



correctional service

Department:  
Correctional Services  
REPUBLIC OF SOUTH AFRICA



# ANNUAL REPORT ON THE IMPLEMENTATION OF THE STRATEGIC FRAMEWORK ON SELF- SUFFICIENCY AND SUSTAINABILITY: 2021/2022

## DEPARTMENT OF CORRECTIONAL SERVICES



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## ACRONYMS

AET	Adult Education and Training
AOP	Annual operational plan
APP	Annual performance plan
CC	Correctional Centre
DBE	Department of Basic Education
DCS	Department of Correctional Services
DDM	District Development Model
DHET	Department of Higher Education and Training
FE	Formal Education
FET	Further Education and Training
GET	General Education and Training
HET	Higher Education and Training
KMII	Kgoši Mampuru II
MANCO	Management Committee
MOA/MOU	Memorandum of Agreement/Understanding
MTEF	Medium Term Expenditure Framework
NOC	National Operations Centre
PWA	Production Workshops and Agriculture
RC	Regional Commissioner
SCM	Supply Chain Management
SD	Skills Development
SFSSS	Strategic Framework on Self-sufficiency and sustainability
SRAC	Sport, Recreation, Arts, Culture and Library Activities
TIDs	Technical Indicator Descriptors
TLB	Tractor Loader Backhoe
TVET	Technical Vocational Education and Training

## ABBREVIATION FOR REGIONS

EC	Eastern Cape
FS/NC	Free State and Northern Cape
GP	Gauteng
KZN	Kwa-Zulu Natal
LMN	Limpopo, Mpumalanga and North West
WC	Western Cape

## EXECUTIVE SUMMARY

The report provides an update on progress recorded on the implementation of the SFSSS for the year 2021/2022 financial year. Whilst engaging on the progress thus far, it has become clear that sustainability rests on the principle that current needs should be met without compromising the ability of the organisation (DCS) to meet future needs and that all branches in the DCS must play a role in creating this sustainable production value chain. The sustainability of the self-sufficiency efforts will certainly depend on the interdisciplinary efforts that will result in internal production meeting the needs of the DCS and the market<sup>1</sup>. Simply put, everyone plays a role in creating a sustainable and self-sufficient DCS and each branch/unit in DCS has its own part to play and its own unique contribution to strengthen DCS's efforts in reaching its goal. The importance of strategic partnerships cannot be overemphasized.

The annual report will demonstrate that all of DCS efforts geared towards SFSSS is aligned with the District Delivery Model (DDM) strategic objectives of sustained growth, integration of infrastructure solutions and financial sustainability as outlined in the DDM. Acknowledging the importance of gearing DCS's activities towards the SFSSS management has placed progress on the implementation of the SFSSS as a priority and subsequently requires updates at various governance structures (NOC, MANCO meetings, Executive, external bodies etc.)



**Pic 1: Mr JM Sono from Barberton offers an explanation to the Minister and Deputy Minister of Justice and Correctional Services as well as the Acting National Commissioner on the new boreholes at Barberton: LMN Region – 24 January 2022**

<sup>1</sup> UC Sustainable Agriculture Research and Education Program. 2021. "What is Sustainable Agriculture?" UC Agriculture and Natural Resources. <<https://sarep.ucdavis.edu/sustainable-ag>

## 1. INTRODUCTION

The Department of Correctional Services (DCS) has been providing food items and other articles for the use of inmates over many years. However, a formal document, the Strategic Framework on Self - Sufficiency and Sustainability (SFSSS) summarising these efforts, as well as the plans for the 2021/2022- 2023/2024 financial years were developed and approved in March 2021. The Honourable Minister Lamola launched the SFSSS in May 2021 in the Southern Cape with the opening of classrooms at Oudtshoorn Correctional Centre and a Pharmacy that was partly constructed with offender labour in George.

The aim of this document is also to concretise what is referred to in **Section 3(2)(b) of the Correctional Services Act, Act No. 111 of 1998 as amended: “the department must as far as practicable be self-sufficient and operate according to business principles”**.

Notwithstanding the aims of the SFSSS, the DCS is obliged to provide work opportunities to offenders, firstly for keeping sentenced offenders active and secondly for providing such offenders with skills in order to be gainfully employed in society upon release.

This is to be achieved by amongst others, creating more offender labour opportunities as well as job opportunities for parolees and probationers. It also aims to generate revenue and cost savings in the department through activities in the production workshops, bakeries, agriculture, skills development, formal education and training as well as arts and culture activities.

At the start of the 2021/2022 financial year the department had 21 big farms and 115 small gardens, nine (9) bakeries, nineteen (19) textile workshops, ten (10) steel workshops, ten (10) wood workshops and one (1) shoe factory where products were produced for own use. Optimising the value of these facilities requires creation of additional work opportunities for offenders, rendering education and skills development programmes, thus developing their capacity. Apart from enhancing offender's employability beyond incarceration, the department has an opportunity to contribute to poverty alleviation and job creation within communities forging a good working relationship between correctional centres and communities. Offenders are also involved in various arts and crafts projects that produce goods at market value and this could provide an added opportunity for revenue generation. During the period under review the department facilitated the training of officials and the procurement of equipment to enhance SSS and support the implementation of e-learning and accreditation of offender workplaces.



## 2. MANDATES AND POLICIES

### 2.1 DCS Internal mandates

The Correctional Services Act, Act No. 111 of 1998, as amended, provides for specific and core dictates on incarceration and corrections and the following are relevant to mandate the self-sufficiency and sustainability strategy, plans and activities:

- Section 10(1) “the department must provide every inmate with clothing and bedding sufficient to meet the requirements of hygiene and climatic conditions.”
- Section 3(2)(b) “the department must as far as practicable be self-sufficient and operate according to business principles”.
- Section 40(1)(a) “Sufficient work must as far as is practicable be provided to keep sentenced offenders active for a normal working day and a sentenced offender may be compelled to do such work”. (b) “Such work must as far as is practicable be aimed at providing such offenders with skills in order to be gainfully employed in society on release”.
- Section 41 “Treatment, development and support services.—(1) The department must provide or give access to as full a range of programmes and activities, including needs of sentenced offenders” and it further states in subsection (4) that “The department must provide as far as practicable other development and support programmes, which meet specific needs of sentenced offenders..” and in subsection (7) Programmes must be responsive to special needs of women and they must ensure that women are not disadvantaged.”

### 2.2 DCS Policies

**Table 1: List of policies/procedures**

Directorate	Date approved	Comments
Production Workshop and Agriculture (PWA)	2019/2020	Policy being implemented and relevant officials trained. Related documents have also been updated, e.g. PW procedure manual, Agriculture.
		The Cost and Price policy tariff structure 2022/2023 was approved in March 2022.
		The final draft of the Production workshop manual is available
Sports, Recreation, Arts and Culture	March 2022	Procedures are being finalised and consulted in preparation for approval during sessions with regions.

Directorate	Date approved	Comments
SRAC Master Plan	9 March 2022	
Formal Education	March 2022	The policy has been discussed during support visits conducted at various correctional centres.
Skills Development	March 2022	Policy disseminated to regions. Procedures being finalised.

## 2.3 External Mandates

### 2.3.1 District Delivery Model (DDM)

Government launched the DDM approach in 2019, to facilitate cooperative governance through sound intergovernmental planning, budgeting, implementation and monitoring. The DCS is currently engaging with stakeholders (whether through MOUs, SLAs) in its efforts to integrate its planning with that of District Municipalities (IDPs') so that a mutual benefit can be established to ultimately aim towards economic growth within the communities we serve. Management and the Ministry had several engagements with community leaders and municipalities to get them on board and to negotiate mutual assistance and areas of collaboration. Such engagements with communities, including poverty alleviation, in-line with the District Development Model (DDM) which is an all-of- government approach, including local and district municipalities and national departments aimed at improving integrated planning and service delivery to communities are highlighted at the end of the report as reported by DCS Internal Communication.

The Ministry pronounced on the commitments on SFSSS on various platforms amongst others, in the Budget Vote speech which will be addressed under the relevant headings e.g. agriculture, heightened production in a number of areas, including production workshops, textile, education and training of offenders.

## 3. PROGRESS ON STRATEGIC FRAMEWORK ON SELF-SUFFICIENCY AND SUSTAINABILITY

Implementation on the SFSSS commenced as from 1 April 2021, with the aim of enhancing SSS and improving production in all areas. Management also directed that all Correctional Centres should have at least one vegetable garden. The envisaged outcomes in the SFSSS are: Increased production capacity, market share and revenue generation, involvement of parolees, probationers, strategic partners and community members, accredited training, increased production and utilisation of offenders.

Progress for the 2021/2022 financial year will focus on the following:

- (i) Security
- (ii) Offender labour
- (iii) Agriculture

- (iv) Production workshops
- (v) Textiles
- (vi) Bakeries
- (vii) Shoe factory
- (viii) Commercialisation of arts and culture products: SRAC
- (ix) Formal Education
- (x) Skills Development
- (xi) Stakeholder engagements

### **3.1 SECURITY**

Security at SSS operations/activities should be in line with approved security plans.

The following general findings, amongst others, can be reported with regard to security at the CCs visited during the 2021/2022 financial year:

- (i) Offenders sign disciplinary code, which might reduce security incidents
- (ii) Officials monitor cyber security matters
- (iii) Security officials not permanently working in the education section
- (iv) No security officials available to escort learners to school and skills development – some school days are missed
- (v) Females, adult males, and youth offenders are mixed during offering of classes.
- (vi) Overstocked with Learner, Teacher Support Material (LTSM) that was not used at all.
- (vii) Female educators alone with many male offenders – this limits the number of learners to attend programmes
- (viii) Shift system impacts negatively on SFSSS activities as some officials are off duty on Mondays and Fridays, resulting in fewer offenders being taken to work places.

### **3.2 OFFENDER LABOUR AND OWN RESOURCES**

#### **3.2.1 Increase work opportunities for offenders: Offender labour**

Activities at the various work places are labour intensive and require offenders and officials to be deployed daily in both agriculture and workshops, including bakeries. To expand production in all work places, an increase in the number of offenders going out on work teams every day is crucial.



**Pic 2 and 3: Pharmacy that was partly constructed with offender labour in George - launched May 2021**



**Pic 4: Classrooms constructed by offenders at Oudtshoorn: May 2021**

The following is a breakdown of sentenced offenders that were and are eligible to be allocated to work opportunities by the CMC.

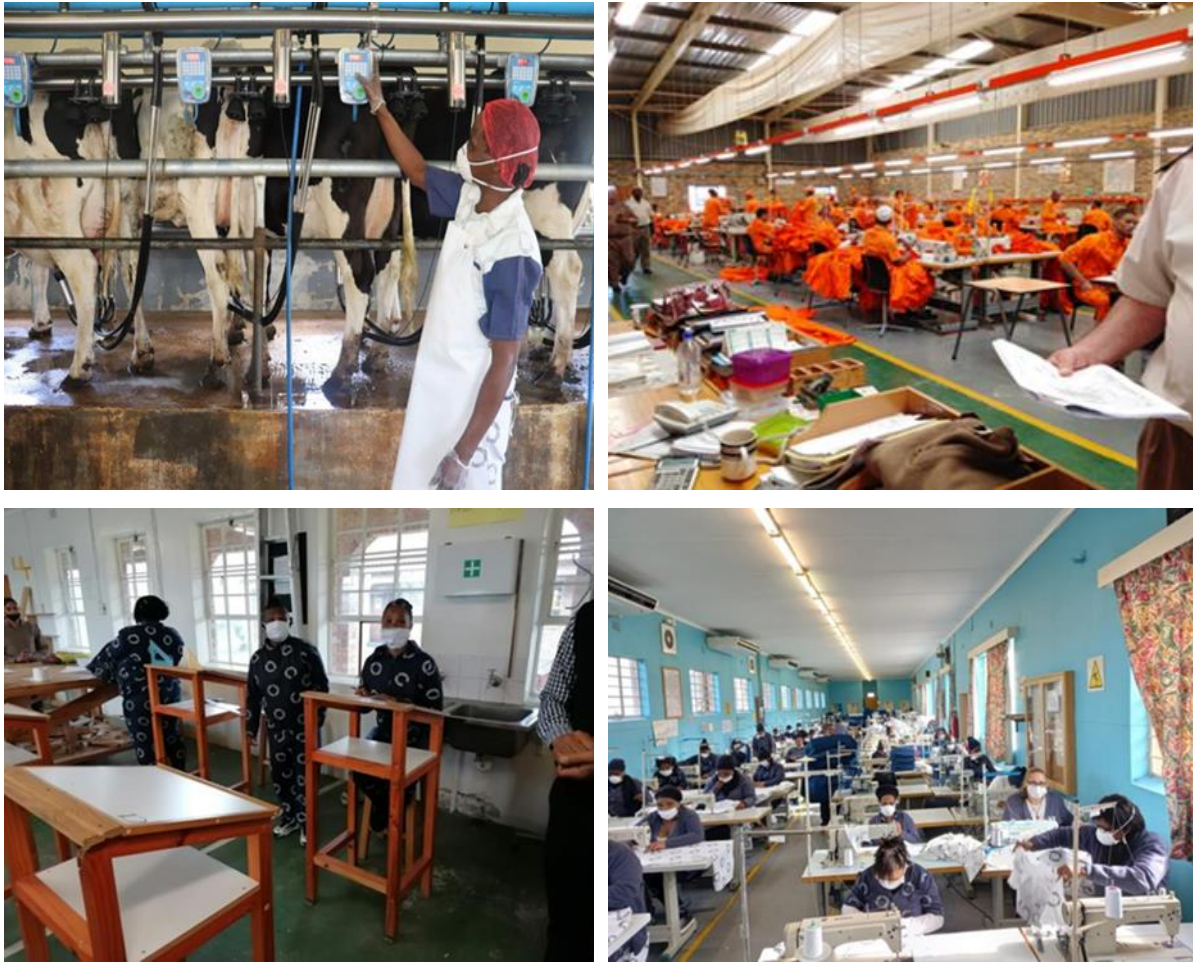
**Table 2: No. of Sentenced offenders: 31 March 2022**

Sentenced offenders as at 31 March 2022						
Children less than 18 years		Juveniles 18 – 20 years		Youth & Adults 21 years and older		Sub Total
Females	Males	Females	Males	Females	Males	
0	28	42	1378	2340	93444	97232

**Table 3: Offender Labour: Eligible offenders**

Regions / Head office	Total worked in 2021/2022	Eligible to work 2021/2022		Eligible to work 2022/2023
			%	
National	35110	52808	66.49%	52589
LMN	6026	7954	75.76%	9064
FS/NC	6690	8619	77.62%	8601
KZN	6935	7773	89,2%	9363
WC	5662	9624	58.83%	7939
GP	6769	9062	74.70%	7786
EC	4353	9776	44.53%	9837

It needs to be noted that targets for regions differ and are based on actual performance. The national target is 58% and is reviewed annually. The actual performance for March 2022 was 66.75% (35 105/52 589). The lowest performance is in Eastern Cape and Western Cape.



**Pic 5-8: A national picture of offender labour: Offenders involved in various activities to support the SFSSS**

### **3.3 AGRICULTURE**

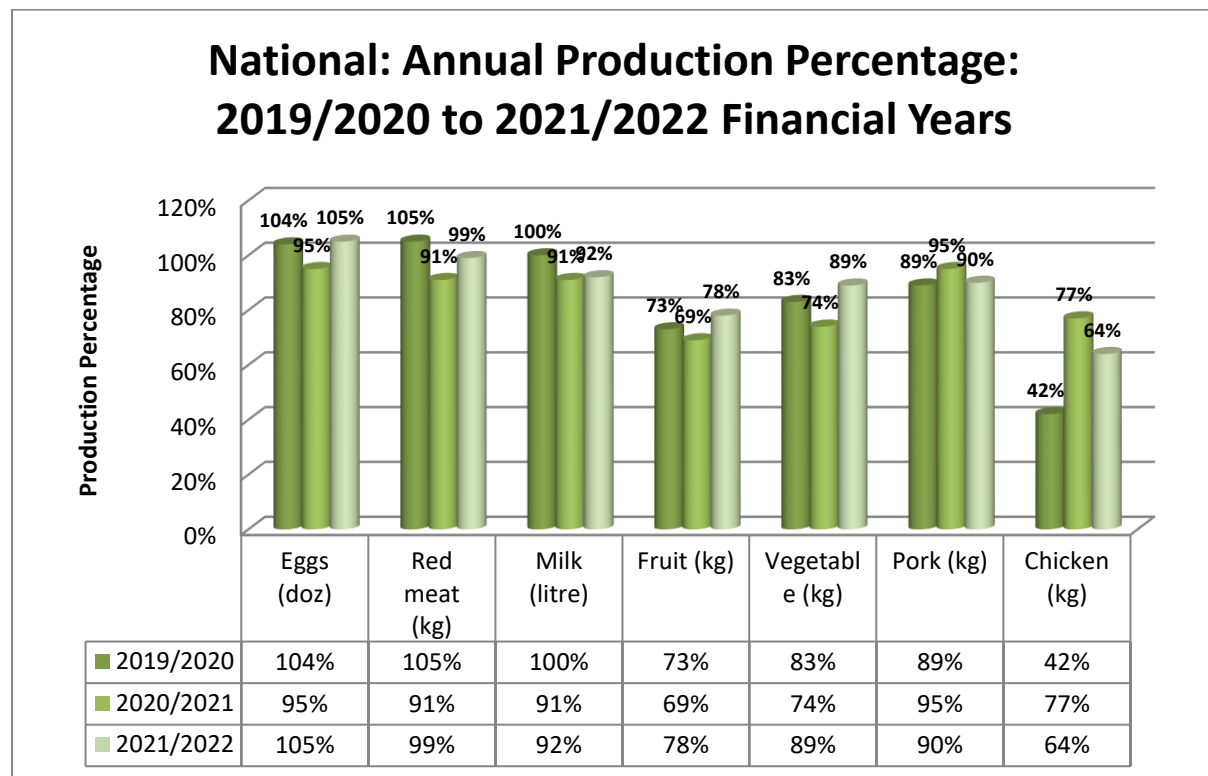
The SFSSS indicates that there is a need for up scaling opportunities in agriculture and increase agriculture production. The departmental farms produce various products, which include vegetables, fruit, red meat (beef and small stock), pork, milk, butter, chicken, eggs and animal fodder. These products contribute towards self-sufficiency and cost savings. The table below shows actual production performance against the set objectives for the past three financial years respectively.

**Table 4: Overall actual national agriculture production performance: 2019/2020 to 2021/2022**

Product	Financial Years	Objective	Actual production performance	Production percentages
<b>Vegetables</b>	2019/2020	10 579 565 kg	8 731 230 kg	83%
	2020/2021	10 455 500 kg	7 725 961 kg	74%
	2021/2022	10 559 800 kg	9 371 556 kg	89%
<b>Fruits</b>	2019/2020	568 000 kg	415 134 kg	73%
	2020/2021	577 300 kg	400 572 kg	69%
	2021/2022	419 800 kg	327 003 kg	78%
<b>Red meat</b>	2019/2020	448 320 kg	471 127 kg	105%
	2020/2021	473 300 kg	430 820 kg	91%
	2021/2022	476 500 kg	473 556 kg	99%
<b>Pork</b>	2019/2020	1 997 000 kg	1 773 172 kg	89%
	2020/2021	2 025 000 kg	1 915 745 kg	95%
	2021/2022	1 968 000 kg	1 776 482 kg	90%
<b>Milk</b>	2019/2020	6 397 000 L	6 378 568 L	99.7%
	2020/2021	6 532 000 L	6 093 935 L	91%
	2021/2022	6 572 000 L	6 058 196 L	92%
<b>Chicken</b>	2019/2020	1 400 000 kg	584 861 kg	42%
	2020/2021	1 400 000 kg	1 081 415 kg	77%
	2021/2022	1 400 000 kg	890 754 kg	64%
<b>Eggs</b>	2019/2020	1 400 000 doz	1 456 368 doz	104%
	2020/2021	1 400 405 doz	1 337 298 doz	95%
	2021/2022	1 405 000 doz	1 474 928 doz	105%

Table 4 shows actual production performance against the set objectives for the past three financial years respectively. All the projects have performed below the set objectives, except for eggs, that over achieved the target with 69 928 dozen. The good production performance was due to the replacement of layer cages and air blowers at Losperfontein in order to optimize the use of layer houses. The renovated house was stocked with 5 952 lay hens and the production after the renovation had increased with approximately 11 095 doz/month.

Figure 1: National annual production percentage: 2019/2020 to 2021/2022 FY



### 3.3.1 VEGETABLES

The Department has 21 big farms and 115 small sites (predominantly vegetable gardens) that are producing vegetables. The actual production performance has increased with 640 326 kg between 2019/2020 and 2021/2022 financial years. Although vegetable production performance for 2021/2022 financial year has increased with 1 645 159 kg in the 2021/2022 financial year when compared with that of 2020/2021 financial year, it is still below the set target with 1 188 680 kg. The production performance was 9 371 120 kg against the target of 10 559 800.





**Pic 9: Goedemoed: (Aliwal North)  
February 2022**



**Pic 10: Garden in Potchefstroom  
November 2021**



**Pic 11: Brinjals harvested at Glencoe  
April 2021**

There is a need to optimize the use of resources like land, water, infrastructure, agriculture machinery and equipment as well as offender labour. Furthermore, production inputs should be accessible/available timeously to impact positively on vegetable production. Resource planning and implementation of the planting schedule is crucial for vegetable production. There are farms that are experiencing resource limitations like, lack of irrigation water, lack of irrigation equipment, inadequate fencing, dilapidated infrastructure, old machinery and equipment, as well as shortage of qualified Agriculture Technicians. In some cases losses/damage of seedlings by wild birds and animals also impact negatively on vegetable production performance. The department explored initiatives to enhance productivity and to reduce/prevent losses, i.e. use net shade and where feasible, implement hydroponics.

### **3.3.2 FRUITS**

DCS has sixteen (14) orchards nationally, making it possible to provide for a certain percentage of the fruit needed for inmate ration. The location of the orchards is as follows:

- GP: Atteridgeville, Odi, Leeuwkop, Zonderwater
- LMN: Barberton, Losperfontein, Nelspruit, Tzaneen
- WC: Brandvlei, Drakenstein, Voorberg
- FS/NC: Goedemoed
- EC: Middeldrift
- KZN: Ncome (Vryheid)





**Pic 12: Orchards in ODI (Mabopane): July 2021**

Fruits achieved 334 371 kg and displayed a decline with 66 201 kg as compared with 2020/2021 financial year production performance but display increase between 2019/2020 and 2021/2022 financial year due to the decreased target. The reduction in target for 2021/2022 was due to the Patensie orchard which was no longer productive. This in turn requires a financial investment, e.g. to procure 250 fruit trees for the Patensie farm. This will result in financial loss for the department if there is no integrated plan and approach, which calls for a multi-disciplinary approach that will include security, planting, irrigation system, harvesting, fencing where applicable, as well as ordering and delivering of the fruits at the different centres. However, the actual production performance displays a sharp decline of 88 131 kg between 2019/2020 and 2021/2022 financial years. An amount of R637 200.00 was allocated to the regions (WC, EC, LMN, GP) for the revival/expansion of orchards. However, EC did not spend the funds as there was a need for fencing and water reticulation before the fruit trees can be planted. Some farms are not optimally used, due to lack of qualified agriculture technicians, theft and insufficient allocation of offender labour, which has led to under-performance of some of the orchards.

## Orchards: Budget allocation

Table 5: Budget allocation for orchards: 2021/2022

Item No.	2021/2022 RSA Plant production (Orchards)		Total spent	Total spent incl. commitment	%
	Region	Allocated funds			
1.	WC	R 142 800,00	R 119 730,00	R 119 730,00	83,84%
2.	EC	R 50 000,00	R -	R -	0,00%
3.	LMN	R 384 400,00	R 409 485,00	R 409 485,00	106,53%
4.	GP	R 60 000,00	R 61 637,50	R 61 637,50	102,73%
	<b>Total</b>	<b>R 637 200,00</b>	<b>R 590 852,50</b>	<b>R 590 852,50</b>	<b>92,73%</b>

### 3.3.3 FODDER

The Department has 20 farms that have the potential to produce fodder for animal feed. The potential of Nigel and Odi in Gauteng region for fodder production will be assessed during June 2022 to enhance red meat and milk production performance; and to reduce the cost of procuring fodder externally, while there are natural resources available to produce own fodder.



Pic 13 - 14: Fodder production (Maize for the production of silage): Rooigrond (Mahikeng): March 2022

All farms with dairy and beef animals should have a fodder flow plan to ensure that the nutritional needs of the animals are met. A fodder flow plan will ensure optimal utilization of agronomy fields. Self-produced animal fodder will reduce the cost of buying fodder externally at high prices, the production cost of red meat and milk will be reduced; consequently the production performance of red meat and milk will be enhanced.

Fodder production includes pasture, hay and silage. The objective of fodder production is to match the production capabilities of the farm to the animals' requirements to obtain the greatest margin on feed cost within safe limits of natural resource utilization. The dominant variable on any livestock farm is the supply of feed. It is crucial for livestock health and economic efficiency to bring the herd size in line with fodder production of the farm, so that sufficient quality dry matter is provided on an uninterrupted basis. Supply of feed is a key factor on any livestock farm, yet this aspect of management is often neglected. The re-establishment of pastures and improved management of grazing have the potential to impact positively on the operations of beef, dairy and small stock projects.



**Pic 15: Silos at Groenpunt (Vereeniging) used for storage of animal feed: November 2021**

**Table 6: Allocation of funds for machinery and equipment: 2021/2022**

Item No.	2021/2022 RSA Plant production		Total spent	Total spent incl commitment	%
	Region	Allocated funds			
1.	WC	R 200 000,00	R 146 650,00	R 146 650,00	73,33%
2.	GP	R 1 300 000,00	R 672 248,90	R 672 248,90	51,71%
3.	LMN	R 1 930 000,00	R 2 087 624,25	R 2 087 624,25	108,17%
4.	EC	R 1 932 015,00	R 1 923 991,32	R 1 923 991,32	99,58%
5.	KZN	R 1 064 600,00	R 1 250 000,00	R 1 250 000,00	117,41%
	<b>Total</b>	<b>R 1 608 000.00</b>	<b>R 1 501 744,87</b>	<b>R 1 501 744,87</b>	<b>93.30%</b>



**Pic 16 - 17: Minister, Deputy Minister and Acting National Commissioner unveiling a TLB at Barberton Management area: 24 January 2022**



**Pic 18: Maize harvester: Zonderwater (Cullinan): March 2022**

### **3.3.4 MILK**

DCS has seventeen (17) dairies nationally located as follows:

- GP: Baviaanspoort, Zonderwater, Leeuwkop
- KZN: Waterval, Ncome, Sevontein
- FS/NC: Groenpunt, Goedemoed, Grootvlei
- LMN: Barberton, Losperfontein, Rooigrond
- WC: Brandvlei, Voorberg, Overberg (Helderstroom), Drakenstein
- EC: Kirkwood



The production performance has declined with 320 372 litres between 2019/2020 and 2021/2022 financial years due to unproductive/old breeding animals. An amount of R210 000.00 was allocated to Grootvlei in FS/NC for the procurement of a mobile milk tank in 2021/2022 financial year. A new milking machine was installed in Kirkwood Management Area (EC) and it was launched on the 28<sup>th</sup> September 2021. Additionally, Losperfontein has renovated the milking parlour as own resource project and the milking machine pats (clusters) have been replaced.

As part of cost savings and enhancing the use of available resources, dairy heifers were transferred from WC (due to access capacity) to respective dairies, i.e. Waterval (10), Groenpunt (10), Kirkwood (10) and Sevontein (10).

Milking machines are not optimally utilized in all cases due to dysfunctional milking points, which require frequent maintenance and repair. Maintenance and repairs of the milking machines have financial implications for the department. The replacement of dilapidated milking machine requires technical support/preparatory work by the Facilities section as well as implementation of a maintenance plan to prevent high costs for repairs. Therefore, a need for a multi-disciplinary approach, to ensure timeous procurement, repairs as well as the availability of security and agricultural officials. Vaccination of animals according to the vaccination schedule provided by the veterinarian is imperative to prevent animal diseases. Replacement of old/unproductive dairy animals, hygiene and food safety must be maintained at all times.

Additional funding has been re-prioritised for dairies in the 2021/2022 financial year as indicated in the following table.

**Table 7: Dairies: Reprioritisation of funding for FS/NC: 2021/2022 FY**

Region	Allocated budget	Total spent	Total spent incl commitment	%
FS/NC	R 210 000,00	R 208 859,00	R 208 859,00	99,46%
<b>Grand Total</b>	<b>R 210 000,00</b>	<b>R 208 859,00</b>	<b>R 208 859,00</b>	<b>99,46%</b>

### 3.3.5 BEEF AND SMALL STOCK PRODUCTION

#### 3.3.5.1 RED MEAT

There are beef projects and five (5) small stock farms (goats and sheep), nationally in the following areas:

- GP: Baviaanspoort, Leeuwkop, Zonderwater, Devon
- KZN: Glencoe, Waterval, Ncome, Sevontein (PMB)
- FS/NC: Groenpunt, Goedemoed, Grootvlei
- LMN: Barberton, Mogwase, Rooigrond, Thohoyandou
- WC: Brandvlei, Voorberg, Overberg (Helderstroom), Drakenstein
- EC: Kirkwood

These projects contribute towards red meat production for inmates' ration. When dairy animals are unproductive they are culled and slaughtered for red meat production. Red meat production performance was 473 256 kg in the 2021/2022 financial year and has improved with 42 436 kg as compared with production performance of 2020/2021 financial year. Despite the increment of red meat target between 2019/2020 financial years, the performance of red meat was at 99%.

Red meat is primarily being produced from natural grazing (veldt). The following are some of the key elements that require improvement to optimize beef and small stock projects: management of grazing/veldt, adequate drinking water for livestock, maintaining water infrastructure, animal handling facilities, fencing, availability of light delivery-vehicles/"bakkies", availability of offender labour, security personnel and agriculture technicians, replacement of old/ unproductive breeding animals, adherence with vaccination programme, etc.



**Pic 19: Red Meat production: Sevontein (PMB): May 2021**

### **3.3.6 PORK**

The SFSSS declared as from 1 April 2021 that *"...by the end of 2021/2022 financial year, it is expected that nationally no pork and eggs would be procured externally, unless in exceptional cases. There must be valid reasons and evidence to back such procurement, and must be approved by Regional Commissioner upon satisfying himself/herself that it is absolutely necessary and in the interest of the department to source the produce externally. Records of all externally procured produce/products and financial implications must be kept in order"*.

The department has fifteen **(15) piggery projects** nationally for the production of pork for inmates' ration in the following locations:

- GP: Baviaanspoort, Leeuwkop

- KZN: Ncome, Sevontein, Waterval
- FS/NC: Groenpunt, Goedemoed, Grootvlei
- LMN: Barberton, Rooigrond, Thohoyandou
- WC: Overberg (Helderstroom), Drakenstein
- EC: Middeldrift, Mthatha

Although the target of pork was reduced with 29 000 kg between 2019/2020 and 2021/2022 financial years, the target was not achieved. The production performance of pork displayed an improvement in 2020/2021 financial year and declined in 2021/2022 financial year due to the closure of Mthatha piggery in August 2021 because of Swine Flu Disease Outbreak. Funding was allocated to the regions for the procurement of breeding sows and boars to replace old/unproductive animals, expand the gene pool and to curb inbreeding, i.e. Leeuwkop, Mthatha, Middeldrift, Overberg, Drakenstein Grootvlei, Rooigrond, Waterval, and Sevontein.

The replacement of unproductive breeding animals, proper feeding, health and hygiene, breeding, maintenance of infrastructure as well as overall management of the piggery remains crucial to ensure that production costs of pork are minimized. Keeping unproductive animals on the farm will result in a financial loss for the department considering the cost of feed for those animals. If new breeding animals are not introduced timeously, it could result in under-performance with regard to pork production; consequently the department might not be self-sufficient.

One of the biggest piggery projects in the department is Groenpunt with a proper structure. The capacity of the project is 200 sow units; however, the current stocking is 122 sows. The piggery project was not optimally utilized as there were previously challenges with the access to market prior to the instruction that pork should not be procured externally. The region is in process of optimizing/stocking the project to its full capacity, i.e. approval has been granted for the procurement of boars and 30 gilts will be transferred from Goedemoed, subsequently Groenpunt will select from its own herd to increase the herd.

#### **3.3.6.1 Common findings at piggeries**

- (i) No heaters at farrowing houses, which result in high pre-weaning mortality due to cold weather.
- (ii) No proper record keeping
- (iii) Improper waste water disposal discharge at the piggery, which result in seepage of dung around the houses. The environment was not conducive for the offenders and officials working at the piggery.
- (iv) The piggery structure is dilapidated, i.e. broken window panes, the roof is still asbestos, there are big air conditioners at the farrowing houses; however they are not functional.
- (v) Water reticulation system not functioning properly (leaking taps and drinking nipples).
- (vi) Old/unproductive breeding animals.



**Pic 20: Piggery at Groenpunt: November 2021**



**Pic 22: Abattoir at Barberton: June 2021**

### **3.3.6.2 BROILER PRODUCTION**

**Chicken** – the department has only three (3) broiler projects nationally, i.e. Drakenstein, St Albans and Zonderwater. The production performance of chicken meat was 890 754 kg, a decline with 190 661 kg as compared with production performance of the 2020/2021 financial year. Life spent lay hens are also culled for chicken meat. The decline was due to Avian Flu Disease Outbreak, which resulted in scarcity of day - old broiler chicks in the market, thus the contracted suppliers delivered 50% of ordered quantities.

The business case for the expansion of Zonderwater broiler project has been finalised. The need for chicken meat in Gauteng Region is 721 960 kg/annum and Zonderwater can only produce 280 000 kg/annum, hence the expansion to make up for the shortfall.

Drakenstein is in the process of renovating nine (9) houses (replacing asbestos with corrugated iron) and the anticipated completion date is August 2022. When completed there will be nine additional houses in operation, consequently production performance will be enhanced.

The business case for the establishment of broiler project and white meat abattoir at Grootvlei has been approved and the process for the establishment is under-way.





**Pic 23: Broiler production: Drakenstein (Paarl): November 2021**

Additional funding has been re-prioritised for **Recapitalisation of machinery and equipment: Poultry budget allocation** in the 2021/2022 financial year as indicated in the following table:

**Table 8: Animal production (poultry): Funding: 2021/2022**

Item No.	2021/2022 RSA Activity Animal Production (Poultry)					
	Region	Allocated Budget	Commitment	Total Spent	Total Spent incl Commitment	%
1.	LMN	R 704 000,00	R -	R -	R -	0,00%
2.	GP	R 280 000,00	R -	R -	R -	0,00%
3.	EC	R1 453 200,00	R -	R 717 676,78	R 717 676,78	49,39%
	<b>Grand Total</b>	<b>R 2 437 200,00</b>	<b>R -</b>	<b>R1 087 676,78</b>	<b>R 1 087 676,78</b>	<b>44,63%</b>

### 3.3.6.3 Egg production

The department has seven (7) layers nationally in the following locations:

- KZN: Waterval
- FS/NC: Grootvlei
- LMN: Losperfontein
- WC: Drakenstein
- EC: Kirkwood, Middeldrift, Mthatha

The performance on eggs was 1 474 928 dozen, an improvement with 137 630 dozen as compared with 2020/2021 financial year production performance. An improvement on production performance of eggs is due to the renovation

of layer houses that were not in use at Losperfontein in the LMN Region as well as the improvement on adherence with the set standards, although the climatic conditions are still not favourable.

Some of the layers are having surpluses which are donated to needy communities and or community organisations. Drakenstein, Grootvlei and Losperfontein Management Areas donated eggs to Franschoek communities during the 2021/2022 financial year.



**Pic 24: Eggs produced at Mthatha: March 2022**



**Pic 25: Eggs produced at Waterval: March 2022**

Crucial for the success of egg production project are amongst others, the implementation of a Bio-security plan at the project, fencing around the project to restrict movements in and out of the layer project in order to prevent transmission of diseases to the lay hens (bio-security). Functional cooling systems are also imperative for occupational hazards and to control the temperature, thus optimizing birds' health in order to contribute to good performance. There is a need for a qualified agriculture technician at all the layer projects for the execution of the daily activities of the project, while the custodial officials attend to security. Maintenance of infrastructure is crucial to prevent leakages and other health hazards to the officials as well as the offenders working at the layer projects. Non-adherence to safety requirements can lead to the projects being closed by the Environmental Health Inspectors due to non-compliance to the Environment by-laws. When layers are out of production/reached the end of production cycle, they are slaughtered for chicken meat production.



**Pic 26: Franschoek Community receiving surplus eggs produced by the DCS as well as non-perishable items from the RC: WC.**



**Pic 27: Acting National Commissioner handing over surplus eggs and vegetables produced by LMN, GP and FS/NC to the community of Orange Farm**

#### **3.3.6.4 TENDER DCS 8: FOR THE SUPPLY, DELIVERY AND OFF-LOADING OF DAY-OLD BROILER CHICKS**

The contract DCS 8, i.e. for the supply and delivery of day - old broiler chicks will expire on the 7<sup>th</sup> January 2023. In order for the DCS to commence timeously with the preparation for the new contract, regions have been requested to submit needs of the respective broiler projects for the period of 08<sup>th</sup> January 2023 to 07<sup>th</sup> January 2026. This will allow Procurement Administration sufficient time to invite bidders, evaluate the tender and award the contract for the supply, delivery and off-loading of day - old broiler chicks. The expenses for the supply and delivery of day - old chicks will be budgeted for by the respective Correctional Centre farms under the activity Animal Production.

#### **3.3.6.5 TENDER DCS 8/1: FOR THE SUPPLY, DELIVERY AND OFF-LOADING OF POINT OF LAY HENS**

The contract DCS 8/1 for the supply and delivery and off-loading of point of lay hens will expire on the 7<sup>th</sup> January 2023. In order for the DCS to commence timeously with the preparation for the new contract, regions have been requested to submit needs of the respective layer projects for the period of 08<sup>th</sup> January 2023 to 07<sup>th</sup> January 2026. This will allow Procurement Administration sufficient time to invite bidders, evaluate the tender and award the contract for the supply, delivery and offloading of point of lay hens. The expenses for the supply, delivery and off-loading of point of lay hens will be budgeted for by the respective Correctional Centre farms under the activity Animal Production.

### 3.3.6.6 FERTILISER

The contract for fertilisers used to be facilitated by National Treasury. The contract RT16-2015 for the supply, delivery and off-loading of fertilizers to the state has expired in 2018. The Transversal Contracting has decentralized the arrangement of fertilizers contract for end-user departments to arrange the contract within delegated authority.

Although some regions were able to arrange contracts for supply, delivery and off-loading of fertilizers, other regions are experiencing delays in facilitating the arrangements of contracts, which impact negatively on plant production. The regions were requested to submit the needs for fertiliser, needs were consolidated nationally to assist regions with the arrangement for a contract for fertilizers. The Department of Agriculture, Land Reform and Rural Development is the Registrar of Act 36 for Fertilizers, Farm feeds, Agriculture Remedies and Stock Remedies, Act of 1947, as amended, thus they were consulted to confirm that the list of fertilizers are registered. The process of arranging a national fertilizer contract for the regions to optimize plant production performance is underway. Functional approval has been granted by the Acting National Commissioner for the advertisement of the bid for supply, delivery and offloading of fertilizers to various Correctional Centre farms, appointment of capable supplier/s as well as the appointment of bid evaluation and bid specification committee members. The contract should be valid for 36 months period.

Regions are responsible for budgeting of the fertilizers under Activity Plant Production. The prices in the previous contract RT16-2015 were used as estimates and 5% adjustment was added to the estimated amount per financial year, hence the grand total amount for the period of 36 months is **R64 425 613.32**. The farm managers/agriculture officials will be responsible for ordering fertilizers at operational level for plant production activities. An Implementation Plan has been developed to ensure that the process is finalised timeously.

The following is the estimated value of the contract, over a three year period:

**Table 9: Fertilizers: Estimated contract values from 2022/2023 to 2024/2025**

Regions	2022/2023	2023/2024	2024/2025
Free State and Northern Cape	R4,947,349.06	R5,194,716.51	R5,454,452.34
Western Cape	R6,535,209.11	R6,861,969.57	R6,861,969.57
KwaZulu Natal	R2,227,650.50	R2,339,033.03	R2,455,984.68
Gauteng	R2,784,537.83	R2,651,940.80	R2,784,537.83
Limpopo, Mpumalanga and North West	R1,917,143.60	R2,013,000.78	R2,113,650.82
Eastern Cape	R2,310,061.00	R2,425,564.05	R2,546,842.25
<b>Total</b>	<b>R20,721,951.10</b>	<b>R21,486,224.73</b>	<b>R22,217,437.49</b>
<b>Grand Total</b>			<b>R64,425,613.32</b>

### 3.3.7 ABATTOIRS

DCS has three (3) white meat and 17 red meat abattoirs. Funding has been made available during the previous financial year to three (3) regions, namely KZN, EC and LMN. LMN utilised 100% of the additional funding and augmented with own funding, while KZN and EC underspent.

**Table 10: Abattoir: Recapitalisation of machinery and equipment**

No.	2021/2022 RSA Activity Animal Production (Abattoirs)					
	Region	Allocated funds	Commitment	Total spent	Total spent incl commitment	%
1	KZN	R 505 000,00	R -	R 363 900,20	R 363 900,20	72,06%
2	EC	R 534 100,00	R -	R 217 927,29	R 217 927,29	40,80%
3	LMN	R 120 000,00	R -	R 208 000,00	R 208 000,00	173,33%
	<b>Grand Total</b>	<b>R 1 159 100,00</b>	<b>R -</b>	<b>R 789 827,49</b>	<b>R 789 827,49</b>	<b>68,14%</b>

**Table 11: \*AEL-Atmospheric Emission License for incinerators: 2021/2022 (Needed for all incinerators)**

Regions	Management areas	Comments
GP	Leeuwkop	To facilitate the AEL for incinerators.
	Zonderwater	Projects were registered with DPWI for incinerator conversions to comply with new environmental regulations
	Baviaanspoort	
FS/NC	Goedemoed	To facilitate the AEL for incinerators.
	Groenpunt	Projects were registered with DPWI for incinerator conversions to comply with new environmental regulations
	Grootvlei	Need to build new incinerators, subsequently register for AEL.
KZN	Ncome	Need to build new incinerators, subsequently register for AEL. Minor maintenance and refurbishment was done by use of own resources. Major upgrade is required.
	Waterval	
	Sevontein	Copy of AEL to be obtained from DPWI
WC	Overberg	To facilitate the AEL for incinerators.
	Drakenstein	Projects were registered with DPWI for incinerator conversions to comply with new environmental regulations. Construction of a new incinerator at Overberg (Helderstroom) is completed, while Drakenstein and Voorberg are under construction.
	Voorberg	
LMN	Rooigrond	To facilitate the AEL for incinerators.
	Thohoyandou	Projects were registered with DPWI for incinerator conversions to comply with new environmental regulations
	Barberton	
EC	Middledrift	To facilitate the AEL for incinerators.
	Kirkwood	Projects were registered with DPWI for incinerator conversions to comply with new environmental regulations

The incinerator at Helderstroom (Caledon) will be launched during the new financial year. It is envisaged that this state-of-the-art facility can be utilised by other government departments as well for medical waste, etc.

### 3.3.8 AGRICULTURE INTERNAL MARKET ANALYSIS: 2021/2022 FINANCIAL YEAR

3.3.8.1 The following table is indicative of the market analysis for 2021/2022 financial year:

**Table 12: Agriculture products produced, purchased and total consumption for 2021/2022 FY**

Products	Quantity produced for inmate ration	Quantity purchased externally	Total consumption	Self-sufficiency %
Vegetables	9 371 556 kg	6 443 848 kg	15 815 404 kg	59.26%
Fruits	327 003 kg	2 096 690 kg	2 423 693 kg	13.49%
Red meat	473 556 kg	2 119 376 kg	2 592 932 kg	18.26%
Milk	6 058 196 L	11 306 091 kg	17 364 287 L	34.89%
Pork	1 776 482 kg	141 037 kg	1 917 519 kg	92.64%
Chicken	890 754 kg	3 984 730 kg	4 875 484 kg	18.27%
Eggs	1 474 928 kg	0	1 474 928 kg	100%

3.3.8.2 The costs of the externally purchased agriculture products for the 2021/2022 financial year are as follows:

**Table 13: Costs of externally purchased agriculture products in 2021/2022**

Products	Externally purchased	Cost/kg, Cost /litre & Cost /dozen	Total price
Vegetables	9 371 556 kg	R 9.56	R 89 592 075.36
Fruits	2 096 690 kg	R 12.22	R 25 621 551.80
Red meat	2 119 376 kg	R 63.36	R 134 283 663.66
Milk	11 306 091 kg	R 3.51	R 39 684 379.41
Pork	141 037 kg	R 39.60	R 5 585 065.20
Chicken	3 984 730 kg	R 40.99	R 163 334 082.27
Eggs	0 doz	R 0	R 0
<b>Total</b>			<b>R458 100 817.70</b>

3.3.8.3 The production costs of self-produced agriculture products are indicated in the table below:-



**Table 14: Production costs of self-produced agricultural products**

Products	Internally produced for inmate ration	Cost/kg, Cost /litre & Cost /doz	Total price
Vegetables	9 371 556 kg	R 1.96	R 18 368 249.76
Fruits	437 003 kg	R 4.37	R 1 909 703.11
Red meat	473 556 kg	R 48.77	R 23 095 326.12
Milk	6 058 196 L	R4.59	R 27 807 119.64
Pork	1 776 482 kg	R 26.31	R 46 739 241.42
Chicken	890 754 kg	R 25.83	R 23 008 175.82
Eggs	1 474 928 kg	R 12.80	R 18 879 078.40
<b>Total</b>			<b>R159 806 894.27</b>

**Table 15: Self-produced agricultural products at a price of external products/alternative product price**

Products	Internally produced for inmate ration	Price/kg, Price /litre & Price /doz	Total price
Vegetables	9 371 556 kg	R 9.56	R 89 592 075.36
Fruits	437 003 kg	R 12.22	R5 340 176.66
Red meat	473 556 kg	R 63.36	R30 004 508.16
Milk	6 058 196 L	R 3.51	R21 264 267.97
Pork	1 776 482 kg	R 39.60	R70 348 687.20
Chicken	890 754 kg	R 40.99	R36 512 006 .46
Eggs	1 474 928 kg	R 14.84	R21 887 931.52
<b>Total</b>			<b>R274 949 653.33</b>

**3.3.8.4** If self-produced agriculture products could have been procured externally, it would have had the following financial implications: -

**3.3.8.5** The table above shows that had the Department not produced the agriculture products internally, it could have cost approximately **R 274 949 653.22** to procure the said products externally for inmate ration.

**3.3.8.6** In order to display the saving that was created through the self-produced agriculture products, the following analysis has been done:

An amount of **R 159 806 894.27** (cost implication of self-produced agriculture products as shown under Table 23), when it is subtracted from **R 274 949 653.22** (estimated financial implications, had the Department not produced the agriculture products as shown under Table 24), it provides an estimated saving of approximately **R 115 142 758.95**.

The above shows that through the internal production of agriculture products, the Department managed to create a saving of approximately **R 115 142 758.95** in the 2021/2022 financial year. It needs to be noted that during the 2020/2021 financial year, the farms created a cost saving of approximately R 94 million through internal produce. This increase demonstrates clearly that there is potential for the Department to create cost savings, whilst ensuring food security and offender development.

During 2021/2022 financial year an amount of **R 458 100 817.7** was spent on externally purchased agricultural products. The amount spent on externally purchased agricultural products in 2021/2022 has increased with **R 22 095 606.50** as compared to an amount that was spent in the 2020/2021 financial year (i.e. **R 435 205 211.20**).

**3.3.8.7** Unavailability of a national fertilizer contract has impacted negatively on the production performance of vegetables, fruit and milk (due to unavailability of silage). The Directorate Production Workshops and Agriculture is in a process of arranging a national tender for fertilizer.

**3.3.8.8** The increase of market prices/inflation rate for agriculture production inputs (fertilizers, animal feed, animal remedies, agro-chemicals and fuel) attributed to the high production cost of each commodity. Additionally, the production performance of chicken meat was low due to Avian Flu disease outbreak in 2021; as a result there was a shortage of day - old broiler chicks in the market.

**3.3.8.9** The importance of enhancing agriculture production and reducing cost of production cannot be over emphasised. However, the challenge of high input costs, i.e. for fuel, seeds, fertilizers, animal feed, stock remedies and agro-chemicals remain a burning issue, because these inputs are procured on open market/through tender process, which results in high input prices as compared to when they are procured from manufacturers.

**3.3.8.10** The internal production cost of milk is high when compared with the cost of powder milk when it is converted into litres to make it comparable with fresh milk, i.e. converting kilograms to litres. The Department is in most cases procuring powder milk for inmate ration as opposed to fresh milk, especially where there are no dairies.

**3.3.8.11** The self-produced agriculture products remain the best option for the Department because labour is provided by offenders (offender skills utilization), and the overhead costs are not high as compared to commercial/private farming.

**3.3.8.12** It is envisaged that the number of management areas that will no longer procure certain vegetables will be increased gradually. There is a process underway to determine the possibility of expansion of current used land. The Internal Market Analysis for 2021/2022 has been developed to determine the self-sufficiency level of the department as it is critical for planning of agricultural production. Taking into consideration the quantities of products that are purchased externally and the amount that was spent to purchase these products externally, it is pivotal to enhance self-sufficiency. A commitment has also been made to heighten production of livestock and



plant production farms in the 2022/2023 financial year. Funding has been made available during 2021/2022 as well as 2022/2023 for the replacement of old/unproductive breeding stock as per the allocated funds. As part of cost saving, breeding animals were transferred (Inter-store transfer) within and across the regions, instead of procuring externally.

### 3.3.9 AGRICULTURE COSTING SYSTEMS

The annual market analysis, reporting on performance and planning for future years largely depend on information from the farms. However, in some instances as indicated in the table below, the agriculture costing system is not operational. Officials then keep manual statistics, which is not always uploaded timeously. GITO is engaged on a regular basis to deal with the challenges comprehensively.

**Table 16: Costing systems nationally**

Region	Management area	Backlog / problem	Comments
<b>Eastern Cape</b>	Kirkwood	Backlog since April 2021	Training was provided – Busy clearing the backlog
	Patensie	Backlog since April 2020	Network challenge for quite some time and created a backlog, busy clearing backlog
	Mthatha	System needs to be re-installed	After loading and testing the system training will be arranged.
	Middledrift	No system	Funds will be shifted from HO budget to the region to procure a computer. Thereafter the system needs to be configured and training will be arranged.
<b>FSNC</b>	Groenpunt	Backlog since Jan 2018	Backlog still to be captured. Will possibly roll the system on to April 2021.
<b>Gauteng</b>	Leeuwkop	Backlog since April 2020.	Network challenge for quite some time, rolled the system on up to April 2022, capturing in process.
	Nigel	Backlog since June 2020	Network challenge – busy clearing the backlog
	Modderbee	System was re-installed due to vandalism.	Training was provided, computer challenges experienced, new computer procured in 2021/22, capturing underway.
	Attridgeville	Error when accessing the Agric System	Training was provided although connection to the Agric system is a challenge. Received funds to procure a new computer in 2021/22. New computer was configured.
<b>KZN</b>	Sevontein	Computer stolen twice lost all data.	New computer received, system needs to be re-loaded.
	Waterval	Backlog since March 2020	Training was provided

Region	Management area	Backlog / problem	Comments
	Ncome	Backlog since March 2021	Started capturing the backlog.
LMN	Losperfontein	Backlog since Aug 2021	Training was provided twice during 2019 and 2021. System was rolled on to April 2022, started capturing the backlog.
	Rooigrond	Backlog since Sept 2021	Training was provided twice during 2019 and 2021; started capturing the backlog

### 3.3.10 FUNDING FOR COMPUTERS

Additional funding has been availed for the 2021/2022 financial year as indicated in the tables below Table 17.

As indicated in Table 17 below all the regions spent the allocated budget and the balance was re-prioritized within the regions. All big farms have computers.

**Table 17: Additional funding for computers: 2021/2022 FY**

Item No.	2021/2022 RSA computers		Total spent	Total spent incl commitment	%
	Region	Allocated funds			
1.	KZN	R 60 000,00	R 55 760,44	R 55 760,44	92,93%
2.	FS/NC	R 40 000,00	R 39 250,65	R 39 250,65	98,13%
3.	GP	R 60 000,00	R 52 419,24	R 52 419,24	87,37%
4.	LMN	R 80 000,00	R 71 030,00	R 71 030,00	88,79%
5.	EC	R 60 000,00	R 43 745,37	R 43 745,37	72,91%
6.	WC	R 40 000,00	R 39 283,65	R 39 283,65	98,21%
	<b>Total</b>	<b>R 340 000,00</b>	<b>R 301 489,35</b>	<b>R301 489,35</b>	<b>88,67%</b>

### 3.3.11 CONTRACT MANAGEMENT: AGRICULTURE

The following contracts are managed under the Agriculture section:-

**Table 18: Agriculture contracts**

No.	Contract	Expiry date	Status	Challenges	Progress/Recommendations/Comments
1.	DCS 8/1 (Point of lay hens (layers))	06/01/2023	Active	None	In process of arranging new tender, as the current one is expiring in January 2023.
2.	DCS 8 (Supply and delivery of broiler chickens)	06/01/2023	Active	There was a challenge with the delivery of day - old broiler chicks since August 2021 to February 2022. St Albans received chicks in March 2022.	In process of arranging new tender, as the current one is expiring in January 2023.
3.	RT 10 (Stock Remedies)	30/09/2022	Active	None	In a process of arranging new tender as the current one is expiring in September 2022.
4.	RT 12 (Agro-chemicals/ Pesticides, Herbicides)	30/09/2022	Active	None	In a process of arranging new tender as the current one is expiring in September 2022.
5.	RT 11-2019 (Animal feed)	01/07/2020 to 30/06/2023	Active	None	Increase in fuel price affected the price of animal feed, thus the suppliers request for price adjustment frequently. National Treasury was engaged on price escalation.
6.	Fertilizers (New DCS contract)	N/A	N/A	None	Specification meetings in progress.
7.	RT 57 (Tractors and TLBs)	30/06/2022	Expired	None	To enquire with NT regarding the new contract

### 3.3.12 FENCING

**Table 19: Fencing project: Progress**

Management Areas/CC	Need	Financial year	Progress at 31/03/2022
Limpopo, Mpumalanga and North West			
Tzaneen	Perimeter fence	2021/2022	Construction finalised
Barberton (including Lydenburg CC and Nelspruit CC)	Fencing: farm perimeter fence, around agriculture projects, including grazing camps, vegetables and orchards.	2023/2024	Planning and design: Risk of vandalism and theft of fence
Witbank			Contractor was appointed. Construction to commence during April 2022
Rooigrond			
Thohoyandou			
Rustenburg (Losperfontein CC)			Planning and design: Risk of vandalism and theft of fence
Eastern Cape			
Kirkwood	Game fence at Kirkwood	2021/2022	Risk of vandalism and theft of fence
Mthatha	Fencing: farm perimeter fence, around agriculture projects, including grazing camps, vegetables and orchards.		Designs finalised. In tender process with DPSA. Construction to commence during May 2022
Patensie			Planning and design:
Free State and Northern Cape			
Grootvlei			Risk of vandalism and theft of fence
Goedemoed			

### 3.4 PRODUCTION WORKSHOPS

The activities in the workshops and offender labour opportunities are discussed under steel and wood workshops, textile workshops and bakeries.

Additional funding has been made available to regions for the recapitalisation of machinery and equipment. The following table depicts the allocation for the 2021/2022 financial year.

**Table 20: Funding allocation: Machinery and equipment for production workshops: 2021/2022 FY**

Item No.	2021/2022 RSA Production workshops					
	Region	Allocated funds	Commitment	Total spent	Total spent incl commitment	%
1.	LMN	R 7 637 900,00				
2.	WC	R 370 000,00	R -	R 268 391,80	R 268 391,80	72,54%
3.	KZN	R 5 000 000,00	R -	R -	R -	0,00%
4.	GP	R 169 400,00	R -	R 207 614,47	R 207 614,47	122,56%
	<b>Total</b>	<b>R 13 177 300,00</b>	<b>R -</b>	<b>R 9 122 932,52</b>	<b>R 9 122 932,52</b>	<b>69,23%</b>

#### 3.4.1 WOOD AND STEEL WORKSHOPS

DCS has 10 wood and steel workshops in the following locations:

**Table 21: DCS wood and steel workshops nationally**

Regions and Correctional Centres	
Free State and Northern Cape	Bizzah Makhate (Kroonstad)
Western Cape	Pollsmoor, Drakenstein
Kwa-Zulu Natal	Pietermaritzburg
Gauteng	KMII, Boksburg, Leeuwkop, Zonderwater,
Limpopo, Mpumalanga and North West	Thohoyandou
Eastern Cape	St Albans

### 3.4.1.1 National Wood and Steel Annual Financial Performance

Table 22: Wood and steel costing systems - nationally

Region	Management area	Backlog / problem	Comments
EC	St Albans Wood and steel	Backlog since April 2021	The system was not functional. The matter was resolved by GITO. busy with updates.
FS/NC	Bizzah Makhate Wood	N/A	Functional Capturing is up to date
GP	Kgoši Mampuru II Wood	N/A	Functional Capturing is up to date
	Kgoši Mampuru II Steel	N/A	Functional Capturing is up to date
	Zonderwater Wood	Backlog since April 2019	The system was not functional. Network challenge The system is very slow The processing month is September 2020 Updates underway
	Zonderwater Steel	Backlog since April 2019.	The system was not functional. Network challenge, slow system Processing month is April 2020. Updates underway
	Leeuwkop Wood and Steel.	Backlog since February 2019.	Network challenge Capturing underway The processing month is April 2021
	Boksburg Wood	Backlog since June 2020.	Various error codes that prevented the officials to access the system. Cable theft was also a huge problem Slow network in most instances Processing month is September 2021
	Boksburg Steel.	Backlog since September 2020.	Challenge with various error codes that prevented the officials to access the system Cable theft was also a huge problem Slow network Processing month is November 2020
KZN	Pietermaritzburg Wood and Steel.	Backlog since March 2018.	The system is not functional Training was provided
LMN	Thohoyandou Wood and Steel	Backlog since April 2019.	The system is not functional. Training was provided
WC	Pollsmoor Wood and Steel	N/A	Functional Capturing is up to date
	Drakenstein Wood and Steel	N/A	Functional Capturing is up to date

**Table 23: National Wood and steel annual financial performance: 2021/2022**

Income 2021/04 to 2022/03	National	WC	Gauteng KM II stats	Free State / Northern Cape	LMN, EC and KZN
Income/Sales	46 836 880	19 859 604	16 777 644	10 199 631	Costing system not operational at the workshops for the above regions
Direct Cost (Material + Labour)	8 611 931	4 046 777	2 798 076	1 767 078	
Overheads (Salaries, Rent, Cost of machinery)	43 847 454	12 268 065	24 526 429	6 052 961	
Nett Profit or Loss	-5 622 506	2 544 762	-10 546 861	2 379 593	
Percentage Performance	-12%	13%	-63%	23%	0

Table 23 above indicates the percentage profit and losses recorded at Production Workshops for 2021/2022.

- Western Cape and FS/NC regions are showing a positive financial performance of 13% (WC) and 23% (FS/NC).
- Kgoši Mampuru II production workshops displayed a 63% financial performance.
- The involvement of the Regional Coordinators Production Workshops and Agriculture in Gauteng, KZN, LMN and EC is vital for the turn-around of the financial performance of workshops in these regions respectively as well as to prioritize the capturing of data on the costing system problems.
- Updating data is key to provide statistics on self-sufficiency enterprises to management
- An integrated action plan on a turn-around strategy is recommended for the under-performing workshops.

It needs to be noted that the following challenges contributed to some of the under - performance in regions:

- Outdated costing system, leading to information that is not always credible.
- Procurement of raw material impacted on manufacturing due to under-performance and non-delivery of raw material by contracted service providers.
- International trends on cost of steel and the rand dollar exchange contributed to the non-delivery of steel from contracted service providers, due to price escalation.
- The impact of COVID 19 cannot be underestimated, as workshops had to be closed due to positive cases amongst officials and offenders, as well as reduced numbers allowed in the workplaces due to social distancing.
- The manufacturing industry worked with skeleton staff, which impacted also on transporting of goods across provinces due to travel restrictions.
- Capital funds for machinery could not be used on time due to international restrictions impacting on the import of machinery from other countries.
- The riots in KZN and Gauteng during July 2021 had a significant impact on deliveries of goods and services.

- Load shedding impacted all SSS activities especially wood and steel as these workshops do not have generators due to the huge power requirement. However, some bakeries and textile workshops were able to continue where generators are available.

### 3.4.1.2 Regional Wood and Steel Annual Financial Performance

The tables below provide detailed information on wood and steel annual financial performance per region.

**Table 24: Western Cape: Wood and steel annual performance: 2021/2022 FY**

Income 2021/04 to 2022/03	Drakenstein	Pollsmoor	Western Cape
Income/Sales	10 951 133	5 720 797	11 847 163
Direct Cost (Material + Labour)	2 565 045	1 018 739	20 83 218
Overheads (Salaries, Rent, Cost of machinery)	5 965 271	4 259 998	7 724 126
Nett Profit or Loss	2 420 818	442 061	2 039 818
<b>Percentage performance</b>	<b>22%</b>	<b>8%</b>	<b>17%</b>
<b>Items manufactured</b>			
Wood	4350	1436	5786
Steel	3641	2237	5878

The table above illustrates the financial performance of wood and steel workshops:

- Drakenstein reported a financial profit of 22% performance, while Pollsmoor reported a financial profit of 8%.
- The wood and steel workshops at Drakenstein and Pollsmoor manufactured 11 664 items for the financial year, resulting in a regional financial performance of 17%.

**Table 25: Gauteng: Wood and steel annual performance: 2021/2022 FY**

Income 2021/04 to 2022/03	Leeuwkop	Boksburg		Kgōsi Mampuru II		Zonderwater		GP
	Wood / steel	Wood	Steel	Wood	Steel	Wood	Steel	
Income/Sales	Financial reports not submitted			7 428 719	9 348 925	Financial reports not submitted		16 777 644
Direct Cost (Material + Offender Labour)	0	0	0	968 707	1 829 372	0	0	2 798 076
Overheads (Salaries, Rent, Cost of machinery)	0	0	0	10 093 372	14 433 057	0	0	24 526 429



Income 2021/04 to 2022/03	Leeuwkop	Boksburg		Kgōsi Mampuru II		Zonderwater		GP
	Wood / steel	Wood	Steel	Wood	Steel	Wood	Steel	
Nett Profit or Loss	0	0	0	-3 633 357	-6 913 504	0	0	6 071 864
Percentage performance	0	0	0	-49%	-74%	0	0	-76%
<b>Items manufactured</b>								
Wood	327	Not submitted		10 211		Not submitted		10 538
Steel	324	Not submitted			30 571	Not submitted		30 895

The table above illustrates the financial performance of wood and steel workshops in Gauteng Region.

- The under- performance in Gauteng Region was contributed by the low financial performance of Kgōsi Mampuru II.
- The financial data under Gauteng region is only from Kgoši Mampuru II as it is the only workshop where the costing system was operational.
- The costing system problems were resolved on the 4<sup>th</sup> November 2021.
- Boksburg and Zonderwater Production Workshops did not report manufactured items to date. This information was requested manually. The region produced 41 109 items.

**Table 26: Pietermaritzburg: Wood and steel annual financial performance: 2021/2022 FY**

Income 2021/04 to 2022/03	Pietermaritzburg Wood/Steel	KZN Region
Income/Sales	Costing system not operational	Costing system not operational
Direct Cost (Material + Labour)	0	0
Overheads (Salaries, Rent, Cost of machinery)	0	0
Nett Profit or Loss	0	0
<b>Percentage performance</b>	<b>0</b>	<b>0</b>
<b>Items manufactured</b>		
Wood	132	132
Steel	116	116

The low performance of the workshops in the KZN region is mainly due to unavailability of artisans. It has been addressed in the HR strategy.

**Table 27: Free State and Northern Cape: Wood and steel annual financial performance: 2021/2022 FY**

Income 2021/04 to 2022/03	Bizzah Makhate Wood/Steel	Free State/Northern Cape
Income/Sales	10 199 631	10 199 631
Direct Cost (Material + Labour)	1 767 078	1 767 078
Overheads (Salaries, Rent, Cost of machinery)	6 052 961	6 052 961
Nett Profit or Loss	2 379 593	2 379 593
<b>Percentage performance</b>	<b>23%</b>	<b>23%</b>
<b>Products manufactured</b>		
Wood	1 922	1 922
Steel	1 886	1 886

The table above indicates that the income / sales at this workshop resulted in a financial gain.

- Bizzah Makhate wood and steel reported a profit of 23% for the financial year.
- A combined total of 3808 items were manufactured in the Wood and Steel Workshops.
- The Bizzah Makhate workshop showed a nett profit of R2 379 593.

**Table 28: LMN - Thohoyandou wood and steel annual financial performance: 2021/2022 FY**

Income 2021/04 to 2022/03	Thohoyandou	LMN
Income/Sales	Costing system not operational	Costing system not operational
Direct Cost (Material + Labour)	0	0
Overheads (Salaries, Rent, Cost of machinery)	0	0
Nett Profit or Loss	0	0
<b>Percentage Performance</b>	<b>0</b>	<b>0</b>
<b>Items manufactured</b>		
Wood	87	87
Steel	550	550

- Thohoyandou production workshops recorded 637 items manufactured at the wood and steel workshops.
- The repair of the costing system is vital and need to be prioritized.
- The shortage of artisans has been addressed in the HR Strategy.

**Table 29: Eastern Cape - St Albans wood and steel annual financial performance: 2021/2022 FY**

Income 2021/04 to 2022/03	St Albans Wood/Steel	EC Region
Income/Sales	Costing system not operational	Costing system not operational
Direct Cost (Material + Labour)	0	0
Overheads (Salaries, Rent, Cost of machinery)	0	0
Net Profit or Loss	0	0
<b>Percentage performance</b>	<b>0</b>	<b>0</b>
<b>Items manufactured</b>		
Wood	1 243	1 243
Steel	2 116	2 116

- A combined total of 3 359 items were manufactured in the wood and steel workshops
- The shortage of artisans has been addressed in the HR Strategy



**Pic 28: Offenders in the steel workshop: KMII: October 2021**

### 3.4.2 TEXTILES

#### 3.4.2.1 Textile Production Workshops Nationally

It must be noted that the table below indicates information from management areas where the costing systems are operational. Further to this, there is a backlog at Durban due to the manufacturing store not created at SCM.



**Pic 29: Offenders at Tswelopele (Kimberley) textile workshop: May 2021**

**Table 30: Textiles: Annual financial performance: 2021/2022 FY**

Income 2021/04 to 2022/03	National	Western Cape	Gauteng - KMII	FS/NC	LMN Potchef stroom	KZN	EC St Albans and East London
			The costing system at Boks burg and Zonderwater was repaired by GITO - backlog	The costing system at Bizzah Makhate was attended to by Head Office IT. The software should be uploaded at Tswelopele		Backlog at Durban – manufacturing store not created at SCM.	
<b>Income/Sales</b>	71 949 854	68 642 229	308 352	0	2 857 279	PMB costing system not operational	Costing system not operational
<b>Direct Cost (Material + Labour)</b>	46 241 322	44 088 025	175 386	0	1 921 290	0	0

Income 2021/04 to 2022/03	National	Western Cape	Gauteng - KMII	FS/NC	LMN Potchefstroom	KZN	EC St Albans and East London
Overheads (Salaries, Rent, Cost of machinery)	7 595 667	5 786 249	976 991	0	797 752	0	0
Net Profit or Loss	18 112 667	18 767 955	-844 025	0	138 237	0	0

Percentage Performance	25%	27%	-1207%	0%	5%	0%	0%
Items manufactured	824 781	408 639	15 813	78 430	157 532	88 674	75 693
R/D Items manufactured	116 459	44 686	270	7 603	37 725	21 525	4 650

The above table illustrates the financial performance from textile workshops nationally.

- The financial information of East London, St Albans, Pietermaritzburg, Durban, Witbank, Mogwase and Thohoyandou Textile Workshops were excluded from the above table as a result of non-operational costing systems.
- The textile workshops in the Western Cape region contributed the sale of R 68 642 229 (27%) nationally with a net profit of R 18 767 955.
- The Western Cape had the biggest contribution to the performance of the department.

#### 3.4.2.2 Witbank Textile Workshop

- The textile workshop in Witbank in the LMN region has been earmarked for the manufacturing of uniform for officials.
- A total of **R 1 576 000,00** was paid for Textile machines during the 2021/2022 financial year.



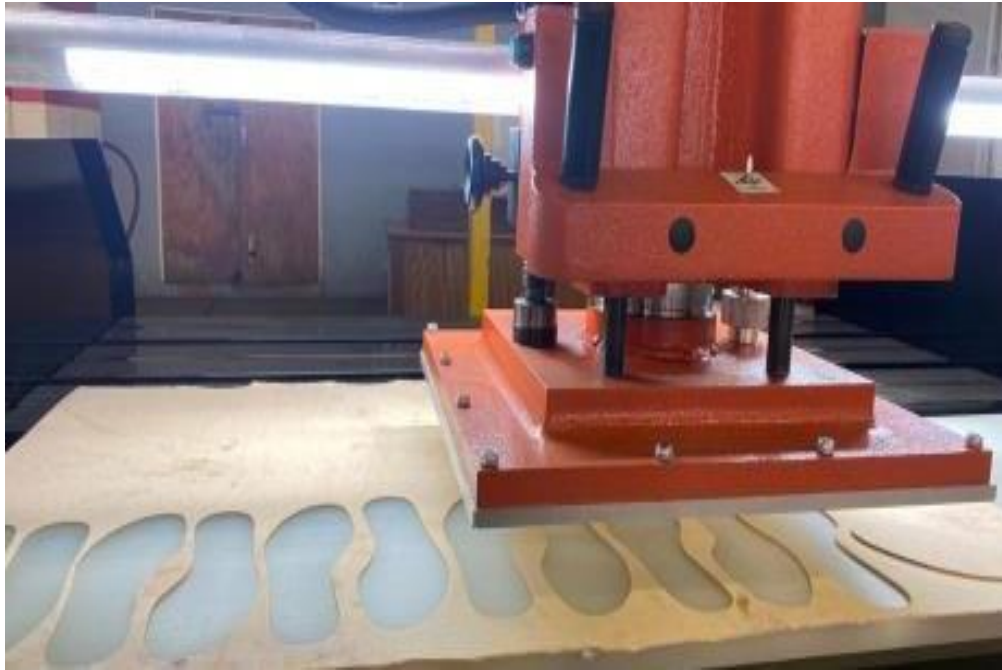


**Pic 30: New machines purchased at Witbank textile workshop: January 2022**

### **3.4.2.3 Witbank Shoe Factory**

A total of R7 280 926.25 has been invested in new machinery for the shoe factory as part of the process of recapitalization. An estimated total of 5000 pairs of shoes were incomplete due to the breakdown of machinery and will be completed in the 2022/2023 financial year. The Minister visited the shoe factory during March 2022 and was briefed on the installation and commissioning of the new machines, challenges with human resources, security and offender labour. However, custodial officials have been identified to be skilled to work in the shoe factory.

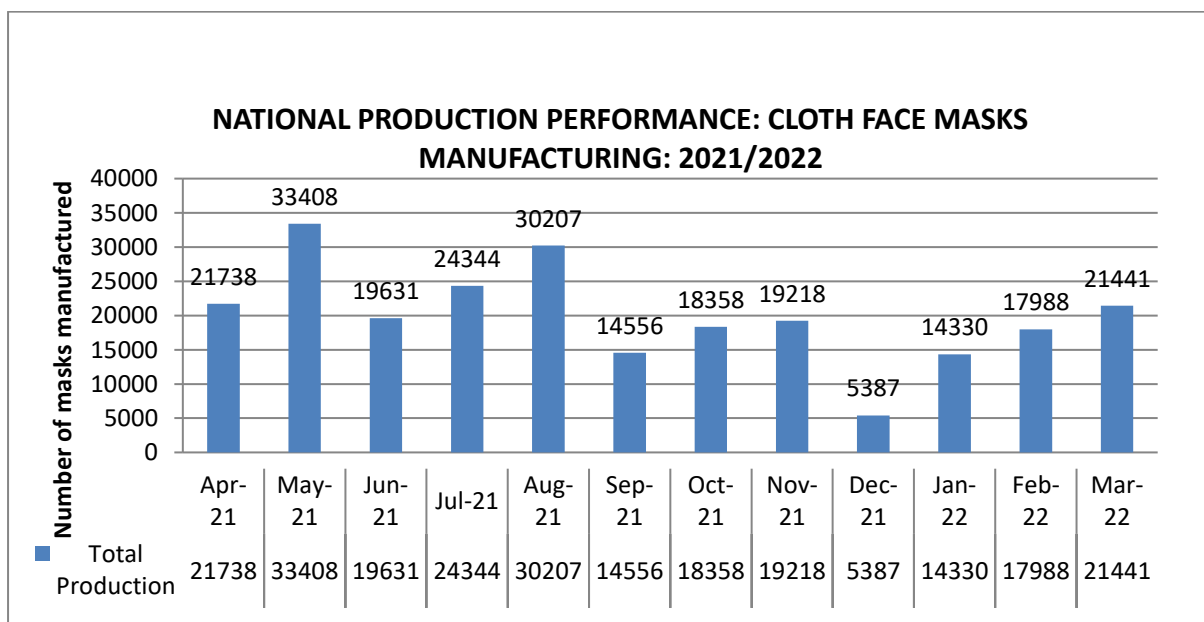




Pic 31 - 33: Shoe factory at Witbank: March 2022

#### 3.4.2.4 Production of Cloth Face Masks

Figure 2: Cloth face masks produced for offenders: National production performance: 2021/2022 FY



The graph above indicates the total of cloth face masks that have been manufactured for the use by inmates.

### 3.4.2.4.1 Cost Savings

If masks would have been procured at a cost of R8,00 per unit, then DCS would have spent R1 920 000. At the end of March 2022, a total number of 374 791 (APP) masks were manufactured against orders placed for 330 229 masks. This calculates to a performance / achievement of 113.49% (as per the APP) against the target of 85% for the 2021/2022 financial year.

It is important to note that skills development and skills transfer took place during the making of masks, which benefitted offenders and contributed to cost saving for the department.

- Manufacturing of masks is based on Orders/LOG 1 and performance is calculated against orders placed.
- All regions recorded an over achievement due to the manufacturing of buffer stock during certain months.
- Although the APP target is set, the expectation was that all workshops should complete all orders placed, even if it was not in the month that the order was placed. This has contributed to some workshops recording over-achievements higher than the APP target as well as performance higher than 100% (i.e. production exceed orders placed).



**Pic 34: Samples of 3-layer cloth face masks manufactured; yellow for Remand detainees and orange for sentenced offenders.**

**Table 31: Progress on the manufacturing of uniform**

Major milestones / deliverables	Status	% Complete	Comments
1. Up-scale production at Witbank textile to include uniform for officials.		100%	R1 188 400 was allocated for the project to LMN region. Witbank Management Area purchased 70 textile machines for a new product line to address the uniform for officials. Machines had been delivered and commissioned during December 2021 and January 2022.
2. Up-scale production at Witbank shoe factory.		100%	R 6 4 49 500 was allocated for the project to LMN region. Witbank Management Area procured machines for the shoe factory.



### 3.4.2.5 Textile Training

Training of offenders and officials to run production lines with new machines and to skill offenders with functional skills and increase production capacity will commence in the new financial year. The ultimate aim is mass production of offender and officials' uniform. The textile workshop in Witbank has been earmarked for the manufacturing of uniform for officials. Ten (10) officials have completed an 8 week training course from January – March 2022 with an external service provider. The Directorate Skills Development will facilitate an accredited course for offenders from April - June 2022 with financial assistance from the NSF.

In order to ensure that the machines are properly maintained, a process has been started to train officials to repair the sewing machines. A sewing machine mechanics training course for offenders is planned for July 2022 at the Witbank Management Area. The sewing machine mechanics training course will empower textile officials to contribute towards the enhancement of production performance and quality of clothes manufactured. Total estimated cost of the training is **R 81 340.00**. The section heads / sub-section heads / supervisors at the textile workshops who will attend the sewing machine mechanics training course should be knowledgeable on the following upon completion:

- An overview of sewing machines diagnostics
- Maintenance and repair of sewing machines

### 3.4.3 BAKERIES

#### 3.4.3.1 National Bakeries Financial and Production Performance 2021/2022

The following tables indicate the performance of the respective 9 bakeries, the need and bread procured externally where applicable.

**Table 32: Baviaanspoort bakery**

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
<b>April</b>	19 762	0	0	R 0	20800	R 8.49	R 176 592
<b>May</b>	20 319	7000	R 35 000	R 5.00	15300	R 8.50	R 130 050
<b>June</b>	19 753	200	R 1000	R 5.00	23 300	R 8.50	R 198 050
<b>July</b>	20 294	20700	R 103 500	R 5.00	800	R 8.50	R 6 800
<b>August</b>	20 174	17600	R 125 664	R 7.14	5100	R 8.50	R 43 350
<b>Sept</b>	19 491	5000	R 35 700	R 7.14	18400	R 8.50	R 156 400
<b>Oct</b>	19 491	5000	R 35 700	R 7.14	18400	R 8.50	R 156 400
<b>Nov</b>	19 367	2100	R 14 994	R 7.14	0	R 0	R 0
<b>Dec</b>	19813	20400	R 145 656	R 7.14	0	R 0	R 0

<b>Jan</b>	193824	20000	R 100 000	R 5.00	0	R 0	R 0
<b>Feb</b>	17348	17400	R 87 000	R 5.00	0	R 0	R 0
<b>Mar</b>	20168	20750	R 103 750	R 5.00	55	R 14.00	R 770
<b>Total</b>	<b>235 433</b>	<b>136 150</b>	<b>R 787 964</b>	<b>R5.48</b>	<b>102 100</b>	<b>R 8.50</b>	<b>R 868 412</b>

- The bakery was not able to meet the needs of the management area.
- A total of 102 100 loaves of bread to the value of R867 642 was procured externally.
- The average cost of purchasing bread externally is R 8.50, thus the department was unable to save on consumption cost to a great extent.
- The need for bread was 235 433 loaves and 136 156 loaves were baked.
- The average cost of producing bread at the above-mentioned bakery is R5.48.

**Table 33: Barberton bakery**

<b>2021/04 - 2022/03</b>	<b>Qty. needed</b>	<b>Qty. baked</b>	<b>Total internal cost for bread baked</b>	<b>Internal cost per loaf baked</b>	<b>Quantity purchased</b>	<b>Cost of loaf purchased</b>	<b>Total cost purchased</b>
<b>April</b>	57220	57220	R 273 512	R 4,78	0	R 0	R 0
<b>May</b>	59190	59190	R 266 947	R 4,51	0	R 0	R 0
<b>June</b>	57600	57600	R 330 624	R 5,74	0	R 0	R 0
<b>July</b>	55820	55820	R 316 499	R 5,67	0	R 0	R 0
<b>August</b>	56810	56810	R 322 113	R 5,67	0	R 0	R 0
<b>Sept</b>	55500	55500	R 314 685	R 5,67	0	R 0	R 0
<b>Oct</b>	57040	57040	R 323 417	R 5,67	0	R 0	R 0
<b>Nov</b>	77490	77490	R 478 113	R 6.17	0	R 0	R 0
<b>Dec</b>	91345	91345	R 604 704	R 6.62	0	R 0	R 0
<b>Jan</b>	91345	91345	R 594 656	R 6.51	0	R 0	R 0
<b>Feb</b>	82418	82418	R 428 574	R 5.20	0	R 0	R 0
<b>Mar</b>	90587	90587	R 604 215	R 6.67	0	R 0	R 0
<b>Total</b>	<b>832 365</b>	<b>832 365</b>	<b>R4 813 420</b>	<b>R5,67</b>	<b>0</b>	<b>R 0</b>	<b>R 0</b>

- The bakery reported very good production performance as per the need / orders placed by Logistics for the management area.
- The performance should be maintained to attain self-sufficiency and sustainability.
- Barberton optimised bread production and started providing for the Bethal Management Area as from 08 November 2021.
  - Total number of loaves baked until March 2022 is 2 844 122
  - Total saving: R7 423 158.42

Saving per loaf is calculated as follows: -

(Purchase Cost/loaf - Internal Bake Cost/loaf)

= R8.36 - R5.75

= R2.61

Saving total is calculated as follows:-

(Quantity baked x saving/loaf)

= 2 844 122 x R2.61

= R 7 423 158.42

The internal baking cost includes: calculation of the direct cost: ingredients i.e. flour, premix, baking oil, plastic bags and gratuity to offenders as well as overheads: salaries of officials, rent of the building and depreciation cost of machinery and equipment.

Picture 35 below is the truck that was procured to transport the bread from Barberton to Bethal Management Area.



The optimisation of bread at Barberton bakery warranted a visit by the Minister and the National Commissioner on 24 January 2022.



**Pic 36: Minister visiting the Barberton Bakery: January 2022.**



**Pic 37: Quality testing by the Acting National Commissioner: January 2022**

**Table 34: Boksburg bakery**

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
April	37040	38880	R204 120,00	R 5,25	0	R 0	R 0
May	38620	38940	R218 064,00	R 5,60	1 300	R 6.50	R 8 450
June	37800	38180	R216 480,60	R 5,67	0	R 0	R 0
July	37680	38120	R224 908,00	R 5,90	0	R 0	R 0
August	39030	40086	R255 748,68	R 6,38	0	R 0	R 0
Sept	34520	34120	R219 050,40	R 6,42	2 600	R 6.80	R 17 680
Oct	37280	41240	R283 318,80	R 6,87	0	R 0	R 0
Nov	38400	38130	R 263 097,00	R 6,90	0	R 0	R 0
Dec	40610	40580	R 277 567,00	R 6,84	0	R 0	R 0
Jan	40630	40280	R 306 128,00	R 7,60	0	R 0	R 0
Feb	36400	38880	R 278 381,00	R 7,16	0	R 0	R 0
Mar	40920	41780	R 341 343,00	R 8,17	0	R 0	R 0
<b>Total</b>	<b>458 930</b>	<b>469 216</b>	<b>R3 088 206,00</b>	<b>R 6,56</b>	<b>3 900</b>	<b>R6.65</b>	<b>R 26 130</b>

- The bakery reported good production performance of bread as per the need / orders placed by Logistics for the management area.
- The performance should be maintained to attain self-sufficiency and sustainability.

- A total of 3 900 loaves of bread was purchased at a cost of R6.65/loaf of bread due to the annual maintenance of bakery machinery.

**Table 35: Kgoši Mampuru II (Pretoria) bakery**

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
<b>April</b>	38230	38478	R363 232,32	R 9,44	0	R 0	R 0
<b>May</b>	28800	28959	R292 485,90	R 10,10	0	R 0	R 0
<b>June</b>	20950	21229	R235 641,90	R 11,10	0	R 0	R 0
<b>July</b>	30130	30795	R314 724,90	R 10,22	0	R 0	R 0
<b>August</b>	22775	23597	R257 915,21	R 10,93	0	R 0	R 0
<b>Sept</b>	36484	36997	R299 675,70	R 8,10	0	R 0	R 0
<b>Oct</b>	38150	38343	R304 826,85	R 7,95	0	R 0	R 0
<b>Nov</b>	37746	38373	R 309 286	R 8,06	0	R 0	R 0
<b>Dec</b>	40422	40818	R 435 120	R 10,66	0	R 0	R 0
<b>Jan</b>	40888	40534	R 376 966	R 9,30	0	R 0	R 0
<b>Feb</b>	25550	25550	R 239 659	R 9,38	0	R 0	R 0
<b>Mar</b>	42030	42152	R 410 982	R 9,75	0	R 0	R 0
<b>Total</b>	<b>402 155</b>	<b>405 825</b>	<b>R 3 840 516</b>	<b>R 9,58</b>	<b>0</b>	<b>R 0</b>	<b>R 0</b>

- The bakery reported good production performance of bread as per the need / orders placed by Logistics for the management area.
- The good performance should be maintained to attain self-sufficiency and sustainability.
- Although the bakery was 100% self-sufficient and did not buy any bread externally it was reported that the average cost per loaf of bread is high at R9.58, which can be attributed to the high cost of ingredients.
- An excess of 3670 loaves of bread were baked over the past 12 months.
- The quantity of bread needed was 402 155 in comparison to the quantity of bread baked which was 405 825. The extra bread catered for remand detainees from the courts.

**Table 36: Tswelopele (Kimberley) bakery**

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
April	41022	41135	R 242 697	R 5.90	0	R 0	R 0
May	44077	44208	R 229 882	R 5.20	0	R 0	R 0
June	39220	39342	R 208 513	R 5.30	0	R 0	R 0
July	39269	39409	R 220 690	R 5.60	0	R 0	R 0
August	38674	38798	R 221 149	R 5.70	0	R 0	R 0
Sept	37415	37524	R 210 134	R 5.60	0	R 0	R 0
Oct	38097	38228	R 225 545	R 5.90	0	R 0	R 0
Nov	37073	37207	R 212 080	R 5.70	0	R 0	R 0
Dec	36724	38406	R 192 030	R 5.00	0	R 0	R 0
Jan	37796	37917	R 212 335	R 5.60	0	R 0	R 0
Feb	34606	34704	R 180 461	R 5.20	0	R 0	R 0
Mar	38270	38392	R 210 004	R 5.47	0	R 0	R 0
<b>Total</b>	<b>433 393</b>	<b>436 366</b>	<b>R2 397 298</b>	<b>R 5.39</b>	<b>0</b>	<b>R 0</b>	<b>R 0</b>

- The bakery reported good performance on all orders of bread and the bakery has also exceeded the need.
- The performance should be maintained to attain self-sufficiency and sustainability.
- An excess of 2973 loaves of bread were baked over the past 12 months.
- The quantity of bread needed was 433 393 in comparison to the quantity of bread baked which was 436 366.  
The extra bread caters for remand detainees from the courts.

**Table 37: Goedemoed (Aliwal-North) bakery**

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
April	10998	11110	R 42 885	R 3.86	0	R 0	R 0
May	11450	11467	R 44 263	R 3.86	0	R 0	R 0
June	10370	10438	R 40 291	R 3.86	0	R 0	R 0
July	10208	10370	R 40 028	R 3.86	0	R 0	R 0
August	9880	10075	R 38 890	R 3.86	0	R 0	R 0
Sept	9660	9810	R 37 867	R 3.86	0	R 0	R 0
Oct	10200	10390	R 40 105	R 3.86	0	R 0	R 0
Nov	9800	9296	R 35 883	R 3.86	0	R 0	R 0
Dec	9080	8990	R 34 701	R 3.86	0	R 0	R 0
Jan	9660	9630	R 37 172	R 3.86	0	R 0	R 0
Feb	8280	8280	R 31 961	R 3.86	0	R 0	R 0

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
Mar	10237	10205	R 39 289	R 3.85	0	R 0	R 0
<b>Total</b>	<b>148 673</b>	<b>148 965</b>	<b>R 631 555</b>	<b>R3.98</b>	<b>0</b>	<b>R 0</b>	<b>R 0</b>

- The bakery officials are commended for the achievement on all orders of bread and the bakery has also exceeded the need.
- The performance should be maintained to attain self-sufficiency and sustainability.
- An excess of 292 loaves of bread were baked over the past 12 months.
- The quantity of bread needed was 148 673 in comparison to the quantity of bread baked which was 148 965.

**Table 38: Drakenstein (Paarl) bakery**

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
April	39110	39 110	R 230 358	R 5.89	0	R 0	R0
May	40040	40 040	R 242 642	R 6.06	0	R 0	R0
June	35417	3 5417	R 209 669	R 5.92	0	R 0	R0
July	37145	37 145	R 224 727	R 6.05	0	R 0	R0
August	33 700	33 700	R 212 984	R 6.32	0	R 0	R0
Sept	38 934	38934	R 232 825	R 5.98	0	R 0	R0
Oct	39 081	27942	R 181 344	R 6.49	11 139	R10.20	R113 617,80
Nov	39 999	39999	R 236 794	R 5.92	0	R 0	0
Dec	40 887	40887	R 251 046	R 6.14	0	R 0	0
Jan	41 931	39531	R 243 383.72	R 6.16	2400	R 10.20	R 24 480
Feb	37 904	37904	R 231 593	R 6.11	0	R 0	0
Mar	42 627	42627	R 316 292	R 7.42	0	R 0	0
<b>Total</b>	<b>466 775</b>	<b>453 236</b>	<b>R 2 813 786</b>	<b>R6.21</b>	<b>13 539</b>	<b>R10.20</b>	<b>R 138 097.80</b>

- The bakery manager and officials are commended for the achievement on the bread baked.
- A total of 13 539 loaves of bread was purchased at a cost of R10.20/loaf of bread.



**Table 39: Brandvlei (Worcester) bakery**

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
April	32662	32646	R 183 471	R 5.62	0	R0	R0
May	29925	29869	R 157 410	R 5.27	0	R0	R0
June	28890	28936	R 149 599	R 5.17	0	R0	R0
July	30070	30086	R 154 040	R 5.12	0	R0	R0
August	30341	30415	R 160 591	R 5.28	0	R0	R0
Sept	31971	31921	R 191 845	R 6.01	0	R 0	R 0
Oct	29610	29567	R 175 332	R 5.93	0	R 0	R 0
Nov	29054	29104	R 157 744	R 5.42	0	R 0	R 0
Dec	29045	28978	R 157 061	R 5.42	0	R 0	R 0
Jan	29507	29507	R 161 993	R 5.49	0	R 0	R 0
Feb	26650	26662	R 143 442	R 5.38	0	R 0	R 0
Mar	31823	31821	R 187 107	R 5.88	0	R 0	R 0
<b>Total</b>	<b>359 548</b>	<b>359 512</b>	<b>R1 979 635</b>	<b>R5.50</b>	<b>0</b>	<b>R 0</b>	<b>R 0</b>

- The bakery officials are commended for the achievement on all orders of bread.
- The good performance should be maintained to attain self-sufficiency and sustainability.

**Table 40: St. Albans (Gqeberha/Port Elizabeth) bakery**

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
April	56875	56875	R 353 763	R 6.22	0	R 0	R 0
May	61175	61175	R 380 509	R 6.22	0	R 0	R 0
June	60350	60350	R 353 048	R 5.85	0	R 0	R 0
July	58323	58323	R 341 190	R 5.85	0	R 0	R 0
August	62260	62260	R 364 221	R 5.85	0	R 0	R 0
Sept	59280	59280	R 346 788	R 5.85	0	R 0	R 0
Oct	65500	62500	R 365 625	R 5.85	0	R 0	R 0
Nov	59870	59870	R 350 239	R 5.85	0	R 0	R 0
Dec	61290	61290	R 358 546	R 5.85	0	R 0	R 0
Jan	64020	64020	R 374 517	R 5.85	0	R 0	R 0
Feb	55760	57760	R 337896	R 5.85	0	R 0	R 0
Mar	60284	55610	R 325 318	R 5.85	9 245	R 10.50	R 97 072
<b>Total</b>	<b>723 987</b>	<b>719 313</b>	<b>R 4 251 660</b>	<b>R 5.91</b>	<b>9 245</b>	<b>R 10.50</b>	<b>R 97 072</b>

- The bakery officials are commended for the achievement on all orders for bread



- A total of 9 245 loaves of bread was purchased externally due to the unavailability of electricity.
- The good performance should be encouraged and maintained throughout the year to attain self-sufficiency and sustainability.

During 2021/2022 financial year, 3 925 667 loaves of bread were baked, at an average cost of R5.79 / loaf.

### 3.4.3.2 Annual Operational Plan Performance - Actual cost savings

**Table 41: Cost savings: Bakeries**

2021/04 - 2022/03	Qty. needed	Qty. baked	Total internal cost for bread baked	Internal cost per loaf baked	Quantity purchased	Cost of loaf purchased	Total cost purchased
April	332919	315454	R 5,31	R 1 894 036	20800	R 8,49	R 176 592
May	333667	320848	R 5,57	R 1 867 202	16600	R 7,50	R 138 500
June	310350	291692	R 5,79R	R 1 744 865	23300	R 8,50	R 198 050
July	318939	320768	R 5,60	R 1 890 628	800	R 8,50	R 6 800
August	313644	313341	R 5,75	R 1 858 175	5100	R 8,50	R 43 350
Sept	323255	309086	R 5,91	R 1 891 901	21000	R 7,65	R 174 080
Oct	320310	310250	R 5,99	R 1 936 925	29539	R 9,35	R 270 018
Nov	348799	331569	R 5,97	R 2 058 230	0		R -
Dec	369216	371694	R 6,18	R 2 456 432	0		R -
Jan	372759	372764	R 6,04	R 2 407 279	2400	R 10,20	R 24 480
Feb	326916	329558	R 5,63	R 1 958 966	0		R -
Mar	376946	373924	R 6,29	R 2 538 302	9300	R 12,25	R 97 843
<b>Total</b>	<b>4 047 720</b>	<b>3 960 48</b>	<b>R 5,84</b>	<b>R 24 502 940</b>	<b>128 839</b>	<b>R 8,99</b>	<b>R 1 129 712</b>

### Savings per loaf of bread calculated as:

(Average cost of bread procured externally– Average cost of bread baked at DCS) x quantity baked  
 = (R8.99 - R5.84) x 3 960 948  
 = R3.15 x 3 960 948  
 = R12 476 985.00

### 3.4.3.3 Expansion of bakeries: 2022/23 and 2023/2024

It needs to be mentioned that the establishment of bakeries is a multi- year project; therefore some of the work for year 2 and 3 has already started during 2021/2022 financial year. Funding was allocated for the 2022/2023 FY for

the purchase of new bakery machinery at the following facilities:

- R2.6 million allocated for Groenpunt
- R2.6 million allocated for Mthatha
- R2.6 million allocated for Pietermaritzburg

**Table 42: Progress on establishment of new bakeries**

Year	Region	Centre	Actions	Progress
2021/2022	KZN	Durban	Commenced with technical support and infrastructure development	The project has been cancelled as the identified site was not suitable due to sewer pipes in the ceiling of the proposed bakery site. New site identified at Building Maintenance section.
		Empangeni		Business Case approved in January 2022 by the acting National Commissioner. Procurement of building material commenced.
2022/2023	EC	East London: Mthatha		Mthatha bakery has been included in the R&R Project of Mthatha. Building Plans drafted and signed off by the region. Allocated R2.6 million for Bakery Equipment.
	KZN	Pietermaritzburg		<b>Business Case finalised.</b> Allocated R 2.6 million for Bakery Equipment. Commenced with construction.
	FS/NC	Groenpunt		The old Boiler House was initially identified to host the bakery. However, due to an under-ground water leak the identified venue was found not to be suitable. An alternative space was found at the Maximum CC dining hall. Site visit will be undertaken during April 2022. An amount of R2.6 million was allocated for bakery equipment. Business Case has been developed.
		Upington		The site next to the kitchen was identified to host the bakery. Site visits will be conducted by the National Facilities team to assess the identified building. Architectural drawings to be completed in the new financial year. No funding was allocated for the procurement of bakery equipment for 2022/2023 financial year. Business Case was developed.
2022/2024	LMN	Standerton		Electrical, Mechanical, Building Plans, QS reports submitted to and approved by the LMN region
	GP	Odi		Region opted for Nigel or Krugersdorp to locate the bakery. Electrical, Mechanical, Building Plans, QS reports submitted to region for Nigel and Krugersdorp.
		Baviaanspoort		Electrical, Mechanical, Building Plans, QS reports submitted and accepted by the region
	WC	Goodwood		Electrical, Mechanical, Building Plans, QS reports submitted to the region

#### **3.4.3.3.1 KZN Region**

KZN is the only region without a bakery. Project planning and implementation for a bakery at Pietermaritzburg Management Area in KwaZulu Natal Region has been prioritized for the 2022/2023 financial year as a viable option.

An allocation of R5 million was availed to KZN (Durban and Empangeni) for the 2021/2022 financial year. Special Conditions and Specifications had been developed during 2021/2022; however bids will only be advertised in the 2022/2023 financial year. The Business Case for Empangeni has been approved by of the Acting National Commissioner in January 2022.

The Durban Business Case was completed, but put on hold due to the discovery of the sewerage lines in the ceiling of the proposed bakery site. The region identified an alternative site for the bakery in the management area.

- The Business Case for PMB has been prioritized as the project was brought forward from 2022/2023.
- Estimated costs is R 4 737 420.00 for Pietermaritzburg bakery.

Once the Pietermaritzburg bakery is established it is expected to bake 2 500 loaves of bread per day, at approximately R4.84/loaf. The contract price of bread (externally procured bread) is R8.98/loaf. Therefore, an estimated cost savings is approximately R3 497 320.00 per annum. An amount of R 2.6 million has been allocated to the region for the bakery machinery and equipment at Pietermaritzburg Management Area. The Facilities section will be funding infrastructure development/upgrading for the bakery.

#### **3.4.3.3.2 LMN Region**

- Standerton** Correctional Centre is part of the centres assigned for the bakery project to be developed using own resources. The national bakery project team visited Standerton CC on 18 August 2021 to conduct a feasibility study. An existing space at the kitchen at Standerton was identified to be suitable for the proposed bakery. The proposed area is currently used to store the cooked food for the offenders, and the earmarked bakery will be established in the same area. The existing kitchen has cold rooms and storerooms that could accommodate the ingredients for the proposed bakery. The existing kitchen has enough offices and ablution facilities.

#### **3.4.3.3.3 FS/NC Region**

##### **(i) Groenpunt Maximum CC**

The newly planned bakery at Groenpunt Maximum Correctional Centre will be equipped with 2 x 240 loaf ovens with a capacity to produce around 2 880 loaves of bread in one shift.

The proposed building for the bakery is the dining area at the Maximum centre. The project is in the approved Medium Term Expenditure Framework (MTEF 2021/2024), and to be commissioned in the 2022/2023 financial year. Technical assessment will be conducted during April 2022 with the aim to determine the suitability of the building identified for the bakery and the electricity supply thereof.

Electrical upgrade is estimated at: R 1 060 366. An amount of R2.6 million was allocated for the 2022/2023 financial year for the procurement of machinery and equipment for the new bakery.

## **(ii) Upington**

The Regional Commissioner made an undertaking to the Deputy Minister of Correctional Services, Nkosi Phathekile Holomisa during his one day operational visit to **Upington Management Area**, in the Free State/ Northern Cape (FSNC) region on 28<sup>th</sup> March 2022 to establish a bakery at Upington CC to contribute to the self-sufficiency and sustainability of the Department of Correctional Services, however funding is not available at this stage.

The National project team will visit the Upington Management Area during April 2022 to provide technical reports and costing.

### **3.4.3.3.4 Gauteng region**

#### **(i) Baviaanspoort bakery (Expansion)**

Approval was granted to Gauteng Region to shift funds on the capital budget allocated under Production Workshops and Agriculture, Activity Production Workshops for the procurement of bakery equipment at Baviaanspoort bakery. An amount of R600 000.00 for a Heat Pressure Machine (Print on Face Masks) Rogdry Run 9000M was allocated for the procurement at Zonderwater Production Workshops under the Responsibility: Production Workshops and Agriculture, Activity: Production Workshops. The shortfall of R350 000.00 to be funded by the region where surplus or a saving occur. Planning for the expansion of Baviaanspoort bakery has started in the 2021/2022 FY. This is a deliverable in the approved SFSSS for 2023/2024 financial year; but it has now been prioritized for the 2022/2023 financial year as well as to move the planned Odi bakery project to Nigel Management Area. The procurement of bakery equipment for Baviaanspoort bakery will increase the baking capacity to supply bread to Zonderwater Management Area and reduce the procurement cost of bread from external bakeries on contract. The average internal baking cost for a loaf of bread is R5.66 in departmental bakeries. Job and training opportunities for offenders will increase once the expansion is completed.

### 3.5 COMMERCIALISATION OF ARTS AND CRAFTS: SRAC

The Minister of Justice and Correctional Services launched the Art, Craft and Skills Development Centre in Klerksdorp (LMN Region) on the 19<sup>th</sup> November 2021. During March 2022 a Master Plan and the Policy for Sports, Recreation, Arts, Culture and Libraries were approved.



**Pic 38: Launch of the Klerksdorp Art, Craft and Skills Development Centre (LMN Region):  
19 November 2021**

Following the launch, the requirement is to increase sites where arts and crafts are practiced with gratuity to offenders, and formal courses attended. A guideline for pricing is in the final stages of approval and being consulted with Branch Finance.

The following sites have been identified to focus on manufacturing of arts and crafts for commercial purposes, to be sold to the public.

**Table 43: Arts and crafts sites identified: SRAC**

Region	Centre	District	Activity
EC	Mthatha Grahamstown	King Sabata Dalindyebo Sarah Baartman	Beadwork, Sewing, Oil painting, Sculpturing and Pottery
FS/NC	Tswelopele Kimberley Groenpunt	Francis Baard Fezile Dabi	Glass stain, Oil paint, Mosaic, Sewing & Garment making, Pottery, Paper mache.
LMN	Klerksdorp Bethal Rooigrond (F)	Matlosana District Gert Sibande Modiri Molema	Candle making, Sewing (matrass cover), Material Recycling, Paper mache, Painting, Pencil Sketching
GP	Kgoši Mampuru II Leeuwkop	City of Tshwane District 3 Johannesburg North	Painting, Pottery, Paper mache, Beadwork

Region	Centre	District	Activity
KZN	Eshowe Pietermaritzburg Kokstad	King Cetshwayo Umgungundlovu Harry Gwala	Beadwork, Wood carving, Painting, Material Recycling
WC	Goodwood Southern Cape Oudtshoorn Female George	Cape Metro  Garden Route Eden	Beadwork, Jewellery making (recycled material) Painting, Pottery and Sculpturing.

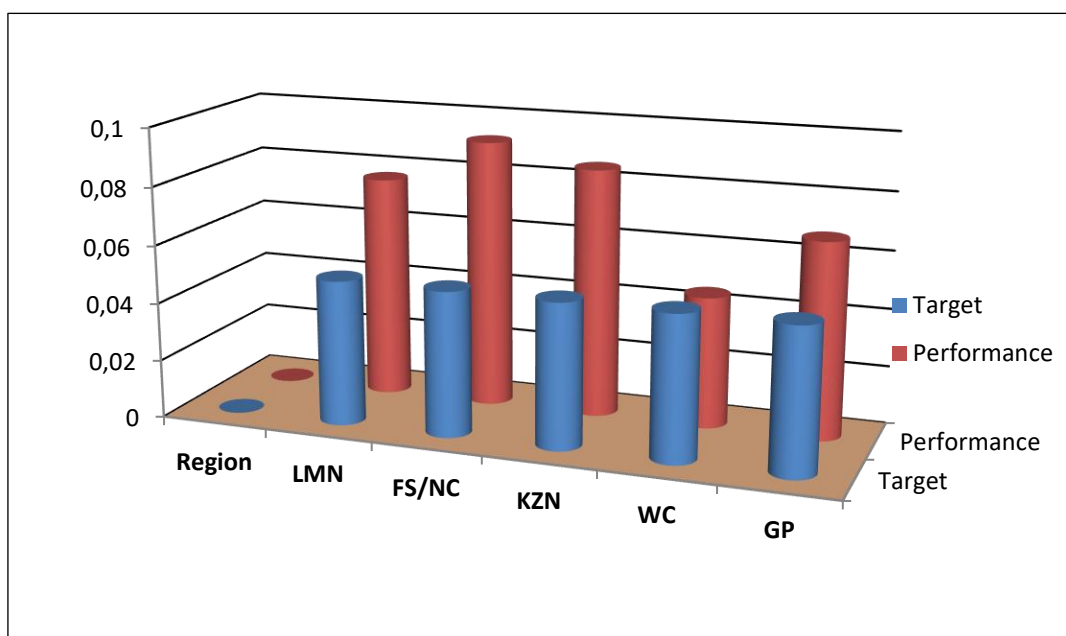
In the past, offenders were allocated to work on arts and crafts on a daily basis and they earned gratuity. This artefacts/art-work was used as corporate gifts, consequently a cost saving for the department. At the beginning of the 2021/2022 financial year there were no offenders who were formally allocated to work daily on art and crafts. In view of self-sufficiency and sustainability, recovery of costs and enhancement of income generation, offenders will from the new financial year be allocated to art and crafts work teams, and a gratuity should be paid to these offenders. General findings at correctional centres are that there are no permanent SRAC officials on the organisational structure, but custodial officials have been appointed to perform SRAC functions. However, in Kimberley it was found that the budget was not sufficient, but that arts programmes are presented in the CC by an external service provider (painting and drawing). A strong partnership exists between DCS and the Department of Sports, Arts and Culture, Provincial Library, Sol Plaatje University and William Humphreys Art Gallery.

The following is the performance as reported in the Annual Operational Plan.

**Table 44: Arts: Performance on the Annual Operational Plan: 2021/2022 FY**

Region	ART: Annual target	ART: Annual performance
LMN	5%	1265/16465=7.68%
FS/NS		1234/13367=9.23%
KZN		1408/16460=8.55%
EC		695/15346=4.52%
GP		1302/19309=6.74%
WC		455/13867=3.28%
<b>Total</b>		<b>6359/92621=7.63%</b>

**Figure 3: Number of offenders who participated in Arts**



The graph above indicates the number of offenders that participated in art programmes e.g. (painting, drawing, beadwork, sewing etc) since the implementation of the SFSSS.

The recently opened arts and crafts centre in LMN, Klerksdorp will facilitate training for three officials on candle-making in Mangaung PPP during April 2022. Thereafter six offenders will start also in April with training in candle making as a possibility of generating an income from arts and crafts created by offenders, as part of our drive to become self-sufficient as a department and contribute to create savings for government.



**Pic 39: Artwork displayed at the Klerksdorp museum:  
November 2021**



**Pic 40: Beadwork by offenders at Mthatha:  
March 2022**

### **3.6 FORMAL EDUCATION**

The SFSSS demands that all business units in the DCS support the efforts of key units to reach a state of self-sufficiency. In light of this, management has called for education programmes to include subjects that will support agriculture and business knowledge. Regions experience a shortage of educators who specialise in Agricultural Sciences and Agriculture Technology to introduce the learning area at AET L4. Regions also do not have Agricultural Sciences subject specialists to introduce the subject at FET level. Other subjects that were offered during 2021/2022 to FET in line with business management are Economics and Management Science (AET L4), ICT Information and Communication Technology, Small Management Medium Enterprises, Arts & Culture.

Suffice to say, one of the criteria for offenders to access accredited training is an educational level equivalent to that of AET Level 4 or Grade 9. It thus becomes important that in order to sustain quality work in the production workshops, agricultural farms and specific training offerings, education programmes must also be streamlined towards this.



### 3.6.1 Aligning the education curricula in support of the SFSSS

The following correctional centres are offering Agriculture related subjects. HR challenges remain at the forefront of delivering education and training programmes to offenders to align education and training to the requirements of the SFSSS. Long term plans include modernisation of technology at the DCS education centres to explore the possibility of one qualified teacher presenting via satellite from a central venue while pre-recorded lessons can be made available in the meantime. Regions reported a need for Agricultural subject matter experts as follows:-

**Table 45: HR requirements in support of SFSSS: Education**

Centre/School	Needs/Remarks
Sicebengolwazi Secondary (Estcourt)	Agricultural Science Educator
SADA School of Excellence	Agricultural Science Educator
Qalakabusha	Agricultural Science Educator
Mthatha	Applied Agriculture & Agricultural Technology (AAAT) is offered in level 3 & 4.
KMII – Central CC	Agricultural Science educator Computer Application Technology and Introduction to Computer Technology
Rooigrond Zeerust	Educator with agricultural science qualifications or specializing with agriculture. Applied Agriculture & Agricultural Technology (AAAT) in Level 3 and Level 4.
Oudtshoorn	1 AAT educator Applied Agriculture & Agricultural Technology (AAAT) in Level 3 and Level 4.
Vusulela (Barberton)	1 Agricultural Science Educator Agricultural Science at FET level
The WC Regional Office plans to introduce AAAT and Agricultural Science at the 4 big farm areas to support SFSSS and FS/NC at 2 correctional centres	
(i) Brandvlei Youth	2x Agricultural Science and 1x Mathematics
(ii) Drakenstein Medium	2x Agricultural Science and 1x Mathematics
(iii) Overberg	2x Agricultural Science and 1x Mathematics
(iv) Voorberg	2x Agricultural Science and 1x Mathematics
FS/NC - Kimberley CC	1 AAAT educator
FS/NC - Groenpunt	1 Agricultural Science Educator



**Pic 41: AET Learners: Umzinto CC (Durban MA):  
September 2021**



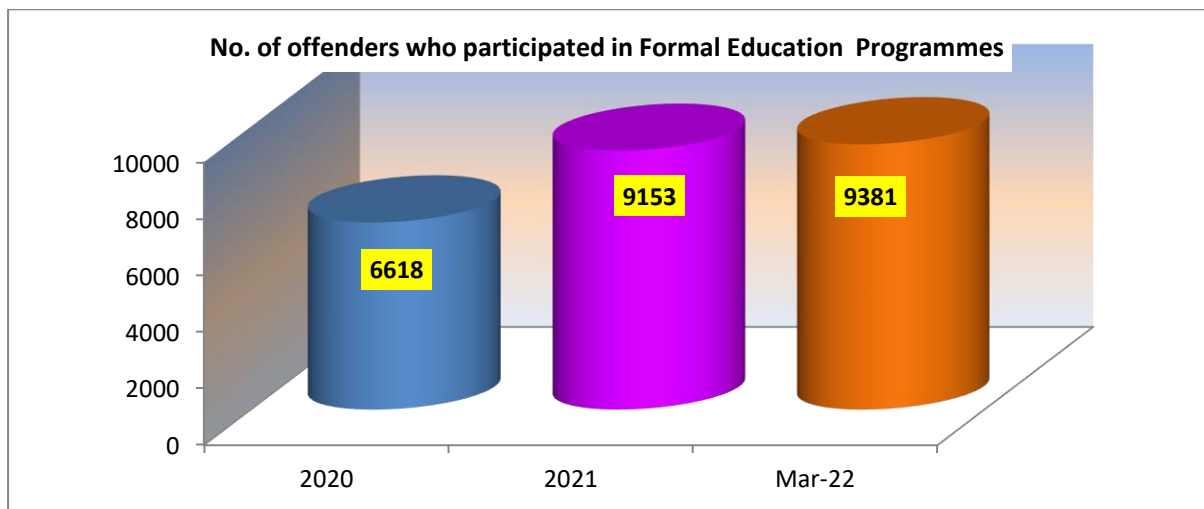
**Pic 42: Encouraging Kimberley Female Youth  
August 2021**

### **3.6.2 General findings at education centres**

- There are resident DBE invigilators at DCS schools to ensure an irregularity free Grade 12 examination.
- Correctional officials with an educational qualification are appointed at Brandvlei and Oudtshoorn to support students and ensure compliance to security protocols (good practice).
- Appropriately qualified officials are allocated to the FET school (Brandvlei) to ensure that cyber security is attended to and that DCS security protocols are not compromised.
- HET students writing UNISA examinations are exempted from use of the invigilation application as it requires the use of a cell phone.
- Good relationships exist between the FET schools and the DBE district offices.
- Good Practice at Brandvlei – all HET students sign a disciplinary code.
- Female offenders tend to register for training courses rather than formal education.
- Learners do not attend school regularly. Their attendance is dependent on the availability of an escorting official.
- Insufficient LTSM whilst some schools overstock on the LTSM.
- Poor school structure (SADA, PMB, JHB, Mthatha, Kokstad, Groenpunt).
- Insufficient tools of trade.

### 3.6.3 Enrolment numbers for education and training programmes

Figure 4: No. of offenders enrolled in FE programmes since the approval of the SFSSS

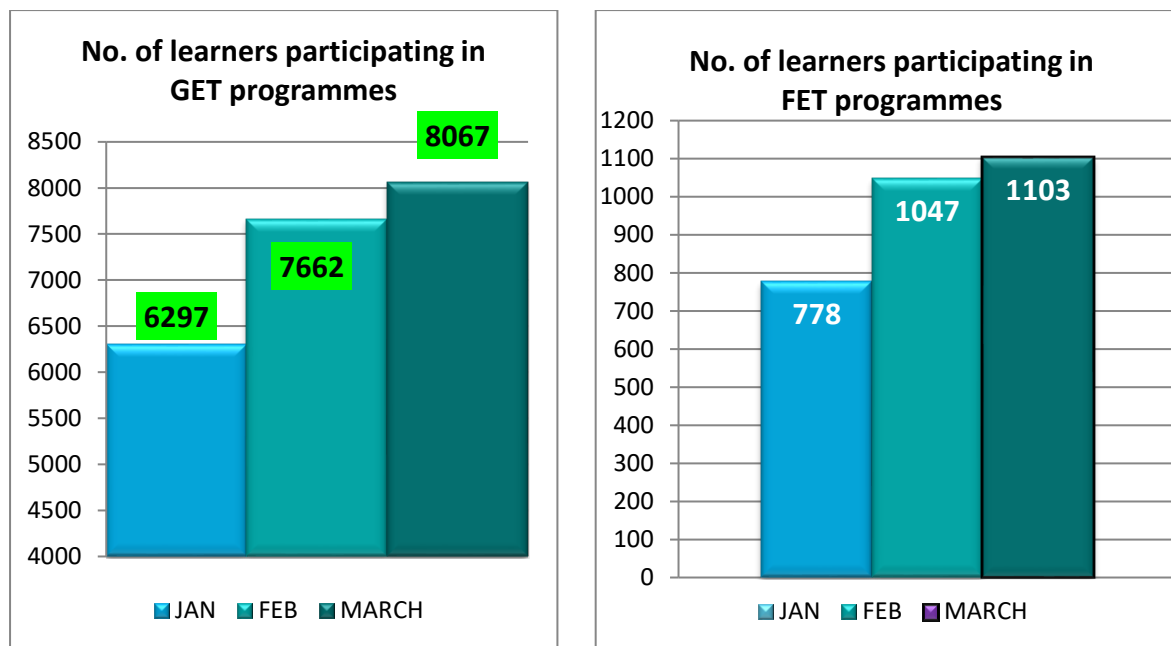


The number of learners that attended education programmes (GET, HET, FET and ASC) since the approval of the SFSSS has increased from 6618 in the 2020 academic year to 9153 in 2021. This is an increase of 33,3%. There was a further increase from 2020 academic year to March 2022 by 2763 offenders. This is an increase of 41,7%. There has been an increase in the number of offenders who wrote the Grade 12 National Senior Certificate Examinations from 2020. In the 2020 academic year 153 offenders sat for the Grade 12 examinations. This figure increased to 192 in 2021. During the 1<sup>st</sup> Quarter of the 2022 academic year 230 learners have registered for Grade 12 NSC examinations.

### 3.6.4 Performance information

The targets for both General Education and Training (GET) and Further Education and Training (FET) have been surpassed from 85% to 99,1% and 99,73% respectively. The graph below is indicative of the performance from January 2022 to March 2022. There is a progressive increase in the numbers of offenders accessing GET and FET programmes from the beginning of the academic year.

**Figure 5: Annual performance: GET and FET: 2022 academic year**



### 3.6.5 Training interventions

Curriculum related training interventions are offered to subject educators in partnerships with the Departments of Education. DCS also embarked on training educators, education clerks, managers education and training and regional office on performance information and the use of the electronic attendance and admission registers. Training to improve the skills sets of officials assigned to provide formal schooling was conducted and was supported by officials of the Department of Basic Education. The outcome of the training can be measured in the recent Grade 12 full time schools results with a pass rate of 89,83%.

**Table 46: Training interventions - educators**

DATE: 2021/2022	AREA OF INTERVENTION
17 – 21 May 2021	Mathematics Literacy
24 – 28 May 2021	English FAL, Life Sciences
10 -12 June 2021	Principal and HCC session
22- 24 June 2021	Chief and Dep. Invigilators Training
02 – 04 August 2021	AET Examinations Policy
27 September – 01 October 2021	Business Studies
04 – 08 October 2021	South African Schools Administration System

### **3.7 SKILLS DEVELOPMENT**

#### **3.7.1 General findings**

- Appropriately qualified officials needed to ensure that cyber security is attended to and that DCS security protocols are not compromised.
- Youth Centre at Groenpunt built 10 classrooms with offender labour.
- A bricklaying structure has been built for youth offenders where building, brickmaking and tiling skills are practiced.
- Correctional Centres are generally compliant with Portfolio of Evidence, Portfolio of Assessments, question papers set internally for internal assessments, mark sheets and Educators files in place.
- Standerton CC has training facilities that need machinery and equipment
- MerSeta granted workplace approval for the following disciplines: Boiler Making, Fitter and Turner, Sheet Metal Worker and Welder to promote offender training to enhance production
- Examination compliance tool gets forwarded to DHET after examinations.
- Partnerships are in the process to be established with external stakeholders to contribute to SSS.
- Correctional Centres have been visited by UMALUSI and DHET to monitor examination and administration of examination's compliance.
- To be compliant CCs need to have the Occupational Health and Safety Certificate filed.
- Female offenders are included in some of the training.
- Examination files updated and aligned to DHET requirements.
- The offender performance in the Engineering stream in some CCs is outstanding irrespective of HR challenges.
- Online platforms such as LSS and Mytvvet website are utilised to access previous question papers and memoranda with exam preparation.
- Vegetable gardens are maintained as part of practical work and the produce is used also for poverty alleviation.

#### **3.7.2 Accreditation progress**

DCS skills development training facilities need to be upgraded and improved to comply with or meet industry standards. The developments in the skills development landscape is guided by the required outcomes of the White Paper on Post School Education and Training (PSET) and the Quality Council for Trades and Occupations (QCTO) that require workplaces/industries to ensure that theoretical learning is complemented by practical learning experiences to satisfy the requirements for an occupational qualification.

A total of 18 training sites have been identified/earmarked for accreditation and is being reported on in the AOP. A National Integrated Accreditation Plan has been approved for implementation; however, each region also has an

accreditation implementation plan. Implementation is coordinated by several Skills Development Learning Committee to focus on the following learning streams:

- Woodwork and related stream
- Welding and related stream
- Clothing and textile related stream
- Agriculture and related stream
- Food and related stream

In order to improve participation of female offenders in beauty and related fields, the following hairdressing salons have been identified to be accredited through the Services SETA

- Durban
- Bizzah Makhate
- Pollsmoor
- Worcester

DCS Maintenance and facilities component is addressing infrastructural challenges/gaps identified by the Services SETA to ensure that the sites meet all the set accreditation requirements.

**Table 47: Progress on accreditation of sites**

No of sites	Sites for accreditation	Accreditation status	Progress/update up to 31 March 2022
1.	Boksburg Steel workshop	Approved Workplace and Programme approval received in August 2021	Officials trained on how to upload offenders trained on the MerSeta National Learner Data base
2.	Boksburg Wood workshop	Not accredited Self-evaluation to be conducted	Meeting scheduled with Fibre Processing & Manufacturing (FP&M) SETA to support DCS Centres.
3.	Kgoši Mampuru Steel workshop	Approved Workplace approval received in December 2021.	Officials trained on how to upload offenders trained on the MerSeta National Learner Data base
4.	Zonderwater Steel workshop	Not accredited Accreditation in final stage	Final site inspection visit from MerSeta expected
5.	Leeuwkop - offender Training Facility (Construction)	Not accredited Field of study to be identified for accreditation	In consultation with Construction Education & Training Authority (CETA) to support DCS Centres. MoA will be drafted and submitted for approval as soon as all parties agree.
6.	St Albans - Steel workshop	Not accredited Field of study to be identified for accreditation	Region to report on progress on accreditation
7.	Groenpunt - offender Training	Not accredited	In consultation with Construction Education

No of sites	Sites for accreditation	Accreditation status	Progress/update up to 31 March 2022
	Facility (Construction)	Field of study identified was Brick making and Brick lying	& Training Authority (CETA) to support DCS Centres.
8.	Bizzah Makhate - Steel workshop	Not accredited Application for accreditation submitted to MerSeta	Awaiting feedback from MerSeta
9.	Tswelopele – Offender Auto mechanic Training Facility	Not accredited Application for renewal of accreditation submitted to MerSeta	Awaiting feedback from MerSeta
10.	Pollsmoor - Steel workshop	Not accredited Field of study to be identified for accreditation	Region to report on progress on accreditation
11.	Drakenstein offender Training Facility (Construction)	Not accredited Field of study to be identified for accreditation	In consultation with Construction Education & Training Authority (CETA) to support DCS Centres. MoA will be drafted and submitted for approval as soon as all parties agree.
12.	Drakenstein - Steel workshop	Not accredited Accreditation in process	Application in process
13.	Brandvlei – Agriculture	Not accredited Agri- SETA conducted a site visit inspection. Submit application for workplace approval	Agri Seta to assign ETQA official to support Brandvlei Management Area
14.	Pollsmoor Female Centre Hair salon	Not accredited Site -evaluation for accreditation compliance conducted by Services Seta	Sites meet partial requirement. Human resources still be allocated
15.	Worcester Female Centre Hair salon	Not accredited Site -evaluation for accreditation compliance conducted by Services Seta	Sites meet partial requirement. Human resources still be allocated
16.	Bizzah Makhate Centre Hair salon	Not accredited Site -evaluation for accreditation compliance conducted by Services Seta	Sites meet partial requirement. Human resources still be allocated
17.	Durban Female – Textile Workshop	Not accredited Self-evaluation to be conducted	Meeting scheduled with Fibre Processing & Manufacturing (FP&M) SETA to support DCS Centres.
18.	Pietermaritzburg - Steel workshop	Not accredited Accreditation lapsed due to non-availability of qualified officials	Human resource allocation to workshop to addressed

### 3.7.3 Training interventions in Skills Development

- Continuous curriculum related training interventions offered to officials assigned as Skills Development Practitioners and Technical Educators by DHET to ensure that education and training provided to offenders are aligned to the prescripts of the industry as outlined by the DHET.



- DHET trained technical educators and officials assigned to offer TVET college programmes on the new curriculum to be implemented and granted access to Lecturer Support System (LSS) towards e-Learning implementation.
- Officials assigned to offer skills training were trained as occupationally directed education, training and development practitioners and 12 officials from across all regions completed this qualification. This will assist to ensure that occupational skills programmes are implemented and the 3 components of training (Theory, practical and workplace learning) can be adequately assessed.



**Pic 43: Offenders being trained on machine repairs: Tswelopele: August 2021**



**Pic 44: Male offenders beadwork at Worcester CC: August 2021**

### **3.8 STAKEHOLDER ENGAGEMENT**

Partnerships have been formalized both on national and regional level, in some cases with provincial offices and local government to contribute to offender development (education and training) and these interventions also contribute to SSS, both in the delivery of programmes and contributes to the Department's cost saving efforts. Service Level Agreement entered into to refurbish school furniture for the Mpumalanga Department of Education through utilization of offender labour.

Department of Public Works and Infrastructure will be placing orders for furniture with Correctional Services production workshops.

Workplace learning is provided to offenders allocated to the various offender workplaces (workshops, agricultural fields, DCS kitchens, etc.) through the support of formal and informal partnerships. Thirty (30) officials in various trades were trained as mentors to support workplace learning over a period from 30 March 2021 to 18 March 2022.

**Table 48: Partnerships**

Partnership	Areas of collaboration/status/remarks	Summary of 2021/2022 skills training with NSF
Protocol Agreement with DHET (NSF)	DCS signed a protocol agreement with DHET to train a total of 5480 offenders on various accredited occupational skills programmes. The identified occupational skills programme is linked to DCS workplaces to increase production and support self-sufficiency initiatives. Phases one and two were successfully completed where 4299 offenders were trained. The remaining Phase 3 is targeting to train a total of 1181 offenders in all regions (with 120 that must still complete the learnership). The following are programmes to be trained during the Phase 3: Electrical, Hairdressing, Welding, Building & Plastering, Painting, Vegetable Production, Assistant Chef, Cabinet Making, Nail Technology, End User and Repair of Computer, Cloth Manufacturing and Shoe making and repair.	Accredited skills programme in <b>Building and Plastering</b> at Glencoe, Middledrift, Bizzah Makhate Female CC <b>Painting</b> at Baviaanspoort, Odi, Malmesbury, Pietermaritzburg, <b>Stutterheim</b> and Polokwane. <b>Vegetable production</b> at the following farms or vegetable gardens: Barberton, Witbank, Klerksdorp, Potchefstroom, Rooigrond, Losperfontein, Tzaneen, Thohoyandou, Ncome, Sevontein, Waterval, Vryheid, Kirkwood, Patensie, St Alban's, Goedemoed, Groenpunt, Grootvlei, Drakenstein, George, Allandale, Voorberg, Zonderwater, Baviaanspoort. <b>Cloth making</b> at Durban, Pollsmoor, Mossel Bay, Breederivier Female CC, Tswelopele, Goedemoed, Mogwase, Barberton Town, Witbank, Kgoši Mampuru II, St Alban's, East London. <b>Beauty: Nail Technology</b> at the following female Correctional Centres: Kgoši Mampuru II, Durban Westville, Kokstad Medium CC, Newcastle, Worcester, Oudtshoorn Medium CC, Pollsmoor, East London, Potchefstroom, Thohoyandou, Polokwane, Bethal, Nelspruit, Kimberley, De Aar, Bizzah Makhate.
Discretionary Grant allocation by SASSETA	DCS signed a MoA with SASSETA for the implementation of the allocated Discretionary Grants.	
Implementation Protocol between the Department of Correctional Services and the Department of Basic Education (DBE) for the provision of educational support and SSS services	The MoU was drafted and consulted with DBE (19 October 2021). The final document has been signed by the Acting National Commissioner and delivered to the Department of Basic Education for the DG's signature.	
MOU on datasets with the DBE	The MOU is signed annually with the DBE for the provision of Grade 12 datasets. This enables the DCS to analyse the Grade 12 results.	

### 3.8.1 COST SAVING RESULTING FROM PARTNERSHIP ENGAGEMENTS

The biggest contribution to cost saving for the DCS is as follows:-

- (i) Partnering with NSF and various SETAs to secure funding for the training and development of offenders resulted in the DCS receiving funds in addition to the voted funds.
- (ii) The partnership with Department of Higher Education and Training (DHET) and the Department of Basic Education (DBE) enables the department to render programmes e.g. TVET programmes free of charge. This partnership also includes the training of DCS officials responsible for TVET college programmes at no cost to DCS.
- (iii) In addition, savings is also seen through availing of educators by the Provincial Departments of Education to present AET programmes in DCS facilities hence augmenting the limited personnel in some of our centres. These educators are on the payroll of DHET.
- (iv) DBE also provides various lecture support initiatives free of charge to the DCS educators.
- (v) DBE also provides Learner Teacher Support Material to the DCS registered schools at no cost to the Department.



**Pic 45: Enhancing partnerships: Subject Expert Mr Monyaki from DBE training DCS educators: May**

#### 4. CONCLUSION

The Department has concluded year one of implementing self-sufficiency and sustainability which included implementation beyond agriculture and production workshops. Implementation of the SFSSS through the monitoring of projects, processes and programmes as well as evaluating interventions will contribute to achieving the objectives of the SFSSS through the continuous skilling of offenders and officials. Inclusion of arts and crafts that meet industry requirements and generation of revenue is a new venture which include but is not limited to training and development of offenders, parolees, probationers; formalised strategic partnerships and community involvement consistent with the developmental needs and the market. DCS is committed to ensure that work place experience acquired is recorded and available to offenders upon release, improve the production levels and offender labour allocation in production workshops, agriculture and arts and crafts.

The first year of implementation was characterised by uncertainty, aggressive marketing and change management which yielded positive results. DCS as a whole seems to be geared for full implementation, despite challenges being experienced. Funding has been re-prioritised for machinery and equipment, including computers, as well as procurement of breeding animals. An external company has been contracted to do a feasibility study on the establishment of a trading entity or similar structure to deal with self-sufficiency and sustainability, especially regarding generation of income and or retention of income.

Strategic partnerships have been formalised and strengthened and proved to be beneficial to DCS, also in line with the White Paper on Corrections (2005) that necessitates the involvement of communities as rehabilitation is viewed as a societal responsibility. Through the partnership with DHET, DCS Skills Development was able to access NSF funding to provide accredited skills training to eligible offenders. The same partnership also affords access to online e- learning opportunities and availing of officials to train DCS employees. The partnership with DBE amongst others provides educators at some schools that are on the payroll of DBE, offering of training, etc. The value of the partnership with different SETAs cannot be overstated, especially for accreditation of DCS skills training facilities and offering of market related skills.

Savings that have been realised in the 2021/2022 financial year was made possible by a structured and focused approach to internally making of garments for inmates, including cloth face masks, increase of vegetable gardens and a zero procurement of pork and eggs for all regions. The nine (9) existing bakeries also contributed to savings and a reduced procurement of bread externally. The newly planned bakeries will increase self-sufficiency in bread as well as exposing an increased number of offenders to this skill in preparation for employment or self-employment. The level of self-sufficiency has improved despite challenges of human resources and old machinery and facilities, through the dedication of officials and the support of management and the executive. It is envisaged that lessons learned from year one, together with proper planning, execution, monitoring and evaluation will contribute to savings not only for DCS but for government as a whole.

Important lessons to be taken forward certainly should include the expeditious filling of vacancies, especially for agriculture technicians and other artisans, due to the cost involved in procurement of new machinery. The risks of breakage and or damage need to be managed and can be mitigated by suitably trained officials managing such. In education and training there is also a need for suitably qualified educators and skills development practitioners. Custodial and security officials have gone the extra mile to implement the SFSSS. However, this is not sustainable as there needs to be a fine balance between security officials doing actual guarding of offenders, increasing offender labour and enhancing self-sufficiency – without enough security officials and artisans the newly developed initiatives might not be sustainable.

# **ANNEXURES**

## **SFSSS**

### **INITIATIVES**

**ANNEXURE A1**



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 21 May 2021

## Minister Lamola announces bold plans to implement Self Sufficiency and Sustainability in Correctional Services

By Tlou Matjekana

In response to fiscal constraints and consequent budget cuts, Minister Ronald Lamola announced that the Department of Correctional Services (DCS) will implement the Self Sufficiency and Sustainability Strategic Framework.

He outlined this plan during the DCS 2021 Budget Vote debate on Thursday, 20 May 2021, and said this initiative is aimed at developing and utilising state assets under the Department, to reduce the costs incurred by the fiscus, and to generate revenue for the Department. "I have no doubt that self-sufficient correctional centres can truly be a catalyst for the innovative use of government funds," said Minister Lamola.

Minister Lamola enunciated that rehabilitation and correctional programmes implemented by the Department will now be geared towards ensuring that offenders spend their time in incarceration to contribute positively towards building the economy and communities. He said the implementation of the Self-Sufficiency and Sustainability Strategic Framework is already yielding positive results, with inmates and correctional officials working efficiently to produce more in various Correctional Facilities. As a result, the production levels in the farms, workshops and bakeries at various Correctional Centres across the country are increasing.

He commended the offender labour programme custodians, for producing 3 632 508 kilograms (kg) of vegetables, 218 095 kg of fruits, 676 369 dozens of eggs, 591 718 kg of poultry, 940 699 kg of pork, 3 150 990 litres of milk, 212 514 kg of beef, and 1 839 645 loaves of bread, for inmates' allocation. Minister Lamola also postulated that by the end of the current financial year, there will be no pork and eggs that will be procured externally for the sustenance of inmates. He reported that the Department saved the government R94 million during the 2020/21 financial year.

The Department's budget for the 2021/2022 financial year is R25,2 billion, of which R6,2 billion (24.6%) is allocated to Head Office. The remaining 75.4% of the budget is allocated to regions: 58% of which is allocated to Programme Incarceration and Corrections, followed by Administration (13.2%), Care (12%), Rehabilitation (10.6%) and Social Reintegration (6.2%). In an effort to ensure safe infrastructure and environment for both officials and inmates, the Department has set aside R1,6 billion for Capital Works Programmes over the 2021/22 Medium Term Expenditure Framework (MTEF) period. R1,1 billion will go towards the upgrading of facilities and additions, whilst R486,1 million has been allocated for repairs and maintenance of correctional centres. The MTEF additional facilities will include Emthorjeni Youth



Deputy Minister, Nkosi Phatekile Holomisa reported that the Department managed to facilitate 363 economic opportunities for parolees and probationers through partnerships with various stakeholders.

Centre, Parys Centre, Brandvlei Centre, Burgersdorp Centre and Lichtenburg Centre.

Minister Lamola further expressed his gratitude to all healthcare professionals in Correctional Services, Management and all officials, for their immense and selfless contribution in the fight against the devastating COVID-19 pandemic. He also acknowledged the positive response of healthcare professionals for heeding the call to be vaccinated. He also encouraged those who are yet to take the vaccine to do so.

Deputy Minister, Nkosi Phatekile Holomisa, during the budget vote debate, highlighted the importance of partnerships and stakeholder relations, which assists the Department to render effective correctional services. "As government, we are alive to the importance of working with partners, stakeholders and civil society broadly. We maintain that corrections is a societal matter, and therefore, welcome all initiatives aimed at enhancing the work of the Department," he said. As part of the Department's Social Reintegration programme for parolees



During his 2021 Budget Vote speech for the Department of Correctional Services, Minister Ronald Lamola announced the establishment of a joint working committee with National Treasury to ensure that the Self Sufficiency and Sustainability Strategic Framework is successfully operationalized, and that a long-term institutional model of implementation is put in place.

ees and probationers, the Department managed to facilitate 363 economic opportunities for parolees and probationers through partnerships with various stakeholders.

The Deputy Minister acknowledged receipt of a donation of business starter packs from Ekupheleni Mental Health Institute, in Gauteng, through their Economic Development Programme and partnership with DCS. These starter packs are worth R1 000 each and were donated to 18 parolees and probationers, with the aim to assist them to start their own small businesses such as car washes, spaza shops and welding among others.

He further commended the tremendous work done through a series of sessions with Heads of Centres, led by the National Commissioner, Arthur Fraser, in all the regions. The purpose of the sessions was to reinforce the call of going back to basics and to ensure consistency in the application of Departmental policies and procedures across all centres, by Heads of Centres and Area Commissioners, as well as to capacitate them with the tools of trade, to ensure a uniformed execution of duties.

Deputy Minister Holomisa further enunciated that keeping Correctional Facilities clean, treating those incarcerated with dignity and respect, and allowing them a reasonable second chance within the confines of our correctional centres is a noble cause. "Our objective is to turn the tide and have Correctional Centres that work for our people, thereby ensuring safer communities," concluded Nkosi Holomisa.



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ANNEXURE A2



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 1 June 2021



Minister Lamola test driving the tractor donated to the Oudtshoorn Correctional Centre Agricultural project to enable effective farming.

## Minister Lamola officially launch the Self-Sufficiency Model for Correctional Services

Marcia Hlungwani

Following the Departmental of Correctional Services (DCS) 2021 Budget Vote Speech, wherein the implementation of Self-Sufficiency plans were outlined, the Minister of Justice and Correctional Services, Ronald Lamola together with Deputy Minister, Nkosi Phathakile Holomisa, officially launched the Department's Self-Sufficiency Model in the Western Cape Region on 27 - 28 May 2021.

Day one of the launch saw Minister Lamola and Deputy Minister Holomisa officiating the re-opening of state-of-the-art school, in the Oudtshoorn Correctional Centre named "Kuyasa" Combined Learning Centre - a Xhosa word for "new dawn". The new school, built by offenders comprises of four classes offering Adult Education and Training (ABET) to the offenders at levels one to four. Sixty offenders are currently enrolled at the school, comprising of 40 males and 20 females. After satisfying the requirements of the ABET curriculum, offenders then qualify to be sent to education hubs to further their studies with institutions of higher learning, like the Further Education and Training (FET) colleges.

Minister Lamola said the project seeks to build the capacity of the state to be self-sustainable, by utilizing offender labour. "Going forwards, offenders are going to do a lot of the work and in the process gain valuable skills," said Lamola. He said the state and the Department will, in the process save costs as we are living in a difficult fiscal environment.

"Today marks the beginning of the Department's self-sustainability programmes. It's a lot of money saved in

seeing this project to what it is today. We have built it at an amount of R900 000. Had we outsourced the building of the school, the Department would have spent double the amount or even more. So you can see the savings we are going to make across the country, including on issues of the insourcing of some of the supplies that we could do internally," added Lamola.

He further outlined how self-sufficiency will positively impact on the reintegration of offenders back into society. In this regard, he indicated that the skills that the offenders acquire through their involvement in similar projects, will help them to regain the trust of their communities when they are released. "The offenders are already learning a lot, and with those who participated in the bricklaying and manufacturing of some of the products that were used for building this school, it means they have acquired a skill that they can use outside when they are released, because most offenders struggle to find job opportunities or be self-employed," he said. The offenders were presented with certificates for their participation on programmes such as bricklaying, plastering, building and end-user computing. During second segment of the launch, Minister La-



Minister Ronald Lamola together with Deputy Minister, Nkosi Phathakile Holomisa unveils the plaque to mark the official opening of Kuyasa Combined Learning Centre at Oudtshoorn Correctional Centre, Western Cape Region.



Minister Ronald Lamola gladly accepts a harvested sweet potato from one of the offenders who works at the Oudtshoorn Correctional Centre's Agricultural farm.

rola and his entourage officiated during the formal handover of a brand new tractor to the Agriculture unit at the centre. Despite the centre's lack of agricultural equipment, through the leadership of Western Cape Regional Commissioner, Desilele Khasi, a committed team of offenders were successfully guided into utilizing the available land to produce the much needed vegetables.

Peter Baandman (an inmate) explained how the project had changed his life. He explained that he is now able to grow food that feed other offenders and the community around Oudtshoorn. "Twelve months ago, the area was not the way it is now, however, through the guidance of our officials, we today harvest juicy vegetables," said Baandman.

Through the agricultural project, the centre is able to extend its social responsibility role in feeding impoverished communities, especially old-age homes and schools.

When commending the work done by the centre through the agricultural initiative, Minister Lamola outlined the Department's plans to have all the 21 operating farms run by the Department producing food at full capacity. "As the Department, in five years to come, we aim to have all the farms producing at hundred per cent capacity and everything that we can be able to produce in the farm must not be outsourced. We must only outsource what we cannot do, so that we can run a self-sufficient institution," said Lamola.

Minister Lamola also used his visit to the Western Cape Region to reach out and interact with the local community. Minister Lamola led a delegation from the Department to visit Bongolethu Primary School where they donated shoes and masks to learners at the school. The school is one of several schools adopted by the Oudtshoorn Correctional Centre and its Community Corrections, as part of their Social Responsibility programme.



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ANNEXURE A3

# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 8 June 2021



Minister of Justice and Correctional Services, Mr Ronald Lamola, flanked by the KwaZulu-Natal MEC of Human Settlements and Public Works, Mr Jomo Sibilya, handing over certificates to offenders and officials who were part of the house building project for the Zungu family

## Minister Lamola hands over a new house and restores dignity of the Zungu Family

By Thlou Matjekana

On 07 June 2021, Minister of Justice and Correctional Services, Ronald Lamola, together with his Deputy, Nkosi Phathekile Holomisa, officially handed over a newly built house to the Zungu family in KwamaDondo, Weenen, KwaZulu-Natal Region.

The house, which was built by offenders, is a collaborative project between the Department of Correctional Services (DCS) and the South African Broadcasting Corporation (SABC) to assist the Zungu family that was living under dire conditions in a dilapidated house.

The SABC exposed the dire conditions of the child headed household who were living in a dilapidated house and under extreme poverty. They highlighted the plight of the family and became the voice to the voiceless as part of their public mandate. It was through the skills of offenders, the voice of the SABC, and the generosity of business owners as well as the efforts of community members, that the Zungu family now has a beautiful and a fully furnished house. The furniture was manufactured by inmates.

The chairperson of the SABC Board, Mr Bongumusa Makhathini, expressed his gratitude to DCS for partnering with the broadcaster and working together to create a better life for the Zungu family. "South Africa is going through a difficult time, and often, one can be overwhelmed by the enormity of the task to assist many people, but together, look at what we have accomplished," said Mr Makhathini. He further commended the offenders and other stakeholders for building the house in just one month.

Overwhelmed with mixed emotions of gratitude and being taken back to how difficult life used to be, Ms Nomusa Zungu, could not hold back her tears. During an interview after the event, she reflected on the difficult life she lived with her younger siblings, after the passing of their mother who was killed in a brutal manner. "We lived under extreme poverty conditions and we lost hope, I had to drop out of school when I

was doing Grade 5, to take care of my siblings as I am the eldest," said the emotional Zungu. However, she expressed her unwavering gratitude to Correctional Services and the offenders for the newly built house, which they now can call it their home. "My perception on offenders, has through this project, changed. I used to think of offenders as dangerous people and not capable of doing good deeds, but going forward, I will see them as rehabilitated people who given a chance, can contribute positively to society," she added.

In his address, Minister Lamola acknowledged the inter-governmental relations and stakeholder partnership displayed during this project of building the Zungu family a dignified house. "Today we are turning a new lease of life for the Zungu family, a new beginning for the community of KwamaDondo" said Minister Lamola.

He said through the rehabilitation programme, DCS offers offenders different skills to assist them when they are released, to enable them to find employment or create their own businesses. Some of the skills include brick laying, upholstery and plumbing, to mention a few.

Minister Lamola further discouraged community members of KwamaDondo from vengeance. "We understand that this house will not bring back the mother of this house, and we also understand the pain you are still enduring, however, we need to have trust in our law enforcement agencies," said Minister Lamola.

He further assured the Zungu family and the community of KwamaDondo that the law enforcement agencies will do their work on resolving the murder of Ms Zungu. He encouraged the community to bring forward any information that might lead to the South Af-



Minister of Justice and Correctional Services, Mr Ronald Lamola, taken on a tour of the house that was built by offenders



Deputy Minister, Nkosi Phathekile Holomisa, delivering his closing remarks during the official programme



Ms Nomusa Zungu, the eldest child of the six Zungu children, expressing her heartfelt appreciation for the new house built by offenders

rican Police Service (SAPS) making a breakthrough in the case. "To the community, please protect the Zungu family as your sisters and children. Continue working together with councillors and traditional leaders to address some of the challenges in the area" he concluded.

Deputy Minister, Nkosi Phathekile Holomisa, in his closing remarks, expressed his appreciation and thanked all the stakeholders who worked together with the DCS and the SABC. He also commended the offenders for their role in this project.

"We want our offenders to use the skills that they have learned in our centres for the benefit of communities. The building of the Zungu house symbolizes the Department of Correctional Services' commitment to ploughing back to the community and empowering victims of crime through offender labour as part of a restorative justice system."



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ANNEXURE A4



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 14 June 2021



Noprivate Peter's dilapidated mud rondavel (top) and the newly built house (bottom), in front of it stand local offenders who helped with constructing the new home.

## Offender labour restores hope and dignity at Mathanzima Village, Eastern Cape

By Neliswa Mzimba and Martha Makgoga

On 10 June 2021, the Deputy Minister of Justice and Correctional Services, Nkosi Phathekile Holomisa, held a Community Imbizo at Mathanzima Village, Upper Dadamba at Gatyana, Eastern Cape.

Deputy Minister Holomisa also handed over a newly built and fully furnished house to a destitute family headed by an elderly member of the village, Ms Noprivate Peter (67). The two bedroom brick house, which has become a symbol of hope in Upper Dadamba, was built using skills imparted to offenders through skills development programmes.

Peter's dilapidated mud rondavel was identified during a Department of Correctional Services (DCS) women's month outreach in a nearby area in August 2020. The structure was in no condition to house any human being, the walls were barely standing and the exposed areas covered by corrugated iron sheets. DCS officials saw a need for intervention.

"I am so grateful to the Department of Correctional Services and God for rescuing me and my family because I was in a devastating situation. I was living in a house that was falling apart and during rainy seasons, the house would be flooded with water. Today the dignity of my family has been restored," said Mama Peter. Donations have been sourced from officials, departmental stake-

holders and partners to purchase building material and furniture for the family. Peter stays with her son and three grandchildren and they survive on child support and old age grants.

"It is my belief that we can never boast to be free whilst senior citizens of our country continue to suffer and do not enjoy all of their rights as enshrined in our Constitution," said Deputy Minister Holomisa, addressing the community during the Imbizo and handover ceremony.

He further explained that one of the decisions that he and Minister Lamola had taken was not only to concentrate on the rehabilitation of offenders, but also to pay attention to the plight of the victims of crime. He said the Department will do this by either using the skills of offenders to do something directly for the victims or do something good for poor and vulnerable community members such as the Peter family. He said the DCS wants to correct the perception that it is only concerned about the well-being of offenders instead of victims who have been offended and deprived of their breadwinners and supports in their families.

Community members spoke in one accord that



Deputy Minister of Justice and Correctional Services, Nkosi Phathekile Holomisa on his left hand side is the acting National Commissioner Phiko Mbambo (left), (right) Kirkwood Chaplain, Rev Walter Phangumso, (behind) acting Eastern Cape Regional Commissioner Lucky Mthethwa and Ms Noprivate Peter the beneficiary and her grandchildren (9 year old twins) inside the new house.



Ms Nosapho Nqanqani a neighbor to the Peter family and a community member at Mathanzima village says as a community they are grateful to DCS for the visit.

the house built for the Peter family and the visit by Deputy Minister Holomisa were events that renewed their hope in Government. Ms Nosapho Nqanqani, a community member at Mathanzima village, said the Imbizo is the first of its kind in Upper Dadamba, and thanked DCS for reaching out to the community.

Deputy Executive Mayor for Amathole District, Cllr Winnie Nxawe, said government is doing its best to bring services to the people despite the limited resources. She assured the community that the government is now ensuring that community members have a voice and exercise their right in choosing the people they want as their ward councillors and that the leaders they have chosen have an obligation to report about the progress of services regularly to communities.

Deputy Minister Holomisa said the presence of all the government entities at the Imbizo was a reflection of the fulfilment of president Ramaphosa's vision of the District Development Model.

Emphasizing the importance of working together, he said building a more caring society is a responsibility that cannot be carried by government alone, but a challenge that has to be taken up by the entirety of our people.

The Department of Correctional Services plans to continue identifying beneficiaries in different communities around the country and display this kind gesture as a way of giving back to communities through offender labour.



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ANNEXURE A5



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 8 July 2021



Manager responsible for the steel workshop, Rammutle Rampou shows Minister Ronald Lamola, MEC Panyaza Lesufi and Gauteng Regional Commissioner, Thakane Molatedi some of the items that are manufactured at the workshop.

## Correctional Services and Gauteng Department of Education commit to formalise relationship for the manufacturing and supply of furniture

By Sello Modise

As part of the implementation of the recently launched Self-Sufficiency and Sustainability Model, Minister of Justice and Correctional Services, Ronald Lamola and Gauteng MEC of Education, Panyaza Lesufi committed to consolidate the partnership between the two departments.

The partnership will see the Department of Correctional Services (DCS) manufacture and supply furniture to the Gauteng Department of Education (GDE). The furniture will be manufactured using offender labour at various production workshops in DCS.

Lamola and Lesufi made this commitment during their visit to the Boksburg Management Area on Friday, 02 July 2021. The visit commenced with a short briefing by the Gauteng Regional Commissioner, Thakane Molatedi, who stated that DCS was pleased that the two departments had committed to signing a Memorandum of Understanding (MoU), on the basis of which DCS will manu-

facture and supply furniture to the Gauteng Department of Education.

Molatedi mentioned that the Boksburg workshop produces quality office furniture that is supplied to different government departments, beds for offenders, steel beds for school hostels, desks for schools amongst other items.

The entourage toured the woodwork shop wherein Lamola and Lesufi were shown different sections of the workshop where offenders were provided with different vocational skills. Thereafter, they proceeded to the bakery. The tour concluded at the steel workshop, to showcase items that are manufactured and produced by offenders

*Boksburg workshop produces quality office furniture that is supplied to different government departments, beds for offenders, steel beds for school hostels, desks for schools amongst other items.*



Boksburg Area Commissioner, Henry Makhubela leads the entourage as they toured the production workshops.

as part of their skills development training, such as new generation steel beds, palisade fence, braai stands, soccer and netball poles, carport structures, sanitizer stands and other steel products.

Lesufi thanked DCS for a worthwhile experience, and mentioned that through the partnership, GDE will benefit from the items that are manufactured at the production workshops. He also expressed gratitude for crime awareness programmes that DCS renders at various schools across the province.

Minister Lamola said Correctional Services is ready to resolve some of the challenges GDE is confronted with, such as shortage of school furniture and lack of sporting infrastructure. "We will not address all the challenges, but we can make interventions that will significantly contribute towards effective learning and teaching," Lamola said.



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**ANNEXURE A6**



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 29 July 2021



Head of Correctional Centre, Rooigrond Medium B, Samuel Mntambo and Dihlatshwane Primary School Deputy Principal, Patricia Moses outside one of the structures renovated as part of DCS Nelson Mandela Month initiatives.

## Rooigrond Medium B revamps impoverished school in honour of Nelson Mandela

By Tebogo Mlambo

Inspired by the world-acclaimed virtues and selfless spirit of former President Nelson Mandela, and in a quest to uplift the poor and downtrodden, Rooigrond Medium B Security officials, maintenance artisans and offenders joined hands this Mandela Month to assist an impoverished school in the community of Dihlatshwane Village on the outskirts of Mahikeng.

July has been declared Nelson Mandela Month, to celebrate his life and to call on people to recognise their individual power to leave a positive imprint and change the world for the better. Acting Maintenance Supervisor, Brian Ramotshwane, says Dihlatshwane Primary School was an obvious choice after he was approached by Area Commissioner's office to identify a project that the management area could undertake as part of Nelson Man-

dela Month. "Dihlatshwane Primary School immediately came to my mind since the school was adopted by our Centre a few years back," said Ramotshwane. The school is located five kilometres from Rooigrond Correctional Centre and has a total of 401 learners.

Maintenance section visited the site after the needs were submitted by the school. After doing an assessment, they found that four classrooms were badly damaged and



Offenders from Rooigrond Medium B Maintenance section refurbishing a classroom at Dihlatshwane Primary School.

needed repairs. The water reticulation at the ablution facility was not working.

Head of Correctional Centre, Samuel Mntambo immediately deployed a multi-disciplinary team of officials and offenders to do maintenance at the school. Mntambo explained that there are multiple benefits that are derived from participating in such community outreach initiatives. "Responding to such projects equips our offenders with the necessary skills so that they are able to sustain themselves on release. At the same time, attending to the repairs will also assist in keeping the learners in a safe learning environment," he said. Mr Mntambo indicated that the project is planned to continue beyond Mandela Month as it will help more offenders to acquire more skills in different crafts including tiling and bricklaying.

Deputy School Principal, Patricia Moses said the services provided by the Department of Correctional Services (DCS) in helping to refurbish the school's dilapidated infrastructure will promote the image of our school and ensure that teaching and learning takes place in a well maintained environment". Ms Moses applauded DCS for always responding positively to their calls for assistance.

The Deputy Principal said the school will seek further assistance from DCS in the near future for a project to build new classrooms. She also made a plea to the Department to support their School Nutrition Programme by donating vegetables to the school.



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ANNEXURE A7



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 10 August 2021



Deputy Minister, Nkosi Phathekile Holomisa and Senior Managers with some of the beneficiaries of the wheelchairs.

## Deputy Minister donates twenty wheelchairs to Ikhwezi Lokusa

By Nobuntu Gantana

The Deputy Minister of Justice and Correctional Services, Nkosi Phathekile Holomisa officially handed over 20 wheelchairs to the Ikhwezi Lokusa Special School in Mthatha on 06 August 2021.

**“W**e are here because we want to improve the lives of children in this school. When we came here in 2019, we formally adopted this school and made a promise to create sustainable development for the learners at this school. We are going to continue to ensure that the learners at this school receive the necessary support and services from all the relevant government departments,” remarked Nkosi Holomisa. He added that the wheelchairs were not sufficient as there were more learners in need of new wheelchairs and more advanced wheelchairs for some of the learners.

The wheelchairs which were assembled by offenders at Mthatha Correctional Centre were donated by Hillsong Foundation and form part of a standing partnership between the foundation and the Department. To date, over a thousand wheelchairs have been donated to persons with disabilities across the country.

Speaking at the event, the Chairperson of the School Governing Body, Mr Jongibandla Mgwe-tyana, applauded the Department for its consistency. “In this age that we live in, majority of the time people make promises but do not deliver. We are grateful to you DCS for always fulfilling your promises. South Africa lacks sustainability, so we are happy that you always deliver on your commitments”. The Department of Correctional Services (DCS) initiates various community development projects including maintenance and renovation of public infrastructure, cleaning of schools, refurbishment of school desks as well as the ploughing of vegetable gardens. Since the inception of the partnership, DCS through a resource-mobilisation project has donated toiletries, diapers, sanitary towels, wheelchairs and blankets. The Department also continues to provide offender labour to assist with the repairs and renovation projects at the school including the cutting of grass, cleaning of the school yard, re-



Deputy Minister, Nkosi Holomisa said the Department will continue to participate in community initiatives and utilize offender labour to make a positive change in people's lives.

*The new approach to Correctional Services requires the Department to be involved in community initiatives and projects.*

placement of broken window glasses and other minor maintenance work on the plumbing system.

The new approach to Correctional Services requires the Department to be involved in community initiatives and projects. The forging of closer links and cooperation between the Department, the community and other state departments is crucial in the fight against crime. This is also a good platform for the Department to facilitate successful reintegration of offenders into society.

The event culminated with tilling of soil at the school's garden. The Department intends to start a vegetable garden for the learners at the school. This is part of promoting self-sufficiency.



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**ANNEXURE A8**



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 23 August 2021



Inmates at Kokstad Management Area were grateful to receive their first ever computer lab from MANCOSA.

## MANCOSA gives skills development a shot in the arm with a donation of computers to Kokstad Management Area

By Thulani Mdluli

Kokstad Management Area, Kwa-Zulu Natal Region, has entered into a Memorandum of Understanding (MoU) with Management College of Southern Africa (MANCOSA) with the aim of maximizing the provisioning of rehabilitation programmes, and to inculcate the culture of skills development amongst inmates.

**T** rue to the much proclaimed mantra of corrections being societal responsibility, MANCOSA has collaborated with the Department of Correctional Services (DCS) by donating 13 desktop computers to the Kokstad Management Area, on 18 August 2021.

The establishment of computer based learning centres will provide inmates with a secure environment to utilize technology for study purposes, and train them to become computer literate so that they can be able to adapt to

the demands of the corporate world upon release.

Pretty Zondo, who is responsible for Education and Training in the Management Area, said they are going to use a train the trainer approach so as to avoid constant payments to external service providers.

Mr Wonderboy Zondi, a Marketing Manager from MANCOSA in Durban, said that they were honoured to have an opportunity to extend a helping hand to inmates in the correctional facility. He pledged that they will expand their



MANCOSA Marketing Manager, Wonderboy Zondi handing over the computers to KwaZulu-Natal Regional Head: Development and Care, Jabulile Chonco.

scope of work and offer assistance to Correctional Services at a larger scale by providing different programmes. "Together, we will walk the journey we have started today, and success is certain," he said.

Senior Education Specialist responsible for Community Education and Training, Noluvuyo Ngxongo-Dolwana, expressed gratitude to MANCOSA for this gesture. She urged the inmates to embrace this rare opportunity offered to them to better their lives. "We are living in a fast changing world of advancement in the level of technology, and we have seen Gauteng province taking the lead in introducing E-Learning in primary schools. This is a challenge to yourselves to master the use of technology at a young age so you can be able to contribute positively to the country's economic development," Dolwana said.

Conveying words of gratitude, offender Sthembele Dlamini, who is serving a life sentence at Kokstad Medium, said that they are very grateful for the opportunity. "We will come out from here to face the demanding world as better people," she said.

Responding on behalf of the Department of Correctional Services, the Regional Head: Development and Care, Jabulile Chonco, said it was fitting that the donation was made during Women's Month, more so because this period is dedicated to the memory of a pioneer and freedom fighter uMama Charlotte Maxeke who was an astute scholar who obtained her first Bachelor of Science degree from Wilberforce University. "You must prove to be effective leaders like uMama Maxeke, because no one has a choice to be born in a particular environment, but everyone has a choice to change the future," concluded Chonco.

This computer lab is the first of its kind in the Management Area, and will immediately benefit 206 inmates who are currently enrolled in Formal Education within Kokstad Management Area.

MANCOSA is a private higher distance education institution offering affordable and accessible management education, primarily to persons previously denied access to postgraduate education in South Africa.



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ANNEXURE A9



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 27 August 2021



Heads of Correctional Centres attending the forum to share best practices and improve performance in the LMN Region.

## LMN Heads of Correctional Centres carves a way for the implementation of Self-Sufficiency and Sustainability Model

By Advice Ramonnye

The Forum of Heads of Correctional Centres (HCCs) in Limpopo, Mpumalanga and North West (LMN) Region, held a successful session from 23 - 24 August 2021 at Losperfontein Correctional Centre in Rustenburg Management Area.

**T**he session was an ideal melting pot where diverse ideas were canvassed on how the region can best support and derive maximum value through the implementation of the Self-Sufficiency and Sustainability Model.

In welcoming the Heads of Correctional Centres, the Regional Commissioner of LMN, Tlabo Thokolo, emphasized the importance of having such sessions and highlighted that engagements with employees are regarded as extremely valuable in today's governance.

"By now, all of us are aware of the Self Sufficiency and Sustainability Model that the department is driving. This model is no longer negotiable, it must be implemented. This session is meant to share best practices from one another in order

to enable us to excel as a region by realizing the Self-Sufficiency and Sustainability Model," said Thokolo.

HCCs in attendance were afforded a platform to share the overall performance and achievements of their respective centres. Amongst the decisions taken was that every centre is instructed to clear bushes in the premises and establish a vegetable garden that will assist with the supply of vegetables, as part of implementing the Self-Sufficiency and Sustainability Model. "You need to know that there is no management area in LMN region that will procure pork, vegetables and eggs. Furthermore, all Community Corrections offices need to identify either a school or a church where they can also establish a vegetable garden that will be maintained by our pa-



LMN Regional Commissioner, Tlabo Thokolo addressing the Heads of Centres to map a way forward in implementing Self-Sufficiency and Sustainability Model at centre level.

roles/probationers so that the produce thereof will benefit the needy" added Thokolo.

Another decision taken was that there is a need to resuscitate all workshops in the centres within the region. Regional Coordinator (Education and Training), Tebello Mahlangu indicated that they are engaging with various stakeholders, especially different Sector Education and Training Authorities (SETAs) to assist with accreditation of various educational and training programmes. It was also agreed that both offenders and officials need to be trained in different skills to ensure that after the workshops are established, they do not collapse.

Providing feedback on the learning tour that was undertaken recently to KwaZulu-Natal Region, Mahlangu pointed out that KwaZulu-Natal has been performing excellently with regard to matric results in recent years and that it was for a good cause that the team visited there to benchmark.

On issues of Social Reintegration, Thokolo alluded that there is a need to engage more with families of parolees instead of monitoring officials by just hooting and staying in the car when making visits to parolees. "During monitoring visits to parolees and probationers, officials must engage with the families and assess if there are any challenges and where possible try to assist," he said.

Regional Coordinator Health Services, Annah Makhubela, engaged HCCs on COVID-19 related issues and insisted that masks procured should be those that are approved by South African Bureau of Standards (SABS). She further encouraged HCCs to follow all COVID-19 preventative measures, such as the wearing of masks, maintaining social distance and regular washing of hands with soap amongst others.

Thokolo concluded the session by paying tribute to the late Eunice Moloko, an official who was recently allegedly killed by an offender at Leeuwkop Correctional Centre. He encouraged HCCs to enhance security measures in the centres to ensure that the vulnerable officials are protected at all times.



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**ANNEXURE A10**



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 3 September 2021



Deputy Minister Nkosi Phathekile Holomisa and the Executive Mayor of Mafikeng Local Municipality, Betty Diakanyo are flanked by DCS senior managers, teachers and learners from Retlametswe Special School.

## Deputy Minister Holomisa hails pockets of excellence at Rooigrond Management Area

By Tiyani Sambo

The Deputy Minister of Justice and Correctional Services, Nkosi Phathekile Holomisa, described his 2-day working visit to Rooigrond Management Area on 31 August - 01 September 2021, as a resounding success and very insightful.

The first stop of the two-legged visit was at Mahikeng Female Correctional Centre, where the Deputy Minister was joined by the Executive Mayor of Mafikeng Local Municipality, Cllr Betty Diakanyo, to assess the state of the facility, and conditions under which the inmates are incarcerated. "We thought that because this is the last day of Women's Month, which is dedicated to fight for the rights of women in South Africa, we should come to encourage you to take advantage of the opportunities that you are given. The idea is that when you leave this place, you must be having skills that you can use in order to earn a living," explained Nkosi Holomisa.

Executive Mayor Diakanyo beseeched the women to speak out and not remain silent when they are abused. She also pledged that the Municipality, as the local sphere of government responsible for service delivery in the area, will forge closer cooperation with DCS to assist resolve some of the challenges facing the Rooigrond Management Area. The Head of Mafikeng Female Correctional Centre, Herminah Khalabile, said all but three inmates at the facility have been vaccinated. She said some of the activities that inmates engage in include bead making, bible covering, artwork, sheet making and a vegetable garden. The facility has an approved bed-space capacity of 100 but currently accommodate 69 inmates and an infant.

Thereafter, the Deputy Minister and entourage had a brief session with officials, wherein the Deputy Minister conveyed the Ministry's appreciation to the officials for the commendable work they do, and implored them to seize the opportunity to interact with him and the Executive Management from Limpopo, Mpumalanga and North West (LMN) Region and Head Office. "I urge you to use this limited opportunity to raise challenges you are facing, and to make meaningful input on policies governing the operations of the Department of Correctional Services (DCS)," he said.

Day two kicked-off at Retlametswe Special School where

Deputy Minister Holomisa donated vegetables harvested in the LMN region and a vegetable garden which will be maintained by parolees under the astute guidance of DCS agricultural specialists.

Retlametswe Special School caters for about 190 local learners with special educational needs from grades 1 to 5. "I saw the dedication of the officials here and they are not just inward looking, but are also outward looking, because we are part of society, and as we say, 'Corrections is a societal responsibility'. Some of the projects that they are sponsoring in the form of a garden for the school of the underprivileged learners with special educational needs, is something that ought not to be taken lightly because they are using the skills that we have within the Department to impart to our parolees," said Nkosi Holomisa.

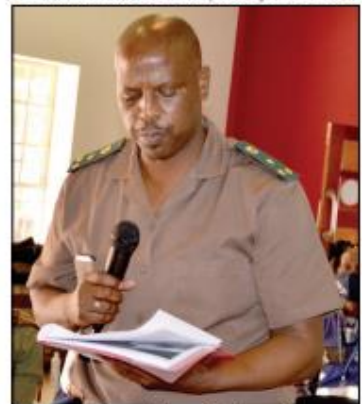
The next stop was Rooigrond Correctional Centre where the Deputy Minister and guests toured the facility and interacted with officials and inmates. This was followed by a tour of the farm area. "We are highly impressed with the contribution that Rooigrond Management Area is making towards fulfilling the objective of a DCS that is self-sufficient and self-sustainable. I was highly impressed with the farm that we have here, in that it produces the food that we need, leading not just for us to being self-sufficient in terms of providing food to our inmates, but also saving a lot of money for the state, that we would have had to spend if we were still relying on service providers from outside," remarked Deputy Minister Holomisa.

The visit culminated in an interactive session between the Deputy Minister, Executives from the LMN region and Head Office, and officials and stakeholders such as organised labour, Department of Public Works and Infrastructure, and the Judicial Inspectorate for Correctional Services. LMN Regional Commissioner, Tlabo Thokoto gave a high level overview of the Region's performance, including challenges and remedial actions that are being implemented. The following are some of the issues raised by officials and organised labour:



Deputy Minister Nkosi Phathekile Holomisa interact with female inmates involved in the sheet making project at Mafikeng Female Correctional Centre.

- Ageing motor vehicle fleet that needs to be disposed
  - Lack of ambulances
  - Filling of vacancies for nurses and other professionals
  - Criteria used for the filling of vacant posts
- Chief Deputy Commissioner (CDC) Incarceration and Corrections, Makgothi Thobakgale, said the budget is being reprioritized to support Management Areas in line with the Department's centre-centric approach. He also mooted plans to insource the production of uniforms. CDC: Community Corrections, Anna Molego said the Department is forging ahead to acquire land to build Community Corrections offices. She mentioned that plans are at an advanced stage to acquire new motor vehicle fleet as well as the appointment of Social Auxiliary Workers. CDC: GITO, Nthabiseng Mosupye reported that plans are afoot to ensure the rollout of the telephone system at Stand-



Acting Area Commissioner of Rooigrond Management Area, Kgwadu Mohale presented on the state of the Management Area.

erton and Tzaneen Correctional Centres. She said GITO is exploring the implementation of a surveillance solutions to augment security in the correctional facilities, including the use of drones. CDC: Remand Detention, Mosekatsi Mashibini, said DCS and other sister departments in the cluster are in constant engagement with the National Treasury, to explore how they can enhance their human resource capacities, within the constraints of a shrinking budget.

Deputy Minister capped off the visit by mandating the LMN Regional Executive, working in tandem with Head Office, to compile and, within two weeks, submit a report on the challenges identified and proposed remedial actions.



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ANNEXURE A11



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 6 September 2021

## Female inmates, the nucleus of solutions to the challenges they face By Refiloe Tau

This year's Women's Month was commemorated in the Free State and Northern Cape (FS/NC) Region, with the goal of enhancing the lives of female inmates.

This event was characterised by stimulating dialogues by female inmates, aimed at finding lasting solutions to challenges they are faced with, dealing with the root causes of their offending behaviour and making proposals on rehabilitation programmes tailored for their needs.

The event was celebrated under the theme: "The Year of Charlotte Manyi Maseke: Realizing Women's Rights," and was held at Bizzah Makhate Management Area, Kroonstad, with 33 female offenders participants. While setting the tone for the session, the FS/NC Regional Commissioner, Shubashini Moodley, explained that the region has a total offender population of 18 531. Of these, 347 are females, which translates to 0.18% of the overall inmate population in the region.

Moodley revealed that during one of the National Commissioner's visits to the Region, he was given an overview of the number of female inmates and the programmes designed for them. "It was that visit that prompted the National Commissioner to challenge the Regional executive to look deeper and ask if the region is doing enough to enhance the lives of female inmates, giving birth to the vision for this session. We have also realised that we cannot change the trajectory of women or look at the management and treatment of female inmates if you are not part of the process. Without your involvement, we can never understand the reasons why you have committed the crimes. This is a start of a journey, where your needs, as female inmates, will be identified, and the right stakeholders will be engaged in order to develop programmes that will address your specific needs," said Moodley.

National Commissioner, Arthur Fraser began by reflecting on the tumultuous past 18 months, due to the COVID-19 outbreak that has wreaked havoc in many people's lives. He mentioned that Correctional Services



Mr Steward Sekgogwe handing over the two Shields (trophies) and a cheque meant for female inmates development, to Bizzah Makhate Area Commissioner, Jacob Mbele.

has not been spared from the devastating impact of the pandemic, with many officials and inmates being infected and some succumbing to the disease.

Fraser pointed out that behind each number, there's a family member and a fellow citizen, each with a unique story, and it is important to reflect on that, and acknowledge what we are confronted with. He mentioned that alongside the COVID-19 pandemic, we have also lost five officials (4 females and 1 male) due to Gender-Based Violence with the most recent incident occurring in Lesuukop Management Area in which Ms Eunice Moloko lost her life.

Fraser applauded Moodley for the initiative and praised the offenders for participating in the dialogues, saying: "We as the DCS have listened to your thought-provoking insights, as we try to have a deeper understanding of why people offend, and specifically, why females offend. The DCS has a responsibility of being a learning organisation, and we also understand that corrections is a societal responsibility and it



National Commissioner, Arthur Fraser giving his keynote address.

must start at home, permeating through educational process and society."

The session was supported by South African Partners, a non-profit organisation that works to improve education, health, and social justice in South Africa. Mr Sthembiso Msomi, the Programme Manager, handed over Dignity Packs to all female inmates at Bizzah Makhate Medium C and spoke about their partnership with the DCS, which began in 2011 in the Eastern Cape and has since expanded to all six regions, with the Free State and Northern Cape now serving as the focal region.

Mr Steward Sekgogwe, a representative of the DCS Formal Education Directorate, presented Bizzah Makhate Area Commissioner, Jacob Mbele with two shields (trophies) that will be circulating among female inmates participating in Book Clubs, reading, and spelling competitions. He also presented a cheque of R5 000.00 from the Directorate to assist the Management Area to purchase books for the female facility, not only for educational purposes but also for self-help and inspiration.

The female inmates did not only engage in dialogues aimed at enhancing their lives, but they were also uplifted and motivated by the current Ms Plus International Humanitarian 2021, Dipolelo Hou, who shared her story of a little girl from the dusty streets of Botshabelo, who is now flying the South African flag high in international pageants. Hou encouraged the women to pursue their dreams, and not let their challenges define them. "Remain positive in the face of adversity, keep on to your vision, and it will guide you to your dreams," she concluded.

The deliberations that emanated from the female inmates' dialogues will be documented.



Bizzah Makhate Medium C Female Choir performing during the session.



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# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 8 September 2021



KwaZulu-Natal MEC for Arts and Culture, Hlengiwe Mavimbela with the KwaZulu-Natal Regional Coordinator for Development and Care, Ms Jabulile Chonco together with the female inmates winners after accepting their prizes.

## Battle of wits as KwaZulu-Natal female offenders showcase their talent in poetry

By Mfanafuthi Shange

As part of Women's Month commemoration, the KwaZulu-Natal (KZN) Department of Arts and Culture, in partnership with the Department of Correctional Services (DCS), launched the Charlotte Maxeke Poetry Competition for female inmates.

The competition, which highlighted Maxeke's socio-religious contribution to South Africa's heritage, was officially launched by KZN MEC for Arts and Culture, Hlengiwe Mavimbela at the KZN Museum in Pietermaritzburg, and culminated in an event held at Westville Correctional Centre on 27 August 2021.

The poetry competition forms part of the rehabilitation programme through creative arts, with female inmates from Westville, eShowe, New Hanover, Kokstad, Vryheid and Newcastle correctional centres pitting their creative wits against each other. All participants received certificates, with the winners receiving cash prizes. Their poems will also be published for further royalty gains.

The competition was held under the theme: "2021, The Year of Charlotte Maxeke: Realising Women's Rights". Poem renditions, conducted in isiZulu and isiXhosa, were aimed at developing, promoting and preserving indigenous languages.

In order to prepare the inmates, the Department of Arts and Culture conducted workshops to sharpen their writing skills in their centres prior to the competitions. The winners and runners-up at centre level represented their management areas in the Regional event. There were two categories in this competition, the first category composed of those who obtained position one and two in their respective centres. The prize tag sponsored by the Department of Arts and Culture saw the winner walking away with a whopping R10 000, second place R5 000 and third place R3 000.

The artistic flair was in full display when an offender from Westville Correctional Centre, Nthando Khanyile, recited the Charlotte Maxeke poem, entitled,

"Sancela kogwansile" written by a fellow female inmate, Zodwa Zulu also from the same centre. It reflected the values espoused by the struggle icon and the need for the current generation to emulate her character. This poem set the tone for the fierce competition that followed.

Zodwa Zulu who is serving 20 years for murder in Westville Correctional Centre, emerged as the winner in the first category following a flawless rendition of her poem entitled "Elawini lengcinezelo". She said she was elated to receive the first place accolade and the monetary reward. "I am very happy for this prize, I will use this money to pay for my studies as I am currently doing Masters in Human Rights Law," she said. She also mentioned that this was a golden opportunity for her since she had not been able to participate in the departmental championships because of her maximum security classification.

Ntombikayise Shange, who is serving six years for fraud in Westville Correctional Centre, came second in the second category with her poem entitled "Lamaliba anenkuluma". She said her prize was going to assist in supporting her children who are struggling as she is a single parent. Shange further said she would continue to nurture her talent so that it can help her make a living upon her release from the correctional centre. The third cash prize was awarded to Schembille Dlamini who is serving life sentence at Kokstad.

Speaking on behalf of the acting Regional Commissioner, Kenneth Mthombeni, Durban, Manage-

ment Area Coordinator for Development and Care, Dumisani Makhaya, expressed his gratitude to the provincial Department of Arts and Culture for the support it continues to provide to DCS. He said the fruitful cooperation has gone a long way in contributing to the rehabilitation programmes of the Department. He encouraged the offenders to grab this opportunity with both hands.

KwaZulu-Natal MEC for Arts and Culture, Hlengiwe Mavimbela graced the occasion with her keynote address, pointing out that Charlotte Maxeke was the first black woman to become a parole officer in the country, meaning that she had a close relationship with Correctional Services. Mavimbela encouraged offenders to utilise the experience and skills they have gained while serving their sentences to positively contribute to society in different ways when they are reintegrated back to their communities. "From an offender, to becoming an author should be a great motivation to propel you to teach others. Your names will be recorded in history alongside top writers in South Africa," said Mavimbela.

She urged the offenders to dedicate themselves to the acquisition of knowledge in order to keep up with the changing world.



Female inmate, Ntombikayise Shange reciting the poem entitled "Lamaliba anenkuluma".



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# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 28 September 2021



The selected participants who will represent LMN region during the 11th National Funda Mzantsi Championships.

## Limpopo, Mpumalanga and North West Region selects their finest to compete at the 11th National Funda Mzantsi championships

By Mesia Hlungwani and Ophelia Motloutsi

Offenders from Limpopo, Mpumalanga and North West (LMN) region gathered at Bethal Management Area in Mpumalanga province to tussle for a golden ticket which will see them competing at the 11th National Funda Mzantsi Championships.

The two-day competition held on 22 - 23 September 2021, was attended by more than 41 offenders from all corners of the region.

Prior to the commencement of the competition, Regional Head: Development and Care, Kgwadu Mohale, urged the offenders to utilise the given opportunity optimally and take the selection process seriously. "We are not going to compromise the standard, we are going to select the best, therefore pull up your socks and fight for your ticket to the National Championships," said Mohale.

The session kick-started with book reading where participants' reading skills were put to the test. The second category of the competition entailed book reviewing where inmates were expected to summarise a book, critique it and analyse its content and style.



Acting Deputy Regional Commissioner, Ruth Letsoalo and Regional Head: Facilities, Nhlele Sono handing over a certificate of appreciation to offender, Lerato Maenotja.



Regional Head: Development and Care, Kgwadu Mohale addressing the participants at the LMN Regional Funda Mzantsi competition.

The LMN region is diverse and boast an assortment of languages, however, due to the COVID-19 stringent regulations, the region opted to participate in six indigenous languages, namely IsiSwati, IsiNdebele, Setswana, Sepedi, Tshivenda and Xitsonga.

Ms Moody Dunster who was an adjudicator, gave participants advice on how they can excel at the National Championship. Dunster told participants not to waste time on long introductions, but to read and review their books until the bell rings and to always show self-confidence.

The acting Deputy Regional Commissioner (DRC) for LMN, Ruth Letsoalo encouraged the participants to take reading seriously as it has the power to reposition them in life. She encouraged them to utilise libraries at the various correctional centres. She further told participants and officials involved to prepare thoroughly for the competition and give their rivals a tough time. "To participants who are going to represent the region, go there and do your best, we believe that this year you will come back with all the accolades," said Letsoalo.

The following outstanding participants were selected to represent the region in the National Championships:

Sepedi	Setswana	Tshivenda	IsiNdebele	IsiSwati	Xitsonga
Lerato Maenotja, Dorothy Makwana, Manoko Matjila	Pontso Tihabane, Mathengana Tefo, Amos Moriri	Mashudu Ratshili, Tendani Ndondonyane, Oscar Nemudziyihadi	Sara Jiyani	Thabo Masina, Nkosi Sabelo, Sindiswa Minisi	Batlle Maseko

Regional Coordinator: Education and Training, Tebello Mahlangu said that due to the COVID-19 pandemic, the region had to reduce the number of participants and the categories of participation which compromises the quality of the regional selections. However, she expressed confidence that the selected participants will come back with all the awards.

All selected participants will camp at Bethal Correctional Centre from 28 September 2021 for further preparations for the National Championships.



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# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 29 September 2021



Female inmates kept the Dance floor lit with traditional dances during the competition.



Offender Zandre Ronnie was the overall winner in the category: Best English Read.

## Western Cape inmates showcase talent in celebration of their heritage

By Candice Van Reenen

Inmates from the Western Cape region approached the opening of the 11th Funda Mzantsi reading competition with vibrancy and zeal as they showcased their reading talent on 21 and 22 September 2021, at Pollsmoor Recreational Hall.

**N**ine management areas participated in this year's regional championships.

In her opening address, the acting Pollsmoor Area Commissioner, Ndileka Boli shared words of encouragement and applauded the participants for taking a step towards transforming their lives. She emphasized the point of striving for success by developing their talents. "This day is about talents. You who are participating today, are all winners! Your participation has already declared you as winners. Go back and use this opportunity to be agents of change," she said.

It was fitting that this competition kicked off during the month of September, which is a month that is dedicated to celebrate our uniquely South African heritage. This presented an opportunity for the Region to showcase its diverse talents and cultures. The event was filled with a beautiful repertoire of reading material, in lan-

guages articulated in a finesse which can only be shared when reading in your mother tongue. The momentous occasion further included a display of various forms of dance and music in true South African style.

The Regional Coordinator: Education and Training, Andile Nelani, advocated for reading to be taken seriously as it adds to the rehabilitation of offenders. "The activity of reading is an informal form of rehabilitation, and therefore we need to encourage the culture of reading at all times." Nelani went on to challenge offenders to demonstrate their talents by producing a book which reflects their writing works. "I want to see proof that you were part of this 'reading for redemption' programme. Reveal the skills that you have and be bold to tell your story. This event is meant to educate and prepare you to be better global citizens, and to showcase your talents," he said.



An ex-offender, Clint Le Roux motivating inmates to be the best they can be in everything that they do and to use the Funda Mzantsi competition as a platform to change their lives for the better.

Among the guests was an ambassador of Funda Mzantsi and former inmate who previously participated in the championships, Clinton Le Roux. He weighed in with a word of encouragement to the participants. "Reading and writing can propel you to better opportunities in life, you just need to be ready and prepared because opportunities come unexpectedly. Take it as a tool to navigate life after incarceration. As long as you are still alive, you are capable to change and re-arrange your life," he said.

The winners in the regional competition will participate in the 11th National Funda Mzantsi Championships to be hosted by the National Library of South Africa (NLSA) in collaboration with the Department of Correctional Services (DCS) from 4 - 7 October 2021. The national competition will be held virtually as a result of the COVID-19 pandemic.



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VACCINATE TO SAVE SOUTH AFRICA  
TOGETHER WE CAN BEAT COVID-19



ANNEXURE A15



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 30 September 2021

## Free State and Northern Cape Region gears up for the 11th Funda Mzantsi Championships

By Bokang Skaut

Offenders from the Free State and Northern Cape region pitted their wits against each other during their Regional Funda Mzantsi Championships held at Bizzah Makhate Management Area on 15 -16 September 2021.

A healthy dose of competition characterised the contest as offenders showcased their dynamic skills and talents, in a quest to secure the much coveted privilege to participate in the 11th National Funda Mzantsi Championships. Free State and Northern Cape offenders were competing in two categories namely; reading and book reviewing.

Despite the challenges of COVID-19, a team of 15 offenders have been selected to represent the region at the national event scheduled to take place virtually from 04 - 07 October 2021. These offenders are currently camping at Bizzah Makhate Management Area, and are hard at work as they prepare to ride the crest of the wave in the national championships.

Regional Commissioner: Free State and Northern Cape, Subashini Moodley, was boisterous about the prospects of the group of offenders selected to represent the region in the national

championships. "In 2019, Free State and Northern Cape region scooped a total of 34 trophies in various categories. It is also expected that the team will surpass this sterling performance. On the same token, it is envisaged that this victory will heighten the DCS efforts on rehabilitation," said Moodley.

Amongst others, this event was graced by the presence of the Deputy Regional Commissioner: Free State and Northern Cape, Takalani Mashamba, who thanked the adjudicators from Sol Plaatje University and the Department of Sports, Arts and Culture in the Northern Cape for their support.

Funda Mzantsi Championships is an initiative spearheaded by the Centre of Books and the National Library of South Africa. They are responsible for promoting reading, writing and publishing in all South African languages, and ensuring access to books.



A female offender giving her all during the Free State and Northern Cape Regional Funda Mzantsi Championships.

*"In 2019, Free State and Northern Cape region scooped a total of 34 trophies in various categories. It is also expected that the team will surpass this sterling performance."*

- Ms Subashini Moodley,  
Regional Commissioner: Free State and Northern Cape,

Free State and Northern Cape Regional Commissioner, Subashini Moodley, Deputy Regional Commissioner, Takalani Mashamba, officials and offenders who will be representing the region in the 11th National Funda Mzantsi Championships.



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**ANNEXURE A16**



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 6 October 2021



The National Library of South Africa Executive Director: Core Programmes, Nokuthula Musa said the institution will continue to collaborate with DCS in their collective quest to build an educated and informed nation.



Acting National Commissioner, Makgothi Thobakgale says the Funda Mzantsi initiative can help to restore the moral fibre of society, whilst developing South Africa's citizenry through a variety of expertise for the benefit of the global community.

## Intense competition anticipated as the 2021 Funda Mzantsi Championship kicks off

By Tiyani Sambo

The 11th instalment of the Funda Mzantsi Championship kicked-off on Monday 4 October 2021 amid much fanfare and swelling expectations from participating offenders from all six regions of the Department of Correctional Services (DCS).

In his keynote address, acting National Commissioner, Makgothi Thobakgale said the hybrid format of this year's national championship has opened a window into the future, and has further amplified the need to envision, embrace and adapt to a new world, driven by technological innovation. "Kick-starting the 11th Funda Mzantsi Championship in this fashion gives us strength in terms of redefining our state machinery to operate within the new normal, as we strive to make a difference and deliver on the mandate prescribed to us by the Constitution of our country," said Thobakgale.

Acting National Commissioner Thobakgale hailed this noble initiative (Funda Mzantsi Championship) by the National Library of South Africa (NLSA) in collaboration with DCS, in helping to restore society's moral fibre, and to realise rehabilitation outcomes of the Department. "As Correctional Services, we have accepted the power of reading and writing as instrumental in raising aspirations

for inmates, thus propelling them to lead productive and fulfilling lives while in custody and on release," he posited.

The 2021 Funda Mzantsi Championship is held under the theme: "Developing Creative Minds". In marking the official opening, Acting Commissioner Thobakgale reminded the participants and organisers that reading builds critical thinking and drives a culture of innovation. To this end, he implored everyone across the spectrum to inculcate a culture of reading in their everyday life.

The outbreak of the COVID-19 pandemic has compelled the organisers of the competition to be innovative and adapt to the new normal, by using technology to bridge the digital divide. For the first in history, the competition will be streamed live through a hybrid model linked to nine DCS locations, whilst the ANEW Hotel Capital in Pretoria will be the central site to host both the opening and closing sessions.

The participants will hope that the long

*"As Correctional Services, we have accepted the power of reading and writing as instrumental in raising aspirations for inmates, thus propelling them to lead productive and fulfilling lives while in custody and on release."*

- Acting National Commissioner, Makgothi Thobakgale

hours of meticulous preparation will give them a decisive edge over their competitors as they all jostle for honours over the four-day competition. The offenders' mental aptitude and razor sharp acumen will come under microscopic scrutiny over the duration of the competition. Judging by the high level of competition on display during day-one, the adjudicators will have a difficult task selecting the overall winners in categories being contested (i.e. reading and book review).

The aim of the Funda Mzantsi Competition is to infuse a culture of reading, promote South Africa's language diversity, literacy, and to encourage all citizens to read, write, converse, and value ideas and thoughts of others. The competition is taking place from 4 – 7 October 2021.



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ANNEXURE A17

# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 15 October 2021



From left to right: Programme Director: Ms Winnie Mangotlo from the Department of Arts and Culture together with DCS' Acting Chief Operations Commissioner, Phiko Mbambo, National Library of South Africa Executive Director: Core Programmes, Nokuthula Musa with Gauteng Regional Commissioner, Thakane Molatedi, Free State Regional Commissioner, Subashini Moodley and Limpopo, Mpumalanga & North West Regional Commissioner, Mr Tiabo Thokofo, who came to collect the accolades on behalf of their regions' participants.

## Offenders impress during the first ever hybrid 11th Funda Mzantsi competition *Marcia Hlungwani*

Offenders from all six regions of the Department of Correctional Services (DCS) showcased their capabilities during the 11th Funda Mzantsi Hybrid Championships on 4-7 October where they were vying for top honours.

The Pretoria Anew Hotel was the main center of the competition accommodating only Gauteng participants and adjudicators while other regions connected virtually.

Aimed at infusing a culture of reading, promote South Africa's language diversity, literacy, and to encourage all citizens to read, write, converse, and value ideas and thoughts of others, the unique 2021 competition was hosted under the theme: "Developing Creative Minds."

Despite the COVID-19 pandemic, DCS' mandate to fully rehabilitate offenders and enable them a better and law abiding life after serving their sentences, continues.

The 2021 standard was very encouraging with offenders and participating communities bringing in their A game in order to claim the crown of being 2021 Funda Mzantsi Champions.

DCS' Sports, Recreation, Arts & Culture (SRAC) Director, Jerry Somaru, said despite the new normal, the competition was successfully hosted and the department managed to reach its goals. "The lessons learned from this year are to be noted with positivity, we might as well consider this format going forward," said Somaru.

Acknowledging the high standards of the competition, acting Chief Operations Commissioner (COC), Phiko Mbambo, emphasised the importance of the competition. "The performance, as much as it was a hybrid event, was a huge success, and I believe we can do more beyond how this event was organised. From this year's lessons, it is clear that we have adapted to the new normal and our programmes are continuing under the current COVID-19 pandemic," said acting COC Mbambo.

He also took note of the impressive performance by Gauteng region. "I was impressed by the participation of our offenders in the sense that we did get more awards and Gauteng region's performance was at a very impressive level. Our wish is that as DCS, we have all regions dominating the competition. So next time

when we have this event, we need to prepare better. I know that other people had challenges to prepare because of COVID-19. We just need to find ways to do our work but still observe the risk adjustments strategies of the country during this pandemic," concluded Mbambo.

The overall results for DCS are as follows:  
Per Category (Prizes-Trophies and Shields)

NO	LANGUAGE	REVIEW (Positions)	READING (Positions)
1	English	1. Hector Peterson 2. Maseko 3. Diphakane (DCS WC)	1. Hector Peterson 2. Sol Plaatje 3. Mandela
2	Afrikaans	1. Gold Bar (DCS GP) 2. Marico 3. Mpuumalelo (DCS KZN)	1. Marico 2. Wallekes (DCS WC) 3. Aathlathake (DCS KZN)
3	Siswati	1. Buxabale (DCS LMN) 2. Honey Bee (DCS GP) 3. Dikakape (DCS LMN)	1. Riverings (DCS LMN) 2. Honey Bee (DCS GP) 3. Dikakape (DCS LMN)
4	IsiXhosa	1. Kudu (DCS EC) 2. Literati (DCS PSNC) 3. Honey Bee (DCS GP)	1. Mpuumalelo (DCS KZN) 2. Diphakane (DCS WC) 3. Honey Bee (DCS GP)
5	Seutho	1. Diphakane 2. Dikakape (DCS GP) 3. Gembok (DCS PSNC)	1. Gembok (DCS PSNC) 2. Mafundla 3. Literati (DCS PSNC)
6	Setswana	1. Gembok (DCS PSNC) 2. Dikakape (DCS LMN) 3. Literati (DCS PSNC)	1. Gembok (DCS PSNC) 2. Teamanang 3. Honey Bee (DCS GP)
7	Sepedi	1. Dikakape (DCS GP) 2. Riverings (DCS LMN) 3. Gold Bar (DCS GP)	1. Malenky 2. Riverings (DCS LMN) 3. Inkwetwe (DCS PSNC)
8	IsiZulu	1. Gold Bar (DCS GP) 2. Galaxy of Readers 3. Aathlathake (DCS KZN)	1. Gold Bar (DCS GP) 2. University of Zululand 3. Inkwetwe (DCS PSNC)
9	IsiNdebele	1. Kwa Mhlanga 2. Dr. S. Mthokozisi 3. Legends	1. Buxabale (DCS LMN) 2. Mafundla 3. Legends
10	IsiVenda	1. Book Net 2. Riverings (DCS LMN) 3. Team Achiever	1. Dikakape (DCS LMN) 2. Riverings (DCS LMN) 3. Buxabale (DCS LMN)
11	Xitsonga	1. Book Net 2. Team Achiever 3. Gold Bar (DCS GP)	1. Wamono 2. Gembok (DCS PSNC) 3. Rising Star



Gauteng Regional Commissioner, Thakane Molatedi proudly collected awards as the top performing region.



Director, Sports, Recreation, Arts & Culture (SRAC), Jerry Somaru, showing a sense of relief after successful delivery of the 11th Funda Mzantsi Championships.

### Summary of awards per DCS Regions

1	LMN	1st - 4, 2nd - 5, 3rd - 3
2	GP	1st - 4, 2nd - 3, 3rd - 5
3	PSNC	1st - 3, 2nd - 2, 3rd - 5
4	KZN	1st - 1, 3rd - 2
5	WC	2nd - 2, 3rd - 1
6	EC	1st - 1
Total Awards: 41		

### Overall winners

First Prize: Notebook, second prize: R1500 and third prize: R1000

No	LANGUAGE	POSITIONS
1	English	1. Hector Peterson, 2. Sol Plaatje, 3. Diphakane (DCS WC)
2	Afrikaans	1. Marico, 2. Gold Bar (DCS GP), 3. Mpuumalelo (DCS KZN)
3	Siswati	1. Honey Bee (DCS GP), 2. Buxabale (DCS LMN), 3. Dikakape (DCS LMN)
4	IsiXhosa	1. Kudu (DCS EC), 2. Mpuumalelo (DCS KZN), 3. Diphakane (DCS WC)
5	Seutho	1. Gembok (DCS PSNC), 2. Literati (DCS PSNC), 3. Inkwetwe (DCS PSNC)
6	Setswana	1. Gembok (DCS PSNC), 2. Dikakape (DCS LMN), 3. Teamanang
7	Sepedi	1. Riverings (DCS LMN), 2. Dikakape (DCS LMN), 3. Dikakape (DCS GP)
8	IsiZulu	1. Gold Bar (DCS GP), 2. Galaxy of Readers, 3. Aathlathake (DCS KZN)
9	IsiNdebele	1. Kwa Mhlanga, 2. Buxabale (DCS LMN), 3. Legends
10	IsiVenda	1. Riverings (DCS LMN), 2. Book Net, 3. Buxabale (DCS LMN)
11	Xitsonga	1. Gold Bar (DCS GP), 2. Team Achiever, 3. Wamono



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ANNEXURE A18



# Let's COMMUNICATE

INTERNAL NOTICE TO ALL STAFF • 14 May 2021



Boksburg Area Commissioner Henny Makhubela, Chaplain Fredolene Manganye, Richard Mofosic (inmate), Themba Sibanyoni (inmate) and Mr Veli Tsomane from Leribe Training Solutions.

## Boksburg offenders overcome great odds to acquire a National Qualification Framework (NQF) Level 2 certificate

By Sello Modise

A group of 50 offenders incarcerated at Boksburg Management Area elected not to allow their past mistakes and subsequent adversity brought about by their confinement, to deter them from a dream of a better future.

These offenders seized opportunities presented to them during their period under incarceration to acquire skills that can help them eke out a living when they are released. The offenders enrolled for a National Qualifications Framework (NQF) Level 2 skills development training programme in furniture making and spray painting at the Boksburg Management Area production workshops. The training programme was funded by the Fibre Processing and Manufacturing (FP&M) SETA.

Their dedication saw them successfully complete a National Qualifications Framework (NQF) Level 2 skills development training programme, and culminated in the hosting of certificate award ceremony in Boksburg Management Area.

The certificate awarding ceremony was held to recognise the 50 rehabilitated recipients for their hard work and determination they put in during the period of their training, from May to August 2020.

The event started on a sombre note with the observance of a moment of silence in memory of the late Thami Vilakazi, who was the facilitator of the training programme. The Director of Leribe Training Solutions, Veli Tsomane, expressed his sadness and regret, that Vilakazi did not live to witness the fruits of his labour. "We have been in partnership with the Management Area since 2014, and have reached over 400 offenders through our interventions. Over 180 offenders have graduated in clothing manufacturing processes. As Leribe Training Solutions, we are committed to securing more funding



Itumeleng Makinta (inmate), Chaplain Fredolene Manganye, Teboho Manenje (inmate) and Mr Itumeleng Trevor Modise at the Awards ceremony.

so that we can continue to assist offenders to acquire adequate skills and training," said Tsomane.

Reverend Fredolene Manganye said the awards ceremony resembled a sign that offenders were being given a second chance. "Rehabilitation requires one to have the willingness to correct themselves and work towards regaining the community's trust, continue to do good, and goodness shall follow you," she said.

Boksburg Area Commissioner, Henny Makhubela, acknowledged and thanked Veli Tsomane for his sterling service to the Management Area and the Department at large. Makhubela further thanked the production managers in the workshops for imparting skills to the offenders. "I am very passionate about what is happening today because skills development is at the centre of rehabilitation of offenders. This is the beginning of many things to come, I would like to ensure that there is an opportunity for further development of these offenders, by helping them to acquire the NQF Level 3 Artisan certificates, which will in future ensure that they can be qualified to run the production line independently," said Makhubela.

Makhubela further implored the offenders to envision what they will do after they are released from the correctional centre. He also stated that his vision was to see the inmates leaving the correctional centre being rehabilitated, and with skills to create and receive employment opportunities in their respective communities, and not to go back to the life of crime.



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