

HALFWAY HOUSES – policy review and new funding model



**‘BELIEVE IN
YOURSELF,
no matter
what the
circumstances’**



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correctional services

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EDITORIAL

When boundaries are broken

The recent suicide of an official following publicity around her alleged inappropriate relationship with a male offender once again raised concern among the leadership of the department.

Controlling the boundaries between officials and inmates is hard to manage but it is something that needs to be addressed by the leadership and centre managers more regularly and consistently.

The DCS Code of Conduct is explicit about this aspect as it states that an official, "Acknowledges and adheres to the limitations placed on social and intimate relationships with offenders..." However, anyone who has worked in a correctional environment anywhere in the world and anyone who has studied the causes and occurrences of broken boundaries between inmates and their caretakers will attest to the complexities involved.

The intricacies are illustrated by an interplay between many factors, such as power relations, gender imbalances, coercion by any of the two sides, the allure of a 'bad boy' image, perceptions about love, the promise of love, organisational discipline and order, overcrowding and institutional culture.

An American study about how inmates perceived boundary violations with staff recommended that correctional institutions adopt ef-

fective measures to train staff and educate inmates about boundary violations.

A BBC News article of 2014 refers to four separate incidents of female officers in England being incarcerated for having inappropriate relationships with male offenders. In the article a psychologist suggested it was the artificial nature of the correctional environment that can lead people, who normally would not be attracted to one another, to overstep boundaries. "These are not normal relationships. There is an element of 'forbidden fruit' and some people are attracted to that," the psychologist was quoted saying.

A commission of enquiry studying the phenomenon among female offenders in England and Wales lamented the lack of reliable data on the topic and said it had to hear anecdotal information from various sources. However, Britain's Prison Ombudsman testified that it had investigated "five female prisoner deaths in the last five years [prior to 2014] in which sexual issues were found to have contributed".

A DCS correctional official knows that engaging in an intimate relationship with an inmate risks them losing their job, but also risks their own safety and that of colleagues because such a relationship almost always leads to doing favours for the inmate, which include illegitimate activities such as aiding an escape and smuggling contraband.

Perhaps the time has come for an in-depth study in DCS about this matter, which could inform a strategy to deal with it comprehensively.

By Estelle Coetzee

PROFILE



‘Believe in yourself, no matter what the circumstances’

BY MOCHETA MONAMA

When you enter through the big gates of the Kgoši Mampuru II Management Area Production Workshops, you are met with the high pitched sounds of steel being grinded and wood being planed on an industrial machine.

Officials are busy explaining or demonstrating various things to offenders, imparting skills with which offenders would be able to start their own businesses or make a living. The Production Workshops are accredited by various qualifying authorities.

Born in Claremont, Pretoria, qualified cabinetmaker, Ms Wilhelmina Rademeyer recalls that one of her parents’ best lessons was that running a race was not about winning, but finishing it. They were instilling in her the courage to never give up, no matter the circumstances. Rademeyer’s greatest inspiration was

her grandfather who used to do woodwork at home. “I am passionate about woodwork because it is part of me and part of my family,” she says.

Ms Rademeyer joined the department in 1996 as a registration clerk at Baviaanspoort. From there she moved to Kgosi Mampuru Central where she held several positions ranging from access control and reception before joining the Production Workshops. This was until she gave birth to twins, which forced her to stop working for two years. She admits this was the most painful thing to do, but at the time she had to choose her children over her career.

"I am passionate about woodwork because it is part of me and part of my family."

During this time she realised that she wanted to contribute positively towards other people's growth. Having grown up close to her grandfather, who she describes as a master woodworker, provided just enough remedy to her long-ing. She then decided to re-join the department in the Production Workshops in order to unleash her passion.

Affectionately known as 'Spook', a nickname she was given by her mates because she had white hair, Rademeyer is mostly motivated by the end product of every job she does, but the ultimate motivation is sharing her knowledge with offenders. "Seeing them become perfectionists at what I taught them, makes me proud," she says.

Getting offenders to work as a team on a project is an indication that a certain state of mind has been achieved and there is nothing more assuring than that and it feels good, she adds. Rademeyer reiterates that it is the responsibility of all DCS officials to ensure that offenders walk out of our facilities with some form of training and education.

She recalls that one of her most challenging tasks when she had just joined the Production Workshops was to manufacture a round table. Working in an environment dominated by male officials did not help much, but she forged ahead and used a jig and Router to cut the correct radius for the table. Today, Rademeyer is responsible for overseeing 35 male offenders of which some are Lifers.

After nine years of experience, one of her biggest projects was to design and manufacture custom made office furniture for the Inspecting Judge for Correctional Services Justice Johann van der Westhuizen. It included an of-

fice desk and conference table made from solid kiat (mahogany). Working according to room sizes provided to her, she drew the desk and conference table full scale onto the floor to indicate how they would fit into each other (according to the client's requirements).

Following from that, she calculated the amount of wood needed and worked out the cutting lists and tools they would need for the job. Rademeyer worked with a team of seven offenders on the project, who in turn learned how to plan for a bigger project. Following a project plan helps avoid mistakes, she says.

There are many aspects to consider when working on projects where you have no idea how the furniture will be placed or how the building and/or room looks. Her passion is evident when she elaborates that you need to think of how the furniture will fit and how it will be delivered. All these aspects influenced the design of the judge's furniture. In the end, "a high quality product was produced," she says.

One of the challenges of working in the Production Workshops is bringing everybody to think of something the same way. Culture, age, experience, religion and race all play a role. Rademeyer points out that people "must respect one another despite where they come from or why they are here". Given all the differences among team members, she has her own operational strategy, which so far, has ensured she does not step on anyone's toes and continues to deliver the best results. That includes giving offenders individual attention and always showing respect.

During the conversation, Rademeyer points out that no one is perfect and therefore, mistakes will happen in the workplace. However, the more people put into their work the better results they will get, she believes. "Seeing offenders and colleagues execute projects with distinction gives me great pleasure," she says.

Rademeyer's work includes providing on-the-job training in cabi-



1 & 2. Rademeyer believes in a hands-on approach. She readily demonstrates to offenders how to operate the woodwork machines.

net making, which encompasses theory and practice. Theoretical training involves designing furniture, identifying different materials, applying safety measures and working out cutting lists.

She spreads the same gospel as her parents, "believe in yourself and never give up", to young correctional officials. Rademeyer believes that small things matter, and "offenders are human beings, when you respect them they will do the same". Wathint'abafazi!... >



Rademeyer discusses with a team of offenders how to approach the manufacturing of a certain item.

Female artisans in DCS Production Workshops are:

Name & Surname	Trades (Wood, steel, textiles and bakeries)	Workshop
1. Rademeyer WJJ	Cabinet-maker	Kgoši Mampuru
2. Matloa RV	Wood Machinist & Cabinet-maker	Kgoši Mampuru
3. Mosopa SM	Upholstery	Kgoši Mampuru
4. Mashiane NL	Fitter and turner	Kgoši Mampuru
5. Modipa RV	Upholstery & Textile	Kgoši Mampuru
6. Molefe P	Welder	Leeuwkop
7. Mapogiso D	Clothing Construction	Boksborg
8. Molotsi M	Furniture Polisher	Boksborg
9. Makapane RS	Apprentice Clothing Construction	Boksborg
10. Mothwa-batho E	Welder	Boksborg
11. Mahlangu EF	Upholstery	Zonderwater
12. Pitjadi AM	Cabinet-maker	Zonderwater
13. Shaku KM	Cabinet-maker	Zonderwater
14. Moale G	Upholster	Drakenstein
15. Jonkers J	Clothing Construction	Drakenstein
16. Mtebele W	Welder	Pollsmoor
17. Letsoalo MA	Boilermaker	Pietermaritzburg
18. Fumba Z	Fashion designer	Pietermaritzburg
19. Net-shithuthuni NM	Apprentice Clothing Construction	Thohoyandou

Supply Chain Management sharpen their pencils

BY TIYANI SAMBO

Acting National Commissioner James Smalberger addressed delegates at a three-day Supply Chain Management (SCM) Indaba held at Kgoši Mampuru II Management Area in November 2017.

The gathering brought together finance and SCM managers, as well as practitioners from Head Office and the regions to improve efficiency in their work.



Acting National Commissioner James Smalberger expressed confidence that delegates to the indaba would find solutions to the SCM challenges that afflict the department

Chief Financial Officer (CFO), Nick Ligege said the practitioners ought to meet annually. "In a time when we have budgetary challenges, SCM is an instrument that can give us value for money with regard to strategic and operational procurement, and contribute to achieving our objectives with limited resources," he said. He wanted the Indaba to help delegates sharpen their skills by learning new ideas and new approaches so that they can be more efficient in their work. He outlined the objectives:

- engagement between delegates and National Treasury on the functioning of the Central Supplier Database
- dialogue on the new Preferential Procurement Regulations to gain a better understanding on how to apply them operationally
- developing a common understanding of value-adding SCM processes
- enabling regions to develop their own Demand Management Plans

- seeking inputs on the revised procedure manuals.

Acting National Commissioner James Smalberger urged delegates to meet their own expectations of the indaba and to improve efficiency of SCM in the department. He reminded delegates about the statement Minister Michael Masutha made when he delivered the Budget Vote Speech this year when he referred to compliance, especially with respect to SCM pre-scripts. Mr Smalberger said the session must achieve tangible improvement and enhanced efficiency. He expressed confidence that the team that converged at Kgoši Mampuru II Management Area have the necessary capabilities and intelligence to overcome the SCM challenges faced by the department.

Mr Maleke Matolong from National Treasury reflected on the key challenges that the Auditor-General has with supply chain management across government departments and State-Owned Entities (SOEs). They are:

- uncompetitive and unfair procurement processes
- inadequate contract management
- awarding contracts to employees, close family members of employees and political office-bearers
- limited scope of audit as a result of auditees' failure to provide the Auditor-General with evidence that contracts were awarded in accordance with legislation

Director Code Enforcement, Pieter Kilian gave a presentation on the mandate of his directorate and the Departmental Investigative Unit (DIU) within the context of fighting corruption and maladministration in the department. He spoke about the importance of officials conducting themselves within the DCS and Public Service Codes of Conduct. ☐



"Halfway Houses are not an extension of a correctional centre. They are homes," Director Nesengani said.

assist DCS in better managing projects through sound financial decision making and measuring return on investment.

Partnerships for halfway houses presently exist in Limpopo, Mpumalanga and North West region, as well as in Gauteng, Eastern Cape, Western Cape and the Free State & Northern Cape regions. The standardized service level agreements (SLAs) with the partners have so far resulted in the successful reintegration of many parolees. Social workers from Community Corrections and stakeholders sourced by the partners help with the reintegration process.

Community Corrections plays an integral role in the oversight on delivery of SLA requirements by partners and effectively managing the parole administration of residents.

The task team visited three facilities in August and September 2017:

- Beauty for Ashes in Observatory, Cape Town
- Vezokuhle Halfway in New Brighton, Port Elizabeth
- World Focus Victim, Youth & Community Development in Thohoyandou

Beauty for Ashes has existed since 2002. Stephanie van Wyk, director at the facility, has witnessed more than a hundred women reunited with their families. DCS partnered with the NPO in 2013. Van Wyk runs two houses that each accommodate five women.

"Each resident come with their own baggage," she said. "Many residents are recovering Tik addicts. Random drug testing became essential to detect use and address parole violation issues. We use the local drug centre within the community at a fee," she shared. The programmes offered at the homes are centred around encouraging reconciliation between residents and their children and families. Scheduled family visits are encouraged over weekends.

Beauty for Ashes is not entirely >

HALFWAY HOUSES – policy review and new funding model

BY SAMANTHA RAMSEWAKI

A community based residential facility (CBRF) is commonly known as a halfway house.

Halfway houses offer transitional accommodation to offenders who are eligible for parole but do not have support systems in the community.

DCS has eight active partnerships for halfway houses and one is state owned. In 2012, then Minister Nosiviwe Mapisa-Nqakula opened the department's first state-owned halfway house for male youth in Naturena, south of Johannesburg. The house has reintegrated about 100 youth parolees since its launch.

The project is overseen by Director Community Liaison, Azwihangwisi Nesengani, in the branch Community Corrections.

Former National Commissioner, Mr Zach Modise, appointed a task team to review the existing policy for CBRFs in mid-2017.

The policy review required an extension of the criteria for residents to include women, the elderly and people with disabilities. The reviewed policy is currently going through the consultation process.

In the initial policy, partnering options were only available to non-governmental or non-profit organisations (NPOs). The review broadened it to all interested entities.

The review team was further tasked to develop a model for funding, which, once approved, will



20-year old Bianca Breytenbach resides at Beauty for Ashes. She has suffered strained family relations and had no placement option once parole became an option to her. "I found a chance to start over," Bianca said. She has since found part-time work as an Au-pair in the vicinity of the halfway house's location. She has also enrolled for a qualification in Early Childhood Development.

reliant on the DCS stipend. Instead, they actively source funds from the National Lottery, Rotary and Community Chest. Their networking with local educational centres has also created opportunities for the women to join nursing school, early childhood development courses and an array of other skills-related options.

House rules include chore rosters, programme participation, adherence to parole conditions and curfews as set out in the person's conditions from community corrections.

Halfway houses have their fair share of challenges. Managing parolees requires good communication between Community Corrections and the house manager.

At present, all active SLAs with halfway houses but one, Vezokuhle in Port Elizabeth, operate on a 12-month contract. It is the intention of the Directorate Community Liaison to establish 36-month contracts to derive more measureable impact.

Thohoyandou Area Commissioner, Takalani Mashamba, visited the CBRF together with the review task team in September 2017.

Reintegration in tribal areas has its unique challenges. "Confirming a

home address is conducted differently," Mashamba said. "Community leadership remains central in villages around the area. DCS has to first liaise with chiefs and local leaders to lobby support for the reintegration of offenders into their communities. Only when approval is granted by the local leadership, would the potential caregiver accept the parolee into their home," he said.

Community participation by residents remains an integral part of CBRF marketing and gaining community trust and support. It is essential to actively immerse the halfway house in the community to avoid negative perceptions from people who do not necessarily know or understand its purpose and need.

Community Corrections offices in areas where there are CBRFs are central role players as they oversee that the service provider does in fact deliver on the SLA. Additionally, all residents of CBRFs are subjected to the same management of parole and supervision conditions as any other offender placed on parole.

Role of Community Corrections where CBRF partnerships exist:

- Engage in active community

participation and marketing the benefits of CBRFs

- Resuscitate community corrections forums in such communities
- Ensure that the Head Community Corrections is actively involved in oversight of the SLA
- Ensure visibility of Community Corrections through unannounced visits
- Have frequent meetings with the service provider and monitor SLA delivery
- Engage residents in community projects, especially when community service is part of parole conditions

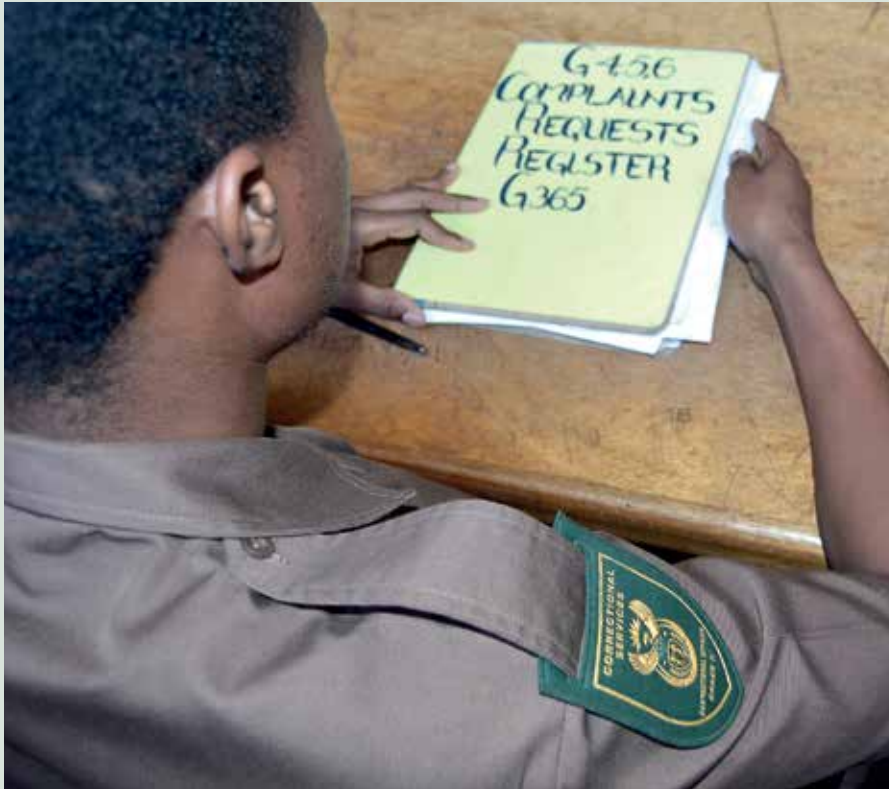
The review team members are:

- Task Team Leader – Azwihangwisi Nesengani (Director Community Liaison)
- Dr Letitia Heyns – Deputy Director Correctional Programmes
- Cookie Moodley – Deputy Director Risk Profiling
- Johannes Motloutong – Deputy Director Community Profiling
- Emmanuel Chaphi – Head Community Corrections, Krugersdorp



The Thohoyandou halfway house reintegrated 34 parolees successfully since 2016. From left are Joyce Madavha (Thohoyandou Community Corrections), Marothi Rannditsheni (Assistant House Manager) and Munzhedzi Madima (House Manager).

- Nomvula Seloane – Deputy Director Social Work Services
- Henny Chauke – Parole & Supervision Administration
- Samantha Ramsewaki – Manager Community Liaison, Johannesburg. 📍



Responsiveness to complaints and requests keeps peace in centres

BY SOLLY MASHABELA

Safe and secure custody of inmates is at the core of the Correctional Services mandate. There is no doubt that the use of high tech security systems, highly trained security personnel and armoury is critical to achieve this mandate.

However, one of the simplest, most cost-effective and time-tested methods of achieving safe and secure custody is to complement all these resources with a well-established complaints and requests procedure. The complaints and requests register (G365) and the postal box in every housing unit are key elements of this procedure.

This management tool, though sometimes under-estimated, is so significant that it is spelled out in

Correctional Services legislation. The G365 register, contrary to a perception by some officials, serves the purpose of recording complaints and requests so that the Head of Centre or an official delegated by him/her deals with them.

The legislation prescribes that, “every inmate must, on admission and on a daily basis, be given the opportunity of making complaints or requests to the Head of the Correctional Centre or a correctional official authorised to represent such Head of the Correctional Centre”.

Verbal complaints and requests must also be recorded properly in the register. Where complaints and requests are of such a nature that preferably they must be written down, the department must provide the necessary stationery to the offender to do so. The written complaint or request must be sent via the correct channels to the proper functionary. Where the Head of Centre has delegated his authority to another official to deal with complaints and requests, they must appoint such a person in writing.

Letters of complaints, whether anonymous or not, must be recorded in red in the G365 register with a cross reference to the file in which the letter, as well as the investigation documents, are filed. Complaints contained in a letter must always be summarised in red ink in the register. If necessary, an investigation must be conducted into anonymous letters.

Complaints and requests that have not been settled by the Head of Centre must be referred in writing to the Area Commissioner for further attention and to be followed up. If complaints and/or requests are dealt with by means of a service letter, the reference number and date of the letter must be recorded in the G365 register.

In terms of Section 93 of the Correctional Services Act, an Independent Correctional Centre Visitor has the authority to conduct private interviews with offenders and record complaints in the complaints register.

Martie van Eeden, Deputy Director Correctional Centres in the Directorate Corrections Administration at head office said, “Consistent and proficient management of complaints and requests according to the prescribed policy procedures will ensure an accessible, efficient and credible system by means of which offenders can air their complaints and grievances”. She said the system inherently promotes overall management of security, avoids offenders’ frustrations from building up, which may lead to gang activities, riots, hunger strikes and false complaints. Ultimately it ensures proper record keeping. 🗨

Care for state vehicles like you do with your own

BY TIYANI SAMBO

Providing officials with a state vehicle to fulfil their official duties is intended to improve productivity and efficiency.

However, some officials drive them with little regard to the responsibility to return the vehicle in the same condition in which they received it. Many officials have learned in a hard way that utilising a state vehicle comes with certain responsibilities.



Director Logistics, Takalani Mapasa, has called for officials to adhere to the rules of the road and be cautious when driving state vehicles.

The number of state vehicles that were written off after road accidents involving officials have increased steadily over the past three years, according to figures from the Directorate Logistics. It is a policy of Government that those who damage or lose state property negligently are held liable.

A degree of discontent among some officials has been simmering over time though, particularly among officials who have been found liable to pay for damages that resulted from motor accidents. Evidently, officials have become uneasy about the grim prospect of having their salaries docked as a consequence of accidents that happen during the course of duty. They feel that the employer should offer them more protection.

The net effect of this perception has resulted in some officials being reluctant to drive Government Garage (GG) vehicles. The implementation of Supply Chain Management Circular No. 8 of 2010/11 is often causing unhappiness among officials.

The circular sought to inform and clarify issues when determining amounts to be recovered due to losses and damages of state property. The circular lists four variables which are applied when calculating the recoverable amounts equivalent to the value of an article at a time of loss or damage.

According to the circular, officials who are found to be negligent are held liable as follows:

- The negligent official would be liable to replace the vehicle/item at purchase price for vehicles/items that are less than 12 months old.
- The negligent official would be liable for 75% of the purchase price for vehicles/items that are older than a year but less than three years.
- The negligent official would be liable to pay 50% of the purchase price for vehicles/items older than three years but not more than 10 years,
- An equivalent of 30% of the purchase price would be recoverable for vehicles/items that are older than 10 years.

Director Logistics, Takalani Mapasa indicated that in order to determine an amount equivalent to the relevant percentage, many factors are considered such as the lifespan of the vehicle, its purchase price, book value and damage to the vehicle.

He said the Loss Control Officer works in conjunction with a State Attorney to make that determination.

Some officials have indicated that they should be allowed to source price quotations on their own from accredited vehicle repair centres rather than to be confined to listed centres because those are often too expensive. Mr Mapasa said vehicles are repaired in accordance with the contract between DCS and the fleet financier, which stipulates that repairs on vehicles must be done by an accredited service provider from the list provided by the financier.

Mr Mapasa allayed fears and provided clarity on the processes that are followed to deal with incidents involving GG vehicles. He said DCS has a fleet of 5 180 GG vehicles that are currently being used by officials. Statistics show that 423 vehicles were written off during 2017, in contrast to 217 in 2015. He said that as a way of ensuring impartiality and credibility, investigations into motor vehicle accidents are conducted by Loss Control Officers who do not work at the Transport section and who are not conflicted in the cases they investigate.

Mr Mapasa said the department has developed initiatives to promote responsible driving by officials. These include development of the Transport Procedure Manual, putting stickers in vehicles reminding drivers of the dangers of abusing state vehicles, and ensuring that officials' suitability to drive state vehicles is tested every three years before they are issued with a new GG licence. 📌



Steve Biko's death remembered



President Jacob Zuma honoured the role Steve Biko played in the liberation struggle.

On 12 September 2017, Minister Michael Masutha accompanied President Jacob Zuma to Kgoši Mampuru II for the 40th commemoration of Steve Biko's life and celebration of the ideals for which he died. The President laid a wreath at the cell in which he died, situated in the hospital wing of the Kgoši Mampuru II Remand Detention Facility. President Zuma was also accompanied by ministers Nosiviwe Mapisa-Nqakula and Nathi Mthethwa, Deputy Minister Thabang Makwetla and acting National Commissioner James Smalberger.

After laying the wreath, he addressed journalists and officials in attendance. President Zuma said the ceremony must remind South Africans of our history and the task that remains to liberate poor people, and Black people in particular, as they still constitute the biggest percentage of the poor.

He called on South Africans to liberate themselves by participating in political and civic formations because they cannot expect to be liberated by others. "The work of Biko remains incomplete," he said. He said there would not be inequality, unemployment and poverty if the freedom that Biko spoke about was fully achieved, and that was why it remained important to remember Biko and other heroes who fought for both political and economic liberation. "He was a real African who had the guts and bravery to speak his mind," President Zuma said.

Before the President laid the wreath, the National Defence Force's Ceremonial Guard stood at attention in the corridor along Cell 9, where Biko took his last breath. They saluted the President before he hung the wreath on the cell door, after which he observed a moment of silence and walked into the cell to observe the confined 2m² space. 📷

Minister solidifies partnership

Minister Michael Masutha strengthened the partnership between DCS and Siloe School for the Blind when he visited the school on 8 September 2017, this time to donate beds and chests of drawers for the hostel. The school is situated at Lebowakgomo near Polokwane in Limpopo. The department currently provides offenders to assist with renovations and general maintenance of the school's infrastructure.

The donation comprised of 43 beds and 26 chest of drawers which were manufactured by offenders. Ms Ramasela Lebelo, the Principal, conveyed appreciation to the department for the work done, and expressed hope that the partnership will continue into the future. She mentioned that the school had 110 learners, 44 girls and 66 boys.

Minister Masutha thanked the offenders for volunteering their labour and skills as a way of ploughing back to the community. He commended their contribution to the development of communities. He advocated for stronger partnerships between the department and community-based formations. He also indicated that stronger partnerships with various community structures will help ease offenders' social reintegration back into society. 📷

Minister Michael Masutha reunited with his childhood schoolmate, legendary musician, Adv. Steve Kekana, who was the only matriculant at Siloe School for the Blind in 1976.





"The Diraditsile family's dignity has been restored. Thank you Gauteng region, you have shown that the Batho Pele principles can be advanced," Deputy Minister Thabang Makwetla shared.

a modern look with open plan spaces, safer electrical installations, reinforced walls to compensate for instability caused by the fire and a boundary wall to secure their home.

On the same day, Deputy Minister Makwetla spent his afternoon with about 700 Soweto residents in Pimville's Methodist Church. He and local ward councillor, Reineth Moabi, handed over 30 wheelchairs to female recipients as part of an outreach campaign. "DCS is the first department where I have seen officials voluntarily reach into their own pockets to lend a helping hand to people in need. I am proud to be part of a department that fosters the spirit of Ubuntu," Makwetla shared.



Recipients of wheelchairs were identified from Dlamini, Diepkloof and the Self Help Association for Paraplegics (SHAP) in Mofolo Soweto. For 78-year old Regina Nxumalo of Diepkloof, receiving a wheelchair brought her to tears of joy after having spent years being carried around as a result of her paraplegia.

The recipients largely included the elderly and paraplegics from areas such as Dlamini, Mofolo and Diepkloof in Soweto.

The DCS wheelchair project is overseen by Mr Delekile Klaas, Regional Commissioner of Western Cape. The project has improved the quality of life of many beneficiaries countrywide. 📍

Deputy Minister gives Soweto double-dose of DCS generosity

BY SAMANTHA RAMSEWAKI

Motlalepula Diraditsile and his family's dignity were restored on 26 September 2017, after Fulufulu Trading & Projects, and Johannesburg Management Area's artisans and parolees, rebuilt their home in a month.

Deputy Minister Thabang Makwetla officially handed over the home in a humble ceremony that the residents of Moletsane witnessed.

The Diraditsile family of Moeti Street, Moletsane, Soweto lived in a four-roomed house built in the early 1960's. One night in the autumn of 2017, they woke up from their neighbours' loud callings and realised their home was being gutted by fire. Nothing escaped its fury, other than the family with the clothes on their back.

Local councillor, Mr Mpho Sesedinyane appealed to the office of the Deputy Minister in August 2017 for assistance to rebuild the family's home. Seven parolees committed their daily labour to restore the house, together with parole offi-

cials and artisans of Johannesburg Management Area.

Offender and parolee labour has become of great value in DCS for the benefit of communities. The Deputy Minister said, "utilising the skills of those under community corrections must be tapped into more. As DCS, we are encouraged by the selfless efforts of those who once wronged society by demonstrating how they have changed. We will continue to work at earning society's trust in rehabilitation so that it be better understood".

The project was valued at around R115 000. DCS contributed by providing skilled workmanship, artisans and parolee labour. With just under 200 hours of volunteered community service, the destitute Soweto family was given new hope.

The four room house was given

Health services report drugs' side-effects

BY NELISWA MZIMBA

The World Health Organisation (WHO) defines pharmacovigilance as “the science and activities related to the detection, assessment, understanding and prevention of Adverse Drug Reactions (ADR) and drug-related problems.”

Simply put, pharmacovigilance is the process of monitoring negative effects of new and old drugs to see if they are doing more harm than good to patients. Pharmacovigilance is the fourth stage of drug monitoring and continues throughout the availability of the drug in the market.

DCS, like any institution that provides clinical care, has a responsibility to undertake pharmacovigilance activities to assist the health care system by identifying

negative side effects of drugs. Ms Tammy Matsitse, Deputy Director Pharmaceutical Services at Head Office, said although medicines undergo clinical trials before they become available in the market, it is important to continue monitoring their safety and effectiveness when used in real-life circumstances. This is because when medicines are administered to patients, unexpected reactions can occur which may be harmful.

Ms Matsitse acknowledged that previously, the department some-

what lacked monitoring and reporting the side effects of drugs, but this has changed. Gauteng region has taken the lead in pharmacovigilance. Mr David Rasebotsa, a pharmacist based at Gauteng regional office, is a leading proponent of pharmacovigilance. He developed interest in the subject when the department embraced the call by the WHO to improve pharmaceutical services. “I became the champion of pharmacovigilance in 2015 after attending a training-of-trainers course by the National Department of Health. We started training our health workers in Gauteng region, and last year we started to train health workers from all regions,” he said.

Director Health Services, Mirriam Mabe, said the Gauteng region had a perfect start by forming pharmaceutical and therapeutic committees, which is what the WHO encourages as a process to implement effective drug monitoring. She said they were able to report promptly and accurately as required and were recognised by the Department of Health for their effective reporting.

Ms Mabe explained that the aim of the recent training of health workers was to prepare the regions for >



Mr David Rasebotsa, a pharmacist and pharmacovigilance champion in Gauteng says pharmacovigilance involves more than just noting and reporting adverse drug reactions.

and diarrhoea have been reported by patients taking HIV drugs. Swollen lips and continuous coughing were also recorded by TB patients and those taking high blood pressure pills or injections. Gynecomastia (men growing breasts) is another side effect that has been recorded. Drug side effects are reversible and can be managed.

Ms Matsitse emphasized that pharmacovigilance demands comprehensive reporting for it to be effective. She said health workers should report ADRs but also provide laboratory results of patients so that other drugs used by the concerned patient can be identified. "We are not oblivious that sometimes treatment can be a burden but when we start understanding the ADRs and engaging with our patients to make them aware that our goal is to make them better, there is less panic," Mr Rasebotsa said.

Director Mabe said the health professionals meet regularly at head office to share best practices and information on ADR, do peer reviews and devise preventative methodologies. 📌

implementation of pharmacovigilance. The training was conducted by the Department of Health's Pharmacovigilance Centre. The health workers were coached on how to compile comprehensive reports for the Department of Health and to analyse reports to help them manage ADRs. The candidates for training were mainly health care managers. Director Mabe said the directorate looks forward to extending the training to custodial officials and social workers who are also in regular contact with inmates and can help detect and monitor ADRs.

Mr Rasebotsa said all ADR reports from management areas are sent directly to the National Pharmacovigilance Centre at the National Department of Health. The centre collects all the information and categorizes it according to severity and frequency – they help the manufacturers to monitor side effects and if they feel there is a need to remove a drug from the market, they do that as a regulatory body. If the drug deficiency requires updating of the package inserts to inform patients of the side effects and

what they can do to avoid the side-effect, the body would direct drug manufacturers to do so.

Pharmacovigilance is not limited to drugs for well-known conditions such as HIV/AIDS or TB. However, Mr Rasebotsa said TB and HIV drugs are more prone to cause reaction. "We have seen many people stop taking their medicine, especially HIV and TB patients because they are overwhelmed by the negative side effects," said Rasebotsa.

ADRs such as headaches, nausea



Director Health Services, Mirriam Mabe, and Deputy Director Pharmaceutical Services, Tammy Matsitse, agree that Gauteng region started on the right foot in implementing pharmacovigilance and their work can be used as a benchmark.

PROFILE

"Tayla and I were once singing together and a woman walked up to us and asked how we survived as deaf people. I told her that I do not have a problem with having a deaf family because we are able to do many things in life without hearing," Selina said.

Selina Chetty

Deaf and proud!

BY SAMANTHA RAMSEWAKI

In 2006, Selina Chetty walked into her first interview at DCS in KwaZulu-Natal for a position as an IT intern. Little did the interviewing panel realise that the young woman before them was deaf. Silence rang loud when the panel realised that there was no interpreter present.

Selina is Durban Management Area's IT manager at assistant director level since 2013.

She was confirmed deaf when she was one year old. Life tested her mental tenacity, compelling her to deal with each challenge in her own way. Her twin sister has full hearing capability. Her husband Dave is also deaf. Their five year old daughter Tayla-Leigh has partial hearing ability and relies on a hearing device.

"I was very nervous in my first interview at DCS, more so because there was no interpreter. I was handed a page and pen on which I wrote my responses to the questions. One of the panelist's made a joke, saying I should not take all day to answer. I appreciated the panel's patience," Selina said.

Any deaf person will affirm that deafness is an identity, and not impairment. For many, communicating in the hearing world is far from simple. However, science has evolved significantly with smart devices that enable a person to not necessarily hear the same way a non-deaf person would but be able to technically hear.

In South Africa, deaf culture is active with positive role models. Sign language is a rich and evolving language. Tayla uses that mode to communicate with both mom and dad. She recently had a hearing aid installed with the help of a sponsor and will soon be benefitting from both worlds.

Deaf people regard sign language as a core part of their culture and community. South African sign language (SASL) is an important language, although not one of the official languages.

Many uninformed hearing people often see the deaf as disabled, handicapped or impaired. It is

important that more people become fluent in sign language so that there is greater appreciation and understanding of the deaf culture. It is a complete language with its own grammar, vocabulary and arrangement.

Selina's communication tools to users (officials) are mainly e-mail and WhatsApp. There is no interpreter appointed at her management area or supporting devices as yet. There are times that communication is frustrating for Selina who has to cope with attending a meeting and not being able to participate fully. "Sometimes two or three people help me keep up by writing down what is being said or help me lip read. But this does not happen often. I have to use my eyes to listen. Meetings are not a pleasant experience for me," she said.

Like any language, SASL is potentially capable of communicating an endless number of ideas. It is neither a variety of mime, nor is it a manual code for English. Many people who are unfamiliar with sign languages assume that there is a single universal sign language used by deaf people all over the world. Although many signed languages share similar origins (as do many spoken languages) each is distinct and evolves over time to meet the needs of the populations that use it.

"A trip to the cinema is something we cannot do as a family. There are never subtitles. My child bombards me with questions on what is being said and I feel helpless not being able to tell her. Many areas of daily life are not accommodating the deaf community. I usually write down my order at a fast-food outlet and there was an incident when a waitress was not patient with me doing that. She asked someone else to attend to me," she shared.

Selina also mentioned other chal-

lenges such as when they needed roadside assistance. Insurance companies and tracking service providers are only contactable via telephone.

"When the siren was triggered and when chaos broke out in the centres I was the last to realise what was going on," Selina said.

Her supervisor, Director Dhanraj Mohan holds Selina in high esteem. "She is an excellent worker, intelligent and accurate at what she does. I was on the panel that interviewed Selina for her current position and it was my first experience with interviewing someone that was deaf," Mohan shared. The panel was compelled to write down their questions and have her respond to them in the same manner.

Mohan always has paper at hand on which to write tasks or questions to Selina. "I have trouble lip-reading Director Mohan because his bottom set of teeth are gold-capped and it disturbs my interpretation," Selina chuckled. Mohan often uses his secretary Sadhana Boodhoo to assist him in relaying messages to Selina.

Director Mohan confirmed that the need for an interpreter was registered with the regional office's Disability Desk. "The acceptance of people with disabilities by the rest of the staff is important. I think more can be done for people with disabilities," he said.

"Tayla and I were once singing together and a woman walked up to us and asked how we survived as deaf people. I told her that I do not have a problem because we are able to do many things in life without hearing," Selina said.

The only difference between hearing and deaf or hard of hearing people is that it takes more effort to communicate.

Some tips to help hearing people better communicate with the deaf community:

- Ask the deaf person how he or she prefers to communicate, whether it is lip-reading, writing or signing. Be patient, as it takes longer to have a conversation. Many deaf or hard of hearing persons lip-read and when faced with a person who has a moustache and beard, communicating



1. Director Dhanraj Mohan keeps a pile of printed paper on which he writes down tasks or questions to Selina to assist their communication.

2. Any deaf person will affirm that deafness is an identity and not impairment. For many, communicating in the hearing world is far from simple.

- is nearly impossible.
- Do not SHOUT. In most cases, it doesn't help.
- Wherever possible, minimise the amount of background noise. Make sure your face is in line of view. If the person shows signs of being confused or getting lost, ask if they understood what you said, and repeat your sentences if necessary. Even if the person seems to be following perfectly well, ask them anyway.
- Modulate your voice and speech patterns. If you normally speak softly, try to consciously speak louder. If you usually speak fast, try to slow down.
- For most deaf people, communicating on a one-to-one level is easier than in a group. If you find yourself in a group with a deaf person, try to cue them from time to time on what is occurring. If it is in a work situation, take the time to write notes and share with the participant, and ask if they understood what was happening and if they needed clarification.
- The deaf community are very much like the hearing community, except that their ears may not work too well. 🗣️

Any deaf person will affirm that deafness is an identity, and not impairment. For many, communicating in the hearing world is far from simple.



The Amathole Area Commissioner's office officials dressed in colourful attire celebrating the diversity of African cultures.

DCS CELEBRATES

Heritage Month



Officials from the Bizzah Makhate Area Commissioner's office dressed in Sepedi and Setsonga cultural attire.



Vha Tsonga showcased their traditional attire at Leeuwkop Management Area.



Tsonga women going to present the bride (middle) to her future husband, Kgosi Mampuru Management Area



Branch GITO from Head Office showcased the Afrikaner culture.



AmaNdebele made a grand entrance at the heritage celebration in Baviaanspoort Management Area, Gauteng Region.



Vanessa Goliath and Karolus Strydom from Goodwood Correctional Centre showcased the Coloured's culture in vibrant outfits.

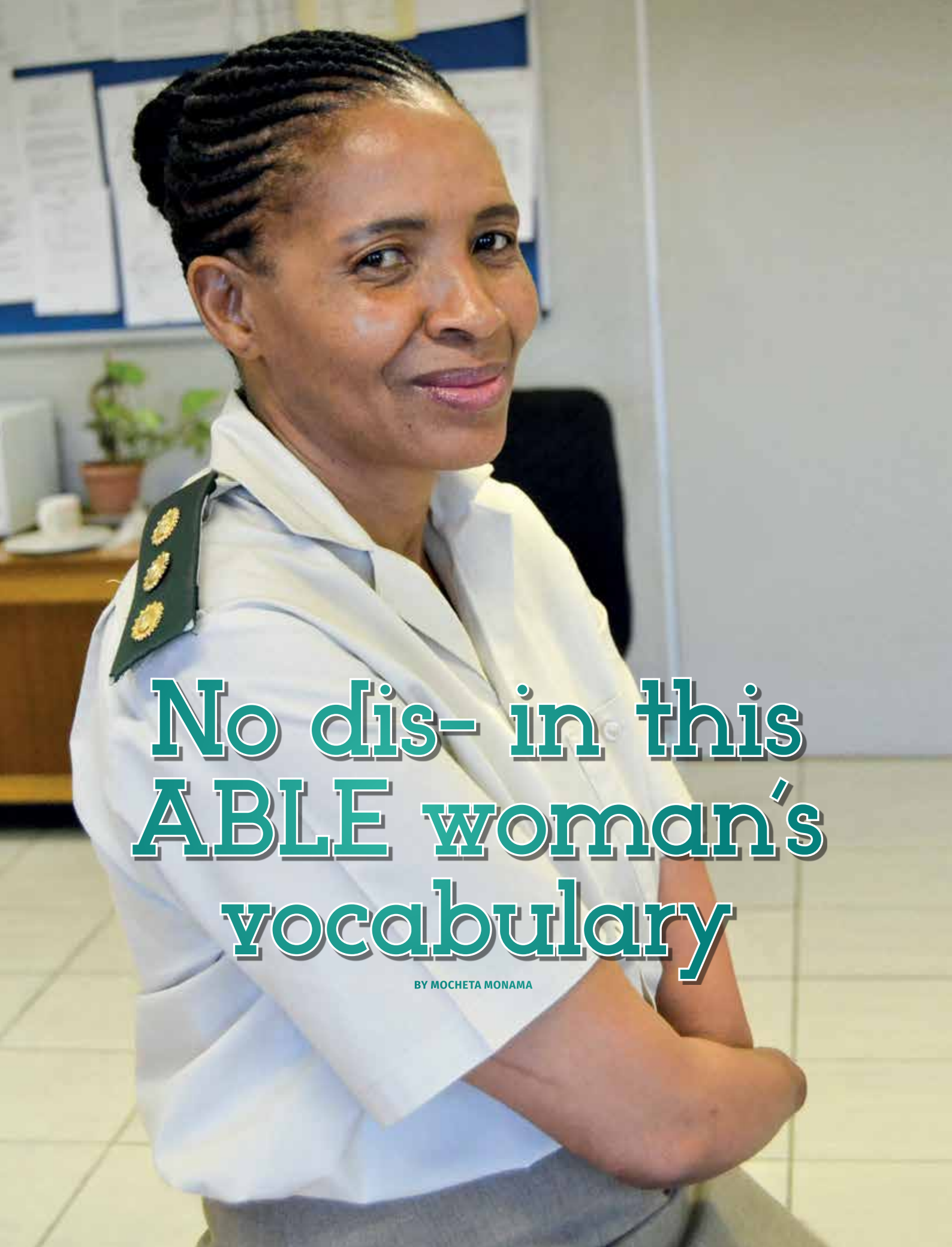


Groenpunt Medium Correctional Centre officials posed for a photo in their colourful African outfits.



An official from Upington Correctional Centre cooks traditional food, dressed in white Xhosa attire (umbhaco).

DCS officials all over the country showcased their different cultures expressed in dance, food and colourful attire during Heritage Month this year. A workforce that embraces diversity must be valued by any organisation. People from different backgrounds who work together exchange information and experiences, thereby creating an environment of highly creative and innovative work teams.

A woman with dark skin and braided hair, wearing a light blue police uniform with three gold buttons on the shoulder, stands with her arms crossed. She is smiling slightly and looking towards the camera. The background shows an office setting with a desk, a potted plant, and a bulletin board.

No dis- in this ABLE woman's vocabulary

BY MOCHETA MONAMA

A proud single mother of two boys, security manager in the department, youth leader in her church and more amazingly, a chess player and former soccer player.

These are just some accounts of Ms Malefa Hantsi's life, who was born with congenital amputation. She relates her childhood in Mount Fletcher in the Eastern Cape, as normal and fun. She passed Matric in 1989, furthered her studies at the former Medunsa (Sefako Makgatho) University where she obtained an honours degree in Psychology.

Congenital amputation is defined as the absence of a limb or part at birth. This condition can be the result of the constriction of fibrous bands within the membrane that surrounds the developing foetus (amniotic band syndrome) or the exposure to substances known to cause birth defects.

Hantsi never let her disability stand in the way of her dreams. She fondly recalls that her childhood did not involve special treatment from her family, hence she went to a normal school. She did everything that a person with two hands could do, be it cooking, sweeping the floor, fetching water and all other house chores. When she joined Correctional Services in August 1999, her family was not worried about how she was going to do it. The people around her were used to her abilities.

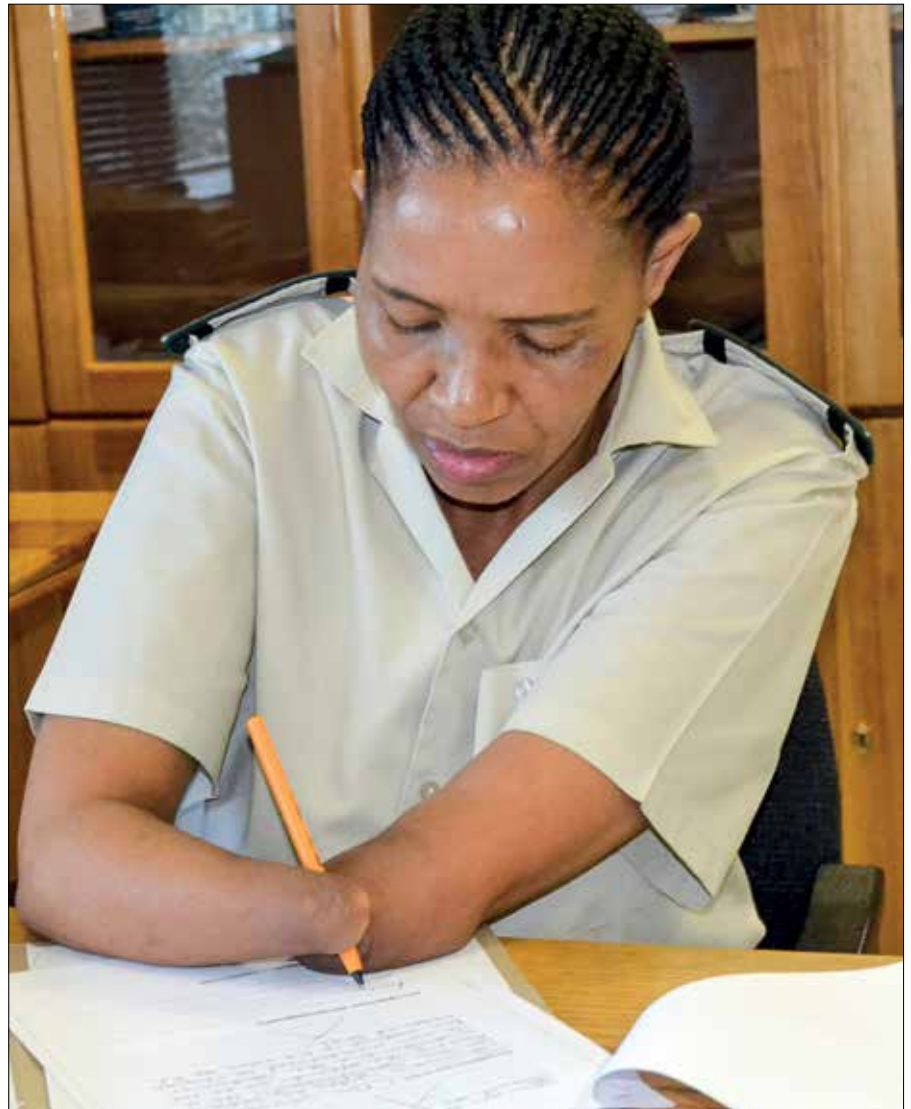
Growing up, her dream was to influence the world positively and Correctional Services was the perfect place to put that dream into motion. She got her first break in the department when she was called upon to serve at Modimolle Correctional Centre (under Polokwane Management Area) to work at recep-

tion/admission. Over the years in the department, she learned that the rehabilitation of offenders motivates her to put on her uniform every morning and go to work with a smile. The reception desk is considered one of the most difficult work stations in the department. However, she recalls that she applied her professional skills (psychology) whenever she found herself in a predicament. Fascinatingly so, what Hantsi likes about the department are the challenges. "Whenever I am faced with a difficult situation, I become very motivated. There is that thing in me that says, I need to do this..." she explains.

She recalls that one of the worrying things when she joined the department was the stares from colleagues. But, "they forgot about my condition when I could do things

like escort duty, lock-up, head counting and all other critical procedures in the centre. The good thing is that my managers at the time did not discriminate against me," she laughs. From Modimolle she was transferred to Odi Correctional Centre as an Admission Officer before she joined Community Corrections as security manager in August 2008. Working in Community Corrections has not changed her focus much, especially towards her passion for offender rehabilitation and giving back to the community. She admits that dealing with probationers and parolees is much better than reception/admission, though it has its own challenges.

A serious challenge in Community Corrections is the use of nyaope drug by parolees and probationers. According to her, nyaope contributes to >



Ms Hantsi believes that communities must be better informed about the purpose of Community Corrections.



1 & 2. Whether it is driving a car or working on a computer, Ms Hantsi is equally capable.

parolees' and probationers' inability to abide with their parole conditions.

She further alluded that corrupt officials should refrain from their bad actions in order for us to realise our dream of a safer South Africa. As a manager, it is difficult undergoing a disciplinary procedure with someone you have been working closely with for years. The job has to

be done unfortunately. Policies and procedures have to be implemented for a job to be done well. However, people decide to take it personal at times. She wishes officials could be able to distinguish work from their personal feelings.

Hantsi has a sharp understanding that Community Corrections links the department with communi-

ties. The more communities trust the department, the more they will report wrong doings by parolees and probationers. She believes that more work needs to be done to educate the community about the purpose of Community Corrections. She recalls that one of the most wonderful feelings about her work is having a community member come into their offices to say thank you.

Not meeting her deadlines frustrates her more than anything. She explains that being a manager and a mother of two can be challenging. However, she has found ways of juggling responsibilities and her physical health plays a major role. She keeps healthy by jogging about six kilometres daily. According to Hantsi, this helps to minimise the risk or avoid chances of illnesses such as diabetes and high blood pressure. She believes that a healthy body produces a healthy mind and good results follow, including at work.

Hantsi explains that she can do anything that a normal person can do, including driving, writing, using a computer, cooking, laundry and ironing. Her disability gives her the drive to succeed where people think she will not.

One of her ambitions includes being the National Commissioner one day. She also aims to obtain a master's degree to enhance this possibility.

She wishes to change her shy personality. However, she adds that most people mistake this side of her for not having confidence. That is where they are wrong, she explains. She draws inspiration from her two boys, prayer, church, work and life. She is determined to establish a better future for her children and being a good manager. Her advice to colleagues is that everyone must stand up for themselves and be determined to make a difference in the workplace. "They should not just sit and hope that someone will bring that goal to them, they should go get it themselves," she says. There are always challenges in the workplace. What is more important is how you handle them, she concludes. 📌

Decorated, long-serving officials lead Gauteng and LMN

BY TIYANI SAMBO

Two DCS stalwarts, Ms Grace Molatedi and Mr Mandla Mkabela, have risen up the ranks to reach Regional Commissioner titles and lead Gauteng, and Limpopo, Mpumalanga and North West (LMN) regions respectively.

Their rise can be attributed to their tenacity and strong leadership credentials. The seasoned officials were appointed with effect from 4 October 2017.

Ms Grace Molatedi, Gauteng Regional Commissioner

Ms Molatedi is in the company of a handful of capable women leaders in DCS who are true torch-bearers and paving the way for other emerging women leaders to take their rightful place in the historically male-dominated environment.


With 16 years of experience at senior management level, she has traversed a long and arduous journey that has prepared her for the mammoth task that lies ahead. Ms Molatedi has held various positions in the department, which undoubtedly put her in good stead to thrive in her new role, and these include:

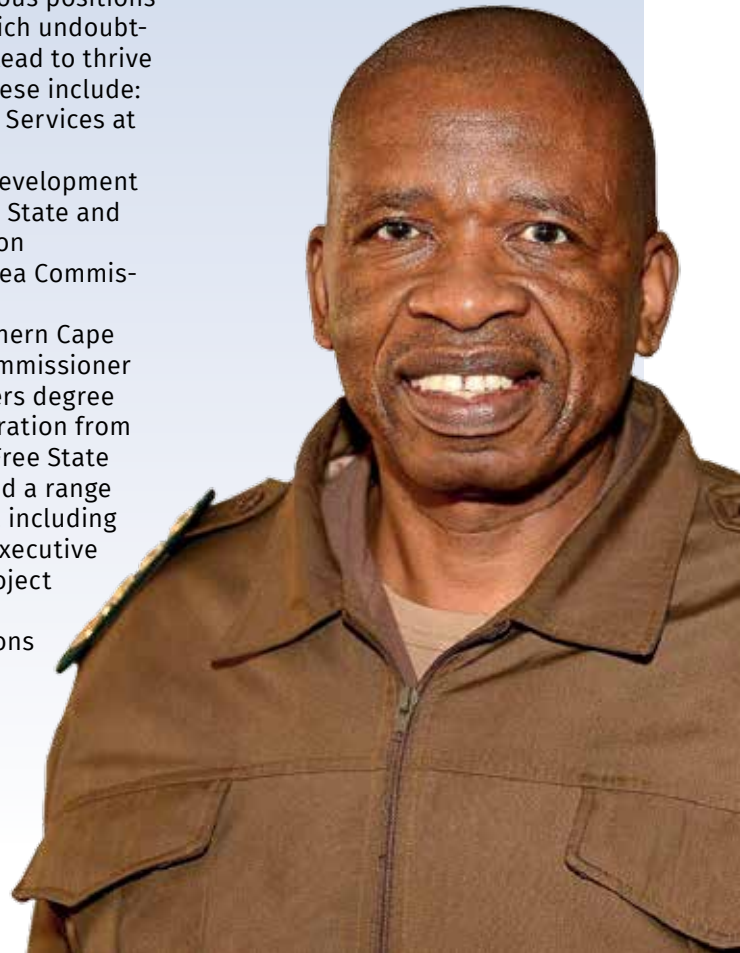
- Head of Social Work Services at Leeuwkop
 - Regional Head for Development and Care in the Free State and Northern Cape Region
 - Kgoši Mampuru II Area Commissioner
 - Free State and Northern Cape Deputy Regional Commissioner
- She holds a Masters degree in Public Administration from the University of Free State and has completed a range of short courses, including certificates in executive leadership, project management, labour relations and others.

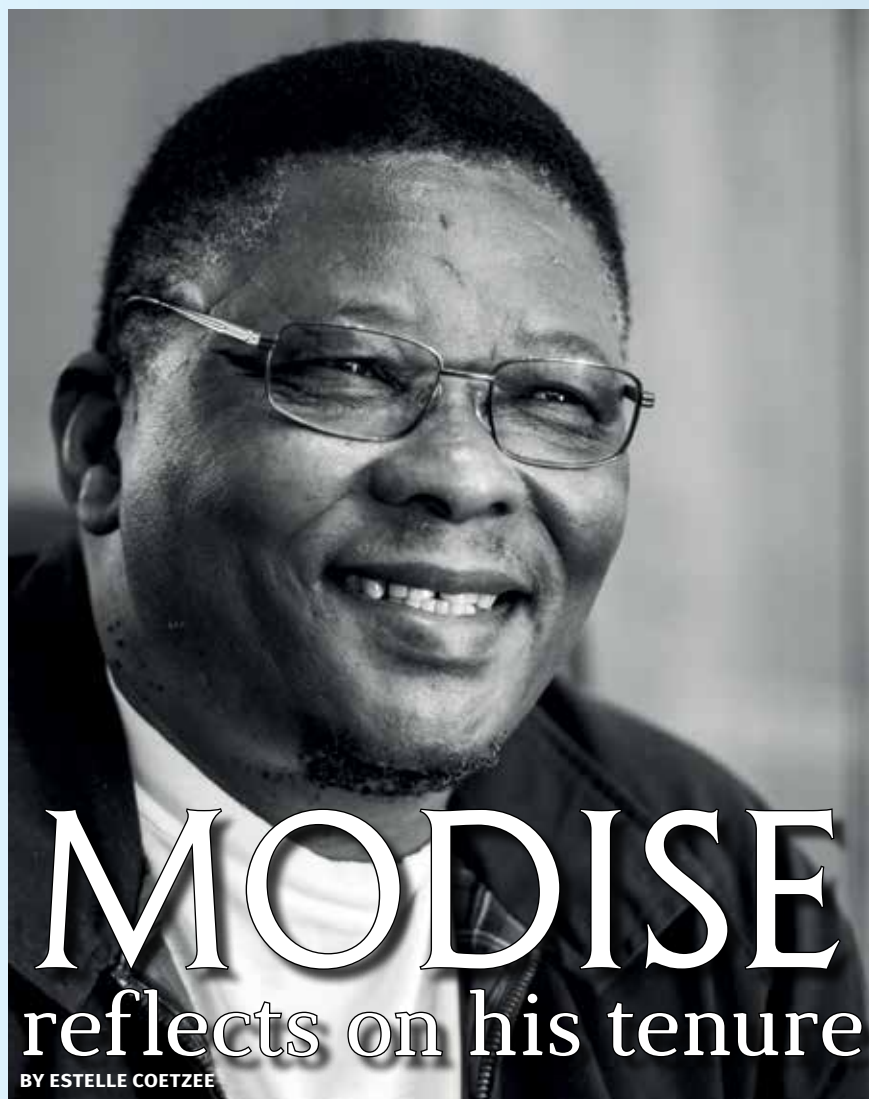
Mr Mandla Mkabela, LMN Regional Commissioner

With more than three decades of service in DCS, Mr Mkabela has truly earned his stripes. His is a classic tale of humble beginnings. The incumbent began his career in 1986 as a Correctional Officer in Barberton Management Area. He has been a member of the Senior Management Services (SMS) in DCS for 16 years, which include successful stints at the helm of three of the renowned 'Big five' management areas as Area Commissioner. They are Pollsmoor, Kgoši Mampuru II and Johannesburg.

A qualified educationist by profession, Mr Mkabela went on to sharpen his leadership faculties by completing a Post Graduate Certificate in Executive Leadership at Vaal University of Technology in 2014.

Testament to his astuteness as a leader, Mr Mkabela has served on various committees and boards which include Gauteng Provincial Joint Intelligence Structure and Justice Cluster Gauteng Provincial Steering Committee. 





Mr Zach Modise retired from his position as National Commissioner at the end of August 2017 after a career spanning 38 years in the department.

He was the first national commissioner under whose leadership the department obtained an unqualified audit (2015/16) since the dawn of democracy. He was also the first black national commissioner who had risen through the ranks to obtain the highest executive position.

When C@W published an interview with him in 2015, he was nearly 100 days in office after his appointment in June the same year. In the interview Mr Modise outlined the turnaround strategy that he had developed for the department. As then, he spoke seamlessly about this strategy when C@W interviewed him a few days short of his retirement date.

Restructuring

From the onset of his two-year term, Mr Modise expressed his views that the organisational structure was not desirable. "For me it was a critically important aspect of my work. I had provided my restructuring ideas to the Minister and Deputy Minister. It meant reconfiguring head office and core business," he said.

"It was also about re-establishing the Branch Rehabilitation and Care. In 2015 and 2016 we significantly increased the budgets for rehabilitation, development and care. You will remember that we faced a lot of criticism about this prior to re-prioritising the budget."

As reported in 2015, a proposed

organisational structure included a deputy national commissioner responsible for operations (core business) and a deputy national commissioner responsible for support functions. The Branch Incarceration would have remand detention and community corrections under it.

"Enabling more capacity at centre-level was always crucial to the restructuring process for me. The department needs about 60 000 officials. We are under-staffed at centre level and the offender population keeps increasing. I've had initial discussions about increased resource allocations with Treasury and the Department of Public Service Administration (DPSA)," Modise said.

"I was aware that some of my recommendations for restructuring have been taken to heart and will be implemented in a phased manner," he said.

Good governance and compliance

Throughout his tenure, Mr Modise was emphatic about the importance of improving governance structures. Decentralising internal audit was part of his plan. In 2015, he pronounced that there should be internal auditors at regional level. Some time thereafter, Internal Control and Compliance, and the Chief Audit Executive offices were expanded with new directorates and appointments.

In February 2016, Modise launched Operation Letsema to beef up asset management, following new regulations by Treasury on inventories, and in April the same year all senior managers were deployed across the country to verify inventories and assets. He explained that the department wanted to maintain its clean record on assets, which it had obtained for the first time in 2014/15.

In April 2017, Modise deployed the department's senior managers to validate the performance information coming from all correctional centres. This followed preliminary findings of the Auditor-General on the department's third quarter report for 2016/17, which pointed to weak areas such as certified source documents to back up performance claimed. However, this effort could not secure an unqualified audit in 2016/17.

Review of Correctional Services Act

“Coming back to core business it was important that I put together a task team to look into all legislation affecting the functions of our core mandate. The parole policy also had to be reviewed in its entirety. What I had in mind was to establish a national parole board, situated at head office, and regional parole boards who would oversee the functioning of management area parole boards,” Modise said.

Future of officials

Mr Modise furthermore established a team to review the Occupation-Specific Dispensation as a whole to establish what changes were needed to improve the financial future of officials. “We were about to finalise the shift pattern. We made a proposal to labour and they were receptive to the idea that the day shift and two night shifts (a first watch and second watch) be reinstated, and to do it in a manner that more officials would be on duty during the day when offenders are unlocked and they undergo programmes. That would mean there would once again be a full staff complement on week days.”

“The department still struggles with a high rate of vacancies and when key management positions are not filled, compliance, under-expenditure, and unauthorised and fruitless expenditure rise to high levels. We were on the right track to achieve another unqualified audit but what got us qualified in 2016/17 was that we could not provide Treasury with a list of completed capital works projects and capital projects reallocated to Public Works. A clean audit can be achieved, despite the size and complexities of the department,” Modise asserted.

Security

When asked, he affirmed the need for a national intervention team because the interventions at Mangaung (2013-2014) and St Albans (2014-2015) proved the advantage of convening a security team in a short time. He envisioned it to be resourced like SAPS’s technical response team.

Budgetary constraints

“I’ve communicated to the executive that DCS cannot be considered as just a department, especially not when all departments were instructed to reduce their baseline budget by 10%. This approach can be disastrous because the offender population is ever increasing, and expectations about what Correctional Services should achieve are also increasing.

If we do not invest in offenders’ rehabilitation they will leave and commit worse crimes. Treasury should treat DCS differently and not subject it to blanket budget cuts, not when matters of security and rehabilitation are at stake,” Modise stated.

Hindsight

When asked what he would have done differently, Mr Modise replied that he would have spent 90% of his time dealing with core business, other than how he spent his last year mostly dealing with support services such as discipline of senior managers and in meetings.

“I would also have preferred to pay more attention to the health and wellbeing of officials, and I would have liked to devote more time strengthening relationships with labour. I wanted to have more time considering the development of the learner-ship, looking at a new curriculum and moving closer to a corrections academy and establishing a recognised diploma for our officials.”

Mr Modise in a relaxed mood with his wife Angie.

Message to officials

“You can make a meaningful contribution wherever you are, firstly by improving your own qualifications, improving yourself as a human being and contributing to the rehabilitation of offenders. Set personal goals. Start by looking at yourself and do your work. It is critical that we abide by the law, we are implementers of the rule of law. Do your work with integrity and commitment, someone will recognise it,” Modise advised.

Where to from here?

“I want to make a contribution to my community in Bloemfontein, belonging to a civic organisation. I want to do an honours degree, maybe a masters in Penology. I would like to write down my experiences as a correctional official. Maybe it will end up as a book, I don’t know.” ☐





Remand Detention branch utilises all structures to manage **OVERCROWDING**

BY SOLLY MASHABELA

Remand Detainees (RDs) constitute about one third (28% in January 2017) of all inmates in Correctional Services. Therefore, the department is alive to the reality that in order to deal with incarceration conditions in correctional centres, attention needs to be paid to remand detainees in equal measures as it is done with sentenced offenders.

Among the efforts to address issues of remand detainees, are participation in the Criminal Justice System Reform (CJSR) committee, the Intersectoral Committee for Child Justice and the Judicial Caseflow structures such as the National Efficiency Enhancement Committee (NEEC), The National Operations Committee (NOC), the Provincial Efficiency Enhancement Committee (PEECs) and the District Efficiency Enhancement Committees (DEECs).

The branch Remand Detention also employs other mechanisms to reduce incarceration numbers, following the formation of the Integrated Bail Remand Detainee Task Team, which looks into the reasons why some inmates with bail remain incarcerated. According to acting CDC Remand Detention, Vuyi Mlomo-Ndlovu, the task team was formed after Minister Michael Masutha wanted answers to the question whether poor RDs were not bearing the brunt of their economic circumstances because they could not afford bail.

Following a meeting between the department and the National Pros-

ecuting Authority in April 2016, it was agreed that the task team should provide recommendations to address the bail matter.

Bail Protocol

Altogether, 341 RDs detained with an option of bail were audited over three weeks in August 2016 (121 from Mthatha remand facility, 56 from Pollsmoor female and 164 from Pollsmoor remand facility). "The factors that appeared to play a role in detaining RDs with bail were: bail affordability (90.32% could not afford to pay bail), unemployment (64.22% reported that they had no family members who were employed), and lack of family support (87.68% did not receive any family visit since their detention in DCS)," Ms Mlomo-Ndlovu said.

The task team analysed the implementation of the bail protocol and the referral of RDs to court for bail review, in line with section 63(1) of the Criminal Procedure Act (Act 51, 1977). The Bail Protocol is the JCPS cluster agreement that unpacks the roles and responsibilities of various role players (DCS, NPA, SAPS, Legal Aid South Africa, the courts and the

judiciary) in the implementation of section 63A of the Criminal Procedure Act.

The Bail Protocol allows the head of a centre to submit an application to a lower court for release of an RD on warning in the place of bail or for amending the person's bail conditions, when the RD population of that centre is so high that it poses a material and imminent threat to the human dignity, physical health or safety of the accused. "This provision though, applies to RDs who have been charged with Schedule 7 crimes only," Mlomo-Ndlovu said.

The protocol has been used as one of the strategies to reduce overcrowding, though on a limited scale because the number of inmates who qualify for such referrals is limited. According to her, of the 25 588 applications submitted to court during the 2016/17 financial year, about 16 000 were successful. Successful applications include reduction of bail and placement of the RDs under the non-custodial system (in the form a warning or supervision by a correctional official).

Bail Review

The following factors limit the effectiveness of bail review applications:

- Applications are submitted in the third month of incarceration, while more than 50% of RDs with bail are detained for two months and less, meaning they are released before they can benefit from a referral.
- RDs that would pay bail are often able to pay in the third month, meaning they are released due to their payment of bail.
- Lack of family support.

The other mechanism used to down manage overcrowding is to refer RDs to court due to their length of detention. This has to be done before they complete two years in detention. If the court decides that they should continue with detention, subsequent applications are submitted annually. This process is done in line with section 49G of the Correctional Services Act (Act 111, 1998).

"It has to be pointed out that South African legislation does not have

a maximum custody period for remand detainees. However, there are JCPS cluster structures that discuss the overcrowding of remand detainees in their meetings. The responsibility of the DCS in these structures is to provide trend analyses on DCS inmates, monthly statistics on RDs detained for longer than two years, RDs with bail and RD children," Mlomo-Ndlovu said.

Other strategies to down manage RD populations:

- Implementation of criminal justice system (CJS) strategies at first court appearance, such as diversion and restorative justice.
- Consideration at provincial level (PEEC) for the non-custodial placement of RDs who have bail of R1000 and below. The DCS will continue to provide a namelist of RDs with bail.
- Tracking of the longest detained RDs (done by Legal Aid South Africa, based on the information provided by DCS).
- Marketing of and educating the public on the bail protocol and other non-custodial matters (driven by the Department of Justice, including judicial caseflow structures).
- Judicial visits by judges and magistrates in line with Section 99 of the Correctional Services Act (Act 111, 1998).

Managing RD numbers is one aspect of the department's multi-pronged strategy to control overcrowding. Other elements of the strategy are:


- appropriate use of conversion of a sentence to correctional supervision
- release on parole
- transfers to less crowded correctional centres
- upgrading correctional facilities and building new correctional centres.

"Though South Africa is battling with overcrowding in its correctional centres, the country is keeping the percentage of RDs lower than 40% of its inmate population," Mlomo-Ndlovu said.

According to the second edition of the World Pre-trial/Remand Imprisonment, published by the International Centre for Prison Studies, the countries with the highest proportion of pre-trial/remand imprisonment are Comoros (92%), Libya (87%), Liberia and Bolivia (both 83%), the Democratic Republic of Congo (82%), Benin, Congo and Lebanon (all at 75%), Monaco (73%), Paraguay (72.5%), Haiti (71%), Cameroon and Yemen (both at 70%), Nigeria (69%), Bangladesh (68%), Philippines, Uruguay and Venezuela (all at 67%), and India and Pakistan (both at 66%).

"Building more facilities should be part of a long-term plan to create a conducive detention environment, in line with our human rights culture. Availing additional resources to cement an effective and efficient Community Corrections system so that the non-custodial option becomes a viable alternative system to custodial sentences, is just as important," Mlomo-Ndlovu concluded. ©





Tau Motaung has an outstanding recall of facts and figures.

Meet Jozi's powerhouse on Community Corrections

BY SAMANTHA RAMSEWAKI

Everyone has a natural memory ability. Natural memory is what you use when you just remember things without trying. It is what people refer to when they say that someone was “born with a great memory”.

Some people are born with better natural memory ability than others. Molelekoa Jonas Motaung, a supervisor at Johannesburg Community Corrections Absconder Unit, is such a person.

Tau, as he is affectionately known, started his career at Groenpunt as a custodial official in 1979. The 59 year old CO1 official was one of the first 26 officials sent from the Old Fort prison to initiate administration at Johannesburg ‘Sun City’ in April 1981. The management area opened in September 1982.

Tau worked as a registration clerk between 1983 and 1994. He was soon able to utilise his exceptional memory in his career as a correctional official. The ability to organise and establish a system of administration were other attributes that he brought to his current post at Community Corrections.

In the 1980s, Krugersdorp, Boksburg, Germiston and Johannesburg were regarded as one command area. There were about 5 000 officials working in these correctional centres and Tau locked every person's force number (now referred to as persal number) into his memory bank. This helped him sort mail with ease and kept administration updated and swiftly filed.

Whilst many of us can't remember what we ate last Tuesday, Tau is able to recall the persal numbers of officials working at Johannesburg (some near retirement now) from his well-trained mental filing system. “I remember the first official who reported to Johannesburg from the Old Fort, Mr Mabasa,” he shared. “His force number was 1608.”

Tau was one of the first to be trained in a three-week Community Corrections course at Kroonstad College in 1995. Thereafter the component became operational countrywide.

He gathered an array of experience and is a high-powered human hub of community corrections knowledge.

He currently has 1 718 absconder files and he can recall each offender's registration number accurately. An incredible skill!



Unlike many Community Corrections offices, Johannesburg has holding cells for absconders.

When officials exit DCS, of their own desire or not, the department loses the institutional knowledge and history that they take with them.

Lost knowledge

In Gauteng alone, there are 8 366 officials. In the years 2018 to 2020, 39 officials are due for retirement. A correctional official spends on average ten years or more of their life in the department. That translates into over 19 000 hours on the job. It could be argued that the invaluable amount of experience and knowledge acquired during these hours are lost when they leave. Director Themba Magagula, Regional Head Corporate Services in Gauteng, said about twenty officials are lost through attrition per month in the region, which averages around 0.3% of the region's officials in total.

Institutional knowledge is managed if an organisation applies systems in which historical data is translated into applied knowledge and wisdom. There was a time when the employer expected staff to "stay put" until retirement. Those days are gone.

When officials exit DCS, of their own desire or not, the department loses the institutional knowledge and history that they take with them. Without a plan or programme to transfer business pro-

cesses, institutional knowledge, practices and methods to others, an organisation will suffer from lack of business continuity and a collapse of systems.

Tau, an all-rounder and administrative guru, has applied his skills of organising and memory to his work as the leader of Johannesburg's Absconder Unit. The component is currently creating standard operating procedures so that electronic processes with regard to the Community Corrections system are documented for others to learn from.

Despite the stringent cost cutting measures of the past financial years, he decided to use all the tracing options available in DCS and realised that it was enough to get the job done.

Tau is maintaining a success rate of tracing at least 30 absconders per month, whilst the target in the annual performance plan is eight. He attributed his success to the following practices:

- Make use of the intranet – Offender Enquiries – to locate offenders. This assists to locate offenders who may be incarcerated in a correctional centre.

Remand Detention centres are most common areas to look at.

- Peruse the G367 visitor's card, which are kept at correctional centres. Contact the persons who used to visit the offender when he was still incarcerated. It can result in positive leads to locate an absconder.
- Telephonic tracing is cost effective.
- Update findings on the community corrections electronic system.
- Establish and maintain good stakeholder relations, especially with those within the integrated justice cluster. The South African Police Services data systems can help to trace an absconder.

For as long as inter-departmental information systems run parallel to each other, much is lost. An important commodity lost is time.

The Criminal Records Centre plays a critical role in tracing absconders as they are able to escalate the absconder's profile to police stations as an alert.

Harvesting institutional knowledge is an important factor in retaining employees. Documenting standardised processes and procedures, and having older and more experienced workers serving as mentors or trainers are a few ways to combat the loss of knowledge. This is possible, even at operational level. 📌

EASTERN CAPE VETERANS TALK ABOUT DCS VALUES

BY SIVUYISIWE MATANGA, PHOTOS BY NOKUTHULA MAKUPULA, JOHAN GERBER AND CONRAD JACOBS



Development

Mr Surgeon Tom, Amathole Management Area

“Stay focused, make a difference, no matter how small and stay positive.”

Mr Tom works in Community Corrections at Amathole Management Area. One of the highlights in his career was winning the Masibambisane Award at the National Corrections Excellence Awards in 2014.

Tom said the DCS value, Development, meant enablement and empowerment by all the skills that have been acquired, in some instances from subordinates. “I am an ambassador for the Masibambisane Award because the department has empowered me with various leadership skills.”

Tom is regarded as a community builder for the many community projects that he has led to provide opportunities.

Integrity

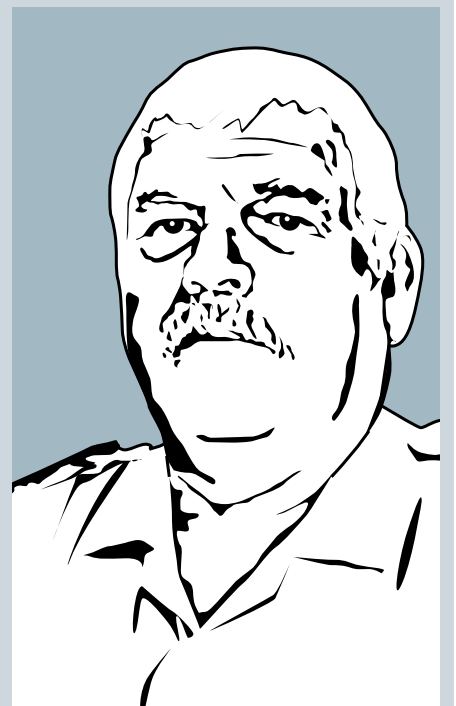
Mr Fredrick Stander, St Albans Management Area

“Stay committed and always give your best. Respect others and appreciate your job.”

Mr Stander works in Medium B as the Divisional Head Security, St Albans Management Area.

One of the highlights in his career is the period when he worked on Robben Island when founding president Nelson Mandela was incarcerated there. Stander said an ideal correctional official is trustworthy, ethical and not involved in smuggling or corrupt activities.

“Integrity is about being transparent and being open to other officials and offenders. It is about putting in the hard work and effectiveness in what you do and not misusing state resources,” he said.



Ubuntu

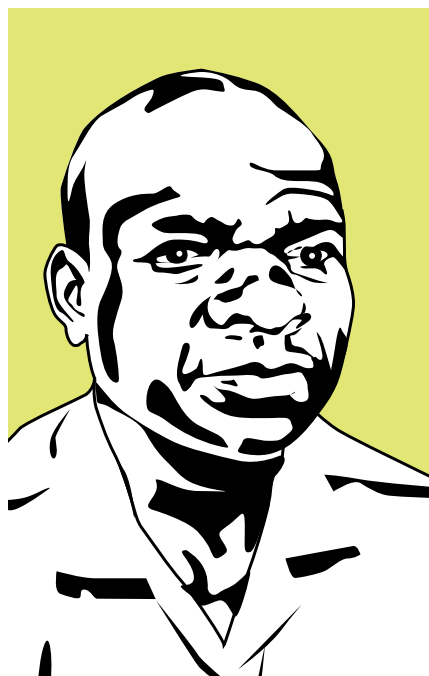
Mr Mveleli Ngxobongwana, Amathole Management Area

“Never allow anything to change who you are, be positive and your performance will speak for you.”

Mr Ngxobongwana is stationed at King Williamstown Correctional Centre, where he is working at the main entrance gate.

He said Ubuntu means valuing the next person as much as you value yourself. It also means serving with kindness and humility. He said attributes such as communication skills and interpersonal skills are critical in the work that he does.

“As DCS went through changes because of de-militarisation over the years, I had to keep other officials motivated because some wanted to leave DCS,” Ngxobongwana said.





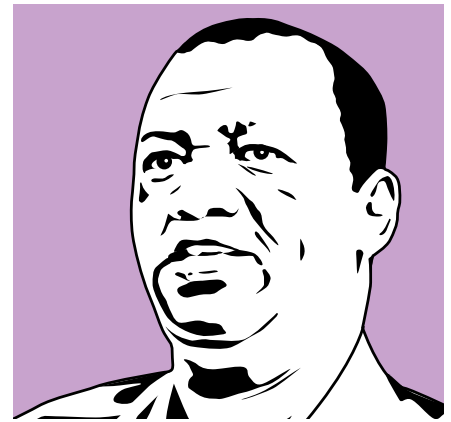
Equity

Mr Daniel Joe, Amathole Management Area

"A negative attitude spoils life. One thing I believe in is to accept things as they come and kick them as they go."

Mr Joe is a trainer in the office of the Amathole Area Commissioner.

Joe said equity is achieved when the employer treats employees in terms of equality principles laid down in labour legislation. He decried the practice that he said he has witnessed over many years when some officials' job applications are totally disregarded. "That is discrimination and not acceptable at all," he said.



Security

Mr Carl Matthews, Amathole Management Area

"Whatever you do, do it right or do not do it".

Mr Matthews works in King Williamstown Correctional Centre as a supervisor in B Section.

He said his job is to ensure offenders are kept safely behind bars until they are legally released from custody. His job is also to correct undesirable behaviour, while giving support to offenders for successful reintegration into their communities.

Effectiveness

Mr Casper Smith, Kirkwood Management Area

"If you leave your workplace at the end of the day and you did not make any difference, even if it is just changing another person's attitude, you have done nothing for that day."

Mr Smith describes effectiveness as the best work method, procedure or system to achieve goals. Proper planning that involves team members is important. "The objectives are more achievable when every member of the team contribute and feel part of the team," Smith said.



Accountability

Mr Louis Wolmarans, Amathole Management Area

"The right man for the right job will bring about quality, accountability and commitment in ensuring high standards of performance."

Mr Wolmarans works at Grahamstown Community Corrections as a supervisor in Human Resources.

He views accountability as the desire to perform well and embrace challenges. Self-determination and commitment to reach goals is one area to start from. "Officials must be guided by accountability and trust as a principle in their engagement with DCS as their employer," he said.



Justice

Mr Jacobus Cordier, Amathole Management Area

"Always be positive in what you are doing and apply the department's policies in the best possible way."

Mr Cordier works as a security clerk at armoury in Grahamstown Correctional Centre.

He said one of the things that carried him through all the years in the department was the love for his work and the support from his wife who motivated him to come to work, despite the difficult situations he had to face on some days.

He said the tough training they underwent in the 1970s has stood them in good stead. "The training created a strong sense of identity and made it difficult to smuggle any contraband," he said.



NEW SERVICE DELIVERY CHARTER FOR DCS

The Public Service Regulations, which were reviewed in 2016, stipulate that all government departments must develop their own customised service delivery commitments and express these in a service delivery charter.

The charter must be reviewed and published annually. The Directorate Service Delivery Improvement, headed by Mr Sam Moukangwe, heeded this stipulation in the regulations (chapter 3, part 3, regulation 37) and the DCS Service Delivery Charter was approved by the National Commissioner earlier in 2017. It was recently published in pocket-book format, published on the department's intranet and website and distributed to service delivery points.

The charter specifies the following:

- The services that DCS provides
 - The standards officials should uphold in delivering those services
 - The Batho Pele principles that guide the approach of officials when they deliver services
 - The obligations of a service recipient
 - The Code of Conduct for DCS officials that covers among others:
 - Officials' personal conduct and private interests
 - Behaviour among officials
 - Relationships between officials and offenders
 - Contact details for head office and regional offices, and office hours
 - Where service beneficiaries can send compliments and complaints
- "Officials are encouraged to familiarise themselves with the content of the charter, and also the Public Service Charter, both of which commit officials to uphold the ideals of transparent, responsible and fair public administration," Moukangwe said. ■



Facilities focus on energy and water

Saving

BY SOLLY MASHABELA

Many officials are familiar with the mantra 'do more with less' in the current times of cost containment.

Altogether 115 projects that were on the approved built programme had to be put on hold in the 2016/17 financial year.

To aggravate the situation, municipal charges in the same financial year amounted to about R1,8 billion against an annual budget of about R900 million for Facilities.

According to DC Facilities, Sifiso Mdakane, in order to contain the impact of cost containment on the creation of additional bed spaces, and escalating municipal charges, the chief directorate has refocused its attention on energy efficiency and water saving measures.

Municipal charges comprise mainly of electricity and water consumption in DCS facilities. Officials who live in state housing facilities are main contributors to the consumption, thus a bigger portion of their consumption is carried by the department. Due to the current policy structure on tariffs charged to state officials, there is a shortfall between the levies charged to officials and the amounts charged by municipalities. Mr Mdakane said the department will this financial year engage with the Department of Public Works to consider a process to change the policy so that users pay in full for their usage.

The department is also exploring alternative energy sources to mitigate the municipal charges and to save costs on fossil fuels such as coal and oil. The department has

many boilers running on coal and machinery that use oil.

Efforts are already afoot to resort to technology that converts live-stock waste to energy, and to convert the department's 40 waste water treatment plants into energy generating systems.

The department has already informed officials through a circular disseminated on 3 October 2017, about immediate interventions to contribute to energy saving. Some of those are switching off lights in unoccupied offices, and switching on air conditioners and heaters only when it is absolutely necessary. The circular directed that new lighting and water heating installations should preferably be technologically advanced to save electricity, and new machinery should be energy efficient.

Mr Mdakane said he was optimistic that the initiatives would receive the necessary buy-in from officials. He said they have a long-standing relationship with the Department of Public Works and they were serious about the need to review the policy relating to tariffs charged to officials residing in DCS facilities, and rolling out bigger projects on energy efficiency and water saving. ■





Security enlightens officials on information management

BY KGOPOLELO JABANYANE

The Directorate Security Standards engaged officials at Grootvlei Management Area on 17 August to stem the regular leaks of sensitive departmental information to the media and the general public. Deputy Director Information Security, Bheki Nkosi, told officials about the different levels of classifying information and the importance of classification. He cautioned officials to refrain from commenting about official matters to the media when they are not authorised to do so.

The information-sharing visits to the regions also included an overview of various information categories and elements to consider when classifying information. Nkosi reminded officials to be alert at all times and to safeguard their login credentials. He discouraged the practice of sharing passwords among officials.

The session was followed by two days of training on filing methods to improve the filing system at the management area. The discussions focused on packaging of information, importance of protecting information and categorising of sensitive information. 📌

GANG MANAGEMENT STRATEGY REVIEW IS UNDERWAY

BY SOLLY MASHABELA

Gangs are widely known for thriving through criminality and violence. To counter the powers and activities of gangs in correctional centres, the department's managers and officials working in security services are rolling out a process to refine its gang management strategy.

The DCS Gang Management Strategy will in future be based on the National Anti-Gangsterism Strategy that was approved by Cabinet in 2016. Implementation of the national strategy by the Justice, Crime Prevention and Security (JCPS) cluster departments is coordinated by the National Intelligence Coordinating Committee. The national strategy has four pillars, namely:

- empowering communities
- building social partnerships
- spatial design of public spaces, homes and facilities
- prevention and combating of gangsterism through use of the criminal justice systems

Many gang members and leaders move in and out of correctional centres as they get arrested and released. They spend incarceration time as remand detainees and as sentenced offenders, which result in cross-pollination of gang activities between centres and communities.

The department held a strategy review session at Zonderwater Management Area in September 2017. Among the objectives was to align the DCS strategy with the national one.

Western Cape Regional Commissioner, Delekile Klaas, presented on the lessons learned in the Western Cape about gang management. He highlighted the importance of employing an intelligence-driven approach to root out gangs, and capacitate more officials with the skills to identify gang phenomena.

Mr Klaas cautioned that the department was not coping with its current resources. He gave the example of the huge number of inmates in the Western Cape who come into contact with gangs through their admission to Pollsmoor and Goodwood correctional centres. The estimate is that 80% of arrested inmates in the region are susceptible to gang activities. These two correctional centres are also the gateway for gangs, which originated in the surrounding communities, to establish a foothold in correctional centres.



Free State and Northern Cape Regional Commissioner, Subashini Moodley, said active gang management has taken a back seat for too long, though it was central to establishing a secure environment in centres. Ms Moodley called for the involvement of area commissioners in the process to review the DCS Gang Management Strategy. 📌



Mighty cycling machine claims throne amongst SA's best

BY SAMANTHA RAMSEWAKI

Competitive cycling is a sport in which competitors must cope with a variety of strategies employed by opponents as well as many environmental factors.

Johann Naude, a grade 1 custodial official at Leeuwkop Management Area, has impressed crowds in consecutive wins at long distance cycling championships across the country in his age group 40-44. Naude's category is the most competed in the cycling sport, and finding yourself standing on the podium repeatedly is rare and difficult.

This modest cycling machine's medals stash holds about 25 ranked positions over the past four years. He has earned four South African championship medals and has bagged many small and big races too. Some include:

- Fast One Classic
- Tour of Good hope x 2 (5 day tour in the Western Cape)
- Panorama Tour (4 day tour in the Lowveld)
- Jock Cycle Tour (3 day tour in the Lowveld with 2 stages of 150km)
- Kremetart (175km)
- Berge & Dale Classic
- Lost City Classic
- Satellite Classic

Naude, who was a runner in his earlier years, lost his athleticism when he succumbed to weight gain from excessive parties. "I started spinning classes in 1999 and within a year I dropped from 90kg to 64 kg. My love for the sport kept on growing," he said.

Johann Naude rides from home (Pretoria) to Leeuwkop daily when his shift permits. This is about 50 kilometres per day!



Johann and his wife Anchen are grateful for the four hours granted by DCS to train each Wednesday. Their five-year old son Eduan is part of the family's training programme.

Director Employee Wellness, Dr Pravesh Bhoodram says, "Millions of people struggle to balance competing interests in their lives. You can only make the most of your time if you know where and how to focus your energy. Identify what really matters to you."

Naude thinks cycling is for everyone. It is not as hard on the body as running. The bike takes the physical beating instead. Equipment is expensive but manageable. He compared the amount of money spent on parties and alcohol during a year to buying the equipment necessary for a beginner. He advised that joining a club provides mentorship and motivation to improve one's performance. "It's important to live a balanced lifestyle, create routine, make time to train and stick to the schedule," Johann added.

He is grateful to DCS for allowing him four hours to train each week on Wednesday afternoons. He also shared that participation in a national championship is financially supported by the Regional Sport Fund through applications to the Gauteng Sport Coordinator.

Naude trains between 16 and 18 hours weekly and he rides from his home in Pretoria to Leeuwkop daily when his shift permits. When many of his colleagues reach for a cold beer after work, he grabs the chance to cycle. "Weight is everything in cycling. The lighter you are, the greater the power to weight ratio," Naude said.

The primary forces a cyclist must overcome are air resistance and gravity. Air resistance increases exponentially with speed. In the transition from cycling on a flat road to climbing a hill, the decreased speed

reduces air resistance to the point where drafting other riders provides little benefit. At this point, smaller cyclists, who tend to have superior power-to-weight ratios, will be able to break away from the rest.

To reach the pinnacle in a sport, even the more gifted competitors work very hard. Given the nature of sport, it is not surprising that athletes always have something inspiring to share on hard work, leadership, perseverance and wellness.

Johann and his wife Anchen are correctional officials with about 50 years of DCS work experience combined. Anchen works at the Directorate Finance at National Office. She was a middle distance athlete and represented South Africa in cross-country and road races. She won medals in a number of World Police & Fire Games. These included participation in Australia, Canada and Spain.

Anchen suffered a back injury which set her athletic career aback. Her cycling career emerged in 2005 when she met Johann. They married in 2007. Eduan, their five-year old son cycles with them. "After the birth of our son, I scaled down on training but slowly found my form again after two years. I cycle for 2-3 hours each Wednesday," Anchen shared. In 2016, Anchen won a bronze medal in the Time Trial at the South African Cycling Championships (ladies age

category 40-44). The support of both Anchen and Eduan during training and race days has kept Johann focused and more determined to complete the full distance.

Cycling in South Africa is highly competitive. Preparation and endurance are paramount to making the cut amongst the best. Johann uses power meters and a computer programme to measure his readiness for competitions. "This is the only body we have so we have no better choice than to take care of it," he said. "We eat a healthy diet every day and eat nothing that is processed or out of a convenience package," Anchen said.

Cycling has no age barriers. Both young and old can enjoy the sport. According to Johann, a number of excellent cyclists are wearing the DCS uniform. Although the numbers have declined, participants at competition level are on par with the best in the country.

"Millions of people struggle to balance competing interests in their lives. You can only make the most of your time if you know where and how to focus your energy. Identify what really matters to you and which benchmarks signify achievement towards your goals," Director Employee Wellness, Dr Pravesh Bhoodram said.

He further shared that most South African adults suffer from sleep deprivation, lack of exercise and poor nutrition. 📌

HEALTHY BODY, *Healthy Mind*

Dr Pravesh Bhoodram, Director Employee Wellness, shared some useful tips to keep your work-life balance in check:

1. Learn how to let go of things.
2. Establish boundaries at work, and stick to them.
3. Prioritise your time.
4. Be selfish about your "me" time.
5. Ask for help.

"We all have competing demands in life, and the busier we get, the easier it is to get swept away into an unbalanced dynamic. Fortunately, though, it's not too hard to hit the reset button and find that happy medium again," Bhoodram shared.

Johann Naude says, "Weight is everything in cycling. The lighter you are, the greater the power to weight ratio."