

A structured interview is to be used in this case, whereby this is the interaction between the researcher and those with information required. Structured interviews use questionnaires on a predetermined and standardized or identical set of questions, you read out each question and then record the response on a standardized schedule (Saunders et al, 2011). Denzin (2012) suggests that the type of interview chosen must motivate the participants to transfer the relevant knowledge. Face-to-face interviews are regarded to be the most suitable technique because of its potential to provide vast amounts of data. The use of interviews enabled immediate responses in the data collection process that allowed immediate feedback and evaluation. Interviews allowed the clarification of questions as parties were able to explain their views so that accurate information can be obtained. The most substantial benefit of using the interview technique was the ability to observe non-verbal responses by the respondents. The interviewer will interview commissioner General, finance director, permanent secretary, and director budgets

3.7 Reliability and validity

In developing the research instruments, the validity, reliability and objectivity of the information obtained from the instruments were considered. Saunder et al, (2010) defines validity as the ability of an instrument to measure what is supposed to measure.

The second consideration is reliability. Yin (2008) defines a reliable instrument as one that gives consistent results. The consistency gives the researcher confidence that the results actually represent what he/she intended to study. Saunders et al (2010), report that the issue of objectivity refers to the absence of subjective judgments. In addressing

these key issues about research instruments, the questionnaire and interview schedules were pre-tested before administering them to the full sample. This was to reveal ambiguities, poorly worded questions, those that were too long and also to indicate whether the instructions to the respondents were clear Fowler (2009).

In this study the questionnaire is assumed to be reliable as it was pre-tested to reveal ambiguities and conflicting items that were not relevant to the purpose of this study. There was validity as the questionnaire was constructed in close guidance with the research questions so as not to lose the purpose of the study.

3.8 Data presentation and analysis

3.8.1 Data Presentation

Data was collected by means of questionnaires and structured interviews methods. Saunders (2007) presented that after data have been collected, it must be presented in a form that communicates the information so that conclusions can be drawn. The data was collected and presented using bar graphs, tables, and pie charts. The use of the above-mentioned data presentation tools proved to be useful in that it provides the general impression of the results understanding by enabling the researcher to depict, summarise, organize and present the findings in an accurate, clear and appropriate manner. They assist the researcher to compare different variables by virtue of their visual impact. The use of tables, pie charts and graphs facilitates the reduction of voluminous data so that data becomes useable, understandable and manageable.

3.8.2 Data Analysis

This is a process of inspecting, cleaning, transforming and modelling data with the goal of highlighting useful information, suggesting conclusions and supporting decision making.

The researcher used pie chart because it can disclose categorical data. Bar graphs were also used in order disclose figures of high and low magnitudes. Tables were also used because of the contingent nature of data the researcher was dealing with hence this data can be comparable. The responses rates are be shown on tables, graphs and pie chart and they are expressed as percentage. They are used to come up with a conclusion on the findings.

3.9 Summary

The chapter looked at the research methodology of the study. The various aspects of the chapter discussed included the research design plan, the data collection procedures and finally the data presentation and discussion of the study findings. The next chapter presents and analyses the findings obtained through this research methodology.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

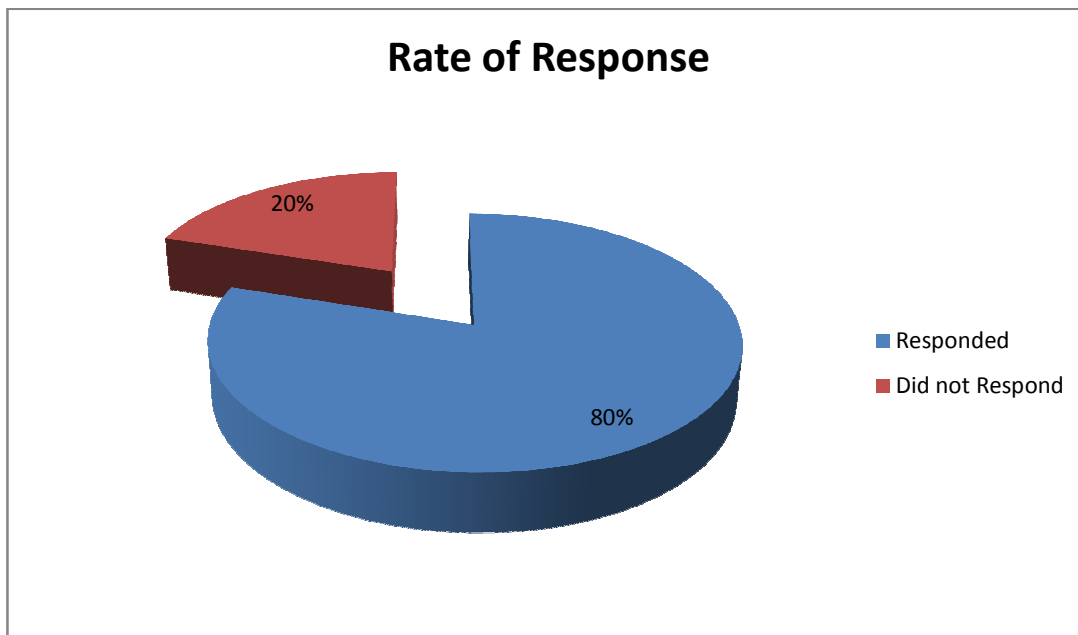
4.0 Introduction

The chapter will analyze the findings of the research, and will focus on the responses obtained from the questionnaires and interviews. The data will be presented by means of tables, graphs or text depending on the information to be illustrated.

4.1 Response Rate

A total of 30 questionnaires were distributed and the response rate was 24. Below is a summary of response rate

Fig 4.1 rate of response to questionnaire



30 questionnaires were distributed to respondents in the Zimbabwe Prison and Correctional Service 24 responded and 6 did not respond that is 80% responded and 20% did not respond.

Kelly et al (2013) says for results of a research to be regarded as accurate and reliable a questionnaire's response rate should be 65%. According to Fielding (2010) a sample size must represent at least 30% of population to be deemed reliable and valid. The results of the research are reliable and therefore valid as the questionnaire response rate was 80%.

4.2.1 Problems affecting delivery of service at prison centres

4.2.1.1 Overcrowded correctional centres

Fig 4.2 Respondents' View on the overcrowding of correctional centres

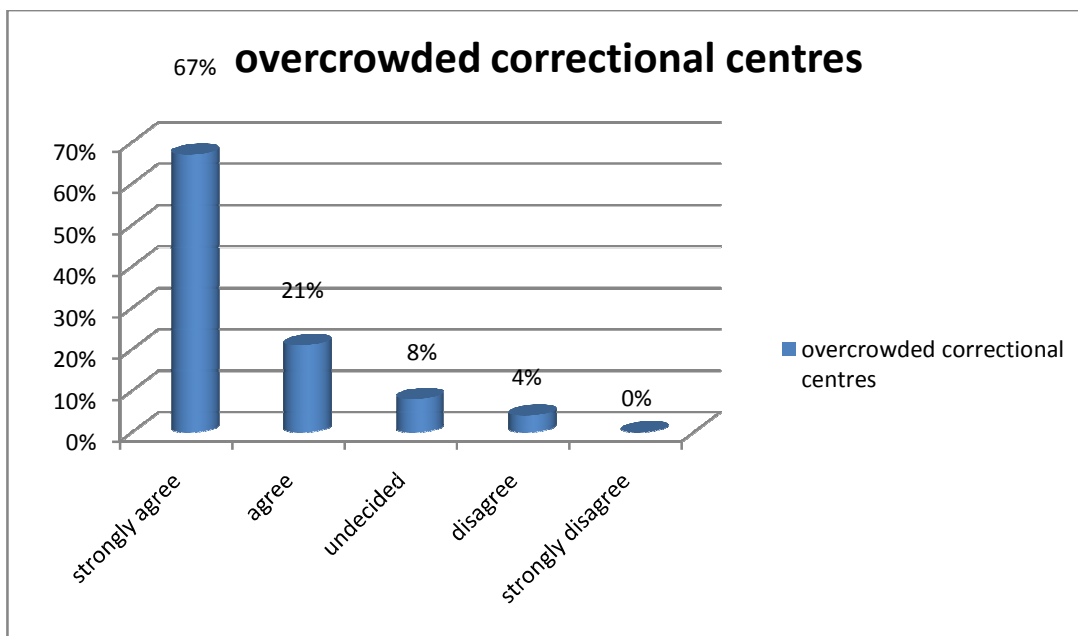


Fig 4.2 shows that 16 out of 24, 67% of the respondents strongly agreed, 5 out of 24 that is 21% of the respondents agreed. All in all 21 out of 24 that is 88% of the respondents agreed that the prison cells are overcrowded. The modal response of 16 representing the respondents that strongly agreed that prison centres are overcrowded and this is supported by Clements (2012) highlighted overcrowding is a major problem bedevilling many prisons in Africa due to budgetary constraints.

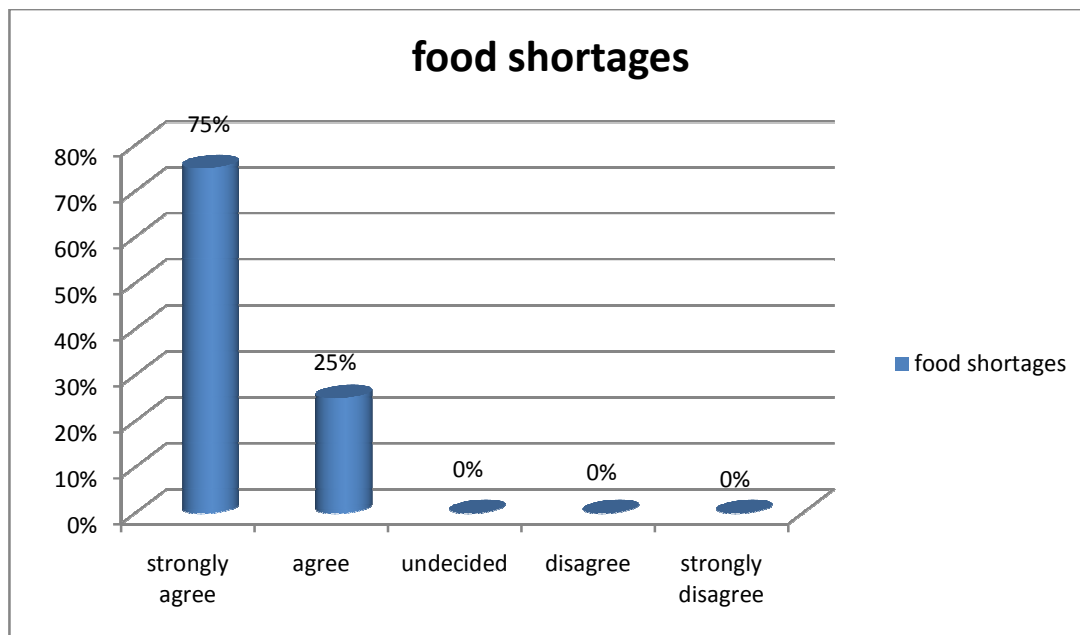
5 out of 24 that is 8% of the respondents were undecided as they did not have sufficient knowledge on the overcrowding of the prison cells.

1 out of 24 (8%) of the respondents disagreed and none out of 24 (0%) strongly disagreed that the prison cells are overcrowded. On the whole 1 out of 24 (8%) of the respondents disagreed This is supported by Keith, (2001) who said that United States has recorded some improvement in prison population its prison release policies owing to government intervention policies to reduce prison population..

Their responses above show that Zimbabwe Prison and Correctional Service is facing problems of overcrowding judging by the number of those who strongly agreed and agreed. Their view shows that due to budget constraints the service is failing to construct more prisons to cater for the increasing prison population.

4.2.1.2 Shortage of basic food

Fig4.3 Respondents' view on shortages of basic food



18 out of 24 (75%) strongly agreed that Zimbabwe prison and Correctional Service is facing food shortages while 6 out of 24 (25%). Overall therefore 24 out 24 (100%) of the respondents agreed to the existence of food shortages. The modal response of 18 shows the number of respondents who strongly agreed.

This is supported by Isatal (2011) reported that Botswana department of correctional services is battling to provide adequate food to inmates due to limited resources.

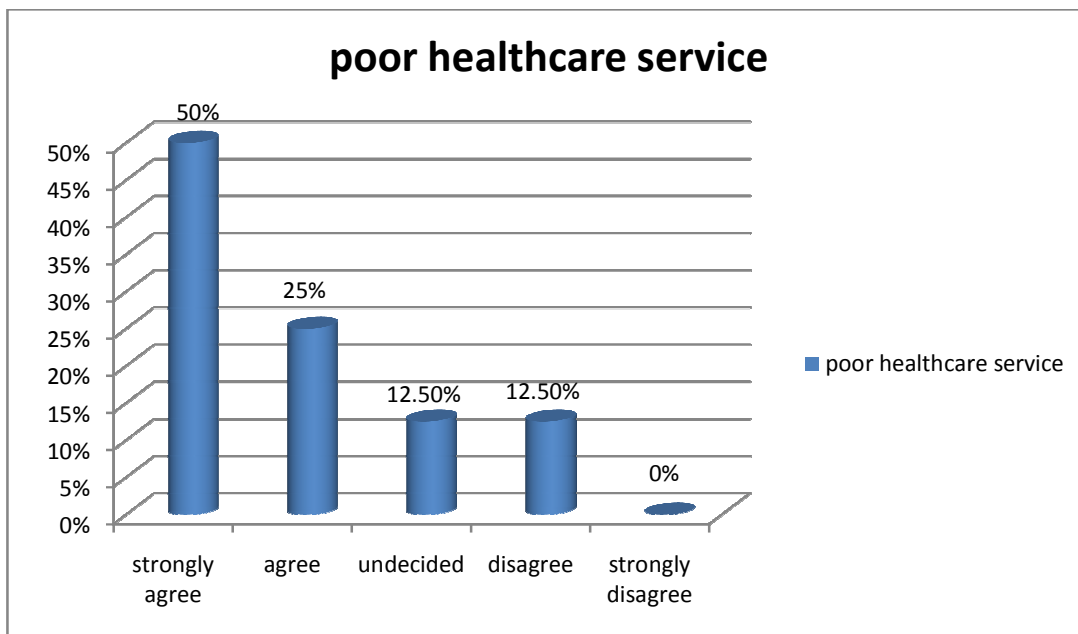
0 out of 24 (0%) were not decided, because they lacked the knowledge of the subject.

0 out of 24 (0%) disagreed and 0 out of 24 (0%) strongly disagreed. And on total 0 out of 24 (0%) disagreed.

The results therefore show that there respondents agreed that the service is facing the problem of food shortages.

4.2.1.3 Poor health care services

Fig4.4 Respondents' view on poor health care services



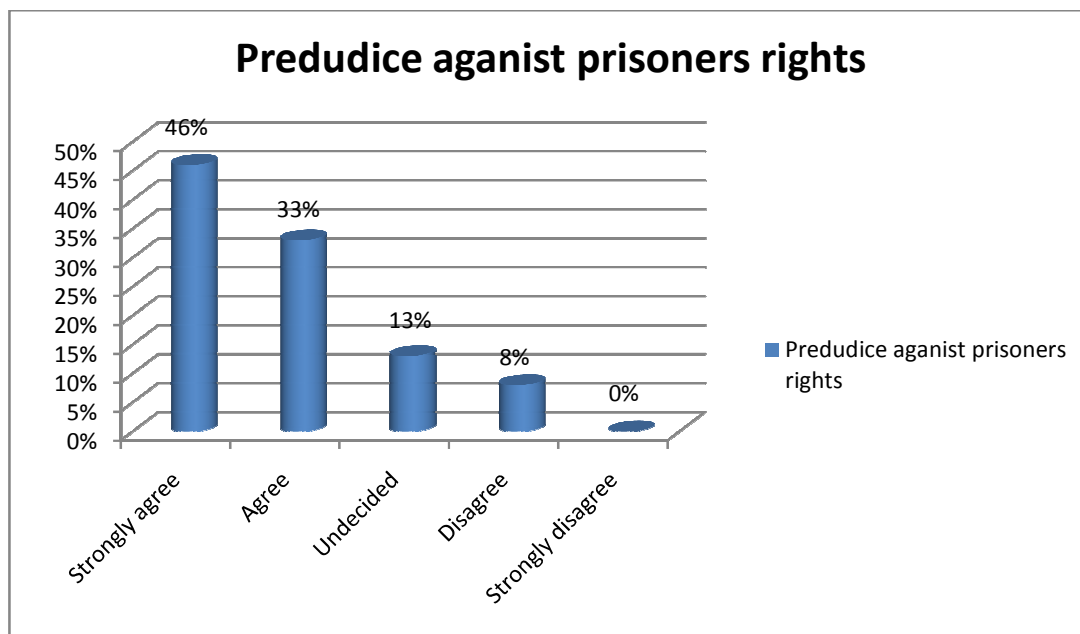
The above table shows that 12 out of 24 (50%) strongly agreed, 6 out of 24 (25%) agreed, Overall 18 out of 24 (75%) agree that poor health care is a challenge faced by the service. The modal response of 12 shows the respondents strongly agreed. This is supported by Jackson (2013) who emphasizes that some correctional centres have no ambulances to transport prisoners to hospital which compromises prisoners' health in case of emergencies.

3 out of 24 (12.5%) were undecided because they had no knowledge as to the extent of health services at the prisons.

3 out of 24 (12.5%) disagreed and 0 out of 24 (0%) strongly disagreed that poor health care services is a challenge being faced by prisons. Overall 3 out of 24 (12.5%) of the respondents disagreed. This is supported by Killingray (2008) who noted since the government of Ethiopia partnered with the International Committee of the Red Cross there was an improvement in the availability of drugs at its correctional centres.

4.2.1.3 Failing to safeguard the rights of prisoners

Fig 4.5 respondents view on failing to safeguard rights of prisoners



11 out of 24 (46%) strongly agreed that prisoners rights are prejudiced and 8 out of 24 (33%) also agreed therefore overall 19 out of 24 (79%) are in agreement. The modal response of 11 shows that the respondents strongly agreed. This is confirmed by Sarkin (2009) who presented that those incarcerated in African prisons face years of confinement in often inhuman quarters, with little food allocations, inadequate hygiene, and little or no clothing or other amenities thereby infringing the rights of these prisoners.

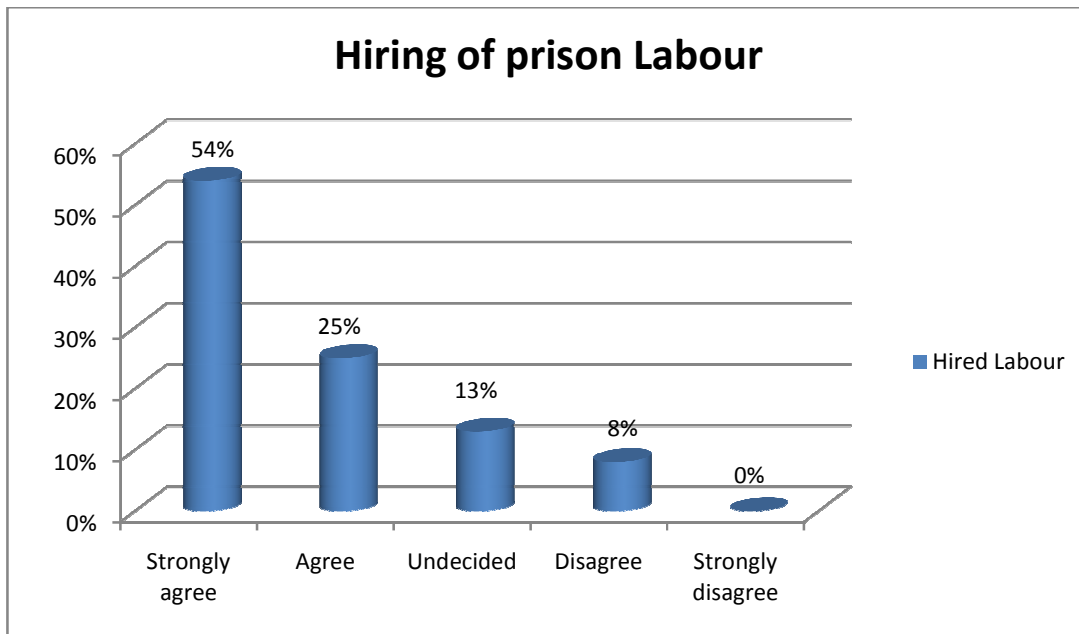
3 out of 24 (13%) were not decided as they lacked the knowledge.

2 out of 24 (8%) disagreed that prisoner’s rights are prejudiced and 0 out 24 (0%) strongly disagreed and overall 2 out 24 (8%) disagreed. This is supported by Levy (2008) who noted that most states are now signatories to international laws on the rights of prisoners and this has seen marked improved in the safeguarding of prisoners rights and welfare.

4.2.2 Strategies that can be adopted or used to enhance finance at correctional centres

4.2.2.1 Hiring of prison labour

Fig 4.6 respondents view on hiring of prison labour

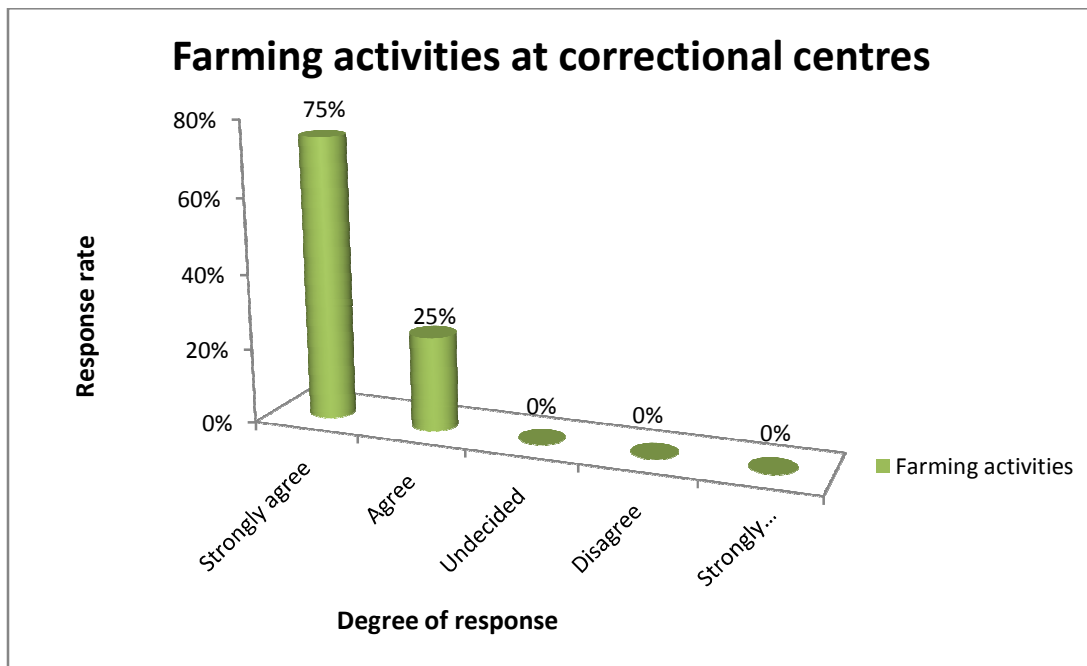


The findings show that 13 out of 24 (54%) strongly agreed, 6 out of 24 (25%) agreed, with the hiring of prison labour as a strategy that can be used to enhance finance. As a whole 19 out of 24 (79%) agreed. The modal response of 13 represents the respondents that strongly agreed with hired labour as a way that can be used to enhance finance. This is also supported by Nicholas (2011) who said that prison labour is being utilized by states to fill in the budget holes. 3 out of 24 (13%) were undecided about as they did not understand the concept of hired labour. 2 out of 24 (8%) disagreed and none out of 24 (0%) strongly disagreed. On the whole 3 out of 24 (8%) disagreed with the hiring of prison labour as a strategy that can be used to enhance finance. These were in line with the South African annual report of the department of Correctional Services (2012) which states that only about twenty eight percent of prisoners manage to find work to do as many of them do not have required skills.

Therefore from the analysis hired labour can be used to enhance finance.

4.2.2.2 Farming activities at correctional centres

Fig 4.7 Respondents view on farming activities at correctional centres



18 out of 24(75%) of the respondents strongly agreed, 6 out of 24(25%) agreed that farming activities can be used as a strategy that can enhance finance. In total 24 out of 24(100%) agreed. The modal response of 18 represents the respondents that agreed with the fact that farming activities help to enhance finances in the prisons. This is supported by Lyons (2012) who says many states keep farms at prisons as cost-effective ways to provide for corrections populations and as professional programs with confirmed success

0 out of 24 (0%) were not decided, 0 out of 24(0%) disagreed and 0 out of 24(0%) strongly disagreed. Altogether none of 24 (0%) disagreed that engaging in farming activities is a strategy that can be used to enhance finance. This shows that no respondents were against the idea.

The findings revealed that farming activities can be used to enhance the finance of the institute shown by the high response of respondents who agreed.

4.2.2.3 Debit capital financing

Fig 4.8 Respondents' view on finance from debit capital financing

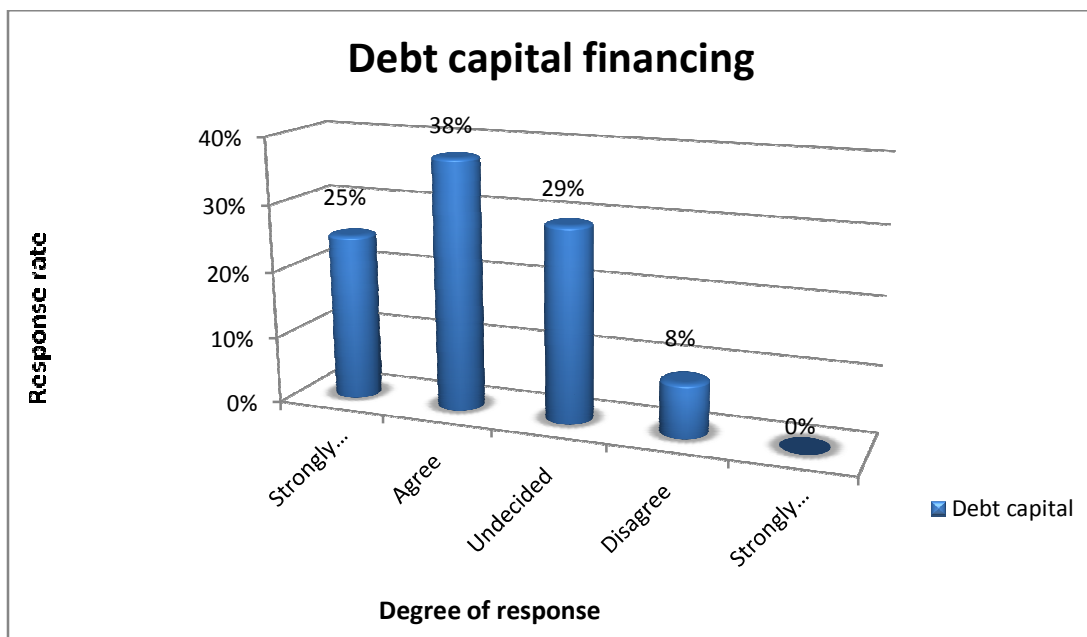


Fig 4.11 above shows that 6 out of 24(25%) of the respondents strongly agreed, 9 out of 24(38%) agreed, as a whole 15 out of 24(63%) agreed that debit capital can be a way that can be used to enhance finance.

The modal response of 9 represents the respondents that agreed with debt capital financing. This is supported by Stocks et al (2011) went on to say that an essential advantage of debt funding is that a capitalist does not have to let go any possession of the business to get it.

7 out of 24(29%) were undecided of the respondents were undecided that debt capital can be used to enhance the organization's finance. This shows that they did not have an understanding of how debt capital can enhance the organization's finance.

2 out 24(8%) disagreed and 0 out of 24(0%) strongly disagreed. As a whole 2 out 24(8%) disagreed with the issue of debt capital enhancing the finance of the institution.

This is supported by Fair (2008) who reported that debt capital is much hazardous since payments associated with debt are an entity's legal obligation. In view of the responses made debt capital is a strategy that can be used to enhance finance at the institute.

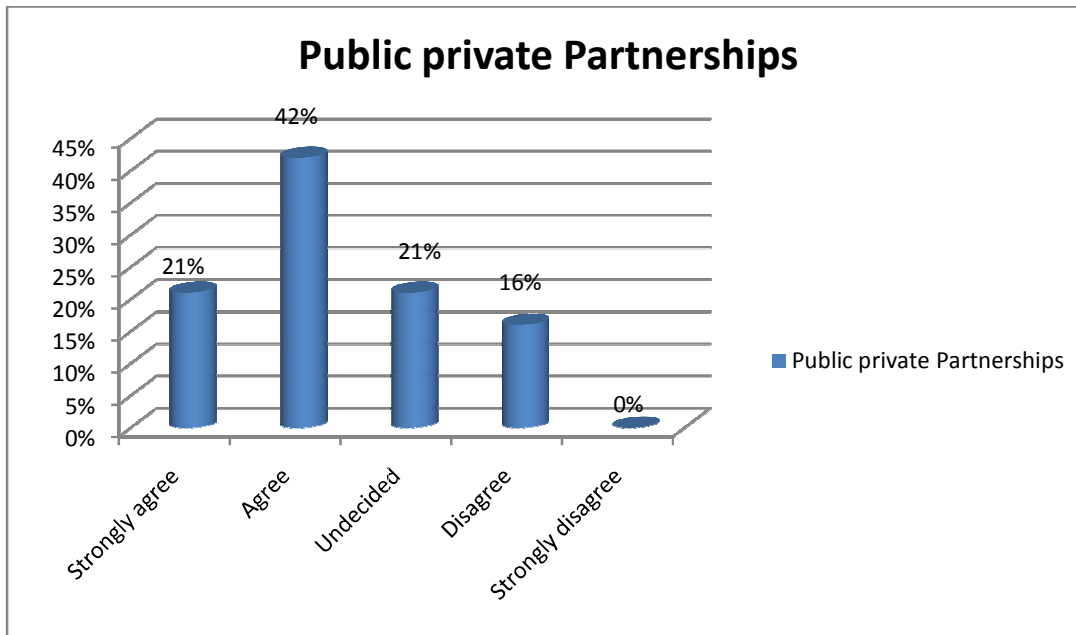
4.2.3 Alternative ways of enhancing resources

4.2.3.1 Public private partnerships at correctional centres

Fig 4.9 respondents view on PPPs

5 out of 24 (21%) strongly agreed to Public Private Partnership as the alternative way to enhance finance while 10 out of 24 (42%) also agreed. The modal response of 10 represents 6 out of 24(21%) of the respondents we undecided as they lacked knowledge of the subject

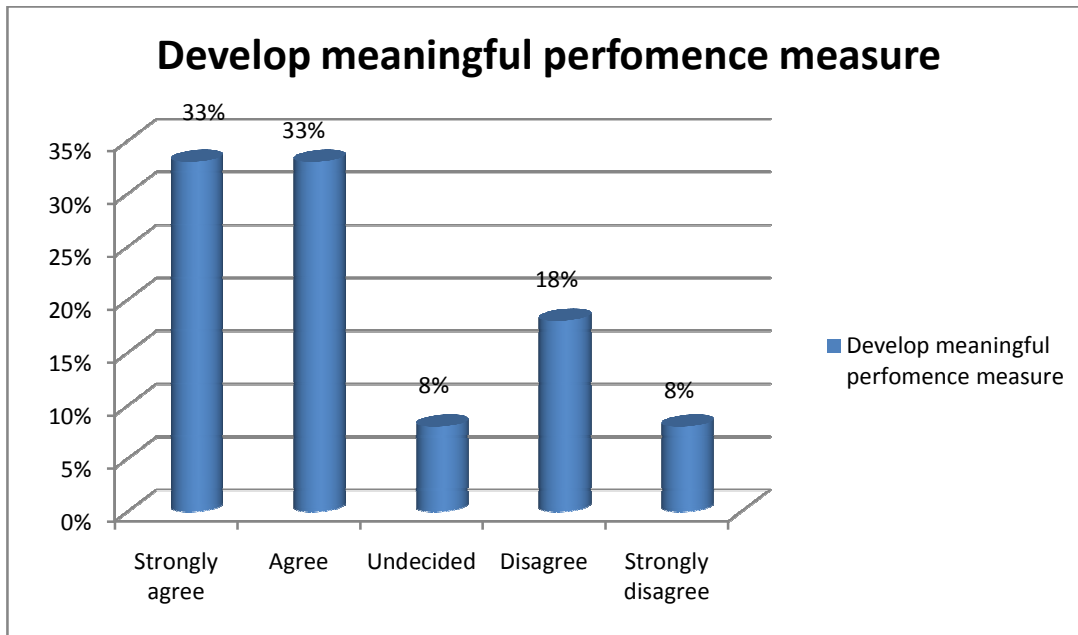
4 out of 24 (16 %) disagreed and 0 out of 24(0%) strongly disagreed and in total 4 out of 24 (16%) disagreed.



4.2.3.2 Develop meaningful measures of performance

Fig 4.10 Respondents' view on developing meaningful measures of performance

There was a 8 out of 24(33%) response rate of those who strongly agreed that developing meaningful performance measures will help enhance the availability of resources, 8 out of 24 (33%) also agreed. Altogether 16 out of 24 (66%) agreed. The modal response of 8 shows the number of respondents who agreed and strongly agreed with developing meaningful performance measures to enhance the availability of resources. This is supported Travis (2009) who highlighted that governments in states such as South Carolina and Washington have put in place the good consistent performance measures made by the administrators of the States Corrections. Consistent measures assist describe performance standards, compared amid jurisdictions and check progress.



2 out of 24 (8%) of the respondents was undecided meaning they did not fully understand the subject which was being asked.

4 out of 24 (18%) disagreed and 2 out of 24 (8%) strongly disagreed. As a whole 6 out of 24(26%) disagree that meaningful performance measures enhance the availability of resources.

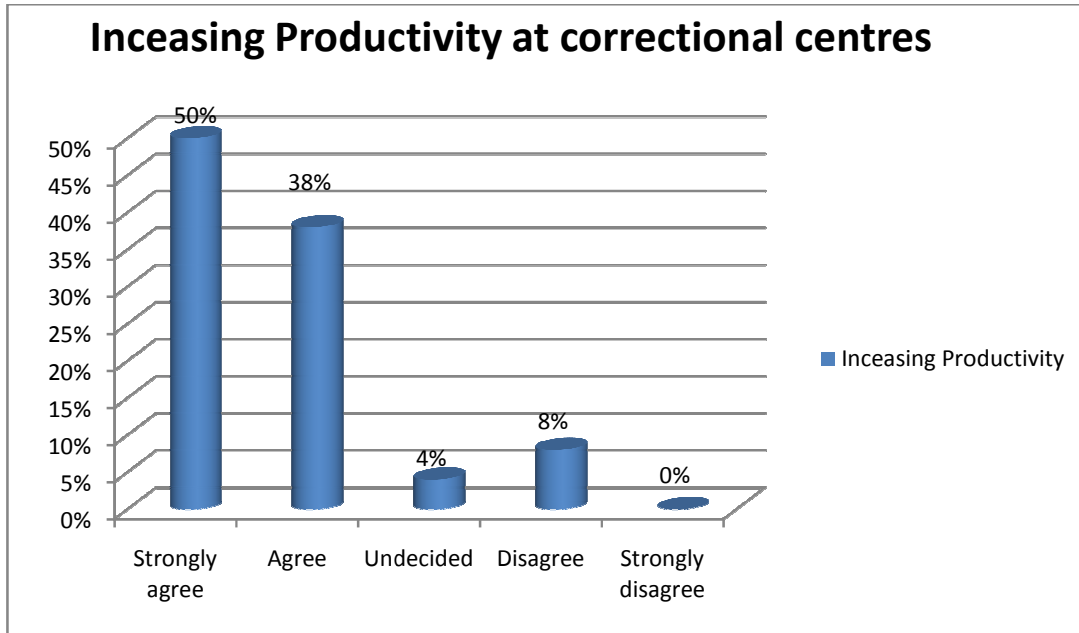
In view of the analysis above it can however be noted that developing meaningful performance measures be an alternative way to enhance resources as it brings about efficiency in carrying out operations at the institute.

4.2.3.3 Increasing productivity at correctional centres

Fig 4.11 Respondents' view on increasing productivity at correctional centres

There were 12 out of 24 (50%) response rate of those who strongly agreed that increasing productivity is an alternative way to enhance finance. 9 out of 24 (38%) agreed. Altogether 21 out 24 (88%) agreed. The modal response of 12 shows the number of respondents who

agreed and strongly agreed. The analysis therefore noted that increasing productivity can be used as a measure to enhance finance. This is supported by Lewis (2008) who presented that public sector institutions in Africa were augmenting their government revenue through increased productivity in farming activities among other activities.



1 out of 24 (4%) of the respondents was undecided meaning they did not fully understand the subject which was asked.

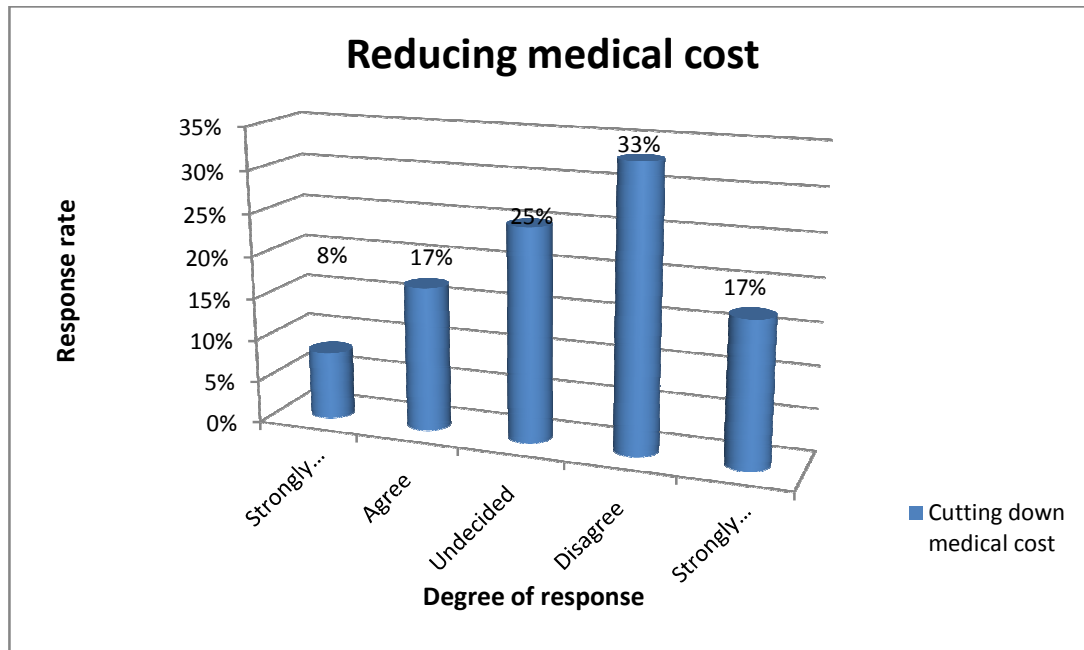
2 out of 24 (8%) disagreed and 0 out of 24 (0%) strongly disagreed. In total 2 out of 24 (8%) disagree that increasing productivity can be used as an alternative measure to enhance finance.

4.2.4.4 Reducing medical costs

Fig 4.12 Respondents' view on reduction of medical costs

The analysis below represents 2 out of 24 (8%) strongly agreed, 4 out of 24 (17%) agreed, In total 6 out of 24 (25%) agreed that cutting down on medical costs is an alternative way to enhance resources. This is supported by Muhr (2009) who said that prevalence of infectious

and chronic diseases, mental illness, and substance abuse among inmates, many of whom enter prison with these problems has pushed the medical cost up at many correctional centres.



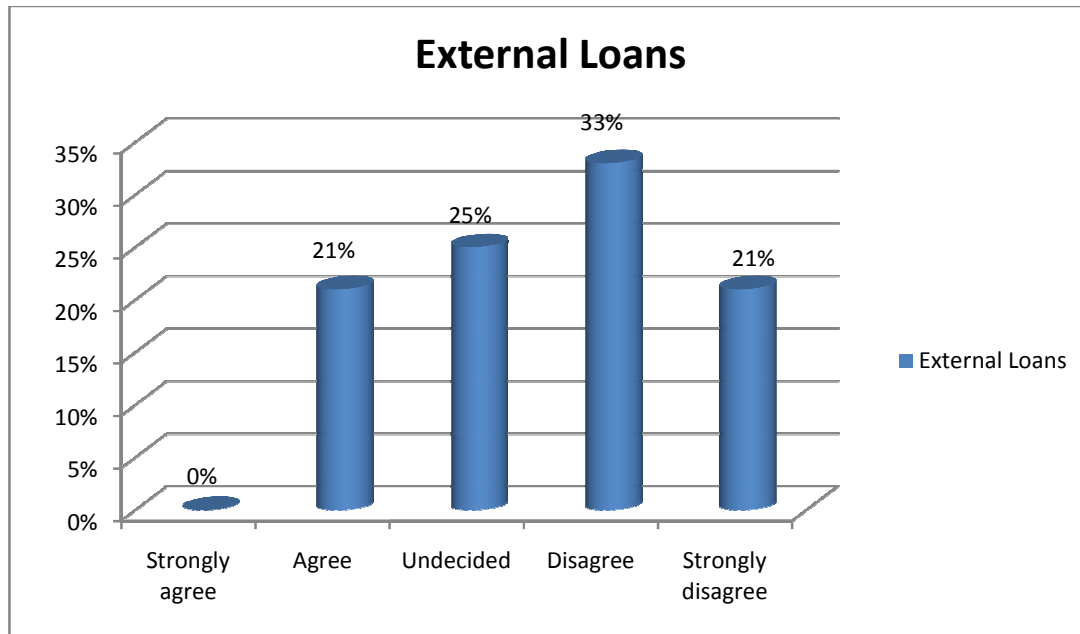
6 out of 24 (25%) were undecided as they were not sure whether cutting down on costs for medication was a noble idea.

8 out of 24 (33%) disagreed and 4 out of 24 (17%) strongly disagreed that cutting down on medical costs will enhance the availability of resources. Altogether 12 out of 24 (50%) of the respondents disagreed. The modal response of 8 represents the respondents that disagree with cutting down on medical costs as an alternative way to enhance resources This is supported by Sanborn (2012) who said that the decision by the United States government to cut down on medical cost is likely to result increase in chronic diseases at most correctional centres.

Therefore other respondents agreed that cutting down on medical cost will enhance finance but 50% disagreed on cutting medical cost as some highlighted that it will compromise healthcare of inmates.

4.2.4.5 External Loans from financial institution

Fig 4.13 Respondents' view on External Loans from financial institutions



There was a 0 out of 24 (0%) response rate of those who strongly agreed that external loan can be used as an alternative way of enhancing finance. 5 out of 24 (21%) agreed. Altogether 5 out of 24 (21%) agreed. This is supported by Pascale, and Athosm (2008) who presented that external loans from African banks or international banks can be a viable option for finding alternative sources of funds for public sector institutions

6 out of 24 (25%) of the respondents was undecided meaning they did not fully understand the subject which was asked.

8 out of 24 (33%) disagreed and 5 out of 24 (21%) strongly disagreed. In total 13 out of 24 (54%) disagreed. The modal response of 8 shows the number of respondents who disagreed in external loans. This is supported by Brooks (1998) who presented that external indebtedness can be harmful the evidence suggests that increase in external debt will lead to

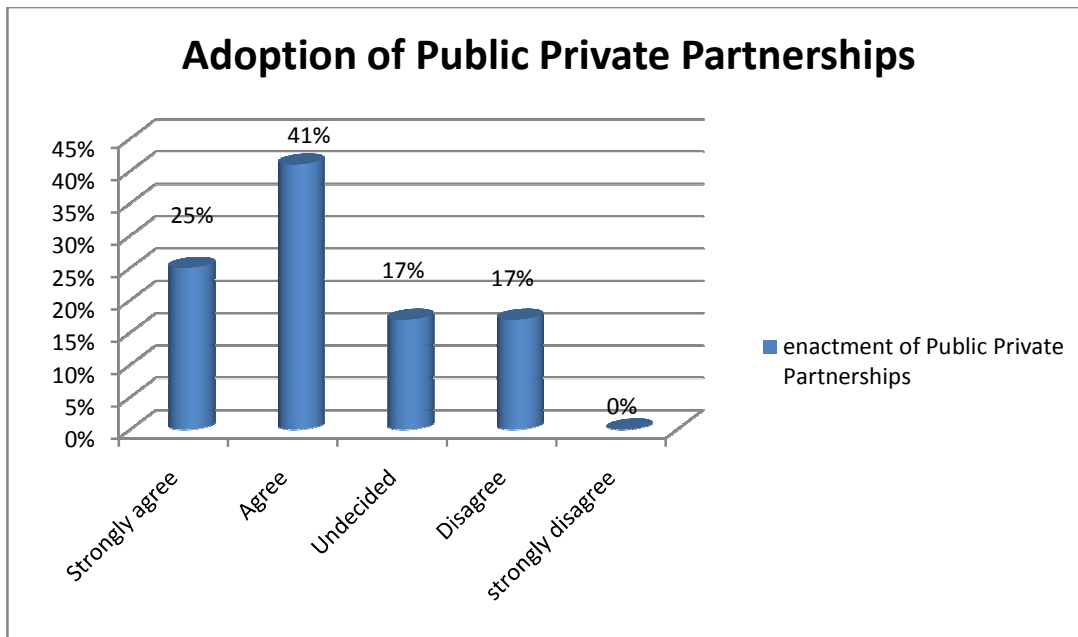
decline in growth of the country. As the debt servicing tends to increase, there will be fewer opportunities for growth.

The analysis shows that external loans cannot be a better alternative way of enhancing finance.

4.2.4 Best practices to improve the Correctional Centre’s financial performance

4.2.4.1 Adoption of Public Private Partnership

Fig 4.13 Respondents’ view on the adoption of Public Private Partnership



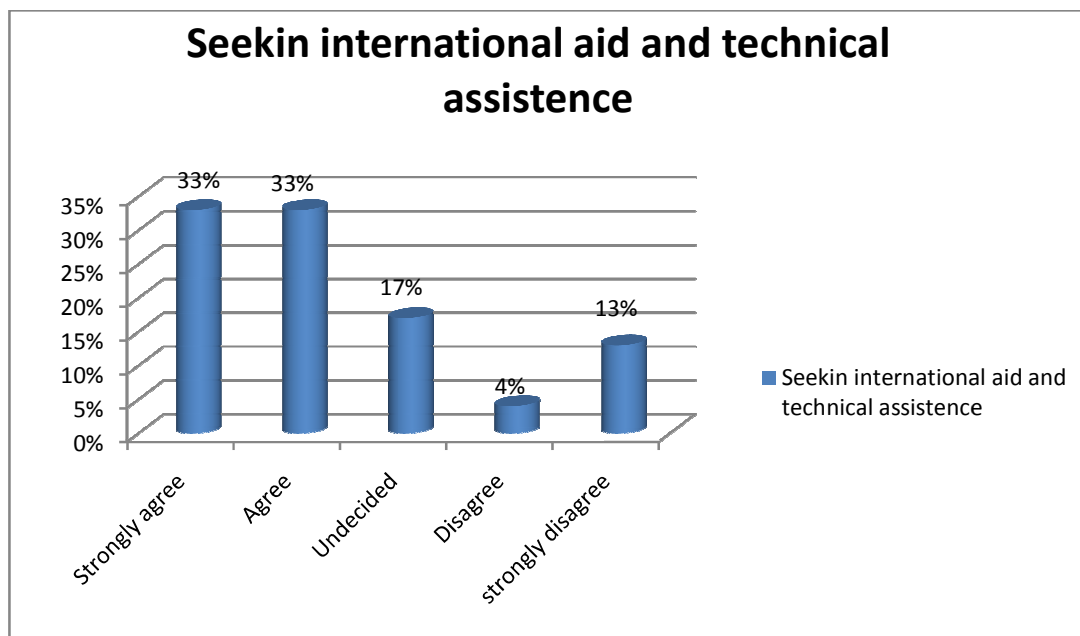
The graph above shows that 6 out of 24 (25%) strongly agree, 10 out of 24 (41%) agreed. In total all 16 out of 24 (66%) of the respondents agreed. The modal response of 10 represents those who agreed on the enactment of public private partnership to improve financial performance. This is supported by McGann et al (2008). And Cullen (2008) who presented that the major reason for the establishment of PPP prisons in Africa were that building new facilities was seen as a way of alleviating prison overcrowding, capital costs & associated

risks are born by the private sector, not the state and can create a benchmark for prison excellence and better allow for rehabilitation.

4 out of 24 (17%) were not decided .4 out of 24 (17%) disagreed and none out of 24(0%) strongly disagreed. Overall 4 out of 24 (17%) disagreed .Responses showed that the enactment of public private partnership will improve financial. This is supported by Essten (2009) who reported that private financing is more costly and risky than public financing.

4.2.4.2 International aid and technical assistance for correctional centres

Fig 4.14 Respondents’ view on international aid and technical assistance for correctional centres



The information above shows that 8 out of 24 (33%) strongly agree, 8 out of 24 (33%) agreed. In total 16 out of 24 (66%) of the respondents agreed. The modal response of 8 represents those who agreed and strongly agreed with seeking international aid and technical assistance to improve financial performance. Responses showed that seeking international aid can enhance finance. This is supported by Killingray (2008) who presented that in 2002

alone, donors provided US \$ 110 million to African countries to conduct justice sector reform. As a result of this important funding, several African states have made some great strides in alleviating overcrowding.

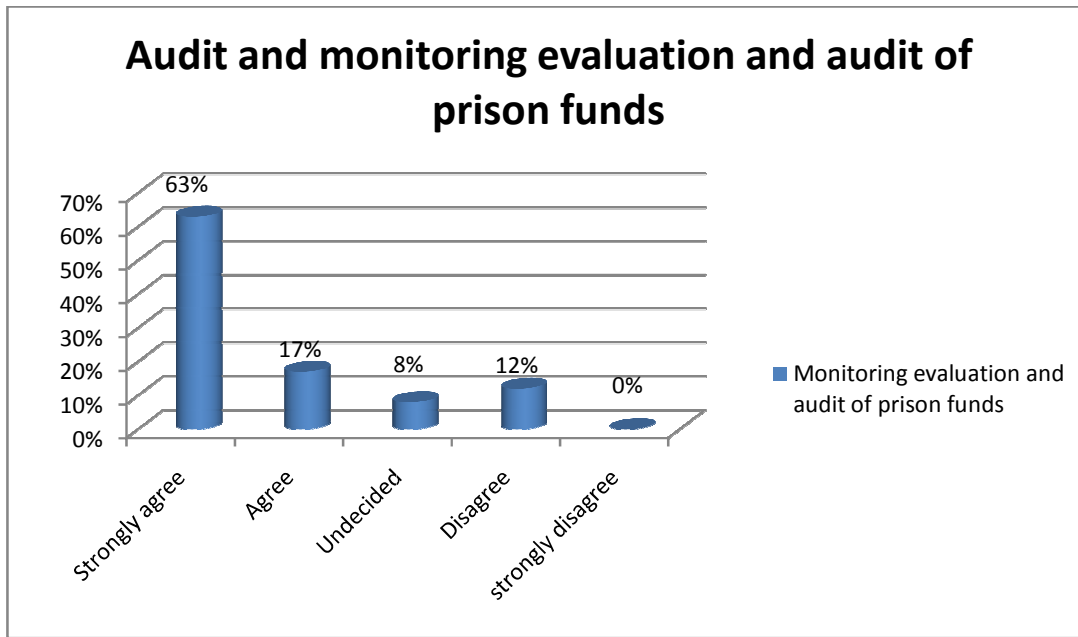
4 out of 24 (17%) of the respondents was undecided meaning they did not fully understand the subject which was asked

1 out of 24 (4%) disagreed and 3 out of 24 (13%) strongly disagreed that seeking international aid will improve the financial performance of the institution. As a whole 4 out of 24 (17%) disagree. This is supported by Manby (2012) who presented that reliance on aid can discourage those who come to rely on it over the long term from overcoming the crisis by their own means.

4.2.4.3 Audit and monitoring of correctional service funds

Fig 4.15 Respondents' view on Audit and monitoring of correctional service funds

The information above shows that 15 out of 24 (63%) strongly agree, 4 out of 24 (17%) agreed. In total 19 out of 24 (80%) of the respondents agreed. The modal response of 15 represents those who strongly agreed that monitoring, evaluation and audit of prison service funds can improve financial performance. Responses showed that monitoring, evaluation and audit of prison service funds can increase financial performance This is supported by Athosm (2008) who presented that controlling and monitoring activates in an organisation will help detect any negative behaviours, improper or incomplete operations, lack of crucial procedures that may have an impact on the smooth operation of the organisation.



2 out of 24 (8%) of the respondents was undecided meaning they did not fully understand the subject which was asked

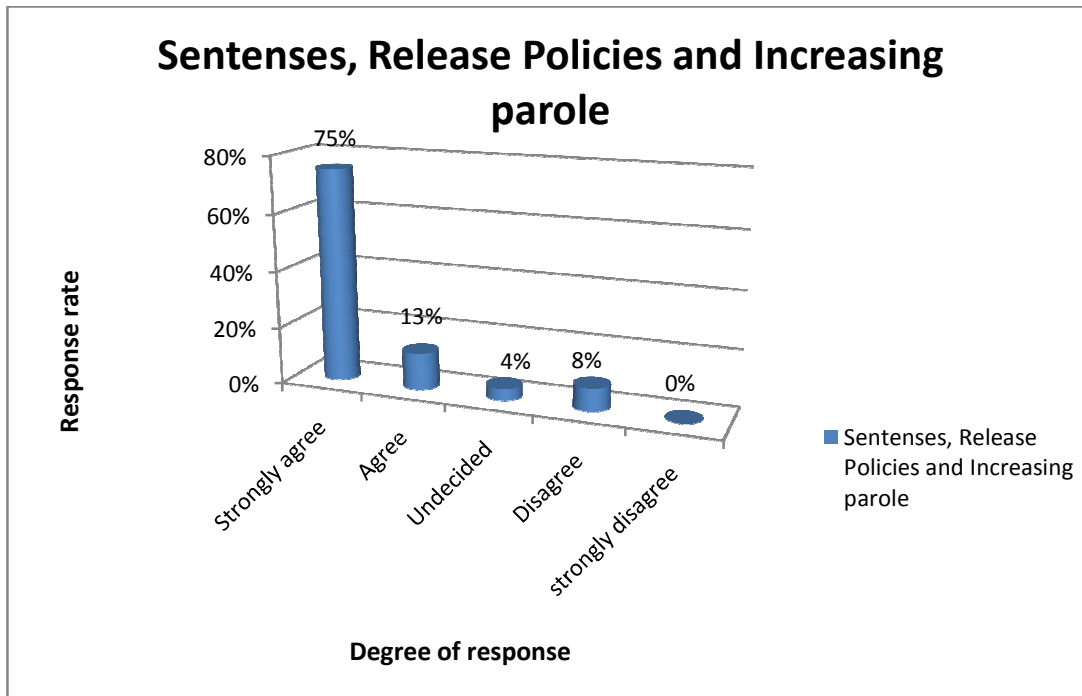
3 out of 24 (12%) disagreed and none out of 24 (0%) strongly disagreed that monitoring, evaluation and audit of prison service funds will improve financial performance. In total 3 out of 24 (12%) disagreed.

.4.2.5.4 Reducing Sentences and adoption of release policies at correctional centres

Fig 4.16 Respondents' view on reducing sentences and release policies

Analysis showed that 18 out of 24 (75%) strongly agreed, 3 out of 24 (13%) agreed. In total 21 out of 24 (88%) agreed. The modal response of 18 represents the respondents that strongly agreed that sentences, this is supported by Henrich and Delaney (2012) who said the major impact on budgets of prisons comes from altering release policies and sentencing.

3 out of 24 (8%) was undecided as they lacked the knowledge on the issue of sentences, release policies and increasing the availability of parole.



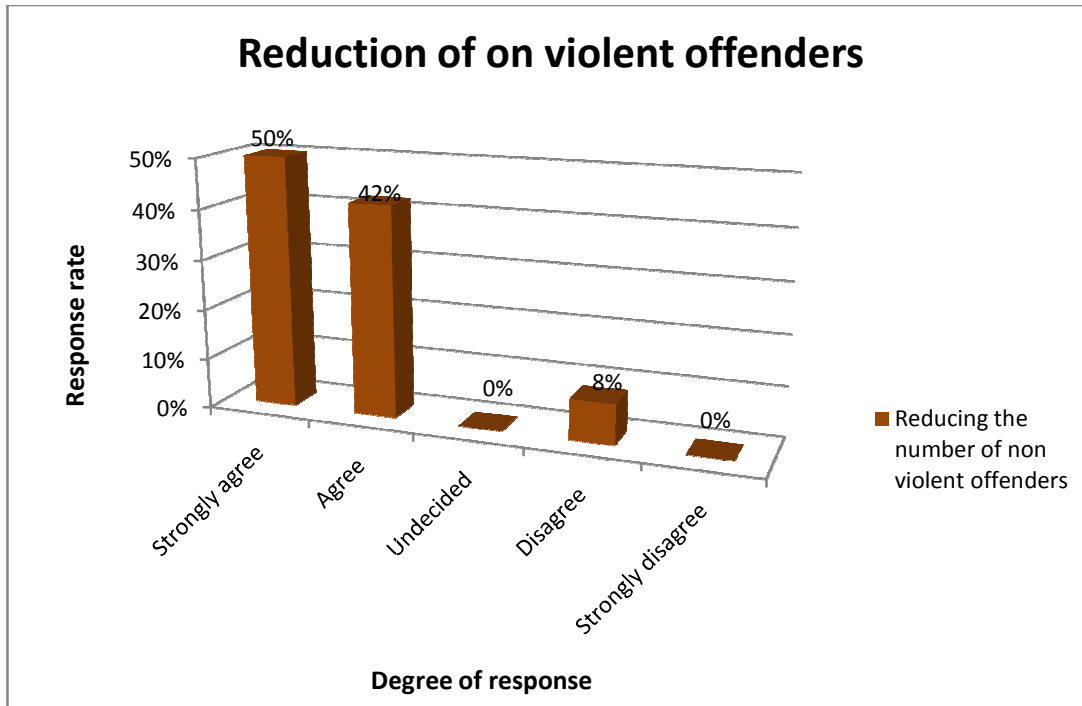
2 out of 24 (8%) disagreed and none out of 24 (0%) strongly disagreed that sentences, release policies and increasing the availability of parole can be done to improve the financial performance of the institution. This is supported by Thigpen (2011) who noted that parole programmes has not yielded the desired results as initially thought because of increased high rates of recidivism.

4.2.4.5 Reducing of non violent offenders at correctional centres

Fig 4.17 Respondents' view on reducing of non violent offenders at correctional centres

The graph below shows that 12 out of 24 (50%) strongly agree, 10 out of 24 (42%) agreed. All in all 22 out of 24 (92%) of the respondents agreed. The modal response of 12 represents those who strongly agreed with reducing the number of non violent offenders to improve financial performance. Responses showed that reducing the number of non violent offenders at the institute can go a long way in improving the financial This is supported by Schmitt et al (2011) who presented that decreasing the figure of offenders who are non-violent in jails and

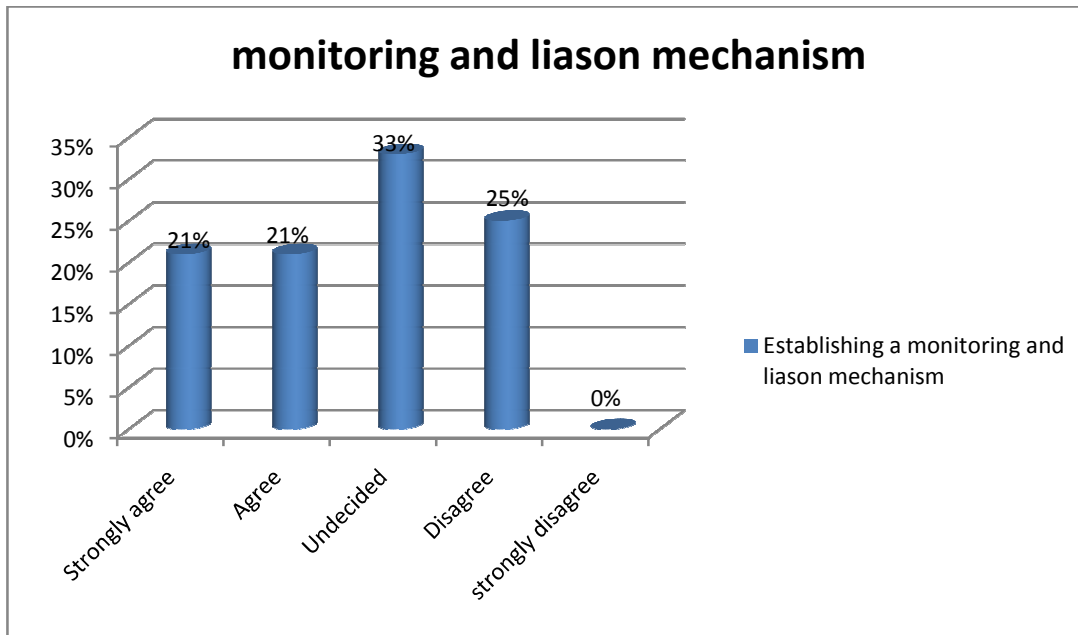
prisons reduces the funds exhausted on corrections, with the biggest portion of money saved accruing to economically squeeze local governments and states.



0 out of 24 (0%) was not decided 2 out of 24 (8%) disagreed and 0 out of 24 (0%) strongly disagreed that reducing the number of non violent offenders will improve the financial performance of the institution. As a whole 2 out of 24 (8%) disagree. This is supported by Jonson (2012) who highlighted that, western style probation services may not be practical options for many countries, where resources are too scarce to set up and maintain a probation system with adequate staff and finances

4.2.4.6 Monitoring and liaison mechanism at correctional centers

Fig 4.18 Respondents' view on monitoring and liaison mechanism at correctional centers



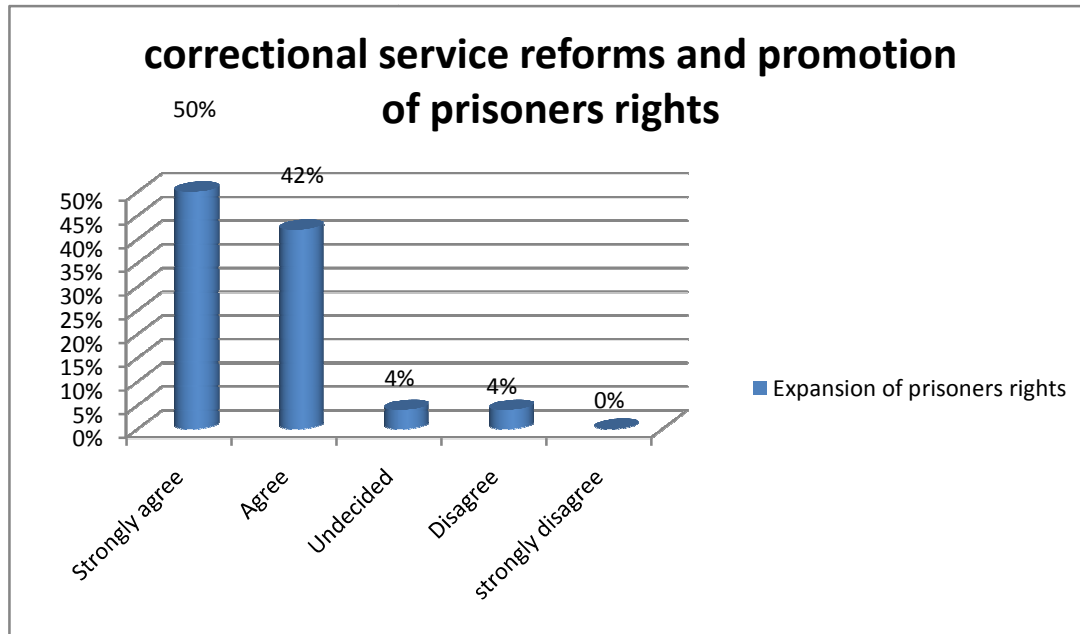
The information above shows that 5 out of 24 (21%) strongly agree, 5 out of 24 (21%) agreed. In total 10 out of 24 (42%) of the respondents agreed. The modal response of 8 represents those who are undecided as to whether the establishment of monitoring and liaison mechanism is the best practice to improve financial performance. This is supported by Lewis (2013) who presented the need for establishing a monitoring and liaison mechanism at prisons to deal with sentenced prisoners.

8 out of 24 (33%) of the respondents was undecided meaning they did not fully understand the subject which was asked.

6 out of 24 (25%) disagreed and 0 out of 24 (0%) strongly disagreed that seeking international aid will improve the financial performance of the institution. In total 6 out of 24 (25%) disagree. This is supported by Morris (2012) who highlighted that the establishment of monitoring and liaison mechanisms in Uganda has been stalled by lack of funds to employ qualified personnel.

4.2.4.7 Correctional service reforms and promotion of prisoner's rights

Fig 4.19 Respondents' view Correctional service reforms and promotion of prisoner's rights



There was a 12 out of 24 (50%) response rate of those who strongly agreed that prison reforms and expansion of prisoner's rights is the best practice to enhance finance 10 out of 24 (42%) agreed. Altogether 22 out of 24 (92%) agreed. The modal response of 12 shows the number of respondents strongly agreed. This is supported by Ridge (2007) who presented that it is quite fortunate that the move to reform prisons and expand prisoners' rights has received increased attention throughout Africa

1 out of 24 (4%) of the respondents was undecided meaning they did not fully understand the subject which was asked.

1 out of 24 (4%) disagreed and 0 out of 24 (0%) strongly disagreed. In total 1 out of 24 (4%) disagree that prison reforms is the best practice to enhance the availability of resources. This is supported by Machhul (2008) who presented that correction centers are security

organizations and as such a call for reforms in these centers will be met with resistance by government for political reasons.

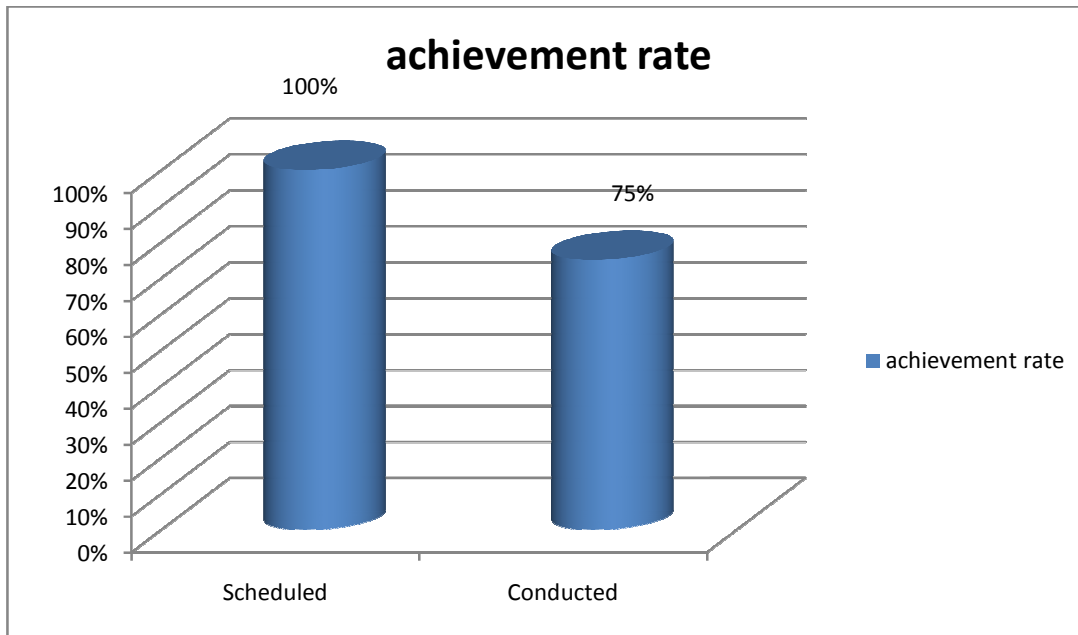
4.3 INTERVIEWS RESPONSES

Table 4.17 Interviews conducted

Target sample	Interview schedule	Interviews conducted	Response rate
Commissioner General	1	1	100%
Permanent Secretary- Ministry of Justice	1	0	0%
Finance Director	1	1	100%
Director – Budgets- Min of Finance	1	1	100%

Fig 4.20 interview response rate

4 interviews scheduled and 3 were conducted giving a 75% response rate as illustrated above.



The following are responses from the interviews.

4.3.1 What are the challenges faced by Zimbabwe Prison and Correctional Service

3 out of 3 (100%) agreed that there are challenges facing the service. Respondent 1 concurred that the service is facing the problem of overcrowding. Construction projects of new prisons have been stalled by budget constraints. Respondent 1 also noted that budgetary constraints have compounded the food shortages in country prisons and this has also affected health delivery. Respondent 3 was in agreement to the responses given by respondent 1 and respondent 4 who said that overcrowding in cells, shortage of food, construction of prison cells which have not been completed and poor health care services are challenges being faced by Corrections.

This linked with the questionnaire responses were respondents agreed to overcrowding in cells, shortage of food, prison cells which have not been fully constructed and poor health care services as challenges faced by Correctional Centres.

All the interviewees were in agreement that Zimbabwe Prison and Correctional Service is facing food shortages, problem of overcrowding, poor health service delivery and prejudice of prisoners rights.

4.3.2 What are the strategies that can be implemented by Zimbabwe Prison and Correctional service to enhance their finance?

3 out of 3(100%) agreed on the strategies that can be implemented by Zimbabwe Prison and Correctional Service to enhance finance. Overall results showed that all respondents agreed that hiring out of prisoners to work in private industries is a strategy to enhance finance.

The respondents also agreed that the service should utilise its prison farms by increasing farming operations as a strategy to enhance finance.

The interview analysis shows that the hiring of prisoner labour, activities done at the prison farms can be used as strategies to enhance finance. Also debt capital can go a long way in improving the finance for corrections.

4.3.3 What other alternative ways can be used to enhance Finance?

3 out of 3 (100%) agreed on the alternative ways to enhance finance. All the respondent agreed that cutting down on medical will compromise health delivery in the service and therefore they are of the opinion that cutting down on medical service is not a alternative way of enhancing finance.

All the respondents also agreed that public private partnerships, development of meaningful performance measures and increasing productivity as well as external loans are alternative ways to enhance finance.

The above analysis therefore concluded that cutting down on medical cost is not a good strategy to enhance finance while public private partnerships , development of meaningful performance measures , increasing productivity and external loans are alternative ways to enhance finance

4.3.4 What are the best practices used by Zimbabwe prison and Correctional service to improve financial performance?

3 out of 3 (100%) of the Interviewees agreed that reducing the number of inmates who are nonviolent is the best practice to enhance finance.

Respondents also agreed that prison reforms, seeking international aid and technical assistance as well as establishment of report and liaison mechanism is the best practice that will enhance finance in the prison service.

Respondent 1 said that release policies that increase the length of prisoners stay in prison should be adjusted so that those arrested do not overstay in prison.

The findings therefore conclude that reducing non violent prisoners, seeking international assistance are practices that can be used to enhance finance.

4.4 Summary

This chapter presented and analyzed the data gathered through questionnaires and interviews. Pie charts, bar graphs and tables were used to display the data in order to simplify analysis procedures. The major factor established by the research was that inadequate funding has affected service delivery at Zimbabwe Prison and Correctional Service. Having outlined the major findings, the study now proceeds to conclusions and recommendations.

CHAPTER 5:

SUMMARY, FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter is a summary of all research finding and conclusions of the study, summaries, and recommendations of the research. These findings were made on the basis of responses from the questionnaires, interviews and observations.

5.1 Summary

Introductory chapter that brought about the problem of underfunding by the government of the Zimbabwe Prison and Correctional Service The background highlighted the gap between the budgeted amount and the amounts that are availed to the service by the government., statement of the problem highlighted that the Zimbabwe prison and correctional service facing perennial food shortages due to underfunding by the government, research objectives, significance of the study, research hypothesis, assumptions, definition of terms, delimitations and limitations. The study was prompted by inadequate funding which has affected service deliveries. The main research question of the study was to analyse ways of generating revenue to mitigate the funding gap.

Chapter 2 covered literature review the research was carried out to assess ways of increasing revenue to mitigate the funding gap. The review covered on the problems affecting service delivery at Zimbabwe Prison and Correctional Service that is overcrowding, food shortages, prejudice against prisoner's rights and poor health care. According to Keith (2011) most correctional centres in Africa are facing many challenges due to lack of funding. Strategies to enhance finance were also reviewed and this included hired labour, debt capital and farming activities. The chapter also covered the alternative ways to enhance finance and last the

literature review covered on the best practices to implement alternative sources of finance Boone, et al (2008) highlighted that South Africa has made strides in reducing prison sentences of thousands of prisoners to a mere six months. Kenya is also conducting feasibility studies with the idea of committing petty offenders to community service, fines, and probation rather than incarceration; this has gone a long way enhancing finance at correctional centers.

Chapter 3, this chapter summarises the following the research methodology used in this research that is quantitative method. The research design was descriptive. The study developed three ways of gathering data. These were the questionnaire, interviews and observation. The data types used were primary and secondary. The research adopted a descriptive survey approach which provided an excellent vehicle for the measurement of attitude, behaviour and view an opinion in a sample. Data collection, presentation and analysis were highlighted.

5.2 Findings

Question 1 Challenges faced by Zimbabwe Prison and Correctional Service

Findings revealed that budgetary constrains is the main cause of overcrowding as the Zimbabwe Prison and Correctional Service is failing to construct more prisons to cater for the increased prison population .Erratic supply of drug has also compromised health of inmate as a result of inadequate funding. Underfunding has also led to serious food shortages and this has also led to prejudice of prisoners rights.

Question 2 Strategies that can be used to enhance finance

Overall the respondents agreed to the strategies that can be used to enhance finance The strategies included hired labour, farming activities and debt capital.

Question 3 Possible alternative ways that can be used by ZPCS of enhancing resources

Most respondents disagreed to cutting down of medical costs as an alternative way of enhancing resources and said this can compromise the health of inmates however they agreed to the following as alternative ways of enhancing finance, public private partnerships, development of meaningful performance measures, increasing productivity and external loans.

Question 4 Best practices used by prison centres to improve finance

Most of the respondents agreed that reducing number of non violent offenders is the best practice to enhance finance as this reduces the number of those incarcerated and thereby improving revenue. Respondents also agreed with the concept of sentences, release policies and increasing parole as all interviewees noted with great concern the length of time inmates spent in remand without trial which increases correctional expenses therefore recommended policies that reduce prison terms rather than those that extend people's stay in prison. Most of the respondent also agreed on the following as best practices to enhance performance enactment of PPPs, seeking international aid and technical assistance, monitoring, evaluation and audit of prison funds and the expansion of prisoner's rights.

5.3 Conclusions

From the data gathered it can be concluded that inadequate funding is affecting service delivery at Zimbabwe Prison and Correctional Service. The research showed that the management and staff did not fully appreciate on the strategies to increase revenue to mitigate the funding gap.

5.4 Recommendations

In view of the conclusion above, it is therefore recommended that:

- ❖ Prison population should be reduced that is imprisonment should be mainly for violent offenders. Non violent offenders and those with short prison terms should be considered for community service closely monitored by qualified personnel. This has an effect of easing prison population and thereby enhancing finance.
- ❖ Programs should be put in place to reduce recidivism by education and employment of released prisoners. This will reduce prison populations.
- ❖ Irrigations schemes should be put in place to intensify farming operations so as to alleviate the food shortages and the resultant will be that the prison will be self sufficient

5.5 Summary

Conclusions of the study have indicated that Zimbabwe Prison and Correctional Service is facing problems of overcrowding in prison cells, lack of adequate food, poor health care services and prejudice of prisoners rights due to inadequate financing. There is need for proper financing of the service so that service delivery is improved.

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COVER LETTER

Midlands State
University

Established 2000



Private Bag 9055
Senga
Gweru
September 2014

Zimbabwe Prison and Correctional Service
P Bag 7718
Causeway
Harare

Dear Sir/Madam

RE: APPLICATION FOR AUTHORITY TO CARRY OUT RESEARCH

My name is Tichakura Danda, a fourth year male student at Midlands State University pursuing the Bachelor of Commerce Accounting Honours Degree. The research I am carrying out is entitled **Investigation into revenue generating activities to bridge the funding gap – a case of Zimbabwe Prison and Correctional Service.**

The research is **submitted in partial fulfilment of the requirements of the Bachelor of Commerce Accounting Honours Degree at Midlands State University.** I am kindly asking for your support in responding to my questionnaires attached to this letter. All the information you will provide will be treated with confidentiality and will be used for academic purposes only.

Your support is greatly appreciated

Tichakura Danda

Questionnaire

Read the questions in the questionnaire and tick in the box with the answer or your choice

Questions

1. The following are the challenges being faced by Zimbabwe Prison and Correctional Service

	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
overcrowding					
Shortages of food					
Poor Health Facilities					

2. The following strategies can be implemented to enhance finance at Zimbabwe Prison and Correctional Service

	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
Hired labour					
Farming activities					
Debit capital					

3. Alternative ways that can be used to enhance resources are as follows

	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
Public Private Partnership					
Develop meaningful performance measures					
Increasing Productivity					
Cutting down on medical cost					
External loans					

4. The following can help improve the financial performance at Zimbabwe Prison and Correctional service

	Strongly Agree	Agree	Disagree	Strongly Disagree	Undecided
Enactment of Public Private Partnership					
Seeking International aid and technical assistance					
Monitoring ,evaluation and audit of correctional service funds					

Interview Guide

Interview to Management

- 1) What are the challenges faced by Zimbabwe Prison and Correctional Service
- 2) What are the strategies that can be implemented by Zimbabwe Prison and Correctional Service to enhance their finances?
- 3) Which other alternative ways can be used to enhance resources
- 4) What are the best practices used by Zimbabwe Prison and Correctional Service to improve their financial performance?