2020-2025 STRATEGIC PLAN

correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

2030 NDP

Department of Correctional Services

Five-Year Strategic Plan

2020-25

The 2020-25 Strategic Plan for the Department of Correctional Services is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

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STATEMENT BY THE EXECUTIVE AUTHORITY

The main goal on the South African political and socio-economic landscape is to revitalise the economy. This campaign is linked to parallel efforts by government and business to reconfigure the country in ways that are favourable to the inclusive socio-economic growth agenda. The Sixth Democratic Administration is committed to mobilising all resources to address poverty, inequality and unemployment, while forging an ethical state that is free of corruption. Government programmes and policies across all departments and agencies will be directed in pursuit of these overarching priorities.

The National Development Plan (NDP must be restored to its place at the centre of the national effort, to make it alive and part of the lived experience of the South African people. As a nation and as a people united in our aspirations, we must, over the next five years, demonstrate progress in tackling poverty, inequality and unemployment, where no person in South Africa will go hungry, where the economy will grow at a much faster rate than our population, two million more young people will be in employment, schools will have better educational outcomes, and every 10-year-old will be able to read for meaning, and where violent crime will be halved.

The Medium-Term Strategic Framework (MTSF) outlines the strategic intent of Government in implementing the electoral mandate and NDP Vision 2030, which remains our guiding principle. It provides the strategic shift that marks the change in strategic direction from the first 25 years to the second 25 years of democratic governance. The development programme for the Sixth Administration is directed at economic transformation and job creation, education, skills and health, consolidating the social wage through reliable and quality basic services, spatial integration, human settlements and local government, social cohesion and safe communities, a capable, ethical and developmental state, and a better Africa and world.

The MTSF will continue to focus on the fight against crime, as stated in the NDP through Priority Six (social cohesion and safe communities). Crime in South Africa has occupied centre stage on the public agenda. The unacceptably high levels of crime, especially serious and violent crime, result in people in South Africa, especially vulnerable groups such as women, children, older people and persons with disabilities, living in fear and feeling unsafe. It also impacts negatively on the country's economic development, undermines the wellbeing of people in the country, and hinders their ability to achieve their potential. The responsibility for reducing crime and incarceration rates rests with the whole community. Mindful of the gravity of the work ahead, this five-year Strategic Plan provides the Department with an opportunity to reflect on the milestones achieved so far against Government's broader blueprint for development articulated in the NDP. The Department remains committed to proactively engaging and working with the police and other law-enforcement agencies to identify and share appropriate information and prevent and disrupt crime. Priority Six (social cohesion and safe communities) will remain central to the work of the Department over the five-year period, with an emphasis on the successful reintegration of offenders into society.

The reintegration of parolees and probationers will require us to ensure that victims have a voice and are kept up-to-date and informed. Correctional officials influence positive behavioural and attitudinal change by working with offenders and supporting victims. Victim safety remains embedded in our day-to-day work. We will work with government, non-government agencies and victim support groups to ensure victim circumstances and concerns are understood and considered throughout the criminal justice process. We will also promote the operations and services to engage and empower victims of crime. Violence against women and children is a significant issue of concern for the Department; hence we are committed to increasing access to targeted interventions, services and support in this regard. We are also committed to assisting offenders who are victims of gender-based violence.

In addition to our commitment to Priority Six, the Department supports Priority Two (economic transformation and job creation) and Priority Three (education, skills and health) through its rehabilitation and social reintegration programmes. We need to ensure we are responsive to the needs of each person in our care and provide programmes and services that are appropriate, informed and needs-based. Mindful of the crisis of youth unemployment, as articulated in the 2020 State of the Nation Address (SONA), the Department regards this as a situation that demands urgent, innovative and coordinated solutions. Economic growth will have little value unless it creates employment on a far greater scale and, because more young people are entering the labour force every year, the economy needs to create far more jobs for youths than it currently does, merely to keep the youth unemployment rate steady. It is therefore essential that we proceed without delay to support Government's comprehensive plan to create jobs for young people within the next decade.

The Department is committed to increasing offenders' access to rehabilitation programmes so that, by the time offenders leave our custody or supervision, the skills they have gained will enable them to lead more productive, crime-free lives. Corrective interventions are at the end of a trajectory for members of the community who may have experienced a range of social disadvantages and challenges, including mental health issues, substance abuse and limited education. This will require us to adequately respond to the needs of each person in custody and supervision, and provide programmes and services that are appropriate, inclusive and targeted at their individual needs. This, however, cannot be done by one institution alone; other government departments, non-government organisations (NGOs), communities, academic institutions, and the private sector all have a role to play. By fostering relationships with local communities and districts, the Department will create opportunities for offenders to contribute to their communities in a meaningful way that supports their local economy. Increasing access to rehabilitation, education, training, meaningful activity and re-entry planning is an effective way to reduce violence.

The Criminal Justice System (CJS), which is administered across several departments, must ensure that the individual's issues and circumstances are adequately addressed through early interventions and adequate care. The growing complexity of CJS demands more of the Justice, Crime Prevention and Security (JCPS) cluster departments – none more so than the Department of Correctional Services – as traditional responses to crime are challenged. With an increasingly complex offender population within a constrained fiscal environment, we need to pursue innovation actively and implement best practices. Considering 2068 and beyond, correctional services will look very different from today. Corrections 2068 sets out the roadmap to drive this change by strengthening safety and security, developing innovative infrastructure, information and communications technology (ICT) solutions and enhancing offender rehabilitation. The Strategic Plan maps our path over the next five years, noting the global, national and local challenges and opportunities. The community rightfully expects the CJS to operate seamlessly, with justice served and human rights protected – and we are committed to fulfilling that expectation.

The Department recognises the need to access programmes is greater than what is currently being provided. The Department needs innovative service delivery solutions to ensure offenders are able to access the most relevant programmes and services. To this end, we are committed to building a suite of evidence-based rehabilitation and reintegration programmes and services, including increased education, skills training and employment opportunities for offenders. The vast

majority of offenders will eventually leave the Department's custody or supervision, which requires the Department to ensure the actions taken during incarceration are focused on outcomes beyond the end of their sentence. To do this, the Department will develop an end-to-end case management system. This will ensure offenders can be targeted for the interventions and programmes they need most and when they need it.

Safety and security are among the Department's strategic priorities. The Department takes responsibility for the safety of all people interacting with the correctional system. Safety in correctional services is complex and requires a balance of managing risks and expectations to ensure the community, our correctional officials, visitors and inmates are safe. The Department has a multifaceted approach to promoting safety. Everyone has a critical role to play in promoting safe correctional environments for officials, those in our custody and under supervision, and the community. Every aspect must be considered – from infrastructure to operational procedures, training, equipment, policy, legislation and technology. Increased demands on the CJS impact the safety of the correctional environment. The Department will work with its partners in criminal justice and human services agencies to meet the demands while ensuring community safety.

We are committed to ensuring community safety and crime prevention through the humane incarceration, supervision and rehabilitation of offenders. However, like all correctional systems, South Africa faces significant challenges. We are building a complaints process that is transparent and ensures officials and people in custody and under community supervision are empowered and supported to report any type of incident. We strongly support robust independent accountability measures in our management, systems and services. This is vital to promoting safety in our correctional facilities and reducing recidivism. We need to support offender diversity and recognise the impact our interactions have on the next stages of their life. We need to strive for best practice, in line with relevant domestic and international human rights obligations, and actively work in collaboration with internal and external oversight agencies to ensure that we adequately and appropriately respond to concerns. Crucial to this is building, driving and maintaining a mature and corruption-resistant culture. This includes the appropriate training of officials.

Offenders have poorer health indicators than the general population, including disproportionately high rates of communicable diseases, substance abuse and mental health issues. Offender access to quality healthcare has implications for the health of the wider community and is often linked to increased re-offending and anti-social behaviour. The Department will work with other government departments and agencies to increase offenders' access to the provision of healthcare, pharmaceutical, nutrition, personal and environmental hygiene services, as well as to improve information-sharing, and identifying and managing offenders with complex needs. In addition, the Department will ensure that offenders are assessed on time for early detection of serious communicable diseases accompanied by adequate treatment.

With an increasingly complex offender population within a constrained fiscal environment, the Department needs to pursue innovation actively and implement best practices. The Department will test and evaluate new technologies, policies, programmes and service delivery to increase our capability and deliver a modern, sustainable and evidence-based correctional system. Partnering with tertiary institutions and other non-government institutions will be vital for this. By tracking, understanding and learning from global trends, we will prepare for future challenges and position ourselves to implement new and innovative technology.

From an economic perspective, the term "self-sufficient corrections" represents a correctional centre which operates with the primary goal of counteracting its running costs, reducing the reliance on government-subsidised funds for food, and even generating revenue from its production through inmate labour. The produce from the land is used for the benefit of inmates. Requiring correctional centres to subsist on locally grown natural foods would also provide them with the opportunity to improve the nutritional value of the food they serve. Although the Department is still attempting to offset financial costs, the focus of correctional facilities is on achieving a community-like existence where inmates have an element of independence, enabling them to cook, clean, work and essentially be self-sufficient. The ecological focus of a self-sufficient correctional model not only contributes to a sustainable environment, but has also been linked to rehabilitative qualities. When daily

life is spent in a safe, healthy and humane environment, the positive and green initiatives experienced inside can only be of benefit to the community on release.

Technology is rapidly shifting how we work. We need our ICT infrastructure to evolve our service delivery to meet our needs and the demands of our complex and changing environment. By working smarter, embracing new and improved practices, and committing to a culture of continuous improvement, we will deliver an increasingly high-performing and cost-effective correctional system. Embedding innovation and evidence-based practices in our daily functions will enable us to improve safety and respond to emerging issues across all correctional environments and in our communities. Our ICT infrastructure must be integrated into our work and provide opportunities for business services to be delivered in innovative ways and through multiple channels. We want to ensure we have ICT solutions that generate more efficient ways of delivering services, information sharing and offender management operations, while reducing sentence administration and the risk of information breaches. Our technology also needs to reflect operational practice that will assist in delivering services across the CJS.

The design and infrastructure of correctional centres hinder offender rehabilitation due to the fact that the plans according to which correctional centres that were built many years ago focused more on the punitive aspect of imprisonment. The newly designed correctional centres make provision for decentralised units for unit management, group work or programme rooms, classrooms for the school section, and sufficient space for the healthcare section. All infrastructure projects for new and upgraded facilities will ensure alignment of facilities with activities such as agriculture, workshops, academics learning, and reconciliation with the admission policy. We are committed to reducing our environmental footprint and want to respond to the benefits of renewable energy innovation and investments, as part of our infrastructure programme. To achieve this, we will review options to lower infrastructure operating and maintenance costs through renewable energy and recycling.

We are committed to a strategy that assists every correctional official through leadership, education, training, professional or personal support, fiscal responsibility and wellness. We are dedicated to taking a true leadership role as a responsible Department.

I would like to thank the Management of the Department for their leadership and for refocusing and strengthening the Department on the imperative of rehabilitation that gives offenders new hope and encouragement to adopt a lifestyle that will result in a second chance towards becoming a better South African citizen. I have confidence that the Department will strive to achieve the Impacts and Outcomes as set out in this Strategic Plan, which will continue to yield positive results in society.

Mr RO Lamola
Minister of Justice and Correctional Services

STATEMENT BY THE DEPUTY MINISTER

The focus of the Strategic Plan will be on initiatives that seek to address the key priorities agreed upon with the Ministry of Justice and Correctional Services. This is in respect of responsibility-based approaches to encourage positive inmate behaviour, improving the intensive rehabilitation programmes of the Department, as well as focusing on offenders gaining skills, thereby enhancing their personal development. The overall strategic direction outlined in the Strategic Plan will guide the Department in the next five years.

The Department plays a critical role in maintaining the safety and wellbeing of the community and in changing the lives of those within our care for the better. Over the years, the increasing inmate population has resulted in a number of challenges across all areas of work through the increased demand on our facilities, human resources (HR) and other support function services. While we have endeavoured and have made considerable strides in confronting some of these challenges, it is incumbent upon us to explore new ways to deliver enhanced services continually and maintain our firm commitment to safety.

We must not only halt the growth in the offender population, but must find innovative ways to turn it around. Ensuring public safety remains the priority, through achieving real and lasting rehabilitation outcomes, delivering sound mental health treatment, and reducing re-offending, while fostering social reintegration. Offenders need to be able to participate in training and development programmes which are geared for the market place as well as life skills programmes that will see them delivered for good from a life of crime.

Further strategic decisions are needed to address our long-term capacity concerns, and our government is on course with its project of transforming the Criminal Justice Strategy. The Department is committed to working closely with the wider justice system to achieve the cardinal goal of creating a justice system that enhances public safety, improves people's lives, and supports community wellbeing.

Our dedicated and experienced correctional officials often work under difficult and challenging circumstances. It is critical that we provide the safest possible workplaces, appropriate support and skills development. We must at all times find the right balance between staff safety, security and our human rights obligations to offenders.

Central to our work moving forward will be our commitment to education, addressing mental and physical health needs, as well as strengthening security in order to avert escapes and assaults. Equally important, and considering that Corrections is a societal responsibility, is the need to increase and enhance our support programmes for parolees and probationers. Key to this factor will be our drive to reach out to various stakeholders, communities, employers and agencies.

As I visit correctional centres around the country, I see offenders who are willing to transform their lives, and staff members who are eager to help them. To provide lasting transformative changes in their lives, we need to place a high premium on qualitative rehabilitation programmes before inmates are released. To complete this important value chain, we must ensure offenders are released to enlightened and receptive communities.

The strategies outlined in this Strategic Plan will assist us to improve and expand services and programmes for offenders. Investment will also continue in the areas of HR, infrastructure and technology. This approach will assist in consolidating the gains that have already been made by improving the capability of our people and their support systems. This is essential for the achievement of the Department's macro impacts and outcomes.

The rehabilitation and reintegration programmes delivered by the Department are designed to influence and motivate offenders to change their behaviour. The Department will continue to consolidate these gains in the years ahead.

The Justice Crime Prevention and Security (JCPS) cluster, made up of the Departments of Justice and Constitutional Development, Correctional Services, the South African Police Services, State Security, Defence and Home Affairs, among others, shares the responsibility of fighting crime in our country. Our Department's contribution, at the tail-end of the value chain, is to ensure that inmates are transformed while in our care, thereby reducing recidivism.

I am confident that working together we can build on the initiatives outlined in this Strategic Plan. We have a capable leadership team that will continue to build on the growth registered over the years. As leadership, we shall continue to support our diligent and devoted workforce who is committed to the goal of making South Africa a safer place to live in.

Nkosi Phathekile Holomisa
Deputy Minister of Correctional Services

STATEMENT BY THE ACCOUNTING OFFICER

The correctional system articulates four objectives according to the Correctional Services Act (Act No. 111 of 1998): to implement the sentences of the court in the prescribed manner; to detain all offenders in safe custody, while ensuring their human dignity; to promote the social responsibility and human development of all offenders and persons under community corrections; and manage remand detainees. Safety, dignity, social responsibility and human development are values derived from the Constitution that gives expression to the daily functioning of correctional services.

There have been significant changes to the correctional system since the dawn of democracy from punishment with imprisonment to educational and rehabilitative approaches. With the change came the need for social reintegration, which is the support given to offenders during their re-entry into society following incarceration. Social reintegration encompasses a number of interventions undertaken to divert offenders from the CJS to alternative measures, including a restorative justice process or suitable treatment. It includes imposing community-based sanctions rather than incarceration in an attempt to facilitate the social reintegration of offenders within the community.

During the past five years, Community Corrections has become a core component of the South African CJS, as it provides a useful and less costly alternative to incarceration by shifting the focus from sanction and deterrence to rehabilitation and reintegration. This has resulted in the establishment, expansion and diversification of the current community corrections system. Community work provides offenders with the opportunity to pay back the community for their offending behaviour and assists in their rehabilitation by developing and improving work-related skills.

In an effort to offer better rehabilitative services to offenders, various rehabilitation programmes, such as correctional programmes, education, social work, psychological and spiritual care services, have been developed according to major crime categories and successfully rendered to offenders. The Department has also established 14 full-time schools registered with the Department of Basic Education (DBE) and an additional two schools at the private correctional centres. The national pass rate for Grade 12 learners was recorded at 76.7% in the 2018 academic year and 82.6% in the 2019 academic year. Education is an important instrument in equalising an individual's life chances, ensuring economic mobility and success, and advancing government's key goals of economic growth, employment creation, poverty eradication and the reduction of inequality. The Department is committed to reducing reoffending by increasing and improving rehabilitation programmes for offenders, as well as by increasing the number of offenders who participate in rehabilitation programmes.

The Strategic Plan of the Department builds on lessons from our past, while taking advantage of opportunities available in the short, medium and long term, so as to enhance offender rehabilitation and reintegration as well as strengthen safety and security. The Strategic Plan reflects extensive work and strategic thinking by personnel in the Department, in collaboration with its strategic

partners, setting out an ambitious, but achievable agenda, and mapping out the strategies and action to achieve the vision of "Providing the best correctional services for a safer South Africa". Importantly, the Strategic Plan leverages the human capital available to the Department to enhance its income-generating abilities for self-sustaining corrections.

The Strategic Plan of the Department is informed by the MTSF, in particular Priority Six, i.e. social cohesion and safe communities, as well as Priority Two, i.e. economic transformation and job creation, and Priority Three, i.e. education, skills and health. In support of safe and secure communities, the Department will assist parolees and probationers to assume their roles as law-abiding citizens in their community, while at the same time monitoring compliance with the set conditions. In addition, the Department will prioritise programmes designed to bring offenders and their victims together, in an attempt to address the wrongs of offenders, as an integral component of restorative justice. Central to the process is the bringing together the victim and offender in an effort to find ways for the offender to make amends for the hurt and damage caused, not only to the direct victims, but also to the family and community. To this end, we will continue to prioritise engagements with the traditional leadership in communities.

The well-being and rehabilitation of offenders have been visible in many forums, with the most recent being the Sustainable Development Goals (SDGs). Many of the goals of the SDGs on poverty, education and the elderly population are linked with the CJS specifically. Goal 16 aims to promote peaceful and inclusive societies for sustainable development, provide access to justice for all, and build effective, accountable and inclusive institutions at all levels. In order to deliver a 'peaceful and inclusive society', trust has to be built between the citizens and the CJS. Since effective criminal justice administration cannot be achieved through the efforts of the governmental agencies alone, it is essential that the full range of society's resources are mobilised to assist and support the reformation and social reintegration of offenders.

The inmate population experiences high rates of HIV, hepatitis and tuberculosis (TB). In addition, there is also a high prevalence of mental health problems, including substance abuse disorders and non-communicable diseases. Healthcare for offenders is part of public health, and correctional facilities are indeed a part of our society. A correctional health service should be seen as helping to build a healthier society, hence is it necessary to ensure that correctional facilities are increasing access to primary healthcare services. The Department recognises the importance of regular health screening and evaluation and is committed to providing the best possible service. Improvements in this regard will include the assessment of the health status of inmates and other health needs, identified so that the required treatment and care plan can be established with the relevant health professionals and the Department of Health (DoH).

During the first 10 years of democracy (1994 to 2004), the overcrowding levels of correctional facilities increased from 20% to a staggering 63%. The inmate incarceration rate per 100 000 of the general population decreased from a high of 403 in 2006 to 286 in 2017. Due to various interventions, such as the implementation of the Multi-Pronged Strategy for the management of overcrowding, as well as the cumulative effect of sentence remissions awarded in 2005, 2012 and 2019, the level of overcrowding has decreased significantly to approximately 38% in 2019/20. Despite this decrease, the incarceration rate in South Africa is still higher than the international midpoint of 145. The implementation of the Multi-Pronged Strategy to combat the risk of overcrowding has assisted the Department to stabilise in this regard. A review of the strategy will be undertaken to improve the effectiveness thereof and ensure optimal collaboration among the JCPS cluster departments.

Cognisant of the prevailing funding realities, complexities and cost implications of results-driven interventions, we are shifting focus to foster strategic partnerships and redesigning our programmes to increase self-sufficiency through increased utilisation of the 40,000 hectares of correctional centre farmland. Agricultural productivity takes place on 21 correctional centre farms and 115 small sites. Vegetable production takes place on 21 farms and 115 smaller sites; fruit production on 13 farms; milk production on 17 farms; red meat on 18 beef and 5 small-stock farming units; chicken-broilers on 3 farms; chicken-layers on 7 farms; red meat abattoirs on 17 farms; white meat abattoirs on 3 farms; and 15 farms have piggeries. The Department also has production workshops, which

include 9 bakeries, 10 wood workshops, 10 steel workshops, 19 textile workshops, a shoe factory, and a lock and key manufacturing workshop. Key to rehabilitation is empowering offenders to function effectively upon their release but, equally important, is to ensure that offenders are involved in productive activity while they serve their sentences.

To meet the challenges of the next decade, the Department must transform into a forward-thinking, top-tier public safety agency. This will require strategic, innovative and evidence-based programme implementation to ensure that we are trusted, respected and valued for our expertise as a public safety institution. The Department is committed to the optimal management of risks in order to deliver on its outcomes. To ensure business success we have adopted an enterprise-wide integrated approach to the management of risks. By embedding the risk management process into key business processes such as planning, operations and new projects, we will be better equipped to identify events affecting our outcomes and to manage risks in ways that are consistent with the risk appetite.

This Strategic Plan comes at a critical juncture for the Department, as we are embracing this opportunity to transform the business of correctional services by growing services, building best practice, and working with non-government and government partners to build a safer South Africa. Significant changes to increase the delivery of rehabilitation, build capability in the parole system, and deliver sustained and effective reintegration services have commenced. These new initiatives will be focusing on the specific needs of offenders.

The Department is directing the future of corrections and a policy platform that is sensitive to whole-of-system reform, grounded in best correctional practices. To this end, we have embarked on a process to write-up good practice and lessons learnt in order to improve. We have also engaged with tertiary institutions and external research bodies to conduct research into the unique South African circumstances that shape those under the Department's care. The ultimate goal is to be able to provide research-based programmes and services that are culturally sensitive and, where applicable, based on traditional practices which will assist in ensuring smoother re-entry into communities of origin.

I firmly believe this Strategic Plan provides the foundation to deliver our services through innovation, capability, accountability, leadership and collaboration. We will embed evidence-based practice in every facet of the business to improve the safety and security of our staff, inmates, stakeholders and, most importantly, of the people of South Africa. Good governance, teamwork, well-motivated staff, and commitment to our core values hold the key to the successful implementation of this Strategic Plan.

Mr A Fraser
National Commissioner of Correctional Services

OFFICIAL SIGN-OFF

It is hereby certified that this Strategic Plan:

a) Was developed by the management of the Department of Correctional Services, under the guidance of Minister RO Lamola, MP.

b) Takes into account all the relevant policies, legislation and other mandates for which the Department of Correctional Services is responsible.

c) Accurately reflects the Impact, Outcomes and Outputs which Correctional Services will endeavour to achieve over the period 2020-2025.

Mr KJ Katenga

Chief Deputy Commissioner: Strategic Management Signature:_____

Mr DKN Ligege

Chief Financial Officer Signature: _____

Mr JM Mkabela

Chief Operations Commissioner Signature: _____

Mr A Fraser

National Commissioner Signature: _____

Nkosi SP Holomisa, MP

Deputy Minister of the Department of Correctional Services Signature: _____

Approved by:

Mr RO Lamola, MP

Minister of the Department of Justice and Correctional Services Signature: _____

MANAGEMENT COMMITTEE (MANCO) SIGN-OFF

	[Ms IN Mosupye] Government Information Technology Officer (GITO)
	[Adv. P Mashibini] Human Resources (HR)
	[Mr JM Mkabela] Remand Detention
	[Mr NL Mthethwa] Incarceration and Corrections
	[Mr JM Mkabela] Community Corrections
	[Ms TG Molatedi] Regional Commissioner: Gauteng
	[Mr DJ Klaas] Regional Commissioner: Western Cape
	[Mr JG Smalberger – Acting] Regional Commissioner: KwaZulu-Natal
	[Mr PF Mbambo] Regional Commissioner: Eastern Cape
	[Ms S Moodley] Regional Commissioner: Free State and Northern Cape
	[Mr R Ndema – Acting] Regional Commissioner: Limpopo, Mpumalanga and North West

ACRONYMS

ACRONYM	FULL DESCRIPTION
AET	Adult Education and Training
AIDS	Acquired Immune Deficiency Syndrome
APP	Annual Performance Plan
ARC	Agricultural Research Council
ARMSCOR	Armaments Corporation of South Africa
ARV	Antiretroviral
ATP	Awaiting-Trial Person
B-BBEE	Broad-Based Black Economic Empowerment
BELA	Basic Education Laws Amendment Act
CAO	Case Assessment Official
CARA	Criminal Assets Recovery Account
CBO	Community-Based Organisation
CCTV	Closed Circuit Television
CET	Community Education and Training
CIO	Correctional Intervention Officer
CJA	Child Justice Act
CJS	Criminal Justice Strategy
CMC	Case Management Committee
COGTA	Cooperative Governance and Traditional Affairs
CPA	Criminal Procedure Act
CSA	Correctional Services Act
CSO	Community Service Order
CSP	Correctional Sentence Plan
CSPB	Correctional Supervision and Parole Board
DBE	Department of Basic Education
DCS	Department of Correctional Services
DEEC	District Efficiency Enhancement Committee
DEFF	Department of Environment, Forestry and Fisheries
DEL	Department of Employment and Labour
DHA	Department of Home Affairs
DHET	Department of Higher Education and Training
DHS	Department of Human Settlements
DIU	Department Investigation Unit
DoH	Department of Health
DoJ&CD	Department of Justice and Constitutional Development

DPWI	Department of Public Works and Infrastructure
DSBD	Department of Small Business Development
DSD	Department of Social Development
DTI	Department of Trade and Industry
DWS	Department of Water and Sanitation
EC	Eastern Cape
ECD	Early Childhood Development
EE	Employment Equity
EME	Exempt Micro Enterprise
EST	Emergency Support Team
FBO	Faith-Based Organisation
FET	Further Education and Training
FS/NC	Free State and Northern Cape
GBV	Gender Based Violence
GDP	Gross Domestic Product
GET	General Education and Training
GITO	Government Information Technology Officer
HCC	Head of Correctional Centre
HET	Higher Education and Training
HIV	Human Immunodeficiency Virus
HPCSA	Health Professions Council of South Africa
HR	Human Resources
ICCV	Independent Correctional Centre Visitors
ICJS	Integrated Criminal Justice Strategy
ICT	Information and Communications Technology
IDMS	Infrastructure Delivery Management System
IIMS	Integrated Inmate Management System
IJS	Integrated Justice System
IMF	International Monetary Fund
INDLELA	National Development of Learnerships, Employment Skills and Labour Assessments
ISCCJ	Inter-Sectoral Committee on Child Justice
ISCSO	Inter-Sectoral Committee on sexual offences
ISS	Integrated Security System
IT	Information Technology
JCPS	Justice, Crime Prevention and Security
JICS	Judicial Inspectorate for Correctional Services
KZN	KwaZulu-Natal
LBL	Lower Bound Poverty

LMN	Limpopo, Mpumalanga and North-West
M&E	Monitoring and Evaluation
MCS	Modified Cash Standards
MDDA	Media Development and Diversity Agency
MDG	Millennium Development Goal
MERSETA	Manufacturing, Engineering and Related Services Sector Education and Training
MHCA	Mental Health Care Act
MISSTP	Master Information Systems and Security Technology Plan
MoU	Memorandum of Understanding
MP	Member of Parliament
MTSF	Medium-Term Strategic Framework
NATJOINTS	National Joint Operational and Intelligent Structure
NCV	National Certificate Vocational
NDP	National Development Plan
NEEC	National Efficiency Enhancement Committee
NEET	Not in Education, Employment or Training
NGO	Non-Government Organisation
NHA	National Health Act
NHI	National Health Insurance
NICOC	National Intelligence Coordinating Committee
NLSA	National Library of South Africa
NPA	National Prosecution Authority
NPO	Non-Profit Organisation
NSC	National Senior Certificate
NSDF	National Spatial Development Framework
NSF	National Skills Fund
NSG	National Security Guard
PAJA	Promotion of Administrative Justice Act
PCTPA	Prevention and Combatting of Torture of Persons Act
PEEC	Provincial Efficiency Enhancement Committee
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
PESTEL	Political, Economic, Social, Technological, Environmental and Legal (factors)
PHC	Primary Healthcare
POPI	Protection of Personal Information Act
PPPFA	Preferential Procurement Policy Framework Act
PRI	Penal Reform International
PSET	Post-School Education and Training
QCTO	Quality Council for Trades and Occupations

QSE	Qualifying Small Enterprise
RD	Remand Detainee
RDP	Reconstruction and Development Programme
SA	South Africa
SANAS	South African National Accreditation System
SANDF	South African National Defence Force
SAPS	South African Police Service
SARB	South African Reserve Bank
SASSETA	Safety and Security Sector Education and Training Authority
SAW	Social Auxiliary Workers
SCM	Supply Chain Management
SDG	Sustainable Development Goal
SETA	Sector Education and Training Authority
SLA	Service-Level Agreement
SOE	State-Owned Entity
SP	Strategic Plan
SSA	State Security Agency
StatsSA	Statistics South Africa
SWOT	Strengths, Weaknesses, Opportunities, and Threats
TB	Tuberculosis
TVET	Technical and Vocational Education and Training
UN	United Nations
UTT	Universal Test and Treat
VAT	Value-Added Tax
VOD	Victim-Offender Dialogue
WC	Western Cape
WoSA	Whole of Society Approach

PART A:

OUR MANDATE

1. CONSTITUTIONAL, LEGISLATIVE AND POLICY MANDATE

1.1 Constitutional mandates

The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) enshrines the democratic values and principles that govern public administration. The Bill of Rights, as contained in the Constitution, is the foundation of democracy in South Africa that enshrines the rights of all people in the country and affirms the democratic values of human dignity, equality and freedom. The Constitution, which lays the basis for the mandate, compels the Department to comply with the sections shown in the figure below in terms of the treatment of inmates and principles governing the public administration.

Figure 1: Extract of Chapter 2, section 196 and section 197 of the Constitution of the Republic of South Africa

Chapter 2: Bill of Rights	
9 (1) - (5) Equality	**28 (1) - (3)** Children's rights
10 Human Dignity	**29 (1) - (5)** Right to Education
12 (1) - (2) Freedom and Security of Person	**31 (1) - (2)** Cultural, Religious and Linguistic Communities
27 (1) - (3) Healthcare, Food, Water and Social Security	**35 (1)-(5)** Right of humane treatment
	36 (1) Limitation of rights

Section 195.

Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles

(a) A high standard of professional ethics must be promoted and maintained
(b) Efficient, economic and effective use of resources must be promoted
(c) Public administration must be development-oriented
(d) Services must be provided impartially, fairly, equitably and without bias
(e) People's needs must be responded to, and the public must be encouraged to participate in policy making
(f) Public administration must be accountable
(g) Transparency must be fostered by providing the public with timely, accessible and accurate information
(h) Good human resource management and career development practices to maximise human potential must be cultivated
(i) Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation

195(2)-(6)
Section 197.

(1) Within public administration there is a public service for the Republic, which must function, and be structured, in terms of national legislation and which must loyally execute the lawful policies of the government of the day
(2) The terms and conditions of employment in the public service must be regulated by national legislation

1.2 Legislative mandates

The roles and responsibilities of the Department are determined by a range of legislative mandates, as described hereunder.

1.2.1 Correctional Services Act, 1998 (Act No. 111 of 1998, as amended)

The Correctional Services Act (CSA) takes the imperative of human rights into account and seeks to incorporate the values enunciated in the Bill of Rights by prescribing a progressive approach to incarceration. The Act seeks to provide for, among others, a correctional system; the establishment, function and control of the Department; the custody of all offenders under conditions of human dignity; the rights and obligations of sentenced offenders; the rights and obligations of unsentenced offenders; a system of community corrections; release from correctional centres and placement under correctional supervision, on day-parole and parole; a National Council for Correctional Services; a Judicial Inspectorate; Independent Correctional Centre Visitors (ICCV); repeal and amendment of certain laws and all other matters connected therewith.

It recognises international principles on correctional matters and establishes certain mandatory minimum rights applicable to all inmates, with special emphasis on the rights of women and children, which cannot be withheld for any disciplinary or other purpose. It provides a new disciplinary system for offenders; various safeguards regarding the use of segregation and of force; a framework for treatment, development and support services; a refined community-involved release policy; extensive external monitoring mechanisms; and public and private sector partnerships in terms of the building and operating of correctional facilities.

In terms of the Correctional Services Act (Act No. 111 of 1998), the Department is committed to a threefold purpose as outlined in section (2) and (3) of the Act.

Figure 2: Purpose of the Correction Services Act

Purpose of the correctional system

The purpose of the corrections system is to contribute to maintaining and protecting a just, peaceful and safe society. As such, the South African Correctional system is not for punishment, but the protection of the public, promotion of social responsibility, and enhancing human development in order to reduce the rate of recidivism as the correctional population continues to escalate. The correctional system aims to achieve this by:

(2)(a)	enforcing sentences of the courts in a manner prescribed by this act
(2)(b)	detaining all inmates in safe custody whilst ensuring their human dignity
(2)(c)	promoting the social responsibility and human development of all sentenced offenders

Purpose of the Department

3(1) The Department of Correctional Services, established by section 7(2) of the Public Service Act, is part of the Public Service, established by section 197 of the Constitution.
The aim of the Department of Correctional Services is to contribute towards maintaining and protecting a just, peaceful and safe society by enforcing court-imposed sentences, detaining inmates in safe custody, while maintaining their human dignity, developing their sense of social responsibility, and promoting the general development of all inmates and persons subject to community corrections. Thus the Correctional Services Act (Act No. 111 of 1998) outlines:

3(2)	the Department must –
(a)	Fulfil the purpose of the correction system in terms of this Act;
(b)	As far as practicable, be self-sufficient and operate according to business principles;
(c)	Perform all work necessary for its effective management
(d)	Manage remand detainees
3(3) – 3(6)	

1.2.2 Criminal Procedure Act, 1977 (Act No. 51 of 1977)

The following parts of the Criminal Procedure Act (CPA) are of particular importance to the Department: section 63A, Chapter 28, and section 299A. Section 63A of the CPA provides for a procedure in terms of which the court may, on application by a Head of a Correctional Centre and, if not opposed by the Director of Public Prosecutions concerned, order the release of certain accused on warning in lieu of bail, or order the amendment of the bail conditions imposed by that court on the accused. Section 63A also forms the basis of a protocol between JCPS departments to encourage the utilisation of this provision in assisting accused persons who do not pose a danger to society to be released from detention under circumstances where the bail set by the court cannot be afforded by the accused or his or her family. Chapter 28 of the CPA, which deals with sentencing, is applicable to the mandate of the Department, as offenders must be detained in accordance with the sentences handed down under this Chapter. The granting of parole and the conversion of sentences to correctional supervision is also done in accordance with this Chapter, read together with the Correctional Services Act (Act No. 111 of 1998). Finally, section 299A of the CPA regulates victim involvement in the decisions of parole boards. Certain sections of Chapter 13 of the CPA were amended through the Criminal Procedure Amendment Act (Act No. 4, 2017) to improve the management of forensic cases. The improvements include the provision of the courts with a wider range of options in respect of orders to be issued in cases of findings that accused persons are not capable of understanding criminal proceedings so as to make a proper defence; or that accused persons are by reason of mental illness or intellectual disability or for any other reason not criminally responsible for the offences they are charged with. The benefits for the Department is that involuntary mental healthcare users, based on the outcome of the forensic assessment, will no longer be detained in correctional facilities while waiting for a bed in a health establishment.

1.2.3 Child Justice Act, 2008 (Act No. 75 of 2008)

The aim of the Child Justice Act (CJA) is to set up a child justice system for children in conflict with the law. It represents a rights-based approach to children accused of committing crimes. However, it also seeks to ensure children's accountability and respect for the fundamental freedoms of others and, through the use of diversion, alternative sentencing and restorative justice, prevent crime and promote public safety. Section 96(3) of the CJA requires the Minister of Justice and Correctional Services to table in Parliament the annual progress reports received from the partner department, including the Department. The consolidated report covers inter-departmental performance for a financial year (from 1 April to 31 March) and will be accompanied by individual departmental Annual Reports. The Department summarised its role and responsibilities in the policy document "Implementation Framework Child Justice Act (CJA)", which guides different functional units in the implementation of the provisions that are relevant to the Department, and guides the preparation of Annual Reports.

1.2.4 The Promotion of Administrative Justice, 2000 (Act No. 3 of 2000)

The aim of the Promotion of Administrative Justice Act (PAJA) is to make the administration effective and accountable to people for its actions. Together with the Constitution, the PAJA embraces the principles of and promotes South African citizens' right to just administration. In terms of the PAJA, the Department has a responsibility to provide fair and equitable administration of justice.

1.2.5 The National Health Act, 2003 (Act No. 61 of 2003)

The National Health Act (NHA) aims to give effect to the rights set out in the Constitution by providing a framework for a structured and uniform, quality health system in South Africa. It recognises that no person may be refused emergency medical treatment and that everyone has the right to an environment that is not harmful to his/her health. The Department, therefore, must ensure that healthcare is available to all inmates.

1.2.6 The Mental Health Care Act, 2002 (Act No. 17 of 2002)

The purpose of the Mental Health Care Act (MHCA) is to regulate mental healthcare so that the best possible treatment and rehabilitation services are made available to citizens. The MHCA aims to coordinate accessibility to services and to make sure that mental healthcare services become a part of the general health system. The MHCA also regulates access to services for voluntary, assisted and involuntary patients, state patients and mentally

ill inmates. The MHCA sets out the rights and duties of patients and providers and explains how the property of mentally ill persons should be dealt with in a court of law. The Department is enjoined to ensuring that all mentally ill inmates are treated in accordance with the MHCA.

1.2.7 Prevention and Combatting of Torture of Persons Act, 2013 (Act No. 13 of 2013)

The aim of the Prevention and Combatting of Torture of Persons Act (PCTPA) is to protect all people from all forms of torture by the state; to give meaning to safe custody to all inmates in correctional facilities; and to provide for torture as a criminal offence.

1.2.8 The Protection of Personal Information Act, 2013 (Act No. 4 of 2013)

The purpose of the Protection of Personal Information Act (POPI) is to protect personal information, to strike a balance between the right to privacy and the need for the free flow of, and access to information, and to regulate how personal information is processed. The POPI applies to anyone who keeps any type of records relating to the personal information of anyone, unless those records are subject to other legislation which protects such information more stringently. It therefore sets the minimum standards for the protection of personal information. It regulates the "processing" of personal information. "Processing" includes collecting, receiving, recording, organising, retrieving, or using such information; or disseminating, distributing or making such personal information available. The POPI will also relate to records which you already have in your possession.

(Other Acts that are referenced in the Correctional Services Act (Act No. 111 of 1998) are listed in Annexure D).

1.3 Policy mandates

The policy mandates of the Department are derived from the following White Papers mentioned below.

1.3.1 The White Paper on Corrections in South Africa (2005)

The main focus of the White Paper on Corrections in South Africa is the necessity to identify corrections as being focused on rehabilitation and as a responsibility that the Department shares with society at large. The White Paper sees corrections as much more than just crime prevention, but also includes:

- A fundamental break with the past penal system towards a correctional centre for rehabilitation. It presents a dynamic approach towards a correction-focused system that positions the family as the primary level of restoration, with community institutions at a secondary level, and highlights the importance of links between these two.
- A value chain of correction, security, facilities, care, development and aftercare. It provides a historical perspective of the transformation challenges of the correctional system in South Africa and addresses the contextualised imbalances of the past. It introduces a human rights culture away from the institutionalised prison culture that was prominent in the historical context by introducing the concept of corrections, espoused within Constitution, and rehabilitation, thereby framing correction and development instead of punishment and treatment.
- The strategic realignment of the Department toward correction instead of just crime prevention.
- A focus on needs-based interventions, proposed by the decentralised management of correctional centres within a safety and security framework.
- The specific nature of crime in South Africa and establishes principles for productive work for offenders and their involvement in community upliftment projects. It also presents the contribution toward corrections on the African continent and international arena, within the legal and administrative framework of South Africa.

1.3.2 The White Paper on Remand Detention Management in South Africa (2014)

The White Paper on Remand Detention Management in South Africa (2014) is consistent with the Correctional Matters Amendment Act (Act No. 5 of 2011) and other relevant national and international legislation and protocols. The purpose of the White Paper on Remand Detention Management is to "communicate the principles driving the management of all categories of un-sentenced persons in DCS facilities... [and] awaiting further action by a court". Among the principles informing the White Paper is that the purpose of remand detention is not to penalise or punish, but to ensure due process in the court of law at which the detainee is to be tried. In such circumstances, minimal limitation of an individual's basic human rights is obligatory "while ensuring secure and safe custody". These rights include uninterrupted medical

care throughout the custody process where necessary; access to family and friends; adequate legal advice in preparing for trial; and appropriate treatment in situations of vulnerability (including terminal illness, pregnancy, and when a mother is detained with a child). The White Paper points to the fundamental importance of correctly classifying remand detainees in order to ensure that time spent in custody is managed appropriately.

1.4 Planned policy initiatives

The Correctional Services Act (Act No. 111 of 1998) will be reviewed, taking into consideration developments in the correctional system, the international and regional obligations, Nelson Mandela Rules and other judgments impacting on the interpretation of the Correctional Services Act (Act No. 111 of 1998).

2. INSTITUTIONAL PRIORITIES, POLICIES AND STRATEGIES FOR THE FIVE-YEAR PERIOD

2.1 Priorities in the development agenda

2.1.1 Sustainable Development Goals (SDGs)

Sustainable Development Goal 16: Peace, justice and strong institutions

Peace, justice and effective, accountable and inclusive institutions are at the core of sustainable development. SGD 16 seeks to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (UN, 2019). When viewed from the perspective of the Intergovernmental Relations Framework Act of 2005, most targets within SDG 16 are covered by the JCPS cluster. However, due to the cross-cutting nature of this goal, involvement of actors from beyond this cluster is essential to realising its targets.

SDG 16 singles out the basic rights of all arrested and detained persons in South Africa, primarily based on four sections in the Constitution, namely, sections 10, 11, 12 and 35. These include the right to dignity, life, freedom from arbitrary arrest and detention, and not to be detained without trial, among others. Section 35, which specifically deals with the rights of arrested, detained and accused persons, further stipulates that "everyone who is arrested for allegedly committing an offence has the right to be brought before a court as soon as reasonably possible". This should happen within 48 hours, or on the first ordinary court day following the expiration of 48 hours. Should the court determine to remand the detained person, they are passed over to the Department as a remand detainee. To maximise opportunities for an effective Criminal Justice Strategy (CJS), the improved cooperation between the JCPS cluster departments is imperative for the speedy processing of trials and reduction in the delays of remand detention, as well as greater use of legal aid to all persons who fall under section 35 and who cannot afford legal representation.

2.1.2 African Union Agenda 2063

Aspiration Four: A peaceful and secure Africa

Agenda 2063 seeks to deliver on a set of Seven Aspirations each, with its own set of goals which, if achieved, will move Africa closer to achieving its vision for the year 2063.

Aspiration Four recognises that a prosperous, integrated and united Africa is based on good governance, democracy, social inclusion and respect for human rights, justice and the law are the necessary pre-conditions for a peaceful and conflict-free continent. The Department will embrace Aspiration Four within the South African context through the continuous improvement of legislative and policy frameworks that promote safe and peaceful spaces for individuals, families and communities. The policy framework on gender-based violence, as one of the highest priorities in the Department, will be integrated into the rehabilitation approach currently utilised. Building and fortifying partnerships with key stakeholders will also be crucial in providing a safe and sustainable correctional system.

2.1.3 National Development Plan 2030

The 2012 National Development Plan (NDP) 2030 sets out a long-term vision for the country and provides the programme through which South Africa can advance radical economic transformation through development planning. The NDP is founded on six pillars that represent the broad objectives of the plan to eliminate poverty and reduce inequality. This can be done by redirecting the focus of policy-making from short-term symptom-based policies to longer-term policies based on sound evidence and reason. The central focus of the NDP is to ensure the achievement of a "decent standard of living" for all South Africans by 2030.

The vision of the NDP Chapter 12 is to build safer communities so that people living in South Africa feel safe at home, at school and at work. South Africans should enjoy community life without fear, where women walk freely in the street and children play safely outside. Achieving the vision of a safe South Africa, free of fear and corruption, requires an integrated approach with the CJS, local government, community participation, private sector and role players involved in economic and social development. Civil society organisations and civic participation are critical elements of a safe and secure society. Involving the public in the fight against

crime is imperative, including expanding the role of the community to deal with all matters in the system, such as community policing forums, community safety forums and parole boards. The NDP 2020 to 2030 horizon requires continued efforts to strengthen the effectiveness of the CJS – including the police, prosecutors, courts and correctional facilities, radically reduce levels of corruption and crime, particularly trio (carjacking, robbery- residential and robbery non-residential) and contact crimes, and promote community involvement. The fight against crime cannot be separated from the need for social and economic transformation by tackling the three challenges of unemployment, poverty and the unequal distribution of the country's wealth. Each sector of society has to play its part in creating conditions where crime may no longer thrive.

2.1.4 Medium-Term Strategic Framework (2019-2024)

The 25-Year Review of Democracy demonstrates that significant progress has been made in meeting basic human needs; however, productivity growth has been slow, the unemployment rate has recently been increasing, and inequality remains high. Urgent measures are needed to realise the 2030 vision, with just 10 years left to reach the 2030 target set by the NDP. South Africa requires a pragmatic and realistic implementation plan, based on appropriate economic and spatial transformation strategies to catalyse a faster trajectory to defeating its triple challenge. The MTSF 2019-2024 is the manifestation of the plan for the NDP Vision 2030 and the implementation of the electoral mandate of the Sixth Administration of government, marking a shift in strategic direction from the first 25 years to the second 25 years of democratic governance. This roadmap is built on three foundational pillars of: (a) driving a strong and inclusive economy; (b) building and strengthening the capabilities of South Africans; and (c) achieving a more capable State. The seven priorities of the MTSF are embedded through the three pillars.

Within the next ten years, government will have made progress in tackling poverty, inequality and unemployment where:

1. No person in South Africa will go hungry
2. Our economy will grow at a much faster rate than our population
3. Two million more young people will be in employment
4. Our schools will have better educational outcomes and every ten-year-old will be able to read for meaning
5. Violent crime will be halved

Within the period of this MTSF 2019-2024, government will:

1. Eradicate learning under the trees through the Department of Basic Education (DBE)
2. Eradicate mud schools through the DBE
3. Eradicate inadequate sanitation in schools through the Department of Education
4. Eradicate the backlogs in issuing title deeds
5. Eradicate wasteful and fruitless expenditure

The Department contributes directly to the priorities within the MTSF, as shown in the table below.

Table 1: Medium Term Strategic Framework (Priority 6)

NDP Chapter and MTSF Priority	**NDP Chapter 12:** Building safer communities **Priority 6:** Social cohesion and safe communities
Sub-programme	Safe communities (crime)
2024 Impact	All people in South Africa are safe
Implementation Plan and Monitoring Framework	Social reintegration of offenders
Description	Some progress has been made over the past years in reducing the levels of serious crime, such as murders, aggravated robberies, and crimes against women, children and other vulnerable groups, but they remain unacceptably high. The need to strengthen and accelerate implementation of the seven-point plan to make the CJS more efficient and effective remains a priority. Public confidence is eroded by perceptions that criminals escape the law, that arrests do not lead to convictions and that offenders escape from courtrooms and correctional facilities. Lengthy court processes, case backlogs, undue lengths of remand detention, inadequate use of diversion programmes, overcrowding in correctional centres, limited rehabilitation and well-being programmes for first and young offenders, and recidivism all remain issues requiring more coordinated and focused intervention in order to restore confidence in the CJS. The rehabilitation of offenders and their successful reintegration into the community are among the basic objectives of the CJS. The primary objective of social integration and reintegration is to provide offenders with the assistance and supervision that will help them function in society as law-abiding citizens and avoid recidivism. These programmes provide an opportunity for offenders to connect with their families and community and to live a productive and law-abiding life. Offenders also need to restore broken relationships caused by the crime, not only with the family and victims, but also with the local community. In order to reduce crime and recidivism, offenders need assistance to gain access to opportunities such as education and training, employment, housing, and healthcare. The continuing supervision and support of offenders on parole promotes community safety and reintegration of offenders into the community. Halfway houses provide transitional accommodation to offenders who are eligible for parole but do not have support systems in the community.
Related output indicators	• Percentage of probationers without violations • Percentage of parolees without violations • Percentage increase in victims participating in Restorative Justice Programmes

The Department contributes indirectly to the following priorities within the MTSF:

Table 2: Medium Term Strategic Framework (Priority 2)

NDP Chapter and MTSF Priority	**NDP Chapter 3:** Economy and employment **Priority 2:** Economic transformation and job creation
Sub-programme	Decent jobs created and sustained with youth, women and persons with disabilities prioritised
2024 Impact	Unemployment reduced to 20-24% with two million new jobs especially for youth; economic growth of 2-3% and growth in levels of investment to 23% of GDP
Implementation Plan and Monitoring Framework	More decent jobs created and sustained
Description	The NDP Vision 2030 set a target of reducing unemployment to 6% by 2030, resulting in a working labour force of 24 million. Over the last nine years, an additional 2.5 million jobs have been created. This has resulted in an employed population of 16.3 million and an official unemployment rate of 27.6% (Q1, 2019). Creating jobs, especially for the youth, is critical to quell rising unemployment and break down the barriers for those excluded from the labour market. Government plans to facilitate the creation of at least two million jobs by 2024. A number of public and private sector initiatives are planned to create these jobs. The Department will prioritise and enhance partnerships with tertiary institutions, government departments and other stakeholders (Sector Education and Training Authorities (SETAs)) in upskilling offenders, parolees and probations in programmes such as agriculture, so that those under the care of the Department can be self-sustainable and employable upon their lawful release. These programmes also include the participation of community members as part of crime prevention and job creation whilst contributing to economic development. Parolees, probationers and community members participating in the programmes are eligible for a stipend. The programme is also designed to bring offenders into their communities in preparation for their successful reintegration. The Department is committed to creating opportunities for young people through the Bursary, Learnership, Internship and Skills Development Programmes. These interventions assist in creating an enabling environment for young people to gain valuable and relevant school-to-work interventions that will improve their skills and employability. The Department will prioritise youth employment through its recruitment process and, in so doing, will make young people active participants in the South African economy. Socio-economic transformation through public sector supply chain management (SCM) is important to addressing current structural economic imbalances. The Department remains committed to creating an environment that ensures that previously disadvantaged groups benefit from its preferential procurement policies. This will include the breaking down of larger services (tenders) into smaller components to afford designated groups an opportunity to participate as main contractors, service providers or suppliers. These smaller contracts are an important source of work for individuals in enterprises who are graduating from development programmes and establishing themselves.
Related output indicators	• Number of economic opportunities facilitated for parolees and probationers • Percentage of youths employed within the Department • Percentage compliance with the EE plan in the filling of positions • Percentage of tenders above R30 million awarded to designated groups

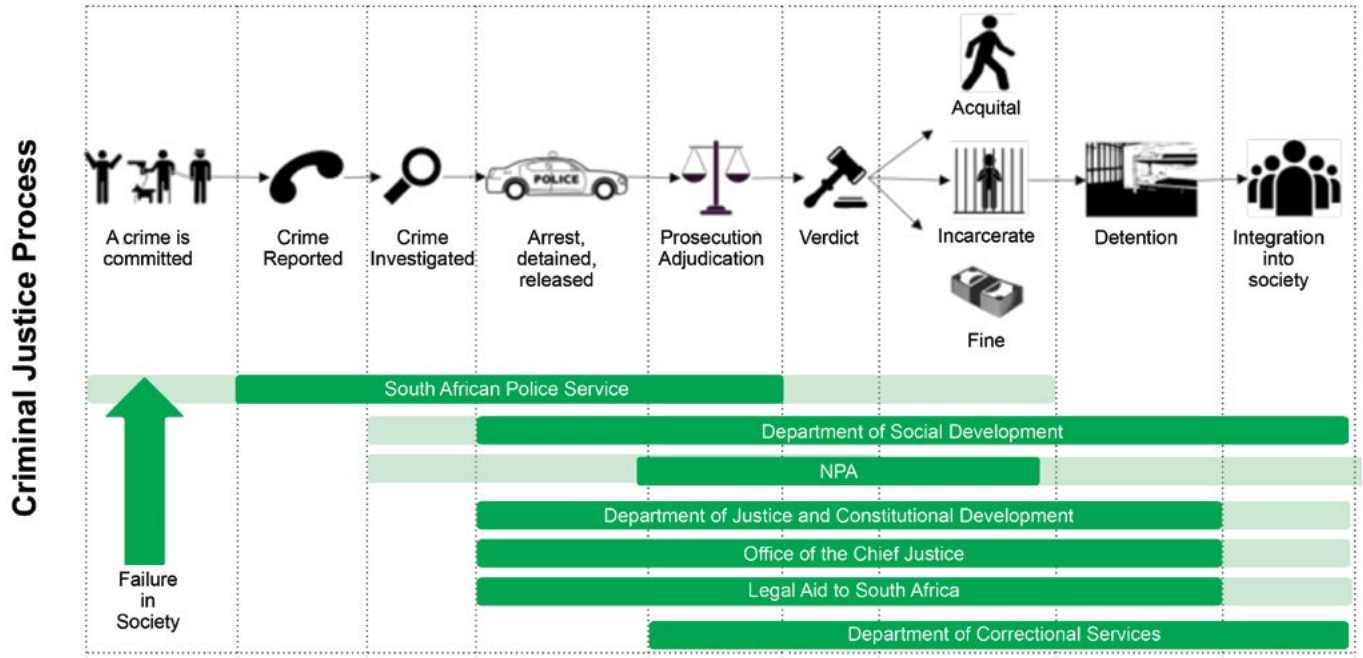
Table 3: Medium Term Strategic Framework (Priority 3)

NDP Chapter and MTSF Priority	**NDP Chapter 9:** Improving education, innovation and training **NDP Chapter 10:** Promoting health **Priority 3:** Education, skills and health
Sub-programme	Education and training
2024 Impact	Improved economic participation and social development
Implementation Plan and Monitoring Framework	Improved success and efficiency of the PSET system
Description	South Africa has implemented an extensive and well-financed workplace skills planning, funding and training system. However, there are concerns about the governance and impact of this system, which does not appear to have markedly improved skills or transformed workplaces into learning and skills upgrading entities. There is also a concern that the system will not be able to adjust to rapid technological change that will result from the introduction of the 4th Industrial Revolution (4IR). The inefficiency and ineffectiveness of Post-School Education and Training (PSET) partly contribute to many youths (32.4%) aged 15-24 joining the ranks of those not in education, employment or training (NEET). This is a concern for the country because the major contributor to intergenerational poverty, inequality and unemployment among the youth in South Africa is low levels of education attainment and skills development. In aiming to achieve its core objective of rehabilitation within a humane and secure environment, the Department focuses on needs-based interventions for offenders serving a sentence of longer than 24 months. This type of intervention balances the common features of an offence with the offence-specific factors unique to the case of the individual offender. Offenders are provided with the required information to make informed decisions in preparation for their successful reintegration into society. The aim of needs-based rehabilitation is to influence the offender to adopt a positive and appropriate norms and values system, alternative social interaction options, to develop life-skills, social and employment-related skills, in order to equip him/her holistically, and thus eliminate the tendency to return to crime. The Department, as part of its rehabilitation programmes, provides short- and long-term skills programmes (including Technical and Vocational Education and Training (TVET) College Programmes) to offenders in preparation for their successful reintegration and contribution to the economy of the country. Occupational skills training is offered to offenders with the ultimate goal of producing skilled artisans. Accredited skills programmes, which include welding, carpentry, upholstery, plumbing, building and plastering, painting, electrical, spray-painting, motor mechanics, hairdressing, chef assistant, computer skills, plant production and agricultural-related training, entrepreneurship, etc., are offered to offenders. Partnerships with the Department of Higher Education (DHET), through the National Skills Fund (NSF), SETAs, including SASSETA, MERSETA and Services SETA, INDLELA, the Quality Council for Trades and Occupations (QCTO), public TVET colleges and Umalusi, ensure that skills training offered to offenders is accredited.
Related output indicators	• Percentage of eligible offenders with Correctional Sentence Plans (CSPs) who completed correctional programmes • Percentage of offenders participating in Long Occupational Skills Programmes • Percentage of offenders participating in Short Occupational Skills Programmes • Percentage of offenders participating in TVET College Programmes • Percentage of offenders participating in GET per academic year • Percentage of offenders participating in FET per academic year

2.1.5 Integrated Criminal Justice Strategy (ICJS)

The JCPS cluster is committed to ensuring that Government meets its constitutional mandate to protect citizens against crime by intensifying the fight against crime. Public confidence in the CJS is a necessary and important step in preventing crime and increasing the levels of safety; however, this is being eroded by perceptions that criminals escape the law, arrests will not lead to convictions, or inmates escape from correctional facilities. The most effective deterrent to criminality is, therefore, an effective and efficient CJS, yet in practice, t this value chain is a complex, separate but interrelated challenge. The CJS spans several departments and agencies. An integrated effort is required to deliver a modern, efficient and effective CJS, but without addressing the failure in society causing crime, the system will be perpetually clogged.

Figure 3: The Criminal Justice Process



The JCPS cluster remains committed to instilling public confidence in the entire criminal justice value chain at all times, especially among victims of crime. The Department has a role to play in both the front and the back end of the value chain. The front end includes the incarceration of remand detainees and the management of accused placed under supervision by the correctional official, in line with section 62(f) of the Criminal Procedure Act (Act No. 51 of 1977). The back end entails the implementation of court sentences through the detention of sentenced offenders. A delay with any one of the key actors and stakeholders in the process causes negative impacts downstream. Several JCPS cluster protocols were developed in order to ensure a coordinated approach in rendering services that required cooperation among the various role players. The use of protocols is supported by the Intergovernmental Relations Framework Act (Act No. 13, 2005), which was developed to give effect to principles of cooperative government set out in Chapter 3 of the Constitution of the Republic of South Africa.

Cabinet approved the development of an ICJS in November 2017 to encourage cooperation and integration of initiatives, programmes and plans of the departments and law enforcement agencies under the JCPS cluster in realising the NDP vision of building safer communities and creating a resilient CJS. The ICJS will assist in fast-tracking legislative reform, in particular, the overhaul of the Criminal Procedure Act, (Act No. 51 of 1977). This will ensure an integrated victim-centric approach, which balances the rights of victims and that of society with the rights of offenders, is utilised. In addition, it aims to modernise the data collation and management systems to improve the efficiency and effectiveness of the CJS processes.

The Department continues to reform in tandem with the rest of the CJS. The Department is among the key role players and drivers of the CJS, together with the SAPS, Department of Justice and Constitutional Development (DOJ&CD) and National Prosecution Authority (NPA), particularly with regard to addressing the systemic weaknesses within the CJS that hamper the effective management of cases.

2.2 Institutional policies and strategies

The policies and strategies summarised in Annexure B are intended to shape, influence and determine decisions and activities necessary for the implementation of the five-year Strategic Plan. The policy change itself is one element of the broader Strategic Plan. The policy review is informed by new and amended legislation, regulations, standards and best practices, such as "The Mandela Rules" (previously named the Standard Minimum Rules for the Treatment of Prisoners), which is a set of universally acknowledged minimum standards for the treatment of prisoners to which member states of the United Nations (UN) committed themselves. The rules were first adopted in 1955 and later revised in 2015 to accommodate recent advances in correctional services and best practices. Revised areas include medical and health services, disciplinary action, investigations of death and torture in custody, and access to legal representation, among others. The rules provide a comprehensive guide that will enable relevant institutions to implement laws effectively, including South Africa's Constitution here and elsewhere in a more coordinated way for the improvement of quality of life of inmates.

As part of the strategic planning process, the Department identified policies and strategies that will continue to be implemented or be reviewed across the business areas shown in the figure below.

Figure 4: Institutional policies and strategies

While the Department develops and administers its own policy framework, there are planned external legislative, policy and regulatory reviews applicable to the sector at large that have a direct or indirect bearing on the operations of the Department and which require the participation of the Department.

2.3. Relevant court rulings

2.3.1	Case Number:	CCT 44/18
	Applicant:	Oupa Chipane Phaahla
	Respondent:	Minister of Justice and Correctional Services
	Summary:	In terms of Section 136(1) of the Correctional Services Act (Act No. 111 of 1998) offenders sentenced to life imprisonment before 01 October 2004 are eligible for consideration for parole after having served 12 years and 10 months (20 years less deduction of credits in terms of section 22A of the Correctional Services Act (Act No. 111 of 1998), 1959 and remissions granted by the President during 2005 and 2012 respectively for six months each). However, lifers sentenced from 01 October 2004 onwards must serve a minimum of 25 years before they may be considered for release on parole (Section 73(6)(b)(iv) of the new Act). The mentioned timeframes originated from the application of utilising the date when an offender was sentenced, that in turn, would determine which parole regime should be applied in those cases. The applicant launched an application to the High Court of South Africa, Gauteng Division, Pretoria ("High Court") challenging the constitutionality of sections 73(6)(b)(iv) and 136(1) of the Correctional Services Act (Act No. 111 of 1998) on the basis that these sections infringed upon his right to the benefit of the least severe of the prescribed punishments in terms of section 35(3)(n) of the Constitution, and his right to equality under section 9 of the Constitution.
	Judgement by Constitutional Court:	Briefly, the Constitutional Court confirmed the order of invalidity of the High Court that sections 136(1) and 73(6)(b)(iv) are declared inconsistent with section 9(1) and (3) and section 35(3)(n) of the Constitution. It further ordered that Parliament must, within 24 months from date of the order, amend section 136(1) of the CSA to apply parole regimes on the basis of date of commissioning of an offence (and not based on the date of sentence). The Court further read-in words which are to be used as an amendment to the impugned provision, until Parliament has affected the necessary amendments to cure the defects.
	Implications of Judgment:	The Department must identify the so-called Phaahla-cases and establish which offenders are eligible to be considered for placement on parole as at date of this judgment. The relevant processes must be initiated to compile the profiles of such offenders to ultimately ensure that those who have become eligible are considered as soon as possible. The Department must refer proposed statutory amendments to the impugned sections to enable Parliament to process and ultimately adopt the amendments to cure the inconsistencies with the Constitution. The Department must ensure that its policies and systems are amended to regard the date of commissioning an offence as the date which would determine the parole regime to be applied when calculating the date when an offender may become eligible to be considered for parole for the first time (all offenders, including lifers and determined sentenced offenders).

2.3.2	Case Number:	24227/16
	Applicant:	SONKE GENDER JUSTICE NPC
	Respondent:	Minister of Justice and Correctional Services
	Summary	Chapters IX and X of the CSA provides for issues related to Judicial Inspectorate for Correctional Services ("JICS"), its establishment, its structure and its functionality, and the Independent Correctional Centre Visitors ("ICCV") respectively. The applicant launched an application to the High Court of South Africa, Western Cape Division, Cape Town ("High Court") challenging the constitutionality of the above-mentioned Chapters, alternatively sections 85(2), 90(1), 88A(1)(b), 88A(2), 88A(4) and 91 of the Correctional Services Act (Act No. 111 of 1998) on the basis that these sections do not provide the JICS with sufficient independence from the Department to conduct and discharge its mandates. The Court declared sections 88A (1)(b), 88A(4) and 91 of the CSA inconsistent with the Constitution in that they fail to provide an adequate level of independence to JICS. In terms of Section 172 of the Constitution, the declaration of invalidity is suspended for a period of 24 months from the date of this judgment in order to afford Parliament the opportunity to remedy the defect. The order is referred to the Constitutional Court for confirmation. The judgment is not being appealed.
	Implications of Judgment:	The Department must refer proposed statutory amendments to the impugned sections to enable Parliament to process and ultimately adopt the amendments to cure the inconsistencies with the Constitution.

2.3.3	Case Number:	EC10/2016 (Judge Fortuin J)
	Applicant:	Jade September
	Respondent:	Mr Subramoney and three others (Minister of Justice and Correctional Services, National Commissioner and Mr Visagie)
	Summary	Applicant launched an application in the Equality Court (Western Cape Division, High Court), alleging that her rights as a transgender female being accommodated within a male correctional services facility were violated and requested that she be allowed to express her gender identity. The court found that the Applicant is prevented from expressing her identify, her incarceration does not vitiate her right to dignity, the binary model is unchallenged, and she remains a transgender woman who has not transitioned medically and is still legally classified as a man, and there are a number of simple measures available to Respondents to accommodate her. The court found that this case is about equality, dignity, freedom of expression, dignified detention and the prohibition of inhumane treatment or punishment. The court ordered that refusal or failure to allow her to express her gender (not allowing her to wear female underwear and make-up, ordering to cut her hair, not addressing her as a woman/using the female pronoun constituted unfair discrimination (Section 8 of the Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA)), and is unlawful and unconstitutional, and all charges against her relating to expressing her gender identity are to be removed from her file. Judgement is not appealed and has been implemented partially, i.e. charges removed from the file, Orders in process of being amended, and female clothing issued to Applicant. Presently, Ms September is being accommodated in a single cell at Malmesbury Correctional Centre. Although two inmates are normally accommodated in a single cell, Client advised Ms September that she could reside alone. However, Ms September opted to retain her roommate. The Department is in the process of developing and costing a training plan/programme.
	Implications of Judgment:	Judgement not only limited to Applicant: Standing Order Clause 2.3(a) and (b) on personal hygiene declared unlawful and to be cured by substituting underwear with "gender appropriate underwear", Applicant/all transgenders to be issued with female underwear and/or to allow her to wear such, Applicant to remain in single cell in male prison, to be allowed to express her gender identity safely and securely, returning her female underwear, make-up and jewellery, allowed to wear her hair long and in feminine styles, addressing her as a woman and direct all officials to do the same, Respondents to introduce transgender sensitivity training. (Time frames allocated). Section 27 (3)(b) of CSA, 111 of 1998: as Applicant has not undergone any gender reassignment and remains classified biologically as a male, Ms September's "gender" for purposes of section 27(3)(b) would be that of a male, and she would have to be searched by a male correctional officer. (In consideration of the differentiation between gender and sex in the Alteration Act, and the possible problems that may be encountered in interpreting the phrase "gender" in section 27(3)(b), it is recommend that consideration be given to clarifying the term.)

PART B:

OUR STRATEGIC FOCUS

3. Our Vision

Vision Statement

Providing the best Correctional Services for a safer South Africa

4. Our Mission

Mission Statement

Contribution to a just, peaceful and safer South Africa through effective and humane incarceration of inmates and the rehabilitation and social reintegration of offenders.

5. Our Values

The core values that underpin the culture of the Department are described below:

DEVELOPMENT	We will endeavour to ensure that staff members are able to do the tasks they are appointed to do, that they internalise the values of correctional services, and that they always strive for excellence. We will treat staff members as more than just workers and value them as people. We will create workplaces that are inclusive of our skills and talents.
INTEGRITY	We will be honest, show respect, and practise positive values. We will act with integrity at all times and in all instances, ensuring that we remain corruption-free. We will build sound business practices by creating policies and procedures that govern our activities.
EXCELLENCE	We will deliver on our outcomes and targets with quality work, within budget, and on time. We will continuously seek new opportunities for service delivery improvement. We will strive to achieve the best results in the service of all the people.
ACCOUNTABILITY	We will remain committed to delivering all agreed outputs on time. We will hold each other accountable in a spirit of mutual trust in honouring all our commitments. We will take responsibility for and ownership of our outcomes and accept the consequence of failure to do so.

6. SITUATIONAL ANALYSIS

The Sixth Democratic Administration is committed to building on the improvements of the previous administrations to further reduce inequality, create much-needed jobs and ensure stronger, sustainable and more inclusive growth for all. Addressing poverty and unemployment are currently the most important policy challenges facing South Africa. Not only is poverty high when benchmarked against other emerging economies of the world, but also the rate of poverty reduction has been slow. The transformation required is more than just an economic term – it involves a new way of thinking. The development goal includes job creation, people empowerment and giving individuals access to better lives for themselves and their children.

Socio-economic challenges, such as inequality, unemployment and poverty, are the major causes of crime. Crime prevention is a proactive approach to prevent and reduce criminal activity, which has been identified as a national priority and can be classified as one of South Africa's most urgent social problems. Reducing crime requires a cooperative and coordinated approach with the criminal justice, social, economic, family and other systems of which a community comprises. Government has made considerable progress in changing the face of the CJS, establishing the rule of law and transforming institutions since the dawn of democracy. It is essential that policies on crime prevention pay closer attention to interrupting the root causes of crime during the early stages of life to prevent offending behaviour from progressing. No single risk factor can determine the development of offending behaviour, but rather, combinations of multiple risk factors are associated with the development of criminal behaviour. Programmes which focus on multiple interventions addressing family, community, individual, peer and school risk factors would be much more beneficial.

The JCPS cluster has worked as a collective to ensure that the priorities of, among others, reducing crime, improving the efficiency of the CJS, dealing with corruption, managing the country's borders, improving the population registration system, and prioritising the combating and prevention of cyber-crime are achieved. South Africa's institutions have intensified the fight against crime to build a society where people are and feel safe.

The responsibility of the Department is not merely to keep offenders out of circulation, nor to enforce a sentence meted out by the court, but to correct offending behaviour in a secure, safe and humane environment in order to facilitate the achievement of rehabilitation and reducing recidivism. A reduction in reoffending will mean fewer victims of crime and decreased social and economic costs to the community. The current status of correctional services in South Africa is a result of many changes that have occurred in the past. The transformation programme of this country's first democratic government necessitated that correctional centres shift from institutions of punishment to places of new beginnings where human rights and dignity are recognised and valued.

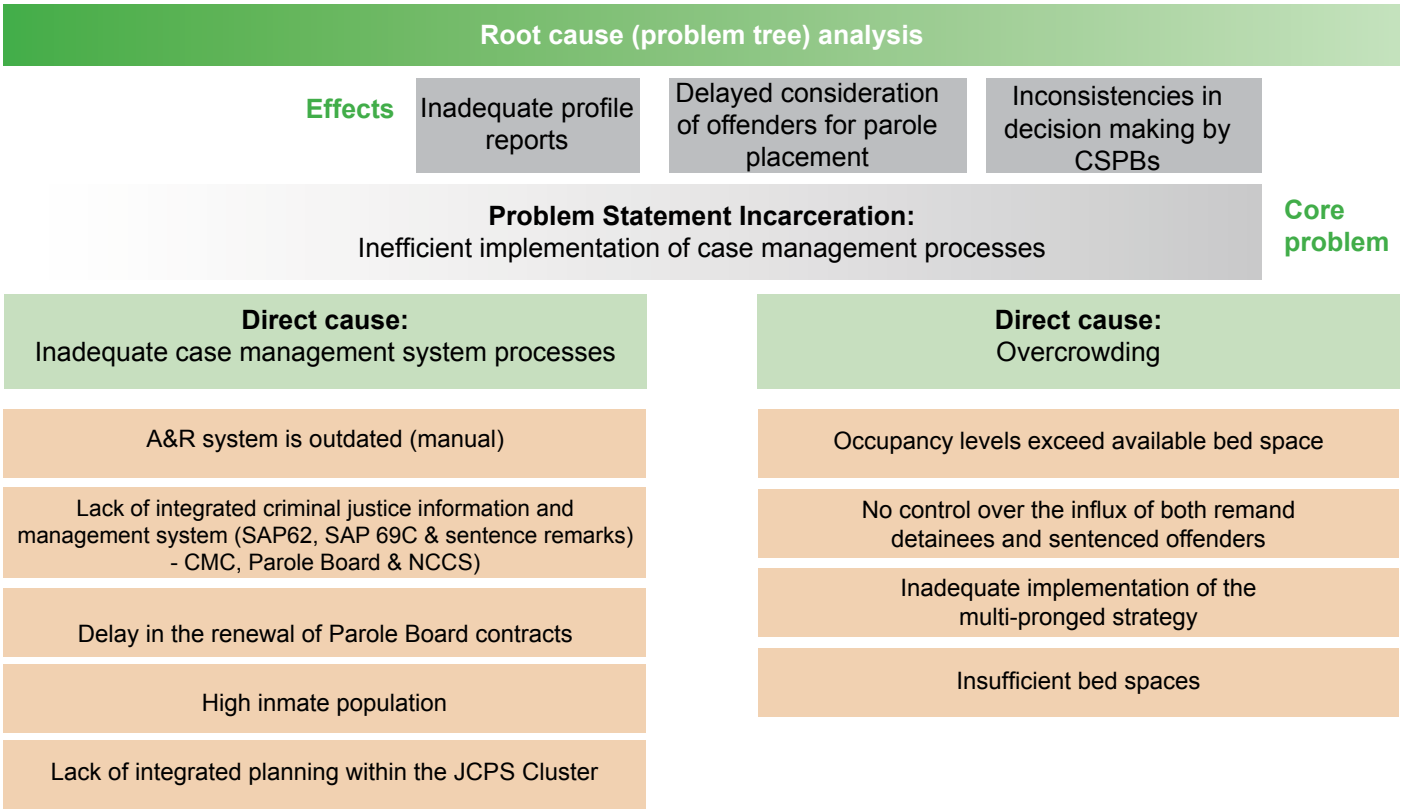
The Constitution of the Republic of South Africa (Act No. 108 of 1996) Chapter 2 sets out the rights for every citizen of South Africa. These rights should be promoted and protected at all times. Rights form an important part of every individual's life, including that of offenders, and should be protected and recognised at all times. Within the correctional system context, offenders' rights cannot be taken away by the correctional system. This includes food, accommodation, healthcare, education and human dignity. Not only is the Department striving to be in line with the constitutional mandate, but also to meet international standards in the treatment of inmates. Changes that have occurred include demilitarising the Department, placing the rehabilitation of offenders at the forefront of all activities, and introducing community-based sentences.

The Department has identified various interventions to ensure a balanced approach to human rights protection, which includes initiating research and evaluations, creating awareness about human rights among correctional officials and inmates, in particular, as well as the general public, where required, development of training initiatives to enhance respect for human rights, empowering correctional officials using the correct approach and focus, as well as the development and wider implementation of unit management as a correctional management approach. Successful rehabilitation leads to safer communities.

6.1 Diagnostic Analysis

The Department conducted a scan of its environment, as part of its strategic planning process, and the findings show that the Department's educated, knowledgeable and committed workforce is considered its main strengths. However, the shortage of resources (human and financial) and insufficient specialised professionals are its main weaknesses. The most significant opportunities that were identified to enhance performance include: working together with external stakeholders in the rehabilitation and reintegration of the offenders and the strategic role that the Department plays in the JCPS cluster that can be optimised. Technology presents opportunities for the effective management of the Department generally but more significantly at correctional centre level. Equally important are the opportunities it presents for security improvement, enhancing social reintegration, providing development and care programmes and facilities management. The increase in the crime rate and subsequent overcrowding in correctional facilities remain significant threats to the Department. The figure below provides a range of internal and external factors that have been taken into consideration during the strategic planning process. It identifies critical success factors in the Department's theory of change, such as the use of non-custodial sentences, the promotion of corrections as a societal responsibility, the development of correctional centres into institutions of rehabilitation, and the utilisation of partnerships for integrated service delivery.

6.1.1 Root cause analysis: Problem and solution tree



Effects

- Offenders not reintegrated into society
- Reoffending unemployment and poverty

Core problem

Problem Statement Rehabilitation:
Inadequate access to rehabilitation programmes to prepare inmates for successful reintegration into society

Direct cause:
Daily structured programmes are not effectively implemented

- Inadequate of personnel available to provide security during the rehabilitation and development programmes compounded by the shift patterns

Direct cause:
Environment not conducive for the implementation of rehabilitation programmes

- Officials performing multiple functions including the implementation of rehabilitation and development programmes
- Limited number of DCS officials with the competency to provide rehabilitation programmes to offenders (eg. educators, artisans, social workers)
- Disproportionate ratio of ofeenders to professionals / custodial members
- Inability to provide a formal structure for spiritual and moral development coordinators and correctional programmes
- Inability to provide a formal establishment of Spiritual and moral development coordinators in all correctional centres

Direct cause:
Correctional Sentence Plans are not completed and/or fully implemented

- Dependency on stakeholders to support DCS with rehabilitation programmes training interventions
- Lack of integrated planning (internally and externally with stakeholders)

Effects

- Reoffending unemployment
- Dysfunctional families
- Behaviour relapse

Core problem

Problem Statement Social Reintegration:
Unsuccessful reintegration of offenders into communities

Direct cause:
Rejection of offenders by families and/or communities

- Stigmitization and attitudes of communities towards offenders
- Inadequate participation and unwillingness of offenders in restorative justice programmes
- General fear of crime by communities
- Inadequate marketing of Corrections agenda

Direct cause:
Inability to live a productive life

- Hindrance of criminal record to employment
- Non-provision of tools of trade
- Lack of financial aid
- Limited work or job opportunities for parolees
- Inadequate collaboration among relevant stakeholders (departments, business sector, entities)

Direct cause:
Failure to comply with parole correctional supervision conditions

- Insufficient family support
- Offenders are released into the same environment that prevailed prior to their incarceration
- Lack of ICT support systems for monitoring (computers, wifi, mobile devices, etc)
- Inadequate collaboration among relevant stakeholders (departments, business sector, entities)
- Insufficient and no suitable vehicles for monitoing
- Lack of mobile offices

Direct cause:
Inadequate organisational structure

- Understaffing
- Inadequate specialised training

Effects

- Gangsterism within Correctional Facilities
- Security breaches and incidents such as escapes, assaults, unnatural deaths
- Smuggling of contraband into Correctional Facilities
- Uncontrolled access to correctional facilities, offices and information

Core problem

Problem Statement Security and Facilities:
Inadequate security and safety of inmates, officials, stakeholders, assets and information

Direct cause:
Lack of security managment

- Overcrowding
- Ineffective implementation of gang management strategy
- Inapporpriate official to inmate ratio
- Inadequate training to custodial officials
- Shift pattern placing a further burden on security resources
- Infrastructure does not meet the security requirements (eg. access control)

Direct cause:
Ineffective security systems, policies and processes

- Dysfunctional security systems due to lack of maintenance
- Outdated security policy and procedures
- Inefficient vetting processes
- Ineffective profiling and classification of inmates

Direct cause:
Infrastructure does not meet the service delivery requirements of the Department

- Indirect cause: Dependence on private leases
  - Inadequate state owned accomodation
- Indirect cause: Poor infrastructure planning and implementation of projects
  - Poor performance by implementing agents in the delivery of infrastructure
  - Outdates policies
  - Changing priorities
  - Overcrowding resulting in the over utilisation of correctional facilities
  - Lack of adequate technical skills
- Indirect cause: Maintenance done reactively instead of proactively (state and leased)
  - Outdated policies
  - Fundng contraints
- Indirect cause: Poor municipal services and support infrastructure
  - Inadequate standby power, renewable power and alternative water supply
  - Insufficient allocation for municipal charges
  - Misuse of resources and under recovery of utility revenue

Effects

- Inadequate prevention, health promotion and management of inmates medical conditions
- Spread of communicable diseases
- Medical complications and mortality resulting in possible litigations

Core problem

Problem Statement Care:
Inadequate provision of a comprehensive package of health care services to inmates

Direct cause:
Inadequate compliance to legislative health prescripts and minimum health standards

- Limited number of pharmacy facilities to increase accessibility of medicines and other supplies and non compliance with the court judgements
- Unavailability of an integrated electronic health information system
- Non Departmental specific staffing norms for Health Care Professionals / service providers

Effects

- Demotivated workforce
- Poor service delivery
- Negative audit outomes
- Fraud and corruption

Problem Statement Support:
Lack of enabling environment that supports service delivery excellence

Core problem

Direct cause: Lack of integrate business information for informed decision making

- Data is maintained in multiple systems that are not integrated
- Manual systems that are prone to human, error, high security risks
- Inadequate ICT connectivity (bandwidth)
- Old infrastructure that is obsolete
- Lack of security technology standard to meet functional requirements
- Dysfunctional and ineffective of Security Technology (non integration between information Network and Security Technology)

Direct cause: Inadequate organisational capacity

- Poor recruitment and retention strategy
- Non-compliance with employment equity targets and AA measures
- Organisational structure not aligned to mandate
- Inadequate resourcing of the colleges
- Inconsistent implementation of HR directives
- Lack of uniform and appropriate shift system
- Inadequate investment in integrated employee health and wellness

Direct cause: Lowly skilled staff

- Inadequate training and leadership development
- Lack of talent management strategy

Direct cause: Insufficient budget allocations for programmes and projects

- Weak economic growth outlook
- Inadequate spending in some expenditure line items
- Inadequate capital investment in production workshops and agriculture

Direct cause: Non compliance to key legislations, prescripts and policies

- Unethical conduct
- Inadequate compliance monitoring coverage
- Inadequate / Assurance gap on compliance
- Lack of segregration of duties and non compliance to procurement prescripts
- Poor planning (demand management)
- Delays in investigations, inadequate consequence management
- Lack of contract management at Regional / Management Area level

Solution tree analysis

Solution Statement Incarceration:
Improve implementation of case management processes of inmates (admission, detention, placement and release)

Intervention:
Review Case Management systems, optimise processes and tools

- Induction, training & re-training of personnel in case management processes
- Improved collaboration with JCPS Cluster partners
- Review the current model of the parole system including the contracts
- Implementation of electronic inmate management information system

Intervention:
Integrated approach in the management of overcrowding with Cluster Departments

- Review implementation of the current multi-prong strategy
- Promote the use of diversion as sentence option for certain crimes
- Improve collaboration with JCPS Cluster partners (bail options, non custodial sentences)
- Self-sufficiency in creating additional bed spaces
- Review of legislation in the Criminal Procedure Act and policies to address overcrowding of remand detainees (some reviews are on sentence provisions)

Solution Statement Rehabilitation:
Improved access to rehabilitation programmes for inmates

Intervention: Monitor implementation of the daily structured programmes	**Intervention:** Create an environment conducive for the implementation of rehabilitation programmes	**Intervention:** Monitoring and evaluation of sentence plans to ensure proper completion and implementation
Appoint, identify, train and place officials to render rehabilitation programmes	Align the Organisational Structure and skills to functions	Marketing and awareness of rehabilitation programmes to foster relationships with external partners
		Ensure compliance to internal and external policies / prescripts
		Utilisation of information communication technology to improve access to all rehabilitation programmes
		Improve planning and collaboration with all stakeholders

Solution Statement Social Reintegration:
Reconcile offenders, parolees and probationers with their communities

Intervention: Improve public education on the mandate of correctional services	**Intervention:** Collaboration among the relevant stakeholders	**Intervention:** Support offenders to become law abiding and productive citizens	**Intervention:** ICT modernization for supervision	**Intervention:** Provisioning of appropriate structure
Enhance Partnerships (eg. NHTL, National House of Traditional Leaders)	Streghten strategic partnerships to provide after care support (eg. SASSA)	Improve collaboration with JCPS Cluster partners	Mobility (laptops, smartphones, tablets, etc.)	Specialized training for social re-integration)
Partnerships with Community Safety Forums	Participation in structures supporting social cohesion (DevCom, FOSAD, MiniMec, etc)	Strengthen internal collaboration to ensure effective implementation of sentence plans	Modernize supervision (eg. Electronic monitoring, smart vehicles, drones, biometrics)	
Victim Support	Mobilise the business communities and create employment opportunities	Encourage offenders to form co-operatives		
Revise business model for Halfway Houses				

Solution Statement Security and Facilities:
Improved security of inmates, parolees and probationers, officials, stakeholders, assets and information

Intervention:
Improve security manaement

- Redesign security model
- Develop a strategy for integrated testing of officials in conjunction with SSA
- Orientation / training of all officials on security (including document classification)
- Enforce compliance and ensure consequence management
- Separation of responsibilities of security and facilities personnel
- Centralisation of manufacturing of keys and procurement of radios including repairs

Intervention:
Suitable and relevant technology policies and processes

- Resuscitate ISS Project
- Audit of existing systems for functionality
- Sign SLAs with service providers which includes training of officials
- Put in place maintenance contracts for security installations
- Optimise utilisation of technology to enhance safety and security (CCTV cameras, body scanners, drones, etc)
- Review of Gang Mangement Strategy to align to the National Gang Management Strategy
- Review and updating of policies (incl. B Order), security vehicle policy

Intervention:
Development and implementation of a Comprehensive & Integrated Infrastructure Master Plan

Interventions:
Review the infrastructure delivery model, procurement strategy and agreements with implementng agents

- Implement DCS maintenance contracts using inhouse artisans and offender labour
- Review policies and guidelines
- Review SLA/MOA with implementing agents
- Resuscitate the National Building Advisory and Regional Advisory Committees
- Development and implementation of a Regional Programme Implementation Plan

Interventions:
Rationalising of Correction Centres and Regional Office accomodation

- Review all lease contracts with private landlords and enforce contract conditions
- Relocate from privately owned buildings by consolidating state owned accomodation
- Timeous renewal of lease agreements

Interventions:
Reduce over reliance on municipal and ESKOM services, through the implementation of alternative sources of energy and water supply

- Adoption of municipal charges from the DPW in order to enhance accountability and efficiency
- Develop a renewable energy policy for the DCS
- Enter into SLA with all applicable municipalities and service providers in order to enhance the provisioning of basic services
- Conduct condition assessments on all water treatment plants and implement projects to ensure compliance

Solution Statement Care:
Provision of primary health care services to ensure a healthy incarcerated population

Intervention:
Provision of health care services in line with applicable legislation and minimum health standards

- Increase in pharmacy facilities in all Management Areas to ensure accessibility of medicines and other medical supplies
- Development of DCS specific staffing norms for all cadres of Health Care Professionals (service providers)
- Strengthen partnership with stakeholders (NDoH)
- Integrated inmate system with health information system for inmates

Solution Statement Support:
High performing ethical organisation

Intervention: Automation and integration of systems	**Intervention:** Strategic Human Resource Mangement	**Intervention:** Stringent budget management and enhancing self sufficiency	**Intervention:** Improve compliance
Automation of business process for accurate, reliable, timeous and relevant information	Full decentralisation of HR functions	Timely budget reprioritisation and budget controls	Review and automate compliance functions
Single view of offender (Integrated Inmate Management System)	Consistent implementation of HR directives	Continuous cost saving initiatives by way of bid negotiations and strategic procurement initiatives	Review the current supply chain managment operating model and awarding of contracts
Digitilise identity for offenders, officials, visitors, stakeholders	Approval and implementation of functional, centre- centric organisational structure	Contribute towards growing small businesses and cooperatives and designated groups through 30% set aside to support SMME & Cooperatives (PPPFA)	Review the line of sight between HO, Regions and Management Areas by clearly defining roles and responsibilities
Integration of security technology and information network	Partnership with other departments, HEIs SETAs. disability Sector, NSG, professional bodies - MoUs, allowances for professionals, extension of community service programme to include other professions	Expansion of opportunities to increase self sufficiency	Recognize Assurance Services to maximize assuranc value, optimize operational efficiency
Upgrade and implement security technology	Develop and implement Talent Management Strategy		Monitoring of compliance to legislation and prescripts
Develop infrastructure assessment plan to continuously maintain, support and upgrade the IT infrastructure	Capacitate the Management Areas and correctional centres		Consequence Management
	Consistently avail adequate budget for DCS colleges		Fraud awareness
	Approve the appropriate shift system after sufficient staffing has been provided		
	Implement integrated employee health and wellness programmes		
	Professionalise the Department		

6.1.2 Strengths, weaknesses, opportunities and threats (SWOT) analysis of political, economic, social, technological, environmental and legal (PESTEL) factors

Table 4: Internal and External Assessment

Internal and External Assessment				
	Strengths	**Weaknesses**	**Opportunities**	**Threats**
Political	ICJS promotes effective cooperation and integration of initiatives, programmes and plans of the departments and law enforcement agencies under the JCPS cluster. Sound administration for sustainable and equitable development.	Governance and operational concerns are manifest across the public sector.	Changes in government leadership as an opportunity to embark upon an era of renewal. Department is a key player in the JCPS cluster.	Crime and corruption continue to loom large over South Africa. Increasing expectations from the public and oversight bodies. Declining levels of confidence in the police, the courts and correctional services.
Economic	Clear prioritisation of the fight against crime by successive democratic governments through policy positions since 1996.	Constrained fiscal outlook – current economic pressures may impact negatively on service delivery. Shortage of resources (human, financial) resulting in a high vacancy rate and insufficient budget for programmes and projects.	SA investment drive: Four special envoys on investment to attract both domestic and foreign investors. Stimulus and recovery plan consisting of a range of measures, both financial and non-financial. District-based Delivery Model to integrate service delivery and economic development through the synchronisation of planning across all spheres of government, working alongside social partners such as business and community. Availability of various external stakeholders to provide the required services and programmes. Self-sufficiency through offender labour, agriculture and production workshops.	Economic growth remains weak, public debt and debt-service costs have accelerated. Poor tax collection. Prevalence of economic crimes and corruption may increase arrests and incarceration.

Internal and External Assessment				
	Strengths	**Weaknesses**	**Opportunities**	**Threats**
Social	Educated and knowledgeable HR. Community participation/ involvement in the CJS.	Insufficient specialised capacity w.r.t health and nutritional specialists, case management and security personnel. Inability to meet the needs of special categories of offenders. Inadequate management of partnership arrangements. Infrastructure not complementing delivery of development and care services.	Increase in awareness of Gender-Based Violence. Visionary senior leadership. Using NDP 2030 to strengthen rehabilitation and social reintegration. Introduction of National Health Insurance (NHI).	Poverty in SA remains high for an upper middle-income country. Deteriorating feelings of safety among SA households. Changing nature of criminal trends, increase in violent and serious crimes and types of offenders, including minimum sentencing legislation, will have an ongoing negative impact on inmate population and overcrowding. The unemployment rate remains stubbornly high. Loss of International Health Partnership. Rejection and stigmatisation of offenders by families and communities. Dysfunctional family structures, lack of support systems and peer pressure.

Internal and External Assessment				
	Strengths	**Weaknesses**	**Opportunities**	**Threats**
Technology	Implementation of IIMS to provide a single view of inmates' and offenders' information, improve information security and inmate and offender identification. Increased automation and elimination of paper-intensive business processes.	Core ICT systems are largely legacy systems, un-interoperable and underlying hardware is obsolete, thus leading to systems unavailability and service outages. Systems are not integrated (lack of integration between information network and security technology), not maintained, others are obsolete and dysfunctional and lack of information-sharing between the different systems. Inadequate use of business intelligence tools to perform data analytics, leading to limited insight by the Department on the specific circumstances surrounding offender needs.	Leverage on the initiatives of the 4th Industrial Revolution has made various digital technologies available to increase efficiencies. Partner with respective institutions to design and develop security and secure technology in an integrated and sustainable manner.	Criminals are investing in advanced technologies and collaborating with IT experts to execute criminal acts, leaving businesses and individuals increasingly susceptible to online security and cyber threats.
Environment	Agricultural productivity takes place on 21 correctional centre farms and 115 small sites (predominantly producing vegetables); all spread over 40,000 hectares of land.	Shortage of generating capacity, transmission and distribution of electricity. Water shortages, resulting in water restrictions in urban areas and in the agriculture sector. Structural designs of correctional facilities which do not enable development and care. Dilapidated and poorly maintained correctional facilities, machinery and equipment. High input costs due to poor economic growth affecting the cost of production.	Energy and water crisis has negative implications and will require the Department to explore investment in alternative energy and water sources.	Increasing frequency of mass service delivery protests. Impact of global warming resulting in changing weather patterns. Overcrowding of correctional facilities. Loss of crops and livestock due to fires and droughts, etc. Biological pests and diseases harm crops and livestock.

Internal and External Assessment				
	Strengths	**Weaknesses**	**Opportunities**	**Threats**
Legal	Sound legislation and policies governing the mandate of the Department.	Non-compliance with DCS legislation and prescripts. Weak checking and controls and monitoring of compliance with legislation. Fragmented policies and procedures.	Independent judicial system and political will to deal with corruption. Review acts, policies and legislation to ensure they are aligned to the Constitution and The Mandela Rules.	Litigation against the Department as a result of non-compliance. Fraud and corruption.
Security	Society is protected through incarcerated offenders being secured and rehabilitated. Effective management of remand detention processes.	Staff resources usually do not keep pace with the inmate population, leading to a skewed staff-to-inmate ratio. Overcrowding affects the core security functions, such as direct supervision, movement control and emergency management. Risk profiling of offenders is outdated.	Develop a legal framework to deal with cyber security threats and risk as well as capabilities to support Government Agencies in the implementation of cyber security protection. Analysing of security breaches, gathering of intelligence and information on cell phone tracking and data.	High level of crime (violent crimes such as murder and sexual offences). National security threats in cyberspace – attackers are able to roam cyberspace freely and attack computing systems in locations that would be impossible to access physically. Criminal and gang activities within certain communities have a negative impact on safety and security. Delay of offender profiling within the CJS.

6.2 External Environment

Over the past decade, South Africa's public finances have become increasingly strained. Weak demand, shrinking corporate and personal tax collection, and anaemic economic growth mean that the country's budget deficit has increased and the debt-to-gross domestic product (GDP) ratio is expected to exceed 70% by 2022/23 South African Reserve Bank (SARB). The result is that public finances are becoming a burden on the economy due to increased borrowing costs resulting from credit rating downgrades. This unique combination of challenges for the country makes addressing the country's economic problems vastly more difficult. Government has identified a series of reforms to boost South Africa's growth in the short term, while also creating the conditions for higher long-term sustainable growth. These growth reforms should promote economic transformation, support labour-intensive growth, and create a globally competitive economy.

Crime reduction measures are likely to be affected by economic and other factors, including extreme levels of poverty and unemployment, a propensity for violence, drug and alcohol abuse, technological advancement of criminals, mass protests, etc. South Africa's particular spatial and socio-economic characteristics, as well as the country's history of forced segregation, have resulted in a distinct relationship between crime and the physical environment. This places a complex set of demands

on crime prevention initiatives. Crime creates anxiety in society and has a negative effect on quality of life and economic development. Crime reduction is, therefore, a key priority on the national agenda of Government. The Department is cognisant of the increased levels in serious crimes, as reported on the 2018/19 SAPS Crime Stats Report, and the implications that this has for the number of people who are convicted and sentenced.

The economic stagnation South Africa is experiencing is inextricably linked to a lack of education and training. Education is a robust predictor of labour market outcomes in terms of employment and earnings, and thus is a key determinant of economic growth. Unequal educational levels are evident in the labour market because the large unemployment burden is disproportionately carried by young people. Those without matric have poor skills and few work-relevant competencies and thus struggle to enter a labour market that demands highly skilled workers.

6.2.1 Economic overview

The Global Economy

After a decade-long economic expansion, growth in advanced economies is expected to slow, in part due to trade tensions and the Brexit uncertainty. The International Monetary Fund (IMF) reduced growth forecasts for the global economy to 3.5% in 2019 and 3.6% in 2020 from a prior estimate of 3.7% for both years. Economic growth in both China and India is expected to slow to 6.1% in 2019. Growth in both these countries accelerated after far-reaching structural reforms. The average person in China is seven times richer today than 25 years ago. The average person in India has become three-and-a-half times richer over the same period. Meanwhile, the average South African is only 1.3 times richer.

Growth in emerging markets is lower partly because of the global slowdown, but also due to policy missteps. Economic growth in Mexico is down sharply. The Brazilian economy will most likely grow at 0.9% in 2019. Sub-Saharan Africa is expected to grow by 3.6% in 2020, the second-fastest growing region after Asia, excluding Japan. Just like Eliud Kipchoge, the Kenyan economy is racing ahead with an expected growth of 6% in 2020. In Ghana, after extremely difficult structural reforms, growth is expected to be 7.5% in 2019 and 5.6% in 2020. Ethiopia will grow by over 7%.

The South African Economy

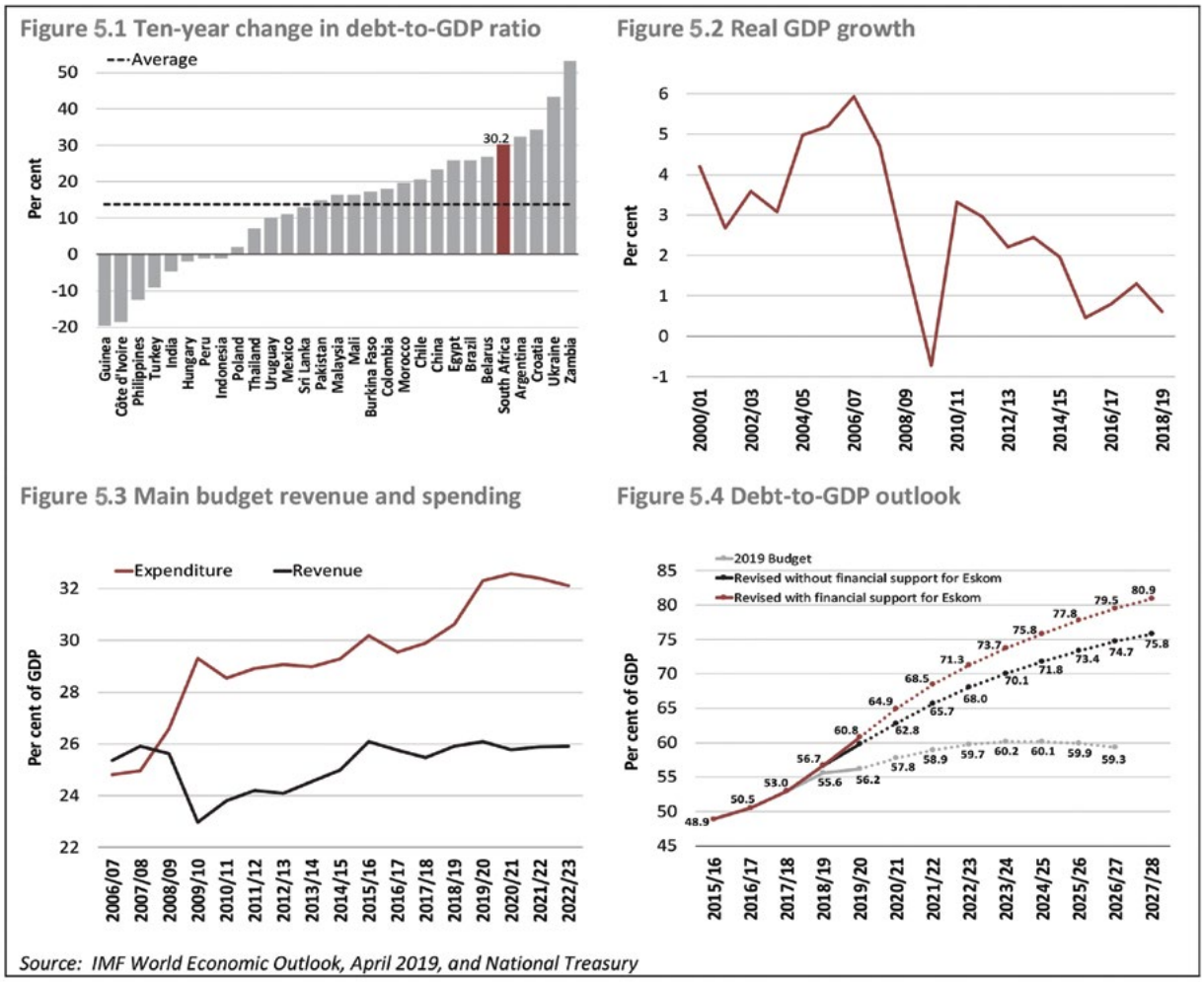
Real GDP, measured by production, dropped by 3.1% in the first quarter of 2019, and stood at R1.20 trillion, after a sluggish start to the year. However, positive contributions from a number of sectors drove up the GDP to a nominal standing of R126 trillion by the end of quarter two. After rebounding by a revised 3.2% in the second quarter of 2019, activity in the South African economy slipped slightly in the third quarter. Despite an improved performance in the second quarter, there was a decline of 0.6% in quarter three, with the mining and quarrying industry decreasing by 6.1%, the biggest drag on GDP growth, according to the StatsSA GDP Report. The GDP growth outcome for the third quarter confirmed that the economy remains weak and vulnerable to idiosyncratic shocks and poor sectoral performances. The SARB forecast of GDP growth for 2019 was revised lower to 0.4% (from 0.5%). The forecasts for 2020 and 2021 have also decreased to 1.2% (from 1.4%) and 1.6% (from 1.7%), respectively, due to lower growth than previously expected in the third and fourth quarters. The GDP forecast for 2022 is 1.9%.

This latest set of GDP numbers raises the prospects of further rating downgrades in 2020, which will in turn increase borrowing costs, just as slower growth curbs the National Treasury's ability to raise revenue. Compared with the 2019 budget estimates, the total revenue shortfall for 2019/20 will amount to R52.5 billion, reflecting a poor employment outlook, with job losses, lower wage settlements and smaller bonuses, reducing personal income tax collection. There was also reduced profitability in a difficult trading environment, resulting in lower-than-expected corporate income tax collections; weak household consumption, which moderates the increase in domestic VAT collection; and large downward revisions to tax revenue over the medium term.

The National Treasury projects that the economy will grow by 1.2% in 2020 and 1.7% in 2022, supported by household consumption and private-sector investment. Spending pressures continue to mount, led by the public service wage bill and challenges with state-owned entities (SOEs). The current account deficit is expected to remain at 3.5% of GDP over the next three years, reflecting low import growth due to weaker domestic demand. Small and open developing economies, such as South Africa, are increasingly vulnerable to financial volatility and trade disruption.

The consolidated budget deficit averages 6.2% of GDP over the next three years. Debt and debt-service costs will continue to increase, with the debt-to-GDP ratio now estimated at 71.3% in 2022/23. Over the next three years, Government will reduce the budget deficits through spending adjustments and revenue measures. Government has clawed back some of the revenue shortfall through reductions to departmental baselines and slower spending growth in 2022/23. Additional measures, particularly on the wage bill, will be required to stabilise the debt outlook and improve the composition of spending.

Figure 5: Debt to GDP Outlook



Referring to this subdued outlook, the National Treasury acknowledged that the level of growth is below what was needed to transform the economy. Per-capita GDP continues to decline as the economy grows more slowly than the population. The country requires higher and more inclusive growth to address unemployment and poverty. Government has begun implementing growth-enhancing reforms, in line with the President's economic stimulus and recovery plan. The plan seeks to focus on public spending in areas that can grow the economy, create jobs, accelerate necessary growth-enhancing reforms, promote infrastructure development, and tackle problems in education and healthcare. Interventions to improve the quality of infrastructure planning are beginning to show some results. Additional steps to strengthen policy certainty, improve the effectiveness of infrastructure spending, and rebuild public institutions will encourage private-sector investment and bolster confidence. While economic growth and development are crucial in addressing the factors which lead to crime, poorly managed development can itself contribute to increased crime rates.

South Africa's single biggest economic problem remains the extremely high and increasing unemployment rate, which is sitting at levels above 29%. The Gini-coefficient remains stubbornly high at 0.68, making South Africa the most unequal country in the world. The inability to broaden and diversify economic ownership, utilise resources including all land and human capital, is hindering transformation, growth and development in many spheres. Policy uncertainty, particularly in the

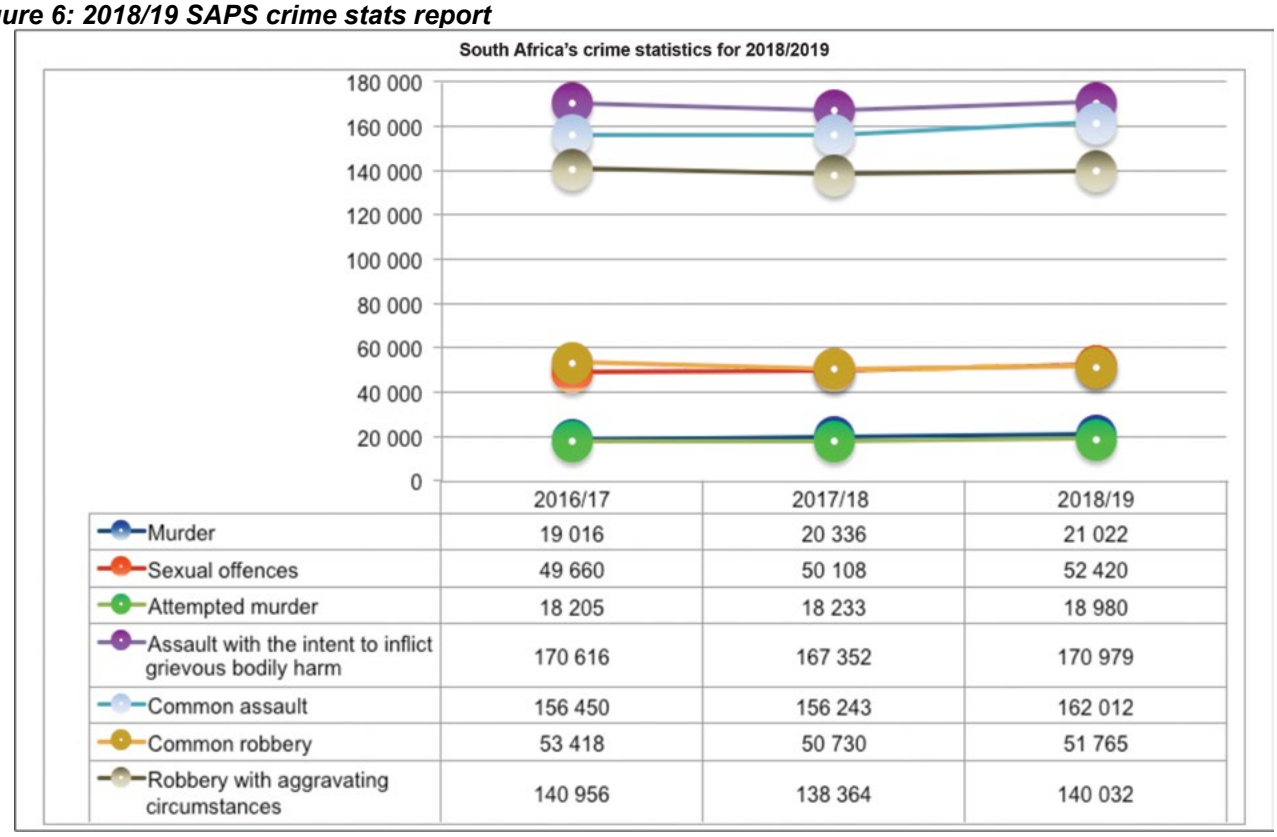
reform of SOEs, and fiscal challenges associated with a widening deficit and low investor confidence have vexed the economy. These challenges are magnified by recent GDP contractions, low labour absorption rates and rising inflation. Economically, culturally and spatially, current trends and path dependencies must be transformed into a new development trajectory, one that sees more people in jobs, a smaller wealth gap between the mega-rich and the very poor, and rising household incomes across the board. This requires solid economic growth, growing investment in productive sectors, and effective regulatory and fiscal instruments to ensure fair and equitable outcomes. A combination of policy certainty, growth-enabling economic reforms, improved governance, and partnerships with business and labour will be important in restoring confidence and investment.

6.2.2 Crime rate in South Africa

Crime in South Africa remains a serious challenge as a result of the high levels of poverty, as well as extreme inequalities and disparities in income, wealth and opportunity in the country. The levels of poverty and inequality remain obstinately high and have increased from 36% in 2011 to 40% in 2015, when measured in terms of Lower Bound Poverty (LBL), which is what the NDP 2030 seeks to decrease to zero (0) by 2030. Historically shaped poverty and underdevelopment provide key contextual factors in understanding increasing crime levels. Although poverty does not directly lead to higher crime levels, together with a range of other socio-political and cultural factors, it contributes to conditions for an increase in crime and the growth of criminal syndicates and gangs. To effectively reduce crime, it is necessary to transform and reorganise government and facilitate real community participation. It is necessary to weave a new social fabric, robust enough to withstand the stresses of rapid change in society.

According to the 2018/19 crime statistics report that was released by SAPS (September 2019) in collaboration with StatsSA, a total of 2.01 million crimes were recorded between 01 April 2018 and 30 March 2019. The murder rate increased by 3.4% compared to the previous financial year. A total of 21 022 murder cases were reported in 2018/19, most of which were committed between Saturday and Sunday, suggesting that weekends are the most violent and deadly periods in South Africa. Sexual offences have, according to SAPS, increased by 4.6% compared to the previous financial year. SAPS further revealed that a total of 52 420 sexual offences (including crimes such as rape, assault and contact sexual offences) were reported, an increase of 2 312 in the 2018/19 financial year as compared to 2017/18. Common robberies increased by 2%, robberies with aggravating circumstances increased by 1.2%, while robberies at residential premises increased by 0.8%. The biggest increase in crime was seen in commercial crime, which was up by 14.4%.

Figure 6: 2018/19 SAPS crime stats report



	2016/17	2017/18	2018/19
Murder	19 016	20 336	21 022
Sexual offences	49 660	50 108	52 420
Attempted murder	18 205	18 233	18 980
Assault with the intent to inflict grievous bodily harm	170 616	167 352	170 979
Common assault	156 450	156 243	162 012
Common robbery	53 418	50 730	51 765
Robbery with aggravating circumstances	140 956	138 364	140 032

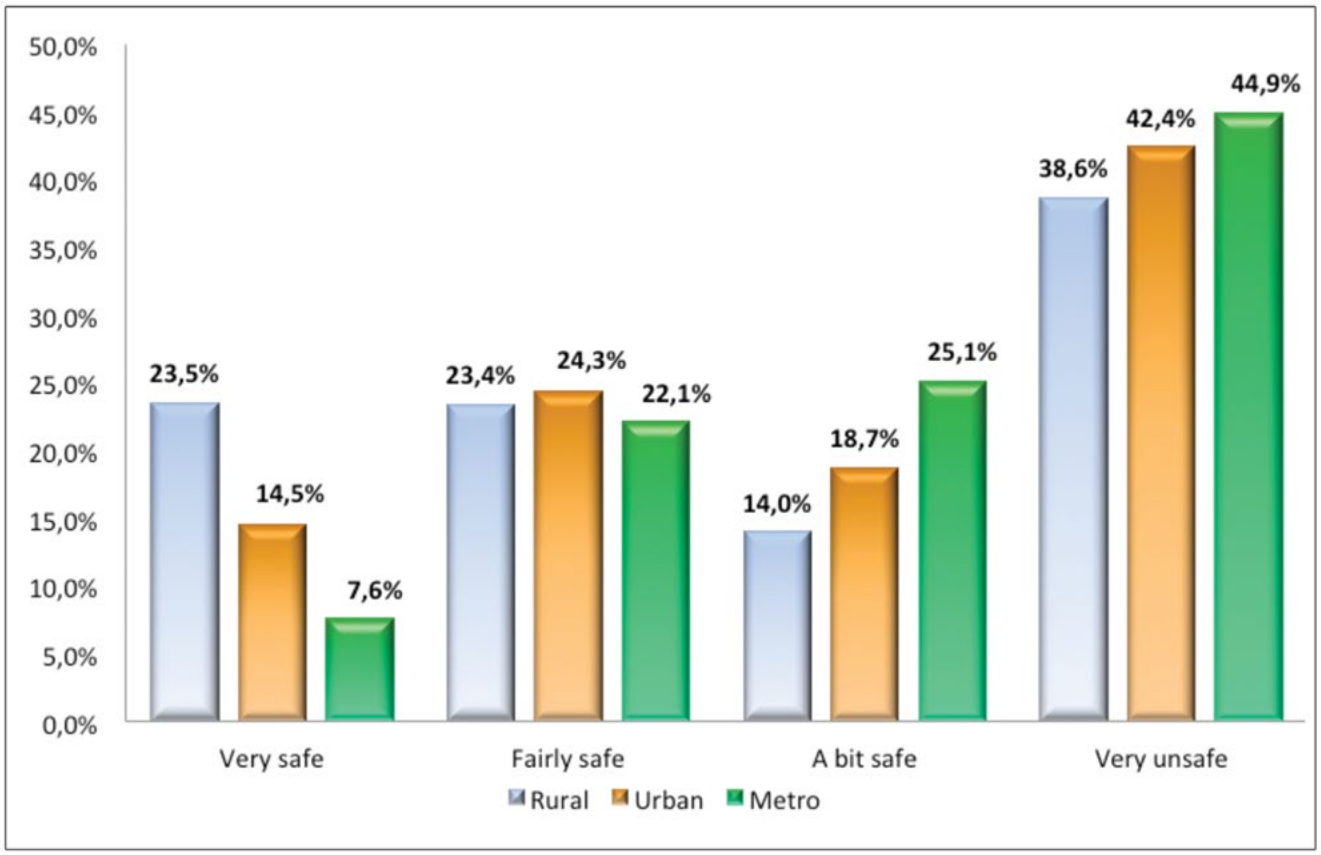
(Source: SAPS, Crime Situation for the Republic of South Africa for 2018/19)

The growing crime rate and rise in life sentences meted out to offenders may mean that the Department will experience further shortages in bedspaces at correctional facilities. However, since the Department has no legal powers to refuse the detention of inmates, overcrowding is inevitable. This will require the Department and the JCPS cluster to identify alternative measures to ease the pressures of overcrowding linked to the increasing crime levels. Offenders serving longer sentences (seven years up to life) make up over 50% of the offender population. The Department will be working closely with the judiciary and JCPS cluster to look at alternative forms of sentencing to ensure that those serving sentences for serious crimes can be incarcerated in a safe, secure and humane environment. For less serious crimes, for example, the Department will continue engaging with the JCPS cluster to consider alternative sentences, such as community correctional supervision. In addition, the Department will review cases of minor offenders under its care who are unable to afford to pay a minimal bail amount or fine.

South Africa has some of the highest rates of Gender Based Violence (GBV) in the world (according to the National Strategic Plan on GBV Shadow Framework). GBV is both a consequence and a cause of gender inequality and, in all its forms, is endemic around the world, cutting across class, race, religion and national borders. There have been several initiatives undertaken by the Government to address GBV, however these have either been inadequate or ineffective. In response to this, as well as to the surging scope of GBV, Government has developed a National Strategic Plan (NSP) to end GBV. It will align the country around a set of clear strategic priorities and create an accountability mechanism for the performance of Government, the private sector and civil organizations, in addressing GBV. The vision underpinning the plan is a South Africa free from gender-based violence directed at women, children lesbian, gay, bisexual, transgender, queer, intersex, asexual (LGBTQIA+) persons. The Department will develop a Policy Framework, aligned to the NSP, which addresses the prevalence of GBV in correctional services, through prevention mechanisms, and outlines the steps to be taken in caring for and providing internal support to the victims, inmates and officials.

The figure below shows that people in rural areas have a greater feeling of safety when walking alone in their area when it is dark than people in the urban and metro areas. About 45% of people in metropolitan areas feel very unsafe walking alone in their areas at night, while in the rural areas, 39% felt very unsafe doing the same.

Figure 7: Feelings of safety when walking alone in one's area of residence when it's dark, by geographical location



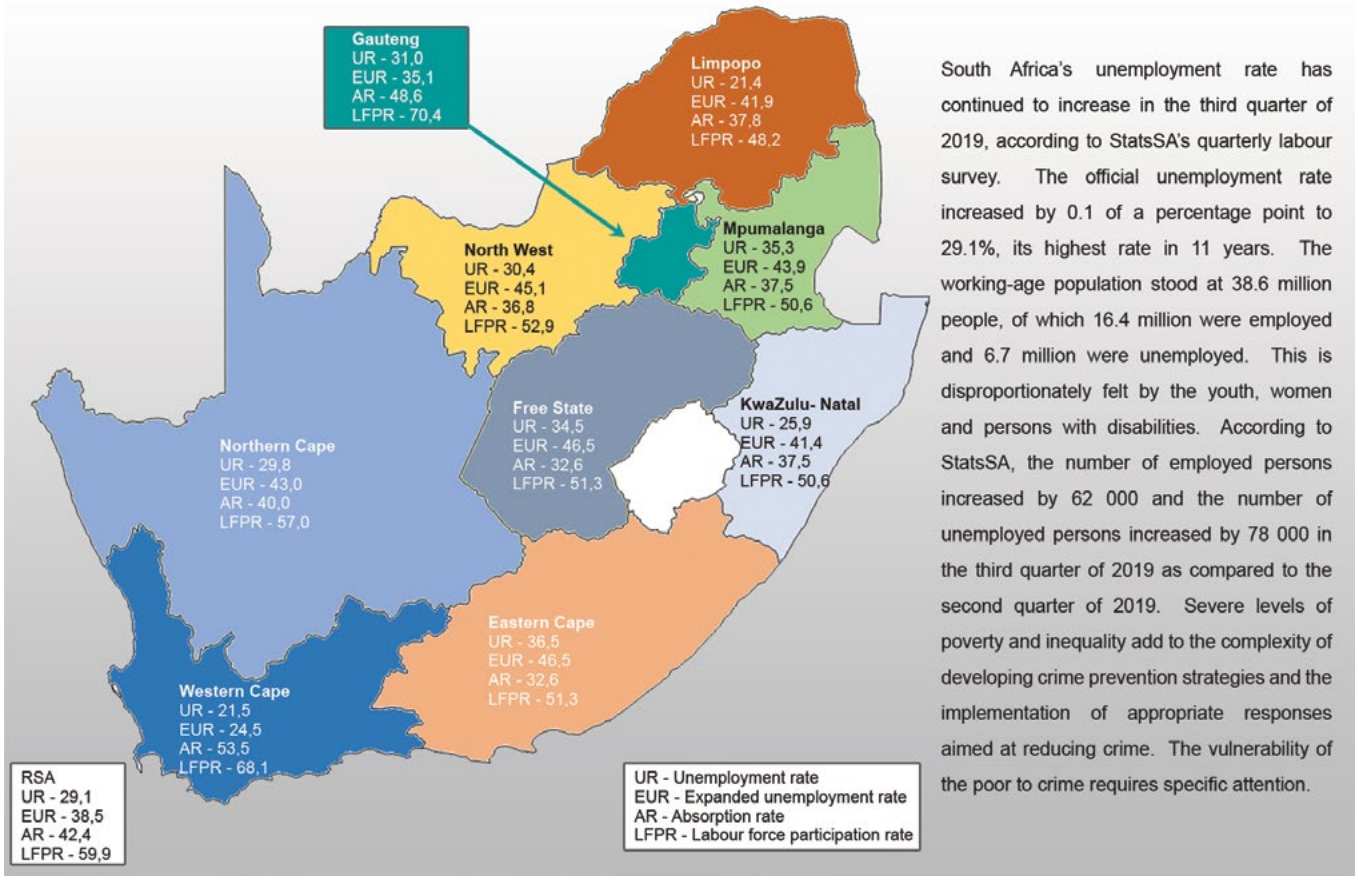
(Stats SA: VOC survey 2018/19)

The primary objective of social reintegration programmes is to provide offenders with the assistance and supervision that they may need to desist from crime, to successfully reintegrate into the community, and to avoid a relapse into criminal behaviour. Reintegrating ex-offenders into society can only be successful with the help of the community. If ex-offenders return to communities that are not prepared to accept them as changed people, then they can effectively be forced back into old patterns of behaviour and association. Most offenders face significant social adaptation issues, which can include family and community stigmatisation and ostracism, and the ensuing negative impact on their ability to find jobs or housing, return to formal education, or build (or rebuild) individual and social capital. Unless they receive help to face these issues, they risk getting caught up in a vicious cycle of failed social integration, reoffending, reconviction and social rejection. The rehabilitation of offenders and their successful social reintegration into society should, therefore, be a priority within the CJS and society at large, as part of crime prevention.

6.2.3 South Africa's Labour Force

South Africa is still a highly unequal society where not all South Africans benefit from the economy. Previous gains are being eroded by a decline in the economy's labour absorption capacity, which has resulted in employment creation being insufficient to accommodate an expanding labour force. Persistent structural unemployment has greatly affected the unskilled and inexperienced youths and young adults.

Figure 8: South Africa's Labour Force

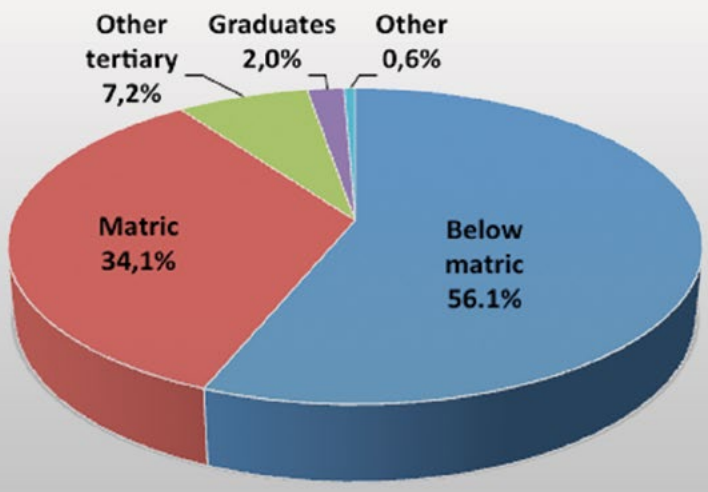


South Africa's unemployment rate has continued to increase in the third quarter of 2019, according to StatsSA's quarterly labour survey. The official unemployment rate increased by 0.1 of a percentage point to 29.1%, its highest rate in 11 years. The working-age population stood at 38.6 million people, of which 16.4 million were employed and 6.7 million were unemployed. This is disproportionately felt by the youth, women and persons with disabilities. According to StatsSA, the number of employed persons increased by 62 000 and the number of unemployed persons increased by 78 000 in the third quarter of 2019 as compared to the second quarter of 2019. Severe levels of poverty and inequality add to the complexity of developing crime prevention strategies and the implementation of appropriate responses aimed at reducing crime. The vulnerability of the poor to crime requires specific attention.

Source: StatsSA Quarterly Labour Force Survey

Figure 9: Proportion of the unemployed by education level, Q3: 2019

The StatsSA 2019: Quarter 3 Labour Force Survey shows that 56.1% of unemployed South Africans had an education level below matric, followed by those with matric at 34.1%. According to StatsSA, only 2.0% of the 6.7 million unemployed South Africans were graduates, while 7.2% had other tertiary qualifications as their highest level of education. Youth unemployment (younger than 25 years) continues to be a problem, as more than 58% of the young workforce remains excluded from the job market. The historic marginalisation of the youth, combined with the slow growth in the job market, has contributed to the creation of a large pool of at-risk young people. Sustainable long-term growth is needed to sharply reduce unemployment.



Source: StatsSA Quarterly Labour Force Survey

6.2.4 Education and skills development

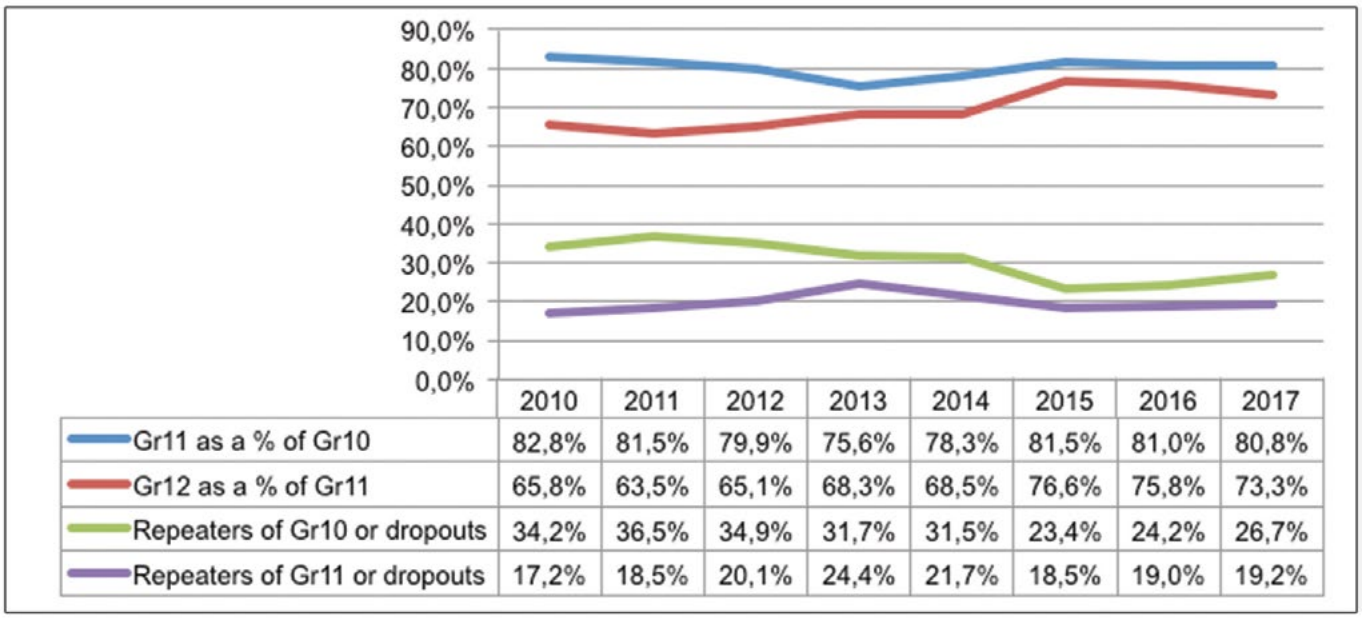
South Africa has a constitutional commitment to equality of educational opportunities for all citizens. The NDP articulates the national goals of the country by stating that Government should provide support for the higher education system by building a strong and coherent set of institutions for delivering quality education, increasing the number of highly skilled professionals, enhancing the innovative capacity of the nation, and creating an educational and science system that serves the needs of society. The NDP recognises that education is the engine of social mobility and will increase social justice and democracy. The Department is, therefore, expected to play a role to ensure that offenders obtain the skills and knowledge that the country needs to drive its economic and social development.

South Africa has experienced a moderate population growth when compared to other developing countries. The country is characterised by a young population, with 32.3 million individuals being younger than 30 years in 2018 (mid-year population estimates, StatsSA 2018). At the time, there were, on average, 97 children younger than 20 for 100 working-age adults in the country. Most individuals do not consider secondary school completion as the ceiling in educational achievement (Report 92-01-03, StatsSA, 2017). This is reflected in the growing demand for educational financing for the youth. The Government has not been able to meet this growing need, especially at post-secondary level due to financial and infrastructural constraints. This has exacerbated inequality in access to post-secondary schooling and contributed to an increase in the absolute number of poorly educated youth. The high youth unemployment rate is exacerbated by their lack of preparation for the labour market.

Post-secondary education in South Africa includes academic, vocational education and technical training, learnerships, internships, and skills development programmes. Students have the option of either taking the National Senior Certificate (NSC) or the National Certificate Vocational (NCV) to transit into post-school education. The NSC is aimed at students attending ordinary schools whereas the NCV is aimed at students attending Further Education and Training (FET) in public and private colleges, as well as other institutions offering FET vocational programmes.

The duration of the NSC is the three years of the FET phase, namely, Grades 10 to 12. The rule for repetition in the South African school system only allows repetition of one year per school phase. Hence learners can only be retained once in the FET phase. In fact, a substantial percentage of repeating or dropout learners during the FET phase can be observed when analysing the rate of progression through the grades.

Figure 10: Grades 11 and 12 progressions, 2010 - 2017

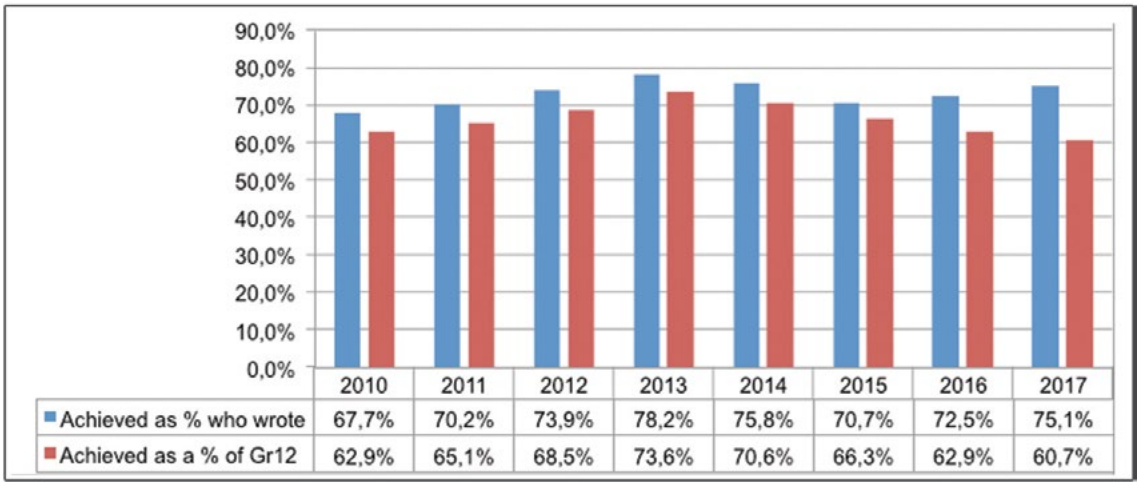


	2010	2011	2012	2013	2014	2015	2016	2017
Gr11 as a % of Gr10	82,8%	81,5%	79,9%	75,6%	78,3%	81,5%	81,0%	80,8%
Gr12 as a % of Gr11	65,8%	63,5%	65,1%	68,3%	68,5%	76,6%	75,8%	73,3%
Repeaters of Gr10 or dropouts	34,2%	36,5%	34,9%	31,7%	31,5%	23,4%	24,2%	26,7%
Repeaters of Gr11 or dropouts	17,2%	18,5%	20,1%	24,4%	21,7%	18,5%	19,0%	19,2%

(Source: DBE, School Realities 2010–2017; StatsSA analysis)

Figure 10 presents the progression rates of learners enrolled in Grades 11 and 12 in ordinary schools. In 2017, 80.8% of learners who enrolled in Grade 11 had enrolled in Grade 10 during the previous year. Similarly, 73.3% of learners who enrolled in Grade 12 in 2017 had enrolled in Grade 11 during the previous year. This was an increase of 7.5% from 2010. This also means that 26.7% of learners enrolled in Grade 10 in 2016 either dropped out or repeated Grade 10 in 2017. Furthermore, 19.2% of learners enrolled in Grade 11 in 2016 either dropped out or repeated Grade 11 in 2017. The most important sign of progress in opportunities to acquire post-school education is access to TVET college programmes and secondary education and achievement of both TVET and NSC. However, even though there has been noteworthy progress in expanding access to secondary education, inequality by geographical location and other factors persist. This results in poor academic outcomes for many learners.

Figure 11: NSC candidates who passed the NSC examination compared to those who enrolled in Grade 12 and those who wrote the exam, 2010–2017

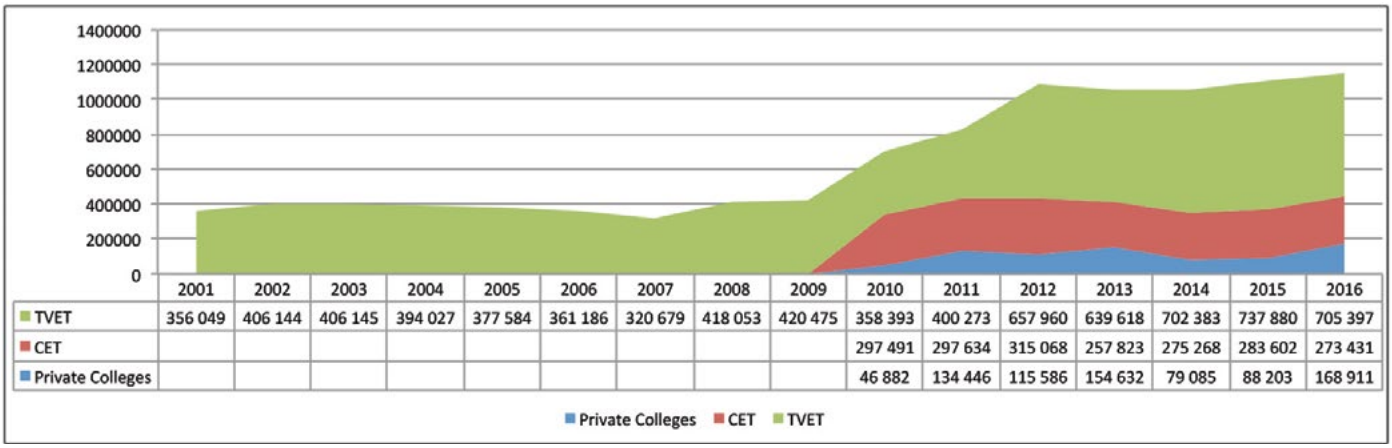


	2010	2011	2012	2013	2014	2015	2016	2017
Achieved as % who wrote	67,7%	70,2%	73,9%	78,2%	75,8%	70,7%	72,5%	75,1%
Achieved as a % of Gr12	62,9%	65,1%	68,5%	73,6%	70,6%	66,3%	62,9%	60,7%

(Source: DBE: National Senior Examination Report 2010–2017, School Realities 2010–2017; StatsSA analysis.
Note: Total achieved includes candidates who qualify for endorsed certificate)

The above graph presents the NSC achievement disparities from 2010 to 2017 among those who wrote the exam and those who enrolled in Grade 12. There has been an overall improvement in NSC achievement rates among those who wrote the exam, while achievement as a percentage of Grade 12 enrolment shows very slow progress. In particular, the positive trend held on achievement as a percentage of Grade 12 enrolment until 2013 was reversed in 2014, reaching its lowest proportion in 2017.

Figure 12: Enrolment in TVET, CET and private colleges, 2001 - 2016

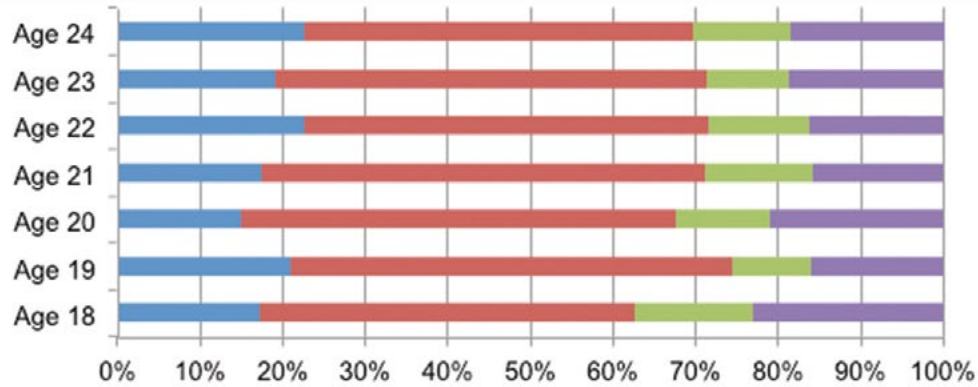


	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
TVET	356 049	406 144	406 145	394 027	377 584	361 186	320 679	418 053	420 475	358 393	400 273	657 960	639 618	702 383	737 880	705 397
CET										297 491	297 634	315 068	257 823	275 268	283 602	273 431
Private Colleges										46 882	134 446	115 586	154 632	79 085	88 203	168 911

(Source: Education Series Volume V: Higher Education and Skills in South Africa, 2017, StatsSA Report 92-01-05)

TVET colleges were increasingly a better option for individuals seeking post-secondary education. Although there have been fluctuations over time in enrolment levels at TVET colleges, the enrolment at these institutions doubled between 2001 and 2016. South Africa needs a strong technical skills base to grow the economy, but also needs to combine the technical skills base with entrepreneurial development since existing businesses cannot continually absorb skills without reaching breaking point. A successful vocational and professional education and training system can facilitate growth, entrepreneurship and prosperity for individuals and the country.

Figure 13: Reasons for not attending educational institutions by individuals aged 18–24 by age, 2017



	Age 18	Age 19	Age 20	Age 21	Age 22	Age 23	Age 24
Completed/satisfied with level of education	17,3%	20,9%	14,9%	17,5%	22,7%	19,1%	22,5%
No money for fees	45,4%	53,5%	52,6%	53,7%	48,9%	52,3%	47,2%
Family commitment	14,2%	9,6%	11,6%	12,9%	12,2%	9,8%	11,8%
Poor academic performance	23,1%	16,0%	20,9%	15,9%	16,2%	18,8%	18,6%

(Source: General Household Survey 2017, StatsSA)

For all the age groups, financial difficulty was reported as the main reason for not attending educational institutions. Among youths aged 18, 23.1% indicated that poor academic performance was their reason for not attending educational institutions.

Poor skills and work experience of most offenders generally conflict with the skills and credentials sought by employers, even when trying to fill relatively unskilled jobs. The Department will, therefore, increase access to personal programmes to prepare offenders to enter meaningful employment on release so that they are able to make an effective contribution towards society and break the cycle of re-offending. Offender development will be prioritised through literacy, education and skills competency programmes. The Department will adopt a more strategic and active approach in respect of securing employment for released offenders. This would include ensuring that offenders complete primary and secondary education as far as possible; training offenders in marketable skills; linking ex-offenders with potential employers; training offenders in searching for employment; linking ex-offenders with community-based resources that may assist them in finding employment; providing parolees and probationers with active support in securing employment; and assisting parolees and probationers with resources in their employment-seeking efforts. Efforts will also be undertaken to collaborate with relevant departments in reviewing legal barriers to employment of ex-offenders with regard to information on criminal history. The private sector will be engaged to open up spaces to absorb ex-inmates for further training and practical work.

6.2.5 Demand for services

The Department is responsible to keep inmates detained in correctional facilities in safe custody until they are legally released. The high crime rate in South Africa has resulted in a gradual growth in the inmate population and requires the Department to give greater attention to rehabilitation programmes to change and improve the lives of the offenders. During the period of incarceration,

offenders have access to services and programmes in line with their CSP for optimal rehabilitation and social reintegration. While adhering to its mandate, the Department acknowledges the fundamental rights of inmates, which are embodied in the law and in particular the Constitution and the Correctional Services Act (Act No. 111 of 1998). The Department is also committed to maintaining universally acceptable standards and norms with regard to the treatment of inmates as set out in The Mandela Rules (also known as the *Standard Minimum Rules for the Treatment of Prisoners*). The criminal justice legislation and policy that influences inmate populations include the affordability of the bail amount set, case flow management, and minimum sentencing provisions. The figure below represents the average inmate population over the period 2014/15 to 2018/19.

Inmate population growth

The inmate population consists of remand detainees, state patients (unsentenced) and sentenced offenders. The average inmate population between 2014/15 (159 563) to 2018/19 (162 875) reflects an increase of 3 312 inmates, i.e. a growth of 2.03% for the same period. There was an increase of approximately 3 075 inmates in 2017/18 (1.91%) which is the largest increase observed during this period. Special remission of sentence was granted to specific categories of sentenced offenders, probationers and parolees in 2019.

Inmate population growth (male)

The number of male inmates grew by 2% (3 114) between the 2014/15 (155 445) and 2018/19 (158 559) financial years.

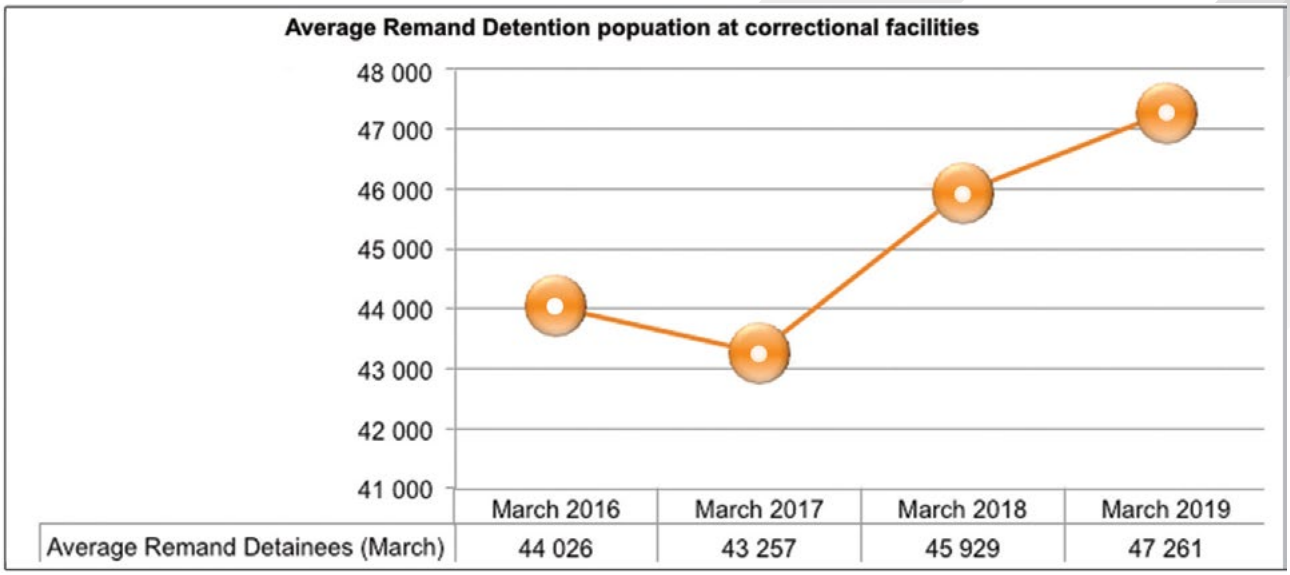
Inmate population growth (female)

The number of female inmates grew by 4.81% (198) between the 2014/15 (4 118) and 2018/19 (4 316) financial years.

Remand Detainees

Remand detainees are classified as unsentenced inmates consisting of those in pre-trial (bail application phase), in trial, and those who have been convicted (but not yet sentenced). There has been an average increase of approximately 7% in the number of remand detainees between March 2016 (44 026) and March 2019 (47 261). In South Africa, the remand detention population remained constant at below 30% over the four-year period, although there are patterns of increase and decrease observed during this time. The Department is required to ensure that remand detainees attend court and are held in secure, safe and humane conditions. Inmates are placed in 237 operational correctional centres across the country (including the two private correctional facilities), while remand detainees are detained in 125 facilities, which include 21 dedicated remand detention facilities. Remand detainees should be detained in accordance with their risk profile as well as potential length of stay; however, insufficient dedicated remand detention facilities to accommodate remand detainees exacerbate overcrowding with the associated increase in security risks. There are limited alternatives to remand detention, such as the placement of remand detainees on warning, bail and supervision by probation officer/correctional official. The limited capacity for supervision by community corrections makes it difficult for the judiciary to consider an increase in the placement of remand detainees under supervision by correctional officials. Factors that were found to play a role in the detention period of remand detainees are the presence of the co-accused, a number of bail applications after the initial application has been unsuccessful, withdrawal and changing of legal representatives, leading to administrative delays associated with sharing of case-related documents between legal representatives, lack of funds to pay private legal representatives, different plea positions taken by the remand detainees and co-accused, leading to separation of trials, failure of witnesses and accused to appear in court, and non-availability of parties due to illness.

Figure 14: Trends in the average population of Remand Detainees



The key drivers of the remand detainee population are the increase in serious crimes and the increase in the use of pre-trial detention by courts without the option of bail. The actual number of remand detainees recorded for 31 March 2019 was 47 526, while the number of remand detainees with bail was 6 024. This is a clear indication that a large population of remand detainees (87%) are detained without an option of bail. The latter constitutes three categories, which are: (i) RDs appearing in court for the first time, (ii) RDs in the bail application phase, and (iii) RDs whose bail application was denied.

Remand detainees are managed through the sub-cluster structures of the JCPS cluster which are led by administration and judiciary. These structures operate nationally, provincially and at district level where the Department participates. Several protocols have been introduced to manage service delivery areas which require cooperation among various criminal justice role players, including section 49G (court referral for consideration of length of detention) of the Correctional Services Act, (Act No. 111 of 1998) and for bail review (section 63 of the Criminal Procedure Act: Act No. 51 of 1977). The Department has introduced various reforms over the past five years, including the wearing of uniforms, privilege and disciplinary system, continuous risk assessment, and the framework for the provision of services and programmes for implementation by development and care section.

Sentenced offender population

The overall sentenced offender population has increased by 1.6% between the 2014/15 and 2018/19 financial years, with the female offender population reflecting a higher increase, as compared to the male offender population. There are 237 operational correctional centres in the country, with nine dedicated female centres. The Department will continue to prioritise rehabilitation programmes, including formal education, which focuses specifically on the needs of female offenders. The objective is to create awareness and empower female offenders in areas such as general life skills, relationships, addictive behaviour and career building. Among the 7 halfway houses established by the Department, Beauty for Ashes halfway house focuses mainly on women parolees and probationers who are vulnerable and lack a support system. Social support is crucial to successfully returning women offenders to the community because of the stigma attached to incarcerated women and the damage to their reputation.

In an effort to address GBV, there are various therapeutic and correctional programmes which are rendered to sentenced offenders by social workers and psychologists in collaboration with various external stakeholders. These programmes include: anger management, sexual offender treatment, substance abuse, youth resilience enhancement; sisonke family and marriage care; and parenting skills. The Department will develop and implement a Policy Framework: Addressing Gender Based Violence as part of the rehabilitation of inmates and those placed under the community corrections system. The policy framework will focus on addressing GBV through public awareness programmes rendered by the Department, education, empowerment services and support programmes for the victims and perpetrators of GBV. The population of inmates, parolees and probationers which include both victims and/or perpetrators will be provided access to GBV programmes that are preventative and supportive.

The Correctional Services Act (Act No. 111 of 1998 - Section 41) sets out the duties of the Department in respect of the treatment, development and support services to be rendered to sentenced offenders. From the time of their induction into a correctional centre until the date on which they are released or transferred, the behaviour and activities of individual offenders are formally tracked through case management processes. Each offender is assigned a case officer and progress is monitored by a case review team. The behaviour patterns recorded through the case management system are instrumental in determining the profile of offenders, their privilege categories, as well as their prospects for parole. Over the medium term, the Department intends to enhance the efficiency of the case management processes through Case Management Committees (CMCs), Correctional Assessment Officials, Case Officers, Correctional Intervention Officials and Correctional Supervision Parole Boards (Parole Boards). The Department is committed to addressing offending behaviour by increasing access to the appropriate services and opportunities across the different areas, as part of its rehabilitation-focused approach within the correctional services system.

Offender Profile

16.87%
10-15 years

The largest sentenced offender category is made up of those serving sentences of between 10 to 15 years.

13.53%
Life sentence

There has been an increase of approximately 30% of offenders serving life sentences over the last 5 years.

12.50%
7-10 years

Approximately 12.50% of the sentenced offenders are serving sentences of between 7 to 10 years.

10.68%
15-20 years

Offenders serving sentences of between 5 to 20 years increased by approximately 20% over the last 5 years.

1 out of 5

Inmates in correctional centres are diagnosed with HIV and AIDS.

4 in 5

Inmates in correctional centres require some form of primary healthcare services

4 in 6

Offenders are incarcerated for contact crimes. Approximately 34.5% of those committed murder. The incarceration rate for contact crimes increased by approximately 23.8% between the 2014/15 and 2018/19 financial years.

1 in 4

Offenders who were incarcerated for contact crimes committed sexual offences. Incarceration for sexual offences increased by 25.4% between the 2014/15 and 2018/19 financial years.

(Information based on a sample at selected correctional facilities for the period 2014/15 to 2018/19)

Attempts by the Department to give expression to the White Paper on Corrections are restricted by the reality of the size and composition of the offender population. The introduction of minimum sentences provisions for particular categories of serious crimes contained in the Criminal Law Amendment Act (Act No. 105 of 1997) resulted in an increase in the number of offenders serving life sentences of approximately 31%, and those serving long-term sentences by approximately 34% (more than a two-year sentence) over the past five years, i.e. between 2014/15 and 2018/19. Since the Department is on the receiving end of the criminal justice process, it has limited control over the number of persons flowing into the system on a daily basis. The growing numbers have direct implications, firstly, for offenders who have to spend longer incarceration periods confined in increasingly overcrowded conditions, increasing pressure on resources and infrastructure, and also exacerbating the risks associated with security, safety and health. Overcrowding increases security risks, infringes on inmates' privacy, limits their access to services, reduces offenders' opportunities to participate in rehabilitation programmes, and places immense pressure on custodial officials.

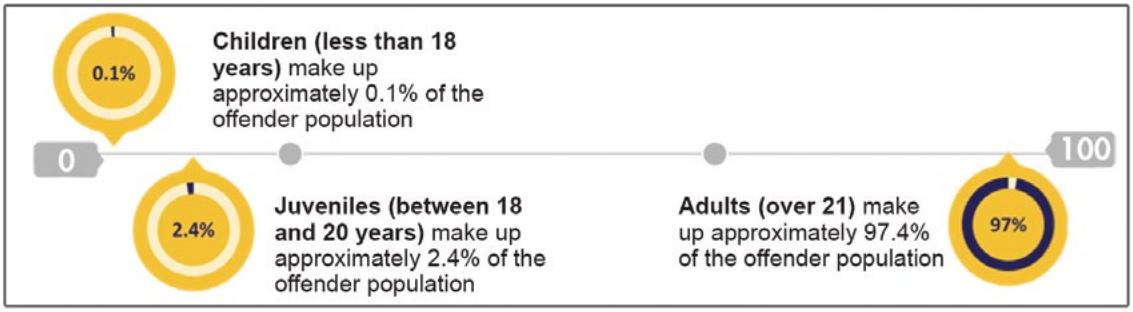
Overcrowding has also increased the cost of maintenance of correctional facilities, and this has had an adverse effect on normal offender management. The challenge is to reduce the number of people incarcerated to a level which does not pose serious health and safety risks to inmates. The decriminalisation of petty offences will no doubt contribute to reducing overcrowding in correctional facilities, which has an offender population of 162 875, with only 118 572 bedspaces available, resulting in an overcrowding level of 37% as at 31 March 2018. The almost similar growth pattern in the average inmate population versus the available bedspaces confirms that the availability of bedspace remains an important variable to consider in the current environment. Decriminalisation refers to the process of removing an act that was criminal and its associated penalties from law. The principles focus on petty offences, which are defined as minor crimes that are not serious, and the punishment is usually a warning from the police or courts, community service, or a fine taking into account the type of crime.

There has been a decrease of approximately 13% in the number of offenders serving short-term sentences (0 to 24 months) in correctional centres. In such cases, correctional supervision can be considered a suitable alternative sentence that provides a useful and less costly sentence as opposed to incarceration. This enables persons subject to community corrections to lead a socially responsible and crime-free life during the period of their sentence and in future. The Department is committed to the effective management of probationers and parolees under the system of community corrections to ensure that they comply with their parole and supervision conditions without violations. Credibility in the community corrections system can be obtained by setting appropriate conditions to offenders, swiftly acting on non-compliance, and applying punitive options for non-compliance.

Special categories of offenders

The Department has a number of special categories of inmates in its care, including women, juveniles, youths, elderly persons, foreign nationals, lifers, persons with disabilities, and inmates with mental illnesses. All inmates (including vulnerable groups) must be comprehensively assessed in order to determine their risks and needs and other psychosocial criminological circumstances and to compile a profile that would enable needs-based interventions to be recommended in a CSP that guides rehabilitation. The review and alignment of integrated policies with other departments, particularly those within the JCPS and the Social clusters, are necessary to improve the general welfare of special categories of inmates within the medium term.

Figure 15: Children, juveniles and adults in correctional facilities as at 31 March 2018



The Department regards all children as unique and, consequently, their needs have to be addressed specifically. Child offenders are engaged in projects in line with their development and age category. Children and youths are separated during interventions to ensure that they attend designated programmes that are suitable for their age categories and requirements. Child offenders are dealt with in line with prescripts where all decisions and services, including administration of their sentence within Community Corrections, are discussed with their parents or legal guardians. It is fundamental, therefore, that upon their release, they be fully functioning within families of origin and supportive communities. Hence adequate preparation for reintegration is vital. Child offenders awaiting trial under the system of Community Corrections are treated in line with the Child Justice Act (Act No. 75 of 2008) in an attempt to nurture their development through referral to diversion programmes.

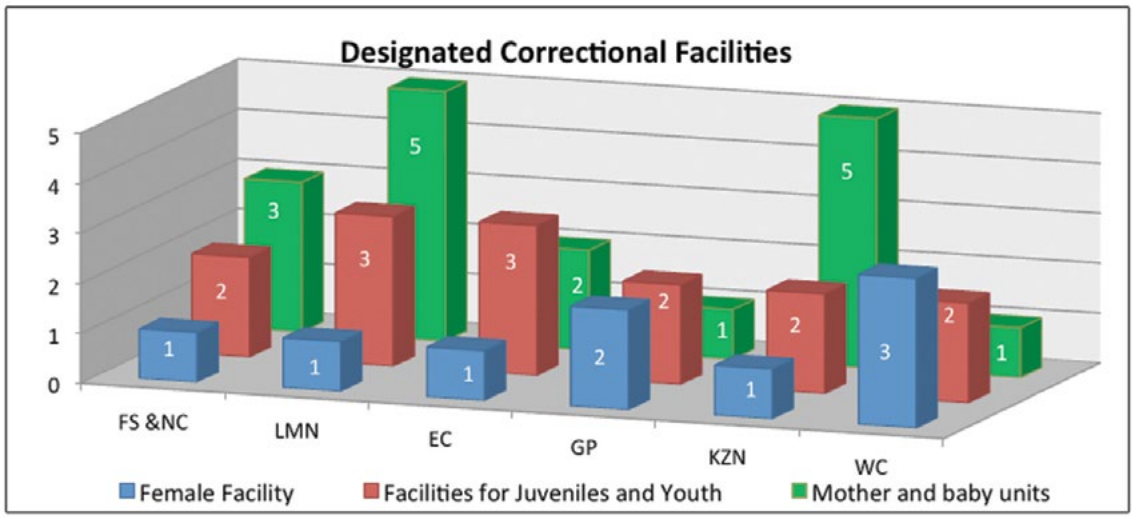
Juveniles in the correctional setting cannot be considered in isolation without giving due regard to the functional characteristics of the South African youths and profiles of the communities of their origin. Rehabilitation of the juveniles is a collective social responsibility. In South Africa, as in many countries, young men and women are confronted with a changing and highly competitive economy. Their engagement with the economy is often limited as a result of a lack of appropriate work experience and insufficient skills. Crime has socio-economic aspects that need to be addressed in order to create a law-abiding society.

Youth empowerment initiatives of the Department are broadly shaped by the Constitution of South Africa, 1996 (Act No. 108 of 1996), the Correctional Services Act, (Act No. 111 of 1998) and the National Youth Policy (1997). Section 19(1)(a) of the Correctional Services Act (Act No. 111 of 1998) stipulates that every inmate who is a child (younger than 18 years) and is subject to compulsory education must attend and have access to such education programmes. The Department currently has 14 full-time schools (and an additional two schools at the private correctional centres) and has for the past consecutive three years surpassed the national average matric pass rate of 70%. Education is an avenue towards recovering and protecting the dignity of youth offenders in a correctional facility as well as a viable tool for rehabilitation which offers many juveniles hope for a better future.

Technological advancement can positively impact on rehabilitation programmes (education and skills development). This will require the Department to put in place systems that are in tune with such developments so as to deliver technologically capable offenders back into society. The Department will build on the current programmes, such as Heartlines for Youth, Youth Resilience Enhancement Programme, Cool and Fit for Life, Computer Based Training, etc. to create an effective rehabilitation system that is based upon principles and practices of equity, redress, development, reconstruction, access, integration, partnership, sustainable use of resources and the recognition of the human rights of the youth. In addition to this, they must also have access to adequate social work services, religious care, recreational programmes, and psychological services. Monitoring and evaluation mechanisms will be developed to ensure that programmes for the youth are correctly implemented and measured appropriately.

Section 73 (6)(b)(vi) of the Correctional Services Act (Act No. 111 of 1998) provides for elderly persons (65 years old and above) sentenced to determinate sentences or life imprisonment to be considered for parole placement on completion of 15 years of their sentences rather than serving the prescribed minimum detention period, in line with section 73(6)(a) and section 73(6)(b)(iv).

Figure 16: Designated Correction Facilities per region



The Department is committed to providing care to babies with their incarcerated mothers in line with national and international norms and standards. Seventeen Female Correctional Centres have been designed with Mother and Baby Units. Partnerships with other government departments, NGOs and other stakeholders will be enhanced to provide healthcare services for the prevention of communicable and non-communicable conditions, during pregnancy and post-partum care, including referrals to specialists, and general promotion of health for women and their babies, including prevention of mother-to-child transmission of HIV, special diets for nursing mothers and babies, vaccinations and health education. These stakeholders will also assist with the alternative placement of babies after leaving the care of the Department at the age of two years, and ensure regular contact between the incarcerated mothers and their babies. The Department will focus on compliance with the norms and standards set by the Department of Social Development (DSD) and the DBE for these centres to be registered as Early Childhood Development (ECD) Centres.

On admission, information pertaining to the disability of offenders is dealt with in a sensitive manner and reflected in the admission risk and needs assessment that is completed in the first six hours of admission. Offenders with disabilities are oriented to the correctional centre. All possible and available resources, healthcare services and facilities that will aid them in their special needs must be explained. Assistive devices are recorded and utilised by the offenders. According to the White Paper on Corrections, correctional centres admitting offenders must have assistive devices (such as wheelchairs), which should be kept at the hospital section as well as a resource list of available interpreters and other resources, which can be accessible to offenders with disabilities. Correctional officials working on the admission of the offender will also be trained in disability issues. Given that disabilities differ vastly, it is not always feasible to construct or renovate correctional facilities for specific types of disabilities; however, separate accommodation is arranged, depending on the vulnerability caused by the disability.

Community Corrections

Community Corrections is mandated to provide effective supervision of offenders (probationers, parolees and awaiting-trial persons (ATPs)) placed under the system of Community Corrections in order to enhance public safety. Reintegration of offenders under the system of Community Corrections provides offenders with an opportunity to lead a socially responsible and crime-free life. The Department is committed to working with offenders to successfully rehabilitate them to the point where they are able to reintegrate back into society and eliminate the risk of reoffending.

Corrections are a societal responsibility, and it is therefore important to note that the Department cannot perform its function successfully without other stakeholders. Social reintegration entails various services and programmes, such as halfway houses, service points, restorative justice, community projects, formalisation of partnerships, community profiling, and imbizos. The Department will prioritise community awareness campaigns to educate

the community about the rehabilitation and reintegration processes. There is a need for a funding model to be approved in order to assist the Department to reimburse non-profit organisations (NPOs) for the services rendered. The services of Social Auxiliary Workers (SAW) have substantially improved the performance of the programme and should, therefore, be permanently utilised within the Department. The table below provides the Community Corrections daily average caseload (probationers, parolees and ATPs) over a four-year period from 2015/2016 to 2018/19.

Table 5: Community Corrections daily average caseload (probationers, parolees and awaiting trial persons)

Description	Average caseload				
	2014/15	2015/16	2016/17	2017/18	2018/19
Parolees	50 175	51 963	52 453	53 415	54 935
Probationers	17 033	17 061	15 990	16 311	15 251
Awaiting Trial Persons (ATPs)	1 634	1 324	1 260	1 290	1 387
Total	**68 842**	**70 348**	**69 703**	**71 016**	**71 573**

Table 6: Average daily per sentenced category for 2018/19

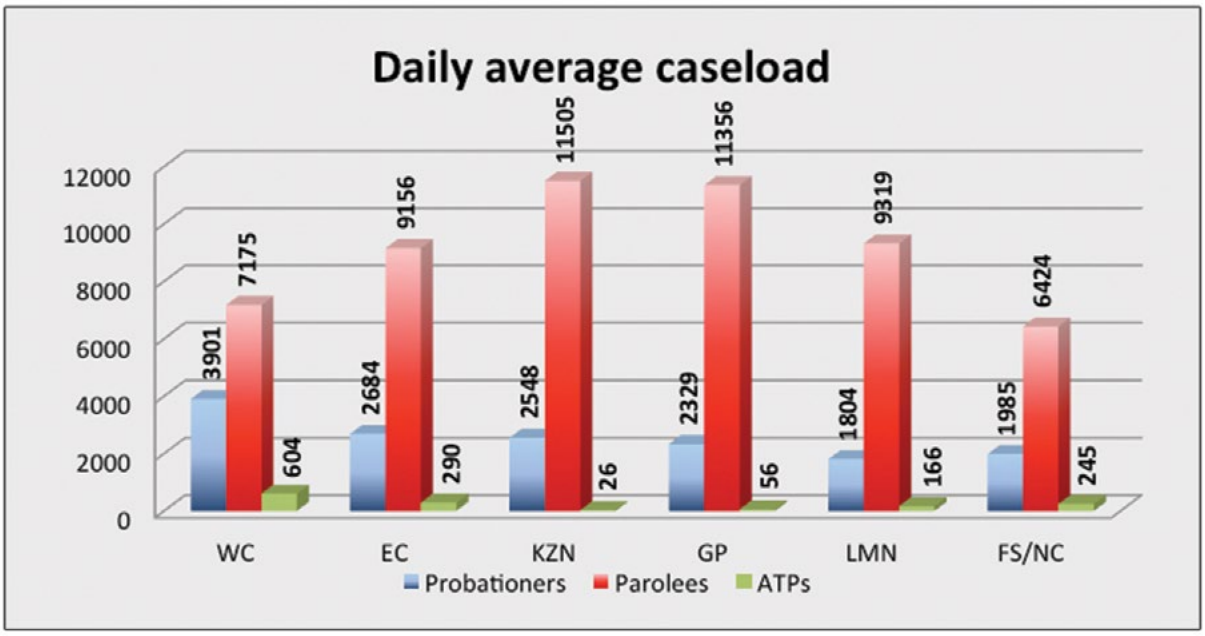
Category	Sub-category	Total per sentence category
Parole (Parolees)	Sec 73 – CSA, 111/1998	54 935
Correctional Supervision Probationers)	Sec 276(1)(h) – CPA, 51/1977	6 488
	Sec 276(1)(i) – CPA, 51/1977	6 068
	Sec 276 A(3) – CPA, 51/1977	39
	Sec 287(4)(a) – CPA, 51/1977	2 301
	Sec 287(4)(b) – CPA, 51/1977	198
	Sec 297 – CPA, 51/1977	157
Awaiting Trial Persons (ATP's)	Sec 62(f) – CPA, 51/1977	1 387
Total		**71 573**

There are 218 Community Corrections offices that serve parolees, probationers and ATPs for effective monitoring and supervision of offenders under the system of Community Corrections. During 2015/16, there were 51 307 (98.78%) parolees who complied with their parole conditions and 16 416 (98.65%) probationers that remained violation free. During 2018/2019, a total of 70 186 people were placed under community corrections. From the daily caseload of 54 935 parolees and 15 251 probationers, 99% complied with the conditions set by the delegated authority. The Department will continue to prioritise the training of officials and continuous monitoring and evaluation throughout the regions to ensure that the level of compliance is maintained.

The stigmatisation of parolees and probationers as well as the criminal record status creates challenges for them to secure formal and stable employment and for their smooth reintegration into communities. Partnerships with state agencies, NPOs, tertiary institutions, and other relevant external stakeholders will assist in ensuring successful reintegration and enhance employability of parolees and probationers through skills training, entrepreneurship, job preparations, skills in finance for small business, and agricultural skills.

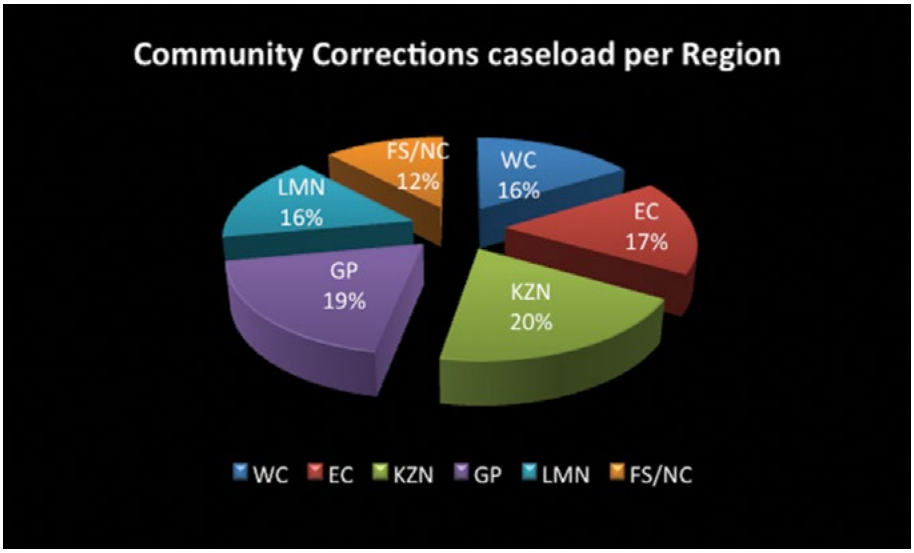
Figure 17 illustrates the daily average offender population under Community Corrections per Region.

Figure 17: Community Corrections daily average caseload (2018/19)



Community Corrections provides an alternative to incarceration, resulting in a reduced incarcerated offender population by expanding the utilisation of community-based sentences. Males make up approximately 95% of the Community Corrections total population, with only a small percentage of females (5%). The KZN Region has the highest number of offenders, followed by Gauteng, EC, WC, LMN, and lastly FS/NC. Parolees make up 76.8% of the total caseload, probationers account for 21.3%, and ATPs make up only 1.9% of the total caseload. It should also be noted that 276(1)(h) cases make up 42.5% of total probationer caseload of 15 251 and 9.1% of the total Community Corrections daily average caseload of 71 573. The figure below provides the regional composition of the national caseload.

Figure 18: Community Corrections caseload per Region (2018/19)



6.2.6 Performance Environment

The first 25 years of democratic Government focused on building a new democratic dispensation and the establishment of institutions of democracy. Institutions of Parliament, Provincial Legislatures, democratic and participatory local Government, and the election machinery were also established successfully in the first five years. Access to social services has been expanded for the previously marginalised, including pensions and social grants across all racial groups, shelter for the poor through Reconstruction and Development Programme (RDP) housing subsidies, education through the public school system and greater access to institutions of higher learning, and access to the public health system and private healthcare by the middle class and employed. In both absolute terms and per capita, most categories of crime stabilised or decreased in comparison to the 1994 levels.

Although the progress made by the country is significant, it has occurred through the expansion of the apartheid framework, expanding existing townships even further from urban centres without truly creating a new African identity through the creation of new settlements, towns and cities that espouse democratic values and principles, African values and cultural heritage. Violence against women and children shows disturbing trends despite so many efforts by Government to curb this scourge. Perceived and real corruption show increasing trends. Communities have grown impatient with Government's slow service delivery pace, as demonstrated by increased service delivery protests; and public opinion of basic service delivery has deteriorated. The proportion of people who believe that Government is performing well in service delivery has decreased from 72% in 2000 to 43% in 2017.

The Department has made progress in addressing systemic weaknesses, promoting ethical behaviour, and shaping the character and culture of the Department. This has been a continuous process with notable setbacks and, therefore, continues to form part of the Department's strategic direction. The performance of the Department has steadily improved over the medium term with an average performance of 62% recorded in 2015/16 increasing to 82% in 2018/19. The Department has managed to maintain a safe and secure environment at correctional facilities, to effectively manage the cases of offenders to increase placements on parole or correctional supervision, as well as to improve the occupational skills, education and personal well-being of offenders under its care. An improvement in healthcare facilities in the correctional services system has enhanced the management of communicable diseases resulting in improved health conditions of inmates during their incarceration. Parole Boards have approved 54.05% of conditional placements of cases considered during 2018/19. This can be improved through timeous involvement of offenders in rehabilitation programmes. There has also been a high level of compliance by parolees and probations with the set conditions. The Department has also successfully increased the participation of offenders and victims in the restorative justice processes. In 2018/19, a total of 1 579 victims participated in Parole Board sessions, whereby the views of the victims were considered during decision making.

Like all other public sector institutions, the Department continues to deal with extensive, multi-pronged and inter-related challenges in the delivery of services. Overcrowding is one of the most serious challenges facing the correctional services system that has a direct impact on the security at correctional facilities, and it negatively affects the ability of the Department to guarantee the rights of inmates and to create an environment that is conducive for rehabilitation. In March 2019, overcrowding at correctional facilities was recorded at 137%. The situation varies over time and from one facility to another, with certain facilities having been utilised at up to 300% of the intended capacity at times. The allocation of resources for delivering on the mandate does not match the demands posed by overcrowding. Hence prioritisation is necessary to ensure that the basic needs of the inmates are not compromised. The Department also struggles with chronic under-staffing with high vacancy rates and inadequate skills. Career pathing has been inadequate and the organisational structure does not always match its functional requirements. Theft, fraud and corruption are still a concern in the Department where most offences take the form of the provision of prohibited items (such as cell phones and contraband) to inmates.

Management of overcrowding in correctional facilities

Although the Department has a challenge of overcrowded facilities, there has been a decline from 2017/18 to 2018/19 in the inmate population from 164 129 to 162 875, respectively. The down management of the inmate population must be managed against external factors, such as crime tendencies in society, increasingly effective measures to combat and prosecute crime, slow economic growth, the high unemployment rate, and mandatory minimum sentences. The Department will continue to prioritise the following interventions to alleviate overcrowding:

- Managing the levels of Remand Detainees through the Integrated Justice System (IJS), Case Flow Management as well as inter-sectoral and inter-departmental task teams;

- Collaboration within the JCPS cluster on the revision of legislation relating to mandatory minimum sentencing and duration of sentences imposed, the decriminalisation of petty offences, bail protocols and provisions, eligibility for early release, and non-custodial sentencing as an appropriate sanction for less serious crimes;

- Managing the levels of sentenced inmates through improving effective and appropriate use of sentence conversion to community correctional supervision, release on parole and transfers between correctional centres to attempt to establish some degree of evenness in overcrowding;

- Implementation of the Department's Infrastructure Programme to upgrade and build new correctional centres that are both cost-effective and rehabilitation-oriented;

- Improving correctional and rehabilitation programmes to ensure enhanced facilitation of rehabilitation that targets offending behaviour; and

- Encouraging improvement in the first and second levels of correction in family and social institutions, and social and economic cluster departments to decrease the rate of entry into the CJS by providing support, such as social welfare assistance, support for housing, employment and treatment for substance dependencies and mental healthcare needs.

The Department will review the Multi-Pronged Strategy, taking into consideration the effectiveness of the implementation of the strategy in the management of overcrowding. This process will include the evaluation of the various dimensions of the strategy and proposals for improvement to the strategy. Relevant stakeholders, including the JCPS cluster, will form part of the consultation process since the implementation of the strategy cuts across the cluster.

Safety and security

The work of the Department is affected by a number of cross-cutting change drivers that influence the safety and security at correctional facilities. An increase in crime leads to an increase in both ATPs and sentenced offenders, which in turn affects the numbers of inmates in the system. The efficiency of the CJS also influences the time that it takes to bring cases to court and, therefore, the length of time that ATPs are detained for. Against this background, the Department has strived to manage incidents of inmate escapes and injuries to the extent that the number of escapes has not gone beyond 56 (0.034%) over the past three years. The number of inmates injured as a result of reported assaults in correctional facilities per year has reduced from 8 801 reported during 2015/16 to 6 701 during 2018/19. Improved performance is attributed to the effective implementation, monitoring and evaluation of security operations, institutional orders and a gang management strategy. There has been success in areas such as the development of a gang management strategy, the establishment of Emergency Support Teams (ESTs), Festive Season Security Operations, investigations, access control systems, security fences and installation of integrated security systems. Initiatives to improve performance over the medium term will include, among others:

- Review of all security policies and alignment of all security policies with legislation, and review delegations of authority to be in line with operational needs.

- Increasing security presence, not only applicable to the festive season period, but must also covering other peak seasons (based on previous trends of high-incident periods and gang operations).

- Development of a Security Plan with four layers of response (normal, medium, high-risk and catastrophic).

- Establishment of Security Committees at Correctional Centres and Management Areas. Through the Security Committees, regular monitoring, evaluation, security audits and threat risk assessments will be conducted.

- Revision of the training curriculum for learners to be in line with the core business of the Department (Section 2, 4 and 26 of the Correctional Services Act, (Act No. 111 of 1998). After completion of the Learnership Programme, learners must receive in-depth specialised training.

- Structured security awareness programmes, workshops and conferences

- Development of capacity on digital forensics and purchasing of media sonar and other related equipment for analysing and tracking cell phones. Improve access control, physical security and operational security.

- Intensified searching at all access control points, body searching scanners and walkthrough metal detectors, in line with the Control of Access to Public Premises and Vehicles Act (Act No. 53 of 1985).

- Continuous and consistent assessments on the status of correctional facilities to ensure accessibility, performance and functionality in terms of safety standards (particularly for correctional facilities that are not appropriately designed to render developmental and psychosocial group programmes).

- Review contingency plans, prevention plans and institutional orders to ensure relevance due to the changing environment at correctional facilities.

Incarceration

Case management within the Department aims to ensure continuity of offender management through case reviews, which includes the ongoing assessment and identification of needs and the provision of needs-based interventions without gaps in services or supervision. Integrated risk assessment practices will receive special attention, together with effective intervention strategies within the case management system to better develop training patterns to work with offenders. In doing so, the Department will place emphasis on good principles and practices in the treatment of offenders and offender management.

The demand for Correctional Supervision and Parole Board (CSPB) services has increased in 2018/19 with regard to profile reports submitted for consideration on or before reaching the minimum detention period from 29 641 in 2017/18 to 34 147 in 2018/19. Cases considered by CSPB increased from 28 226 in 2017/18 to 31 911 in 2018/19. The CMCs must ensure that the process of preparation and timeous submission of profile reports of eligible offenders is sustained. The Department will address vacancies in CSPB members to ensure compliance with the mandate of the CSPB. Over the medium term, the Department will review all aspects of parole, including filling of CMC vacancies in line with approved norms, as well as strengthening the administrative processes using best practices from other countries.

Remand Detention

The remand detainee population, which constitutes less than a third of the inmates under the custodial management of the Department, is unstable due to the regular court appearances which take place between intervals ranging from a day to a year. The management of remand detainees is a function which is implemented by various CJS role players through the guidance from various pieces of legislation, policies and international instruments which are cited in Chapter 2 of the White Paper on Remand Detention Management in South Africa (2014). Arrival at court on time is crucial to the flow of the CJS, and the Department and the SAPS continue to work together to achieve this.

Several protocols were developed as JCPS cluster policies in order to improve the delivery of services in areas that require cooperation among CJS role players. The ICJS for South Africa outlines the transformative measures as the focus areas for improvement of service delivery across the value chain, such as appropriate legislative reforms, public confidence and trust, CJS enhancement, victim-friendly CJS, and continuous capacity development.

Several platforms are in place in the form of sub-cluster structures, which are led by the administration and judiciary at the national, provincial and district levels. The Judicial-led structures consist of the National Efficiency Enhancement Committee (NEEC) chaired by the Chief Justice, the National Operations Committee, Provincial Efficiency Enhancement Committees (PEECs) chaired by the Judge Presidents, and the District Efficiency Enhancement Committees (DEECs). These committees are led by administration, which is provided for by legal instruments such as the Inter-Sectoral Committee on Child Justice (ISCCJ) and the Inter-Sectoral Committee on Sexual Offences (ISCSO). There are committees that emerge and dissolve from time to time to handle cross-cutting issues.

Reforms which impact on service delivery in the correctional services environment were introduced through revised legislation and policy frameworks since 2014 include the provision of uniforms, improvement in security and safety measures by introducing a disciplinary system aligned to the revised privilege system, and continuous risk assessment and a framework for the provision of services and implementation of development and care programmes. The framework for the provisioning of services and programmes will ensure that remand detainees access services such as social work and psychological services which are directed only to sentenced offenders. The priority, however, will remain on ensuring that remand detainees are prepared for court attendance.

Rehabilitation

Empowering offenders with the tools required to function effectively in society upon their release is essential for successful reintegration. It is equally important to ensure that offenders are reskilled through active involvement in productive activities while serving their sentences so that they can be economically active upon their release. Offenders across the country are giving back to their communities through the skills they have learnt during their incarceration period. The Department is committed to reducing reoffending by improving the quality of rehabilitation programmes and increasing the number of inmates who participate in rehabilitation programmes. The Nelson Mandela Rules also emphasise that education, vocational training, work, treatment and other forms of assistance, in line with the individual treatment needs of offenders, should be offered to support the social reintegration of offenders into society.

Education and vocational programmes will continue to be the mainstay of rehabilitation programmes within correctional facilities. The inmate class of 2018 constituted a total of 185 inmates who wrote the Grade 12 National Examinations, of which 143 passed, constituting a 77.3% pass rate. The inmate class of 2019 recorded an outstanding pass rate of 82.6%, exceeding the national average pass rate. This represents a marked improvement of 5.3% from the prior year. A total of 10 389 offenders participated in the Adult Education and Training (AET) programme in 2019, and 380 learners continued with their studies in higher education fields. A total of 12 849 offenders have participated in education programmes in 2019 (this includes 10 389 in AET, 977 offenders involved in FET, 719 offenders in the Amended Senior Certificate, 380 offenders in Higher Education and Training (HET), and 384 offenders who have completed computer-based training).

Needs-based therapeutic interventions have been offered through the years by social workers to contribute towards the rehabilitation of incarcerated offenders, probationers and parolees. The shortage of social workers has had a negative impact on the participation in social work services with the performance decreasing from 152 707 in 2015/16 to 112 611 during 2018/19. The impact of rehabilitation efforts by spiritual care and psychological services is reflected through inmate participation in the programmes. There has been improvement in participation in both spiritual care and psychological services. During 2014/15, participation in spiritual care services was at 133 826, which improved to 159 259 during 2018/19. Psychological services also improved from 23 565 to 45 331.

The Department has consistently improved its efforts to ensure that offenders complete relevant correctional programmes. This was largely due to the use of custodial officials to facilitate correctional programmes on an interim basis. During 2014/15, a total number of 68 624 offenders with CSPs completed correctional programmes, which increased to 93 419 during 2018/19. The Department will continue to orientate custodial officials on correctional programmes to target higher performance over the medium term.

A rehabilitation-focused correctional services system will require an increase in critical human resources, including psychologists and vocational councillors, social workers, spiritual care workers (and volunteers), correctional intervention officials to implement correctional programmes, and educationists across a wide range of academic and vocational areas. Improving the level of care and protection of inmates, particularly the special categories of inmates, requires that staff be provided with the relevant training to understand and implement the various pieces of legislation that affect their care. The Department will be engaging further with the Media Development and Diversity Agency (MDDA) to support the opening of additional radio and television stations across the country as a platform to provide rehabilitation programmes on a mass scale.

Social Reintegration

Significant achievements were recorded for parolees and probationers without violations during the prior years, with an average performance of parolees and probationers without violations at 98% over the four-year period. Parolees and probationers were continuously sensitised to adhere to the conditions through orientation manuals and supervision brochures, which led to overachievement.

The Department has established service points in order to bring community corrections services closer to the communities where the offenders are residing. Since 2015, the Department managed to establish 958 service points nationally, which has significantly decreased the number of violations, with greater adherence to parole conditions by offenders. This further promotes partnerships with different stakeholders for the successful reintegration of offenders.

The Department is committed to implementing Restorative Justice to improve the relations between the victims/ offended and offenders. Between 2015 and 2018, a total number of 22 907 victims and 11 059 offenders participated in the Restorative Justice programme. A total of 46 Victim-Offender Dialogue (VOD) and Community Corrections forums were established to manage the process and prepare stakeholders for VOD sessions. The sustainability and maintenance of VOD forums and community corrections forum is a priority to ensure the proper preparation and involvement of victims and offenders in restorative justice programmes.

Together with the other JCPS departments, the Restorative Justice processes will continue to strengthen the victim and community in the fight against crime, as it is essential in this respect that offenders are encouraged to reconcile with the people they have offended. The Department did, however, experience challenges with offenders' full participation in the restorative justice processes. Participation in the process will be encouraged through roadshows that will be conducted to empower offenders with a better understanding of the importance of the programme.

The Department will increase formal partnerships with academia, civil society organisations, Government departments, entities, and Community Based Organisations and Faith Based Organisations (CBOs and FBOs) to increase the employability and successful reintegration of parolees and probationers, and to offer support to ex-offenders and families. The Department will also increase partnerships with NPOs to support those offenders who have no addresses or support system through halfway houses. Based on the projected increase in the Community Corrections caseload, successful social reintegration will require additional human and financial resources, facilities and ICT infrastructure to be channelled towards the projected growth.

Care

Although the country did not achieve the Millennium Development Goals (MDGs) targets for 2015, key health status indicators consistently reflect major improvements from 2006 to 2018. South Africa emerged from the AIDS denialism that characterised the first decade of democracy, developed a comprehensive response to HIV and AIDS, and now boasts the largest antiretroviral (ARV) programme in the world. With the introduction of the Universal Test and Treat (UTT) Policy Guidelines, among others, the Department improved the management of HIV and TB in correctional facilities through the assistance of Global Fund partners (Aurum TB/HIV Care and Right to Care) and was able to put 99% of infected inmates on ART. This will contribute positively towards the achievement of the outcome of increasing the life expectancy of South Africans to 70 years by 2030. The perception of therapeutic diets has contributed positively towards the improved management of debilitating diseases such as TB, HIV/AIDS and a reduction of chronic lifestyle diseases.

The detection of serious communicable diseases, such as HIV and TB, accompanied by adequate treatment, will receive greater attention over the medium term. Active case finding is one of the key measures for the prevention and control of communicable diseases. It supports early diagnosis, ensures that infected people can receive early treatment and care, and thus contributes to preventing onward disease transmission. An improvement in this regard will contribute significantly to the health status of communities from which offenders come, and to which they return. Not only is the health of inmates important, but releasing them untreated back into communities could lead to an increase in communicable diseases such as hepatitis C, TB, HIV and other sexually transmitted infections (STIs).

Rooting out corrupt activities

One of the basic values and principles governing public administration enshrined in the Constitution of the Republic of South Africa, 1996 (Chapter 10) is that "a high standard of professional ethics must be promoted and maintained". The Department found 96% of accused officials guilty on charges of fraud and corruption. This is attributed to the awareness programme on fighting corruption and workshops (31) that were conducted on ethics, fraud prevention and anti-corruption, including whistleblowing, during the 2018/19 financial year.

Government requires that an anti-corruption system that makes public servants accountable, protects whistle-blowers, and closely monitors procurement be put in place. The management of correctional facilities within an ethical context that respects the humanity of everyone involved in correctional services, including inmates, staff and visitors, is essential for rehabilitation-focused correctional facilities. The Department will prioritise the implementation of the recently adopted ethics framework, which encourages officials to think and behave ethically. It sets out expectations about acceptable behaviour and benchmarks for ethical practices. It is structured to promote an ethos of dedication and service, evoke a commitment to high standards of professionalism, contribute to more efficient and effective service delivery, and eliminate corruption in the Department. The Department will prioritise the anti-corruption campaign for the roll-out of its prevention plan in the form of awareness campaigns/workshops, and the distribution of posters and pamphlets on corruption and fraud. The Department will better capacitate itself to deal with cases of unprofessional and unethical conduct. Conflict of interest needs to be contained, the Financial Disclosure Framework must be complied with, and dual employment must be discouraged. Key to all this, however, will be exemplary leadership.

Improving audit outcomes

A five-year comparison between the 2014/15 and 2018/19 financial years indicate a significant decrease in the number of audit findings from 588 in the 2014/15 financial year to 204 in 2018/19 financial year. This translates to a 65% decrease over the five-year period. The Department received a qualified audit report for the 2018/19 financial year, on the basis of two qualifications in the area of SCM, namely, financial reporting on contractual commitments and irregular expenditure. The main causes of the audit findings are a lack of capacity within the SCM and Finance components, since work at Regional Offices and Management Areas are done as ad hoc tasks by officials not specialising in SCM and financial management. There is also a high dependency on manual processes to generate information and reports, increasing error rates and affecting reliability of information, and a lack of understanding of financial reporting standards (Modified Cash Standards (MCS) of reporting) by non-financial managers, resulting in incomplete, inaccurate, and non-compliance with the MCS.

The Department has developed an Audit Outcomes Turnaround Plan that focuses on short- to medium-term and long-term solutions to address audit outcomes, which, among others, requires a) training and capacitation of SCM and financial management components, b) automation of processes (Performance Information, SCM and Finance), and c) review of governance structures and policies. The Department will enhance the understanding of regulatory environment and improve internal control maturity by conducting internal control workshops and indabas. Circulars and directives will be issued on a continuous basis to guide management on operational issues to be managed to address audit outcomes.

The Department has also developed plans to address the findings on the audit of performance information. This includes the development of a new accommodation determination system to accurately record and report on bedspaces for existing facilities, and refurbished and

newly constructed facilities. In addition, the Department will be automating its processes for the reporting of performance information from Management Areas up to Head Office, which will eliminate human errors in the manual transfer of information.

6.3 Internal Environment

The majority of offenders worldwide come from economically and socially disadvantaged backgrounds. Some are illiterate or have limited education and would have experienced unemployment and a lack of housing. These factors contribute to the breaking up of their families and drug and alcohol abuse. Such circumstances and dependencies can contribute to individuals' confrontation with the CJS, unless sufficient support systems are in place. A review of the international trends reveals that there are considerable similarities in the form and scale of challenges which correctional authorities in many parts of the world are faced with. These include rapidly increasing inmate populations, overcrowding, understaffing, and limited access to resources. In societies which have undergone major political and social transformation, these challenges are most acutely felt. Despite these similarities, the diversity of administrative systems and socio-cultural contexts internationally is such that there is no universal model of best governance. There are, nevertheless, a number of international policy instruments which provide guidance on the treatment of offenders and, in so doing, provide indicators for appropriate management outcomes. Irrespective of whether correctional systems are well established or in transition, there is a broad consensus that the effective management of correctional centres is necessary for any change to take place.

A formal prison system was introduced in South Africa with the promulgation of the Prisons and Reformatories Act (Act No. 13 of 1911). The interim Constitution of the country, introduced in 1993, embodied the fundamental rights of the country's citizens, including that of offenders. This resulted in the introduction of a human rights culture in the correctional system, changing the strategic direction of the Department to ensure that incarceration entailed safe and secure custody under humane conditions. The history of prison reform after 1994 was shaped by the relationship between governance and human rights standards; the requirements for both are set out in the Constitution and elaborated on in the Correctional Services Act (Act No.111 of 1998). The new constitutional order established a set of governance and rights requirements for the correctional system demanding fundamental reform. This required its reinvention to establish a system compatible with constitutional demands.

The strategic shift that subsequently took place within the Department to rehabilitate offenders and facilitate their social reintegration necessitated the services and programmes to be scrutinised, adjusted and changed to better deliver on the mandate of the Department. The change in the correctional system was necessary in order to move away from a system of punishment to one that promotes the protection of the public, social responsibility and enhancing human development to prevent repeat offending or the return to crime. The rehabilitation process focuses, firstly, on correcting offending behaviour, secondly, on enhancing human development, and thirdly, promoting social responsibility and positive social values among offenders.

The effective rehabilitation and reintegration of inmates is an important component of the CJS. Every correctional official has a role to play in preventing crime – and this responsibility rests with all of us. The Department is committed to building a range of evidence- and research-based rehabilitation and reintegration programmes and services. There is a need to increase education, training and employment opportunities for offenders. The Department will ensure that the actions taken while offenders are under the care of the Department are focused on outcomes beyond the end of their sentence. In future, the Department will embark on reviewing the parole system to ensure consistencies in decision making and to address the challenges in the current system. This will include possible legislative amendments.

Safety still remains an apex priority within the Department. The officials, inmates in custody, offenders under supervision, and members of the community who come into contact with the correctional services system are entitled to feel emotionally and physically safe. Safety in correctional services is complex. It is a balance of managing risks and expectations to ensure the community, officials, visitors, inmates and offenders are safe. The Department has a multifaceted approach to promoting safety where everyone has a critical role to play in promoting safe correctional environments for officials,

those in the care of the Department and under supervision, and the community. Every aspect must be considered – from infrastructure to operational procedures, training, equipment, policy, legislation and technology. Increased demand on the CJS impacts the safety of the correctional environment. The Department will work with its partners in criminal justice and social services departments to drive down demand, while ensuring community safety.

Long-term strategic intent of the Department (50 years)

South Africa is deeply affected by the global environment within which the Department functions nationally. At the same time, the developmental challenges society faces have deep historical roots in the past. Changing the social and economic structure of a society so influenced by its past, and its international context, is a long-term undertaking, in which both successes and failures need to be subjected to rigorous assessment, monitoring and measurement. The Department has, therefore, set out its approach to corrections for the next 50 years linked to specific 50-year scenarios for South Africa.

Figure 19: 50-Year Strategic Intent

The result of the 50-year strategic intent is to have self-sustaining corrections, supported by capacity-building interventions delivered by an appropriate higher learning institution of corrections. Corrections shall be delivered through integrated Government in a manner that reduces re-offending and breaks the cycle of crime, resulting in a society with sound values and moral fibre, and ultimately a country free of crime.

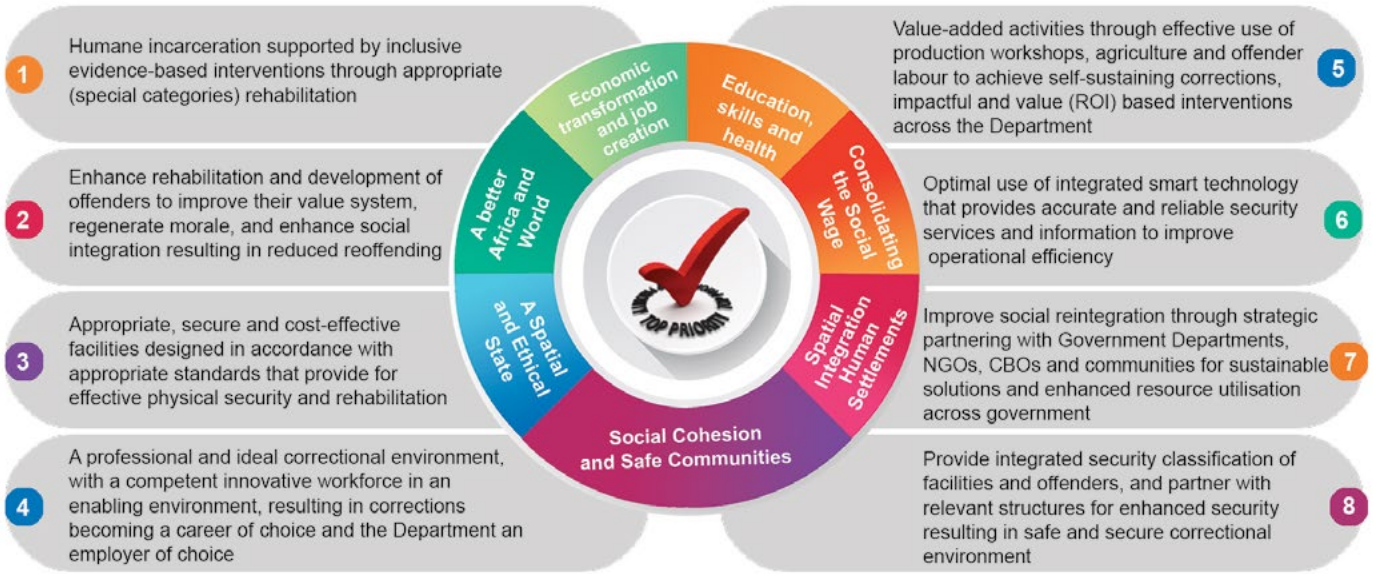
The Strategy Innovation Hub will be created to coordinate strategic visioning, strategy development and planning in a creative and innovative manner. Weaknesses within the strategic planning value chain and processes will be evaluated, capacity-building interventions will be developed, and robust strategies will be conceptualised based on scenario planning and best practises. The Department will initiate research to identify problems pertaining to service delivery with a particular focus on technology and security as critical enablers. Change and risk management initiatives will be initiated and monitored in line with best practise. Regular communication with employees regarding change initiatives will be undertaken.

Medium-term strategic intent of the Department (5-10 years)

The main objective of this Strategic Plan is to define the roadmap for establishing a sound correctional system for the country. It builds on the successes and addresses the weaknesses over the past five years, and outlines the medium- to long-term strategy for improvements in the Department. The plan is designed to guide planning and resource allocation over the five-year term and is reviewed annually, in the light of changing stakeholder needs, and emerging priorities and developments. The outcome of the annual reviews, and the associated changes, will be captured in the Annual Performance Plan.

Economic growth and development, including the creation of decent work and investment in quality education and skills development, are at the centre of government's programme. In this context, the thrust of strategic planning within the Department is based on the priorities set out in the MTSF, the manner in which national and international dynamics may influence the achievement of these priorities, and the mechanisms required to plan, measure, and monitor and evaluate implementation and progress in these priority areas. The Department needs to focus on a number of strategic priorities if it is to achieve transformation and meet its increasing service delivery demands. In its new strategic direction, the priorities shown in the figure below were adopted.

Figure 20: 5-10-Year Strategic Intent



In addition to the priorities identified above, the Department will strengthen service delivery in the following areas, as part of the five-year strategy.

Security

In reality, safety and security is the result of a careful, dynamic balance between three elements – physical, technology and operations. Security is a central pillar of the Department to ensure the safety of officials, inmates and the citizenry at large, while creating an enabling environment for rehabilitation and social reintegration to occur unhindered. Safety and security require officials to actively supervise and manage inmate behaviour, while understanding the differences between observation and supervision. Interventions to improve security across the Department will include:

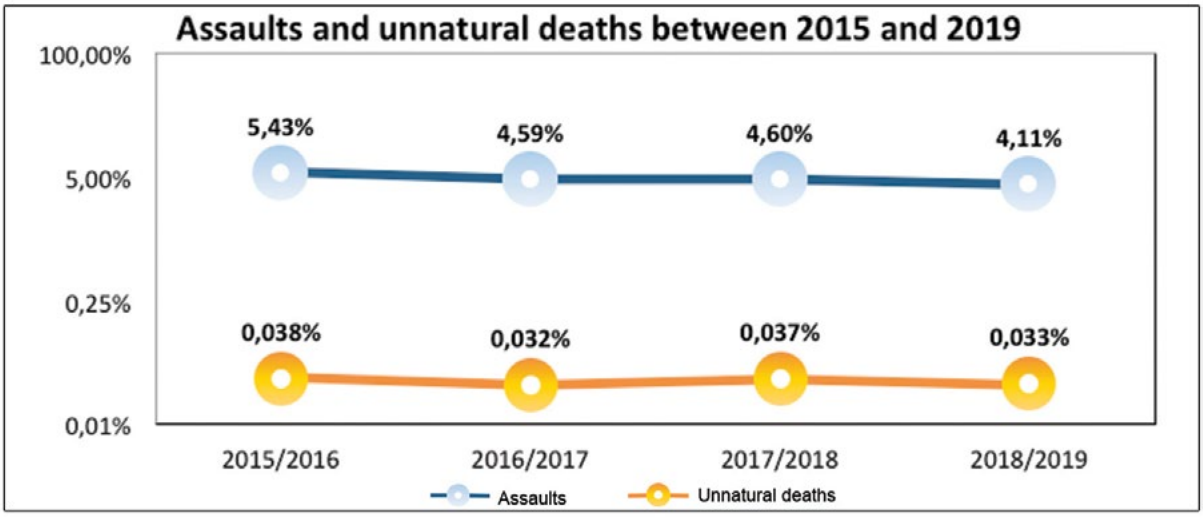
- Competent, confident, empowered correctional officials who are appropriately and adequately equipped;
- Hard and soft security posture;
- Down-manage overcrowding in correctional facilities;

- Eliminate the circulation of contraband in correctional facilities;
- Minimise escapes, incidents of assault, and unnatural deaths within facilities;
- Implement an anti-gang management strategy with the support of strategic partners; and
- Utilise optimal, integrated smart technology to enhance security systems across the Department.

Escapes from correctional facilities can largely be attributed to overcrowding, dilapidated infrastructure and officials not complying with security policies.

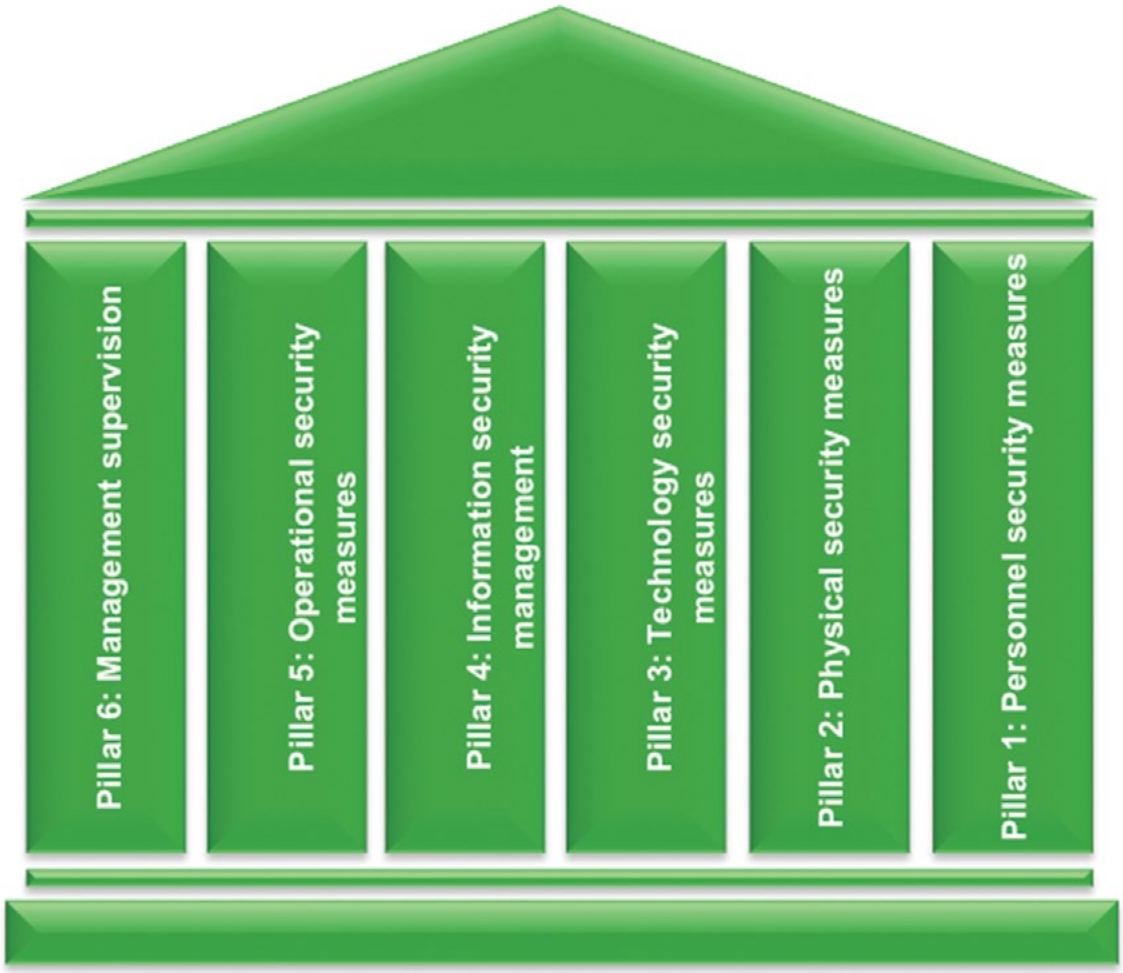
Figure 21: Total number of escapes from 2010 to 2018

Figure 22: Total number of assaults and unnatural deaths from 2015 to 2019



The decrease in inmates injured as a result of reported assaults was mainly due to management involvement and supervision in the form of leadership and guidance in creating security awareness, monitoring and evaluation, special operations (clean up and surprise search operations), deployment of ESTs to hotspot areas, reduction of idleness among inmates by subjecting them to development programmes, such as educational, skills training, sports, recreation, arts and cultural activities, as well as the implementation of the assault prevention plan. Furthermore, a National Security Committee was established (inclusive of Head Office, Regions and Management Areas) to deal with, among others, emergency security issues. Despite these interventions, aging and outdated infrastructure, gang activities and overcrowding continue to exacerbate security incidents in correctional facilities. Evidence-based initiatives to strengthen the safety and security of the correctional environment not only reduces the victimisation rates of correctional officials and other inmates, but also improves community safety by increasing opportunities to engage offenders meaningfully in rehabilitation. When offenders have a sense of purpose and longer-term goals, the likelihood of significant misbehaviour is markedly reduced. Safety and security is delivered through six pillars of security shown in the figure below, as determined by the National Security guidelines.

Figure 23: Six pillars of security



The development of a position paper on Countering Violent Extremism (which requires the participation of the Department) is essential to define the Department's role as part of the Counter-Terrorism Strategy of Government, especially given the fact that South Africa is becoming an area of interest in this field.

The Department has been actively involved in the development of the government-wide integrated National Anti-Gang Strategy, under the auspices of the National Intelligence Coordinating Committee (NICOC). Under this strategy, the Department is required to review the security model to better align with the approach of the Government. Additionally, the Department will prioritise engagements with National Joint Operational and Intelligence Structures (NATJOINTS) in order to formulate a more dynamic and integrated approach, conduct a threat analysis to gather detailed information on gang-related activities, conduct awareness training for correctional officials on gangs, and the roll out of the Gang Management Strategy across all correctional centres to proactively manage gangs.

A security strategy will be developed for the Department with other state organs to respond to security risks and threats currently experienced within correctional facilities, including areas such as countering terrorism and violent extremism and how best to position the Department to respond effectively to the potential radicalisation of its inmate population in future. This strategy will assist the Department to reposition security in a correctional environment, as intended in the White Paper on Corrections in South Africa.

The environment within which the Department operates has constantly evolving security risks and threats that require continuous changes and review of security training and capabilities. The Department will focus on the EST training of female officials, which include firearm, combat and non-combat training. The EST is a critical component in the line of defence of the Department in managing serious crises that require immediate tactical intervention. The NATJOINTS will continue to assist the Department with various training initiatives.

Incarceration

The White Paper on Corrections requires the Department to implement needs-based programmes and interventions. An immediate risk and needs assessment is conducted to determine instant interventions required. Risk assessments are typically based on the identification of risk factors, which include characteristics of individuals as well as aspects of their situation and environment. Formal risk assessment tools provide the basis for a structured and systematic approach to risk assessment. It takes into account the developmental needs, well-being needs, correction needs, social reintegration needs and risks, security needs and facility needs. The comprehensive assessment team consists of the different components responsible for the assessment of the offender according to the prescribed comprehensive assessment. The components involved are: psychological services, social work services, spiritual care services, healthcare services, security offender profiling, formal education, skills development, sports, arts, culture and social reintegration. The assessments translate into offender profiles, which inform correctional sentence planning. The CSP spells out Correctional Programmes and Rehabilitation Programmes that are needs-based and aimed at correcting offending behaviour.

The focus is on raising awareness, providing information, as well as developing relevant skills relating to the specific offending behaviour. The current service delivery challenges identified include the lack of capacity to profile sentenced offenders, limited number of correctional programmes for short-term offenders, overcrowding, lack of appropriate facilities and programmes for inmates with mental illnesses. The proposed interventions for the successful delivery of needs-based programmes to contribute to the wellbeing and development of inmates depend on:

- Integrated planning with external partners and stakeholders to improve and broaden the reach of services and interventions, e.g. a partnership with NATJOINTS for the provision of operational combat training to officials, with a focus on riot control.

- Upgraded and modernised infrastructure to provide for the changing needs of a diverse inmate population, together with an integrated and effective information management system for offender development.

- Needs-based interventions that are aligned to the needs of the workplace to provide offenders with appropriate skills and competencies for successful reintegration.

- Addressing the policy gaps that hinder effective and full implementation, and pursuing research that contributes to the provisioning of evidence-based interventions.

- Upskilling and professionalising the Department to be able to deliver needs-based services.

- Providing skills to offenders to enhance their ability to be active, responsible and productive citizens upon release.

Over the medium to long term, it is incumbent on the Department to develop ways of positioning itself that constantly respond to the challenges in its environment. This will require automated modes of work to adequately record and track admissions, custodial and non-custodial sentenced offenders and release information, improving strategic partnering for integrated government-wide service delivery, as well as humane incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes.

Remand Detention

The Department is committed to creating a secure and humane environment for remand detainees that allows for the minimal limitation of an individual's rights, while ensuring that remand detention processes are effectively managed and remand detainees attend court in accordance with relevant legislation. The current legislation to down manage remand detainees has not been fully effective. The successful implementation of the down management strategies is dependent on different departments within the CJS, which makes it necessary to ensure effective collaboration between all stakeholders. The Department is actively participating in the legislative review of the Criminal Procedure Act (Act No.51 of 1977), and has put forward proposals that will assist in improving the management of overcrowding in correctional facilities through encouraging the use on non-custodial placement for certain categories of sentenced offenders.

Rehabilitation

The Department will increase access to a full range of programmes and activities, including needs-based programmes to meet the educational and training needs of sentenced offenders. Sentenced offenders who are illiterate or children must be compelled to take part in the educational programmes prescribed by regulation. The Department must provide social and psychological services in order to develop and promote the social functioning and mental health of offenders. The Department provides as far as practicable other development and support programmes which meet the specific needs of sentenced offenders. Programmes must be responsive to the special needs of women and they must ensure that women are not disadvantaged. It should be noted that parolees are also sentenced offenders and these services apply to them equally.

The aim of needs-based rehabilitation is to influence the offender to adopt a positive and appropriate system of norms and values, alternative social interaction options, and to develop life, social and employment skills that will equip him/her holistically and eliminate the tendency to return to crime. Improving the level of care and protection of offenders, particularly the special categories of offenders, will require relevant training to implement the various pieces of legislation that affect the care of offenders.

The offence-focused programmes offered therapeutic and non-therapeutic help to develop life skills, provide counselling and support, and help build constructive days, routines and reinforce good habits. It is designed to ensure that people who leave correctional centres have appropriate attitudes and competencies for them to successfully integrate back into society as law-abiding and productive citizens. Correctional programmes that are offered to offenders deal with various aspects of rehabilitation, and are mandatory for offenders serving more than two years. However, it is emphasised that rehabilitation must ultimately come from the offender's willingness to acknowledge that he/she has done something wrong and their desire to change. The main shortcomings in the implementation of rehabilitation programmes are:

- Rehabilitation programmes not successfully and effectively implemented;
- Non-compliance with guidelines and procedures for the effective implementation of rehabilitation programmes;
- Conducive and secure environment not created for the successful implementation of rehabilitation programmes;
- Inadequate mechanisms in place to encourage community participation with the view of strengthening and enhancing offender rehabilitation and reducing recidivism; and
- Negative attitude of offenders towards rehabilitation programme.

International research has demonstrated that offering targeted and effective rehabilitation services to offenders is an effective way to decrease an offender's likelihood of reoffending. A reduction in reoffending will mean fewer victims of crime and a decreased social and economic cost to the community. Correction requires a multidimensional approach to treating offending behaviours in a secure, safe and humane environment. In order to provide increased rehabilitation programmes for offenders over the medium term, the Department aims to improve its marketing of rehabilitation services to other government departments and NGOs, and to establish formal partnerships with the community.

The White Paper on Corrections encourages engagement with the community in the rehabilitation process because this is a societal responsibility. The White Paper also pronounces that Rehabilitation is achieved through holistic sentence planning – addressing all human needs of offenders (in a secure environment). Sentence planning will, therefore, be enhanced to be reiterative to the changing circumstances of the offender, i.e. must be proactive, real time and reactive. The development of individualised needs-based programmes targeting the offending behaviour aims to raise awareness, provide information, and assist the offender to develop and improve their life skills. The interventions to be implemented over the medium term include:

- Development of adequate profiling systems for various offender types.

- Reviewing the effectiveness of rehabilitation programmes.

- Cross-pollinating rehabilitation requirements with self-sustainability objectives to improve organisational efficiency.

- Contributing to self-sufficiency by leveraging rehabilitation programmes that serve a dual purpose, i.e. reduce costs as well as provide relevant skills to offenders, e.g. agriculture, bakeries and workshops.

- Improving strategic partnering for integrated government-wide service delivery and strategic intergovernmental partnerships to deliver cross-serviced functions.

- Humane incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes.

- Rehabilitation efforts for remand detainees and offenders in custody for less than 24 months.

Corrective education means that the type of education given to an offender has to counteract the offending behaviour and encourage an offender to be a productive person when reintegrated back into society. The Department will enhance the education level of offenders and improve skills such as library, computer, entrepreneurial, occupational and life skills.

Treatment programmes offered by social workers and psychologists are also important to the development and education of offenders. A good relationship between the Department and community-based organisations, such as NGOs, FBOs, community police forums, schools, business institutions and volunteers, are inherent to the success of the rehabilitated and reintegrated offenders.

Social Reintegration

Community Corrections is a component of offender control which deals with offenders in the community. The purpose of community corrections is to provide services and interventions that will contribute to the reintegration of offenders as law-abiding citizens into communities by ensuring that probationers and parolees are rehabilitated, monitored and accepted by communities. In the South African context, the concept is much broader than the introduction and management of correctional supervision as an alternative to incarceration. Correctional supervision is a community-based sentence which is served by the offender in the community, subject to conditions which have been set by the Court, CSPB, National Commissioner or his/her delegate. Probationers and Parolees serve their sentences in the community under the control and supervision of the Department. These offenders are exposed to the normal influences of the community and are able to care for their family.

Currently, there are 218 fully-fledged Community Corrections offices across the six regions. These offices provide for effective monitoring and supervision of offenders under the system of Community Corrections. In addition, Probationers, Parolees and ATPs serving their sentences under the system of Community Corrections are provided with access to a wide range of support services and programmes at these offices. There are 958 service points established nationally through partnerships with external stakeholders to enhance the accessibility of community corrections services for parolees and probationers.

Many young offenders have not been released on parole because they do not have monitorable addresses. There is a need for a holistic intervention to assist in the development of released offenders and their families, as well as to sustain their rehabilitation and enhance the process of reconciliation, restoration and healing. The challenges that released offenders experience can be minimised if all the individuals involved and the community stakeholders are agents of change. This may alter the released offender's life orientation and life interpretation, fostering the disposition to become a law-abiding citizen, which may consequently prevent him/her from committing further crime in the future.

This prompted the Department to establish halfway houses through partnerships with NPOs, beginning with young offenders, and subsequently rolled out to older persons, women and disabled persons. Since its inception, 7 halfway houses were established through partnerships and 609 parolees and probationers were reintegrated. For long-term offenders, it is important to facilitate a gradual, monitored adaptation to life outside the correctional centre. It is vital to help offenders

identify and reconnect with their family and other social networks in order to facilitate successful reintegration. The Department is committed to ensuring the successful reintegration of offenders into society through:

- Rehabilitating and developing offenders to improve their value system, regenerate morale and enhance social re-integration.

- Improving strategic partnering for an integrated government-wide service delivery model and elevating partnerships with other government departments, among others: the NPA, DoJ and SAPS. Restore credibility of Community Corrections with judiciary for alternative sentencing options.

- Participating in the amendment of legislation to provide for additional sentencing options of non-custodial sentences, e.g. Community Service Orders (CSOs) or Penal Reform International (PRI) with respect to a community service sentencing programme.

- Enhancing reintegration programmes in line with the needs of the economic environment, i.e. skills development, entrepreneurship skills, regionally relevant education, and the training of offenders, which should include interpersonal skills.

A Social Reintegration Framework will be developed to determine the most appropriate institutional arrangement that will enhance the social reintegration of parolees and probationers. The Framework will consider as part of its approach the creation of a system that utilises the services of ex-offenders e.g. hiring for two-year contracts to provide work experience and rolling system of employment.

Restorative Justice

Victim participation through the different Restorative Justice interventions has gained momentum as evident from the increasing number of victims who participate in the dialogues and mediation. This approach provides a safe platform for the offenders, their victims/offended and communities to talk about the impact/damage of the crime committed. The victim-centric approach emphasises the importance of elevating the roles of victims and community members through a more active involvement in the justice process, holding offenders directly accountable to the people they have offended and providing a range of opportunities for dialogue, negotiations and problem solving, which can lead to greater sense of community safety, social harmony ad peace for all involved.

The successful delivery of restorative justice is dependent on external stakeholders. The JCPS cluster interacts with the victims of crime in different ways. The collaboration of different stakeholders through platforms like the Victim Empowerment Programmes becomes key and relevant to use to manage services in particular to the victims of crime and also to ensure that services are not compromised because of matters which should have been dealt with earlier. To create an environment that is conducive for the implementation of restorative justice interventions, the Department will give attention to the following:

- The development of a Social Reintegration Framework that prioritises support that must be given to ex-offenders, victims and survivors of crime and violence as well as their families, to deal with the impact of the incident, which he/she has experienced. This includes developing and promoting special support programmes through partnerships with JCPS cluster departments and the social sector.

- Develop knowledge and best practices on the design, development and implementation of restorative justice programmes.

- Compulsory Programmes on Restorative Justice should be included in the assessment and sentence plan and the Restorative Justice Orientation programme should be compulsory for all offenders.

- Offenders should be encouraged to voluntarily request dialogue/mediation between their victims/families/communities whilst they are in custody. Offenders should be thoroughly educated about the benefits of restorative justice for themselves, victims and communities.

- Formalise a structure to secure the services of Social Auxiliary Workers (SAW) at Community Corrections for restorative justice programme.

Care

Primary Healthcare Services

All people have a basic right to health, nutrition, clean and safe environment as obliged by the Constitution of the Republic of South Africa, 1996 (Act No. 118 of 1996) hence a person's capacity to access these services should not be compromised by reasons of incarceration. According to international norms and standards, inmates must have access to the same quality and range of healthcare services as the general public receives from the National Health System. Incarcerated persons represent a small proportion (approximately 0.3%) of the total South African population.

Healthcare delivery in the Department is rendered in accordance with international guidelines and legislation, policies and guidelines of the DoH with a focus on increasing life expectancy by addressing HIV, TB, chronic diseases and preventing accidents. In terms of Section 12 of the Correctional Services Act, (Act 111 of 1998) as amended, the Department must provide Primary Healthcare Services (PHC) on a 24-hour basis. There is at least one PHC clinic per correctional centre and one in-patient facility/sickbay with beds ranging from 5-120 per Management Area. An in-patient facility is defined as a facility that has been established for the purpose of accommodating inmates that are ill or recovering from post-operative procedures and cannot be accommodated in the general/communal cells whilst on treatment. These facilities do not meet the requirements for being classified as a hospital.

International research (*series from the Lancet journals*) indicates that offenders around the world including those who were formerly incarcerated have a higher burden of HIV and other infectious diseases than the general population, worsening the spread of diseases inside and outside of correctional facilities. Factors such as overcrowding, leading to poor ventilation, sedentary lifestyles and poor hygiene standard may exacerbate some of the communicable (TB) and non-communicable diseases (mental health). Given the vast variance in population demographics among inmates, many health conditions are experienced. The most common conditions in no order of priority include non-communicable diseases such as hypertension, diabetes, epilepsy, asthma, cardiac conditions and communicable diseases such as TB and HIV. The Department will improve the provision of primary healthcare services through:

- Improving strategic partnerships with other government departments for capacity building of inmates on health issues
- Consider use of strategic intergovernmental framework of partnerships to deliver across services functions, e.g. health checks for HIV/AIDS and TB screening and treatment
- Development of Departmental specific staffing norms for Healthcare Professionals and Providers
- Implementation of an integrated electronic health information system
- Provision of nutritional services as prescribed by nutritional minimum standards
- Provision of environmental health services as prescribed in the scope for environmental health practitioners by the Health Professions Council of South Africa (HPCSA)

Special category of offenders (mentally ill inmates)

Offenders who suffer from mental illness are regarded as a special category of inmates. All inmates undergo comprehensive assessment within 24 hours of admission into a correctional centre to identify and confirm any mental illness. Types of mental illnesses treated include but not limited to the following: schizophrenia, bipolar mood disorder. Those identified to be having any signs of mental illness are being referred to the visiting psychiatrist or public institutions for diagnosis and treatment, followed by monthly follow-up and subsequent assessments. Services are rendered by professional nurses, general medical practitioners and visiting psychiatrists and to a limited degree by psychologists, spiritual care workers and social workers. Interventions are tailored to the specific needs of offenders, for example, psychologists develop programmes in line with the diagnosis made.

The number of inmates who were diagnosed with mental health illness increased from 3 723 to 4 538 in 2014/15 and 2018/19, respectively. The Department, with the assistance of the DoH has developed capacity building programmes on the roles of the different healthcare professionals in the management of mental healthcare users. These interventions are implemented

by Interdepartmental Task Teams at national and regional levels. There is a need for further capacity building interventions on mental health (for both sentenced and remand detainees) so that inmates can receive regular treatment until they are mentally stable enough to be housed with the general inmate population. The Department has identified the following measures to improve the services for mentally-ill inmates:

- Designation of certain correctional centres as centres to house mentally ill patients; (There should be an understanding that the Department currently does not have proper infrastructure to adequately manage offenders diagnosed as mental healthcare users).

- Outsourcing of expert services needed by mentally-ill offenders, e.g. occupational therapists and psychological services;

- Appointment of Psychiatrists to provide expert services on mental health

- Appointment of more psychiatric nurses and psychologists by the Department to improve the quality of mental health services.

The Criminal Procedure Act (Act No.51 of 1977) provides for declared State Patients to be temporarily accommodated in a correctional facility when a bed is not immediately available in a psychiatric hospital, if the court is of the opinion that it is necessary to do so on the grounds that the accused poses a danger or threat to him/herself or to members of the public. State patients, by their definition, do not belong in a correctional facility but in a mental health institution. However the procedures to transfer state patients (e.g. inmates with mental illness) to Psychiatric Complex are lengthy. The Department will therefore need to ensure that state patients are on treatment while waiting for hospital admission through the visiting psychiatrist and contact the referral hospital for commencement of medication to be reviewed every six months.

6.3.1 Stakeholder Management

The constitutional architecture of Government recognises that the country's challenges can only be addressed through a concerted effort among departments and vertically across the spheres, including public entities working together and integrating their actions in the provision of programmes and services. Ultimately, the State must provide effective, transparent, accountable and coherent Government for the country as a whole. The Department operates in an environment of integrated service delivery, which requires alignment and integration with relevant stakeholders. Taking into consideration the constrained environment, the rehabilitation of offenders and reintegration into society can only be successful and meaningful if all stakeholders are encouraged to participate in the process. The centre centric transformation strategy can, therefore, only be realised through a web of strategic and practical partnerships with other stakeholders in the sector to reduce overcrowding, rehabilitate inmates, reduce recidivism and assist ex-offenders with re-integration. Since corrections is a multi-sectoral and community-driven process, the Department will enhance existing strategic partnerships and establish new partnerships with government departments and entities, business sector civil society organisations, NPOs and tertiary institutions to advance its projects and programmes.

The Department will continue to prioritise the participation of community-based service providers by calling upon communities and members of the private sector to embrace offenders upon their release by giving them support. Active engagement of the community in the rehabilitation process of the offender as a collective responsibility strengthens partnerships in the correcting, development and care of the offender and leads to a change in the community's attitude towards ex-offenders.

The Halfway House or Community Based Residential facilities are fundamental in the successful reintegration of offenders as it offers an opportunity to offenders who meet all the requirements to be placed on parole but who do not have a fixed and monitorable address to which they can return in a community. Halfway houses are therefore, the final part of the rehabilitation process that assists in reducing offenders' potential to reoffend. Ex-offenders also require support and job opportunities upon their release, with the assistance of communities. The important role of family members and the community at large cannot be overemphasised.

The Department will also prioritise partnerships with different stakeholders to help provide services to the paroles, probationers and ex-offenders. Partnerships will include among others, government departments, municipalities, FBOs, and NGOs and NPOs some established by ex-offenders. Intervention programs such as the ex-offender desk, ex-offender entrepreneur sessions, and Ambassador's programmes will be prioritised to help provide support to ex-offenders. Community Corrections Forums will be strengthened to coordinate stakeholders and mobilise communities to support social reintegration programmes. Public participation, involvement and education will be conducted through public awareness programmes.

The Department will enhance its partnerships to enhance performance in the following areas:

- Development of a system that can undertake skills audits on an ongoing basis.
- Curriculum development for the number of new subsector-related qualifications that are planned.
- Training of unemployed persons to train inmates in a range of skills aligned to the metropolitan, district and local municipalities needs. In this way, inmates are assisted to find employment and the chances of their reoffending are reduced.
- Conducting impact assessments on various skills development programmes and modifying them based on the results.
- Improvement of the process through which the quality of external training providers is verified.
- Strengthen healthcare delivery through partnerships and cooperation with various health sector and external stakeholders.
- Intergovernmental partnerships that encourage information sharing for an IJS, including among others the introduction of expungement of criminal record, prison transfer agreements of foreign nationals etc.

The Department is also seeking new partnerships with other stakeholders to access related scarce skills and compensate for the limited capacity in the provision of health and social care as well as education in correctional facilities. Partnerships are needed with subsector-focused research organisations for improved understanding of the current situation and thus for better strategic planning. Annexure C provides a summary of the partnerships to be maintained, partnerships to be enhanced and new partnerships that will contribute to the strategy of the Department.

6.3.2 Organisational environment

The Department, as part of the JCPS cluster within the national sphere of government, must serve internal and external service recipients, i.e. offenders, babies and their incarcerated mothers, visitors to the correctional facilities, stakeholders (including SAPS and court officials), victims of offenders and the general public. However, as the mandate is complex, its functions must be executed in conjunction with other departments and entities with linked mandates such as DSD, Department of Higher Education and Training (DHET), DBE and DoH, among others. Furthermore, there are other international and national entities (governmental and non-governmental) that are role players within the environment and either affect the legislative and policy mandate of the Department. The service delivery model of the Department takes into consideration the broad spectrum of stakeholders that are involved in the delivery of correctional services.

Figure 24 provides a high-level organisational structure of the Department, which is informed by the Service Delivery Model and Strategic Plan.

Figure 24: High-level organisational structure

To meet the provisions of the Correctional Services Act (Act No. 111 of 1998) the Department had adopted a revised value chain consisting of Incarceration, Rehabilitation and Social Reintegration as the three main service delivery areas together with Security and Care which span across the entire value chain. The Regions, Management Areas, Correctional Centres and Community Corrections Offices form the theatre of operations while Head Office serves as a centre of excellence, responsible for policy development and review, strategic planning, risk management, monitoring and evaluation, IGR and financial management within the Department. Facilities, ICT, HR and SCM are considered as part of both the theatre of operations and the centre of excellence.

The Department is in the process of reviewing the organisational structure and post establishment to align it to the approved service delivery model and business processes. Parallel to this will be the acceleration of recruitment strategies to ensure the filling of positions from the bottom up to address the high rates of natural attrition, the shift implementation requirements and to resource the new and revamped correctional centres.

Anticipated budget constraints are likely to impede the Department's ability to respond to the needs of business in terms of human capital growth in line with the ideal post establishment. The Department's current filled establishment is 41 480, which has been progressively reducing in the past five years resulting in staff shortages that are impacting on the delivery of services at the correctional centres. It is axiomatic that the effective utilisation of HR is a key element in the management of any custodial institution. While all correctional facilities experience staff shortages, the negative impact of these shortages is mitigated through the optimal utilisation of existing personnel. The tables hereunder provide a summary of the total staff establishment of the Department:

Table 7: Staff establishment

Salary level	Filled posts	Vacant posts	Total (filled and vacant) posts	Vacancy rate (%)	Additional to the establishment
1	0	0	0	0	918
2	1	0	1	0,0%	0
3	23	2	25	8,0%	1
4	63	5	68	7,4%	31
5	18 098	848	18 946	4,5%	63
6	1 344	332	1 676	19,8%	0
7	6 112	297	6 409	4,6%	1
8	6 354	875	7 229	12,1%	11
9	4 487	334	4 821	6,9%	13
10	793	329	1 122	29,3%	0
11	327	126	453	27,8%	104
12	400	114	514	22,2%	3
13	128	33	161	20,5%	9
14	27	10	37	27,0%	0
15	11	4	15	26,7%	0
16	2	1	3	33,3%	0
Total	**38 170**	**3 310**	**41 480**	**8,0%**	**1 154**

Table 8: Summary of critical occupations

No.	Critical occupations	Number of expected retirements in the next 5 years	Number of filled posts	Number of vacancies
1	Administrative line function and support personnel	1	5	0
2	Artisan and support personnel	50	418	253
3	Communication and information related personnel	0	2	0
4	Custodian and support personnel	3 085	33 191	2 150
5	Engineering related and support personnel	1	30	22
6	Health associated sciences and support personnel	1	9	4
7	HR and support personnel	1	24	1
8	Legal and support personnel	2	31	12
9	Management and general support personnel	93	2335	559
10	Medical sciences and support personnel	14	126	26
11	Non-specified personnel: Chaplain: services	4	14	2
12	Non-specified personnel: Educationist	55	520	79
13	Professional nurse	176	864	162
14	Social services and support personnel	44	600	39
Total		**3 528**	**38 170**	**3 310**

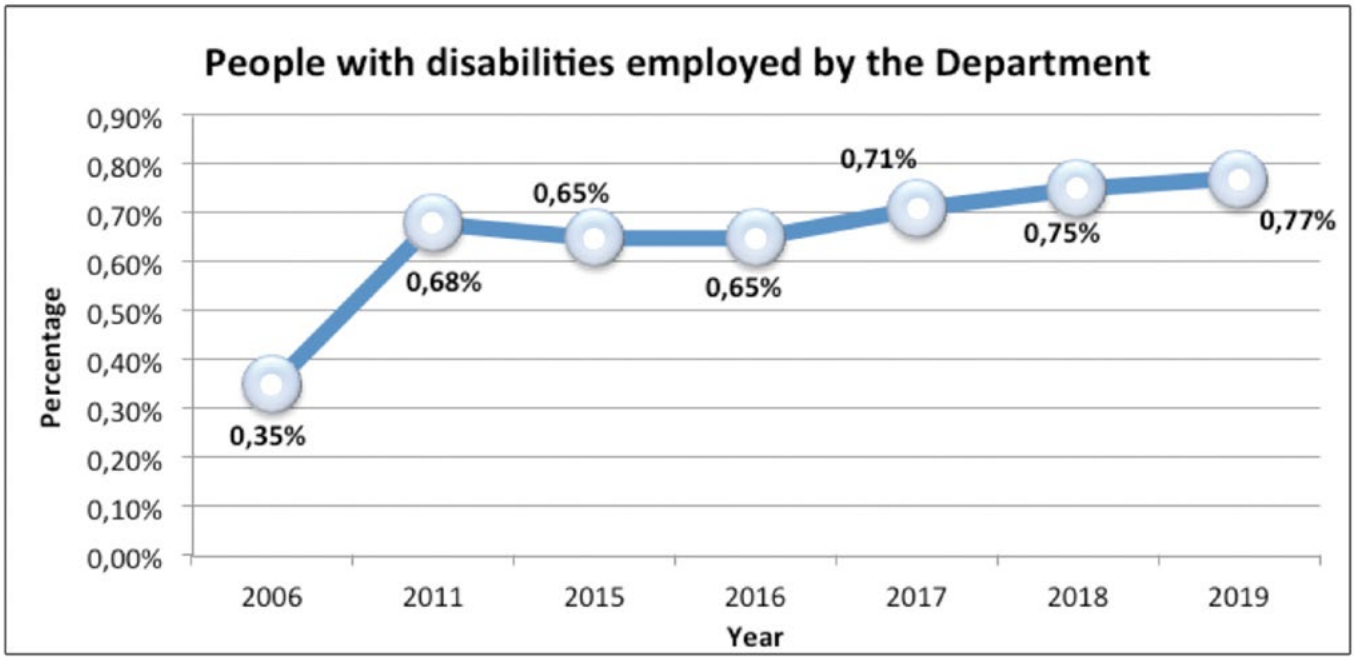
The Department will prioritise the filling of critical vacant and funded positions in line with the three-pronged strategy for the filling of all positions at the coal face, which focuses on the absorption of learners in vacant posts, the recruitment of ex-officials and the recruitment of South African National Defence Force (SANDF) reserves. The Department will enrol and train 2 064 learners in the Corrections Services Learnership programme annually. The programme is critical for the ongoing capacitation of the correctional centres to address natural attrition as well as the needs of the newly-built centres. The attraction and retention of scarce skills such as psychologists, artisans, pharmacists, social workers, healthcare professionals and educators will be prioritised.

An Integrated HR Strategy that encompasses four main pillars being HR development, HR management, Integrated employee health and wellness and employee relations will be developed and implemented to manage the Department's human capital in line with business requirements. A long term staffing plan that is aligned to the strategy will be developed based on realistic offender-staff ratio with reviews conducted regularly. Flowing from the HR Strategy, the Department will also develop an integrated framework for talent management and career pathing which is critical to the shaping and retention of an ideal correctional official. The HR development strategy will reviewed as a requirement for the development of an ideal correctional official in an appropriate organisational culture to deliver on the new policy direction of the Department through the retraining of officials, ongoing professionalisation, induction and orientation of officials.

6.3.3 Status on women, youths and persons with disabilities

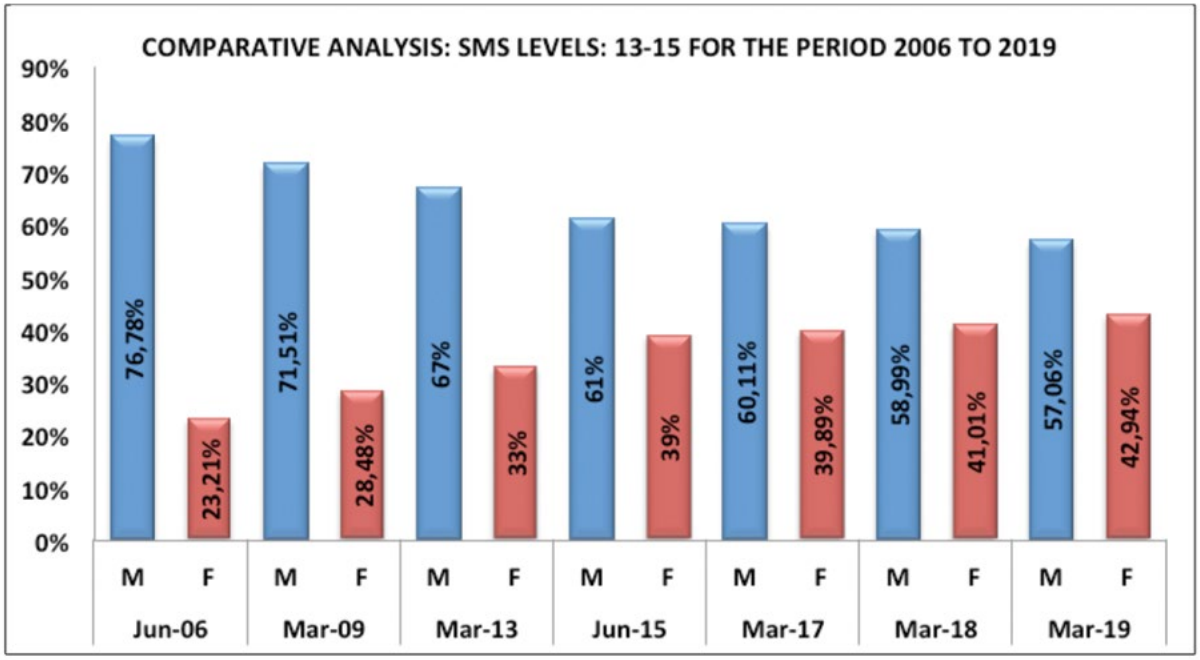
South Africa is one of the most culturally, racially and economically diverse countries in the world. The Department recognises the importance of ensuring that there is an overall strategy which highlights the importance of managing a diverse, multiracial and multicultural workforce for the purposes of ensuring the maximum utilisation of human capital. The appointment of designated groups will help create a more diverse workforce which holds social and economic benefits for the country. The Recruitment, Selection and Employment Equity policies encourage the appointment and promotion of designated groups in positions where they will be able to participate meaningfully. In addition, inclusion of employment equity targets within the performance agreements of senior managers will further ensure that the Department realises the set targets. Designated groups will further be advanced through the necessary training, development and support. The representation of designated employees across the various employment categories is captured in the figures below:

Figure 25: Summary of persons with disabilities employed by the Department for the period 2006 to 2019



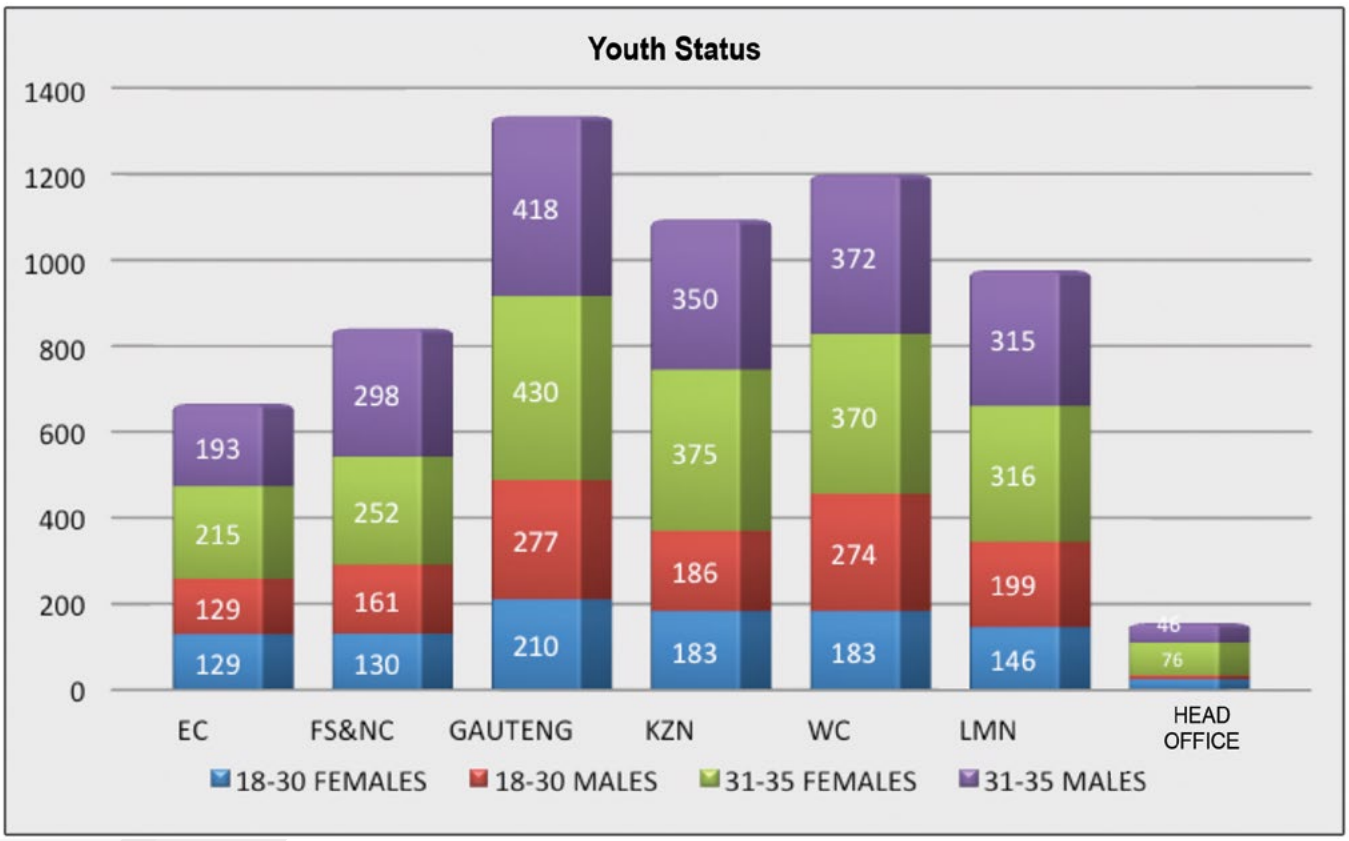
Persons with disabilities increased from only 60 (0.19%) in 1999 to 294 (0.77%) in March 2019. Although there has been notable progress in the employment of persons with disabilities, the Department has not been able to attract applicants within the disability community due to the safety risks associated with the environment in which the Department operates as well as the inaccessibility of correctional facilities.

Figure 26: Comparative analysis of SMS employees for the period 2006 to 2009



The overall improvement of about 3% in the female representation/gender equity status is noted when comparing the March 2017 and March 2019 data; however, males still remain over-represented at this decision-making level. There has been a 5% reduction in the number of females appointed between March 2017 and March 2019 at level 14 while the male representation at level 15 was recorded at 70% in March 2019, translating to a 5% reduction for the same period. Female appointments will, therefore, be prioritised to ensure equitable representation of the workforce and achievement of the 50:50 gender parity.

Figure 27: Youth status for permanent employees at July 2019



The representation of young people within the Department's workforce, as at July 2019, was recorded at approximately 16%. The Department is committed to prioritising youth employment through the filling of vacant positions, notwithstanding requisite skills and experience required, as well as the absorption of learners that have completed the learnership programme. Knowledge management, i.e. the identification and capturing of institutional knowledge and individual expertise, will assist in building capacity and mentoring the youths within the Department. Talent management will be prioritised to empower younger people into the workforce. Training and development programmes will also be prioritised as an important component in workforce planning. Over and above recruiting learners for the Corrections Services Learnership, the Department will intensify its recruitment for other developmental programmes (internship and student internships) in order to respond to the broader developmental agenda of government including the NDP, Youth Employment Accord (2013), and National Skills Development Strategy and other youth development strategies. The Department also aims to reprioritise funding to ensure the continued allocation of bursaries for youths in the scarce and critical occupations.

6.3.4 Information Technology (IT)

The Department continues its efforts to modernise correctional systems and overcome the challenge of unintegrated and non-interoperable information systems. Digital transformation and the 4th Industrial Revolution are the main considerations in the development of the Master Information Systems and Security Technology Plan (MISSTP), which is a critical component of the 2068 Vision of the Department:

- MISSTP is a technology lifecycle and application portfolio management towards the effective and efficient governance, management and execution of correctional services. This contextualisation applies to all active systems and technologies as well.

- MISSTP will impart visibility of the technology landscape of the Department by aligning the business and its operations with technology and bridging the gap between the Department's current state and its desired future state.

- The MISSTP will focus on providing support in correctional services related technologies to improve the effectiveness of the systems within the Department as cost-effective work enablers. It will ensure the development and implementation of technologies, architecting, analysis, simulation, evaluation and optimisation.

The digital transformation will not be limited to connecting different systems or converting paper-based or physical processes into web-based forms or workflows, but improving operational efficiency and effectiveness which will ensure that corrections of the future will better meet the needs of inmates. It will effectively prepare inmates for life after incarceration, and it will be run with all the efficiencies of a business. At the same time, these technologies will help keep more low-level, nonviolent offenders out of correctional centres.

Technology plays an important role in the corrections setting, certainly in terms of security by preventing security breaches such as escapes and illegal contrabands being brought into the centres, keeping inmates in a safe environment, safeguarding assets and staff as well as visitors entering the facilities. CCTV, sensors, and surveillance systems will be increasingly used to detect violations and monitor high-risk areas within the facilities, such as the grounds, the immediate perimeter cells, and community areas such as visitor areas, exercise rooms and canteens. Electronic surveillance of spaces through aerial drones is also being used to monitor the area around centres day and night.

A processes of controlling the entry and exit of officials, visitors and inmates through biometric systems and implementation of an ISS which consists of electronic, electrical and mechanical sub-systems which are fully integrated into one system by the security management system software; and an implementation of body security scanners which is are threat detection solution which combines ultra-low radiation with maximum visibility, will address the challenges of contrabands smuggled into correctional facilities by improving the detection of hidden metals, weapons and drugs in a body of a person. The scanner will be able to search all body cavities without compromising the privacy of individuals; and will reduce the time taken to manually search offenders, officials and visitors.

An essential tool for correctional officials is the inmate management which records a person from the point of incarceration to the time of release back into society. When inmates are admitted a correctional facility, an individual profile is created to enable them to receive the correct rehabilitation programmes and training. This profile becomes an inmate's unified case file throughout his or her time under the care of the Department. The automation of such systems, when compared to often inaccurate and cumbersome paper-based record-keeping, can result in enormous improvements in the efficient management of inmates.

- Integrated Inmate Management System (IIMS) seeks to support the goal of achieving a single view of offenders through single capture of inmate and offender information (one-stop shop for inmate, parolees, probations and offender registration). It contains a centralised database of inmate and offender information (national database on parolees, probations, offender and inmate information with biometric identification technology (fingerprints, facial and iris features) will be captured during admission and utilised through the lifecycle, including attendance of programmes or any movement within the CJS, including the Department of Home Affairs (DHA)).

Technologies are also important for the maintenance of inmate contacts with respective families, with the possibility of communicating by video visits, Inmate Telephone System and Message Link which will provide a secure, controlled environment for inmate's communications with their relatives and health workers.

Reducing the inmate population means, in part, keeping more people out of correctional facilities, whether first-time offenders or reoffenders. With the rise of digital technologies and the cloud, authorities have at their disposal new ways to prevent criminal behaviour. Technology also gives judiciary sentencing options other than a traditional brick-and-mortar form of correction.

A monitoring device worn by an inmate, or someone accused of a crime and awaiting trial, offers a number of benefits. Tracked electronically, non-violent offenders could serve their sentences in the community. Electronic tagging, combined with other available data, also improves the monitoring of parolees by parole officers. Using geospatial mapping, parole officers can get real-time data on the location of the offenders in their care, which can help parole officers intervene when necessary, keep offenders on the right track, and potentially prevent reoffending. Furthermore, electronic tagging helps identify which rehabilitation programmes are successful. If certain programmes show particularly high attendance, it could be an indicator (with other data) of the success of that programme.

Business Intelligence and Smart Analytics will be used to provide insight into criminal activities and offending behaviour, and aid in alternative sentencing options. Developing a data warehouse to aggregate data from different sources is at the centre of the digital transformation, where tools will be used for reporting and data analysis, as a core component of business intelligence. Data analytics will be able to provide insights into trends and gaps, so as to determine cases where offenders who fit a certain profile, are more likely to reoffend. Smart data will enable the judiciary to match sentencing programmes to individual profiles (e.g. community service vs incarceration). The detainee's consent to use third-party profiling data will always be key considerations, since data privacy and ethical use of artificial intelligence and machine learning derived models may contain intrinsic biases or biasness.

The sharing of knowledge within the CJS is paramount as digital transformations, i.e. the development of systems, security technologies, standards, processes and procedures, are important in enhancing interoperability between the Department and other agencies tasked with ensuring the safety and security of the population and resources of the country and its immediate neighbours.

6.3.5 Resource considerations (financing the strategic plan)

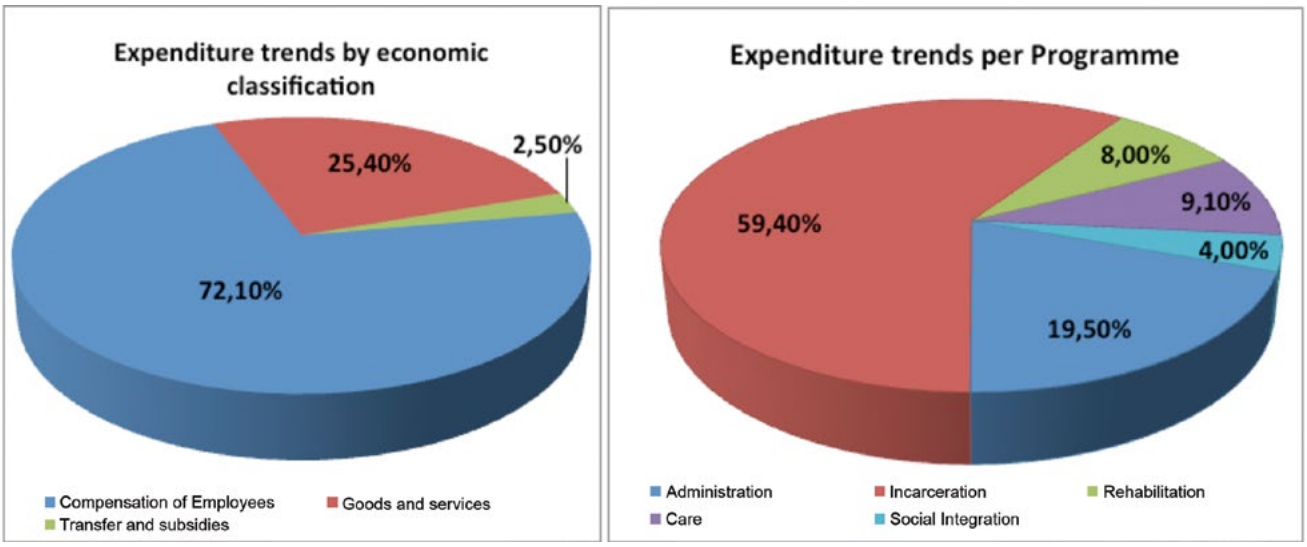
6.3.5.1 Budget overview

The Department's budget is informed primarily by the Strategic Plan and Annual Performance Plan(s), together with the Budget Prioritisation Framework and MTEF Guidelines. Budget parameters were set based on prevailing and projected economic conditions as well as expenditure trends of the prior years. In order optimally to utilise the resources available, which are essentially limited compared to the Department's needs, the overall strategy and the programmes and projects deriving from it reflect priorities and phases in implementation. The Department has weighed trade-offs and developed ways of sequencing programmes to realise the strategic outcomes. In order to deal equitably with competing demands against available resources and departmental priorities, a Budget Committee has been established in line with the Department's Budget Management Policy.

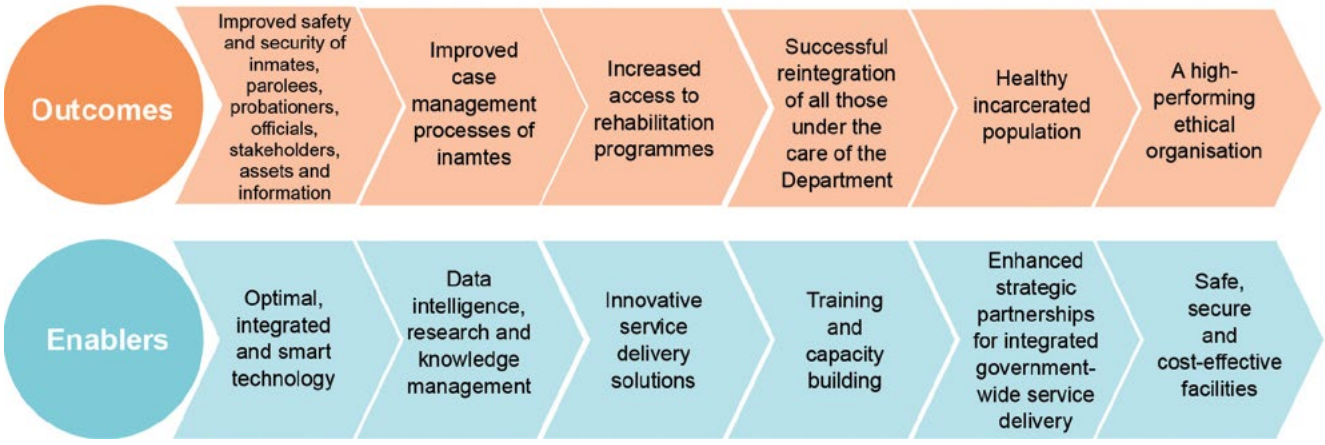
6.3.5.2 Expenditure trends and budget priorities

The distribution of expenditure per programme and economic classification is illustrated in the figure below.

Figure 28: Expenditure trends per programme and economic classification



The total projected expenditure of R86,9 billion for the 2020 MTEF will be directed toward the outcomes shown in the following diagram.



The focus of the Department over the medium term will include the provision of appropriate services for safe, secure and humane detention in correctional facilities; providing needs-based rehabilitation programmes and interventions to sentenced offenders; and reintegrating offenders into communities as law-abiding citizens. The Department's total expenditure is expected to increase at an average annual rate of 5.6%, from R25.3 billion in 2019/20 to R29.8 billion in 2022/23. Cabinet has approved budget reductions to the Department's baseline

of R397.2 million in 2020/21, R418.9 million in 2021/22 and R308.1 million in 2022/23, mainly on the allocations for compensation of employees. As a result, the number of personnel in the Department is expected to decrease to 36 996 in 2022/23 through the gradual termination of contracts and natural attrition, including early retirement. The work of the Department remains labour intensive, and, as such, an estimated 70% (R59.6 billion) of total expenditure over the MTEF period is earmarked for compensation of employees.

Safe, secure and humane detention

The Department remains committed to creating safe, secure and humane conditions for inmates and officials, as well as ensuring the safety of its stakeholders and members of the public. To achieve this, the Department carries out activities involving: security operations, providing and maintaining appropriate facilities, remand detention and offender management which includes administration that encompasses admissions, releases and profiling of inmates as well as the consideration of offenders for release or placement into the system of community corrections. Allocations to the Programme account for 59.4% (R50.5 billion) of the Department's total budget over the medium term.

Inmate escapes can be largely attributed to overcrowding, the lack of compliance with security policies and dilapidated infrastructure. To improve adherence to security procedures, security meetings are convened in all correctional centres, and security awareness is provided during morning parades. The Department provides personnel with appropriate security equipment such as body armour, ammunition, leg irons, handcuffs, metal detectors, tonfas, gas or fire filters, pepper spray, neutralisers and movable parcel scanners. An allocation of R27.6 billion over the medium term in the Security Operations sub-programme provides for this equipment, accounting for an estimated 54.6% of the Incarceration Programme's total budget over the same period. An additional amount of R66 million has been allocated for the implementation of the CJS over the MTEF period. These funds allocated under the IT sub-programme will be used to implement the mesh network for device management.

To complement this focus on security, R1.8 billion over the medium term is earmarked for the upgrading, rehabilitation, repair and refurbishment of dilapidated correctional and other remand detention facilities. The completion of these renovations is expected to ease overcrowding, as many offenders have been moved to other centres while facilities are in the process of being upgraded. Through these measures, despite the anticipation that new offender admissions will increase at a higher rate than the number of new bedspaces created over the medium term, a decrease is expected in the percentage of inmates who escape each year, from 0.034% in 2019/20 to 0.031% in 2022/23, and in the percentage of inmates injured each year, from 4.7% in 2019/20 to 4.55% in 2022/23.

Providing needs-based rehabilitation

The Department will increase the participation of sentenced offenders in needs-based rehabilitation programmes to enable their successful reintegration into society and reduce the likelihood of them reoffending once they are released. This will be done by improving the life skills of offenders through correctional programmes that target offending behaviour, and investing in the personal development of offenders by providing literacy, education and skills competency programmes during their incarceration. Offenders also have access to psychological, social work and spiritual services. To provide more training opportunities for offenders over the medium term, the Department aims to improve its marketing of skills development programmes and work closely with the relevant SETAs and the DHET.

Training programmes will be provided to offenders in areas such as long occupational skills programmes, short occupational skills programmes, TVET college programmes and educational programmes (GET, FET and Grade 12). To carry out these activities, R6.8 billion is allocated to the Rehabilitation programme over the MTEF period. An estimated 74.4% (R5.1 billion) of this allocation is for spending on compensation of employees, with 24.4% (R1.7 billion) allocated for supplies at various sites where work opportunities are provided to offenders, such as bakeries, farms and a shoe factory, as well as for rehabilitation workshops.

Reintegrating offenders into communities

Offenders are often stigmatised by their families and communities, and their ability to find jobs or housing, return to formal education, or build or rebuild individual

and social capital is severely hampered when they are released back into society. Offenders risk social rejection, reoffending and reconviction should they not receive assistance. For the successful reintegration of offenders into communities, all parole considerations should include victim participation to provide a platform for dialogue between offenders and victims, and thereby contribute to healing and restoration.

The Department plans to increase the number of victims participating in dialogues and other restorative justice programmes from 7 560 in 2019/20 to 9 615 in 2022/23. To assist in reintegrating offenders into communities, the Department has contracted 63 SAWs to facilitate these dialogues until 2021/22.

These activities contribute to spending in the Community Reintegration sub-programme, in which expenditure is expected to increase from R51.2 million in 2019/20 to R63.7 million in 2022/23. The Social Reintegration Programme is allocated R3.4 billion over the medium term, of which 89.9% (R3.1 billion) is earmarked for compensation of employees because of the labour-intensive nature of the work in this programme.

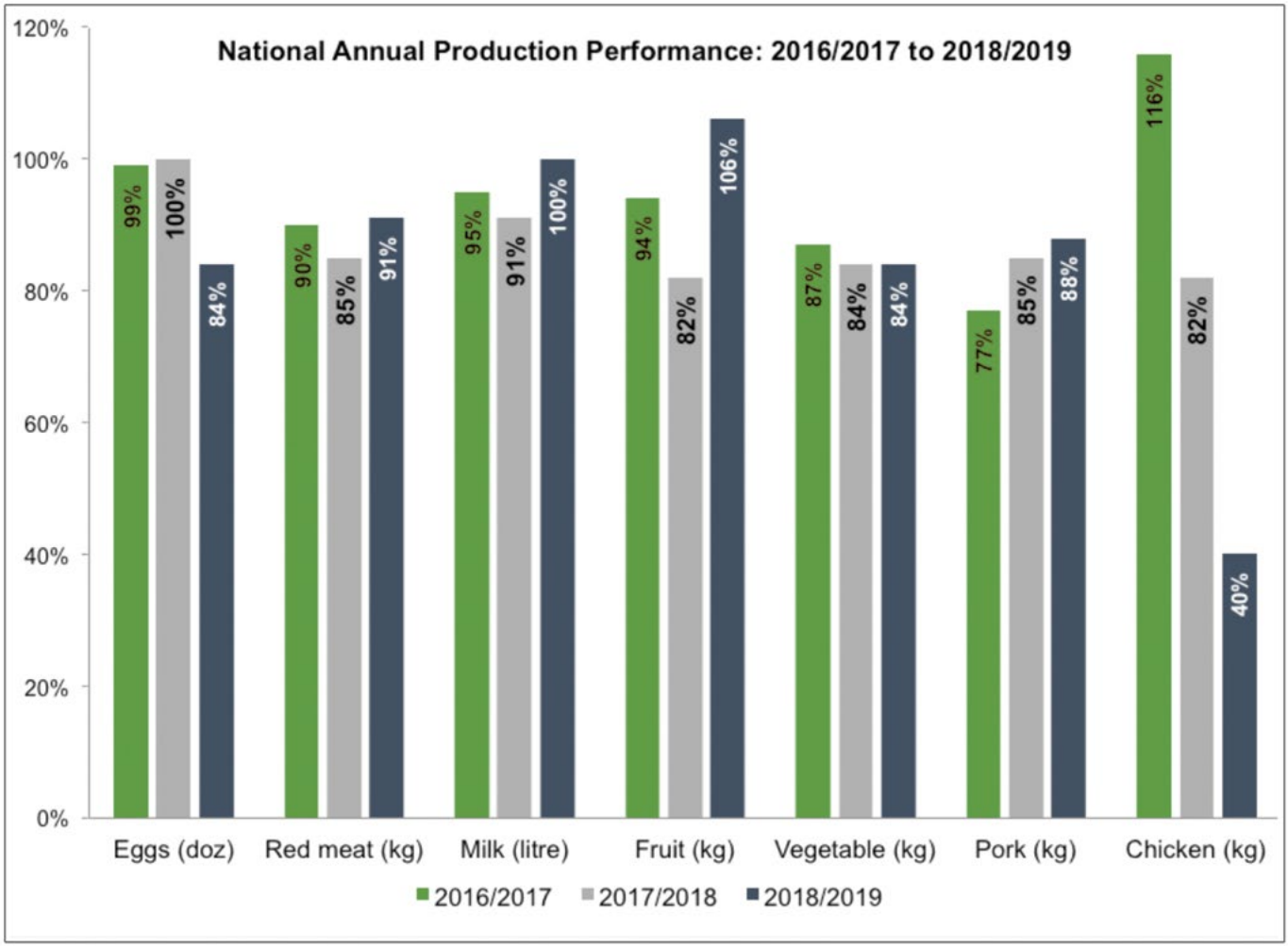
6.3.5.3 Fiscal sustainability and growth

The prevailing financial constraints impact on the price of food items in the open market, with some industries finding it difficult to cope under these constraints, consequently resulting in an increasing unemployment rate, like the case of the poultry industry. The phrase self-sufficient corrections from an economic perspective represents a corrections system which operates with the primary goal of reducing the cost of doing business, generating revenue through offender labour, assist in making communities more sustainable, helping offenders reintegrate into society in a productive and meaningful way and ultimately ensure that the environment is preserved now and for generations to come. Self-sufficient corrections will reduce the human, environmental and economic costs within the correctional facilities. Production workshops, bakeries and agricultural activities promote the transfer of skills to offenders by complementing skills development programmes and improving their personal and social functioning (i.e. work ethics).

The Department has approximately 40 000 hectares of land consisting of 21 big farms and 115 small sites (small sites/centres are predominantly farming with vegetables). The agricultural land is disaggregated into (i) grazing/natural land: 20 885 ha, (ii) irrigation land: 2 040 ha, and (iii) dry land: 6 386 ha. Approximately 9 937 ha of land is not farmable. The Department can attest to the fact that the agricultural sector is resilient. Despite the impact of drought, weather inclement and fiscal constraints, the Departmental farms were able to produce 8 641 203 kg of vegetables, 435 102 kg of red meat, 1 735 313 kg of pork, 554 170 kg of chicken meat, 1 174 223 dozens of eggs, 6 442 028 litres of milk, while the Departmental orchards produced 598 302 kg of fruits in the 2018/2019 financial year. In addition to contributing towards self-sufficiency on food, the farms are seen as a cost-saving on healthcare for inmates with diabetes, hypertension and other ailments.

The figure below shows the agricultural production level in the past three financial years. Self-sufficiency is measured based on the extent to which the Department is providing for its own needs with regard to agricultural production, versus the total needs for the specific product. Due to various factors, the self-sufficiency level varies year on year.

Figure 29: National Annual Production Performance: 2016/17 to 2018/19

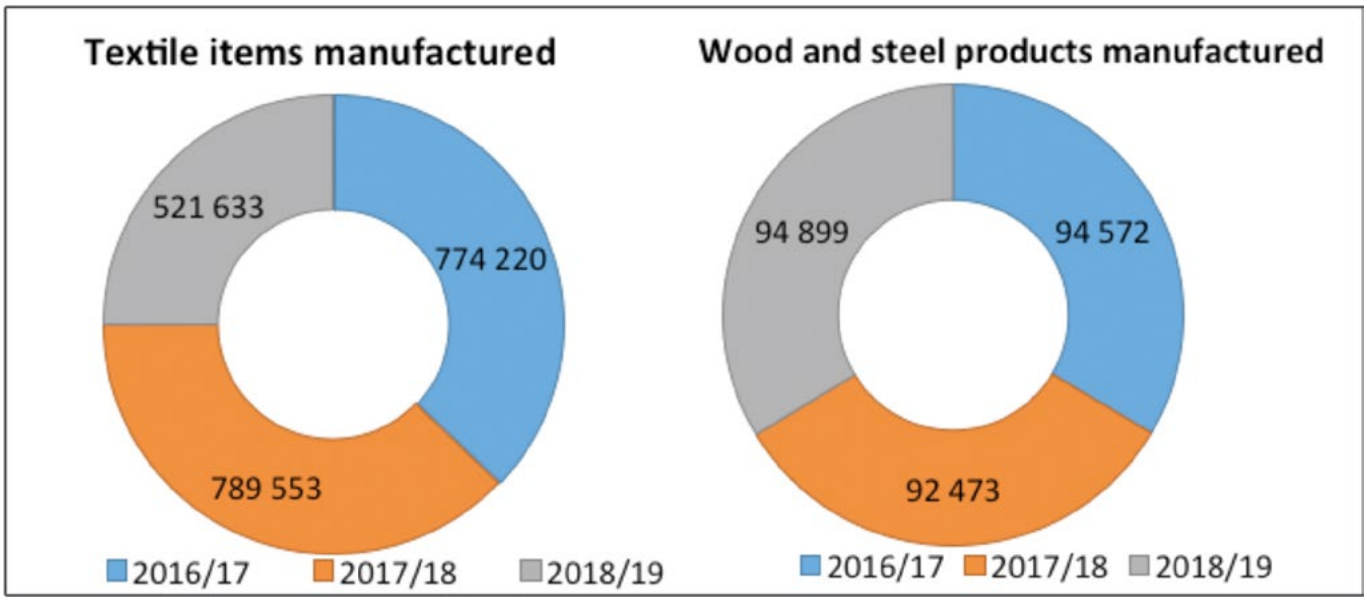


Self-sufficiency levels are influenced by the following factors:

- Inadequate production funds (i.e. for inputs: fertilisers, agro-chemicals, seeds, feed, stock remedies and vaccines).
- Climatic conditions (drought, flooding) impact on production/supply.
- Disease outbreak (e.g. Newcastle, avian flu, etc.).
- The variation in offender totals (change in demand).
- The variation in needs (i.e. offender ration scales demanding more or less of a certain product/change in demand).

The Department has 19 textile workshops, 10 steel workshops, 10 wood workshops, 9 bakeries, 1 lock and key manufacturing workshop, as well as 1 shoe factory. On average, there are 1 500 offenders working in production workshops per day; while an average of 3 000 offenders are working on farms per day. The products that are manufactured within the workshops are used for the Department's own consumption, and some are sold to other Departments and government officials, as provided for in the policy.

Figure 30: Workshop performance for the 2016/17 to 2018/19 financial years



It is paramount for the Department to enhance production performance, minimise the costs of production and limit the external procurement of goods and services. The Department is committed to increasing self-sufficiency through the expansion of layer and boiler projects as well as the expansion of vegetable production. Integrated planning with internal role players/stakeholders is pivotal as a concerted approach would be required to realise the intended goal, i.e. of enhancing productivity and self-sufficiency. In addition, corrections can operate sustainably through adopting environmental practices which are in harmony with nature. The commitment to self-sufficiency will involve the adoption of business principles and investment in critical workshop and agricultural machinery and equipment, which will ensure that value is extracted on the identified products over the longer term.

The Department will continue to prioritise skills development of offenders, as part of its rehabilitation programme with a greater emphasis on increasing agricultural projects. The focus over the medium term will be to leverage available resources and improve the productivity of the farms, bakeries and production workshops to create an environment that encourages and promotes training and skills development. Also critical to the next five years is the development and implementation of a self-sustainable strategy with the associated business principles and philosophy, the establishment of a co-operatives framework, and the development of a business case to identify various avenues that the Department can venture into as part of revenue retention and generation initiatives. The business case will be based on the following considerations:

- Audit/ assessment of resources (infrastructure, human, land, machinery and equipment, offender labour) to determine the state of self-sufficiency.
- Review the approach to agriculture to increase productivity and revenue.
- Development and implementation of a self-sustainability strategy.
- Identify opportunities to partner with other departments to enhance self-sufficiency.
- Improve on the number/use of offender labour to enhance offender skills utilisation and development.
- Review and enhancement of technology and modernisation.
- Training and development.
- Establishment of co-operatives framework (develop a blueprint to regulate relationship with co-operatives).

This will ultimately ensure that the Department is able to maximise production output of workshops and agriculture in order to increase revenue for centres so that they become self-sufficient (farms, bakeries, production workshops) which includes the supply of products and services for the Department's own needs on an economical base.

6.3.6 Status on compliance with the Broad-Based Black Economic Empowerment (B-BBEE) Act

Government has an obligation to harness national resources towards the resolution of the historical injustice of racial, gender and class exclusion in all spheres of life. In the realm of economic life, this implies the need to transform the patterns of asset ownership in a manner that reinforces the national objective of building a society that truly belongs to all who live in it. Government has developed various policy instruments, such as the Preferential Procurement Regulations of 2017 (PPR) issued in terms of the Preferential Procurement Policy Framework Act (Act No. 5 of 2000) (PPPFA), with the objective of transforming the structure of the South African economy in a manner that advances previously disadvantaged persons or categories of persons, high levels of decent employment and demographic transformation of industrial assets.

The Department is committed to mainstreaming enterprise growth, empowerment and equity in the economy for designated groups through the National Treasury requirements and the Department's SCM Policy. In this way, the Department will leverage its procurement spend to advance historically disadvantaged persons by giving preference to designated groups (as aligned to the PPPFA), exempt micro enterprises (EMEs), and qualifying small enterprises (QSEs). The Department is also in the process of appointing a South African National Accreditation System (SANAS) accredited verification agency (B-BBEE) to conduct the B-BBEE verification process.

Management Control (A-African, C-Coloured, I-Indian)

Table 9: Management Control Element

Categories	Number for each category	Race Classification			Gender		Disability	
		A	C	I	Male	Female	Male	Female
Senior Management (levels 13-16)	159	128	16	10	68	91	0	0
Middle Management (levels 9-12)	8 339	4 780	1 240	257	2 401	5 938	10	17
Junior Management (level 8)	4 367	2 749	583	50	1 043	3 324	13	42

Skills development

Table 10: Black persons trained in the Department as at 31 December 2019

Categories	Number for each category	Race classification			Gender		Disability	
		A	C	I	Male	Female	Male	Female
Black employees	Legislators, Senior Officials and Managers	502	46	20	355	252	4	1
	Managers	70	2	3	28	50	0	0
	Professionals	1 156	50	16	344	936	1	2
	Crafts and Related Trade Workers	11 078	1019	191	7155	5559	54	34
	Services and Sales Workers	1768	370	37	1308	974	3	4
	Technicians and Associate Professionals	447	43	9	273	261	1	0
	Clerks	1 991	221	35	896	1480	20	13
Black nonemployees		0	0	0	0	0	0	0
Black people on internships **(Graduate Interns)**	371	369	2	0	105	264	0	0
Black people on experiential learning **(Student Interns)**	543	511	32	0	145	366	0	0
Black people on apprenticeships	0	0	0	0	0	0	0	0
Black people on learnerships	1960	1904	53	3	1129	831	12	17
Unemployed black people on any programme under the learning matrix	Group 1 of 2018/19	912	17	1	451	479	2	9
	Group 1 of 2019/20	992	36	2	678	352	10	8

Enterprise and supplier development

Table 11: Procurement Spend 01 April 2019 - 31 December 2019

B-BBEE Level	Total Contracts	Total Current Contract Value	Total Lowest Acceptable Bid Value	Total Premium Paid Value
Level 1	2 007	R 504 441 399	R 1 066 996 880	R 77 273
Level 2	139	R 40 386 847	R 40 582 610	R 12 509
Level 3	3	R 428 460	R 428 460	-
Level 4	114	R 12 256 677	R 12 380 364	R 5 066
Level 5	2	R 89 110	R 89 110	-
Level 7	1	R 51 742	R 51 742	-
Non-compliant contributor	38	R 7 363 265	R 7 361 297	R 1 968
Total	**2 304**	**R 565 017 503**	**R 1127 890 466**	**R 96 818.20**

The Department has awarded approximately 89.28% of all contracts (bids and quotations) to B-BBEE Level One Contributors to the value of R504 million and a further 7.15% to Level Two Contributors as at 31 December 2019. The Department remains committed to creating an environment that ensures that previously disadvantaged groups benefit from its Department's preferential procurement policies. This will include the breaking down on larger services (tenders) into smaller components to afford designated groups an opportunity to participate as main contractors, service providers or suppliers. These smaller contracts are an important source of work for enterprises which are graduating from development programmes and establishing themselves.

6.3.7 Infrastructure Plans

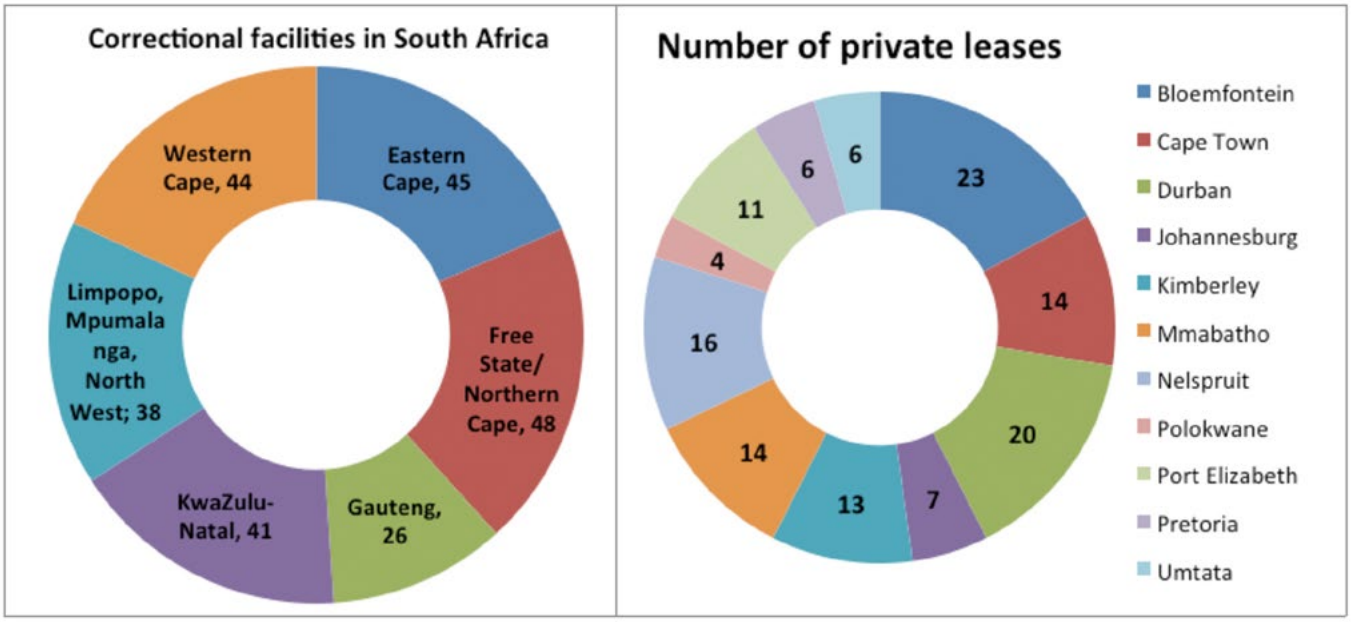
Infrastructure supports quality of life and the economy if it facilitates accessible and reliable service delivery. There have been a number of fundamental changes in spatial planning and land use management that has slowly improved for the better, mainly in urban areas. However, South Africa is far from achieving the RDP goals of breaking down of apartheid geography through land reform, more compact cities, decent public transport and the development of industries and services that use local resources and/or meet local needs. The District Development Model identifies the "pattern of operating in silos" as a challenge which led to "lack of coherence in planning and implementation and has made monitoring and oversight of government's programme difficult". The Department uses offender labour in order to enhance the Khawuleza approach, which is a call for collaborative service delivery. Various outreached project have been implemented during the past financial years, which includes:

- Efata School for the Blind and Deaf, situated in Mthatha: Offenders conducted renovations such as tiling, painting, plumbing and manufacturing of beds.
- Repair and renovation at Middelburg High Court.
- Tiling of classrooms and plumbing at Dikubu Public School.
- Manufacturing of new beds at Mahlatsi ke Lerato Crèche.
- Painting at Ulando Combined School.
- Cleaning and renovations at SJ van der Merwe Technical school.
- Repair at Income SAPS police station.

The National Spatial Development Framework (NSDF) aims to transform the way infrastructure investment and spending are planned, budgeted for and done in the national space, as well as in the provincial and municipal space. This will entail different ways of engaging, collaborating, investing and spending in infrastructure. The Department will plan and develop infrastructure in support of the NSDF which seeks to create spaces that are liveable, equitable, sustainable, resilient and efficient, and support economic opportunities and social cohesion. This will guide decisions in terms of infrastructure investment and capital expenditure in the short-to-medium term and long term.

The Department is managing approximately 242 correctional facilities (excluding the two private correctional facilities) and 218 community corrections offices that provide services to inmates and other persons placed under the system of community corrections. There are approximately 134 private leases in place that consist mainly of office accommodation and community corrections offices.

Figure 31: Correctional facilities and private leases



The New Generation Correctional Facilities are facilities that are designed to enhance the potential for rehabilitation while maintaining a high level of security by design. Currently, only 15 of the 242 Correctional Centres are New Generation Correctional Centres, which constitutes 6,1%. There is also a massive diversity in terms of size, minimum standard and quality of facilities across the country. The property portfolio further comprises living quarters for staff and production workshops. These facilities are accessed and utilised by various stakeholders including services providers, incarcerated offenders, and remand detainees, families of the offenders, governmental officials, oversight bodies and the executive. The correctional facilities, which vary considerably in terms of location, size, age and character are organised into Management Areas, and also fall under six Regional Offices.

The majority of correctional facilities (including the large urban ones) were designed and built over 50 years ago during the apartheid years. With the shift and emphasis on rehabilitation, post-apartheid, a vast majority of the correctional centres do not have suitable facilities for rendering rehabilitation and care services. In addition, poor planning and a lack of maintenance have resulted in a safety, health and environmental hazards and budgets often being used to repair broken or damaged infrastructure rather than to develop new infrastructure. As a result, inmates are detained in large communal cells which are relatively easy to "overcrowd". The privately managed correctional facilities (Mangaung in the Free State and Kutama Sinthumule in Limpopo) are contractually precluded from exceeding their capacity at all. The overutilisation of the infrastructure has also contributed to the frequent breakdown of infrastructure requiring continuous maintenance to delivery basic services, i.e. water, electricity and sanitation. The current reactivate approach to maintenance of facilities has compromised the optimal utilisation of correctional facilities. Repairs are undertaken, at greater expense when total breakdown has occurred. The cost of the repair work will be higher than if the maintenance had been undertaken in time. In addition, the infrastructure may have to be replaced well before the end of its originally intended life. The Department has, therefore, prioritised the review of current policies and procedures in order to give more attention to planned and preventative maintenance across the property portfolio. This will ensure that the maintenance of existing infrastructure is not disregarded in favour of new infrastructure. Increasing the efficiency of infrastructure will thus improve growth performance, service provision and development outcomes.

The Department has developed an Integrated Infrastructure Master Plan to improve the planning and implementation of infrastructure projects and maintenance of facilities with special consideration how infrastructure should be managed in order to resolve the current impediments and unlock opportunities for development to realise spatial transformation. The Plan is an overarching, long-term plan of integrated operational infrastructure goals, activities, actions and responsibilities that will contribute to achieving priorities of Government. It is based on the Infrastructure Delivery Management System (IDMS), which was designed by the National Treasury to capacitate the public sector's infrastructure implementing units in order to enhance the delivery of infrastructure in an effective and efficient manner. The infrastructural programme of the Department underpins the ability of the Department to effectively deliver on the offender rehabilitation path hence the Department plans to improve the capacity of the departmental offender schools and skills training facilities and the production workshops, to align centres with the minimum facilities requirements. Strategies to expand physical infrastructure are likely to be affected by budget constraints, which will require the Department to implement trade-offs such that service delivery standards are tiered and optimised according to asset class significance and growth prospects.

Table 12: MTEF Infrastructure Budget

Budget description	2020/21	20201/22	2021/22
	(R'000)	(R'000)	(R'000)
Capital projects	570 219	601 581	630 457
Maintenance and repairs	187 828	198 159	207 671
Leased accommodation	108 771	114 753	120 261
Municipal services	1 279 914	1 350 309	1 415 124
Accommodation charges	598 411	631 324	661 628

Due to persistently low economic growth, the austerity measures implemented by the National Treasury have impacted the infrastructure programme of the Department. This has led to the capital infrastructure budget being significantly reduced, requiring a reprioritisation of future infrastructure projects, thus negatively impacting the rollout of the infrastructure plan. These challenges will require the Department to identify opportunities to maximise the available budget. The Integrated Infrastructure Master Plan outlines a new approach to infrastructure planning where corrections will operate sustainably through adopting environmental practices which are in harmony with nature. This involves energy-efficient strategies being implemented such as the use of solar panels to provide hot water and heating, water conservation, reductions in transportation, fuel use and high-efficiency lighting and appliances. In addition, the Department will gradually reduce the privately leased office accommodation to the correctional centres to generate savings that can be prioritised to renovate existing facilities. Ultimately this understanding of the phrase self-sufficient corrections can be defined as a correctional facility which seeks to reduce the human, environmental and economic cost of corrections.

The Department has identified a need for new infrastructure in the major metropolitan centres, to provide the much needed additional bedspaces. Over the next five years, the construction of new correctional centres at Parys, Burgersdorp and Lichtenburg will create a total of 721 new bedspaces. The upgrade and refurbishment projects at Emthonjeni Youth Centre and at Brandvlei will regain a total of 730 bedspaces over the next five years. A total of eight (zinc and asbestos structures) facilities that do not meet the minimum security requirements will be replaced with brick and mortar structures and assist in addressing the overcrowding challenges. The Department has also prioritised the acquisition of new head office accommodation within the Salvokop Government Precinct.

6.3.8 Description of the strategic planning process

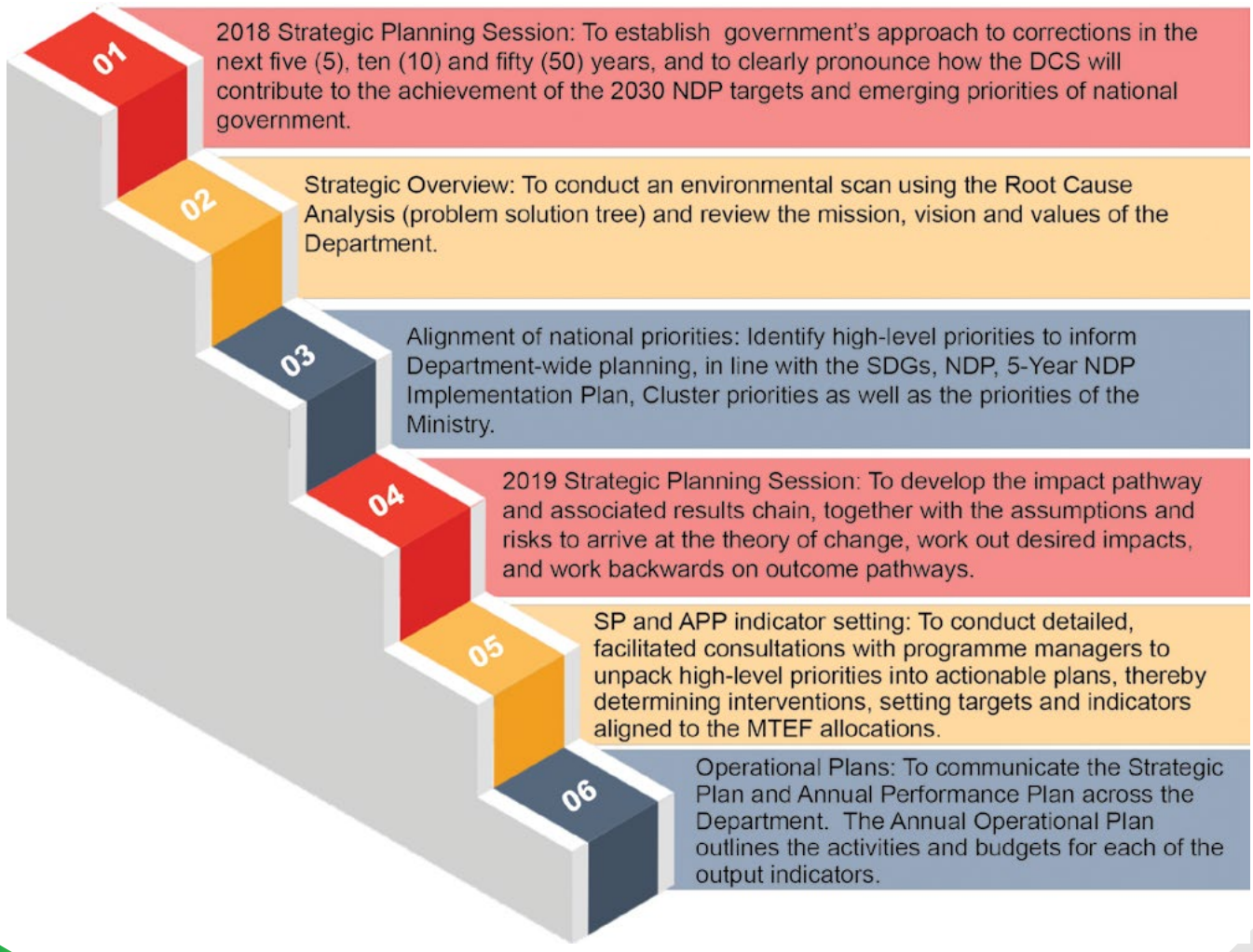
The strategic planning process involved a critical evaluation of the Department's operating environment, which includes the internal, external, and macro environment that influences the way the Department achieves its purpose. In preparation for the Five-Year Strategic Plan, the Department held its first all-inclusive

strategic planning session from 16th to 20th July 2018. The purpose of the strategic planning session was to bring senior management and relevant officials from the Department together to set priorities, strengthen operations, ensure that employees and other stakeholders are working towards common goals, assess and adjust the direction of the Department in response to a changing environment. The session was designed to articulate not only where the Department is going and the actions needed to make progress, but also to determine how it will measure the achievement of the identified strategy.

The situational analysis also looked into the active participation of stakeholders; hence the strategic planning approach used was centred on initiating a dialogue within government departments on how to approach corrections as a societal responsibility, as enshrined in the White Paper on Corrections. This dialogue resulted in the development of interventions that will impact social stability and restore moral regeneration for society. In addition, it sought to establish how the government`s approach to corrections in the next five (5), ten (10) and fifty (50) years will be managed and to clearly pronounce how the Department will contribute to the achievement of the 2030 NPD and subsequently project a trajectory for the next fifty (50) years.

The second strategic planning session was held from the 14th to 16th August 2019, where key stakeholders formed part of the plenary, particularly those that inform the changes to be implemented by the Department. The Department made use of Root Cause Analysis to conduct the Environmental Analysis to inform the Strategic Plan for the next five years. This planning tool identified the problems experienced by the Department and interventions to systematically reach the ultimate goal. This was the first step to create ownership, understanding and commitment towards the achievement of the identified impacts and priorities of the Sixth Administration. Various Commissions were established to develop the impact pathway and associated results chain, together with the assumptions and risks, to arrive at the theory of change, work out desired impacts, and work backwards on outcome pathways.

Figure 32: High-level strategic planning process



As a first step, the Department developed a clear understanding of the core problems, causes and effects that will hinder the Department from achieving its identified result/s (impact) and to develop concrete, relevant interventions that will help address these matters. The second step was to determine, using the Theory of Change, a clear understanding of assumptions behind the choices of the key levers of change and to outline efforts that should be focused on to ensure that the plan is relevant and addresses root causes. The third step was used to build intervention logic to state what results must be achieved, how they will be achieved, and what resources will be necessary. The fourth and last step involved defining clear outcome and sub-outcome indicators, baselines and targets over the five-year planning period. The Department subsequently conducted various programme planning sessions where the pre-conditions were set out in the APP.

PART C:

OUR PERFORMANCE MEASURES

7. INSTITUTIONAL PERFORMANCE INFORMATION

The Department's performance information is informed by the Theory of Change planning methodology and a comprehensive problem tree solution with diagnostic tree analysis. The identification of the impact was the first process in the Results Chain, followed by the Outcome and interventions. The impact and outcomes will be the strategic focus of the work of the Department between 2020 and 2025. The Department has developed a clear understanding of the assumptions behind the choices made, the key levers of change and focus areas over the next five years.

The Department's theory of change is based on the best available knowledge about causes and effects. Evidence from the monitoring and evaluation (M&E) system will be used to test the theory of change during the implementation of the Strategic Plan to build reliable knowledge about what works in what circumstances.

7.1 Planning tools: Theory of Change Results Chain

Impact	Safe and empowered communities through sustainable economic development					
Outcomes	Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information	Improved case management processes of inmates	Increased access to needs-based rehabilitation programmes to improve moral fibre	Successful reintegration of all those under the care of the Department	Healthy incarcerated population	High-performing ethical organisation
Interventions	• Improve security regime (6 Pillars of Security) for integrated security classification. • Suitable and relevant security, technology, policies and processes. • Comprehensive and integrated infrastructure Master Plan for appropriate, secure and cost effective facilities that meet quality standards,	• Review Case Management systems, processes and tools • Review multi-pronged strategy and ensure integrated approach in the management of overcrowding with stakeholders	• Increase access to education, training and skills development • Improve moral fibre of inmates	• Increase accessibility of community corrections services in all district • Advance victim-offender reconciliation • Create economic opportunities for parolees and probationers	• Early detection and management of communicable diseases • Early detection and management of non-communicable diseases • Therapeutic diets available	• Scalable and robust technology • Strategic HR management • Improved governance and compliance • Accountable financial performance
Assumptions	• Overcrowding not exceeding 50%	• Functional Case Management structures • Automated Case Management processes • Willingness of offenders to participate in Case Management processes • Dedicated Correctional Intervention Officers, Case Assessment Officials and Criminologists	• All inmates are willing to participate in rehabilitation interventions and developmental programmes. • Strengthened collaborations amongst strategic partners • Automated inmate management system	• Offenders are accepted into the family and/or communities • Offenders are economically independent after release	• Inmates in need of care must be willing to seek healthcare services • Availability of primary healthcare resources	• MTEF budget allocations in line with the service delivery requirements of the Department

7.2 Impacts

Table 13: Impact 1 - Safe and empowered communities through sustainable development

Impact title	Safe and empowered communities through sustainable development
Impact statement	A correctional system that contributes to maintaining and protecting a just, peaceful and safe society by developing the potential of offenders and empowering them to become law-abiding citizens who are economically independent, ploughing back into communities and providing some form of reparation for their crime.
Description	The Department implements the sentences imposed by the courts in the manner prescribed by the Correctional Services Act (Act No. 111 of 1998) primarily by taking people who commit crime out of circulation in order to reduce crime and violence in society and reduce recidivism. The period of incarceration is used to stabilize and start addressing the root causes of offending behaviour and to ensure, so far as possible, the reintegration of such persons into society upon release so that they can lead a law-abiding and self-supporting life. To this end, inmates receive education, vocational training and work, as well as other forms of assistance that are appropriate and available, including those of a remedial, moral, spiritual, social and health-and sports-based nature in line with the individual treatment needs. Every sentenced offender has a responsibility to participate in rehabilitation efforts and is given a fair chance to demonstrate that he or she is able to use opportunities in the correctional environment to lead a socially responsible and crime-free life. Creating work for sentenced offenders to foster habits of industry and to learn new skills is an integral part of the correctional system. Compliance with the CSP promotes the rehabilitation of offenders and minimise the offender's risk of re-offending. Offenders, who have shown reasonable progress and who (presumably) do not pose a risk to society, can be considered for early release under community corrections or correctional supervision. The primary objective of social reintegration programmes is to provide offenders with the assistance and supervision that they may need to desist from crime, to successfully reintegrate into the community and to avoid a relapse into criminal behaviour. After release, interventions should facilitate a smooth transition from correctional services to the community, reinforce the gains achieved through treatment and rehabilitation programmes, and continue until reintegration is successfully completed.

7.3 Outcomes

Table 14: Strategic Outcome 1 - Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information.

MTSF Priority	**MTSF Priority 6: Social Cohesion and Safe Communities**
Outcome 1	**Improved safety and security of inmates, paroles, probationers, officials, stakeholders, assets and information**
Outcome statement	Safety and security secure conditions for all inmates (sentenced and unsentenced) consistent with their human dignity, including the safety and security of all persons, assets and information associated with Correctional Services
Outcome indicator	Percentage reduction of security breaches at correctional facilities (correctional centres and remand detention facilities)
Rationale for the choice of outcome indicator	Safety and security remains at the core of the business in Correctional Services informed by the strategic imperatives of correcting offending behaviour, rehabilitation and correction as a societal responsibility
Baseline (2018/19)	4.18% of security breaches at correctional centres
Five-year target	0.25% reduction in security breaches at correctional facilities
Enablers to achieve the five-year target	Reduced inmate population (overcrowding) to improve the ratio of offenders to custodial officials Appropriate and cost-effective facilities that support a safe and secure environment Availability of skilled and trained security officials Integration with the JCPS cluster departments (value chain)
Contribution of the outcome indicator to the achievement of the impact	Incarceration of inmates limits the basic rights of an individual. The aim is to ensure the safe and secure custody of inmates consistent with human dignity and to protect society against crime by removing inmates from society
Contribution to achieving the Medium Term Strategic Framework (Priority 6) and other national priorities	**MTSF Priority 6 (Social Cohesion and Safe Communities)** **Sub-Programme Crime** The Department will ensure the safe, secure and humane incarceration of offenders to keep people safe – and feeling safe – in their communities
	• NDP Chapter 12: Building safer communities • Integrated Criminal Justice Strategy
Justification	According to Chapter III, Section 36 of the Correctional Services Act, (Act No. 111 of 1998, as amended) the correctional system is designed to protect the public, promote social responsibility and enhance human development in order to prevent repeat offending or the return to crime

Table 15: Strategic Outcome 2 - Improved case management processes of inmates

MTSF Priority	MTSF Priority 6: Social Cohesion and Safe Communities
Outcome 2	**Improved case management processes of inmates**
Outcome statement	Case management processes that will ensure the comprehensive sentence planning, profiling and timeous court appearances and consideration for parole placement and release of inmates
Outcome indicator	Percentage increase in offenders profiles approved for placement or release
Rationale for the choice of outcome indicator	Case management entails the efficient administration of admission, detention, placement and release as well as compliance to court dates. These processes culminate in the number of offenders' profiles being approved for placement by the Head of Correctional Centre (HCC) or CSPB
Baseline (2018/19)	53.9% (21 965/40 775) offenders approved for parole placement or release
Five-year target	10% increase in offenders approved for parole placement or correctional supervision
Enablers to achieve the five-year target	Automation of case management processes Comprehensive risk profiling (assessment, profiling and sentence planning) of inmates Regular review of offenders' progress by case review team Comprehensive offender profiles by CMCs
Contribution of the outcome indicator to the achievement of the impact	Case management processes allow for inmates to comply with court appearances, offenders to actively participate in intervention programmes and services and to be timeously considered for parole which contributes to maintaining a safe, secure and humane environment
Contribution to achieving the Medium Term Strategic Framework (Priority 6) and other national priorities	**MTSF Priority 6 (Social Cohesion and Safe Communities)** **Sub-Programme Crime** Effective rehabilitation and social integration programmes are essential means of preventing recidivism and increasing community safety
	NDP Chapter 12: Building safer communities
Justification	According to Chapter II of the Correctional Services Act, (Act No. 111 of 1998), the purpose of the correctional system is to (among others) contribute to maintaining and protecting a just, peaceful and safe society by: (a) enforcing sentences of the courts in the manner prescribed by this Act; and (b) detaining all inmates in safe custody while ensuring their human dignity.

Table 16: Strategic Outcome 3 - Improved access to needs-based rehabilitation programmes

MTSF Priority	MTSF Priority 3: Education, skills and health
Outcome 3	**Increased access to needs-based rehabilitation programmes to improve moral fibre**
Outcome statement	Provide offenders with programmes and services to contribute to their rehabilitation so that they have the necessary education, skills and competencies to become law-abiding citizens
Outcome indicator	• Percentage increase in offenders enrolled in development programmes • Percentage increase of inmates participating in well-being programmes
Rationale for the choice of outcome indicator	Rehabilitation is achieved through the delivery of key services and programmes to improve the lives of offenders and contribute toward successful reintegration.
Baseline (2018/19)	• 10% (1 457) increase of offenders enrolments in personal development programmes • 6.15% (8 064) in inmates participating in rehabilitation programmes
Five-year target	• 25% increase in offenders enrolled in development programmes • 10% increase in inmates participating in rehabilitation programmes
Enablers to achieve the five-year target	Strategic partnerships with relevant stakeholders (e.g. government departments, SETAs, NSF, NPOs, NGOs, FBOs, and private sector) Discretionary Grant allocation Infrastructure that is suitable for rehabilitation purposes Subject specialists to support rehabilitation programmes, including, among others, Psychologists, Artisans, Social Workers, Spiritual Care Workers and Educators
Contribution of the outcome indicator to the achievement of the impact	Rehabilitation programmes, such as education, skills development, psychological, social work and spiritual care, are designed to improve the education and skills competencies and well-being of inmates. The implementation of these programmes is continuous and consistent through the transition of the inmate from incarceration through to their reintegration into the community
Contribution to achieving the Medium Term Strategic Framework (Priority 3) and other national priorities	**MTSF Priority 3 (Education, skills and health)** **Sub-Programme school education, PSET and skills development** Offenders should have access to development programmes both in correctional centres and in community corrections, which enables them to gain the skills and qualifications to be employable or entrepreneurs
	NDP Chapter 9: Improving education, training and innovation
Justification	According to Chapter IV, Section 41 of the Correctional Services Act (Act No. 111 of 1998, as amended), Treatment, development and support services, the Department must provide or give access to as full a range of programmes and activities, including needs-based programmes, as is practicable to meet the educational and training needs of sentenced offenders The White Paper on Corrections in South Africa, Chapter 9, focuses on correcting offending behaviour, enhancing human development, and promoting social responsibility and positive social values among offenders Chapter 11 of the White Paper on Corrections – Special Categories of Offenders

Table 17: Strategic Outcome 4 - Successful reintegration of Offenders, Parolees and Probationers

MTSF Priority	MTSF Priority 6: Social Cohesion and Safe Communities
Outcome 4	Successful reintegration of all those under the care of the Department
Outcome statement	Reintegration and reconciling those under the care of the Department into the community through compliance with the conditions set and repairing the harm caused by the criminal act
Outcome indicator	Percentage increase in offenders under the system of Community Corrections
Rationale for the choice of outcome indicator	Reintegration denotes working with the offenders to effect change and reintroduce the offenders into the community, encourage law-abiding behaviour and prevent further engagement in criminal activities
Baseline (2018/19)	0.78% increase (557) in Parolees, probationers and ATPs under the system of community corrections
Five-year target	4.1 % increase in offenders under the system of community corrections (Parolees, probationers and ATPs)
Enablers to achieve the five-year target	Automated integrated system for the management of inmates and offenders Criminal record expungement Collaboration with all relevant stakeholder (government departments, NPOs, NGOs, FBOs, business) Automation of case management processes Comprehensive risk profiling (assessment, profiling and sentence planning) of offenders Regular review of offenders' progress by supervision committee
Contribution of the outcome indicator to the achievement of the impact	Reintegration entails the process of transition from incarceration into main-stream society where offenders begin to adjust to the outside world in the aftermath of their release to live a life as law-abiding citizens
Contribution to achieving the Medium Term Strategic Framework (Priority 6) and other national priorities	**MTSF Priority 6 (Social Cohesion and Safe Communities)** **Sub-programme: Fostering Constitutional Values** Social Reintegration is a multi-sectoral and community-driven process. Community involvement has become an essential ingredient of crime prevention partnerships involving municipalities, the police, schools, health and social services, and the private sector.
	NDP Chapter 15: Nation building and social cohesion
Justification	According to the Correctional Services Act (Act No. 111 of 1998), Chapter VI, Section 50 the objectives of Community Corrections are to afford sentenced offenders an opportunity to serve their sentences in a non-custodial manner; to enable persons subject to community corrections to lead a socially responsible and crime-free life during the period of their sentence and in future; to enable persons subject to community corrections to be rehabilitated in a manner that best keeps them as an integral part of society; and to enable persons subject to community corrections to be fully integrated into society when they have completed their sentences.

Table 18: Strategic Outcome 5 – Healthy incarcerated population

MTSF Priority	MTSF Priority 3: Education, skills and health
Outcome 5	**Healthy incarcerated population**
Outcome statement	Provision of comprehensive primary healthcare services (which include nutrition, personal and environmental hygiene services) to all categories of inmates and babies incarcerated with their mothers based on the stipulations of the Constitution of Republic of South Africa, all applicable legislation, international and national policies, guidelines and protocols
Outcome indicator	Percentage of inmates accessing primary healthcare Services on the basis of need
Rationale for the choice of outcome indicator	Primary healthcare is necessary for health promotion, disease prevention and curative needs to improve health outcomes
Baseline (2018/19)	70% (117 684/162 861) health screened and treated as required
Five-year target	80% of inmates accessing Primary Health Services on the basis of needs at correctional facilities
Explanation of enablers to achieve the five-year target	Health promotion to inmates Accessibility to primary healthcare (internal and external participation) Inter-sectoral collaboration (government departments, private sector, NGOs, CBOs, FBOs)
Contribution of the outcome indicator to the achievement of the impact	The Department seeks to provide primary health care services through assessment, diagnosis, treatment and care in order to reduce the burden of disease, morbidity and mortality of inmates and of society
Contribution to achieving the Medium Term Strategic Framework (Priority 3) and other national priorities	**MTSF Priority 3 (Education, skills and health), Sub-programme: Health** Early diagnosis ensures that infected offenders can receive early treatment and care, and thus contributes to preventing onward disease transmission. To maximise public health and benefits for inmates, appropriate follow-up interventions such as prevention measures, treatment, and care need to be implemented
	• NDP Chapter 10: Healthcare for all • SDG 3 (Good health and wellbeing – ensure healthy lives and promote wellbeing for all at all ages) • National Strategic Plan for HIV/AIDS, TB and STIs: - Accelerate prevention to reduce new HIV, TB and STIs - Reduce morbidity and mortality by providing treatment, care and adherence support
Justification	Correctional Services Act (Act No. 111 of 1998) Section 12 (1): “within its available resources, adequate health care services, based on the principles of primary health care in order to allow every inmate to lead a healthy life” Constitution, Chapter II Sub-section 27 (Bill of Rights) – Everyone has the right to have access to, among others, (a) healthcare services including reproductive health care, and (b) sufficient food and water.

Table 19: Strategic Outcome 6 - Build capacity to ensure value-driven delivery of correctional services

MTSF Priority	MTSF Priority 1: A capable, ethical and developmental state
Outcome 6	**High performing ethical organisation.**
Outcome statement	Provision of the required support services, including finance, SCM, ICT, HR and Legal Services to enable the Department to achieve its planned outcomes and impacts and act in ways that demonstrate respect for key moral principles, including honesty, fairness, equality, dignity, diversity and individual rights
Outcome indicator	• Percentage increase in achievement of organisational planned targets • Percentage of smart technologies implemented (as per MISSTP)
Rationale for the choice of outcome indicator	Performance measurement is used to determine if the Department is achieving its intended results and driving quality improvement Automating processes and integrating systems and technology will result in centralised systems that provide reliable data for improved planning
Baseline (2018/19)	• 82% (31/38) achievement in 2018/19 financial year • Master Information Systems Plan and Enterprise Architecture Business Case
Five-year target	• 5% improvement in organisational performance • 100% implementation of smart technologies (as per MISSTP)
Explanation of enablers to achieve the five-year target	Relevant skills required by the Department available Fiscal sustainability within the Department Ideal Correctional Official with a high degree of personal integrity, commitment and professionalism Conditions conducive to inclusive economic growth and development
Contribution of the outcome indicator to the achievement of the impact	Provide an enabling environment to ensure that the Department possess the appropriate resources to improve operational efficiency and adapts to the changing conditions for a Corrections of the future that promotes the effective rehabilitation and social reintegration of inmates
Contribution to achieving the Medium Term Strategic Framework (Priority 1) and other national priorities	**MTSF Priority 1 (Capable, ethical and developmental State) Programme: A capable and honest Government** The Department supports the NDP 2030 vision to fight corruption in South Africa with zero tolerance for corruption in which leaders have high integrity and high ethical standards. The Department is committed to ensuring good corporate governance and digital transformation
	NDP Chapter 13: Building a capable and developmental State
Justification	According to the 2005 White Paper on Corrections, the Department must ensure the integrated application and direction of all resources to focus on the correction of offending behaviour, the promotion of social responsibility and the overall development of the person under correction

8. STRATEGIC RISKS

Table 20: Strategic Risks

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
1.	Improved safety and security of inmates, parolees and probationers, officials, stakeholders, assets and information	Outdated and vulnerable ICT infrastructure impacting on the reliability, security and integrity of the systems	• Ageing ICT infrastructure systems (software, hardware) • Insufficient IT security tools	• Unreliable ICT infrastructure systems (software, hardware) • Insufficient IT security tools • Reputation damage on the data	25	• Replacement of old infrastructure on prioritised sites through cabling and switches and procurement of new servers and computers • Rolling out of IIMS system • Implementation of anti-virus solution	16	• Replacement of old infrastructure on prioritised sites. • Rolling out of the IIMS system.
2.	Improved access to rehabilitation and developmental interventions	Inadequate access to rehabilitation and developmental interventions to prepare inmates for successful reintegration into society	• Misalignment of current DCS skills programmes and services with the needs of the labour market • Non-alignment of the organisational structure to departmental services delivery priorities (staffing, funding and programmes)	• Offenders released without required skills for the labour market and successful reintegration • Delayed placement considerations resulting in litigations • Reputational damage	25	• MOUs with external stakeholders, e.g. DBE and DHET • Offering of Curriculum from DBE and DHET • Use of own resources to develop offenders	16	• Review the structure for alignment to organisational needs and development of Integrated resource planning (human, capital, infrastructure, finance) • Align DCS planning with other government departments • Inter-departmental integrated planning and protocols Clusters: Justice, Social, Economic: Small business, Rural Development, DHA, Agriculture, Environmental Affairs

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
3.	Successful reintegration of all those under the care of the Department	Inadequate reintegration strategy (programmes, stakeholders consultations, funding and offenders support by the Department)	• Non-alignment of the organisational structure with prioritised and critical programmes • Non-availability of funding model for stakeholders (NGOs)	• Reoffending • Increased overcrowding • Reputational damage	20	• Utilisation of partners and internal staff to provide the rehabilitation programmes	16	• Review the structure to align to organisational needs • Provision of additional budget to fund programmes • Conduct research on the adequacy of programs and further Increase the access to programmes for inmates at the centres • Draft the monthly advocacy programme to stakeholders and revive the consultation process with stakeholders
4.	Healthy incarcerated population	Inadequate provisioning of healthcare and nutritional services for inmates	• Limited healthcare stakeholders • Misaligned health-care structure to organisational health needs • Late completion of planned bed space infrastructure projects	• Litigations against the Department • Reputational dam-age • Overcrowding	25	• Usage of current partners for assistance on special needs and in critical areas • Usage of internal available staff for provisioning of nutrition services	20	• Stakeholder engagement, e.g. DoH districts and sub-districts • Whole of Society Approach (WoSA), evidence-based collaborative model encouraging working with inmates, person-centred quality of care • Implement infection prevention and control • Provision of basic food service management training course, based on DCS organisational requirements, for officials who work in food service units • Review of rational scales and meal plans, therapeutic diet manual and protein pattern issue

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
5.	High-performing ethical organisation	Late and non-finalisation of corruption investigation cases and inadequate implementation of consequence management	• Shortage of resource (relevant capacity and funds) at the Department Investigation Unit (DIU) • Lack of integration of governance systems (Investigations, Detection, recovery and resolution implementation)	• Continues in practice or increase in fraudulent activities • Non-availability of ethics officer (Head Office and Regions) and ineffective corporate ethics committee	25	• Reappoint ethics chairperson and ethics officers • Regional Commissioners (RCs) and Deputy Regional Commissioners (DRCs) were acting as Ethics Officer for Regional Offices.	20	• Establishment of ethics committee and appointment of ethics officers at the Regional Offices • Finalisation of ethics committee charter and ethics strategy and plan • Review the structure for DIU to include forensic investigators and additional staff at the Regional Offices • Finalisation of the consequence management committee terms of reference, strategy and a plan
6.	Improved case management processes of inmates	Inadequate implementation of inmates case management strategies	• Misalignment of the organisational structure to departmental services delivery priorities (staffing, funding and programmes)	• Delayed parole considerations • Reputational damage • Litigation	20	• Internal staff being utilised for management of inmates case files and processes • Review of case files and processes is being conducted by the CMCs on regular basis	16	• Review the structure for alignment to organisational needs and development of integrated resource planning (human, capital, infrastructure, finance)

9. SERVICE DELIVERY IMPROVEMENT PLAN

Table 21: Service Delivery Improvement Plan

Key service	Service beneficiaries	Performance Areas	Current quantity 2018/19 (Baseline)	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
Key Service 1: Increase participation of Female Offenders in Formal Education and Skills Development	Female offenders	Number of female offenders participating in formal education	486	535	588	647	712	783
	Female offenders	Percentage increase in female offenders participating in skills development programmes	570	10%	10%	20%	20%	20%
Key Service 2: Increase Victim participation in Parole Boards	Victims, families, communities and offenders	Percentage increase in victims participating in Parole Boards	1,832	3%	5%	7%	9%	11%

PART D:

TECHNICAL DESCRIPTIONS

10. TECHNICAL OUTCOME DESCRIPTIONS

Outcome 1: Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information

Impact	Safe and empowered communities through sustainable economic development
Outcome	Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information.
Indicator	**Percentage reduction in security breaches at correctional facilities.**
Definition	The indicator is measuring the reduction in security breaches (inmates who escape from DCS custody, inmates injured while in the custody of DCS and confirmed inmate deaths of unnatural causes) at correctional facilities. The objective is to improve the safety and security for all people (inmates, parolees, probationers, stakeholders) consistent with their human dignity, including as well as the integrity of assets and information associated with Correctional Services
Source of data	Escape register G336 Register as per Healthcare Policy and Procedure Deaths register as per Healthcare Policy and Procedure Unlock certificate G253 (01 April of the new financial year), e.g. if progress is reported for up to 31 March 2020 the unlock total of 1 April 2020 is used
Data collection	**Correctional Facility** Information on the security breaches is collected, captured and verified at the Correctional Facility level using the registers and forwarded to the Management Area. **Management Area** The Management Area checks, verifies and consolidates then forwards information to the Regional Office. **Regional Office** Information is checked, verified and consolidated by the Regional Office and forwarded to Head Office **Head Office** Information received from the Regional Offices is checked, consolidated and reported by Security Operations: Head Office on the M&E Reporting System
Method of calculation/ assessment	$\frac{\text{Number of escapes + number of assaults + number of unnatural deaths}}{\text{Total inmate population for the same reporting period}}$ x100 **Denominator**: The total inmate population is the unlock total of 01 April of the next financial year. Reduction is calculated as follows: (Percentage of security breaches from the previous financial year – Percentage of security breaches for the reporting financial year)
Unit of measure	Percentage
Data limitations	Inconsistent capturing of information at Correctional Facilities on the source document Manual system is being utilised that may result in inaccurate data
Assumptions	• Reduced inmate population (overcrowding) to improve the ratio of offenders to custodial officials. • Safe and secure correctional facilities. • Availability of skilled and trained security officials. • Integration with JCPS cluster departments (value chain).

Disaggregation of beneficiaries (where applicable)	0.05% reduction in security breaches at correctional facilities inclusive of special categories of offenders				
Spatial transformation (where applicable)	The indicator is calculated nationally for all correctional facilities across the country				
Calculation type	Cumulative year-to-date (previous financial year added to the next financial year to eventually add up to the five-year target)				
Reporting cycle	Annual				
Desired performance	Reduction and ultimate elimination of security breaches at correctional centres				
Outcome owner	Deputy Commissioner: Chief Security Officer				
Outcome updater	Director: Security Management Services				
Baseline 2018/19	4.18% (6 815 / 162 875) security breaches				
Annual Targets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	0.05%	0.10%	0.15%	0.20%	0.25%
Admissible Evidence for Annual Targets	• Escape Register • Assaults Register • G336 as per Healthcare Policy and Procedure • Unlock certificate (01 April of the next financial year)				

Outcome 2: Improved case management processes of inmates

Impact	Safe and empowered communities through sustainable economic development
Outcome	Improved case management processes of inmates
Indicator	**Percentage increase in offenders profiles approved for placement or release**
Definition	The indicator measures the offenders' profile reports that reached the minimum detention periods and further profile dates in the reporting period that are approved for placement by the delegated authority. The indicator also measures the backlog cases where offenders' profile reports are approved for placement after reaching the minimum detention periods or further profile dates. Case management processes entail the admission, detention through comprehensive risk assessment (profiling and sentence planning), timeous court appearances and consideration for parole placement and release of inmates. Profile reports approved for placements refer to decision for: day parole, parole, correctional supervision, medical parole, and release on sentence expiry date.
Source of data	G369A register for offenders' profile reports that are reaching minimum detention period or further profile dates in the reporting month that were received and considered. G 369B register for profile reports that are considered after the minimum detention periods and further profile dates are reached.
Data collection	Data is collected manually from G369A and G369B CSPBs registers. **Parole Board** Consolidates cases received and cases considered for the reporting period and records the profiles on the G369A or G369B registers then forwards the registers to the Management Area. **Management Area** Checks, verifies and consolidates the reports of all the parole boards decisions and submits to the Regional Office. **Regional Office** Checks and consolidates then forwards to Head Office. **Head Office** Checks, consolidates and reports performance on the M&E Reporting System

Method of calculation/ assessment	**Percentage increase in offenders profiles approved for placement or release is calculated as follows:** **Numerator:** Number of offenders' profile reports that are approved for placement in the reporting period (only cases that reached the minimum detention periods and further profiles in the reporting month must be reported as per G369A) x 100. **Denominator:** Number of offenders' profile reports that reached the minimum detention periods and further profile dates in the reporting month that are considered G306 cases (1st consideration) should not be included in cases submitted or cases considered (G306 is not a profile report). The cases for medical parole, 276(1)(i),fine cases (287(4)(a)) must be reported in the month in which they were received by the CSPB. However, if 276(1)(i) cases are received by the CSPB more than 30 days after completion of the minimum detention period (1/6), those cases must be recorded on the G369B register, as they will be regarded as backlog. **Increase in offenders profiles approved for placement or release:** (Percentage offenders profiles approved for placement or release in the reporting financial year – Percentage offenders profiles approved for placement or release in the previous financial year)
Unit of measure	Percentage
Data limitations	Manual system that is subjected to human error
Assumptions	Clear recommendations and motivation for CSPBs decisions Profiles reports submitted on time by the CMCs. CSPBs capacitated and quorate to consider offenders.
Disaggregation of beneficiaries (where applicable)	2% increase in offenders approved for parole placement or correctional supervision is inclusive of special categories of offenders.
Spatial transformation (where applicable)	Placement on parole or correctional supervision is applicable to all correctional facilities across the country
Calculation type	Cumulative year-to-date (previous financial year added to the next financial year to eventually add up to the five-year target)
Reporting cycle	Annual
Desired performance	Parole placement and correctional supervision to be considered favourably for eligible offenders
Outcome owner	Chief Deputy Commissioner: Incarceration
Outcome updater	Deputy Commissioner: Personal Corrections
Baseline 2018/19	53.9% (21 965/40 775) offenders approved for parole or placement

Annual Targets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	2%	4%	6%	8%	10%

Admissible Evidence for Annual Targets	Parole board register: G369A and G369B

Outcome 3: Increased access to needs-based rehabilitation programmes to enhance moral fibre

Impact	Safe and empowered communities through sustainable economic development
Outcome	Increased access to needs-based rehabilitation programmes to enhance moral fibre
Indicator	**Percentage increase in offenders enrolled in development programmes**
Definition	The indicator measures the provision of offenders with the education, skills and competencies to become law-abiding citizens after their lawful release from the Department's care. Development programmes offered to offenders include but not limited to occupational skills development programmes, TVET college programmes and educational programmes (GET and FET).
Source of data	• Formal education daily attendance register for education (FE 1521), SA-SAMS • Report Z1526, (Admission Register), skills development electronic admission register and attendance register
Data collection	**Correctional Centre** Information on the education and skills programmes is collected manually and captured at the Correctional Centre level using the Attendance Registers and Admission Registers and forwarded to the Management Area. **Management Area** The Management Area verifies consolidates and forwards information to the Regional Office. **Regional Office** Information is checked, verified and consolidated by the Regional Office and forwarded to Head Office **Head Office** Information received from the Regional Offices is checked and consolidated by Head Office on the M&E Reporting System
Method of calculation/ assessment	**The percentage increase in offenders enrolled in development programmes is calculated as follows** **To calculate the enrolment for the financial year:** **Skills:** Number of offenders enrolled in long occupational skills programme + short occupational skills programme + TVET college programmes for the financial year **Formal Education** Number of offenders enrolled in GET + FET bands for the academic year **Numerator:** Number of enrolments for the year under review – number of enrolments for the previous financial year **Denominator:** Number of enrolments for the previous financial year $\frac{\text{Numerator}}{\text{Denominator}} \times 100$
Unit of Measure	Percentage
Data limitations	Manual systems used that are subjected to human error

Assumptions	All offenders are willing to participate in education and skills development programmes Additional donor funding available (SETA and NSF)				
Disaggregation of beneficiaries (where applicable)	25% increase in offenders enrolled in education and skills development programmes inclusive of women, youths and persons with disabilities				
Spatial transformation (where applicable)	Education and skills development programmes are applicable to all correctional facilities across the country				
Calculation type	Cumulative year-to-date (previous year target added to the next year to eventually add up to the five-year target)				
Reporting cycle	Annual				
Desired performance	All eligible offenders participating in relevant developmental programmes				
Outcome owner	Chief Deputy Commissioner: Incarceration				
Outcome updater	Deputy Commissioner: Personal Development				
Baseline 2018/19	• 229 (2,1%) increase in participation in formal education • 2 685 (18%) increase in enrolments in skills development				
Annual Targets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	5%	10%	15%	20%	25%
Admissible Evidence for Annual Targets	• Regional Reports and Electronic Registers • Daily attendance register (FE 1521) or SA-SAMS Report				

Impact	Safe and empowered communities through sustainable economic development
Outcome	Increased access to needs-based rehabilitation programmes to enhance moral fibre
Indicator	**Percentage increase in inmates participating in rehabilitation programmes**
Definition	The indicator measures the provision of offenders with programmes and services to correct offending behaviour so that they become law-abiding citizens. This includes rendering need-based correctional programmes, psychological, social work and spiritual care services to inmates with the aim of improving wellbeing and assistiang in their rehabilitation and reintegration into the community
Source of data	Social work services (G388A, G388, unlock totals of the 1st day of the month), Psychological Services (Annexure G and H), Spiritual Care (G249 and Annexure A and B), Correctional Programmes (Annexure A and B)
Data collection	**Correctional Facility** Information on the personal well-being programmes is collected manually and captured at the Correctional Facility level using the database and forwarded to the Management Area **Management Area** The Management Area verifies, consolidates and forwards information to the Regional Office **Regional Office** Information is checked, verified and consolidated by the Regional Office and forwarded to Head Office **Head Office** Information received from the Regional Office is checked and consolidated by Head Office on the M&E Reporting System
Method of calculation/ assessment	**The percentage of inmates participating in rehabilitation programmes is calculated as an average percentage of the following** (Number of sentenced incarcerated offenders, parolees and probationers that participated in the therapeutic interviews x 100) / Total number of sentenced incarcerated offenders, probationers and parolees (Number of inmates that participated in individual and/or group psychological interventions and/or programmes x 100) / Total inmate population (Number of inmates that participated in individual spiritual care sessions x 100) / Total inmate population (Number of offenders with CSPs who have completed correctional programmes x 100) / Total number of offenders with CSPs (Add percentage of participation of each programme / 4) **Increase in inmates participating in rehabilitation programmes:** Average percentage of inmates participating in rehabilitation programmes in the reporting financial year - Average percentage of inmates participating in rehabilitation programmes in the previous financial year.
Unit of Measure	Percentage
Data limitations	Manual systems that are subjected to human error
Assumptions	All inmates are willing to participate in rehabilitation programmes

Disaggregation of beneficiaries (where applicable)	10% increase in inmates participating in rehabilitation programmes inclusive of designated groups, i.e. women, youths and persons with disabilities				
Spatial transformation (where applicable)	Rehabilitation programmes are applicable in all correctional facilities across the country				
Calculation type	Cumulative year-to-date (previous year target added to the next year to eventually add up to the five-year target)				
Reporting cycle	Annual				
Desired performance	All inmates to be participating in rehabilitation programmes				
Outcome owner	Chief Deputy Commissioner: Incarceration and Corrections				
Outcome updater	Deputy Commissioner: Personal Well Being Deputy Commissioner: Personal Corrections				
Baseline 2018/19	6.15% increase in inmates participating in correctional programmes				
Annual Targets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	2%	4%	6%	8%	10%
Admissible Evidence for Annual Targets	Social Work Services database (G388, G388A), Spiritual Case database (G249 Annexure A and B), Psychological Services database (Annexure G and H)				

Outcome 4: Successful reintegration of all those under the care of the Department

Impact	Safe and empowered communities through sustainable economic development
Outcome	Successful reintegration of all those under the care of the Department
Indicator	**Percentage increase in offenders under the system of Community Corrections**
Definition	The indicator measures parolees and probationers, ability to live in their communities as law-abiding citizens through compliance with the conditions set by the courts and CSPBs, National Commissioner or other body which has the statutory authority to do so.
Source of data	Community Corrections System
Data collection	**Community Corrections Offices** Information on the parolees, probationers and ATPs under Community Corrections is collected and captured on the Community Corrections System and forwarded to the Management Area. **Management Area** The Management Area certifies, consolidates and forwards information to the Regional Office **Regional Office** Information is checked, verified and consolidated by the Regional Office and forwarded to Head Office **Head Office** Information received from the Regional Office is checked and consolidated by Head Office and reported on the M&E Reporting System
Method of calculation/ assessment	**Numerator:** Number of parolees, probationers and ATPs under the system of community corrections for the reporting finaancial year - number of parolees, probationers and ATPs under the system of community corrections for the previous financial year **Denominator:** Number of parolees, probationers and ATPs under the system of community corrections for the previous financial year $\frac{\text{Numerator}}{\text{Denominator}} \times 100$
Unit of Measure	Percentage
Data limitations	Lack of an integrated system and IT Infrastructure to collect, record and store Community Corrections information
Assumptions	Offenders are accepted by the communities. Offenders are economically independent after release.
Disaggregation of beneficiaries (where applicable)	4.1% increase in offenders under the system of Community Corrections including women, youth and persons with disabilities
Spatial transformation (where applicable)	Offenders are reintegration across the country into their communities
Calculation type	Non-cumulative (separate target for each financial year)
Reporting cycle	Annual
Desired performance	All offenders under the system of community corrections are reintegrated
Outcome owner	Chief Deputy Commissioner: Community Corrections
Outcome updater	Deputy Commissioner: Social Reintegration

Baseline 2018/19	0.78% increase (557) in Parolees, Probationers and ATPs under the system of community corrections				
Annual Targets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	0.5% increase	0.7% increase	0.9% increase	1% increase	1% increase
Admissible Evidence for Annual Targets	Summary of the caseload from the Community Corrections System				

Outcome 5: Healthy incarcerated population

Impact	Safe and empowered communities through sustainable economic development				
Outcome	Healthy incarcerated population				
Indicator	**Percentage of inmates accessing Primary Healthcare (PHC) Services on the basis of need**				
Definition	The indicator measures the provision of comprehensive PHC services as the first level of care to inmates (which include nutrition, personal and environmental hygiene services). These include babies incarcerated with their mothers based on the stipulations of the Constitution of the Republic of South Africa, all applicable legislations, international and national policies, guidelines and protocols or refer inmates.				
Source of data	Primary Healthcare Register Unlock certificate G253 (01 April of the new financial year), e.g. if progress is reported for up to 31 March 2020 the unlock total of 1 April 2020 is used				
Data collection	**Correctional Facility** Information on the PHC services is collected manually and captured at the Correctional Centre level and forwarded to the Management Area **Management Area** The Management Area verifies, consolidates and forwards information to the Regional Office **Regional Office** Information is checked, verified and consolidated by the Region and forwarded to Head Office **Head Office** Information received from the Regional Offices is checked and consolidated by Head Office on the M&E Reporting System				
Method of calculation/ assessment	Number of inmates that received PHC services for the financial year x100 Total inmates population for the same period				
Unit of Measure	Percentage				
Data limitations	Manual system of recording inmates accessing PHC services can lead to human error				
Assumptions	Inmates in need of care must be willing to seek healthcare services Availability of PHC resources				
Disaggregation of beneficiaries (where applicable)	PHC services provided to all inmates on the basis of need, inclusive of women, youths and persons with disabilities				
Spatial transformation (where applicable)	PHC services provided at all correctional facilities				
Calculation type	Non-cumulative (Separate targets for each financial year)				
Reporting cycle	Annual				
Desired performance	80% of inmates provided with PHC services				
Outcome owner	Chief Deputy Commissioner: Incarcerations				
Outcome updater	Deputy Commissioner: Healthcare Services				
Baseline 2018/19	70% (117 684/162 861) health screening conducted				
Annual Targets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	72%	74%	76%	78%	80%
Admissible Evidence for Annual Targets	• PHC Register (supported by health record) • Unlock totals				

Outcome 6: A high-performing ethical organisation

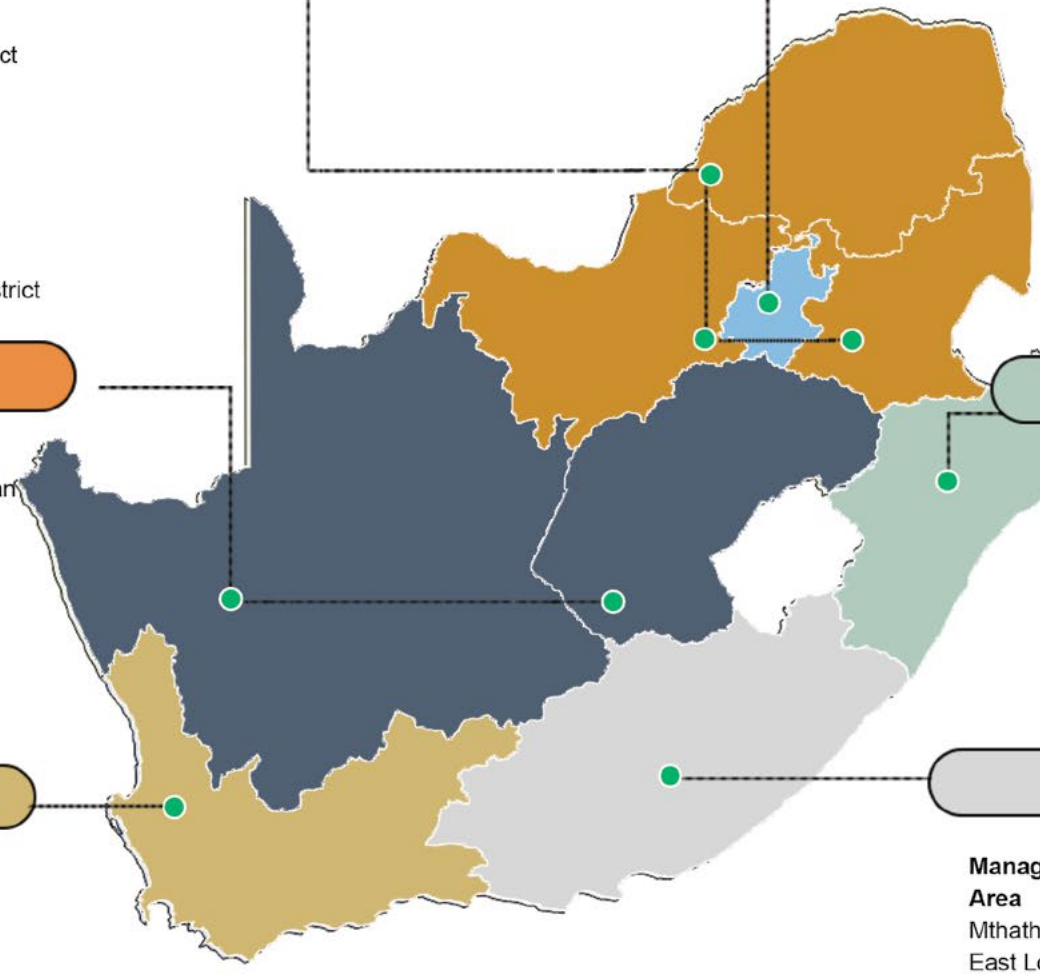
Impact	Safe and empowered communities through sustainable economic development				
Outcome	A high-performing ethical organisation				
Indicator	**Percentage increase in achievement of organisational planned targets**				
Definition	The indicator measures the attainment of organisational targets to support service delivery by directly providing the required capacity, resources, systems, and other enablers necessary to deliver on the mandate of the Department. This includes finance, SCM, HR and ICT systems.				
Source of data	Annual Performance Report				
Data collection	Performance Information is collected from Correctional Facilities and Community Corrections Offices, checked, validated and consolidated by Management Areas. Regional Offices check, verify and consolidate performance information from Management Areas. Head Office Branches check and report consolidated performance information on the M&E Reporting System for all indicators.				
Method of calculation/ assessment	Number of targets achieved for the financial year x100 Total number of targets planned for the same period **The percentage increase in achievement of organisational planned targets:** Percentage achievement of organisational planned targets in the reporting financial year - Percentage achievement of organisational planned targets in the previous financial year				
Unit of Measure	Percentage				
Data limitations	Manual reporting system is subjected to human error				
Assumptions	National Treasury budget allocations in line with the service delivery requirements of the Department.				
Disaggregation of beneficiaries (where applicable)	N/A				
Spatial transformation (where applicable)	Performance information is measured at a centre, management area, regional and national level				
Calculation type	Cumulative year-to-date (previous year target added to the next year to eventually add up to the five-year target)				
Reporting cycle	Annual				
Desired performance	All planned targets achieved according to the approved APP				
Outcome owner	Chief Deputy Commissioner: Strategic Management				
Outcome updater	Deputy Commissioner: Strategic Planning and Management				
Baseline 2018/19	82%				
Annual Targets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	1%	2%	3%	4%	5%
Admissible Evidence for Annual Targets	Signed Annual (or Quarter 4) Performance Report for the respective financial year				

Impact	Safe and empowered communities through sustainable economic development				
Outcome	A high-performing ethical organisation				
Indicator	**Percentage of smart technology implemented**				
Definition	The indicator measures the automation and integration of various technologies within the Department (systems/infrastructure/security solutions) to achieve a single view of an offender and intelligent reporting and analysis. The solution will be defined in the MISSTP as a list of projects with their planned delivery dates. Once the identified project is implemented the solution will be utilised.				
Source of data	Master Information Systems and Security Technology Plan (MISSTP)				
Data collection	Progress on the implementation of the MISSTP is recorded by GITO on the M&E system				
Method of calculation/ assessment	Number of ICT projects implemented / Total number of planned ICT projects on the MISSTP for the same period x100				
Unit of Measure	Percentage				
Data limitations	Technical delays experienced during the deployment of the systems might affect the implementation of the identified solution				
Assumptions	Acceptance of Technologies by the users in the Department				
Disaggregation of beneficiaries (where applicable)	N/A				
Spatial transformation (where applicable)	ICT Projects will be rolled out to Correctional Centres, Management Areas, Regional Offices and at Head Office.				
Calculation type	Cumulative quarter-to-date (previous annual target added to the next year to eventually add up to the five-year target)				
Reporting cycle	Annual				
Desired performance	Full implementation of the planned projects on the MISSTP over the five-year period				
Outcome owner	Chief Deputy Commissioner: GITO				
Outcome updater	Deputy Commissioner: Applications Management Deputy Commissioner: IT Infrastructure Management Deputy Commissioner: Portfolio and Programme Management				
Baseline	Master Information Systems Plan Enterprise Architecture Business Case				
Annual Targets	**2020/21**	**2021/22**	**2022/23**	**2023/24**	**2024/25**
	10%	25%	50%	75%	100%
Admissible Evidence for Annual Targets	A list of sites where the systems/ infrastructure /security technologies implemented as per MISSTP (User Acceptance Certificate)				

PART E:

ANNEXURES

11. ANNEXURE A (DISTRICT DEVELOPMENT MODEL)



Limpopo, Mpumalanga and North West

Management Area	District/ Metro Municipality
Klerksdorp	Dr Kenneth Kaunda District
Bethal	Gert Sibande
Barberton	Ehlanzeni District
Polokwane	Mopani District
Rustenburg	Bojanala Platinum District
Witbank	Nkangala District
Thohoyandou	Vhembe District
Rooigrond	Ngaka Modiri Molema District

Gauteng

Management Area	District/ Metro Municipality
Zonderwater	City of Tshwane Metropolitan
Modderbee	City of Ekurhuleni Metropolitan
Boksburg	City of Ekurhuleni Metropolitan
Johannesburg	City of Johannesburg Metropolitan
Krugersdorp	Mogale City
Leeuwkop	City of Johannesburg Metropolitan
Kgosi Mampuru	City of Tshwane Metropolitan
Baviaanspoort	City of Tshwane Metropolitan

Free State and Northern Cape

Management Area	District/ Metro Municipality
Grootvlei	Bloemfontein Metropolitan
Goedemoed	Xariep District
Goenpunt	Fezile Dabi District
Kimberley	Frances Baard District
	Pixley Ka Seme District
Upington	ZF Mgcawu (Siyanda) District
Colesburg	Pixley Ka Same District
Bizzah Makhate	Fezile Dabi District

KwaZulu-Natal

Management Area	District/ Metro Municipality
Empangeni	King Cetshwayo District
Waterval	Amajuba District
Westville	City of eThekwini
Ncome	Zululand District
Kokstad	Harry Gwala District
Pietermaritzburg	Umgungundlovu District

Western Cape

Management Area	District/ Metro Municipality
Allandale	Cape Winelands District
Brandvlei	Cape Winelands District
Pollsmoor	Cape Metro
West Coast	West Coast District
Voorberg	West Coast District and Namakwa District
Overberg	Overberg District
Goodwood	Cape Metro
Drakenstein	Cape Winelands District
Breede River	Cape Winelands District
Southern Cape	Central Karoo, Garden Route and Sarah Baartman District

Eastern Cape

Management Area	District/ Metro Municipality
Mthatha	OR Tambo, Alfred Nza District
East London	Buffalo City Metropolitan
St Albans	Nelson Mandela Metropolitan
Kirkwood	Sarah Baartman District
Amathole	Buffalo City Metropolitan Amathole District
Sada	Chris Hani, Joe Gqabi, Amathole District

In responding to the Government-wide District Development Model the Department will create opportunities that involve young people in communities, parolees and probationers to share training opportunities with offenders where practicable. Community work provides offenders with the opportunity to provide some form of reparation for their crime to the community and assists in their rehabilitation by developing and improving work-related skills. Offenders are involved in community infrastructure and food production projects while simultaneously strengthening relationships with their families, communities and various stakeholders. The table below outlines projects identified at district level that will be implemented in partnership with either the community or other stakeholders. These projects include the development of co-operatives, the maintenance of public and community infrastructure such as community halls, schools, graveyards, churches, state hospitals, old age homes, daycare centres and institutions for abused women and children, construction of houses, provision of furniture for victims of crime and destitute families in partnership with other stakeholders and other skills training opportunities.

Table 22: District Development Model

Area of intervention		Project description	Budget allocation	District Municipality	Location:GPS coordinates	Project leader	Social partners
1.	Development of co-operatives for parolees and probationers	Development of co-operatives for parolees and probationers to establish their own business in partnership with the National Development Agency	±R 50 million	Waterberg OR Tambo Chris Hani Vhembe King Cetshwayo Ehlanzeni Uthukela Capricorn	Various	CDC Social Reintegration	National Development Agency
2.	Improve literacy by instilling the love of reading, improving book reviewing techniques and cultivating the ability to publicly engage in a fruitful debate.	Funda Mzantsi Championship is an annual book club reading competition, between the Department and book clubs in the community, schools and universities to assess book clubs acquired skills in the different areas namely impromptu reading, book analytical understanding and reviewing. The competition is to: • Improve reading and book reviewing skills through the formation of book clubs • Encourage networking, between DCS, schools and universities	National Library of South Africa (NLSA)	George Municipality	33.977074° S 22.457581° E	CDC Incarceration and Corrections	National Library of South Africa (NLSA) George Municipality

	Area of intervention	Project description	Budget allocation	District Municipality	Location:GPS coordinates	Project leader	Social partners
3.	Agriculture training opportunities	Bethal Community Corrections: Agriculture training opportunities created for parolees and members of the community who are residing in farms next to Geluk in partnership with COGTA	R193 892	Gert Sibande District Municipality,	26.465083 S 29.470472° E	Head Community Corrections Bethal Management Area	Farm community living next to Geluk.
4.	Refurbishment of boys hostel	Refurbishment of boys hostel - Settlers Agricultural High School	R4 573	Waterberg District Municipality	24.5165° S 28.7174° E	Head of Community Corrections Bela Bela	Community
5.	Infrastructure project: Building of a house at Rhema Church	Rhema Church at Lonely Park Village: Utilisation of inmate labour to build a house.	Funded by Rhema Church	Ngaka Modiri Molema District Municipality	25.51.54.79° S 25.38.39.16° E	HCC Rooigrond Med B in partnership with Rhema New Life Church family	Rooigrond Medium B (Offenders) and Rhema New Life Church
6.	Maintenance of Primary School	Painting of Tshwara-o-dire Primary School by parolees/probationers	Donor funding	Moses Kotane Local Municipality	27.24488° E 25.26031° S	Head of Community Corrections: Rustenburg Management Area	Department of Basic Education
7.	Infrastructure project: Building of an elderly home	Dubana Old Age Soup Kitchen: Building of an elderly home	R200 000	OR Tambo District Municipality	31.4632° S 29.2321° E	Area Commissioner: Mthatha Management Area	Department of Social Development, Department of Health

Area of intervention		Project description	Budget allocation	District Municipality	Location:GPS coordinates	Project leader	Social partners
8.	Skills training of unemployed youth in communities	Educational partnership between Brandvlei Management Area and the University of Stellenbosch to provide experiential learning to the enrolled students. This initiative is used to motivate offenders registered at institutions of higher learning and to support reintegration of offenders back to their respective communities.	Funded by University of Stellenbosch	Cape Winelands District	33.7585200° S 91.4033300° E	Area Commissioner: Brandvlei Management Area	University of Stellenbosch
		West Coast Management Area will provide skills training to unemployed youth from the community in welding, bricklaying, carpentry, upholstery, electrical.	Funded by the Department of Higher Education, Department of Science and Technology	Swartland Municipality in the West Coast District	33.4745° S 187289° E	Area Commissioner: West Coast Management Area	Department of Higher Education, Science and Technology
		Voorberg Management Area will provide skills training to unemployed youths from the community in agricultural, plant and animal production	Elsenberg College	Berg River Municipality in the West Coast District	32.30° S 18.45° E	Area Commissioner: Voorberg Management Area	Elsenburg Training College

Investment in social and economic infrastructure is important in increasing the productivity of labour and achieving higher growth. In order to improve the coherence and impact of government service delivery, the District Development Model will transform the spatial development pattern to support a competitive local economy and integrated sustainable human settlements. The Department will contribute to a Spatially Integrated Single Government Plan through its infrastructure programme recognising the need for coherent spatial targeting across the three spheres of government. The Department is committed to working with other government departments and entities, including the Department of Public Works and Infrastructure (DPWI) and the Department of Corporative Governance, to prioritise the planning and investment spending of identified infrastructure projects in order to ensure alignment, targeted spatially and coordinated service delivery results, and integrated development outcomes.

Table 23: Infrastructure Projects

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Large projects (total project cost of at least R250 million but less than R1 billion over the project lifecycle)											
Incarceration	Vanrhynsdorp correctional centre	Provision of 328 additional beds, support amenities, administration and visitation block provided	Handed over	283.9	8.0	–	–	–	–	–	–
Incarceration	Burgersdorp correctional centre	Provision of 311 additional beds, support amenities, development and care facilities; and upgrade of existing dilapidated structures	Design	298.0	–	2.7	5.1	37.5	33.8	83.3	90.0
Incarceration	Estcourt correctional centre	Provision of 309 additional beds and support facilities provided	Construction	307.2	102.1	129.6	59.2	1.5	1.6	–	–
Incarceration	Tzaneen correctional centre	Provision of 435 additional beds, support amenities, development and care facilities provided	Construction	264.0	2.0	29.8	17.5	5.0	–	–	–
Incarceration	Ingwavuma correctional centre	Provision of 212 additional beds and support facilities for males; provided and refurbishment of old structures	Design	278.0	–	–	–	–	0.6	–	–
Incarceration	Standerton correctional centre	Provision of 787 additional beds and support facilities provided	Construction	375.5	79.6	51.4	16.9	3.1	–	–	–

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Richards Bay Correctional Centre	Construction of new 1000 bed correctional centre, support amenities and administration	Design	500.0	–	–	–	–	0.1	18.0	20.0
Incarceration	Kirkwood Correctional Centre	Construction of new 500 bed space Juvenile correctional centre, support amenities and administration	Design	350.0	–	–	–	0.5	0.1	13.0	20.0
Incarceration	George Correctional Centre	Construction of new 500 bed correctional centre, support amenities and administration	Design	350.0	–	–	–	–	–	13.0	15.0
Incarceration	Nigel Correctional Centre	Construction of new 1500 Maximum bed correctional centre, support amenities and administration	Design	750.0	–	–	–	0.5	–	18.0	25.0
Incarceration	Voorberg Correctional Centre	Construction of new 1000 Medium bed correctional centre, support amenities and administration	Design	500.0	–	–	–	0.5	0.1	13.0	31.4
Incarceration	Port Shepstone Correctional Centre	Construction of new 1000 bed correctional centre, support amenities and administration	Design	500.0	–	–	–	–	–	–	0.3

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	East London Correctional Centre	Construction of new 500 bed Female correctional centre, support amenities and administration	Design	350.0	–	–	–	–	–	–	0.3
Incarceration	Polokwane Correctional Centre	Construction of new 1000 bed Maximum correctional centre, support amenities and administration	Design	500.0	–	–	–	0.5	–	0.5	15.0
Incarceration	Leeuwkop Correctional Centre	Construction of new 1500 bed Juvenile correctional centre, support amenities and administration	Design	750.0	–	–	–	0.5	0.2	15.0	40.0
Incarceration	Khayelitsha Correctional Centre	Construction of new 1000 bed correctional centre, support amenities and administration	Design	750.0	–	–	–	–	–	–	–
Incarceration	Thohoyandou Correctional Centre	Construction of new 500 bed Juvenile correctional centre, support amenities and administration	Design	350.0	–	–	–	0.5	0.1	9.5	30.0
Incarceration	Durban Correctional Centre	Construction of new 1000 bed correctional centre, support amenities and administration	Design	500.0	–	–	–	–	–	–	0.5

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Queenstown Correctional Centre	Construction of new 500 bed correctional centre, support amenities and administration	Design	350.0	–	–	–	–	–	–	0.5
Small projects (total project cost of less than R250 million over the project lifecycle)											
Incarceration	Zeerust correctional centre	Provision of 500 additional beds and support facilities	Design	230.0	–	–	–	2.0	–	2.0	13.0
Incarceration	Nongoma correctional centre	Provision of 191 additional beds and support facilities; and restoration of heritage building	Design	219.0	0.2	–	–	–	0.1	–	–
Incarceration	Nkandla correctional centre	Provision of 153 additional beds and support facilities; and restoration of heritage building	Design	225.0	–	–	–	–	–	–	–
Incarceration	Maphumulo correctional centre	Provision of 33 additional beds and support facilities; and restoration of parts of existing heritage building	Design	89.0	0.8	–	–	–	–	–	–
Incarceration	Pretoria C Max correctional centre	Provision of 12 additional beds and support facilities; upgrade of security	Construction	148.8	27.3	16.4	9.4	3.3	–	–	–

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Parys correctional centre	Provision of 176 additional beds, support amenities, and development and care facilities; and upgrade of existing dilapidated structures	Design	266.4	2.3	3.0	47.0	81.1	70.9	50.2	–
Incarceration	Newcastle correctional centre	Provision of 186 additional beds and support facilities	On hold	100.0	4.1	1.0	2.2	6.1	3.0	13.3	41.2
Incarceration	Lichtenburg correctional centre	Upgrade of correctional centre; provision of 234 additional beds	Construction	251.2	5.5	12.1	8.5	26.6	11.2	55.0	52.2
Incarceration	Potchefstroom correctional centre	Upgrade of correctional centre, including provision of 761 additional beds	Construction	225.0	–	–	–	–	–	–	–
Incarceration	Bergville correctional centre	Upgrade of correctional centre, including provision of 6 cells erected (39 additional beds) and support facilities	Design	75.9	–	–	–	–	–	–	–
Incarceration	Matatiele correctional centre	Upgrade of correctional centre, including provision of 10 cells erected (24 additional beds) and support facilities; and restoration of parts of existing heritage building	Construction	60.7	3.5	–	0.3	–	–	–	–

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Odi correctional centre	Construction of a new access control gate; provision of visitors' waiting rooms	Construction	9.8	–	–	–	–	–	–	–
Incarceration	Parole board offices	Construction of 53 parole board offices Zonderwater	Handed over	140.2	0.9	0.1	-	2.9	1.9	–	–
Incarceration	Various centres: Perimeter security fencing and intercoms	Installation of perimeter security fencing and intercoms; conducting of immovable asset management audits	Construction	914.2	247.6	137.9	1.5	85.0	27.7	–	–
Incarceration	Remand detention feasibility studies	Conducting of feasibility studies for remand detention facilities	Design	30.0	–	–	–	–	–	–	–
Incarceration	Head Office	Conducting of feasibility study for a new head office building	Identification	132.0	–	–	–	30.0	–	21.6	21.5
Incarceration	Audit of facilities	Auditing of correctional centre facilities audited in compliance with Government Immovable Asset Management Act (2007)	Design	70.0	–	–	–	5.0	–	–	–
Incarceration	Pietermaritzburg, Kokstad and Empangeni correctional centres	Provision of integrated security system	Construction	519.9	45.6	70.8	7.1	56.4	19.8	14.2	43.4

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Kimberley, Brandvlei, Ceres, Goodwood, Malmesbury, Klerksdorp and Vanrhynsdorp correctional centres	Installation of integrated IT systems	On-going	295.1	6.0	4.3	4.3	14.1	5.5	14.1	26.0
Incarceration	King William's Town correctional centre	Upgrade of correctional centre	Design	6.0	–	–	–	–	–	–	–
Incarceration	Mtunzini correctional centre	Upgrade of correctional centre	Design	3.2	–	–	–	–	–	–	–
Incarceration	Kokstad correctional centre	Replacement of water and sewerage pipes replaced and other civil works	Identification	99.5	53.1	0.4	–	2.1	–	28.7	3.5
Incarceration	Brandvlei correctional centre	Repairs and maintenance of structures	Identification	46.7	–	–	–	–	–	21.0	38.0
Incarceration	North End correctional centre: Port Elizabeth	Repairs and maintenance of structures; major repairs and renovations of entire correctional centre and offices	Construction	121.4	5.5	–	–	–	–	–	–

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Rustenburg correctional centre	Repairs and maintenance of structures; major repairs and renovations of entire correctional centre, offices and staff housing	Construction	184.4	21.9	41.7	44.8	3.4	1.0	–	–
Incarceration	Durban Westville correctional centre	Repairs and maintenance of structures; repairs of entire correctional centre complex, including civil works and buildings	Identification	69.4	–	–	–	–	–	5.0	17.9
Incarceration	Johannesburg correctional centre	Repairs and maintenance of structures; repairs of entire correctional centre complex, including civil works and buildings	Identification	53.8	–	–	–	–	–	5.0	21.0
Incarceration	St Albans correctional centre	Repairs and maintenance of structures; repairs of entire correctional centre complex, including civil works and buildings	Identification	53.0	–	–	–	–	–	5.0	17.6
Incarceration	Various centres: Standby generators	Installation of standby generators	Design	96.6	12.7	10.7	1.3	8.2	2.5	–	–
Incarceration	Various centres: School facilities	Construction of new school facilities	Design	135.0	7.4	0.9	2.8	15.0	–	–	–

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Various centres: Replacement of equipment	Replacement of kitchen equipment, boilers, incinerators, and power, water and sewerage systems in compliance with the Occupational Health and Safety Act (1993)	Construction	343.0	4.7	–	50.9	87.8	43.6	8.0	20.0
Incarceration	Various centres: Structures repaired and maintained	Repairs of correctional centre facilities and planning of correctional centre facilities such as Brandvlei Maximum and Brits	Design	198.1	1.0	84.7	26.4	32.9	49.3	14.1	51.0
Incarceration	Other small grouped projects	Installation of ISS; replacement of kitchen equipment; and upgrades of standby generators and water and sewerage plants	Design	1 342.2	106.2	112.9	19.1	105.7	5.8	19.4	47.0
Incarceration	Warm Bokkeveld correctional centre	Provision of 282 additional beds, support amenities, and development and care facilities; and upgrade of existing dilapidated structures	Handed over	242.1	–	–	–	–	–	26.4	–
Incarceration	Glencoe correctional centre	Upgrade of fire damaged correctional facility	Construction	61.5	–	9.5	27.7	17.7	–	35.0	–

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Emthonjeni correctional centre	Installation of ISS	Construction	129.5	–	4.5	59.6	67.4	32.1	25.7	–
Incarceration	Maintenance of security fences	Maintenance of security fences	On-going	99.8	–	16.2	–	15.9	55.5	99.0	15.3
Incarceration	Various centres: Perimeter security fencing and intercoms	Installation of security fencing	On-going	–	–	–	19.0	–	287.0	8.2	–
Incarceration	Potchefstroom Correctional Centre	Construction of new 250 bed female correctional centre, support amenities and administration	Design	250.0	–	–	–	–	–	5.0	12.0
Incarceration	Bisho Correctional Centre	Construction of new 500 bed Juvenile correctional centre, support amenities and administration	Design	350.0	–	–	–	–	–	–	0.5
Incarceration	Mount Ayliff Correctional Centre	Construction of new 500 bed Medium correctional centre, support amenities and administration	Design	350.0	–	–	–	–	–	–	0.5
Incarceration	Engcobo Correctional Centre	Construction of new 500 bed correctional centre, support amenities and administration	Design	350.0	–	–	–	–	–	–	0.5

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Khayelitsha Correctional Centre	Construction of new 500 bed female correctional centre, support ameni-ties and administration	Design	350.0	–	–	–	–	–	–	–
Incarceration	Klerksdorp Correctional Centre	Construction of new 500 bed Medium correctional centre, support amenities and administration	Design	350.0	–	–	–	–	–	5.0	10.0
Incarceration	Losperfontein Correctional Centre	Construction of new 500 bed Maximum correctional centre, support amenities and administration	Design	350.0	–	–	–	–	–	5.0	10.0
Incarceration	Potchefstroom correctional centre	Construction of new 250 bed Medium correctional centre, support amenities and administration	Design	250.0	–	–	–	–	–	–	–
Incarceration	Zonderwater Correctional Centre	Provision of 788 additional bedspaces through upgrading of existing minimum security facility and support amenities	Design	140.0	–	–	–	–	–	–	–
Incarceration	Thohoyandou Med B Kitchen	Upgrading of kitchen	Design	–	–	–	0.4	–	3.6	–	–
Incarceration	Thohoyanodu Med A Kitchen	Upgrading of kitchen	Design	–	–	–	–	–	0.3	–	–
Incarceration	Klerksdorp Correctional Centre	ISS	On-going	–	–	–	–	–	–	12.4	6.6

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Potchefstroom correctional centre	ISS maintenance and upgrading	On-going	–	–	–	–	–	2.2	6.2	–
Incarceration	Klerksorp correctional centre	New water reservoir	Construction	–	–	–	–	–	7.2	1.8	–
Incarceration	Grootvlei Correctional Centre	Construction of Red Meat Abattoir	Construction	–	–	–	–	–	–	35.0	22.0
Incarceration	Grootvlei Correctional Centre	Construction of Broiler and chicken abattoir	Construction	–	–	–	–	–	11.5	21.8	36.8
Incarceration	Pietermaritzburg	Repair and upgrading of piggery	Design	–	–	–	–	–	0.9	20.4	3.7
Incarceration	Vanrhynsdorp Correctional Centre	Housing for essential staff	Construction	–	–	–	–	–	0.1	11.5	6.6
Incarceration	Port Shepstone Correctional Centre	Upgrading of existing facility	Construction	–	–	–	–	–	–	5.9	7.1
Incarceration	Area Commissioners Dwelling Houses	Construction of AC Dwelling houses	Construction	–	–	–	–	–	1.9	0.7	–

Programme	Project name	Service delivery outputs	Current project stage	Total project cost	Audited outcome			Adjusted appropri-ation	Medium-term expenditure estimate		
					2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
					(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
Incarceration	Area Commissioners Offices	Construction of AC Offices	Construction	–	–	–	–	–	8.5	14.8	5.3
Incarceration	Maintenance of insourced kitchens	Maintenance of insourced kitchens	On-going	–	–	–	–	–	40.0	–	–
Incarceration	Maintenance of Kroonstad and Zonderwater colleges	Maintenance of Kroonstad and Zonderwater	Design	–	–	–	–	–	20.0	–	–
Incarceration	Construction of pre-manufactured classrooms	Pre-manufactured classrooms	On-going	–	–	–	–	–	8.5	–	–
Total				**18 334**	**748.1**	**740.6**	**431.0**	**718.5**	**758.0**	**799.7**	**838.1**

12. ANNEXURE B (POLICIES AND STRATEGIES CONTINUED AND INITIATED)

(a) Our Policies

The Department will continue implementing the policies listed in the table below.

Table 24: Policies for continued implementation

Policy name	Aim/Purpose	Key impact	Responsibility
Immovable asset maintenance	Maintenance of facilities that capacitate the Department to play its role as a security institution responsible for the promotion of public safety	Facilities that support safe, secure and humane incarceration	Incarceration and Corrections
Procedure and Formal Manual Computerised Prison Accommodation Determination System	Management and capturing of bedspaces at correctional facilities	Reduce overcrowding for safe, secure and humane incarceration	Incarceration and Corrections
B-Order	Provide guidance on security processes and general standard operating procedures	Day-to-day operations of correctional facilities	Incarceration and Corrections
Minimum Security Standards	Provide a broad framework to inform and guide security in the correctional environment within the context of rehabilitation, humane treatment of inmates and the protection of society in its broadest sense	Safety and security of inmates, officials on duty, service providers and the public	Incarceration and Corrections
Vetting policy	Ensure that all employees in the Department handling and having access to classified information are authorised to do so	Data integrity of Departmental information	Incarceration and Corrections
Minimum Information Security Standards	Ensure minimum protective measures for the protection of assets, sensitive information and people	Integrity of sensitive information, personnel and assets	Incarceration and Corrections
Minimum Physical Security Standards	Ensure minimum physical security measures	Safety and security of physical infrastructure	Incarceration and Corrections
B-Order (Security)	Provide a broad framework to inform and guide security in the correctional environment within the context of rehabilitation, humane treatment and the protection of society in its broadest sense	Safety and security of inmates, officials on duty, service providers and the public	Incarceration and Corrections
B-Order (Admission of inmates)	Manage the admission processes of inmates	Safe, secure and humane treatment of inmates	Incarceration and Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
Unit Management	Outline a broad framework to direct and coordinate needs-based care, corrections, development, security and social reintegration activities relating to individual offenders throughout their sentences	Rehabilitated offenders	Incarceration and Corrections
Special Remission	Regulate granting of special remission/ amnesty to offenders by the President or Parole Board (in the case of meritorious conduct)	Successful implementation of special remission criteria	Incarceration and Corrections
Offender Privileges	Regulate granting of privileges to offenders	Encouragement of good behaviour	Incarceration and Corrections
Marriages	Guide processes on offender marriages	Promote family values and successful reintegration of offenders	Incarceration and Corrections
Risk Profile Management	Identify offender's risks and needs that will determine needs-based interventions during incarceration to prepare the offender for placement/release	Rehabilitated offenders	Incarceration and Corrections
B-Order (CSPBs)	Consider offenders for possible placement on parole, correctional supervision and release on sentence expiry	Successful reintegration of offenders	Incarceration and Corrections
Victim Participation	Encourage victims to participate in the decision making of parole boards	Restore and harness relations between the offenders and victims	Incarceration and Corrections
Policy on the Management and Detention of Remand Detainees	Ensure the safekeeping and management of remand detainees	Well managed remand detention population	Remand Detention
Bail Protocol (s63)	Outlines responsibilities of DCS, NPA, DoJ&CD including Presiding Officers and SAPS in relation to applications submitted by DCS for review of bail in line with section 63A of the Criminal Procedure Act (Act No.51 of 1977)	Reduction of remand detainees through the application of bail protocol	Remand Detention
Maximum Incarceration Period Protocol (s49G)	Referral to court for consideration of the length of detention	Reduction of remand detainees through the application of section 49G of the Correctional Services Act (Act No. 111 of 1998)	Remand Detention
Referral of terminally ill and severely incapacitated (49E) remand detainees to court protocol	Referral to court for consideration of alternative placement for terminally ill and severely incapacitated remand detainees	Improved management of terminally ill and severely incapacitated remand detainees	Remand Detention
Transportation Protocol	Ensure that safety and security principles are adhered to when transporting remand detainees between service delivery points by SAPS and DCS officials	Safe transportation of remand detainees	Remand Detention

Policy name	Aim/Purpose	Key impact	Responsibility
Protocol on temporary release of Remand Detainees to SAPS for further investigations (49F) and early arrival in court	Regulate the process regarding the temporary release of remand detainees to SAPS	Speedy finalisation of cases	Remand Detention
Mental Observation Protocol	Promotes and regulates cooperation between departments in relation to the mental observation of remand detainees	Consideration for a fair trial for exclusion of the impact of mental illness in crimes committed	Remand Detention
Consultation Protocol	Outlines the responsibilities of Legal Aid South Africa and DCS in relation to the consultation visits of the Legal Aid Practitioners to DCS facilities	Speedy finalisation of cases through the provision of legal assistance to certain categories of remand detainees	Remand Detention
Skills Development Policy	Provide an institutional framework for the skills development of offenders	Improve skills of offenders to enable them to be employable or venture into entrepreneurship upon release	Incarceration and Corrections
Formal Education Policy	Provide an enabling framework for educational programmes and services to inmates, based on internal DCS practices, DBE and DHET processes and development in terms of e-learning	Improved education levels of inmates contributing to their successful reintegration	Incarceration and Corrections
	Inform and guide provision of Formal Education programmes in DCS facilities at various educational levels and bands	Elimination of illiteracy Increased education level of inmates	Incarceration and Corrections
Production Workshops and Agriculture	Provide a framework that guides the Department on the management of agricultural and production workshop processes	Offender development and self-sufficiency within the Department	Incarceration and Corrections
Cost and Price Policy: Production Workshops and Agriculture	Provide a common understanding of the costing and pricing of production workshops and agriculture products The tariff structure principles assist when determining financial performance of production workshops and agriculture	Cost-effective production of products	Incarceration and Corrections
Policy on Correctional Programmes	The Policy on Correctional Programmes will form part of the Department's efforts to rehabilitate offenders with the purpose of influencing change in their behaviour to become law-abiding citizens	Successful reintegration of offenders into society	Incarceration and Corrections
Social Work Services	Enhance broad utilisation and rendering of Social Work services to inmates	Correct offending behaviour	Incarceration and Corrections
Offenders with Disabilities	Remove barriers to equal participation and the elimination of discrimination based on disability during rehabilitation of offenders	Barrier-free access to correctional services and programmes for disabled inmates	Incarceration and Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
Youth Offenders	Ensure that programmes for youth offenders are correctly implemented and measured appropriately	Unique needs of Youth Offenders mainstreamed into rehabilitation programmes	Incarceration and Corrections
Child Offenders	Ensure that services rendered by the South African correctional system are accessible and equitable to respond to the needs of the child offenders	Unique needs of Child Offenders mainstreamed into rehabilitation programmes	Incarceration and Corrections
Elderly Offenders	Make services, resources, and programmes available, accessible and responsive to the needs of elderly offenders	Unique needs of Elderly Offenders mainstreamed into rehabilitation programmes	Incarceration and Corrections
Mothers and Babies	Ensure accommodation and mainstreaming of unique needs of mothers and of babies who are with their incarcerated mothers	Mainstreaming of unique needs of incarcerated Mothers and their babies in female correctional facilities	Incarceration and Corrections
Spiritual Care Policy	Create a conducive environment for rendering spiritual care services and programmes towards rehabilitation and reintegration of offenders back into society	Successful rehabilitation and social reintegration	Incarceration and Corrections
Healthcare Policy	Provide guidance on the provision of healthcare services for inmates	Improved/restored health	Incarceration and Corrections
Mental Healthcare Policy	Provide guidance on the management of mental healthcare users	Improved/restored mental health	Incarceration and Corrections
Policy on management of HIV and AIDS for offenders	Provide guidance on the management of HIV and AIDS	Reduction of HIV transmission and reduction in HIV/AIDS-related mortalities	Incarceration and Corrections
Medical Parole Policy	Provide guidance on the management of offenders who are eligible for medical parole based on medical evidence	Reduction of the number of inevitable deaths of terminally ill offenders in Correctional Centres	Incarceration and Corrections
Policy for the control of Tobacco and Smoking in Correctional Centres	Provide guidance for establishing a healthy and smoke-free environment	Reduction in the incidences of diseases related to Tobacco and smoking	Incarceration and Corrections
Nutritional Services Policy	Provide guidance on the management of nutrition in accordance with international and national norms within the Department and address issues pertaining to sound nutrition of inmates	Meet the nutritional requirements of the incarcerated population	Incarceration and Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
Social Reintegration Policy	Provide a broad framework for preparation for release, effective supervision and facilitation of social acceptance and reintegration of offenders into the community in collaboration with all stakeholders	Successful reintegration of offenders into society as law-abiding citizens	Community Corrections
Halfway House Policy	Provide an alternative support system for parolees and probationers without support systems. This forms part of the system to enhance the successful reintegration of offenders with reduced reoffending rate	Successful reintegration of offenders into society as law-abiding citizens	Community Corrections
Community Participation Policy	Provide a broad framework on community participation in the strengthening and enhancement of rehabilitation and reintegration of offenders into society	Successful reintegration of offenders into society as law-abiding citizens	Community Corrections
Restorative Justice Policy	Promote healing and restoration of relationships amongst offenders, families, victims and communities whilst at the same time correcting offending behaviour	Successful reintegration of offenders into society as law-abiding citizens	Community Corrections

In the medium term, the Department will develop and review policies in the areas listed in the table below.

Table 25: Policies to be developed/reviewed over the medium term

Policy name	Aim/Purpose	Key impact	Responsibility
Immovable asset maintenance	Maintenance of facilities that capacitate the Department to play its role as a security institution responsible for the promotion of public safety	Facilities that support safe, secure and humane incarceration	Incarceration and Corrections
Procedure and Formal Manual Computerised Prison Accommodation Determination System	Management and capturing of bedspaces at correctional facilities	Reduce overcrowding for safe, secure and humane incarceration	Incarceration and Corrections
Renewable energy policy	Installation of energy-efficient installations to reduce carbon emissions	Reduce consumption and carbon emissions	Incarceration and Corrections
Unscheduled maintenance policy	Maintenance and upkeep of facilities occupied by correctional services	Facilities that support the delivery of correctional services	Incarceration and Corrections
Vetting policy	Ensure that all employees in the Department handling and having access to classified information are authorised to do so	Data integrity of Departmental information	Incarceration and Corrections
Security Policy	Provide safe and secure working environment and to minimise crime-related losses that can impact negatively on the Department	Integrity of sensitive information, assets and services Safety and security of inmates, officials on duty, service providers and the public	Incarceration and Corrections
B-Order (Security)	Provide a broad framework to inform and guide security in the correctional environment within the context of rehabilitation, humane treatment and the protection of society in its broadest sense	Safety and security of inmates, officials on duty, service providers and the public	Incarceration and Corrections
B-Order (Admission of inmates)	Manage the admission processes of inmates	Safe, secure and humane treatment of inmates	Incarceration and Corrections
Unit Management	Outline a broad framework to direct and coordinate needs-based care, corrections, development, security and social reintegration activities relating to individual offenders throughout their sentences	Rehabilitated offenders	Incarceration and Corrections
Special Remission	Regulate granting of special remission/ amnesty to offenders by the President or Parole Board (in the case of meritorious conduct)	Successful implementation of special remission criteria	Incarceration and Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
Offender Privileges	Regulate granting of privileges to offenders	Encouragement of good behaviour	Incarceration and Corrections
Marriages	Guide processes on offender marriages	Promote family values and successful reintegration of offenders	Incarceration and Corrections
Risk Profile Management	Identify offenders risks and needs that will determine needs-based interventions during incarceration to prepare offender for placement/release	Rehabilitated offenders	Incarceration and Corrections
Maximum Incarceration Period Protocol (s49G)	Referral to court for consideration of the length of detention	Reduction of remand detainees through the application of section 49G of the Correctional Services Act (Act No. 111 of 1998)	Remand Detentiona
Protocol on temporary release of Remand Detainees to SAPS for further investigations (49F) and early arrival in court	Regulate the process regarding the temporary release of remand detainees to SAPS	Speedy finalisation of cases	Remand Detention
Policy Framework on Gender Based Violence	Provide strategic guidance on the implementation of programmes geared at addressing GBV with focus on inmates, probationers and parolees	Correct offending behaviour in a secure, safe and humane environment in order to facilitate the rehabilitation process	Incarceration and Corrections
Skills Development Policy	Provide an institutional framework for the skills development of offenders	Improve the skills of offenders to enable them to be employable or venture into entrepreneurship upon release	Incarceration and Corrections
Formal Education Policy	Provide an enabling framework for educational programmes and services to inmates, based on internal DCS practices, DBE and DHET processes and development in terms of e-learning	Improved education levels of inmates contributing to their successful reintegration	Incarceration and Corrections
	Inform and guide provision of Formal Education programmes in DCS facilities at various educational levels and bands	Elimination of illiteracy increased education level of inmates	Incarceration and Corrections
Cost and Price Policy: Production Workshops and Agriculture	Provide a common understanding of the costing and pricing of production workshops and agriculture products The tariff structure principles assist when determining financial performance of production workshops and agriculture	Cost-effective production of products	Incarceration and Corrections
Policy Procedures for Placement and Release of Offenders.	Regulate processes pertaining to consideration of offenders for placement	Consistency in consideration of offend-ers for placement	Incarceration and Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
Policy on Correctional Programmes	Rehabilitate offenders with the purpose of influencing change in their behaviour to become law-abiding citizens	Successful reintegration of offenders into society	Incarceration and Corrections
Elderly Offenders	Make services, resources, and programmes available, accessible and responsive to the needs of elderly offenders	Unique needs of Elderly Offenders mainstreamed into rehabilitation programmes	Incarceration and Corrections
Mother and Babies	Ensure accommodation and mainstreaming of unique needs of mothers and babies who are with their incarcerated mothers	Mainstreaming of unique needs of incarcerated Mothers and their babies in female correctional facilities	Incarceration and Corrections
Gender-Based Violence Policy Framework	Correct offending behaviour relating to gender-based violent crimes	Increase safety of the public by reducing cases of gender-based violence	Incarceration and Corrections
Healthcare Policy	Provide guidance on the provision of healthcare services for inmates	Improved/restored health	Incarceration and Corrections
Infection Prevention and Control Policy	Provide guidance on the prevention and control of all infections	Reduction in the spread of communicable diseases	Incarceration and Corrections
Pharmaceutical Services Policy	Guide the management of pharmaceutical services in line with national and international norms and standards	Effective and efficient provision of pharmaceutical services	Incarceration and Corrections
Environmental Hygiene Management Policy	Guide the management of environmental health and hygiene	Prevention of spread of communicable diseases	Incarceration and Corrections
Policy on the Management of Communicable Diseases	Guide the management of communicable diseases	Prevention and reduction of further spread of communicable diseases	Incarceration and Corrections
Policy on Personal Hygiene	Control and management of the provision of bedding, clothing and toiletries to inmates	Promotion of personal hygiene	Incarceration and Corrections
Healthcare Waste Management Policy	Guide the effective management of healthcare waste generated in Correctional Facilities	Prevention of risk of diseases due to contact with healthcare waste	Incarceration and Corrections
Community Corrections Policy	Provide a regulatory framework for the facilitation of acceptance and social reintegration of offenders into respective communities	Successful reintegration of offenders into society as law-abiding citizens	Community Corrections
Model of Funding Policy	Guide the development of funding to be used for social reintegration programmes	NPOs that are suitable will be able to partner with DCS to deliver on social reintegration programmes to provide the necessary support	Community Corrections
Community Participation Policy	Provide a broad framework on community participations in the strengthening and enhancement of rehabilitation and reintegration of offenders into society	Successful reintegration of offenders into society as law-abiding citizens	Community Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
Community Based Residential Facility Policy	Provide an alternative support system for parolees and probationers without a support system This forms part of the systems to enhance the successful reintegration of offenders with reduced reoffending rate	Successful reintegration of offenders back into their families and communities	Community Corrections

(b) Our Strategies

The Department will continue implementing the strategies as tabled below:

Table 26: Strategies for continued implementation

Strategy name	Aim/ Purpose	Key impact	Responsibility
Maintenance strategy	Promote proactive maintenance of infrastructure and facilities across the Department	Infrastructure that supports accessible and reliable service delivery	Incarceration and Corrections
Management of infrastructure projects	Direct the planning, budgeting, procurement, delivery, maintenance, operation, monitoring and evaluation of infrastructure	Infrastructure projects delivered in time, cost and quality	Incarceration and Corrections
Offender Development	Improve offender's personal development through the provision of literacy and skill competency programmes during their time of incarceration	Skilled offenders with market-related programmes to enable them to be employable or venture into entrepreneurship upon release	Incarceration and Corrections
Multi-Pronged Strategy to manage overcrowding	Facilitate the management of inmate population within correctional facilities through a multi-dimensional and integrated approach	Enhanced safety, security and humane conditions for incarceration	Incarceration and Corrections
National Strategic Plan for HIV/AIDS, STIs and TB (SA National AIDS Council)	Directs the management of HIV/AIDS, STIs and TB	Reduction of HIV/AIDS incidents, morbidity and mortality	Incarceration and Corrections

In the medium term, the Department will develop and review strategies, as shown in the table below.

Table 27: Strategies to be developed/reviewed over the medium term

Strategy name	Aim/Purpose	Key impact	Responsibility
Utilities Management	Provide for internal managemeant of utilities accounts	Control and savings on utilities	Incarceration and Corrections
Multi-Pronged Strategy to manage overcrowding	Facilitate the management of inmate population within correctional facilities through a multi-dimensional and integrated approach	Enhanced safety, security and humane conditions for incarceration	Incarceration and Corrections
Self-sufficiency strategy	Provide strategic direction on enhancement of self-sufficiency	Enhanced self-sufficiency	Incarceration and Corrections
Strategy on the implementation of a Courier Model for distribution of pharmaceutical and medical-related products	Ensure reliable, efficient and uninterrupted distribution of pharmaceutical products	Uninterrupted / continuous availability of good quality pharmaceutical products required for the treatments of communicable and non-communicable diseases	Incarceration and Corrections
Healthcare delivery Transformation Strategy	Enhance the delivery of healthcare through alignment to the latest medical advancements and the changing burden of disease Ensure quality of care and value (health outcomes achieved relative to costs) to inmate patients	Promote and protect health, and prevent diseases and injury	Incarceration and Corrections
Position Paper on Community Corrections/Social Reintegration	Reposition the current system of community corrections based on its development since inception, challenges and future prospects	Autonomous Community Corrections system	Community Corrections

13. ANNEXURE C (STAKEHOLDERS CONTRIBUTING TO THE STRATEGIC PLAN)

Table 28: Summary of stakeholders involved in the implementation of the Strategic Plan

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Judicial Inspectorate for Correctional Services (JICS)	Oversight relating to a safe, secure and humane environment for inmates	JICS is the primary body tasked with monitoring and oversight of South Africa's correctional system. This includes inspecting, monitoring and reporting on the treatment of inmates and the conditions of correctional centres	The Inspectorate draws its primary mandate from the Correctional Services Act (Act No. 111 of 1998), as amended Section 85(1) of the CSA provides that the "objective of the Judicial Inspectorate is to facilitate the inspection of correctional facilities in order that the Inspecting Judge may report on the treatment of inmates in correctional facilities and on conditions in correctional facilities	JICS is funded separately within the budget vote of the Department	Safety and security is a primary mandate of the Department	Security Operations within the Department is a transversal function responsible for ensuring the safe, secure and humane incarceration of inmates
National Intelligence Co-ordinating Committee (NICOC)	Alignment of policies and procedures	Implementation of the DCS Anti-Gang Management Strategy	NICOC is an independent Organ of State providing intelligence information regarding national security threats and risks to the Department	No funding required		
National Joint Operational Intelligence Structure (NATJOINTS)	Training of officials within the Department and risk identification	Security and law enforcement operations	NATJOINTS provide training of EST officials, information on operational security threats and risks, strategies and information management	No funding required		
State Security Agency (SSA)	Vetting of officials, service providers etc.	Vetting of personnel and service providers	SSA supports the Vetting Fieldwork Unit within the Department by evaluating applications for security clearances and issues clearance certificates	Yes		
Research institutions (Council for Scientific and Industrial Research and ARMSCOR)	Research and advisory services	Scalable security technology and equipment	Research institutions provide required research to inform the development of security specifications on systems and equipment	Yes		

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
South African Police Service (SAPS)	Safety and security	Criminal record information management and screening of personnel Firearms control	South African Police Service Amendment Act, 2008 (Act No. 57 of 2008). SAPS database is utilised to obtain information on the criminal records of officials Registration of all firearms on the national database utilised by the Department	Yes		
Department of Basic Education (DBE)	Provision of needs and marked based education programmes	Provision of Grade 10 to 12 Programmes Provision of prescribed ECD Curriculum DCS teacher development Grade 12 teacher development ECD Practitioner development SA-SAMS – teacher development	Correctional Services Act (Act No. 111 of 1998), Section 41: Treatment, development and support services, and South African Schools Act No. 84 of 1996 (as amended by the Basic Education Laws Amendment Act No. 15 of 2011 (BELA))	Yes	Secondary mandate of the Department.	No capacity to train DCS Educators on curriculum-related matters. Reliant on the expaertise of the education custodians
		Secondment of teachers to the Department		Funding is available for the 85 posts		There are 85 funded vacant posts in the Regions. However, more learners are attending the programmes necessitating the secondment of 132 teachers by the Department of Education

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
		Provide DCS learners with Learner Teacher Support Material		Yes		DCS is participating in the National Treasury RT17 and 7 transversal contract initiated by the DBE
		Full-time schools registration Approve the schools' registration		No funding required		No capacity required by the Department
Department of Higher Education and Training (DHET)	Adult Education and Training (AET)	Provision of AET Programmes and Services	Correctional Services Act (Act No. 111 of 1998), Section 41: Treatment, Development and Support Services, Adult Education and Training Act, (Act 16 of 2006) and White Paper of Post School Education	Yes	Secondary mandate of the Department	AET educators
		Community Learning College registration		No funding required		
		Secondment of educators to DCS		Yes		

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Department of Higher Education and Training (DHET)	Provision of TVET College Programmes and skills training to offenders	• Registration of Technical Vocational Education and Training (TVET) Programmes • Administration and management of (TVET) examinations • HR development. • Funding training Programmes through the National Skills Fund	Correctional Services Act (Act No. 111 of 1998), Section 16 and Chapter 9 on the White Paper on Corrections and the Higher Education Amendment Act No. 39 of 2008. DHET sets the standards for compliance in the implementation of skills development programmes	Yes	Secondary mandate of the Department.	Offender Training Centres for theoretical and practical training. DCS TVET examination centres (per Management Area) EC: St Albans, Middledrift, East London, Kirkwood GP: Zonderwater, Baviaanspoort, Kgosi Mampuru, Leeuwkop, Boksburg, Modderbee, Johannesburg, Klerksdorp FS-NC: Upington, Bizzah Makhate, Tswelopele, Coleburg, Goedemoed, Grootvlei, Groenpunt LMN: Rustenburg, Thohoyandou, Barberton, Bethal, Witbank, Klerksdorp, Polokwane KZN: Waterval, Kokstad, Pietermaritzburg, Qalakabusha, Durban, Ncome, Glencoe . WC: Helderstroom, West Coast, Pollsmoor, Brandvlei, Breederivier, Drakenstein, Voorberg

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Department of Public Works and Infrastructure (DPWI)	Custodian of State's Immovable Asset Portfolio and property manager for privately leased accommodation	Provision of suitable functional and office accommodation (correctional centres and offices) Provision of suitable infrastructure to support rehabilitation (classrooms, libraries, ECD centres, sports grounds, recreational areas)	Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007) aims to ensure competent immovable asset management in Government to improve service delivery Correctional Services Act (Act No. 111 of 1998) Part A, Section (7) Accommodation: Inmates must be held in cells which meet the requirements prescribed by regulation on respect of floor space, cubic capacity, lighting, ventilation, sanitary installations and general health conditions	Yes Infrastructure budget	Infrastructure development and maintenance is a secondary the mandate of Department	Facilities at Head Office and Regions to coordinate needs assessment and overall project management of DCS infrastructure projects
Independent Development Trust (IDT)	The IDT is a Schedule 2 Public Entity, appointed Implementing Agent for infrastructure planning and implementation	Provision of suitable infrastructure to support rehabilitation	The IDT manages and delivers integrated social infrastructure programmes on behalf of government Correctional Services Act (Act No. 111 of 1998) Part A, Section (7) Accommodation: Inmates must be held in cells which meet the requirements prescribed by regulation on respect of floor space, cubic capacity, lighting, ventilation, sanitary installations and general health conditions	Yes Infrastructure budget	Infrastructure development and maintenance is a secondary the mandate of Department	Facilities at Head Office and Regions to coordinate needs assessment and overall project management of DCS infrastructure projects

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Development Bank of Southern Africa (DBSA)	The DBSA is a Schedule 2 Public Entity, appointed Implementing Agent for infrastructure planning and implementation	Provision of suitable infrastructure to support rehabilitation	The DBSA supports the South African government in the implementation of infrastructure programmes Correctional Services Act (Act No. 111 of 1998) Part A, Section (7), Accommodation: Inmates must be held in cells which meet the requirements prescribed by regulation on respect of floor space, cubic capacity, lighting, ventilation, sanitary installations and general health conditions	Yes Infrastructure budget	Infrastructure development and maintenance is a secondary the mandate of Department	Facilities at Head Office and Regions to coordinate needs assessment and overall project management of DCS infrastructure projects
Department of Social Development (DSD)	Provision of programmes and services at Early Childhood Development (ECD) centres	Registration of ECD centres Provision of programmes for babies DSD as the responsible Department for finding suitable external alternative placement for the identified babies	Children's Act, (38 of 2005) and Correctional Services Act (Act No. 111 of 1998) (Section 20 (1a)(2)(3)) for early childhood development for babies with their incarcerated mothers	No	Secondary the mandate of Department	604 Social Workers within the Department
	Viral load suppression awareness and education Early Childhood Development	Capacitate inmates on areas of social behaviour change communication relating to HIV/AIDS Compliance of the Mother and Baby Units, monitoring and evaluation	Correctional Services Act (Act No. 111 of 1998), Section 12 (1) and the Constitution Section (28)(1)	Yes (Health and Hygiene Services, Nutritional Services, Infrastructure budget)	Care is a secondary maandate of the Department	11 HIV/AIDS Coordinators 2 Nutrition Services officials

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Department of Social Development (DSD)	Aftercare services and rehabilitation programmes to parolees and probationers	• Trace, prepare and provide aftercare services and programmes to victims/ offended, families, communities, parolees and probationers • Assist in providing rehabilitation programmes, reintegration and services to parolees and probationers • Assist in providing secure care facilities to the children in trouble with the law • Providing places of safety for women and children	According to the Social Assistance Act, 2004, Non-Profit Organisation Act, 1997, Welfare Law Amendment Act, 1997, South African Social Security Agency Act, 2004, Aged Persons Act, 1967, Children's Act, 2005, Criminal Procedure Act, (Act No. 51 of 1977), and Service Charter for Victims of Crime, on release or sentence expiry of an offender, parolees and probationers, the Department of Social Development is required to provide welfare and support to parolees and probationers through a referral system White Paper on Correction: Chapter 13 (Stakeholder Management): The Department monitors compliance with the parole and probation conditions	No	Social support services to parolees and probationers as a secondary mandate	Head of Community Corrections in each Management Area
Department of Arts and Culture	Provision of arts and cultural programmes and services	Render regional arts and cultural programmes and services to offenders	Correctional Services Act (Act No. 111 of 1998) (Section (7)(3)), White Paper on Arts, Culture and Heritage and National Arts Council of 1997	Funding available for purchasing of material	Secondary mandate of the Department	No

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Government Department and institutions of higher learning	Social reintegration of offenders into communities	Access regarding classified information in order to profile communities. (crime hot spots) Tracing parolees and probationers Profiling of communities of origins for successful reintegration of parolees and probationers	Correctional Services Act (Act No. 111 of 1998) Section 117 (e)	No	Secondary mandate of the Department	Head of Community Corrections in each Management Area
National Library of South Africa (NLSA)	Collaborative integrated programmes	Funda Mzantsi Programme NLSA supports the Department with the provision and exchange of books for inmates	Correctional Services Act (Act No. 111 of 1998) (Section (7)(3)), National Library of South Africa Act, 1998	Yes	Secondary mandate of the Department	Use of the custodial officials on an ad hoc basis
Department of Sport and Recreation (SRSA)	Provision of Sport and Recreation Programmes and services	SRSA provide officials to train offenders in various sporting codes	Correctional Services Act (Act No. 111 of 1998) (Section (7)(3)), National Sport and Recreation Act, 2007	Funds available for purchasing of sport and recreational equipment	Secondary mandate of the Department	Use of the custodial officials on an ad hoc basis
Sports federations	Formal referee, coaching, first aid etc. programmes to offenders	Dependency on sporting federations to provide technical officials to train offenders in various sporting codes – managed through SLAs	Correctional Services Act (Act No. 111 of 1998) (Section (7)(3)), National Sport and Recreation Act, 2007	Yes	Secondary mandate of the Department	Use of the custodial officials on an ad hoc basis

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Quality Council for Trades and Occupations (QCTO)	To quality assure TVET college programmes and occupational-related qualifications	• To quality assure N4-N6 TVET and Occupational related qualifications • Assessment of Occupational (theory, practical and workplace learning) Programmes • Accreditation of Offender Training Facilities and workplaces • Monitoring of external Examinations and Internal Continuous Assessments.	QCTO sets the standards for compliance in the implementation of TVET college programmes and Occupational related programmes in support of Correctional Services Act (Act No. 111 of 1998), Section 16 and Chapter 9 on the White Paper on Corrections	No	Quality assurance of TVET Programmes is outside of the mandate of the Department	No internal capacity requireda
Umalusi Council for Quality Assurance in General and Further Education and Training	To quality assure TVET, GETC and Grade 12 certification	• To quality assure N1-N3, Grade 12 and GETC (AET Level 4) TVET and National Certificate (Vocational) NC (V) qualifications • Monitoring of external Examinations and Internal Continuous Assessments	Umalusi sets the standards for compliance in the implementation of TVET college programmes, N1-N3, in support of Correctional Services Act (Act No. 111 of 1998), Section 16 and Chapter 9 on the White Paper on Corrections	No	Outside of the mandate of the Department	No internal capacity required

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
National Skills Fund (NSF)	Provision of accredited skills programmes to offenders	Provision of funding for offender training in the Department	NSF responds to the national skills priorities and funds a range of skills development programmes to improve employability and self-employability of citizens, in support of Correctional Services Act (Act No. 111 of 1998), Section 16 and Chapter 9 on the White Paper on Corrections	No, funding available through donor funding	Secondary mandate of the Department	External training service providers
Sector Education and Training Authority (SETA)	Provision of accredited skills programmes to offenders	• Provision of accredited skills programmes • Quality assures training programmes and certification. • Allocation of discretionary grants for offender training.	SETAs set the standards for compliance in the implementation of Vocational Programmes in support of Correctional Services Act (Act No. 111 of 1998), Section 16 and Chapter 9 on the White Paper on Corrections	No, funding available through donor funding	Secondary mandate of the Department	External training service providers
Quality Council for Trades and Occupation (QCTO)	Oversee the design, implementation, assessment and certification of occupational qualifications	• Certification of N4 to N6 and trade qualifications	QCTO sets the standards for compliance in the implementation of Vocational and Occupational Programmes in support of Correctional Services Act (Act No. 111 of 1998) Section 16 and Chapter 9 on the White Paper on Corrections	No funding available through donor funding	Secondary mandate of the Department	External training service providers

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Department of Agriculture, Land Reform and Rural Development Entities of the Department of Agriculture, Land Reform and Rural Development	Provision of agricultural services to enhance agricultural production	• Provision of technical support services on plant and animal production (provision of veterinary support, assign meat inspectors, agriculture planning and operations, advisory services, registrar of farm feeds, agro-chemicals, fertilizers, animal identification and abattoirs) • Facilitate HR development • Development of the legislative framework, and policy guidelines	The Correctional Services Act (Act No. 111 of 1998), Section 3 (2) b and White Paper on Corrections, 2005, the Department of Agriculture, Land Reform and Rural Development – Animal Identification Act 6 of 2002, Meat Safety Act 40 of 2000, Conservation of Agricultural Resources Act 43 of 1983, National Water Act of 36 of 1998, Animal Health Act 7 of 2002, Fencing Act 31 of 1963, Agricultural Pest Act 36 of 1983, Animal Protection Act of 71 of 1962, National Animal Improvement Act 62 of 1998, Fertilizers, Farm Feeds, Agricultural Remedies and Stock Remedies Act 36 of 1947, Agriculture Products Standards Act 119 of 1990 ARC Act 86, of 1996, amended Act 27 of 2001, agriculture technical support	Yes	Secondary mandate of the Department	21 farms and 115 small sites (vegetable sites) for agriculture production Abattoirs for red meat (17), and for white meat (3). Dairies (17), beefers (18), small stock (5), chicken meat farms/broilers (3), egg production farms/layers (7), orchards (13), piggeries (15) Agricultural technicians and custodial members Land-approximately 40 000 ha, grazing camps Infrastructure, machinery and equipment
Department of Environment, Forestry and Fisheries (DEFF)	Promote environmental management	• Environmental care/ conservation of natural resources • Sustainable use of natural resources • Development of the legislative framework, and policy guidelines	Correctional Services Act (Act No. 111 of 1998), Section 3 (2) (b) and White Paper on Corrections, 2005 National Environmental Management Act, Act 107 of 1998, as amended and National Forest Act, Act 122 of 1984, amended Act 83 of 1998, Atmospheric Pollution Prevention Act 45 of 1965, Environmental Conservation Act 73 of 1989	Yes	Secondary mandate of the Department	21 farms and 115 small sites (vegetable sites) for agriculture production Agricultural technicians and custodial members Land-approximately 40 000 ha, grazing camps, irrigation lands, drylands, and water sources Infrastructure, machinery, equipment

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Department of Water and Sanitation (DWS)	Registration of water rights	Provide water rights for irrigation of Departmental Farms in cases where municipal water is not used Registration of wastewater disposal system	The Correctional Services Act (Act No. 111 of 1998), Section 3(2)(b) and the National Water Act (Act 36 of 1998)	No	Outside of the mandate of the Department	No capacity required
Non-Governmental Organisations (NGOs)	Facilitation of non-therapeutic programmes	NGOs facilitate non-therapeutic programmes to offenders which focus on raising awareness, providing information as well as developing life skills. Offenders also receive n-depth therapeutic interventions from social workers, spiritual care workers and psychologists	Correctional Services Act (Act No. 111 of 1998) and White Paper on Corrections	No	Secondary mandate of the Department	Quality Assurance Committee within the Department responsible for quality assurance of programmes provided by NGOs
Volunteers and service providers	Improve moral fibre of inmates	Provide spiritual care services and programmes to inmates	Correctional Services Act (Act No. 111 of 1998) Section 14	No	Secondary mandate of the Department	46 Chaplains, 243 Spiritual and Moral Development Coordinator
Offenders Victims SAPS	Participation in the parole/ correctional supervision processes and decision making	Consider offenders for possible placement on parole, day parole, medical parole, correctional supervision and release on sentence expiry date	Correctional Services Act (Act No. 111 of 1998) Section 75 (4), Criminal Procedure Act, (Act No.51 of 1977) Section 299 (A), Minimum Standards on Services for Victims of Crime in South Africa, 2004 and Victim Charter on the participation of victims in parole boards and the rights of victims	No funding required	Primary mandate of the Department	Parole Boards are centralised per Management Area

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Institutions of Higher Education and Learning	Provision of Education and Training to offenders	Provide offenders with nationally and internationally accredited qualifications	Correctional Services Act (Act No. 111 of 1998) Section 41: Treatment, development and support services and White Paper for Post School Education	No	Outside the mandate of the Department	No capacity required
	Certificate in Correctional Ministry	Provide spiritual care workers with correctional ministry skills	Correctional Services Act, (Act 111 of 1998)	Yes	Secondary mandate of the Department	46 Chaplains, 243 Spiritual and Moral Development Coordinators
	Post Graduate Criminology and Corrections students are afforded the opportunity to gain practical work experience by compiling CSPs, assisting in rendering Correctional Programmes and compiling Community Profiles under the guidance of DCS officials	• Risk Profile Management • Correctional Programmes • Community Liaison	None	No	Primary mandate of the Department	DCS interim structures work together with volunteer students on the project to compile CSPs, render Correctional Programmes and compile Community Profiles
JCPS cluster departments (SAPS, DoJ&CD, NPA, DHA and SSA)	Integrated Criminal Justice Systems	Seamless access and transmission of Criminal Intelligence data across JCPS cluster for improved case administration of inmates	Correctional Services Act, (Act 111 of 1998) SAPS 62 and 69 criminal records Sentencing remarks records at DoJ&CD, SAPS national crime statistics, data verification at Home Affairs, population statistical profiling by the SSA	Integrated Criminal Justice Systems funded by IJS and IIMS funded by the Department	Primary mandate of the Department	Government IT Officer (GITO)

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
	Social reintegration of offenders into communities	• Expungement of criminal records • Alternative non-custodial sentencing options	Child Justice Act, (Act No 75 of 2008) Criminal Procedure Act, 1977 (Act No. 51 of 1977) Chapter Three of the White Paper on Corrections in South Africa (2005)	No	Outside the mandate of the Department	No capacity required
Department of Health (DoH)	Provision of health care services on a referral basis for secondary and tertiary level care for inmates	• Primary Healthcare • Palliative Care • Rehabilitative Care • Referral Services • Nutrition Services • Personal and Environmental Hygiene Services • Pharmaceutical Services	The Correctional Services Act, (Act 111 of 1998) Section 12 (1) and National Health Act, (Act 63 of 2003) Section 21(2)(b). This requires the Department to provide, "within its available resources, adequate health care services, based on the principles of primary health care in order to allow every inmate to lead a healthy life"	Yes (healthcare services, nutrition services and personal and environmental hygiene services)	Secondary mandate of the Department	One PHC clinic per Correctional Centre and one in-patient facility/ sickbay with beds ranging from 5 to 120 per Management Area 23 pharmacy facilities Healthcare Professionals/ Providers 869 Professional Nurses 09 Doctors (full-time) 118 Doctors (sessional) 29 Pharmacist 49 Community Pharmacists 09 Pharmacist Assistants 11 HIV/AIDS Coordinators
Department of Human Settlements (DHS)	Social reintegration of offenders into communities	As part of the social reintegration process, the Department is dependent on the DHS to ensure that offend-ers have appropriate accommodation	Housing Act (Act 107 of 1997) Section 2 gives priority to the needs of the poor in relation to housing development Correctional Services Act, (Act 111 of 1998) (Section 16(2)) and Section 45(3))	No	Outside the mandate of the Department	Head of Community Corrections in each Management Area

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Department of Small Business Development (DSBD)	Social reintegration of offenders into communities	The Department of Small Business Development in partnership with DCS provides support to harness the skills of parolees and probationers To assist parolees and probationers in establishing cooperatives	Correctional Services Act, (Act 111 of 1998) (Section 16(2), Section 45(3) and Section 61(2))	No	Outside the mandate of the Department	Head of Community Corrections in each Management Area
Department of Employment and Labour (DEL)	Skills development for parolees and probationers	• Subsidises skills training for parolees and probationers • Provide service training to parolees and probationers to increase their employability • Department of Employment and Labour keeps the database of skilled parolees and probationers	Employment Service Act, (Act No 4 of 2014) Skills Development Act, (Act No 97 of 1998) Correctional Services Act, (Act 111 of 1998) (Section 16(2)) and Section 45(3) Section 61(2)	No	Skills development for parolees and probationers as part of rehabilitation is a secondary mandate of the Department	Head of Community Corrections in each Management Area

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Department of Trade and Industry (DTI)	Social support services to parolees and probationers	• Allocates a starter kit to parolees and probationers for the purpose of their resettlement • Establish programmes to allow parolees and probationers to access to funds in order to start their own small businesses • Subsidises relevant agencies (NPOs) for the rendering of aftercare services to parolees and probationers	Co-operatives Act (Act No. 14 of 2005) Correctional Services Act, (Act 111 of 1998) (Section 16(2)) and Section 45(3) Section 61(2)	No	Secondary mandate of the Department	Head of Community Corrections in each Management Area

Stakeholder	Roles related to the strategy	Responsibilities within the strategy	Duplications/links/contradictions related to roles and responsibilities	DCS funding availability	Inside/outside mandate	Capacity availability
Civil society organisations and NPOs	Social support services to parolees and probationers	• Assist the Department in rendering reintegration programmes, skills, and provide support system to parolees and probationers • Educate communities through awareness campaigns, e.g. Imbizos, VODs, crime prevention, and involvement of traditional leaders • NPOs, through formal agreements, will operate halfway houses with the Department	Non-Profit Organisation Act (Act No. 71 of 1997) Correctional Services Act, (Act 111 of 1998) (Section 16(2)) 45(3) and 61(2))	Funding available for Halfway Houses CARA funding for VODs	Social support services to parolees and probationers as a secondary mandate	Head of Community Corrections in each Management Area who engages with civil society organisations, such as NPOs

14. ANNEXURE D (ACTS REFERENCED IN THE CORRECTIONAL SERVICES ACT, 1998)

The Correctional Services Act, 1998 (Act No. 111 of 1998) references multiple Acts especially where the mandate of the Department links closely with other Government Departments. These include:

Table 29: List of Acts referenced in the Correctional Services Act (Act No. 111 of 1998)

Title of the Act	Purpose of the Act
South African Police Service Act, 1995 (No. 68 of 1995)	To provide for the establishment, organisation, regulation and control of the South African Police Service; and to provide for matters in connection therewith
Public Service Act, 1994 (No. 103 of 1994, as Amended)	To provide for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith
Public Finance Management Act, 1999 (No. 1 of 1999)	To regulate financial management in the national government and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those governments Section 27(4) of the PFMA makes provision for the development of measurable objectives which must be included in the annual budgets of national and provincial institutions. While Section 40 (3) (a) and 55 (2) (a) makes provision for the reporting of performance against predetermined objectives in institutions' Annual Reports Section 38 (d) of the PFMA states that the Accounting Officer has responsibility to manage, safe-guard and maintain assets and manage the liabilities of the department or entity, and Section 38 (a) (iv) and (c) (iii) makes a provision for a systems for evaluating capital projects and managing available working capital efficiently and economically
Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (PEPUDA or the Equality Act, Act No. 4 of 2000)	To give effect to the letter and the spirit of the Constitution, in particular the promotion of equality, the value of non-racialism and non-sexism; the prevention of unfair discrimination and protection of human dignity as contemplated in sections 9 and 10 of the Constitution
Promotion of Administrative Justice Act, 2000 (No. 3 of 2000)	To ensure fair Procedure in terms of Promotion of Administrative Justice Act is discussing as follows; Sections 3 (1) provides that an administrative action which materially and adversely affects the rights or legitimate expectations of any person must be procedurally fair
Probation Services Act, 1991 (No. 116 of 1991)	To provide for the establishment and implementation of programmes aimed at the combating of crime; for the rendering of assistance to and treatment of certain persons involved in crime; and for matters connected therewith
Prevention and Combatting of Torture of Persons Act, 2013 (No. 13 of 2013)	To prevent and combat the torture of persons within or across the borders of the Republic; and to provide for matters connected therewith

Title of the Act	Purpose of the Act
Pharmacy Act, 1974 (No. 53 of 1974, as amended)	To provide for the establishment of the South African Pharmacy Council and for its objects and general powers; to extend the control of the council to the public sector; and to provide for pharmacy education and training, requirements for registration, the practice of pharmacy, the ownership of pharmacies and the investigate
Nursing Act, 2005 (No. 33 of 2005)	To protect the public from unsafe practitioners, and the ultimate goal is competent, quality nursing care provided by qualified practitioners
National Health Act, 2003 (No. 61 of 2003)	To provide a framework for a structured uniform health system within the Republic, taking into account the obligations imposed by the Constitution and other laws on the national, provincial and local governments with regard to health services; and to provide for matters connected therewith
National Archives Act, 1996 (No. 43 of 1996)	To provide for a National Archives; the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage; and to provide for matters connected therewith
Mental Health Care Act, 2002 (No. 17 of 2002, as amended)	To make provisions that allows those with such impairments, others to act in their best interest and make decisions on their affairs. In this regard legislation provides for involuntary or compulsory admission to mental health facilities and involuntary treatment
Medical, Dental and Supplementary Health Service Professions Amendment Act, 1974 (No. 56 of 1974, as amended)	To provide for the establishment of the Health Professions Council of South Africa and professional boards for health professions; to abolish the Interim National Medical and Dental Council of South Africa; to provide for control over the education, training, registration and practices of health professionals; and to provide for matters connected therewith
Labour Relations Act, 1995 (No. 66 of 1995, as amended)	The purpose of the labour relations act is not only to protect everyone in the workplace but to also promote economic development, fair labour practices, peace, democracy and social development
Judicial Matters Amendment Act, 2002 (No. 55 of 2002)	To amend the Magistrates' Courts Act, 1944, so as to further regulate the rescission of judgments; to amend the Stock Theft Act, 1959, so as to repeal certain obsolete provisions; to amend the General Law Further Amendment Act, 1962, so as to make further provision for access to children under custodianship; to amend the South African Law Commission Act, 1973, so as to effect a change of name; to further regulate the appointment of members of the Commission; and to further regulate requirements in respect of the reports of the Commission; to amend the Companies Act, 1973, so as to further regulate the examination of directors and others during and after the winding-up of a company; to amend the Criminal Procedure Act, 1977, so as to bring certain provisions in line with the Mental Health Care Act, 2002; to amend the Attorneys Act, 1979, so as to authorise the Attorneys Fidelity Fund Board of Control to enter into contracts for the provision of professional indemnity insurance cover; and to further regulate payments to and refunds from the Fidelity Fund; to amend the Correctional Services Act, 1998, so as to effect a technical correction; to amend the Mental Health Care Act, 2002, so as to amend a definition; and to provide for matters connected therewith
Judges' Remuneration and Conditions of Employment Act, 1989 (No. 88 of 1989)	To amend the Judges' Remuneration and Conditions of Employment Act, 1989, in order to provide for the remuneration and conditions of employment of the President and judges of the Constitutional Court; and to provide for incidental matters
Institutional of Legal Proceedings against certain organs of state Act, 2002 (No. 40 of 2002)	To regulate the prescription and to harmonise the periods of prescription of debts for which certain organs of state are liable; to make provision for notice requirements in connection with the institution of legal proceedings against certain organs of state in respect of the recovery of debt; to repeal or amend certain laws; and to provide for matters connected therewith

Title of the Act	Purpose of the Act
Inquests Act, 1959 (No. 58 of 1959)	To provide for the holding of inquests in cases of deaths or alleged deaths apparently occurring from other than natural causes and for matters incidental thereto, and to repeal the Fire Inquests Act, 1883 (Cape of Good Hope) and the Fire Inquests Law, 1884 (Natal)
Immigration Act, 2002 (No. 13 of 2002)	To provide for the regulation of admission of persons to, their residence in, and their departure from the Republic; and for matters connected therewith
Health Professions Act, 1974 (No. 56 of 1974)	To establish the Health Professions Council of South Africa and professional boards; to provide for control over the education, training and registration for and practising of health professions registered under this Act; and to provide for matters incidental thereto
Health Act, 1977 (No. 63 of 1977)	To provide for measures for the promotion of the health of the inhabitants of the Republic; to that end to provide for the rendering of health services; to define the duties, powers and responsibilities of certain authorities which render health services in the Republic; to provide for the co-ordination of such health services; to repeal the Public Health Act, 1919; and to provide for incidental matters
Extradition Act, 1962 (No. 67 of 1962)	To provide for the extradition of persons accused or convicted of certain offences and for other incidental matters
Criminal Procedure Act, 1977 (No. 51 of 1977)	To make provision for procedures and related matters in criminal proceedings
Commissions Act, 194 (No. 8 of 1947)	To make provision for conferring certain powers on commissions appointed by the Governor-General for the purpose of investigating matters of public concern, and. to provide for matters incidental thereto
Chiropractors, Homeopaths and Allied Health Service Professions Act, 1995 (No. 40 of 1995)	To provide for the control of the practice of [the professions of chiropractor and homeopath and] allied health professions, and for that purpose to establish [a Chiropractors, Homeopaths and] an Allied Health [Service] Professions [Interim] Council of South Africa and to determine its functions; and to provide for matters connected therewith
Children's Act, 2005 (No. 38 of 2005)	The Children's Act governs the laws relating to the care, contact and the protection of children. It defines the parental responsibilities and rights. The Act also regulates the establishment of places of safety, orphanages and the rights of orphans and it sets out the laws for their adoption
Child Justice Act, 2008 (No. 75 of 2008)	To establishes a criminal justice system for child accused, separate from the criminal justice system which continues to apply for adult accused in South Africa. The Act aims to keep children out of detention and away from the formal criminal justice system, mainly through diversion
Social Work Act, 1989 (No. 110 of 1989)	To provide for the establishment of a South African Council for Social Service Professions and to define its powers and functions; for the registration of social workers, student social workers, social auxiliary workers and persons practising other professions in respect of which professional boards have been established; for control over the professions regulated under this Act; and for incidental matters
Government Immoveable Assets Management Act (No. 19 of 2007)	To provide for a uniform framework for the management of an immoveable asset that is held or used by a national or a provincial department; to ensure the coordination of the use of an immoveable asset with the service delivery objectives of a national or provincial department

GLOSSARY

TERM	DEFINITION
Child	Defined as an individual under the age of 18, according to the Children's Act, No. 38 of 2005 According to the Child Justice Act, No. 75 of 2008, a child means any person under the age of 18 years and, in certain circumstances, means a person who is 18 years or older but under the age of 21 years whose matter is dealt with in terms of Section 4(2)
Child and youth care centre	According to the Child Justice Act, No. 75 of 2008, means a child and youth care centre referred to in section 191 of the Children's Act
Deportation group	Consists of detainees who fall under the mandate of the Department of Home Affairs (DHA) and are not the clients of the CJS. They are detained and released through the warrants from the DHA
Department of Correctional Services (DCS)	The Department of Correctional Services in South Africa, referred to as the entity in its entirety (inclusive of Head Office and Regions)
Inmate	Any person, whether convicted or not, who is detained in custody in any correctional centre or remand detention facility, or who is being transferred in custody, or is en-route from one correctional centre or remand detention facility to another correctional centre/remand detention facility
Parolee	A sentenced offender who has been granted non-custodial correctional supervision after being incarcerated
Probationer	Any person who is sentenced to non-custodial correctional supervision
Remand detainee	A person detained in a remand detention facility awaiting the finalisation of his or her trial, whether by acquittal or sentence, if such person has not commenced serving a sentence or is not already serving a prior sentence; and includes a person contemplated in section 9 of the Extradition Act, 1962 (Act No. 67 of 1962), detained for the purposes of extradition
Sentenced offender	A convicted person sentenced to incarceration or correctional supervision
State patients	Unsentenced persons who are classified as such by courts and detained by the in Department of Correctional Services (DCS) while awaiting placement at the designated mental health institution
Unsentenced offender	Any person who is lawfully detained in a correctional facility and who has been convicted as an offender, but who has not been sentenced to incarceration or correctional supervision

The 2020-25 Department of Correctional Services Strategic Plan is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

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