

REVISED 2020-2025 STRATEGIC PLAN



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA



Department of Correctional Services

Revised Five-Year Strategic Plan

2020-25

The 2020-25 Revised 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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The Revised Strategic Plan is published on:
www.dcs.gov.za
ISBN: 978-0-621-48105-1
RP: 23/2020

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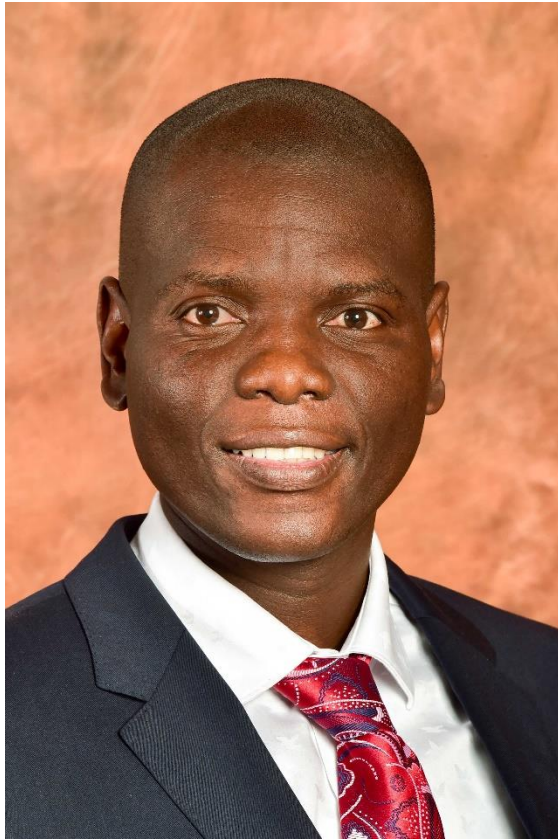
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Statement by the Executive Authority



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. The priorities set out by the Sixth Administration will not be achieved if we do not strengthen all of the dimensions of governance, including democratic and political governance, economic governance, corporate governance and socio-economic governance.

Defending civil society, democratic rights, and our fundamental freedoms can be challenging, let alone having to do it while in the midst of a global health crisis spreading rapidly across the world. Guaranteeing human rights for everyone poses a challenge not only for South Africa but for every country around the world to differing degrees. The public health crisis is fast becoming an economic and social crisis and a protection and human rights crisis rolled into one. The nature of the COVID-

2019 pandemic reaches into every sphere of society – political, economic, social, technological, environmental and legal – necessitating careful consideration of the long-term consequences of our decisions in response to the pandemic and requiring alternative futures to be considered. The country's recovery from the effects of the COVID 19 pandemic will take a great deal of effort and resources.

The Department's response to the unprecedented global health challenge of COVID-19 fully respects the rights and dignity of everyone under its care. Incarcerated people have a constitutional right to healthcare services that meet community standards, including older adults and those with chronic and/or serious medical conditions in correctional facilities who are at increased risk of experiencing serious illness and death due to a COVID-19 infection – just as they would be in the community. There has been intense coordinated action to respond to the unique and extraordinary COVID-19 challenges in correctional facilities. Special remission of sentences was announced by his Excellency, President Ramaphosa, in December 2019, effectively releasing 14 647 low risk inmates to community corrections. Offenders were granted a special remission of 12 months and those who were classified as low risk, received an additional 12 months. This reduced overcrowding in correctional facilities by almost 9%. Although the special remission reduced overcrowding in correctional facilities for sentenced offenders there is still a high rate of overcrowding i.e. 30.31% as at 31 March 2020 due to the increase in the remand detainees. To mitigate the risk of COVID-19 entering and spreading in correctional facilities, President Ramaphosa authorised a Special Parole Dispensation for selected low risk qualifying sentenced offenders who have or will reach their minimum detention periods within a period of 60 months. This phased process will be prioritised for the most vulnerable, such as those with underlying health problems, the elderly (aged above 60 years) and female offenders with infants. The release of approximately 19 000 offenders is important from a clinical perspective as overcrowding affects the quality of oxygen circulation within cells and thus contributing to the speedy spread of the virus.

However, the release of the incarcerated alone will fall profoundly short of what is needed to effectively safeguard the health and well-being of

those living and working in correctional facilities. The Department must be brought into broader community mobilization efforts and must also undertake measures commensurate to a worst-case scenario. Such measures include strengthening partnerships with all relevant stakeholders, increasing the capacity of health care officials, training of correctional officials and inmates, various preventative measures such as the review of admission and release processes, intensive screening at all correctional facilities, movement control, controlled visitations, segregation of inmates presenting shortness of breath, quarantine and isolation, case identification and management of confirmed cases, etc.

As part of its work normality strategies during the easing of the lockdown, the Department has reviewed the Standard Operating Procedures for Preparedness, Detection and Response to the virus and initiated the DCS COVID-19 Risk Adjusted Strategy. As we move through the stages of the gradual lifting of the lockdown, we all must play our role in the fight against the virus. As a nation and as a people united in our aspirations, we must, over the next five years, demonstrate commitment to increasing health and safety, 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 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.

The 2019-2025 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 persons 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 Revised 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 which finds expression in sports and other recreational activities.

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 our 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 the offended 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.

With an increasingly complex offender population within a constrained fiscal environment that is further impacted by the COVID-19 pandemic, the Department needs to pursue innovation actively and implement best practices. The Department will test and evaluate new technologies, policies and programmes 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. After the immediate danger of COVID-19 subsides, we are going to be looking at radically different world. By tracking, understanding and learning from the current trends, we will prepare for future challenges and position ourselves to implement new and innovative technology.

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. Technology developments are essential to improving efficiencies in operational practices to ensure streamlining with the Criminal Justice System (CJS).

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 the local economy. Increasing access to rehabilitation, education, training, meaningful activity and re-entry planning is an effective way to reduce violence.

The 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. Corrections 2068 sets out the roadmap to drive this change by strengthening safety and security, developing innovative infrastructure and information and communications technology (ICT) solutions, and enhancing offender rehabilitation. The Revised 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. This requires 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.

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.

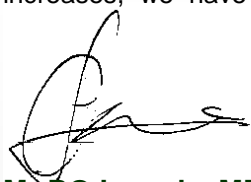
As the country grapples with disruptions in the global supply chain caused by the COVID-19 pandemic, the Department will increase efforts to become self-sufficient in producing our own food and other goods. It also gives us the opportunity to intensify agro-processing, thus reducing post-harvest losses and ensure year-round food availability, whilst creating the needed jobs. 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 facilities to subsist on locally grown natural foods would also provide inmates with the opportunity to improve the nutritional value of the food served. 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. As the demand for Personal Protective Equipment increases, we have included the production of

cloth facemasks in the production workshops, which will contribute towards reducing the rate of transmission of the virus in correctional facilities. The Department is also exploring producing soaps and other health supplies internally and work is at an advanced stage in this regard. The goal is to ensure officials and inmates have enough supplies first, before providing to communities in need.

The design and infrastructure of correctional centres hinder service delivery due to the fact that most correctional centres that were built many years ago focused more on the punitive aspect of imprisonment. The planning and design of the Emthonjeni, Brandvlei, Parys, Burgersdorp and Lichtenburg correctional centres will 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 make provision for 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 Deputy Minister and National Commissioner 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 citizen. I have confidence that the Department will strive to achieve the Impacts and Outcomes as set out in this Revised Strategic Plan, which will continue to yield positive results in society.



Mr RO Lamola, MP

Minister of Correctional Services



The focus of the Revised Strategic Plan of the Department of Correctional Services 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 prioritising the health, safety and human dignity of all those under the care of the Department in preventing, preparing for or responding to COVID-19.

The COVID-19 crisis has placed a spotlight on the need to protect and promote economic and social rights as part of the urgent crisis response. Responses need to be inclusive, equitable and universal – otherwise they will not beat a virus that affects everyone regardless of status. The country is mobilizing to “fatten the curve” of further infections, including through unprecedented public health interventions aimed at community-wide physical distancing. While doing so, we must ensure that more attention is paid to the marginalized segments of our societies who are at particular risk of infection, in particular when they

live close together, with a high potential for transmission. Correctional facilities undoubtedly constitute high-risk environments for those who live and work there. The high turnover of inmates being admitted and released as well as the daily interaction of inmates with officials, health-care professionals, visitors and service providers all provide for an intrinsic linkage between correctional facilities and public health. On these grounds, any control strategy for COVID-19 in the community which does not encompass the correctional facilities context will not be sustainable.

South Africa, through the leadership of President Cyril Ramaphosa, is doing remarkably well in responding and containing the spread of COVID-19. The nation is rightly focused on containing the current wave of COVID-19 infections and by significantly ramping up the response to COVID-19 we have the potential to birth a developmental state that could change our fortunes. The world will not be the same post COVID-19. It will be much more inward looking; it will be much more introspective. The whole area of international trade will suffer, and one of the things that will emerge is that countries will be looking more and more to their own manufacturing capabilities in order to be less dependent on importing supplies. The need for progressive self-reliance has never been more sharply highlighted. The concept of food self-sufficiency is important because it has direct implications for the Department's ability to independently meet the dietary needs of the inmate population, regardless of external circumstances. We will also apply the notion of self-reliance using our workshops to produce healthcare supplies, such as personal protective equipment (PPE). In this way, we would not have to depend on other sources for PPE in the next crisis or pandemic.

However, COVID-19 prevention and control measures alone may prove insufficient as correctional facilities are plagued by overcrowding and other systemic challenges. Cramped accommodation areas, poor hygiene, ventilation and nutrition as well as insufficient health-care services in many correctional facilities will equally undermine infection control measures and thus significantly increase the risk for infection,

amplification and spread of COVID-19. The World Health Organisation (WHO) states that correctional facilities all over the world can expect “huge mortality rates” from COVID-19 as many of them are overcrowded. Inmates are at high risk of contracting infectious diseases from communities. Eruption of COVID-19 in correctional centres emphasises the need to improve prison healthcare. Responses to COVID-19 should further be integrated into overall corrections health strategies to ensure that continued attention is paid to broader healthcare needs within the inmate population, including other prevalent diseases. Health education for inmates and officials will be intensified, and better treatment and prevention measures require increased funding. More non-custodial sentences would decongest correctional facilities, reducing the potential for the outbreaks.

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.

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.

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. To provide lasting transformative changes in the lives of offenders, we need to place a high premium on qualitative rehabilitation programmes. We must

also ensure that offenders are released to enlightened and receptive communities. As we consolidate the gains we have made, we will deliver rehabilitation and reintegration programmes that are designed to influence and motivate offenders to change their behaviour.

Further strategic decisions are needed to address our long-term capacity concerns, and our government is on course with its project of transforming the CJS. 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.

Central to our work moving forward will be our commitment to addressing mental and physical health needs, safety, education, 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, government agencies, community based, faith based and other civil society formations and institutions of traditional leadership.

The strategies outlined in this Revised 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 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 Revised 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, MP

Deputy Minister of Correctional Services

Statement by the Accounting Officer



The Department of Correctional Services is tasked to deliver on four objectives in 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. Health and safety, dignity, social responsibility and human development are values - derived from the Constitution - that gives expression to the daily functioning of correctional services. When the State deprives someone of their liberty, it takes on the duty of care to provide medical treatment and to protect and promote his or her physical and mental health and well-being, as laid out by the United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules). This duty of care is critical, because inmates have no alternative but to rely on the State to promote and protect their health.

Inmates in correctional facilities live in a closed environment and in close proximity with one another – conditions that facilitate transmission of diseases. They also have a greater underlying burden of disease and poorer health conditions

than the general population, and frequently face greater exposure to risks such as smoking, poor hygiene and weak immune defence, poor nutrition or existing diseases. All these factors make inmates and correctional officials more susceptible to infections. In facing a pandemic, we have experienced first-hand the inadequacies of prison healthcare system which requires us to change the way we work. The search is on for safer, more convenient and cost-effective ways to deliver medical care. We will likely see a rise in telemedicine - consulting over video or phone in some instances. The Department recognises the importance of regular health screening and evaluation and is committed to providing the best possible care. 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 decreased significantly to approximately 30.31% as at 31 March 2020. As the COVID-19 preventative measures are stretched to the brink and the spread of the COVID-19 virus continues, the Department will ensure protection of the most vulnerable, such as those with underlying health problems, the elderly and female offenders with infants. The Special Parole Dispensation, that was approved in May 2020, will further reduce overcrowding by releasing approximately 19 000 offenders into Community Corrections.

Despite this decrease in the inmate population, the transmission of diseases is rife in overcrowded facilities (such as the Eastern Cape and Gauteng Regions), placing the lives of both inmates and staff at risk. Moreover, pausing or slowing down criminal justice processes results in more people being detained, increasing levels of overcrowding and pressure on the Department. Community-based alternatives to incarceration

should be enhanced to reduce the inmate population, better meet basic human needs, such as healthcare, food, and accommodation, and to promote effective rehabilitation and successful reintegration of offenders into the community. Alternatives to incarceration should not be considered as more lenient than time served in correctional centres as the sentence imposed on the offender should not be out of proportion to the suffering caused by the crime. Due to the particular risks which the COVID-19 virus poses to confined populations it is essential for efforts to improve living standards and health care services at correctional centres to be emphasised. Community Corrections therefore goes a long way to satisfy the need to limit the growth in the offender population and to provide a more affordable system, which will be to the benefit of everybody in South Africa.

As the Department becomes stretched out and stretched thin, and struggles to do more with less to curb the pandemic, it is important to think, plan and mitigate against the potential driving forces that could inform the strategy in dealing with the next crisis. Departmental structures and strategies that were created to coordinate the overall planning, management and implementation of measures to deal with COVID-19 have drawn deep lessons from this disaster, in such a manner no decision will have gone undocumented, unmeasured and improved upon. This gained knowledge will therefore mean that the Department will be in stronger position to respond more efficiently and effectively should we be faced with another pandemic. The response beyond current containment and mitigation measures must be strategic and far-sighted, designed to sow the seeds of new development strategies consistent with our long-term aspirations.

What is clear though is that South Africa, like most countries, will pay dearly for this unexpected event, even if it is successful in constraining the spread of the virus through a risk-adjusted strategy. Certainly Government has been remarkably communicative and decisive in its reaction to the pandemic, but the damage done by economic contractions in 2020 and possibly over a longer period would be considerable. As life begins to attain a new normal – it will never return to the old one – it will be up to Government, businesses, families and individuals to walk the same tightrope in their daily activities. Many South African practices will have to change for the indefinite future.

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.

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 80% 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.

There have been significant changes to the correctional system since the dawn of democracy from punishment with imprisonment to educational and rehabilitative approaches. The Revised 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 Revised 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 Revised Strategic Plan leverages the human capital available to the Department to enhance its income-generating abilities for self-sustaining corrections.

The Revised 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 communities, 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.

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 Revised 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 healthcare, 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 Revised Strategic Plan provides the foundation to deliver correctional services through innovation, capability, accountability, leadership and collaboration. We will embed evidence-based practice in every facet of the business to improve the health and safety 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 Revised Strategic Plan.



Mr A Fraser

National Commissioner of Correctional Services

Official Sign-Off

It is hereby certified that this Revised 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.

KJ Katenga

Chief Deputy Commissioner:
Strategic Management

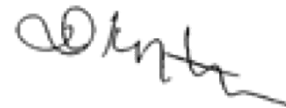
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Chief Financial Officer

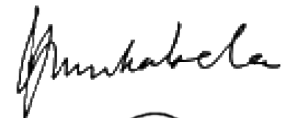
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JM Mkabela

Chief Operations Commissioner

Signature: _____



A Fraser

National Commissioner

Signature: _____



Nkosi Phathekile Holomisa, MP

Deputy Minister

Signature: _____



Approved by:

RO Lamola, MP

Minister

Signature: _____



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
CIO	Correctional Intervention Officer
CJA	Child Justice Act
CJS	Criminal Justice Strategy
CMC	Case Management Committee
COGTA	Cooperative Governance and Traditional Affairs
COVID-19	Severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2)
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

ACRONYM	FULL DESCRIPTION
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

ACRONYM	FULL DESCRIPTION
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
PPE	Personal Protective Equipment
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

ACRONYM	FULL DESCRIPTION
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 to 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 high standard of professional ethics must be promoted and maintained
- Efficient, economic and effective use of resources must be promoted
- Public administration must be development-oriented
- Services must be provided impartially, fairly, equitably and without bias
- People's needs must be responded to, and the public must be encouraged to participate in policy making
- Public administration must be accountable
- Transparency must be fostered by providing the public with timely, accessible and accurate information
- Good human resource management and career development practices to maximise human potential must be cultivated
- 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.

- 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
- 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)

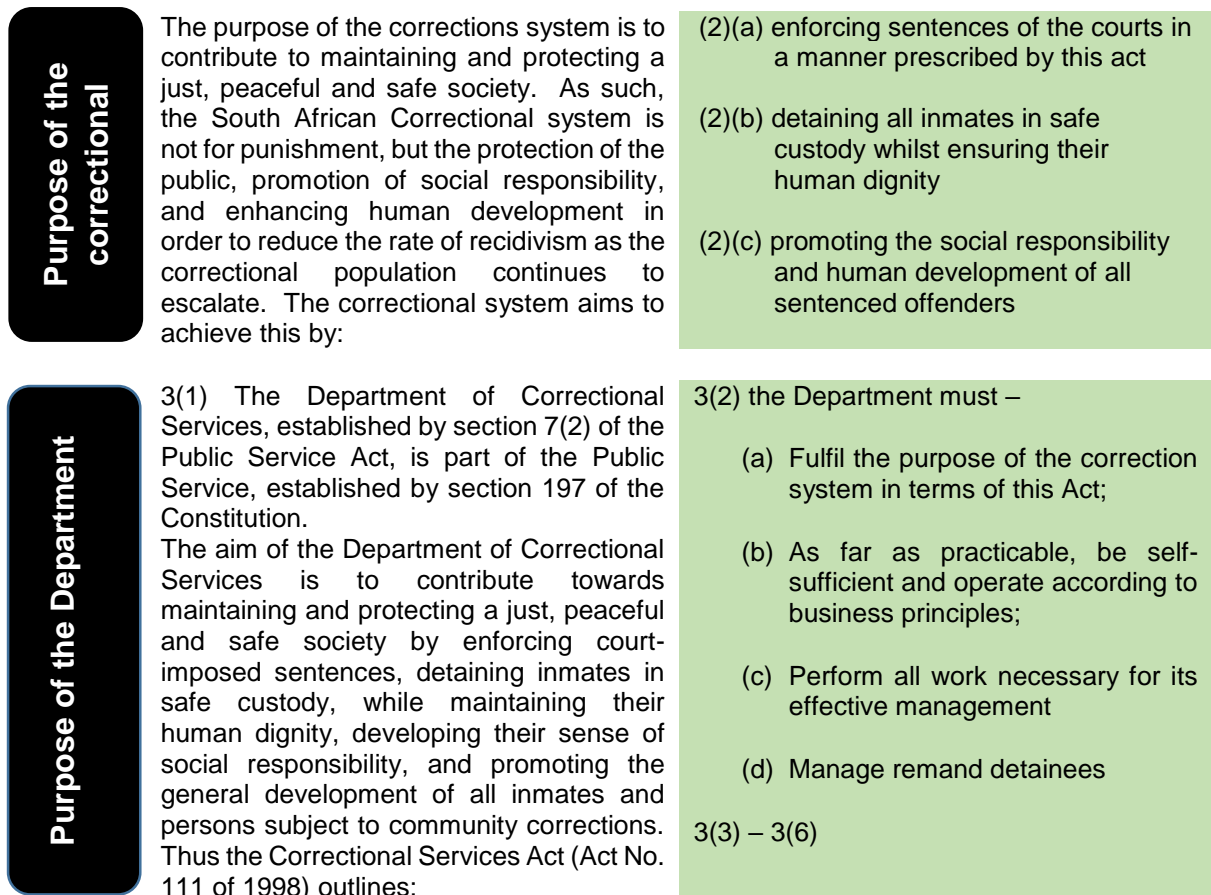
The Correctional Services Act (CSA) takes the imperative of human rights into account and seeks to incorporate the values enunciated in the Bill of Rights by prescribing a progressive approach to incarceration. The Act seeks to provide for, among others, a correctional system; the establishment, function 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



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 Departments. 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 Legislative programme

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. Together with all role players in the criminal justice system, the Department will develop policies with full consideration of their relevance and importance in achieving the SDGs of the 2030 Agenda, so that 'no one is left behind' within a system that contributes to a just, equitable, tolerant, open and socially inclusive society, in which the needs of the most vulnerable are met.

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 District Development Model

Government is shifting towards an integrated district-based approach, focused on service delivery at the district level, with community development being identified as a top priority. The One Plan approach will ensure a consolidated focus on service delivery at a district level within the constitutional framework, coupled with a strengthened regulatory framework. The Department has 46 Management Areas which have been aligned to the 44 Districts and 8 Metropolitans in the District Delivery Model (DDM). The DDM enables the Department to focus on self-sustainability through prioritisation of production workshops, agricultural projects as well as looking into district-specific opportunities that promote offender rehabilitation coupled with producing commodities required within the Department as well as other government departments, in a safe and conducive environment. By developing community-related rehabilitation programmes, a smoother transition of offender reintegration back into communities would be facilitated.

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. The projects identified at district level that will be implemented in partnership with either the community or other stakeholders include the establishment of co-operatives, the maintenance of public and community infrastructure such as community halls, schools, graveyards, churches, state hospitals, old age homes, day-care 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 skills training providers.

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 DDM will transform the spatial development pattern to support a competitive local economy and integrated sustainable human settlements. This requires a shift from reactive expenditure to a proactive spending model with a long-term target of upgrading facilities to align to the new generation models, coupled with an immediate focus on self-sufficiency and rehabilitation models prioritising service delivery.

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. This would necessitate facilities management together with an emphasis on production workshops and agricultural programmes that support departmental directives as well as enhance community building and up-skilling. The long-term goals are to ensure re-offending is minimised and managed while enabling the Department to be proactive in dealing with correctional challenges that arise from the economic and social dynamics in South Africa. This can be achieved through an integrated infrastructure and programme coordination whilst ensuring that self-sustainability and rehabilitation is at the forefront of infrastructure expenditure. 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 Corporate 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. *Refer to District Delivery Model Projects in Annexure A.*

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	<p>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.</p> <p>The rehabilitation of offenders and their successful reintegration into the community are among the basic objectives of the CJS. The primary objective of social</p>

	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	<ul style="list-style-type: none"> • 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	<p>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.</p> <p>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 probationers 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.</p> <p>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</p>

	<p>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.</p> <p>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.</p>
Related output indicators	<ul style="list-style-type: none"> • 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	<p>NDP Chapter 9: Improving education, innovation and training</p> <p>NDP Chapter 10: Promoting health</p> <p>Priority 3: Education, skills and health</p>
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	<p>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.</p> <p>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.</p>

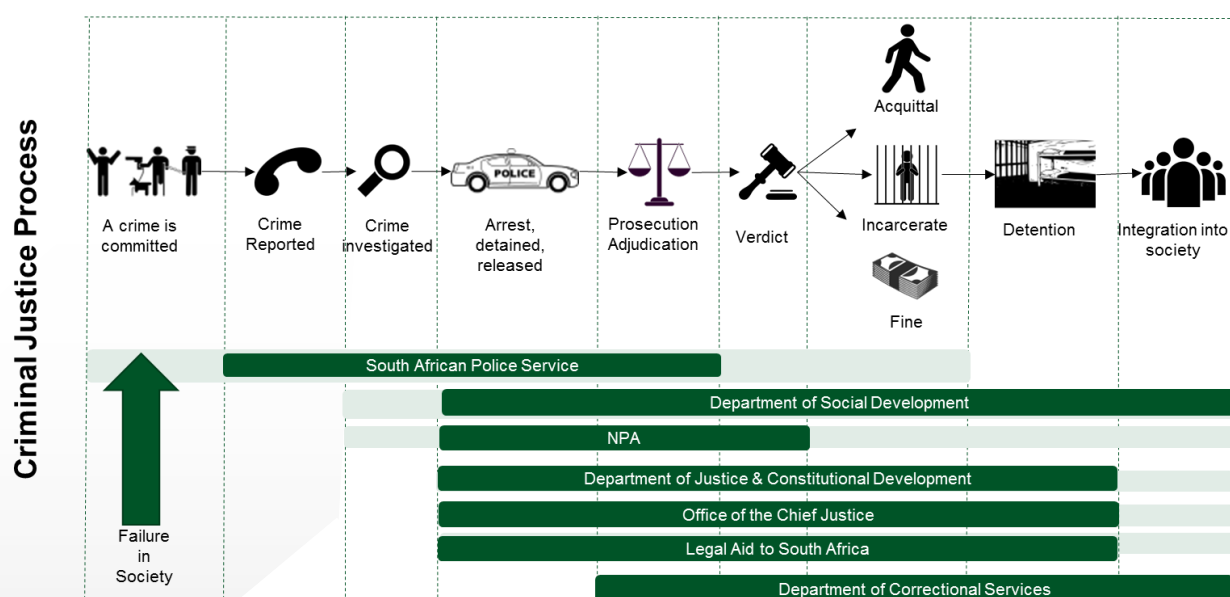
	<p>The Department, as part of its rehabilitation programmes, provides short- and long-term skills programmes (including Technical and Vocational Education and Training (TVET) College Programmes) to offenders in preparation for their successful reintegration and contribution to the economy of the country. 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 qualifying 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.</p>
Related output indicators	<ul style="list-style-type: none"> • 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, 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. The pausing or slowing down of criminal justice processes results in more people being detained, increasing levels of overcrowding and pressure on the Department.

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. In addition, 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.

The JCPS cluster contributes directly to creating safe communities, social cohesion and maintaining the rule of law, thereby ensuring that South Africans are and feel safe. In order to support economic growth and recovery post COVID-19, the safety and security of the people in South Africa becomes critical to ensure the authority of the State and to provide confidence to investors. The JCPS cluster contribution to the Economic Recovery Package: Post COVID-19 has eight key focus areas; which include the following significant areas for the Department: (i) expediting legislative review in order to strengthen enforcement, prosecution and service delivery, (ii) accelerating the modernisation and digitisation of the criminal justice system across the criminal justice value chain, (iii) leveraging on the opportunities of the 4th Industrial Revolution and Artificial Intelligence to transform the criminal justice system, (iv) optimal utilisation of production workshops capacity and (v) strengthening strategic partnerships and offender rehabilitation.

The Department continues to reform in tandem with the rest of the CJS as key role players and driver 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.

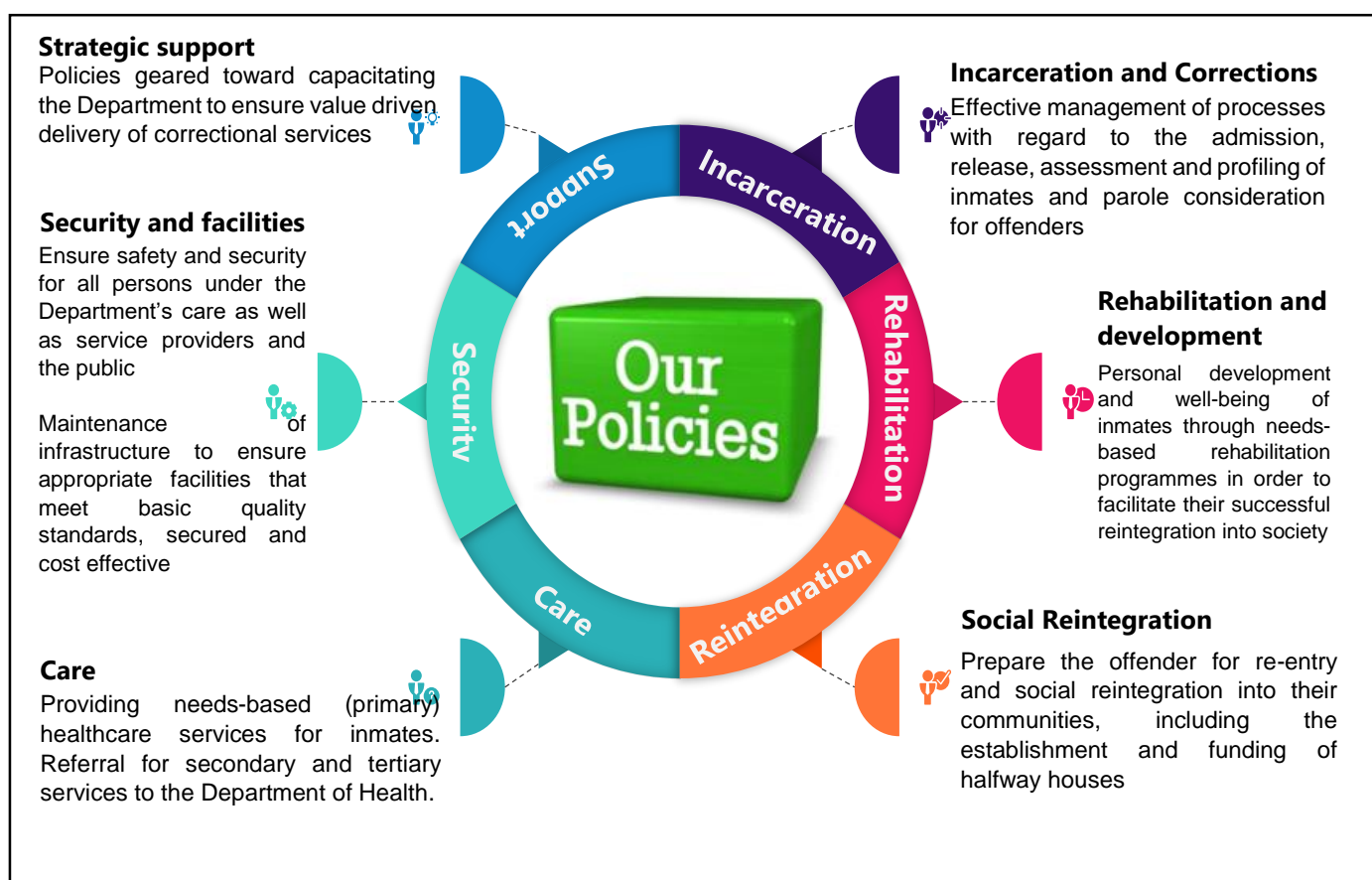
2.2 Institutional policies and strategies

The policies and strategies summarised in Annexure B are intended to shape, influence and determine decisions and activities necessary for the implementation of the Revised 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 Department’s response to COVID-19 has significantly changed the operating environment in order to protect populations inside and outside of correctional facilities. These changes will require a review of relevant strategies, policies and standard operating procedures (SOPs).

Policies and strategies that will be implemented or reviewed across the business areas are 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 committing 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 identity, 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.)

3. OUR VISION

Providing the best correctional services for a safer South Africa.

4. OUR MISSION

Contributing 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:

Value

Behavioural Statement

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

Governments around the world are grappling with ways to reignite their economies and limit the duration of recessions precipitated by the response to the COVID-19 pandemic. South Africa is no different. The country is now in what are extraordinary times following the outbreak and spread of COVID-19. The novel coronavirus which manifested in the city of Wuhan in China in December 2019 has subsequently spread around the world, leading to the World Health Organisation (WHO) declaring it a pandemic on 11 March 2020. Countries around the world have embarked on numerous strict measures to lock down their countries to “flatten” the curve of COVID-19 cases. The South African economy has been hard hit by the COVID-19 outbreak, which further sunk an already struggling economy. Millions of South Africans who lived in poverty before the outbreak of COVID-19 are struggling to feed their families while many others who are not working are falling below the breadline.

The first response of Government has been to direct limited fiscal resources towards bolstering the capacity of the health system to respond to the pandemic. Thereafter, the focus shifted to schemes designed to sustain social-welfare support for the most vulnerable, while offering some income protection for wage earners and some support for businesses in distress. Attention is now being given to how a combination of fiscal and monetary instruments can be deployed in a coordinated manner so as to reinvigorate the economy and reverse the recession. International trends indicate that this may be only the beginning of a global pandemic that will alter the world and established ways of life for the foreseeable future. All credible indicators predict that the negative effects of this virus on economies will take years to correct. For South Africa, revised GDP figures for 2020 are looking grim, suggesting an extension of the current recession. At present, Government is responding to a crisis, however, the true test will be in rebuilding the damage the virus has caused. There exists a rare opportunity for Government to transform the country and craft a plan to build a stronger, revitalised South Africa in the challenging post-COVID-19 years. It is going to require perseverance, determination and unity of purpose. As the tide turns on COVID-19, the country will have to confront a contracting economy, unemployment, crime and corruption, a weakened state and other pressing concerns.

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 crime prevention measures 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 COVID-19 pandemic presents formidable challenges for the Department with potentially grave consequences for the health of inmates, officials and their families, and communities. The risk of rapidly increasing transmission of the disease within correctional facilities is likely to have an amplifying effect on the epidemic, swiftly multiplying the number of people affected. It calls for strong infection prevention and control measures, adequate testing, treatment and care and provides detail on what

this means in practice. COVID-19 provides the clearest illustration yet that prison health is public health. It is more important than ever to abide by the Constitution of the Republic of South Africa (Act No. 108 of 1996) and the Correctional Services Act (Act 111 of 1998), in order to provide inmates with an equal right to health and healthcare. The most affordable ways to meet this obligation would be to reduce the use of incarceration. This means ruling out custody for less serious, non-violent offending; and reversing the recent growth in the length of custodial sentences.

Alongside measures to provide hygiene and screening, testing, and isolation of cases in correctional facilities, release strategies are a public health priority given increasing evidence that COVID-19 clusters starting in confined spaces are associated with wider community transmission. The Department has prioritised daily communication and information for both officials and inmates to reduce the climate of fear in each correctional facility and the tension which is inevitably experienced by both inmates and officials. Officials who deal directly with inmates must be provided with the relevant resources (Personal Protective Equipment, cleaning and disinfecting materials) to protect them from contamination.

6.1 Diagnostic Analysis

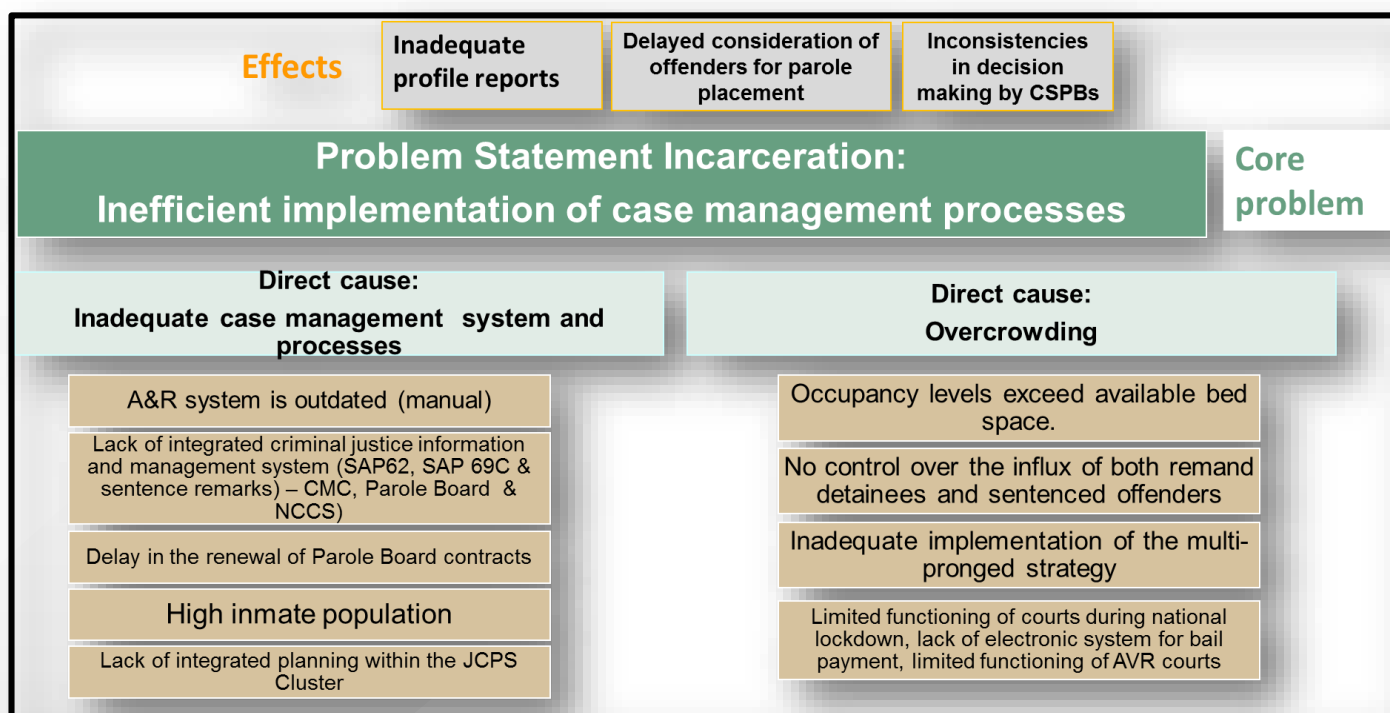
The Department conducted a scan of its environment, as part of its strategic planning process, and the findings show that the Department's educated, knowledgeable and committed workforce is considered its main strengths. However, the shortage of resources (human and financial) and insufficient specialised 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 to improve efficiencies within the Department and more significantly at correctional centre level. Equally important are the opportunities it presents for improved security and case management through seamless integration with the JCPS cluster information systems for data exchange and information sharing.

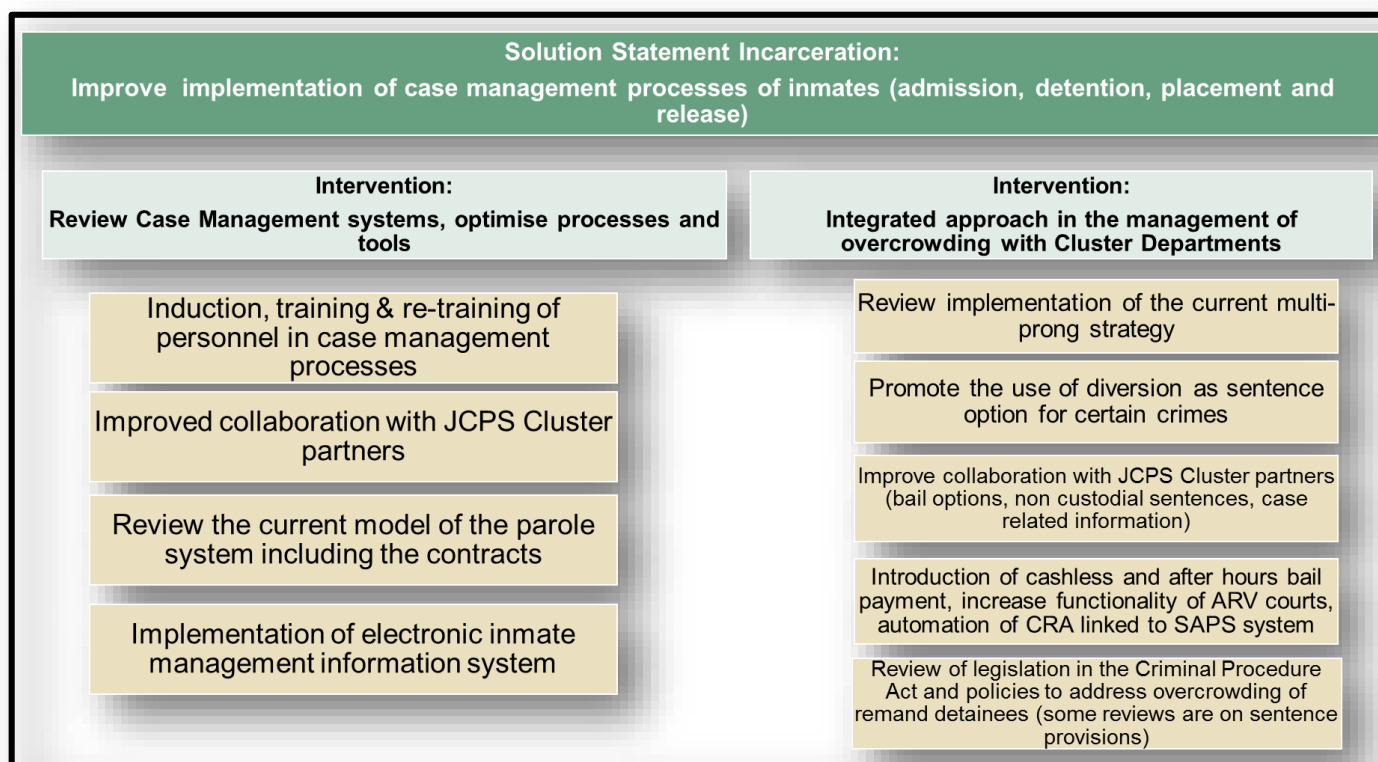
The increase in the crime rate and subsequent overcrowding in correctional facilities remain significant threats to the Department. The

COVID-19 pandemic poses further challenges, the most readily apparent being the health-related impact of the disease. This is particularly true for people who are older or have underlying conditions, as they are more likely to have complications. As the Department strives to improve its healthcare capacity, there are substantial opportunities to produce medical supplies, hygiene products and other healthcare amenities. In addition, the Department will use this opportunity to automate processes, review slow procedures and rigid structures for improved efficiency. The keys to success are preparation, agility, accurate data, and the ability to harvest information from every layer of 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.

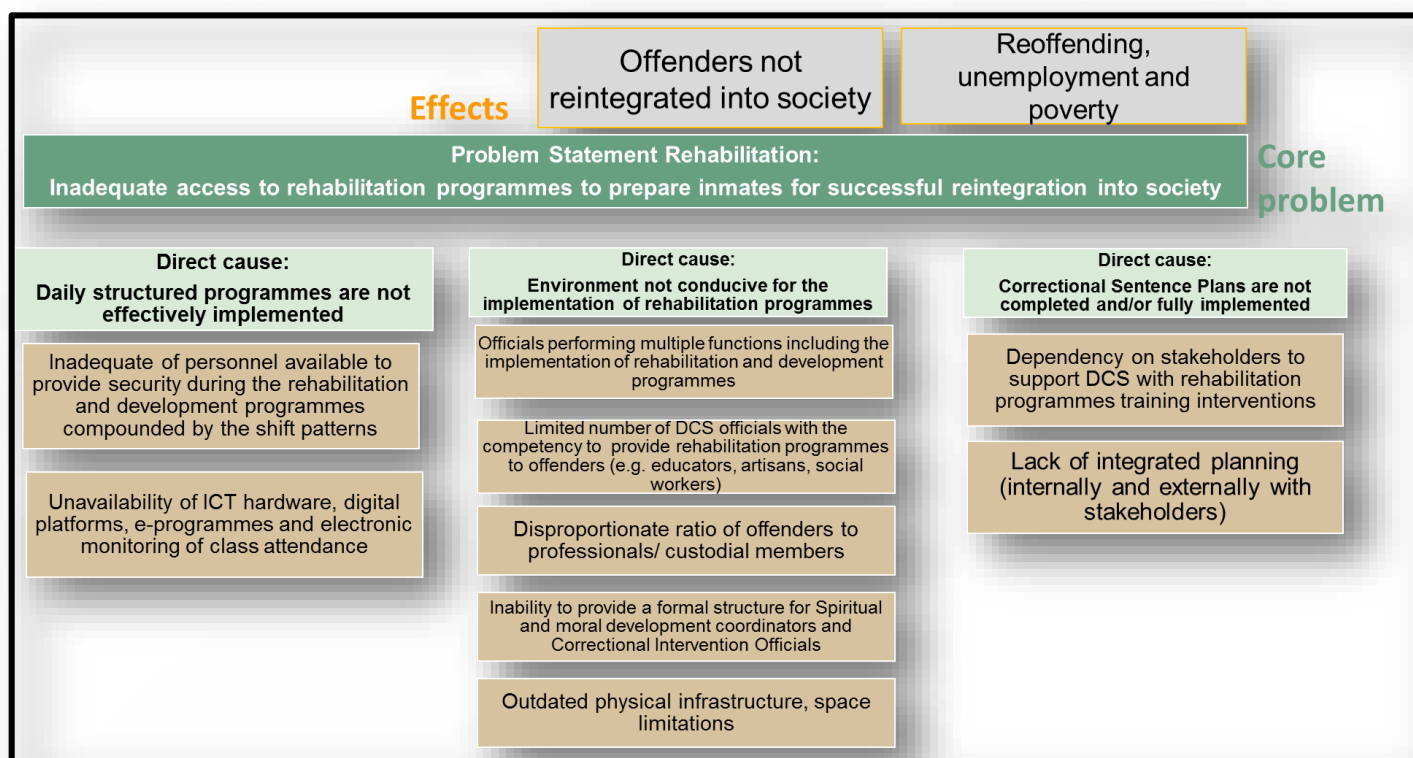
6.1.1 Root cause analysis: Problem and solution tree

Problem and solution tree: Incarceration





Problem and solution tree: Rehabilitation



Solution Statement Rehabilitation: Improved access to rehabilitation programmes for inmates

Intervention:
Monitor implementation of the daily structured programmes.

Appoint, identify, train and place officials to render rehabilitation programmes

Use ICT platforms to present rehabilitation programmes, make use of smart TVs, laptops and desktops for e-learning

Intervention:
Create an environment conducive for the implementation of rehabilitation programmes

Align the organisational structure and skills to functions

Increase classrooms and other venues to be used for rehabilitation programmes

Intervention:
Monitoring and evaluation of sentence plans to ensure proper completion and implementation

Marketing and awareness of rehabilitation programmes to foster relationships with external partners

Ensure compliance to internal and external policies/ prescripts

Utilisation of biometrics and other systems to monitor attendance and participation in rehabilitation programmes

Improve planning and collaboration with all stakeholders

Problem and solution tree: Social Reintegration

Effects

**Reoffending
Unemployment**

**Dysfunctional
families**

Behaviour relapse

Problem Statement Social Reintegration: Unsuccessful reintegration of offenders into communities

**Core
problem**

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

Stigmatization 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

Hindrances 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)

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 (remote monitoring, computers, wifi, mobile devices, etc.)

Inadequate collaboration among relevant stakeholders (departments, business sector, entities)

Insufficient and no suitable vehicles for monitoring

Lack of mobile offices

Direct cause:
Inadequate organisational structure

Inappropriate ratio of official to offender

Inadequate specialised training

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

Intervention:
Improve public education on the mandate of correctional services

Enhance Partnerships (e.g. NHTL, National House of Traditional Leaders)

Partnerships with Community Safety Forums

Victim support

Revise business model for Halfway Houses

Intervention:
Collaboration among the relevant stakeholders

Strengthen strategic partnerships to provide after care support (e.g. SASSA)

Participation in structures supporting social cohesion (DevCom, FOSAD, MinMec etc.)

Mobilise the business communities and create employment opportunities

Intervention:
Support offenders to become law abiding and productive citizens

Improve collaboration with JCPS Cluster partners

Strengthen internal collaboration to ensure effective implementation of sentence plans

Encourage offenders to form co-operatives

Intervention:
ICT modernization for supervision

Mobility (laptops, smartphones, tablets, etc.)

Modernize supervision (e.g. Electronic monitoring, smart vehicles, drones, biometrics)

Intervention:
Provisioning of appropriate structure

Specialized training for social re-integration

Problem and solution tree: Security and Facilities

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

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

Core problem

Direct cause:
Lack of security management

Overcrowding

Ineffective implementation of gang management strategy

Inappropriate 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 (e.g. 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:
Dependency on private leases

Inadequate state owned accommodation

Indirect cause:
Poor infrastructure planning and implementation of projects

Poor performance by implementing agents in the delivery of infrastructure

Outdated 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

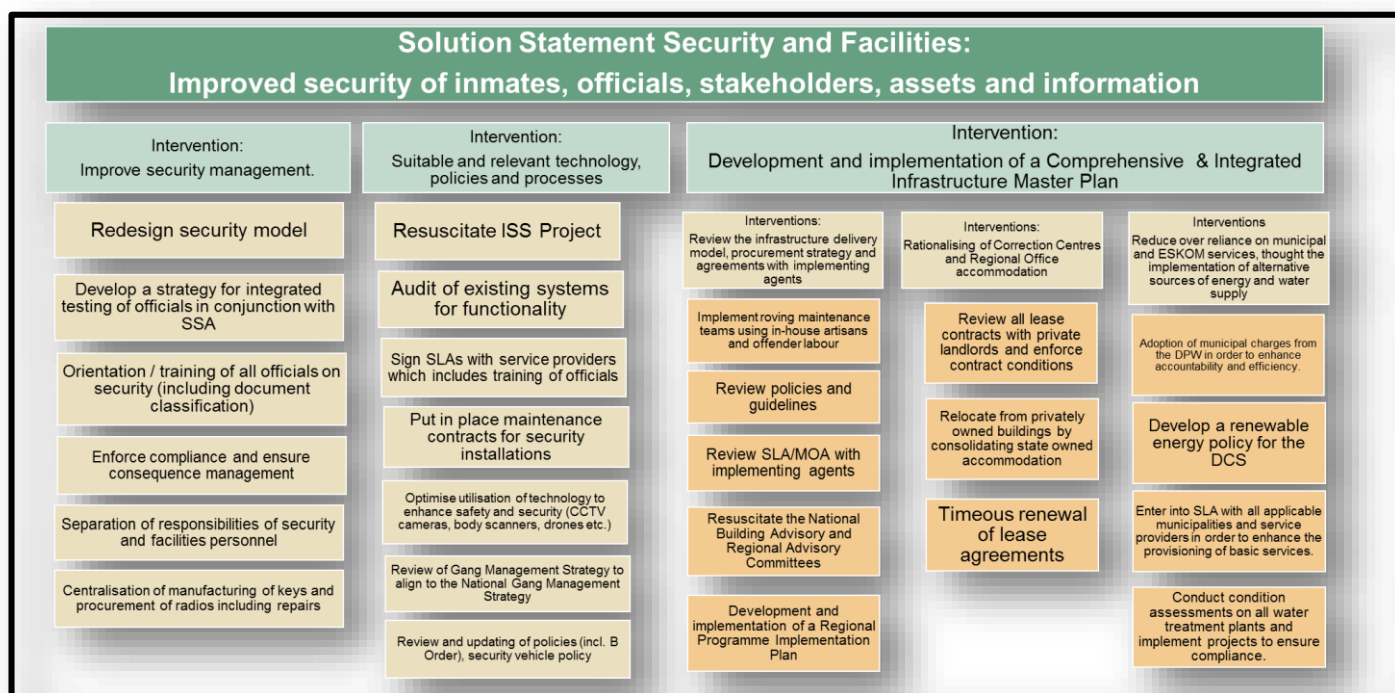
Funding constraints

Indirect cause:
Poor municipal services and support infrastructure

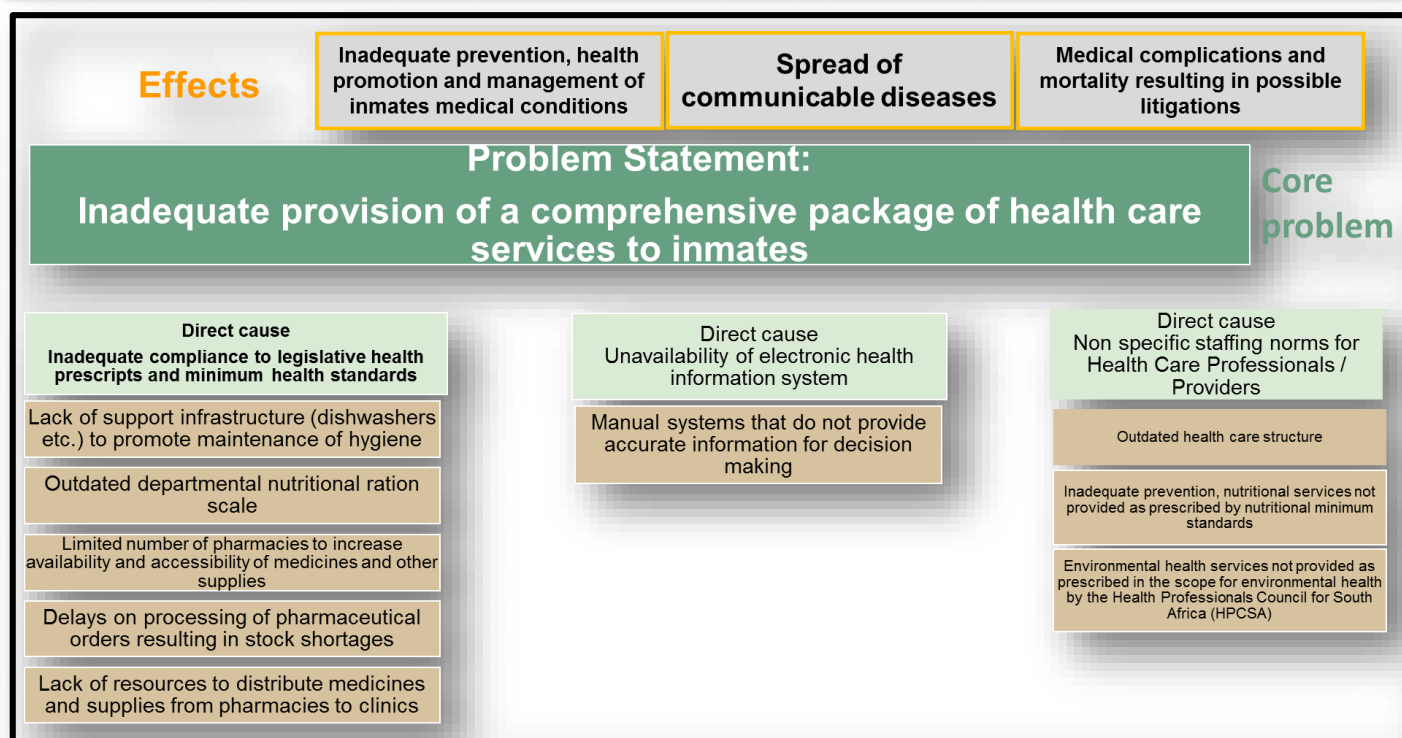
Inadequate standby power, renewable power and alternative water supply

Insufficient allocation for municipal charges

Misuse of resources and under recovery of utility revenue

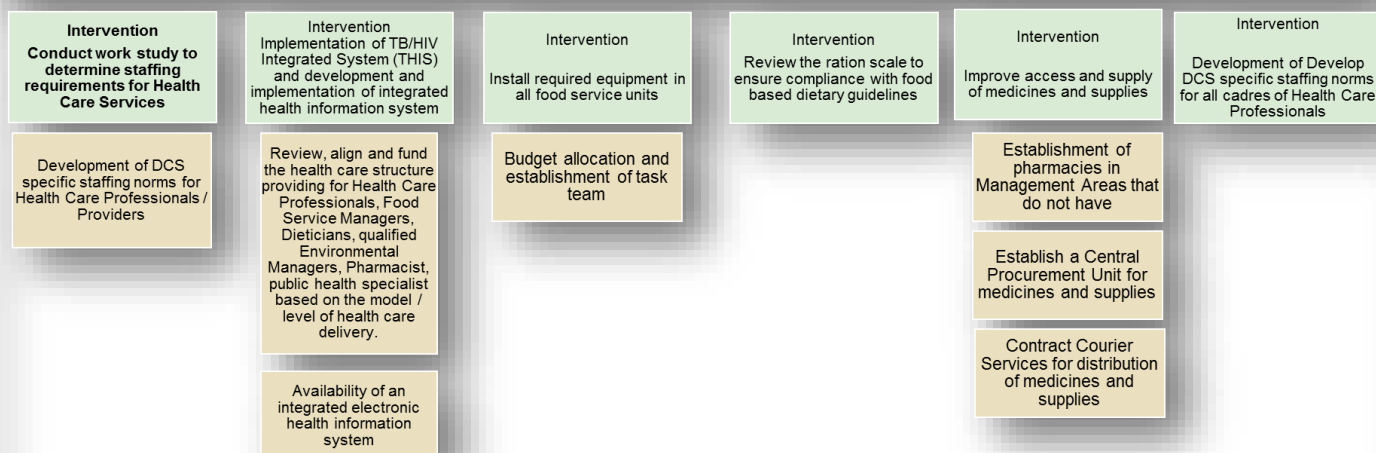


Problem and solution tree: Care

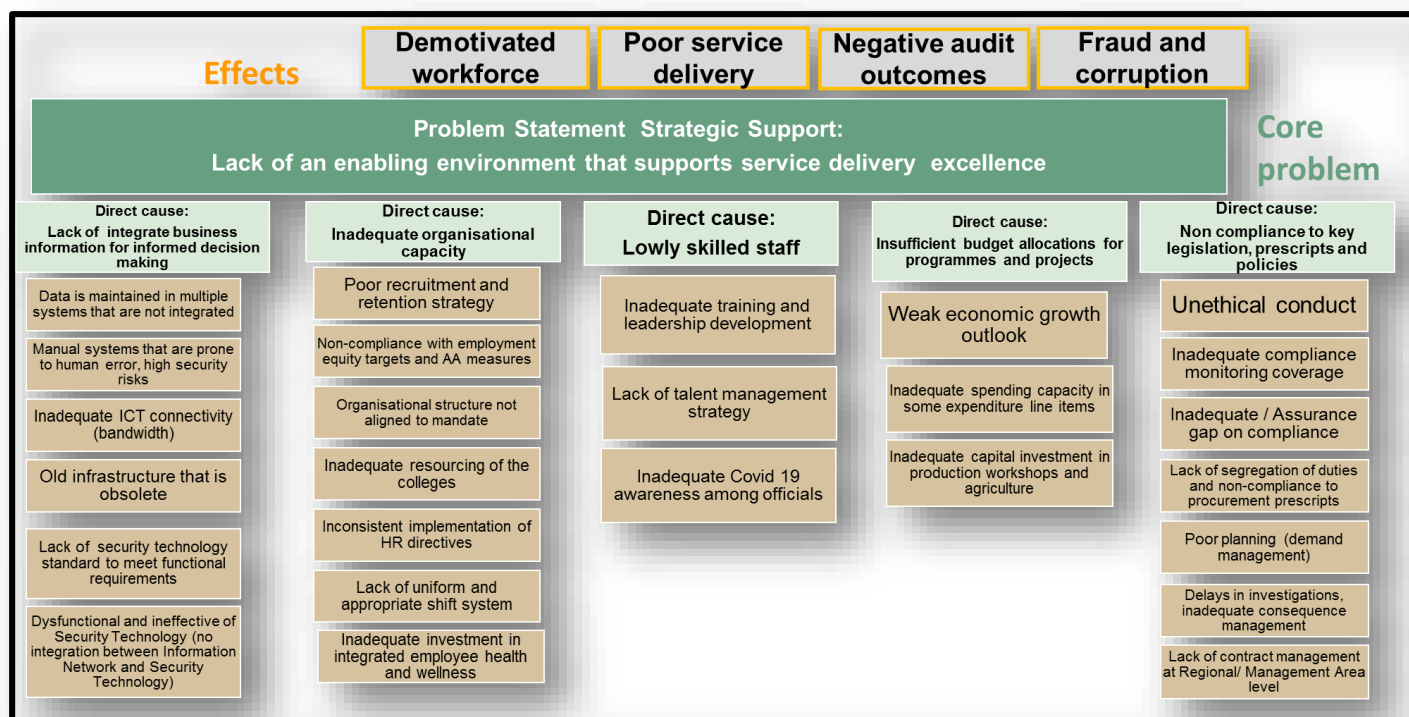


Solution Statement Care:

Provision of a comprehensive package of health care services to inmates



Problem and solution tree: Support services



Solution Statement Support: High performing ethical organisation

Intervention: Automation and integration of systems	Intervention: Strategic Human Resource Management	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 management operating model and awarding of contracts
Digitalise 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	Reorganize Assurance Services to maximize assurance 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 the colleges		Fraud awareness
	Approve the appropriate shift system after sufficient staffing has been provided		
	Implement integrated employee health and wellness programmes and training aligned to COVID 19 SOPs and protocols		
	Professionalise the Department		

6.1.2 SWOT analysis of PESTEL factors

Table 4: Strengths, weaknesses, opportunities and threats (SWOT) analysis of political, economic, social, technological, environmental and legal (PESTEL) factors

Internal and External Assessment				
	Strengths	Weaknesses	Opportunities	Threats
Political	<p>ICJS promotes effective cooperation and integration of initiatives, programmes and plans of the departments and law enforcement agencies under the JCPS cluster.</p> <p>Sound administration for sustainable and equitable development.</p>	<p>Governance and operational concerns are manifest across the public sector.</p>	<p>Changes in government leadership as an opportunity to embark upon an era of renewal.</p> <p>Department is a key player in the JCPS cluster.</p>	<p>Crime and corruption continue to loom large over South Africa.</p> <p>Increasing expectations from the public and oversight bodies.</p> <p>Declining levels of confidence in the police, the courts and correctional services.</p>
Economic	<p>Clear prioritisation of the fight against crime by successive democratic governments through policy positions since 1996.</p>	<p>Global financial uncertainty due to the outbreak of COVID-19</p> <p>Low growth in South Africa exacerbated by COVID19 resulting in a deep economic recession.</p> <p>Shortage of resources (human, financial) resulting in a high vacancy rate and insufficient budget for programmes and projects.</p>	<p>SA investment drive: Four special envoys on investment to attract both domestic and foreign investors.</p> <p>Stimulus and recovery plan consisting of a range of measures, both financial and non-financial.</p> <p>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.</p> <p>R800-billion injected into the economy to help alleviate the negative effects of COVID-19.</p> <p>Self-sufficiency through offender labour, agriculture and production workshops.</p>	<p>Weak economic growth, public debt and debt-service costs have accelerated.</p> <p>Poor tax collection.</p> <p>Prevalence of economic crimes and corruption may increase arrests and incarceration.</p>

Internal and External Assessment				
	Strengths	Weaknesses	Opportunities	Threats
Social	<p>Educated and knowledgeable HR.</p> <p>Community participation/ involvement in the CJS.</p>	<p>Insufficient specialised capacity w.r.t health and nutritional specialists, case management and security personnel.</p> <p>Inability to meet the needs of special categories of offenders.</p> <p>Inadequate management of partnership arrangements.</p> <p>Infrastructure not complementing delivery of development and care services.</p>	<p>Increase in awareness of Gender-Based Violence.</p> <p>Visionary senior leadership.</p> <p>Using NDP 2030 to strengthen rehabilitation and social reintegration.</p> <p>Introduction of National Health Insurance (NHI).</p>	<p>Poverty in SA remains high for an upper middle-income country.</p> <p>Deteriorating feelings of safety among SA households.</p> <p>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.</p> <p>The unemployment rate remains stubbornly high.</p> <p>Loss of International Health Partnership.</p> <p>Rejection and stigmatisation of offenders by families and communities.</p> <p>Dysfunctional family structures, lack of support systems and peer pressure.</p>
Technology	<p>Implementation of IIMS to provide a single view of inmates' and offenders' information, improve information security and inmate and offender identification.</p> <p>Increased automation and elimination of paper-intensive business processes.</p>	<p>Core ICT systems are largely legacy systems, un-interoperable and underlying hardware is obsolete, thus leading to systems unavailability and service outages.</p> <p>Systems are not integrated (lack of integration between information network and security technology), not maintained, others are obsolete and dysfunctional and lack of information-</p>	<p>Leverage on the initiatives of the 4th Industrial Revolution has made various digital technologies available to increase efficiencies.</p> <p>Partner with respective institutions to design and develop security and secure technology in an integrated and sustainable manner.</p>	<p>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.</p>

Internal and External Assessment				
	Strengths	Weaknesses	Opportunities	Threats
		<p>sharing between the different systems.</p> <p>Inadequate use of business intelligence tools to perform data analytics, leading to limited insight by the Department on the specific circumstances surrounding offender needs.</p>		
Environment	<p>Agricultural productivity takes place on 21 correctional centre farms and 115 small sites (predominantly producing vegetables); all spread over 40,000 hectares of land.</p>	<p>Shortage of generating capacity, transmission and distribution of electricity.</p> <p>Water shortages, resulting in water restrictions in urban areas and in the agriculture sector.</p> <p>Structural designs of correctional facilities which do not enable development and care.</p> <p>Dilapidated and poorly maintained correctional facilities, machinery and equipment.</p> <p>High input costs due to poor economic growth affecting the cost of production.</p>	<p>Energy and water crisis has negative implications and will require the Department to explore investment in alternative energy and water sources.</p> <p>Improve healthcare capacity, there are substantial opportunities to produce medical supplies, hygiene products and other healthcare amenities</p>	<p>The rapid outbreak of the COVID-19 presents an alarming health crisis that the country is grappling with.</p> <p>Increasing frequency of mass service delivery protests.</p> <p>Impact of global warming resulting in changing weather patterns.</p> <p>Overcrowding of correctional facilities.</p> <p>Loss of crops and livestock due to fires and droughts, etc.</p> <p>Biological pests and diseases harm crops and livestock.</p>
Legal	<p>Sound legislation and policies governing the mandate of the Department.</p>	<p>Non-compliance with DCS legislation and prescripts.</p> <p>Weak checking and controls and monitoring of compliance with legislation.</p> <p>Fragmented policies and procedures.</p>	<p>Independent judicial system and political will to deal with corruption.</p> <p>Review acts, policies and legislation to ensure they are aligned to the Constitution and The Mandela Rules.</p>	<p>Litigation against the Department as a result of non-compliance.</p> <p>Fraud and corruption.</p>

Internal and External Assessment				
	Strengths	Weaknesses	Opportunities	Threats
Security	<p>Society is protected through incarcerated offenders being secured and rehabilitated.</p> <p>Effective management of remand detention processes.</p>	<p>Staff resources usually do not keep pace with the inmate population, leading to a skewed staff-to-inmate ratio.</p> <p>Overcrowding affects the core security functions, such as direct supervision, movement control and emergency management.</p> <p>Risk profiling of offenders is outdated.</p> <p>Lockdown regulations result in inmate idleness which increases the security risks at correctional facilities</p>	<p>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.</p> <p>Analysing of security breaches, gathering of intelligence and information on cell phone tracking and data.</p>	<p>High level of crime (violent crimes such as murder and sexual offences).</p> <p>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.</p> <p>Criminal and gang activities within certain communities have a negative impact on safety and security.</p> <p>Delay of offender profiling within the CJS.</p>

6.1.3 Scenario planning

South Africans were bemoaning the grim outlook for the global and South African economies prior to the outbreak of COVID-19 in the country. The world economic growth rate recorded in 2019 was the lowest since 2010. Although a slight improvement was expected for 2020, the risks on the downside (for instance trade tensions, the outcome of Brexit, and rising levels of debt in emerging market economies) were reported as being fairly high. South Africa entered a technical recession (two consecutive quarters of negative GDP growth) and growth forecasts for 2020 were lowered to less than 1%. The Budget Speech of the Minister of Finance, highlighted the unsustainable indebtedness of the government; the official unemployment rate was at 29%; and downgrades by rating agencies was seemingly inevitable.

The shock to the global economy from COVID-19 has been faster and more severe than the 2008 global financial crisis and even the Great Depression. In those two previous episodes, stock markets collapsed by 50% or more, credit markets froze up, massive bankruptcies followed, unemployment rates soared above 10% and GDP contracted at an annualised rate of 10% or more. But all of this took around three years to play out. COVID-19 has shown its potential devastating impact elsewhere, but it is a particular cause for concern in South Africa. First, while public health strategies such as social distancing and regular hand washing are encouraged, such strategies are a privilege many cannot afford in the crowded informal settlements that accounted for 13% of all households, many of which may not have access to running water. Second, the high rate of TB and HIV among the population, in addition to the number of those not on treatment for HIV,

have led to concerns that this could impact the severity of COVID-19 in South Africa and make its population more susceptible to the virus. Third, while health systems in high income countries are being stretched, most South Africans rely on the public health care system that is under-resourced and will struggle to meet the demand of the epidemic. While the virus does not discriminate on the basis of race, sex or borders, it is likely that it will disproportionately affect the poor and those suffering from other co-morbidities.

The nature of the COVID-19 pandemic reaches into every sphere of society – political, economic, social, technological, environmental and legal – necessitating careful consideration of the long-term consequences of decisions in response to the pandemic and requiring alternative futures to be considered. The Department has considered possible alternative scenarios which are not to predict the future but rather to consider alternative ways to move forward in order to identify a preferred future to work towards. The alternative scenarios relating to this crisis will be influenced by numerous interrelationships, which may play out in many different ways. One of the most decisive relationships is that between the transmission rate of COVID-19 and society's response thereto. Key considerations in this regard include the ability to 'flatten the curve'; the institutional capacity to enforce lockdown protocols; the capacity of the healthcare system to roll out widespread COVID-19 screening, testing, contact tracing, and critical symptomatic treatment measures; and the fiscal and monetary response. However, because of its very novelty, the following questions, which will resonate with the Department for years, cannot be answered with high confidence:

- How fast will the virus spread?
- How severe is the virus, including hospitalisation and mortality rates?
- How long will the pandemic last?
- How successful will mitigating strategies be in limiting and containing the impact of the virus?

6.1.3.1 Worst-case scenario (pessimistic)

The worst-case alternative future scenario predicts elevated transmission rates resulting in a high probability that the hospital beds in both private and public hospitals will be insufficient. This could result in a war triage being applied to determine which patients are awarded one of the limited hospital beds and the cancellation of many elective procedures due to the unavailability of Intensive Care Unit (ICU) beds. The high transmission rate and the limited availability of hospital beds will require a more robust social awareness of the dangers of this pandemic and improved compliance with

Government's directives. On the other hand, it could lead to social paranoia that could manifest in violence against people thought to have COVID-19.

In this scenario, strict physical distancing, bans on gatherings and the cancellation of all but essential activity are hallmarks in an attempt to flatten the transmission curve to create more capacity to treat patients needing hospital care. This scenario will probably create the most severe liquidity crisis for businesses that are not deemed essential services and are thus unable to generate cash through either providing a service or selling goods. This could lead to many businesses retrenching staff to avoid bankruptcy. Large-scale retrenchments and businesses filing for bankruptcy will create a credit risk for South African financial Institutions.

The social effect of large-scale retrenchments will place strain on the greater society, as the affected households would need support from government through the UIF or from family to make ends meet. The exponential growth curve of the virus and the possibility of job losses will also create psychological strain on society which could increase the prevalence of crime. However, this period could create a social reawakening as the pace of life slows down enabling people to focus on their inner lives.

In this scenario, correctional centres will remain under strict lockdown with no visitations and restricted movements, no transfer of inmates, no amenities from external sources, maintain social/physical distancing in all instances during admission processes, searching, serving of meals, recreational activities and at PHC waiting areas, suspension of rehabilitation programmes, limit the referral of inmate-patients to external public health facilities to medical emergencies, intensive screening and testing of COVID-19 as well as delays in parole dates. High risk probationers and parolees prioritized for monitoring and restorative justice processes suspended.

6.1.3.2 Middle-of-the-road scenario

In the middle-of-the-road scenario, the transmission rate is lower than in the worst-case scenario. The lockdown should flatten the transmission curve significantly. The prospect of further total lockdowns is lower as the transmission rate is considerably lower than in the worst scenario. The probability of a lockdown ease and shift to a system of rolling restrictions is likely. The partial flattening of the curve and lower transmission rate allows more capacity to be created through alternative solutions before the demand for hospital beds exceeds the supply. This will have a positive economic and social impact on South Africa as it would decrease potential retrenchments and businesses going bankrupt. Here, COVID-19 incurs significant long-term structural damage to one or more institutional contributors to production such as the labour market, capital formation, or the productivity function. In short, a sharp downturn followed by prolonged stagnation. The recovery from the shock of COVID-19 will likely not allow a return to pre-crisis normality.

In this scenario, the Department will continue with intensive screening at correctional centres and during consultations with health care professionals, cloth masks must be worn by inmates at all times, visits by external health care providers including specialists, psychiatrists and physiotherapists are to be allowed with the provision of the required PPEs and screening. Inmates will be allowed to have non-contact visits, inmate transfers will be subjected to approval by the delegated authority, parole processes to proceed, rehabilitation programmes will take place in small groups, monitoring of all categories of parolees and probationers and restorative justice processes partially resume.

6.1.3.3 Best-case scenario (optimistic)

In this scenario, the probability of lockdowns is lowered further if South Africans comply with the government directives to flatten the curve and reduce the rate of transmission. Most optimistically, the greatly accelerated process of vaccine development could be completed within 12 to 18 months. This scenario involves a 12-month exit from the government-mandated lockdown phase, but this is more likely to be due to a highly effective antiviral treatment that dramatically expands the capacity of health care systems to cope with COVID-19, or a similar breakthrough in the "4T Virus-Monitoring System" (testing, tracing, tracking, and technology). Furthermore, it will be easier to restart business and production after a short lockdown period.

Given the actual transmission trends across the world, this scenario is highly unlikely. Should this scenario materialise, a V-shaped economic cycle could emerge. Here output declines, but economic

growth eventually rebounds; on an annualised basis, annual growth rates could fully absorb the shock.

In the optimistic scenario the operations within correctional centres and community corrections continue, inmate privileges will be applied as per the approved policy, provision of amenities to inmates from external sources is allowed, full scale facilitation of rehabilitation programmes including sport and recreation, day parole resumes.

From the alternative future scenarios described, it is clear that the extent of this crisis can be influenced either positively or negatively depending largely on the level of social compliance by the South African population to the directives set out by the Government. In fact, as much as COVID-19 is questioning conventional wisdom, causing considerable uncertainty and fear, the next two years may also be a time of opportunity for South Africa and indeed the rest of the world.

For all the destructive effects of COVID-19, there could be some positive changes, for example, the virus has escalated the number of virtual medical consultations, which has the potential to grow in the coming years. Also, as the majority of the population work from home during this period, businesses and employees are forced to re-appraise the future of work, which may mean the end of large office buildings. Social distancing will force businesses to embrace the digitisation of business processes. The suspension of both local and international travel could encourage the extensive use of video meetings (this raises the question as to whether the need for travel will persist once the travel restrictions have

been lifted). These are but a few examples where the world may be irreversibly changed for the better.

It comes down to a delicate balancing act between preserving lives and livelihoods. The most important decision to make is when and how to lift the restrictions in place by balancing the best medical models on the potential evolution of the pandemic against the need to revive the economy. This is not easy to do. Implementation has to be a step-by-step process; and there will be setbacks along the way. Furthermore, given that the spread of the virus has been uneven, different parts of a country may need different approaches and time lines. One shoe does not fit all and any sign of resurgent clusters must be stopped with swift testing and fresh quarantine measures if necessary. As life begins to attain a new normal – it will never return to the old one – it will be up to businesses, families and individuals to walk the same tightrope in their daily activities. Judgements on what constitutes sensible social distancing measures will be at the heart of everything people do until an effective vaccine is discovered and universally distributed.

6.2 External Environment

The COVID-19 outbreak has severely reduced output in the first half of 2020, and the disruption will intensify in the latter part of the year. After that, the outlook is uncertain, but most analysts expect a rebound which will push up growth by 2021, although more adverse scenarios are conceivable. The country has three interrelated problems: the public health threat from the COVID-19 pandemic, the economic and health effects of the lockdown, and a range of intractable economic problems not directly due to the current pandemic, including high unemployment, low economic growth and falling per capita income. This unique combination of challenges for the country makes addressing the country's economic problems vastly more difficult. Focusing only on the health challenges and not paying attention to the economic issues will result in significantly higher economic costs, and will also undermine the health imperatives. 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.

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

The rapid outbreak of the COVID-19 presents an alarming health crisis that the world is grappling with. In addition to the human impact, there is also a significant commercial impact being felt globally. The COVID-19 impact on the wider economy is placing unprecedented pressures on businesses. Liquidity and funding is likely to be eroded quite significantly during the disruption period. Securing a firm grip of the cash burn profile now is essential to the implementation of effective counter-measures as part of a robust financial resilience strategy.

Global growth slowed to just 2.9% in 2019 from 3.6% in 2018, the weakest pace of expansion since the 2008/09 global financial crisis. The most visible driver of this underperformance was trade policy conflict, particularly between the United States and China: global trade activity contracted by 0.5% in 2019, the worst rate since the 2012 euro area crisis. Manufacturing sectors were harder-hit while the services sectors proved more resilient, which helped to maintain employment growth rates in the advanced economies. Emerging markets, by contrast, continued to underperform, in the context of a persistently strong dollar, heavy debt burdens and a variety of country specific factors, from financial sector disruptions in India to the after-effects of a sudden stop in Turkey.

By the end of 2019, with the US and China agreeing on a preliminary trade deal, and with some Brexit uncertainty resolved, it appeared the global economy was primed for a rebound. The International Monetary Fund's (IMF) forecasts looked forward to growth of 3.3% in 2020, followed by 3.4% in 2021. These prospects, however, were destroyed by the COVID-19 outbreak, which began in late 2019 and was a global news story by February 2020. COVID-19 has triggered what is likely

to be the deepest global recession in the post World War II era possibly as deep as the great depression in the 1930's. The global economic expansion of 3.3% that was forecast in February 2020 is now expected to contract by 5.2% instead. This will bring about the broadest collapse in per capita incomes since 1870. Throughout the world millions of workers have lost their jobs.

More adverse scenarios are conceivable, however the global economic prospects are still highly uncertain. South Africa has not been spared from this economic devastation. For a range of major emerging markets, including South Africa, this marks yet another delay in a multiyear failure to restart growth – an inauspicious start to a new decade after the serial disappointments of the 2010s. (*SARB Monetary Review Policy April 2020*).

The South African Economy

Going into the COVID-19 health care crisis, the South African economy was already in recession. South Africa was poorly positioned to weather any crisis, let alone a crisis of the magnitude of COVID-19. Government has used the measures available to contain the pandemic, including locking down the country, but with a debt-to-GDP ratio of 62% before the crisis, fiscal options were limited and thus the focus has been on monetary policy options. The national lockdown has resulted in significant economic disruption costing the economy up to an estimated R13 billion per day. Projections by National Treasury suggest a GDP contraction of 7,2% during 2020, leading to a fiscal deficit of 15,7% of GDP (forecast at 6.8% in the 2020 budget) and a debt-to-GDP ratio in excess of 81% by the end of this fiscal year. This is compared to an estimate of 65.6% debt-to-GDP ratio projected in February 2020. This is the largest contraction in nearly 90 years. The projected total consolidated budget spending, including debt service costs, will exceed R2 trillion for the first time ever.

This means that the country's already limited public finances will be further constrained. The decline in GDP has further reaching implications for both unemployment and the budget deficit. Disruptions caused by COVID-19 globally and locally have exacerbated South Africa's economic vulnerabilities and dimmed growth prospects. This means that Government must on the one hand promote economic recovery in the short term while on

the other hand given the size of the deficit ensure that in the long run there will be fiscal sustainability. In order to address the deficit over time, the growth rate must increase which will ultimately lead to an increase in employment and tax revenue.

More than R800-billion will be injected into the economy to help alleviate the negative effects of COVID-19; R500-billion will come from the fiscus, with R130-billion coming from shifting money between government departments. The unemployment rate of 30.1% show that unemployment is the single greatest challenge in the country. The Economic Support Package sets aside R100 billion for a multi-year, comprehensive response to the jobs emergency. The SARB has also supported liquidity in the domestic bond market. In line with its Constitutional mandate, the South African Reserve Bank cut the repo rate initially by 100 basis points on 19 March 2020 and an additional 100 bps on 14 April 2020 which will put money straight back into the economy.

A long period of slow recovery can be expected even when interventions to stem the transmission of the virus are relaxed further. At this time of great need, the macroeconomic response of the country must not only be about the high-level fiscal and monetary variables. Although these are important, interventions must focus on the South African people, particularly the poor, the infirm and the vulnerable. It must also be about the businesses – large and small – that drive the economy, and create much needed jobs. It must be about the banking and financial system, to make sure money continues to flow through the veins of the economy.

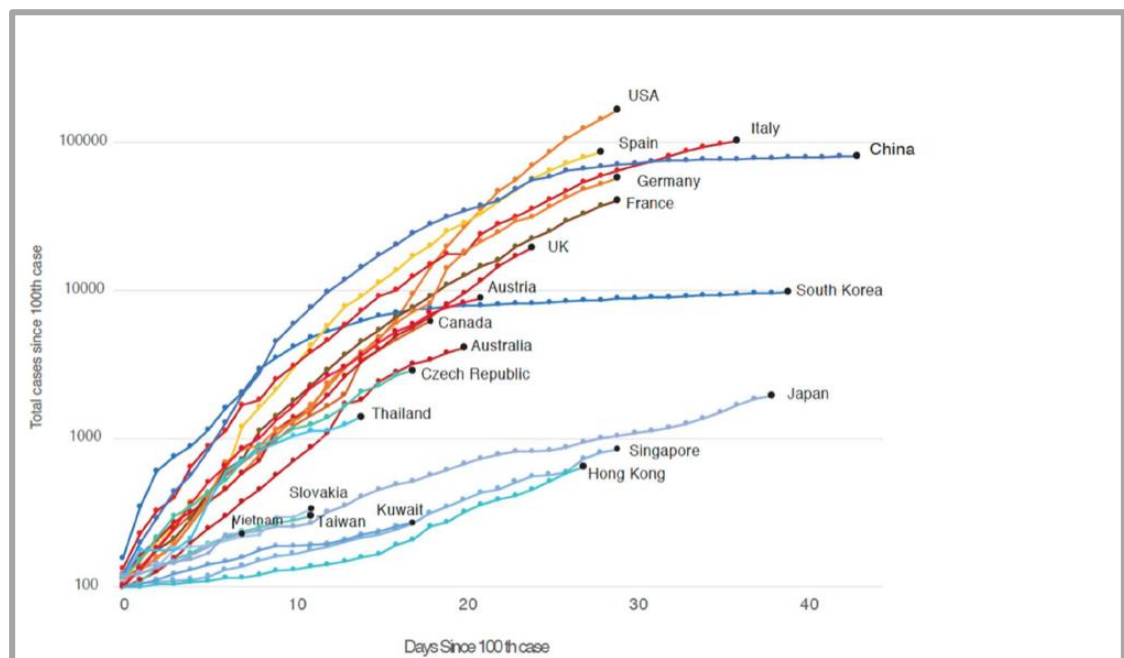
6.2.2 South Africa's COVID-19 epidemic

The COVID-19 pandemic has caused an unprecedented human and health crisis. At its core is a global public health emergency on a scale not seen for a century, requiring a global response with far-reaching economic, social and political consequences. The priority is to save lives. In view of the exceptional situation and to preserve life, countries have no choice but to adopt extraordinary measures. Extensive lockdowns have been adopted to slow transmission of the virus, restricted by necessity freedom of movement and in the process, freedom to enjoy many other human rights.

The COVID-19 crisis has exacerbated the vulnerability of the least protected in society. It is highlighting deep economic and social inequalities and inadequate health and social protection systems that require urgent attention as part of the public health response. Women and men, children, youth and older persons, refugees and migrants, the poor, people with disabilities, persons in detention, minorities, LGBTI people, among others, are all being affected differently. Government has an obligation to ensure everyone is protected and included in the response to this crisis and has therefore deployed tens of thousands of community healthcare workers to conduct mass screening and testing in hot spots across the country.

In contrast to the rest of the world, South Africa's efforts to flatten the curve have been nothing short of world-class coming in second to Algeria, attesting to the advantage of implementing physical distancing and lockdown measures in a timely manner to curb the spread of COVID-19. This is illustrated by the figure below. According to the graph, Australia ranked third, Japan ranked fourth and Russia ranked fifth. The public health measures implemented by these countries have been tremendously successful thus far in flattening the curve, though Russia has not yet achieved the aforementioned as it continues to experience an upward though controllable trend in its trajectory.

Figure 5: Country level COVID-19 epidemic trajectories (as at 13 April 2020)

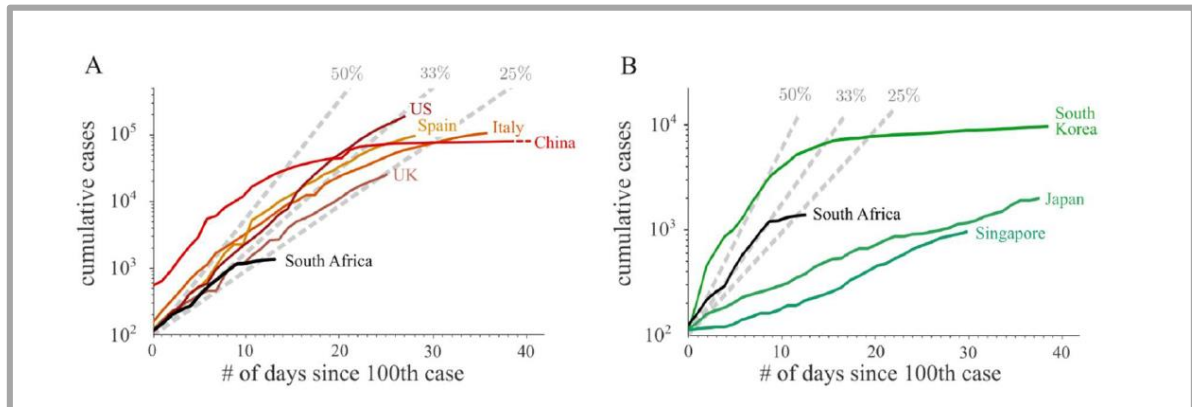


(Source: Department of Health and Centre for AIDS Programme of Research in South Africa)

South Africa ranks fifth in the sample of countries with a case fatality rate of 2%, which translates to how many of those infected with COVID-19 will die as a result thereof. This is well below the global average of 6%. Given that no vaccine has been developed yet for the virus, South Africa's case fatality alludes to a responsive health sector with the capacity to attempt treatment thereof and save as many

lives possible as illustrated by the country's COVID-19 recoveries, which currently stand at a rate of 52,8% as per current data (as at 10 June 2020). The World Health Organisation (WHO) has repeatedly praised South Africa in the management of the pandemic, and has for following scientific advice to delay the spread of the virus.

Figure 6: COVID-19 trajectory - comparison to South Africa (as at 13 April 2020)



(Source: Department of Health and Centre for AIDS Programme of Research in South Africa)

There is early evidence that the full national lockdown imposed since 26 March 2020 has successfully limited the steep increase in COVID-19 infections seen elsewhere in the world. The lockdown will not prevent the eventual spread and peak of COVID-19 in South Africa, it will merely shift the peak to September instead of June or July, as was expected earlier. The almost five weeks of strict lockdown has allowed hospitals to prepare for an expected surge in infections. However, there are serious risks associated with lifting lockdown restrictions too soon, or in an unsystematic and disorderly manner. South Africans will all have to dig even deeper to ensure a combined resolve in combatting COVID-19. Daily life before the lockdown will not return, and the country must be prepared for major disruptions until a tried, tested and working vaccine is available.

Estimating the end dates has been an essential part of planning during the COVID-19 pandemic, but also naturally difficult to be done well due to the uncertainty of future. Like other pandemics, it follows a life cycle pattern from the outbreak to the acceleration phase, inflection point, deceleration phase and eventual stop or ending. Such a life cycle is the result of the adaptive and countering behaviours of agents including individuals (avoiding physical contact) and governments (locking down cities) as well as the natural limitations of the ecosystem. The priority for Government, post the lockdown, is keeping the number of new infections under control and as low as possible. To be proactive, Government will conduct ongoing house-to-house screening and testing, and introduce a one-a-month 'surveillance day', where communities (schools, mines, correctional centres and companies) conduct self-testing.

There are still concerns with regard to medical health care as trends show that where there is poor access to healthcare, the number of deaths increase. In South Africa, the number of cases of HIV (and not on anti-retrovirals), and tuberculosis is high. Another concern is that the COVID-19 outbreak will be intermingled with the flu epidemic that happens every year. The elderly, and those with underlying health issues (diabetes, heart diseases, lung diseases and cancer conditions), are at particular risk and may need additional services and voluntary partial lockdown for a minimum of six months.

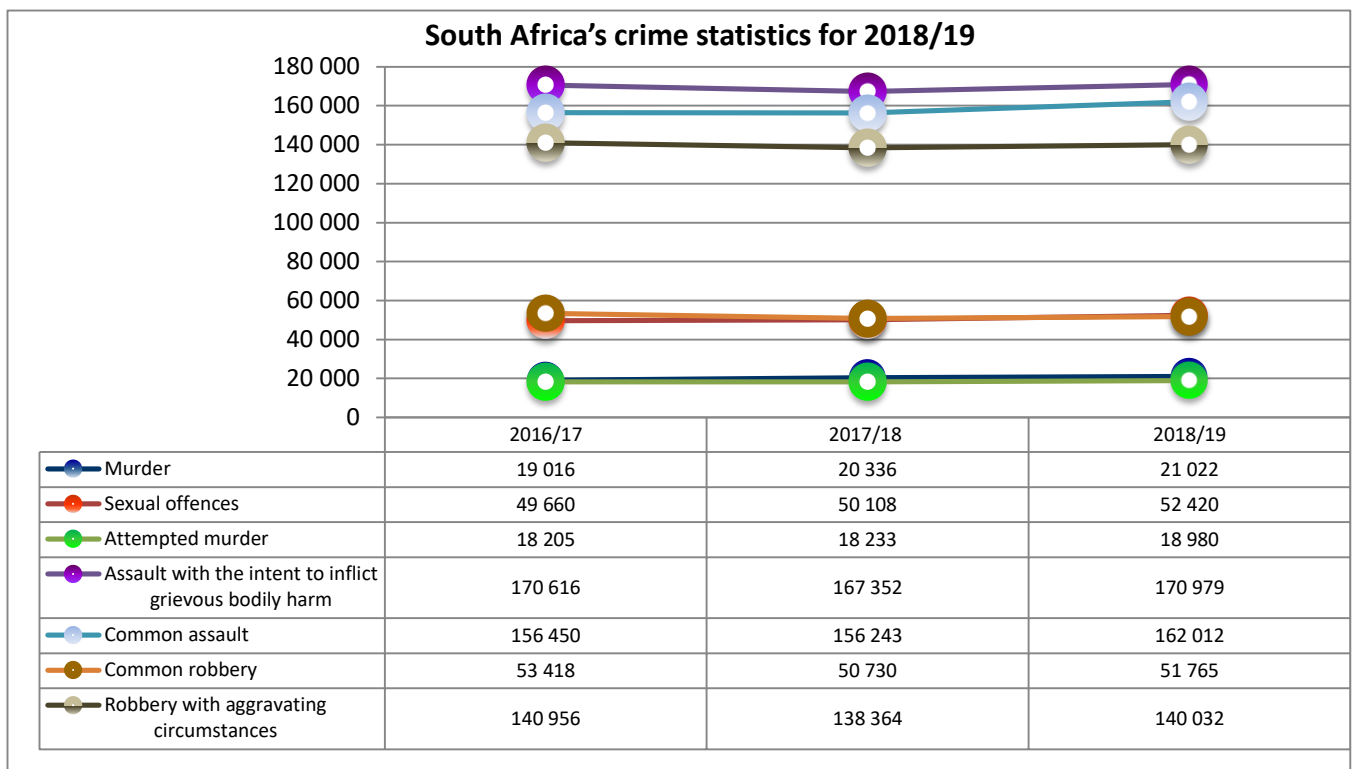
6.2.3 Crime rate in South Africa

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 14.4%.

Figure 7: 2018/19 SAPS crime stats report



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

According to the SAPS Crime Report (April 2020), the introduction of the COVID-19 lockdown and supporting measures has resulted in a significant drop in crime levels across the country. The heightened visibility of police, reinforced by the deployment of the South African National Defence Force (SANDF) and other variables such as the prohibition of the sale of liquor have also all contributed to the decline. This is especially apparent when comparing the country's crime statistics between 27 March 2020 to 20 April 2020 to the same period last year. Murder cases show a decrease of 71.9%, rape cases decreased by 87.2%, attempted murder decreased by 65.9%. Trio crimes also decreased with carjacking decreasing by

80.9%, robbery at non-residential premises decreasing by 65.5% and robbery at residential premises decreasing by 53.8%. Crime trends are however increasing since Alert Level Three has come into effect. Since 01 June 2020, there has been an alarming surge in gender-based violence and femicide related offences. The brutal crimes that have been committed against women and children highlight the urgent need for implementation of Government's National Strategic Plan on Gender-Based Violence and Femicide. While the Criminal Justice System remains focussed on addressing GBV crimes, legislative amendments have been prepared around, among other things, minimum sentencing in cases of gender-based violence, bail

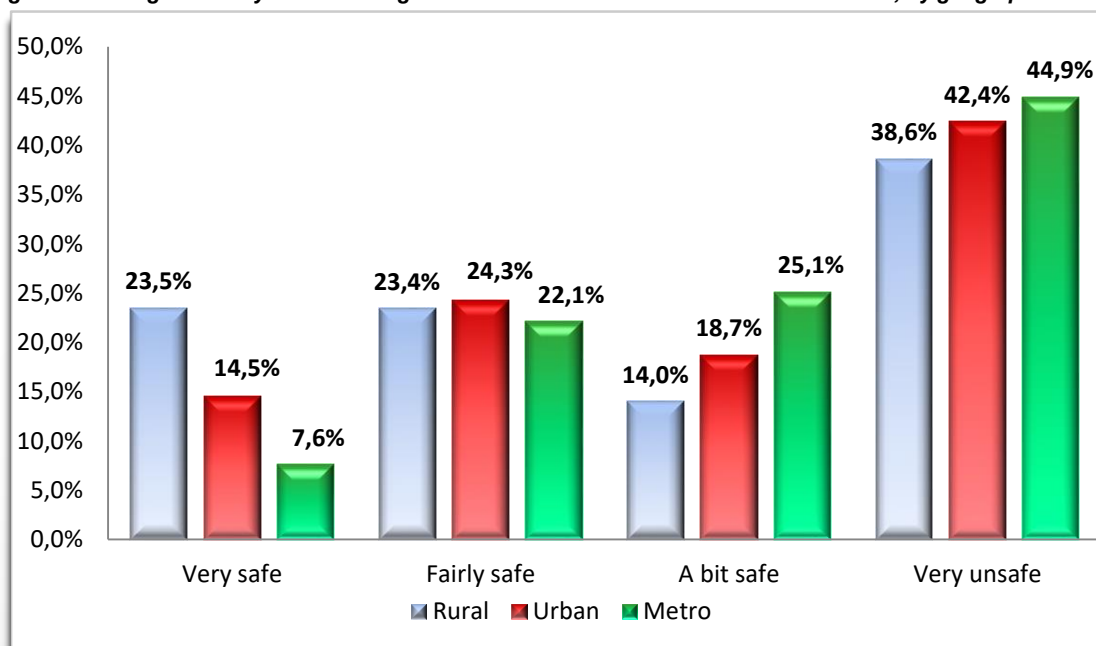
conditions for suspects, and greater protection for women who are victims of intimate partner violence.

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 growing crime rate that was visible prior to and after the COVID-19 Lockdown Alert Level Five 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.

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



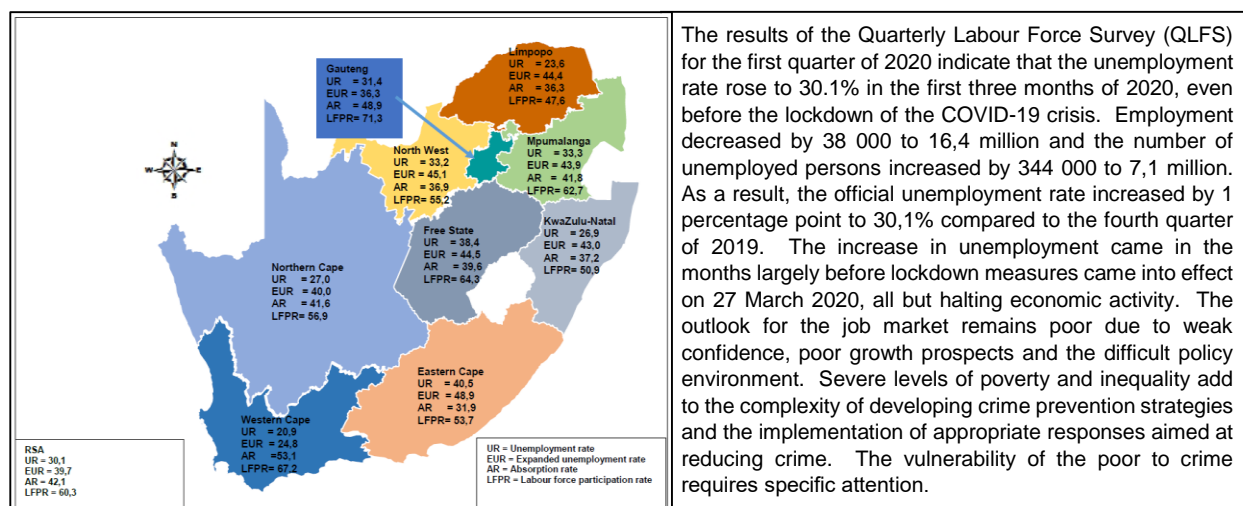
(Stats SA: VOC survey 2018/19)

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 an ex-offender returns to a community that is not prepared to accept them as a changed person, 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.

6.2.4 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.

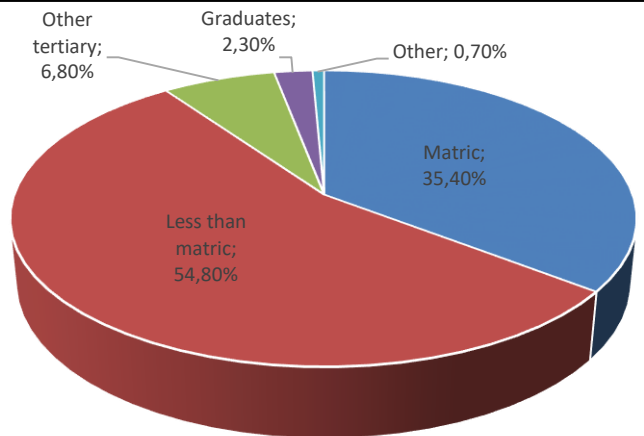
Figure 9: Summary of Labour Market measures at a glance, Q1: 2020



(Source: StatsSA Quarterly Labour Force Survey)

Figure 10: Proportion of the unemployed by education level, Q1: 2020

The youth unemployment rate in South Africa increased to 59% in the first quarter of 2020 from 58.10% in the fourth quarter of 2019. These staggering figures are expected to continue rising as the effects of COVID- 19 further cripple the economy and compromise prospects of employment for many. Figure 10 shows that of the 7,1 million unemployed persons in the first quarter of 2020, 54,8% had education levels below matric, followed by those with matric at 35,4%. Only 2,3% of the unemployed persons were graduates while 6,8% had other tertiary qualifications as their highest level of education. Youth unemployment continues to be a problem as the labour market simply cannot absorb new entrants. Unemployment is the source of many of South Africa's wider economic and social ills. 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)

6.2.5 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.

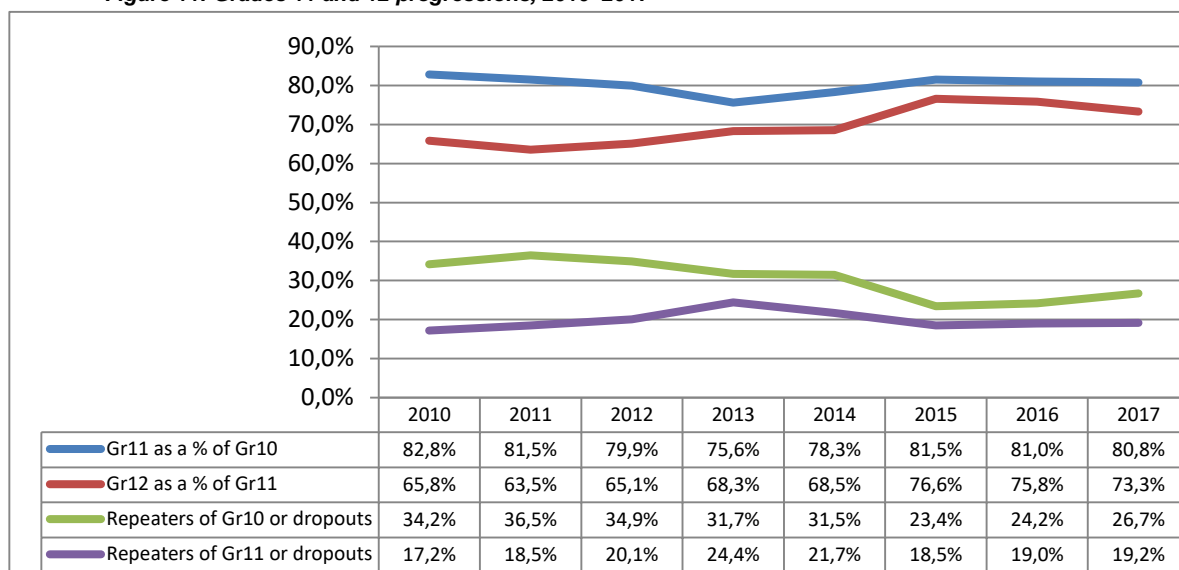
South Africa has experienced a moderate population growth when compared to other developing countries. The country is characterised by a young population, with 32.3 million individuals being younger than 30 years in 2018 (mid-year population estimates, StatsSA 2018). At the time, there were, on average, 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) 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 11: Grades 11 and 12 progressions, 2010–2017

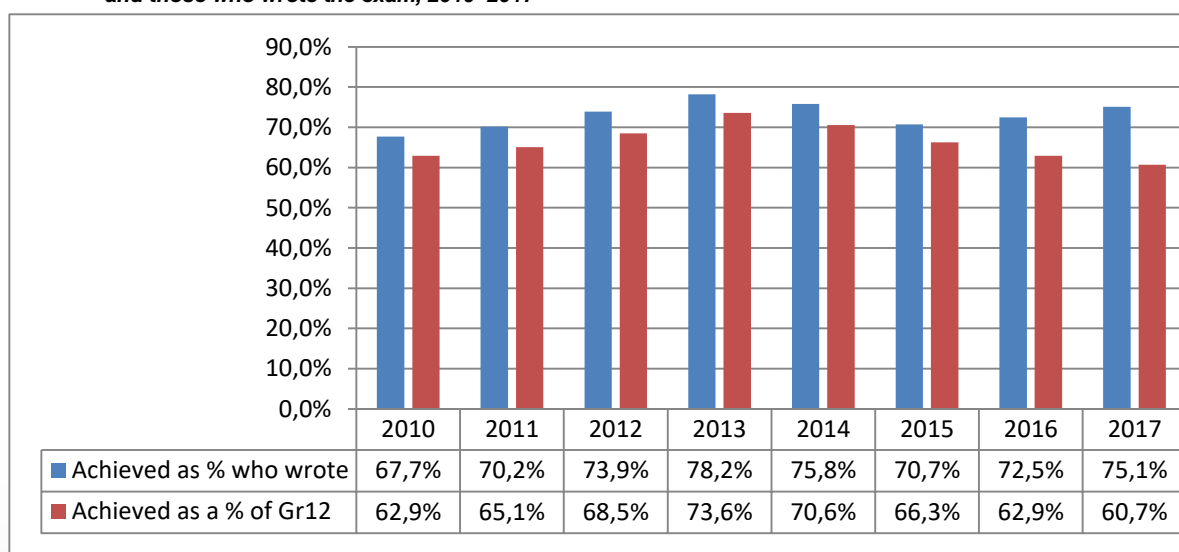


(Source: DBE, School Realities 2010–2017; StatsSA analysis)

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

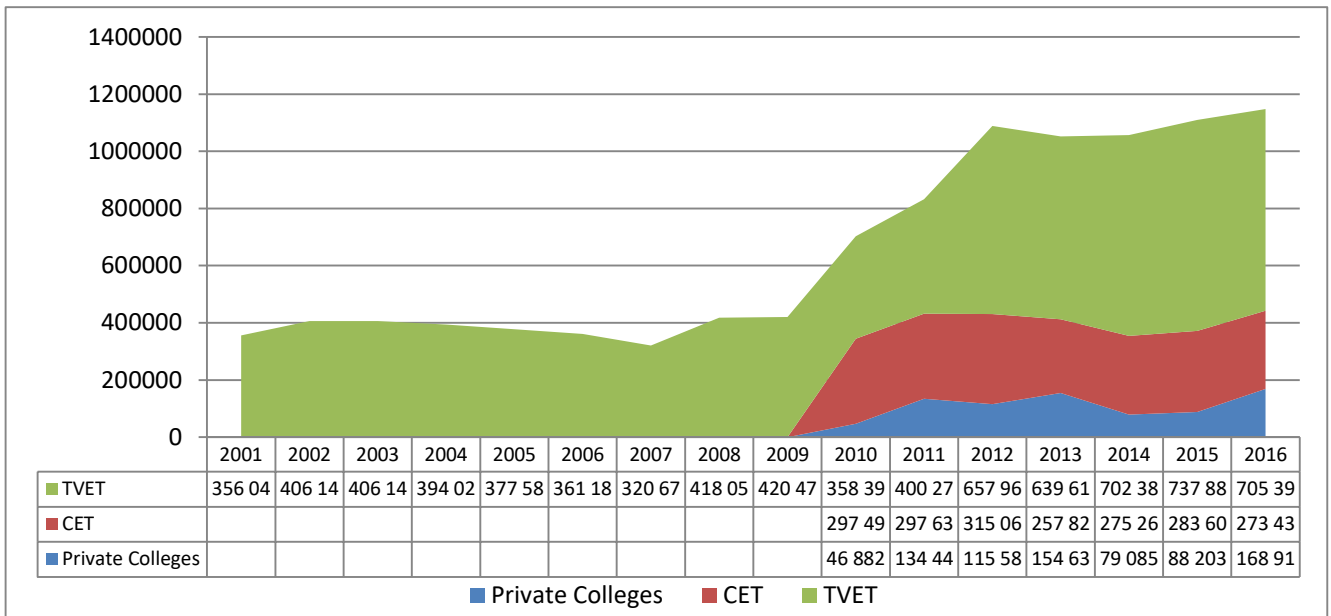


(Source: DBE: National Senior Examination Report 2010–2017, School Realities 2010–2017; StatsSA analysis.
Note: Total achieved includes candidates who qualify for endorsed certificate)

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 13: Enrolment in TVET, CET and private colleges, 2001–2016

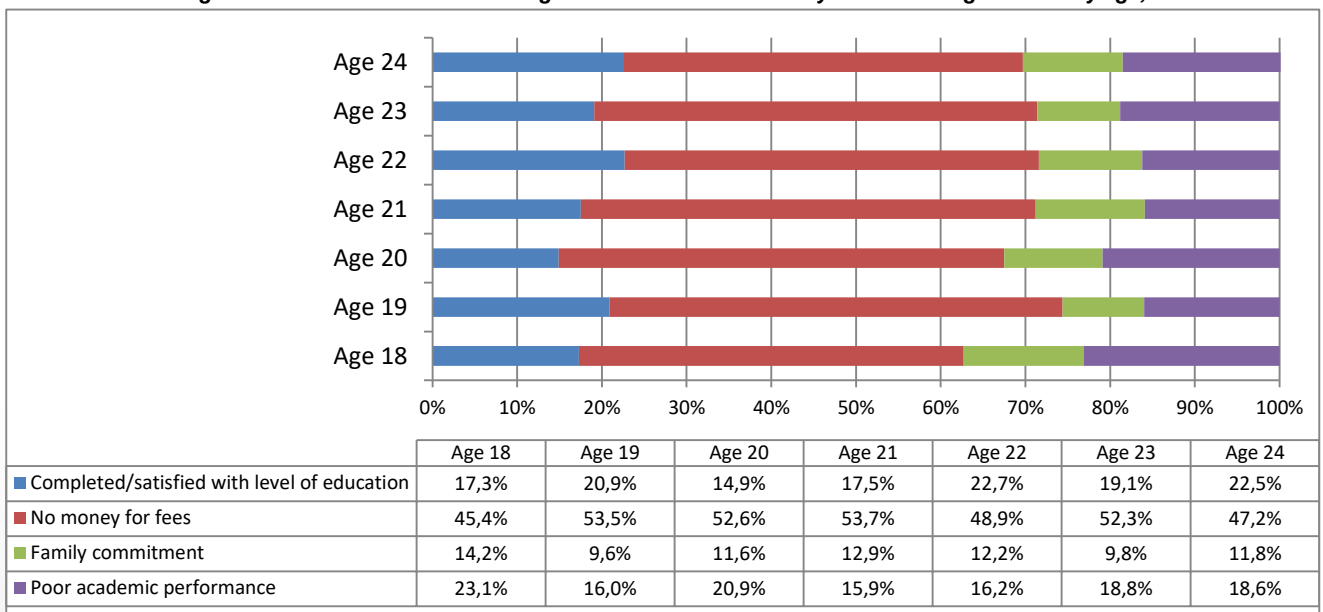


(Source: Education Series Volume V: Higher Education and Skills in South Africa, 2017, StatsSA Report 92-01-05)

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



(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.

Employability of parolees and probationers plays an important role in the reduction of crime and reoffending. There is a relationship between sustainable employment and the reduction of relapse of parolees and probationers back to incarceration. Employability of parolees and probationers requires the development of skills, knowledge, technology and adjustment that becomes an enabler to enter into the job market. The employment of parolees and probationers depends on both individual characteristics and employment environment in their employment-seeking efforts. Society must participate in the rehabilitation of parolees and probationers. The employment of parolees and probationers must start within their communities. Traditional Leaders, Community Organisations has to join hands with the Department to create employment opportunities for parolees. The Department through its networks will conduct sessions across all provinces with business communities to encourage the employment of

parolees and probationers. Formal relationships with employment quotas have to be entered into through Memorandum of Understanding. Departments and business sector has to be involved in the creation of opportunities for parolees and probationers through partnership such Expanded Public Works Programmes (EPWP). Parolees' and Probationers' skills have to be assessed to determine suitable options for training and participation in EPWP programmes such as Working on Water, The Marine Economy, Working on Fire and removal of alien plants. The Departments of Labour, Social Development, Human Settlement, Agriculture, Environmental Affairs, Public Works and Infrastructure and the Department of Water and Sanitation must be engaged to involve parolees and probationers in special projects.

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.

6.2.6 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 2015/16 to 2019/20.

Inmate population growth



The inmate population consists of remand detainees, state patients (unsentenced) and sentenced offenders. The average inmate population between 2015/16 (161 984) to 2019/20 (154 437) reflects a decrease of 7 547 inmates, i.e. a reduction of 4.89% for the same period. There was a decrease of approximately 8 438 inmates in 2019/20 (5.46%) which is the largest decrease observed during the five year period. Special remission of sentence was granted to specific categories of sentenced offenders, probationers and parolees between December 2019 to March 2020. This resulted in a temporary relief of overcrowding within correctional centres.

Inmate population growth (male)



The number of male inmates reduced by 4.87% (7 323) between the 2015/16 (157 791) and 2019/20 (150 468) financial years.

Inmate population growth (female)



The number of female inmates reduced by 5.64% (224) between the 2015/16 (4 193) and 2019/20 (3 969) 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 15% in the number of remand detainees between March 2016 (44 026) and March 2020 (50 894). 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.

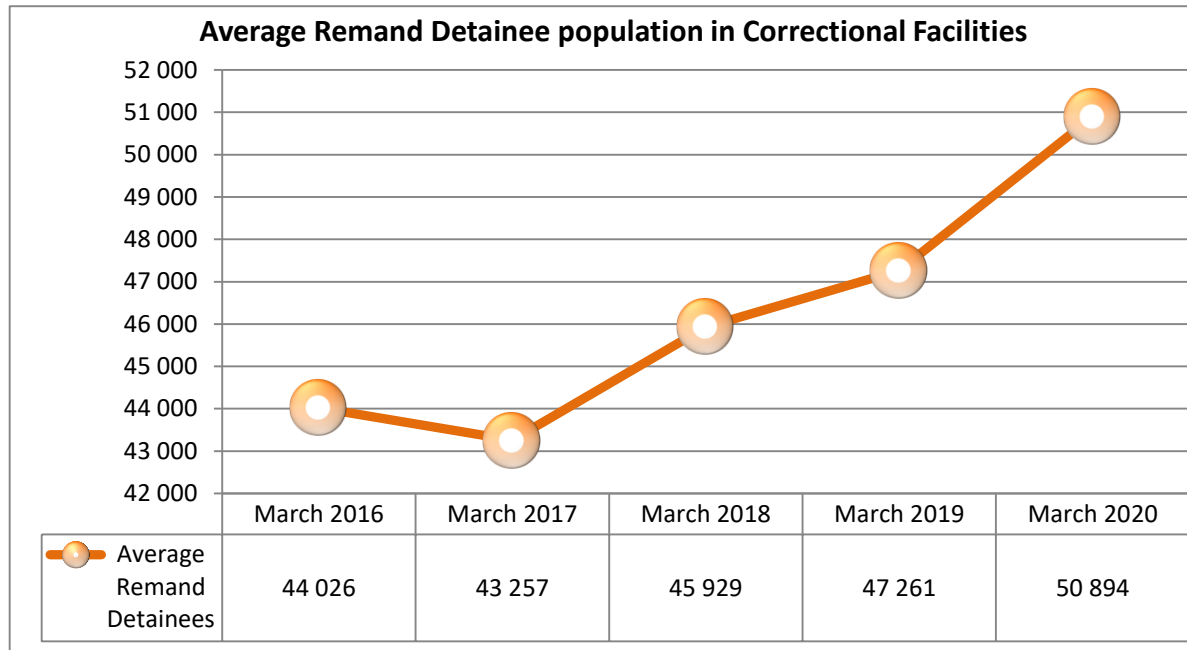
Inmates are placed in 244 correctional centres across the country (including the two private correctional facilities), while remand detainees are detained in 125 facilities, which include 21 dedicated remand detention facilities. Remand detainees should be detained in accordance with their risk profile 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

a probation officer or 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 15: 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 2020 was 50 894, while the number of remand detainees with bail constitute less than 10% of the remand detainee population. This is a clear indication that a large population of remand detainees 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. The COVID-19 national lockdown and subsequent limited functioning of the courts resulted in a significant increase in the remand detainee population at correctional facilities.

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

Offender population growth (male)



The number of sentenced male offenders decreased by 13.34% between the 2015/16 and 2019/20 financial years.

Offender population growth (female)



The number of sentenced female offenders decreased by 19.81% from the 2015/16 and 2019/20 financial years.

The overall sentenced offender population has decreased by 13.5% between the 2015/16 and 2019/20 financial years, with the female offender population reflecting a higher decrease, as compared to the male offender population. There are 244 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. There are seven halfway houses established by the Department, i.e. two in the Limpopo, Mpumalanga and North West Region, one in Gauteng, two in the Western Cape, one in KwaZulu Natal, and one in the Free State Northern Cape Region. The Beauty for Ashes halfway house in the Western Cape 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



19.38%

10 – 15 years

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



16.39%

Life sentence

There has been an increase of approximately 27% of offenders serving life sentences over the last 5 years



13.98%

7 – 10 years

Approximately 13.98% of the sentenced offenders are serving sentences of between 7 to 10 years.



12.29%

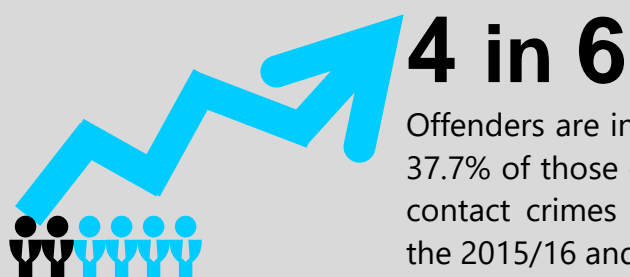
15 – 20 years

Offenders serving sentences of between 15 to 20 years increased by approximately 12% over the last 5 years.



One out of five inmates in correctional centres are diagnosed with HIV and AIDS.

Four out of five inmates in correctional centres require some form of primary healthcare services



4 in 6

Offenders are incarcerated for contact crimes. Approximately 37.7% of those committed murder. The incarceration rate for contact crimes increased by approximately 30.12% between the 2015/16 and 2019/20 financial years.



2 in 5

Offenders who were incarcerated for contact crimes committed sexual offences. Incarceration for sexual offences increased by 15% between the 2015/16 and 2019/20 financial years.

(Information based on a sample at selected correctional facilities for the period 2015/16 to 2019/20)

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 27%, and those serving long-term sentences by approximately 1.44% (more than a two-year sentence) over the past five years, i.e. between 2015/16 and 2019/20. 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.

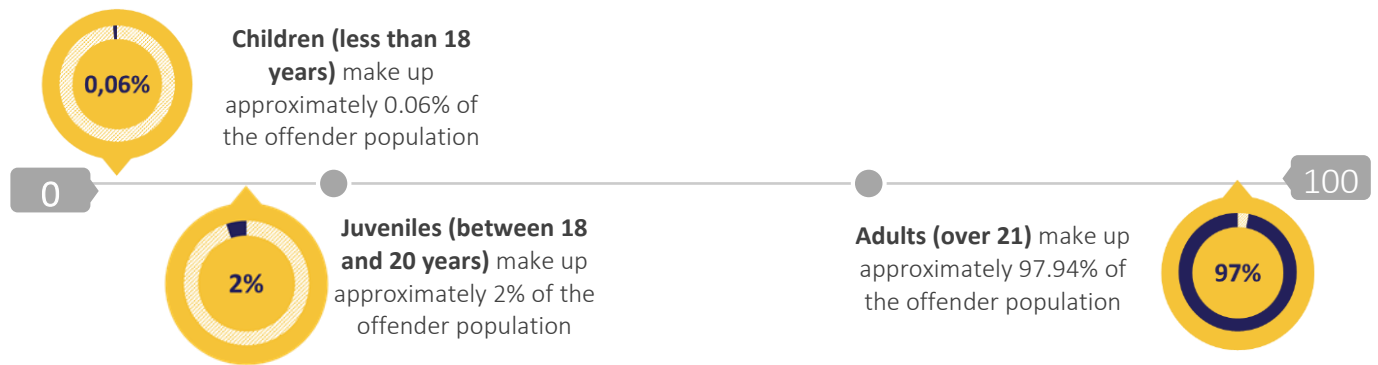
Overcrowding has also increased the cost of maintenance of correctional facilities, and this has had an adverse effect on normal offender management. The challenge is to reduce the number of people incarcerated to a level which does not pose serious health and safety risks to inmates. The decriminalisation of petty offences will no doubt contribute to reducing overcrowding in correctional facilities, which has an offender population of 154 437, with only 118 572 bedspaces available, resulting in an overcrowding level of 30% as at 31 March 2020. 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 43% in the number of offenders serving short-term sentences (0 to 24 months) in correctional centres. The decrease is mainly due to the special remission of sentences announced in December 2019, effectively releasing 14 647 low risk offenders into community corrections. The gains from special remission of sentences and consideration of parole for selected low risk qualifying sentenced offenders' are negated by the arrests of petty criminals by law enforcement agencies and the subsequent detention of some remand detainees who have a bail option that they cannot afford and whose incarceration costs far exceed the bail amounts and the lengthy period spent by some remand detainees. 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 in the medium term.

Figure 16: Sentenced children, juveniles and adults in correctional facilities as at 31 March 2020



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

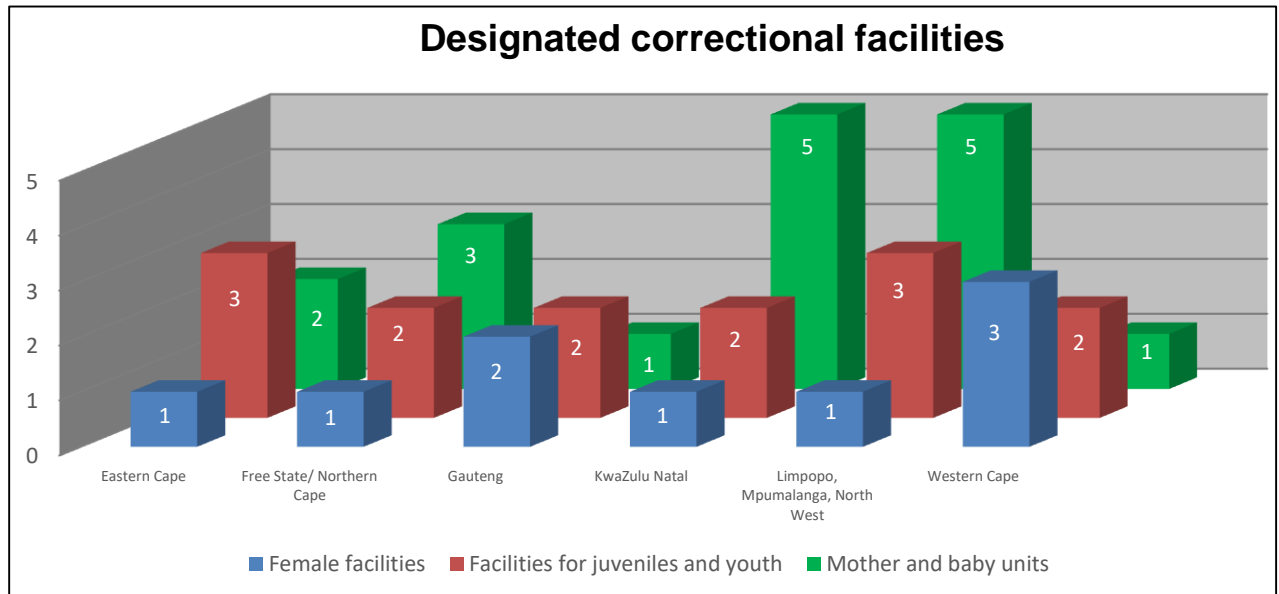
of 1996), the Correctional Services Act, (Act No. 111 of 1998) and the National Youth Policy (1997). Section 19(1)(a) of the Correctional Services Act (Act No. 111 of 1998) stipulates that every inmate who is a child (younger than 18 years old) and is subject to compulsory education must attend and have 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, spiritual 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 17: Designated Correctional 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 is 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 (SAWs) 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 five-year period from 2015/2016 to 2019/20.

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	2019/20
Parolees	50 175	51 963	52 453	53 415	54 935	53 257
Probationers	17 033	17 061	15 990	16 311	15 251	12 604
Awaiting Trial Persons (ATPs)	1 634	1 324	1 260	1 290	1 387	1 237
Total	68 842	70 348	69 703	71 016	71 573	67 098

Table 6: Average daily per sentenced category for 2019/20

Category	Sub-category	Total per sentence category
Parole (Parolees)	Sec 73 – CSA, 111/1998	53 257
Correctional Supervision (Probationers)	Sec 276(1)(h) – CPA, 51/1977	7411
	Sec 276(1)(i) – CPA, 51/1977	4304
	Sec 276 A(3) – CPA, 51/1977	3
	Sec 287(4)(a) – CPA, 51/1977	816
	Sec 287(4)(b) – CPA, 51/1977	52
	Sec 297 – CPA, 51/1977	18
Awaiting Trial Persons (ATP's)	Sec 62(f) – CPA, 51/1977	1 237
Total		67 098

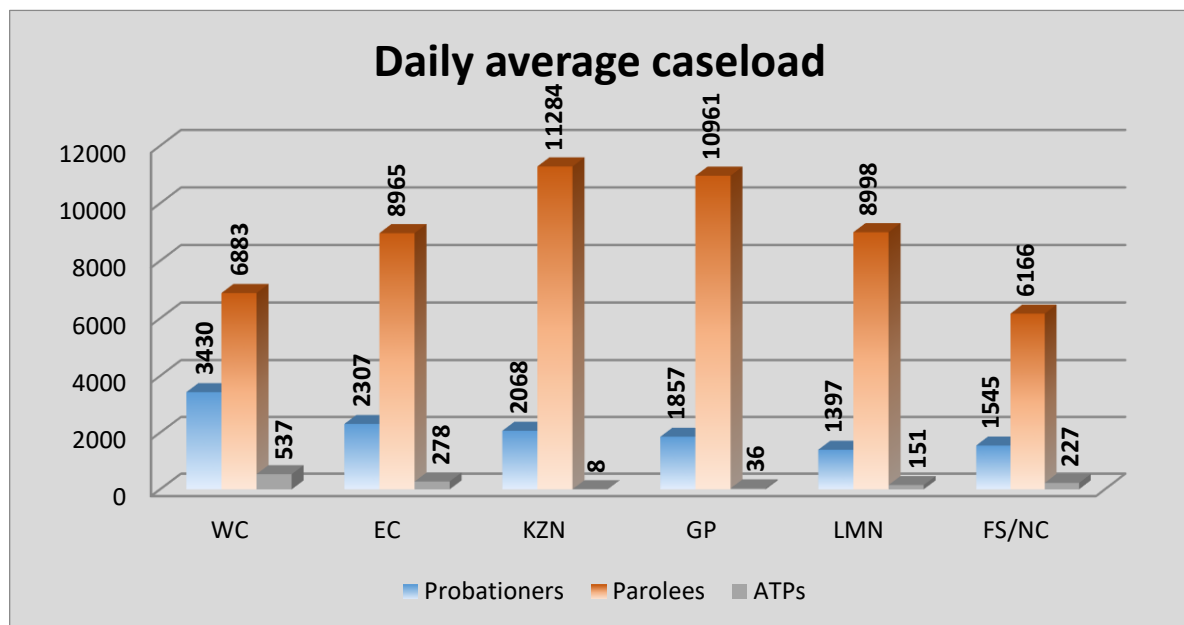
There are 218 Community Corrections offices that serve parolees, probationers and ATPs for effective monitoring and supervision of offenders under the system of Community Corrections. During 2015/16, there were 51 307 (98.78%) parolees who complied with their parole conditions and 16 416 (98.65%) probationers that remained violation free. During 2019/20, a total of 67 098 people were placed under community corrections. From the daily caseload of 53 257 parolees and 12 604 probationers, 99% complied with the conditions set by the delegated authority. The caseload for 2019/20 has reduced when compared to the previous year due to the 2019 special remission. 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. Modernisation of community corrections to be considered to

ensure compliance following COVID-19 and beyond thus ensuring the safety of communities.

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.

The figure below illustrates the daily average offender population under Community Corrections per Region.

Figure 18: Community Corrections daily average caseload (2019/20)



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 79.3% of the total caseload, probationers account for 18.7%, and ATPs make up only 1.8% of the total caseload. It should also be noted that 276(1)(h) cases make up 57.8% of total probationer caseload of 12 604 and 11% of the total Community Corrections daily average caseload of 67 098. The figure below provides the regional composition of the national caseload.

6.2.7 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 classes 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. Overcrowding at correctional facilities was recorded at 130% as at 31 March 2020. The situation varies over time and from one facility to another, with certain facilities having been utilised at up to 250% 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 understaffing 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 2020/21 in the inmate population from 164 129 to 157 208, 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 analyses 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). There are committees 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 and 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. In the absence of dedicated Correctional Intervention Officials at centre level, the custodial officials are continuously orientated on the implementation of correctional programmes and utilized to facilitate programmes as an interim measure.

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, skills development practitioners 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 the 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 forums 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- 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 also 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 Department takes responsibility for the health and safety of all people interacting with the correctional system. Enhancing prevention and control measures in correctional facilities as well as increasing access to quality health services has become an apex priority. This complex undertaking requires a balance of managing risks and expectations to ensure the community, our correctional officials, visitors and inmates are safe. 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 to meet the increased demands on the CJS. This requires close collaboration with our partners in criminal justice and human services agencies to meet the demands while ensuring community safety.

The effective rehabilitation and reintegration of inmates is an important component of the CJS. 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.

The country is at a critical juncture in the implementation of the NDP. Despite demonstrable progress, the country is confronted with delays in reaching the 2030 targets, coupled with new challenges, many of which require our urgent attention and collective action. 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.

Successful radical change within a correctional system requires more than efficient administration but a development-led approach that seeks to put people at the centre, i.e. promote development, health and safety. Depending on the needs of the individuals and communities, the development-led approach involves initiatives that foster skills training to improve employment opportunities, promote gender equality, allow children to grow up in safe environments in stable and nurturing relationships, reducing violence against women and children, and shifting damaging cultural and social norms. The figure below sets out the Department's approach to corrections for the next 50 years linked to specific 50-year scenarios for South Africa.

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

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.

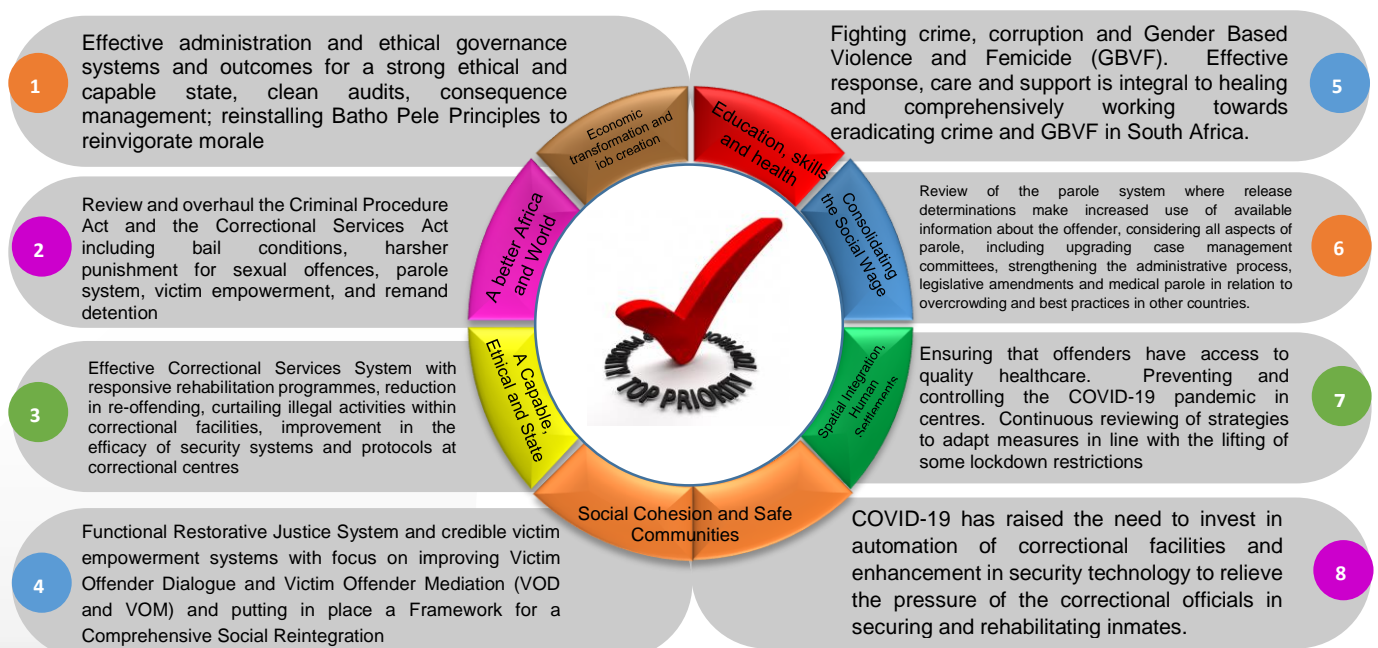
Medium-term strategic intent of the Department

The main objective of this Strategic Plan is to define the roadmap for establishing a sound

correctional system for the country. It includes the priorities of the Executive Authority for the five year period, strategic choices of the Department in light of past performance as well as the strategies to achieve associated results. The plan which guides the resource allocation over the five-year term 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.

The main priority in the country is to fight the COVID-19 crisis and ensure the health and safety of South Africans. In addition, 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: Five year Ministerial priorities



When this crisis is over and COVID-19 has been tamed, the country will need to increase its efforts to guarantee the right to health care, for early warning, risk reduction and management of national and global health risks. This includes a shift in focus to domestic markets and targeted investments in the manufacturing sector, in order to make the economy more self-sufficient. Government will need to tackle the widespread inequalities and discrimination that has made some people more vulnerable both to the disease and to the economic and social impact of the response. It will need to address weaknesses in the way public services are being delivered, including health, education, criminal justice and many other relevant areas. The recovery must also respect the rights of future generations, enhancing climate action aiming at carbon neutrality by 2050 and protecting biodiversity. The country will need to “build back better” and maintain the momentum of international cooperation, with human rights at the centre.

Government and business will be required to work together to emerge from the COVID-19 pandemic with a more humane society, marked by an economy that is more inclusive, more equitable and in which all South Africans prosper. Labour, business and civil society must join with government in a new social compact for national reconstruction. In line with 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 are 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.

Correctional facilities are confronted with unique challenges as they work to mitigate the risks of COVID-19 for inmates and correctional officials. In addition to the obvious problem of housing so many inmates in close quarters, the Department must strike a balance between maintaining order and safety while providing the best possible care to and upholding the basic human rights of incarcerated people. This crisis puts stress on correctional facilities already operating with overstretched staff and resources and limited by regulations to preserve safety and order. The Department must ensure a balance between security concerns with providing necessary support and care. With increased attention on preventing spread of the virus, there has been limited participation in rehabilitation and recreational activities, resulting in an increased need for supervision and management of inmates.

The correctional system must ensure that the people housed and working within the correctional facilities are kept safe and that health threats are mitigated while considering the implications when enacting new procedures to reduce safety risk.

Figure 21: Total number of escapes from 2010 to 2019

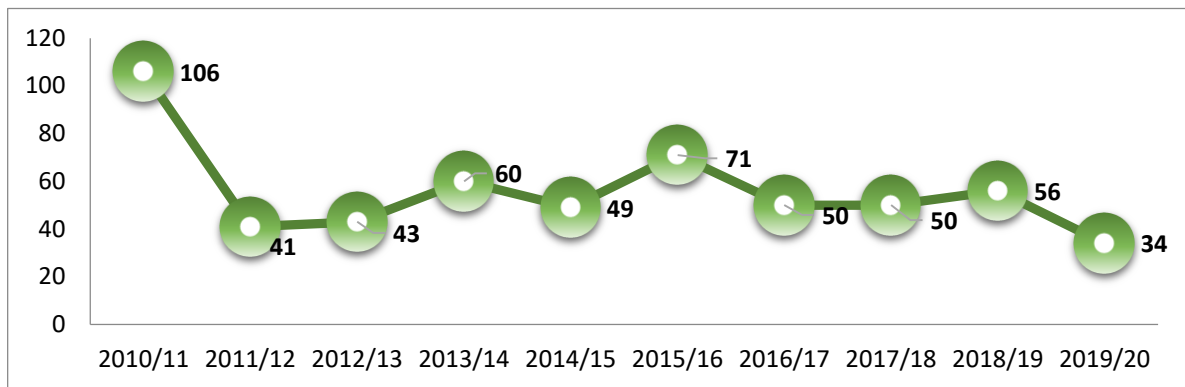
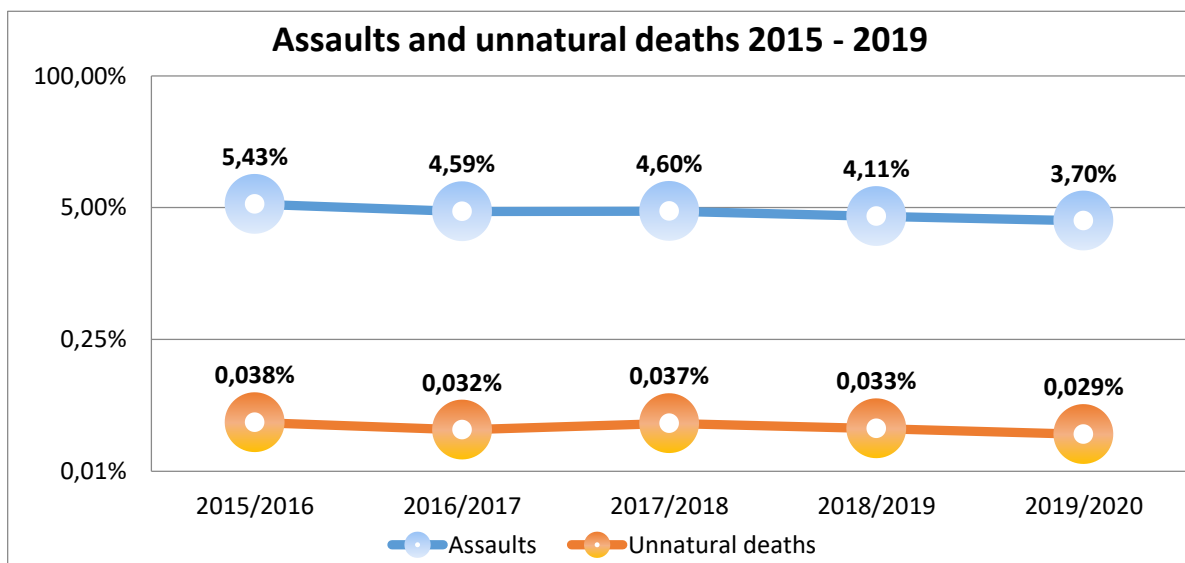


Figure 22: Total number of assaults and unnatural deaths from 2015 to 2019

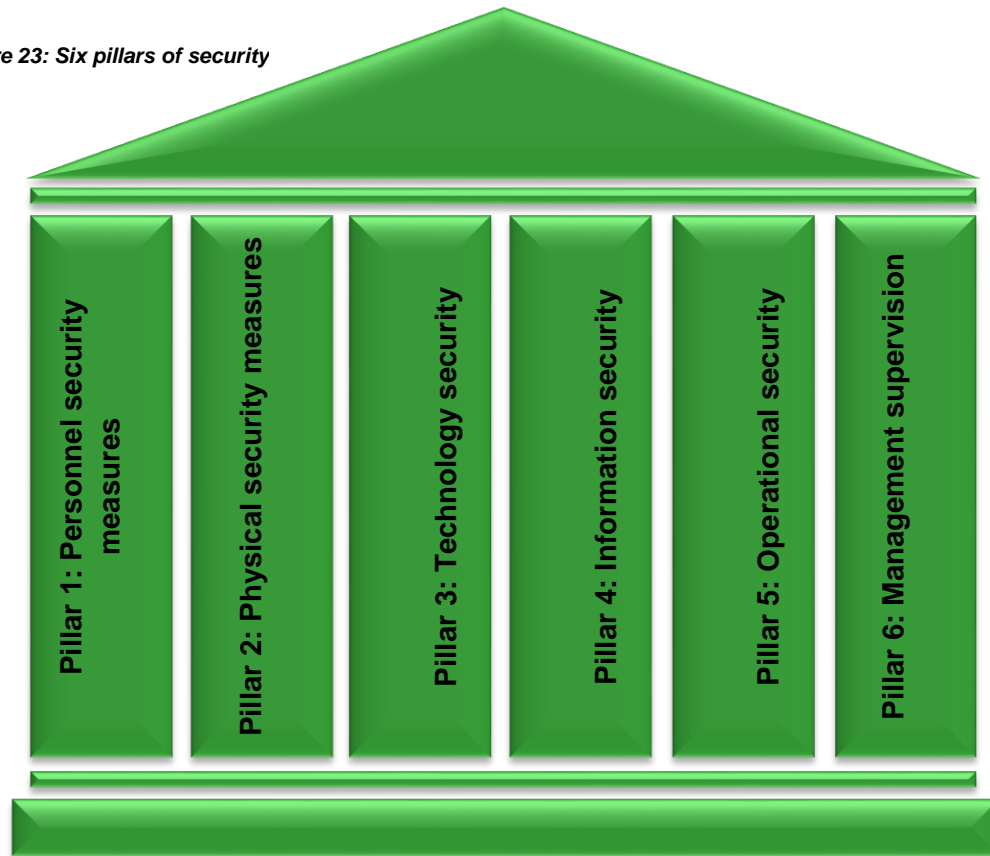


Escapes from correctional facilities can largely be attributed to overcrowding, dilapidated infrastructure and officials not complying with security policies. The decrease in inmates injured as a result of reported assaults was mainly due to management involvement and supervision in the form of leadership 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 are 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 initiative

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 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.

The spread of the novel COVID-19 in South Africa has prompted the Department to evaluate the level of preparedness to prevent and control COVID-19. Case management processes will continue to be implemented in line with relevant policies, however, the need for social distancing will mean that fewer offenders can be involved in case management activities and rehabilitation programmes at a time. The Department will review relevant legislation, policies, procedures and other documents to avoid possible delays in the submission of offender reports that may cause a backlog further down the value chain. The case management process is a unique and critical component to maximize the opportunity for inmates to make a successful and productive re-entry into the community. COVID-19 has highlighted the need to automate modes of work to adequately record and track admissions and release information of custodial and non-custodial sentenced offenders. This is also includes the automation of professional reports as well as the G326 profile report.

Review of the Parole Administration System

The Department is in its final stages of reviewing the current Parole Administration System with a view to improve the considerations, placement and release system. This will include all processes related to the placement and release of offenders including but not be limited to the Case Management Committees; related functions of the Head of Centre, Correctional Supervision and Parole Boards (CSPBs); Medical Parole Advisory Board (MPAB); the Correctional Supervision and Parole Review Board (Review Board); foreign nationals, the consideration and decision making process for Lifers; and placement and release process. The functioning of the Parole Boards is regulated and administrated in terms of Chapter VII of the Correctional Services Act, 1998 but functions independently in terms of its decision making competency.

The review process will take consideration of all relevant legislative and policy prescripts and in particular, gives recognition to the

United Nations Conventions, namely, the African Charter on Human and People's Rights, the United Nations Declaration of the Basic Principles of Justice for Victims of Crime and Abuse of Power and the 1984 Convention against Torture. In addition, the domestic framework to be considered is the Constitution of the Republic of South Africa, 1996 (specifically Chapter 2 - Bill of Rights); the Correctional Services Act, 1998; the Criminal Procedure Act, 1977; the Mental Health Care Act, 2002; the Child Justice Act, 2008; the Probation Services Act, 1991 and the Promotion of Administrative Justice Act, 2000. The review of the Parole Administration System seeks positively contribute to the NDP and MTSF Priority 6 (Social cohesion and safe communities) as well as to ensure that the review of decisions by the CSPBs is in line with the principles of Promotion on Administrative Justice Act, 2000. The improvement in the consistency and quality of parole decisions will ensure public participation and transparency in the parole processes.

Restorative Justice (RJ) plays an important role in the rehabilitation and reintegration of offenders. Within a correctional setting it is defined as the process of elevating the role of victim and community members through active involvement in the justice process, holding offenders directly accountable to the people they have violated and providing a range of opportunities for dialogue, negotiation and problem solving which can lead to a greater sense of community safety and social harmony.

The potential gains from the review of the parole administration system would improve the recruitment and retention of highly skilled professionals such as criminologists and psychologists; improve placement and release considerations; improve victim and community participation and empowerment with a more proactive stance to ensure their involvement in parole considerations. In order to address the inconsistencies in the decision making of the Parole Boards, Roving Boards and Review Mechanisms new decision making and reviewing authorities will be proposed. Practical parole consideration process and victim participation will take place at Case Management Committee and Parole Boards processes will be administrative.

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 number of remand detainees increased by 7.95% between April 2020 and May 2020 alone, due to the pausing or slowing down of criminal justice processes during the COVID-19 national lockdown resulting in more people being detained, postponement of cases of remand detainees and increasing levels of overcrowding which places pressure on the Department. Through consultations with relevant CJS role players such as National Prosecuting Authority, Department of Justice and Constitutional Development and Legal Aid South Africa, measures that continued to be applied during lockdown for the reduction of remand detainees were submission of applications to court for consideration of the length of detention of remand detainees detained for longer than two years and review of bail for those detained with an option of bail.

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.

- Production of cloth facemasks in the production workshops, which will reduce the rate of transmission of COVID-19 in correctional facilities.
- Improving strategic partnering for integrated government-wide service delivery and strategic intergovernmental partnerships to deliver cross-serviced functions.
- Enhance the education level of offenders and improve skills such as library, computer, entrepreneurial, occupational and life skills.
- Rehabilitation interventions for remand detainees and offenders in custody for less than 24 months.

Alignment to the COVID-19 Regulations by limiting offenders' movements ceased all forms of group activities during level 4 and 5 of the lockdown (except for the Pre-release programme). In adherence to the revised COVID-19 Standard Operating Procedures group sessions are reduced by at least 20% to ensure social distancing.

Offenders registered for different courses will be required to be supported with the use of multi-modal and remote learning approaches. A detailed remote learning support plan must be developed to ensure that registered students are able to continue with their studies. The Department embarked on initiatives to provide the students and technical educators with resources, such as, laptops, smart televisions, and projectors to support the blended learning approach. Officials within the Department assigned to render skills programmes will have to download the e-learning material available on the DHET website. The introduction of digital technology offer the opportunity to turn correctional centres into places of improved learning and rehabilitation. As positions of technical educators are filled the Department will ensure that multi-skilled officials are appointed to provide skills training to strengthen the provision of skills development programmes.

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.

COVID-19 has reduced physical monitoring of offenders within the system of community corrections. High risk offenders have been prioritised for physical monitoring while field calls are conducted for low and medium risk offenders. Low risk and medium risk that are monitored remotely through telephones confirmed by locations and video of the surroundings. In certain circumstances the police and other law enforcement agencies are requested for assistance. The lack of physical monitoring does pose challenges particularly where probation officers are unable to fully

verify the facts that have been provided. The current crisis has accelerated the Department's plans to increase monitoring through alternative means such as through the use of electronic monitoring. Electronic monitoring seeks variously to reduce number of incarcerated people, monitor compliance, reduce reoffending and support desistance from crime. This form of monitoring can be used pre-trial to reduce the use of remand in custody; used post-conviction as a community sentence (a form of diversion or alternative to a custodial sentence); or used as a form of early release from a correctional centre or parole. Like other community sentences, electronic monitoring is a more cost effective option to a custodial sentence.

Social distancing is hard to achieve in communities; inside the overcrowded correctional centres, it is almost impossible. Overcrowding obstructs attempts to curb the virus, exacerbates pre-existing health issues and fuels the spread of other diseases such as TB and HIV. Conditions are especially dire in remand detention facilities, which account for approximately 30% of the inmate population, and where remand detainees may wait for months or years for the completion of their trials. The current challenges has increase the need for productive, restorative alternatives to placing people in custody and giving them criminal records — such as community service and a requirement to participate in rehabilitation programmes to address offending behaviour. Reassessing the resort to imprisonment in general and identifying categories of inmates which are at particular risk of being affected by the COVID-19 disease will be essential to curb the continuing inflow of inmates and to accelerate the release of suitable categories of offenders.

Alternative sentencing options must satisfy the community's requirements for retribution and protection whilst keeping offenders with less serious offences out of correctional centres. Community-based alternatives to imprisonment should be enhanced to reduce the inmate population, promote effective rehabilitation and successful reintegration of offenders into the community. Treatment services and development programmes will need to be included as an important component of community corrections to bring about more permanent changes in the conduct and behaviour of the offender. Successful community-based alternatives demand a

consultative and a genuine partnership with the community.

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, seven 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 and 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 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, the social sector and NGOs.
- 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 SAWs 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 priorities set out in the figure 21, take into consideration the right to health as inherent to the right to life. The COVID-19 pandemic is testing to the limit the country's ability to protect the right to health. Every citizen is entitled to the enjoyment of the highest attainable standard of health conducive to living a life in dignity. Everyone, regardless of their social or economic status, should have access to the health care they need. Offenders, remand detainees and those within correctional facilities, both adults and children are highly vulnerable to the rapid spread of COVID-19.

COVID-19 belongs to a large family of viruses causing a wide spectrum of illness, ranging from very mild to severe diseases like pneumonia, Middle East Respiratory Syndrome (MERS). It contributes to increased morbidity and mortality especially in those with comorbidities such as non-communicable

diseases (e.g. hypertension, diabetes and asthma). In a confined environment such as the correctional facilities the spread of COVID-19 may be exacerbated by overcrowding and limited dedicated health care professionals, limited quarantine and isolation facilities, lack of laundry facilities and dedicated cleaning facilities for dishes used by inmates in the food service unit facilities as well as limited pharmaceutical facilities for ensuring timeous access and availability of medicines and other pharmaceutical supplies for the inmate population. As an urgent intervention to effectively mitigate the impact of COVID-19 in the correctional facilities, the Department activated infection prevention control measures at all Management Areas including the sanitisation of reception areas, cells, offices, vehicles and ablution facilities. The Department has focused on increasing critical health human resources, equipping of the isolation and quarantine as well as inpatient facilities including the establishment of pharmaceutical facilities in Management Areas. These will facilitate implementation of integrated comprehensive health care services to the inmate population and avert serious impacts of COVID-19 as well as facilitating the humane detention of inmates.

The response to COVID-19 epidemic presents a unique opportunity to course-correct and begins to tackle long-standing policies and practices that have been harmful for people and their human rights. The lessons from this human crisis can lead to more peaceful, just, inclusive and resilient societies and deliver on the promise of the 2030 Agenda. Given the need to significantly improve health and safety in the COVID-19 and post COVID-19 environment, the Department will improve the provision of primary healthcare services through:

- Improving strategic partnering 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, traditional leadership, 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 objectives of the Department of Health and Correctional Services are highly complementary. This partnership takes note of the realities that exist within correctional facilities and through a range of collaborative measures aims to ensure the health and wellbeing of inmates whilst they are in the State's care, as well as that of officials. Correctional facilities and inmate populations are part of the larger community and public health is integral to public safety. The Department will seek to enhance partnerships together with the Department of Health to improve the health of inmates and, at the same time the health of the larger community.

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 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.

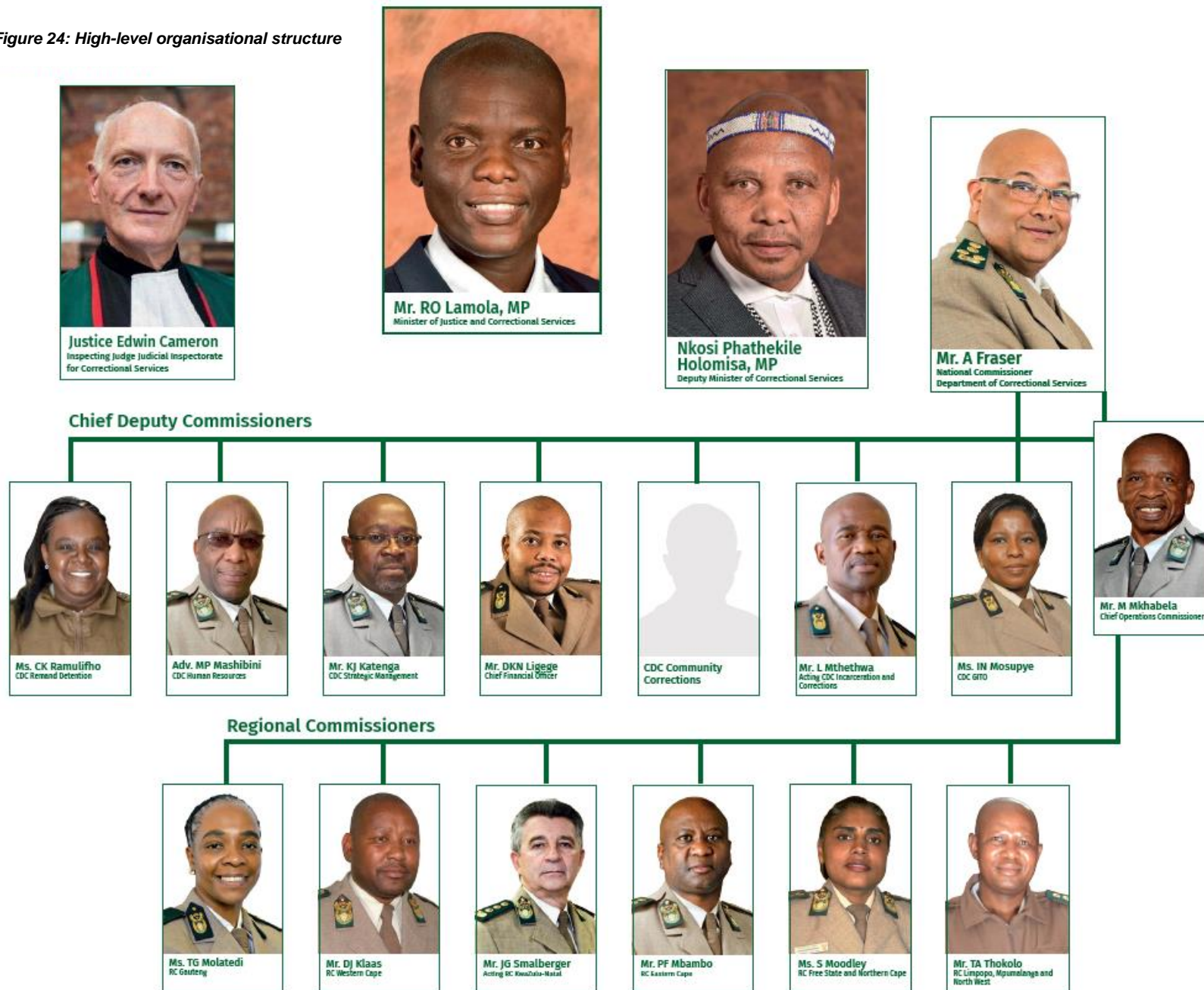
6.3.2 Organisational environment

The Department, as part of the JCPS cluster within the national sphere of government, must serve internal and external service recipients, i.e. inmates, non-custodial offenders (Probationers and Parolees), babies and their incarcerated mothers, victims of offenders, visitors to the correctional facilities, stakeholders (including SAPS, court officials, legal representatives), families and communities and the general public. The operating environment is complex and unique and requires a bespoke service delivery

design that includes other departments and entities with linked mandates such as JCPS cluster, DSD, Department of Higher Education and Training (DHET), DBE and DoH, among others. Furthermore, there are other international, regional and national entities (governmental and non-governmental) that are role players within the environment and either affect the legislative or policy mandate of the Department. The core services that are provided by the Department to fulfil its mandate, namely: Incarceration, Rehabilitation, Security, Care and Social-Reintegration which are delivered within its theatres of operations (i.e. Correctional Centres, Community Corrections and Productions Sites within Management Areas). Support functions (i.e. Facilities Management, ICT, Human Resource Management and Supply Chain Management) provide the resources required to operationalise the core services and exist in both the Theatres of Operations and the Centre of Excellence.

Figure 24 provides a summary of the high-level organisational structure of the Department:

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 that includes a unique design per individual function across two key spectrums of 'coordination' and 'control', unpacked through a decentralisation versus centralisation perspective, and an insourcing versus outsourcing perspective. Each function analysed from these two perspectives resulted in a mixed application relevant to the key services required within those functions. Following from this, the Department embarked on an operations design process which sought to articulate how services should be conducted to optimally deliver upon the SDM. Detailed business process mapping was performed across several Management Areas, Regional Offices and the Head Office to unpack the manner in which different components of the SDM are being realised within current operations. The outcome of this process prompted the development of an innovative Operations Design that expanded upon the "Centre of Excellence" and "Theatre of Operations" concepts proposed within the SDM. The proposed operations design allows for accountability to be clearly defined across the functions and management levels, i.e. the Centre of Excellence is accountable for developing the frameworks and tools to realise service delivery while the Theatres of Operations are accountable for execution according to the Delegation of Authority, the Annual Operational Plan and the policies and procedures for the Department.

COVID-19 created arguably the largest collective shift in social activity and working practices. The Department will continuously assess risk control measures to take into consideration the concerns, safety and well-being of officials and those under its care. Social distancing is an important consideration and as such maintaining a healthy workforce has become an important mechanism in the fight against the spread of COVID-19. The Department will make repeated applications of a combination of the tools to keep dealing with the virus including: helping officials stay safe and healthy, whether at work or at home, communicating effectively in uncertainty with responsive, empathetic communications and policies, maintaining the continuity of work by providing the resources and support, assessing workforce costs to balance the potential need to cut costs whilst ensuring the health and safety of officials, aligning human

resource planning with service delivery expectations.

The Department's organisational structure needs to adapt in such a manner that it meets the strategic preparedness and response plan for COVID-19, with the intention to slow and stop transmission, prevent outbreaks and provide optimized care for all staff, inmates, including parolees, probationers, partners and key stakeholders especially the infected and seriously ill; minimize the impact of the epidemic on service delivery, national health systems, social services and economic activities. To this end, the organisational structure and post establishment will have to be reviewed in order to create human resources capacity for the occupational health and safety of officials thereby by creating additional health service posts to augment the available capacity. The Department will increase its focus to recruiting health care professionals in order to effectively respond to the changing environment.

As digitalisation and automation are prioritised, there will be a need to reskill and retrain officials in terms of e-learning as the primary approach to delivery of training and development, upgrading fourth Industrial Revolution capacity of trainers and HRD managers, strengthening relationships with e-learning service providers and providing e-bursary system, e-recruitment and selection system for developmental programmes, online DBC meetings as per Guidelines from various councils (virtual / video conferencing) as well as online disciplinary hearings.

The 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 38 123, 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	Posts on approved establishment		Total filled and vacant	Vacancy rate	Additional to the establishment
	Filled	Vacant			
Intern/Leanerships	-	-	-	-	1404
2	1		1	0%	2
3	15	7	22	31,8%	2
4	66	12	78	15,4%	591
5	18 643	672	19 315	3,5%	46
6	537	465	1 002	46,4%	-
7	6 194	1 403	7 597	18,5%	4
8	3 033	719	3 752	19,2%	9
9	7 875	218	8 093	2,7%	13
10	888	197	1 085	18,2%	-
11	318	80	398	20,1%	102
12	388	114	502	22,7%	5
13	127	34	161	21,1%	6
14	26	11	37	29,7%	1
15	10	5	15	33,3%	1
16	2	1	3	33,3%	-
Grand Total	38 123	3 938	42 061	9,4%	2186

Table 8: Summary of critical occupations

Critical occupations	Posts on approved establishment		Total filled and vacant	Vacancy rate
	Filled	Vacant		
Administrative line function and support personnel	5	-	5	0,0%
Artisan and support personnel	456	225	681	33,0%
Communication and information related personnel	2	-	2	0,0%
Custodian and support personnel	33 022	2 734	35 756	7,6%
Engineering related and support personnel	31	21	52	40,4%
Health associated sciences and support personnel	9	5	14	35,7%
Human resource and support personnel	22	2	24	8,3%
Legal and support personnel	35	11	46	23,9%
Management and general support personnel	2 378	591	2 969	19,9%
Medical sciences and support personnel	133	20	153	13,1%
Non-specified personnel: chaplain: services department	12	2	14	14,3%
Non-specified personnel: educationist: DCS	534	108	642	16,8%
Political office- bearers	1	1	2	50,0%
Professional nurse	872	178	1 050	17,0%
Social services and support personnel	611	40	651	6,1%
Grand Total	38 123	3 938	42 061	9,4%

While the recruitment process has slowed down significantly in order to ensure the health and safety of the workforce, the Department will ensure the protection of prospective employees by putting special procedures in place for the recruitment process. 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.

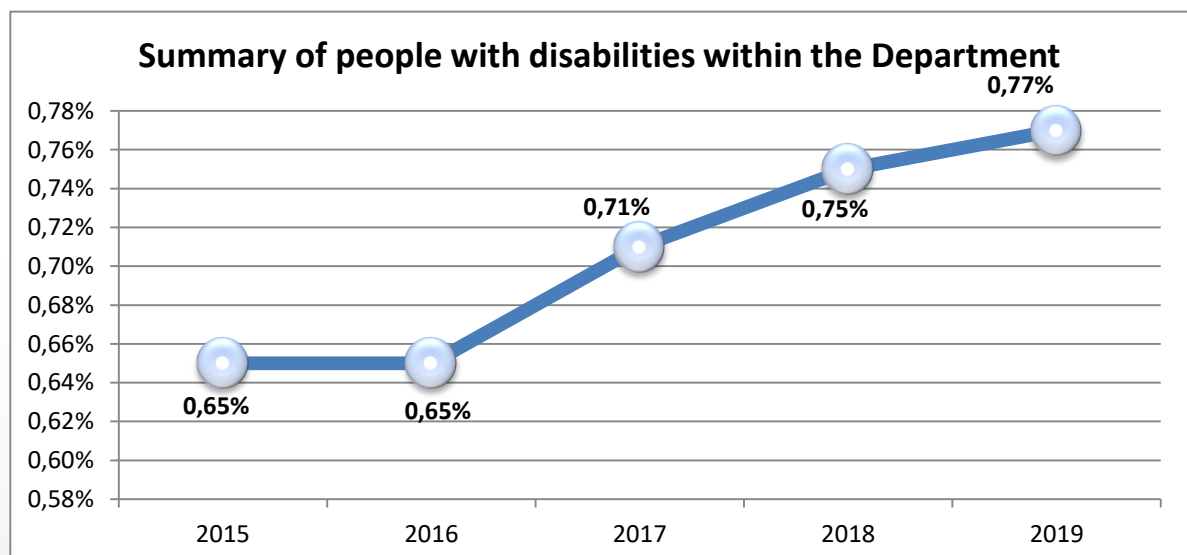
An Integrated HR Strategy that encompasses four main pillars being HR development, HR management, Integrated employee health and wellness and employee relations will be developed and implemented to manage the Department's human capital in line with business requirements. A long term staffing plan that 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 be 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:

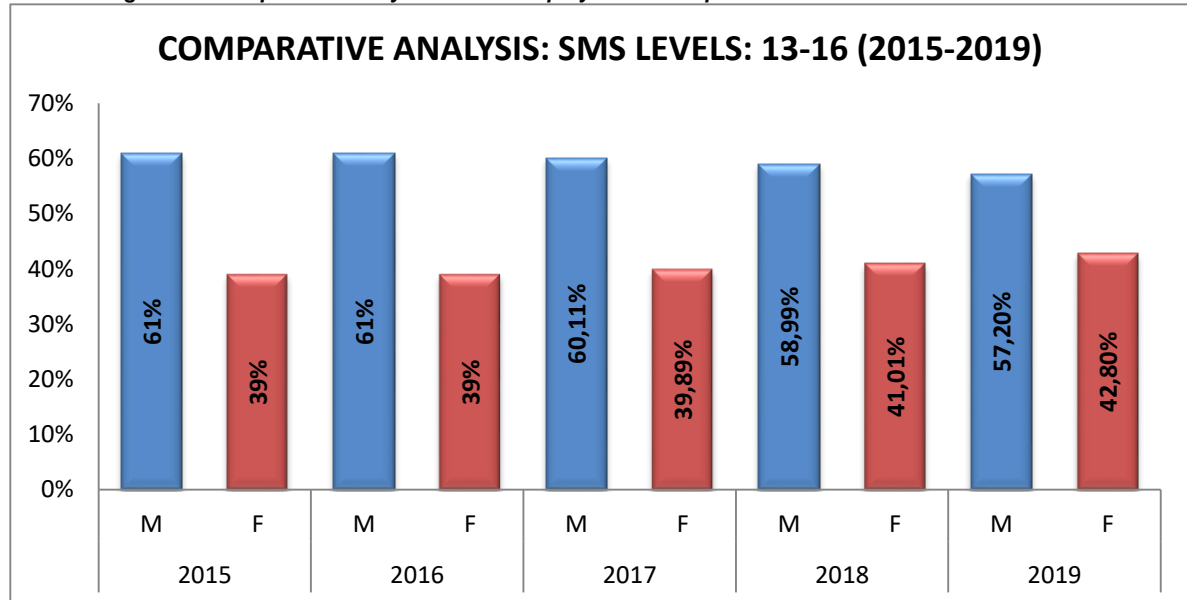
Figure 25: Summary of persons with disabilities employed by the Department for the period 2006 to 2019



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.

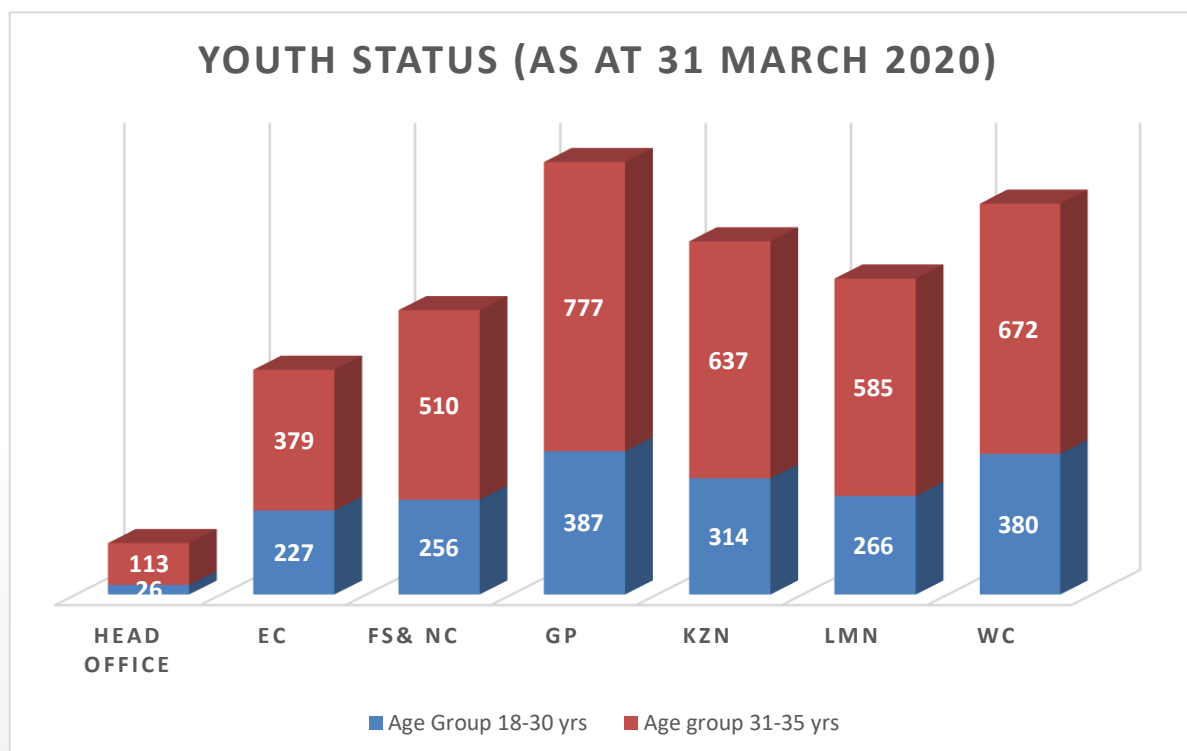
Figure 26: Comparative analysis of SMS employees for the period 2015 to 2019



The overall improvement of about 3% in the female representation/gender equity status is noted when comparing the March 2015 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 as at 31 March 2020



The representation of young people within the Department's workforce, as at 31 March 2019, was recorded at approximately 19%. 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 COVID-19, a pandemic which has locked down not only countries but the world economy at large, has magnified the prominence of technology. Some of the behaviours learnt during the COVID-19 crisis will become second-nature, as social distancing rules stay in place for a protracted period. In the long-term, the lessons learned from this temporary crisis presents an opportunity for the Department to create a more resilient workforce, with a focus on employee health and well-being enabled through a new perspective on the digital workplace. The adoption of new technologies in the Department would ensure that in the event of another crisis or pandemic, "business-as-usual" is next to not being disrupted at all. As Department accelerates its efforts to modernise correctional systems and overcome the challenge of unintegrated and non-interoperable information systems attention will be given to:

- Implementation of a Health (COVID-19) screening application with tracking, tracing and plotting
- maintaining inmate contacts with families through various inmate communication systems (video visits, inmate telephone system and message link);
- controlling the entry and exit of officials, visitors and inmates through Radio Frequency Identification (RFID)/QR Code and/or contactless biometric systems;
- implementation of a secure, high available network to manage the risks and content of illegal and mobile devices;
- implementation of an integrated security system which consists of electronic, electrical and mechanical sub-systems which are fully integrated into one system by the security management software; and
- implementation of body security scanners which are a threat detection solution combining ultra-low radiation with maximum visibility.

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. This will be controlled through a highly secure and available network to manage the risks and content of illegal digital and mobile devices.

A processes of controlling the entry and exit of officials, visitors and inmates through contactless biometric systems, RFID or QR-code 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.

The 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)

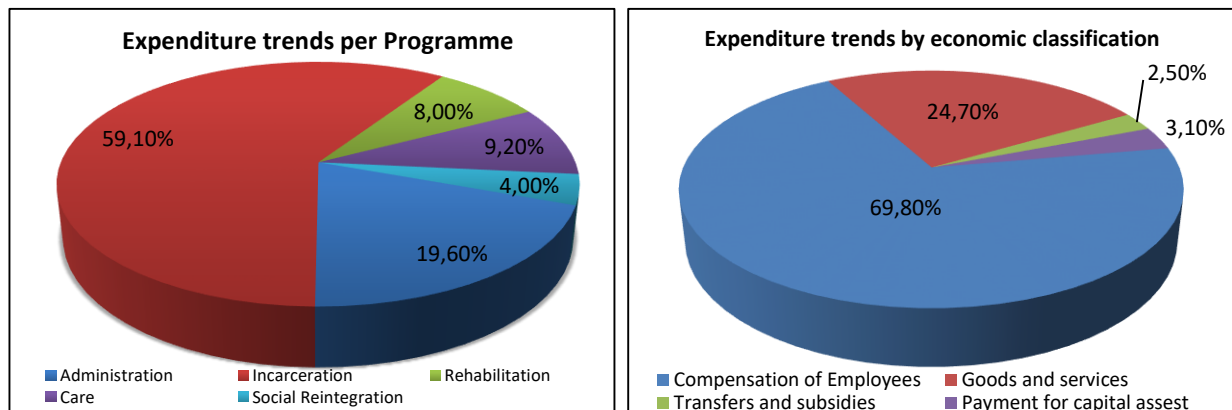
6.3.5.1 Budget overview

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.

The COVID-19 pandemic already shows signs of being the most disruptive global event in modern history. Going into this crisis, South Africa's fiscal position was weak, as outlined in the 2020 Budget Review. Gross government debt has continued to rise as a result of weak economic growth, high levels of expenditure and repeated funding support to state-owned companies. Rating downgrades and currency weakness since the COVID-19 crisis began have further increased the cost of government borrowing. The R500 billion support package from Government will provide substantial support to the economy, but will increase the fiscal deficit as a result of increased spending and a decline in tax revenues.

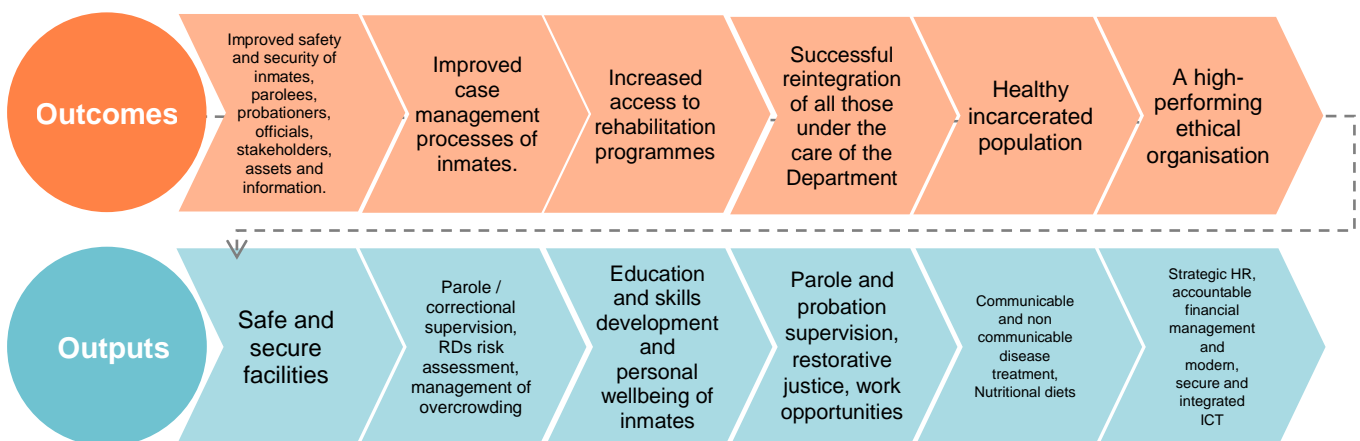
6.3.5.2 Expenditure trends and budget priorities

Figure 28: Expenditure trends per programme and economic classification



The distribution of expenditure per programme and economic classification is illustrated in the figure above. The total projected expenditure

of R85 billion for the 2020 MTEF will be directed toward the outcomes shown in the figure below



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 from 37 709 in 2019/20 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 69.8% (R59.4 billion) of total expenditure over the MTEF period is earmarked for compensation of employees.

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 COVID-19 crisis, which has seen global food chains disrupted, highlights the importance of local food production and consumption. To limit the spread of the COVID-19, governments have taken measures to restrict flows of goods, capital, and labour. Open economies will suffer for a longer period of time from the supply and demand effects of COVID-19. Given the potential long term trade restrictions prompted by the outbreak, there are significant benefits in combining diverse domestic production and functional trade to create a

more resilient future food system. In the longer term, the potential pressure for various countries to increase food reserves could decrease the amount of food pushed into global markets. Although it is unclear where the current crisis will take the food industry, it is beyond doubt that consumer sentiments will shift even more in favour of sustainable food.

Surging demand, partly joined with excessive buying and misuse of PPE amid the COVID-19 pandemic, is overwhelming global production capacity and putting lives at risk. The dramatic rise in demand for surgical masks, goggles, gloves, and gowns has depleted stockpiles, prompted significant price increases resulting in production backlogs. The most significant challenge is to ensure that critical PPE products are sourced and allocated to frontline health workers and other responders, especially those most vulnerable to the spread of the COVID-19. The Department has added the production of cloth face masks in the workshops, which will significantly contribute toward reducing the rate of transmission of COVID-19 in correctional facilities. In addition, the Department is investigating the possibilities of producing detergents internally for its own consumption and to support communities where possible.

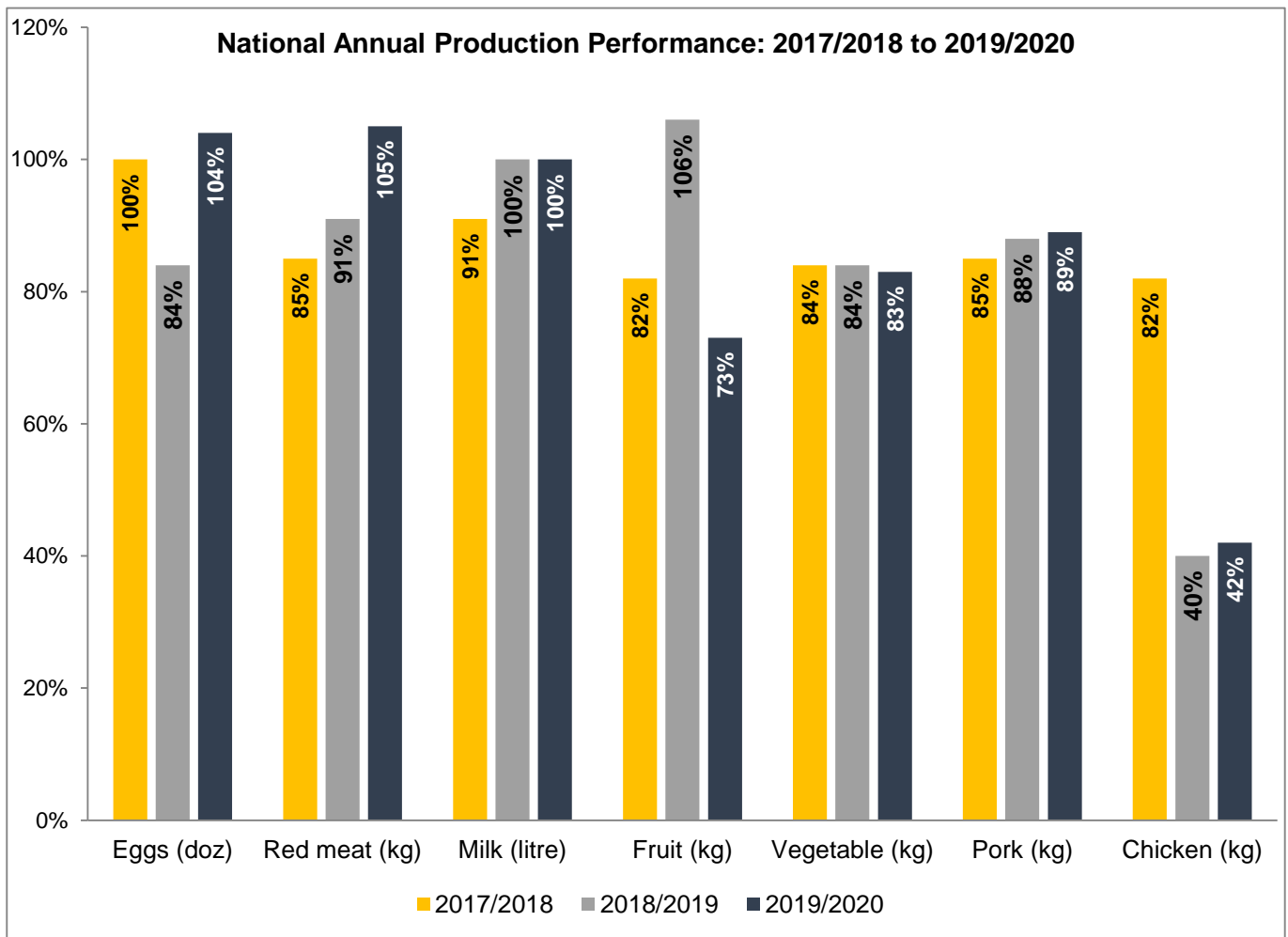
The phrase self-sufficient corrections from an economic perspective represents a corrections system, which operates with the primary goal of reducing the cost of doing business, generating revenue through offender labour, assist in making communities more sustainable, helping offenders reintegrate into 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 that 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 8 731 230 kg of vegetables, 471 127 kg of red meat, 1 773 172 kg of pork, 584,861 kg of chicken meat, 1 456 368 dozens of eggs, 6 378 568 litres of milk, while the Departmental orchards produced 415 134 kg of fruits in the 2019/2020 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 percentage agricultural production level in the past three financial years, i.e. percentage produced against the set target. 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: 2017/18 to 2019/20



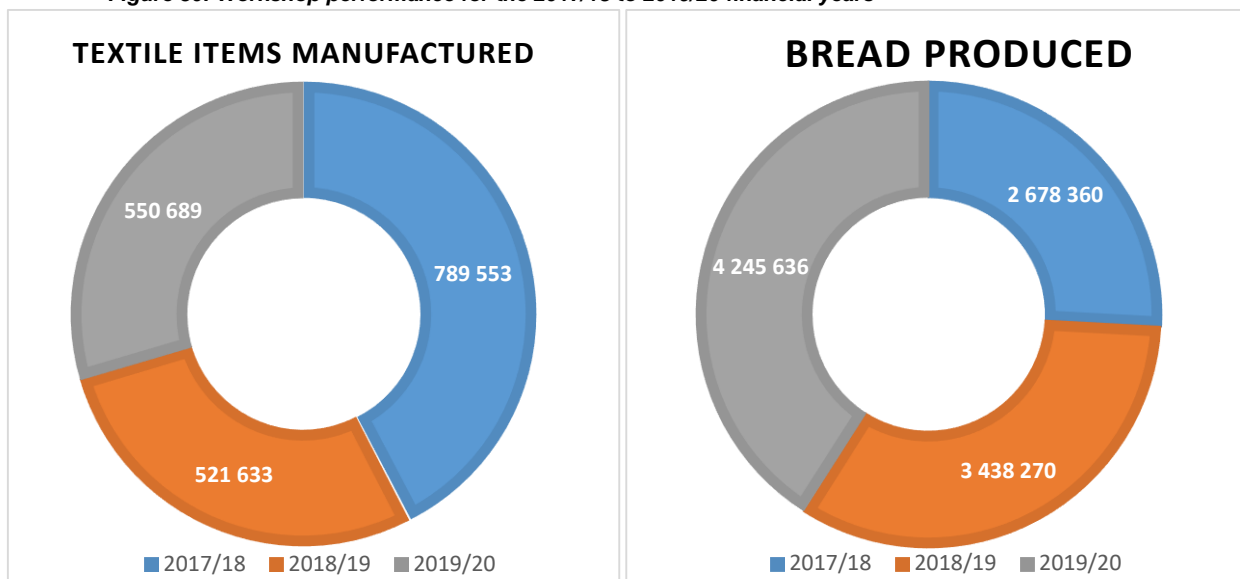
Self-sufficiency levels are influenced by the following factors:

- Operational budget (i.e. inadequate allocation of production funds for inputs: fertilisers, agro-chemicals, seeds, feed, stock remedies and vaccines will have an impact on agriculture operations and production performance).
- 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 keys 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 2017/18 to 2019/20 financial years



It is paramount for the Department to enhance production performance, minimise the costs of production and reduce 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 to ensure sustainable food production. 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 optimal utilisation of 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 and production workshops to increase productivity and revenue generation.
- 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.

Enterprise and supplier development

Table 9: 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 1 127 890 466	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.

The repercussions of COVID-19 outbreak will still be felt for years to come and despite the unprecedented steps and cumulative efforts undertaken by government, businesses and individuals to stem its growth, the virus continues to rampage across the country, causing loss of life and hitting businesses across industries and verticals. The effects of interruption of manufacturing capacity, and disruption of trading routes will be felt both upstream, in agriculture and the extractive industries and downstream, in construction, and in wholesale and retail commerce. The recession will bring hardship to new and existing businesses and many will close down. Unfortunately, small businesses will suffer the most. The Department must maintain business operations, fulfil urgent demands and mitigate supplier challenges against a backdrop of significant disruption to the

workforce. With such dramatic volatility in supply and demand, the Department will work closely with its suppliers on potential contingency plans to optimize the price of their services while managing their payables.

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 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 infrastructure delivery

model is based on the Infrastructure Delivery Management System (IDMS) which was designed to capacitate the public sector's infrastructure implementing units in order to enhance the delivery of infrastructure in an effective and efficient manner. In line with the Infrastructure Master Plan, the Department will create approximately three thousand bed spaces through upgrades and construction of new facilities in Emthonjeni, Brandvlei, Parys, Burgersdorp and Lichtenburg. In addition, the Department will phase out facilities that do not meet minimum security requirements. The infrastructural programme of the Department underpins the ability of the Department to effectively deliver on the offender rehabilitation path by improving the capacity of the departmental offender schools and skills training facilities and the production workshops, to align centres with the minimum facilities requirements.

The Department has a total of eight corrugated iron (zinc) facilities. The replacement for Tzaneen is already underway and will be completed within the 2020/21 financial year while the upgrade of Lichtenberg and Zeerust are in the planning phase. The Department has also commenced the planning process for new Head Office accommodation, at the Salvokop Precinct in Pretoria, which will deliver a safe, state of the art work environment. The planning and development of the infrastructure will be aligned to the NSDF which seeks to create spaces that are liveable, equitable, sustainable, resilient and efficient, and support economic opportunities and social cohesion.

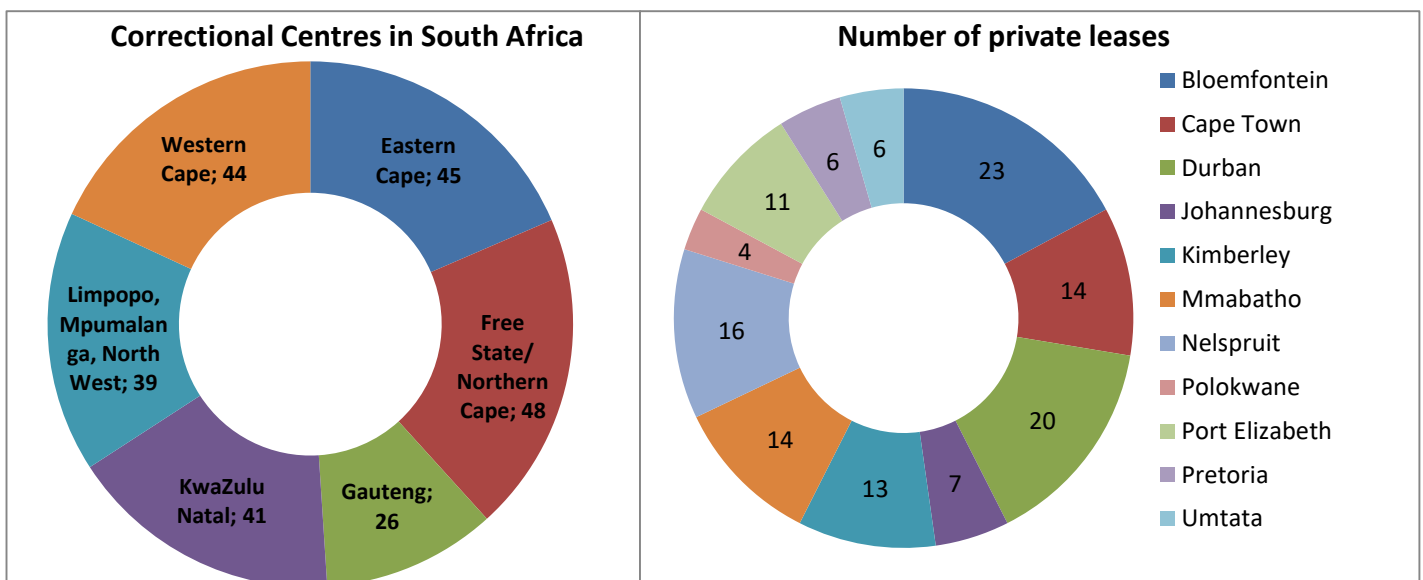
The pace of infrastructure projects has slowed down due to the outbreak of COVID-19. The construction sector has been particularly affected as a result of construction sites having to close and projects put on hold, in an industry that was already facing challenges due to the constrained economic climate. With the virus accelerating many of South Africa's challenges, the short- and medium-term outlook for the construction sector will be hampered by fiscal constraints in the public sector, as well as a persistent demand shock emanating from the private sector, which is expected to last several years. The infrastructure programme of the Department will concomitantly be affected due to delays in the supply of construction materials and workforce shortages. This will require careful management of infrastructure projects by implementing agents. Priority will be given to

maintenance services that will be executed using offender labour and where there are fewer external dependencies. As part of the COVID-19 response plan the Department has made provision for isolation and quarantine facilities within designated correctional centres in order to prevent the spread of the virus into densely populated areas of the centres. This was done either through the conversion of facilities or through the procurement of additional temporary quarantine compounds.

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. 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 significant 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.

Figure 31: Correctional facilities and private leases



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 over utilisation 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. 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 10: MTEF Infrastructure Budget

Budget description	2020/21	2020/22	2021/22
	(R'000)	(R'000)	(R'000)
Capital projects	408 556	601 581	630 457
Maintenance and repairs	166 787	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.

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 16 to 20 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

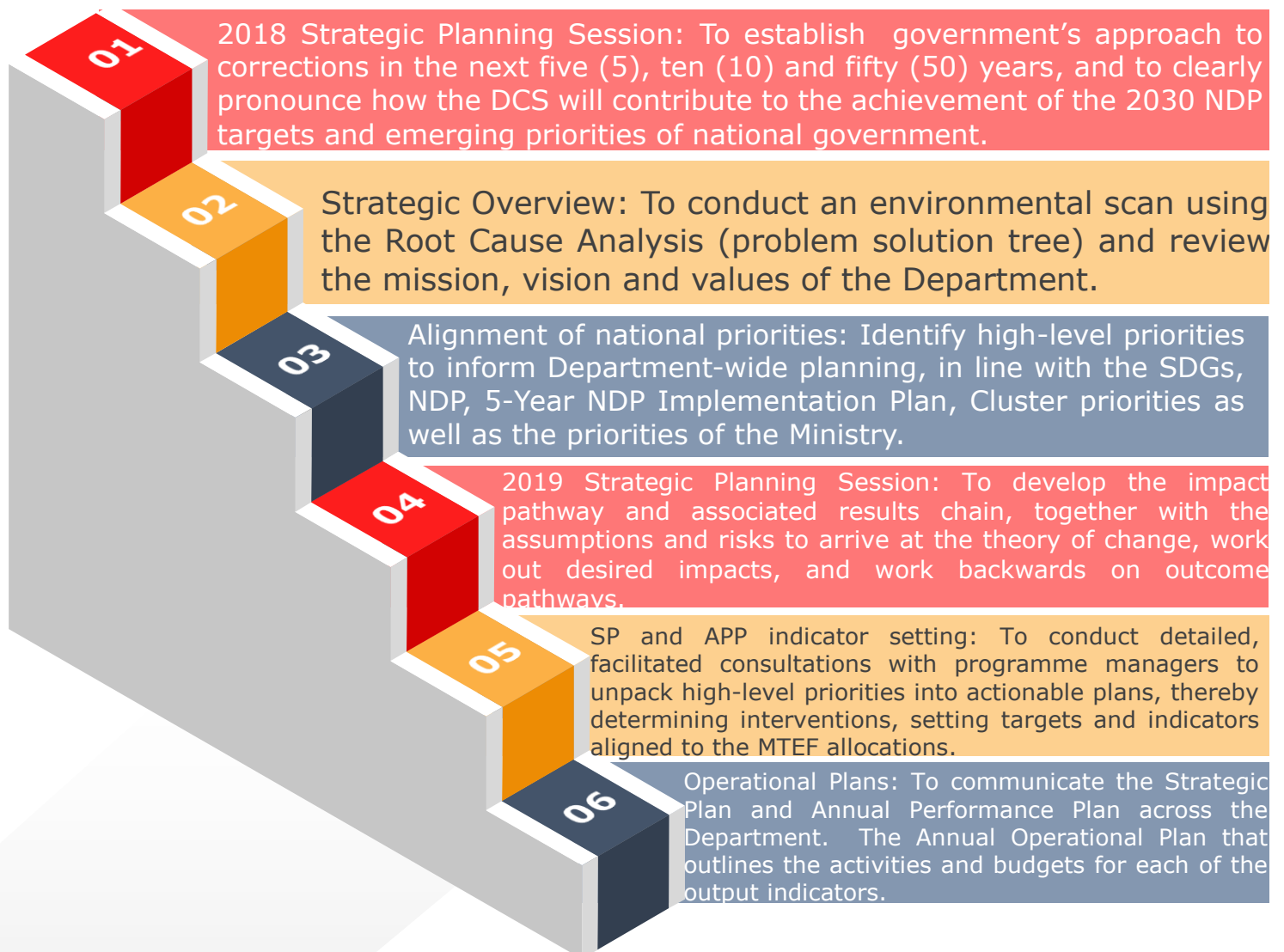
resulted in the development of interventions that will impact social stability and restore moral regeneration for society. In addition, it sought to establish how the government's approach to corrections in the next five (5), ten (10) and fifty (50) years will be managed and to clearly pronounce how 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 14 to 16 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.

The Department then conducted its final session on 14 to 15 November 2019 to review of the Draft Strategic Plan and Annual Performance Plan with regard to the following critical areas: Vision, Mission, Values and Impacts, review of the Outcomes (and 5 Year Targets), and Outputs (with targets), Risk Register and Service Delivery Improvement Plan.

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.

Subsequent to the finalisation of the 2020-25 Strategic Plan and 2020/21 Annual Performance Plan, the World Health Organisation (WHO) declared COVID-19 a global pandemic on 12 March 2020 with more than 20 000 confirmed cases in the European Region and 17 confirmed cases in South Africa. An urgent containment strategy was necessary while accelerating efforts to control the disease in a fast-evolving situation. The Department simultaneously adopted a conscientious approach in implementing its COVID-19 Disaster Management Response Strategy across all correctional centres and offices. As the virus continues to spread in communities, correctional centres within the

same localities will remain vulnerable. Preventing the spread of COVID-19 is difficult everywhere but correctional centres are among the hardest places to protect which calls for a rigorous departure from the business-as-usual approach.

In response to the impact of the national state of disaster and in alignment with the 2020/21 special adjustment budget process the Department commenced a process to revise the 2020-25 Strategic Plan and 2020/21 Annual Performance Plan. The strategic planning process of the Department was subsequently extended to include a scenario analysis as a critical planning tool in this time of uncertainty. It reinforces the Department's awareness of uncertainty and provides a range of possible outcomes (scenarios). This included developing deeper insights into the modes of delivery, critical drivers and assumptions to increase readiness for a range of potential outcomes. This insight will be increasingly important moving forward. Rather than trying to predict the future, the Department has used the information gathered to strengthen its strategy to cope with uncertainty. The Strategic Plan and Annual Performance Plan were evaluated against the scenarios to assess the "robustness" of the strategy. By identifying strategic trends that may continue over the next five years, the Department was able to (a) identify new threats and opportunities, (b) select the trends that are likely to continue into the future, (c) draft a scenario plan, (d) check the logic of the plan and (e) determine the impact over the next five years.

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

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	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Review Case Management systems, processes and tools Review multi-pronged strategy and ensure integrated approach in the management of overcrowding with stakeholders 	<ul style="list-style-type: none"> Increase access to education, training and skills development Improve moral fibre of inmates 	<ul style="list-style-type: none"> Increase accessibility of community corrections services in all district Advance victim-offender reconciliation Create economic opportunities for parolees and probationers 	<ul style="list-style-type: none"> Early detection and management of communicable diseases Early detection and management of non-communicable diseases Therapeutic diets available 	<ul style="list-style-type: none"> Scalable and robust technology Strategic HR management Improved governance and compliance Accountable financial performance
Assumptions	<ul style="list-style-type: none"> Overcrowding not exceeding 50% Adequate funding for capital, maintenance projects and municipal charges Own Resources capacity in terms of offender labour Performance by Implementing Agents Sustainable delivery of basic services by Municipalities 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> All inmates are willing to participate in rehabilitation interventions and developmental programmes. Strengthened collaborations amongst strategic partners Automated inmate management system 	<ul style="list-style-type: none"> Offenders are accepted into the family and/or communities Offenders are economically independent after release 	<ul style="list-style-type: none"> Inmates in need of care must be willing to seek healthcare services Availability of primary healthcare resources 	<ul style="list-style-type: none"> MTEF budget allocations in line with the service delivery requirements of the Department

7.2 Impact

Table 11: Impact Table - Safer and empowered communities through sustainable economic development

Impact title	Safe and empowered communities through sustainable economic 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	<p>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.</p> <p>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.</p>

7.3 Outcomes

Table 12: 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	<p>Reduced inmate population (overcrowding) to improve the ratio of offenders to custodial officials</p> <p>Appropriate and cost-effective facilities that support a safe and secure environment</p> <p>Availability of skilled and trained security officials</p> <p>Integration with the JCPS cluster departments (value chain)</p>
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
	<ul style="list-style-type: none"> • 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 13: Strategic Outcome 2.1 - 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 14: Strategic Outcome 3.1 - 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	<ul style="list-style-type: none"> 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)	<ul style="list-style-type: none"> 10% (1 457) increase of offenders enrolments in personal development programmes 6.15% (8 064) in inmates participating in rehabilitation programmes
Five-year target	<ul style="list-style-type: none"> 25% increase in offenders enrolled in development programmes 10% increase in inmates participating in rehabilitation programmes
Enablers to achieve the five-year target	<p>Strategic partnerships with relevant stakeholders (e.g. government departments, SETAs, NSF, NPOs, NGOs, FBOs, and private sector)</p> <p>Discretionary Grant allocation</p> <p>Infrastructure that is suitable for rehabilitation purposes</p> <p>Subject specialists to support rehabilitation programmes, including, among others, Psychologists, Artisans, Social Workers, Spiritual Care Workers and Educators</p>
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	<p>MTSF Priority 3 (Education, skills and health) Sub-Programme school education, PSET and skills development</p> <p>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</p> <ul style="list-style-type: none"> 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

	<p>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</p> <p>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</p> <p>Chapter 11 of the White Paper on Corrections – Special Categories of Offenders</p>
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Table 15: Strategic Outcome 4.1 - 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	<p>Automated integrated system for the management of inmates and offenders</p> <p>Criminal record expungement</p> <p>Collaboration with all relevant stakeholder (government departments, NPOs, NGOs, FBOs, business)</p> <p>Automation of case management processes</p> <p>Comprehensive risk profiling (assessment, profiling and sentence planning) of offenders</p> <p>Regular review of offenders' progress by supervision committee</p>
Contribution of the outcome indicator to the achievement of the impact	Reintegration entails the process of transition from incarceration into mainstream 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	<p>MTSF Priority 6 (Social Cohesion and Safe Communities) Sub-programme: Fostering Constitutional Values</p> <p>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.</p> <p>NDP Chapter 15: Nation building and social cohesion</p>
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 16: Strategic Outcome 5.1 – 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	<p>Health promotion to inmates</p> <p>Accessibility to primary healthcare (internal and external participation)</p> <p>Inter-sectoral collaboration (government departments, private sector, NGOs, CBOs, FBOs)</p>
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	<p>MTSF Priority 3 (Education, skills and health), Sub-programme: Health</p> <p>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</p> <ul style="list-style-type: none"> • 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: <ul style="list-style-type: none"> ○ Accelerate prevention to reduce new HIV, TB and STIs ○ Reduce morbidity and mortality by providing treatment, care and adherence support
Justification	<p>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”</p> <p>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.</p>

Table 17: Strategic Outcome 6.1 - 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	<ul style="list-style-type: none"> Percentage increase in achievement of organisational planned targets Percentage of smart technologies implemented (as per MISSTP)
Rationale for the choice of outcome indicator	<p>Performance measurement is used to determine if the Department is achieving its intended results and driving quality improvement</p> <p>Automating processes and integrating systems and technology will result in centralised systems that provide reliable data for improved planning</p>
Baseline (2018/19)	<ul style="list-style-type: none"> 82% (31/38) achievement in 2018/19 financial year Master Information Systems Plan and Enterprise Architecture Business Case
Five-year target	<ul style="list-style-type: none"> 5% improvement in organisational performance 100% implementation of smart technologies (as per MISSTP)
Explanation of enablers to achieve the five-year target	<p>Relevant skills required by the Department available</p> <p>Fiscal sustainability within the Department</p> <p>Ideal Correctional Official with a high degree of personal integrity, commitment and professionalism</p> <p>Conditions conducive to inclusive economic growth and development</p>
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	<p>MTSF Priority 1 (Capable, ethical and developmental State) Programme: A capable and honest Government</p> <p>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</p> <p>NDP Chapter 13: Building a capable and developmental State</p>

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
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8. Strategic Risks

Table 18: Strategic Risks

No.	Strategic Outcome	Risk Description	Root Cause	Consequence	IRR	Current controls	RRE	Treatment Plan
SR 1	Outcome 1: Improved safety and security of inmates, officials, stakeholders, assets and information	Inadequate security and safety systems for inmates, officials, stakeholder, assets and information.	<ol style="list-style-type: none"> 1. Ineffective implementation of gang management strategy. 2. Dilapidated infrastructure not meeting the security standards i.e. access control 3. Dysfunctional security systems due to lack of maintenance. 4. Inappropriate official to inmate ratio (shift pattern placing further burden on security resources). 	<ol style="list-style-type: none"> 1. High Security breaches and incidents such as escapes, assaults, unnatural death. 2. Increase smuggling of contraband into correctional facilities. 3. Uncontrolled access to all correctional facilities, offices and on information systems. 	25	<ol style="list-style-type: none"> 1. Usage of National Response teams in case critical needs. 2. Emergency support teams are available to critical management areas and are deployed as and when need arise. 3. Operation Vala is continuing to be implemented. 4. Regular visits are conducted at management areas to review security compliance. 5. Offenders are assisting with provisioning of critical information that assists in improvement of security. 6. Replacement of ICT old infrastructure through cabling and switches. Procurement of new servers and computers. 7. Implementation on Anti-virus solution. 	20	<ol style="list-style-type: none"> 1. Review Gang management strategy and optimise utilisation of technology to enhance safety and security (CCTV cameras, body scanners, drones etc.) 2. Redesign security model and resuscitate ISS project and put in place maintenance contracts for security installations. 3. Review and approve the appropriate shift systems after sufficient staffing has been provided (Capacitated Management Area and Corrections Centres).
SR 2	Outcome 1: Improved safety and security of inmates, officials, stakeholders, assets and information	Ineffective Information Communication Technology (ICT) and Infrastructure to support and enable the department to have reliable, secured and integrated systems.	<ol style="list-style-type: none"> 1. Outdated and vulnerable ICT infrastructure impacting on reliability, security and integrity of systems. 2. Insufficient IT security tools. 3. Inadequate data integrity. 4. Delays to complete IIMS project. 	<ol style="list-style-type: none"> 1. Poor service delivery 2. Inadequate ICT support to business 	25	<ol style="list-style-type: none"> 1. Replacement of old infrastructure on the prioritised sites through cabling and switches, procurement of servers and computers. 2. Rolling out of IIMS system 3. Implementation of Anti-Virus solutions. 	20	<ol style="list-style-type: none"> 1. Develop and implement a Comprehensive and Integrated infrastructure Master plan. 2. Development of master information and security technology plan (MISSTP). 3. Review the infrastructure delivery model, procurement strategy and SLA/MOA with implementing agents. 4. Implement DCS maintenance contract using in-house artisans and offender labour. 5. Continuous rolling-out of IIMS system 6. Procurement of Internal Firewall and Backup solutions.

No.	Strategic Outcome	Risk Description	Root Cause	Consequence	IRR	Current controls	RRE	Treatment Plan
SR 3	Outcome 2: Improved case management processes of inmates.	Inadequate case management systems and processes.	<ol style="list-style-type: none"> 1. Outdated Admission and Release systems (Utilisation of manual systems) 2. Lack of integrated criminal justice information and management systems (SAP 62, SAP 69C and sentence remarks) -CMC, Parole Board and NCCS). 3. Lack of integrated planning within the JCPS Cluster. 4. High inmate population with insufficient bed space. 5. No control over the influx of both remand detainees and sentenced offenders. 6. Inadequate implementation of the multi-pronged strategy. 7. Delay in the renewal of the Parole Board. 	<ol style="list-style-type: none"> 1. Inadequate profile reports. 2. Delayed consideration of offenders for parole placement. 3. Inconsistencies in decision making by CSPBs. 4. Erroneous releases. 5. Non-compliance in regulations 6. Litigations 7. Constant increase of overcrowding. 	25	<ol style="list-style-type: none"> 1. Manual processes in place 2. Records management framework 	20	<ol style="list-style-type: none"> 1. Improve case management processes of offenders (admission, detention, placement and release) 2. Modernisation and processes re-engineering at every entry -point across the value chain propelled by the 4th Industrial Revolution. 3. Improve collaboration with JCPS cluster partners. 4. Promote the use of diversion programmes as a sentence option for certain crimes in collaboration with Dept. of Social Development and Department of Justice to reduce awaiting trial population and freeing bed-space for sentenced offenders. 5. Implementation of electronic inmate management information systems 6. Review the implementation of the current multi-pronged strategy. 7. Review the current model of the parole systems including the contracts.
SR 4	Outcome 3: Improved access to rehabilitation and developmental interventions	Inadequate access to rehabilitation, psychosocial services and developmental interventions to prepare inmates for successful reintegration into society	<ol style="list-style-type: none"> 1. Lack of personnel available to provide security during the rehabilitation and development programmes compounded by the shift patterns. 2. Disproportionate ratio of offenders to professionals/custodial members. 3. Lack of integrated planning (internally and externally with stakeholders) 4. Environment not conducive for the implementation of rehabilitation programmes. 5. Inability to provide adequate access to psychosocial services to inmates (Spiritual, Social work and Psychological services) 	<ol style="list-style-type: none"> 1. Offenders not reintegrated into society. 2. Reoffending, unemployment and poverty. 3. Failure to implement and fully complete sentence plans. 4. Inadequate service delivery. 	25	<ol style="list-style-type: none"> 1. Formalised partnership with communities, traditional leaders, NGO's and other government departments. 	20	<ol style="list-style-type: none"> 1. Utilisation of information communication technology to improve access to all rehabilitation programmes. 2. Alignment of the Organisational structure and skills to functions (appoint, Identify, train and place officials to render rehabilitation programmes). 3. Improve planning and collaboration with all stakeholders. 4. Create an environment conducive for the implementation of rehabilitation programmes. 5. Marketing and awareness of rehabilitation programs to foster relationships with external stakeholders 6. Improve and establish formal partnerships with relevant stakeholders, collaboration with JCPS cluster partners and marketing of psychosocial rehabilitation services.

No.	Strategic Outcome	Risk Description	Root Cause	Consequence	IRR	Current controls	RRE	Treatment Plan
SR 5	Outcome 4: Successful reintegration of all those under the care of the Department.	Unsuccessful reintegration of offenders into communities.	<ol style="list-style-type: none"> 1. Rejection of offenders by families and communities. 2. Offender inability to live a productive life. 3. Failure to comply with parole correctional supervision conditions. 4. Inadequate organisational structure. 5. Inadequate collaboration among relevant stakeholders(other government departments, Business sectors and other entities) 6. Inadequate participation and unwillingness of offenders in restorative justice programme. 	<ol style="list-style-type: none"> 1. Reoffending. 2. Dysfunctional families. 3. Offender behaviour relapse. 	20	<ol style="list-style-type: none"> 1. Policy and Policy Procedures available 2. Social Reintegration programmes 3. Stakeholder management 	16	<ol style="list-style-type: none"> 1. Reconcile offenders, parolees and probationers with their families /communities through enhancement of partnerships with community safety forums, National House of Traditional Leaders and Councillors. 2. Support offenders to become law abiding and productive citizens by encouraging offenders to form cooperatives. 3. Strengthen internal collaboration to ensure effective implementation of the sentence plans. 4. Enhance specialized training for social re-integration. 5. Strength strategic partnerships to provide after care support and participation in structures supporting social cohesion. 6. Improve public education on the mandate of correctional services.
SR 6	Outcome 5: Healthy incarcerated population.	Inadequate provision of a comprehensive package of health care services to inmates.	<ol style="list-style-type: none"> 1. Limited number of pharmacy facilities to increase accessibility of medicines and other supplies. 2. Unavailability of an integrated electronic health information system. 3. Unavailability of departmental specific staffing norms for Health Care Professionals/service providers. 4. Lack of measures to detect communicable diseases within the DCS centres. 	<ol style="list-style-type: none"> 1. Inadequate prevention, health promotion and management inmate's medical conditions. 2. Spread of communicable diseases 3. Medical complications and mortality resulting in possible litigations 	25	<ol style="list-style-type: none"> 1. Utilization of available resources (manual health information system, Three Interlinked Electronic Registers {TIER.Net}, human resources, finance) 2. Referral to Departments of Health for secondary and tertiary levels of health care 	16	<ol style="list-style-type: none"> 1. Increase in pharmacy facilities in all Management Areas to ensure accessibility of medicines and other medical supplies. 2. Provision of health care services in line with applicable legislation and minimum health standards and integrate inmate system with Health Information system for inmates 3. Development of DCS specific staffing norms for all cadres of Health Care Professionals/ Service providers. 4. Strengthen partnership with stakeholders (DoH) 5. Rolling out awareness on communicable diseases across the DCS centres.

No.	Strategic Outcome	Risk Description	Root Cause	Consequence	IRR	Current controls	RRE	Treatment Plan
SR 7	Outcome 6: High performing ethical organisation.	Lack of an enabling environment that supports service delivery excellence.	<ol style="list-style-type: none"> 1. Lack of integrated business information for informed decision making. 2. Inadequate organisational capacity(Organisational structure not aligned to DCS mandate) 3. High skilled staff turnover (voluntary retirement without penalties) 4. Non-compliance to key legislation, prescripts and policies. 	<ol style="list-style-type: none"> 1. Low staff morale (demotivated workforce) 2. Negative audit outcomes. 3. Fraud and Corruption. 4. High expenditure on municipal service charges 	20	<ol style="list-style-type: none"> 1. Training of officials on policies and legislation 2. Utilization of current organizational structure to deliver on the mandate. 	16	<ol style="list-style-type: none"> 1. Automation and integration of business processes for accurate, reliable, timeous and relevant information (i.e. digitalise identity for offenders, officials, visitors and stakeholders. 2. Approval and implementation of functional centre-centric organisational structure. 3. Develop and implement talent management strategy and retention strategy. 4. Improve turnaround filling of post. 5. Develop, implement and automate Compliance framework and continue monitoring of compliance to legislation and prescripts.
SR 8	Outcome 6: High performing ethical organisation.	Impact of global warming resulting in changing weather patterns (natural disasters and climate change)	<ol style="list-style-type: none"> 1. Inadequate business continuity and recovery strategy. 2. Delay in finalising the Business Continuity plans. 3. Negative implications of energy and water crisis. 	<ol style="list-style-type: none"> 1. Interruption of business operations (internal and external services). 2. Litigation. 3. Organisational reputational damage. 4. Loss of crops and livestock due to fires and droughts. 5. Low agricultural productivity 	15	1. Implementation of available contingency plan	12	<ol style="list-style-type: none"> 1. Conduct environment risk impact assessment against the DCS business operation (compliance with environment act and policies) 2. Develop business continuity strategies. 3. Explore investment in alternative energy and water sources on correctional centre farms.

No.	Strategic Outcome	Risk Description	Root Cause	Consequence	IRR	Current controls	RRE	Treatment Plan
SR 9	Outcome 6: High performing ethical organisation.	Impact of fiscals shrinking/ budget cuts on service delivery	<ol style="list-style-type: none"> 1. Insufficient tax revenues to fund government spending, as a result of slow economic growth 2. Non-adhering to the spending plan. 3. Poor internal controls within the supply chain processes. 4. Inadequate monitoring of expenditure. 5. Insufficient budget allocations for programmes and projects 6. Negative economic outlook. 	<ol style="list-style-type: none"> 1. Poor service delivery. 2. Inability to meet financial obligations. 3. Reduction of budget allocation by National Treasury. 	20	<ol style="list-style-type: none"> 1. Implementation of budget reprioritisation and circulars. 2. Utilisation of funding from external funders for other critical programs. 3. Utilisation of services from partners for programs. 	16	<ol style="list-style-type: none"> 1. Monthly and quarterly budgets monitoring meetings. 2. Quarterly reporting departmental structures on budget usage status. 3. Availability and usage of IYM tools. 4. Monitoring the implementation of financial circulars issued on usage of budget. 5. Stringent budget management and enhancing self-sufficiency (enhance offender labour practice) 6. Request National Treasury to be exempted from paying over funds made by DCS resources (Farms, workshops) to fund additional programs. 7. Request additional funding and assistance from local and international donors.
SR 10	Outcome 6: High performing ethical organisation.	Misalignment between resources allocation and strategic plans.	<ol style="list-style-type: none"> 1. Inadequate compliance to minimum Rules for the Treatment of prisoners (The Mandela Rules). 2. Inability to provide full range of rehabilitation programs and activities (needs-based programmes to meet educational and training needs of sentenced offenders). 3. Inability to provide social and psychosocial services (support sentenced offenders by promoting their social functioning and mental health). 	<ol style="list-style-type: none"> 1. Poor rehabilitated offenders. 2. Community rejection of offenders. 3. Poor service delivery 	15	<ol style="list-style-type: none"> 1. Usage of contract workers, partners, and other stakeholders to augment the operation needs. 2. In-house training of officials for skills transfer. 	12	<ol style="list-style-type: none"> 1. Budget alignment with the DCS mandate on rehabilitation and Social reintegration. 2. Strengthening of Restorative Justice processes i.e. victim, community and offenders' reconciliation and formal partnerships with academia, civil society organisations and faith based organisations. 3. Development and implementation of Service Delivery Improvement plan.

No.	Strategic Outcome	Risk Description	Root Cause	Consequence	IRR	Current controls	RRE	Treatment Plan
SR 11	Outcome 6: High performing ethical organisation.	Inability of the department to have a structure that is responsive to the organisation.	1. Misalignment between organisational structure and operational needs. 2. Dependency on DPSA for approval of the reviewed structure. 3. Lack of control by HR planning to review the structure. 4. Instability of leadership and continuous change of DCS vision 5. Budget Constraint	1. Poor service delivery 2. Lowering performance targets	25	1. Usage of contract workers to augment the current operational needs. 2. Usage of partners and other stakeholders in the interim on critical service while waiting for finalisation of structure.	20	1. Alignment of structure in accordance to operational needs. 2. Ensure proper funding of developed structure. 3. Ensure approval of reviewed structure that is aligned to the operational needs.
SR 12	Outcome 6: High performing ethical organisation.	High staff turnover (staff shortage).	1. Lack of capacity to fill the post. 2. Lack of structured recruitment. 3. Internal promotion due to OSD requirement (90% of appointments) at management area level which increase vacancy rate. 4. Halt or non-continuity of training colleges. 5. Learnership program (which requires SARSETA confirmation) delays the appointment of new recruits. 6. Aged workforce due to retire in the short space of time.	1. Poor service delivery 2. Lowering performance targets	20	1. In-house training of officials for skill transfer. 2. Continuous advertisement and recruitment of critical funded posts. 3. Decentralised recruitment processes to Regions and Management Areas.	13	1. Review promotion policy to address vacant posts which are abolished and converted to entry level post. 2. Change training strategy for new intakes from learnership program (12 months training) to Basic Training (3 months training). 3. Review the recruitment strategy. 4. Develop a structured recruitment strategy 5. Improve promotion of internal staff.

No.	Strategic Outcome	Risk Description	Root Cause	Consequence	IRR	Current controls	RRE	Treatment Plan
SR 13	Outcome 6: High performing ethical organisation.	High levels of fraud and corruption in the department.	<ol style="list-style-type: none"> 1. Continuous increasing volume of cases to be investigated by DIU. 2. Lack of capacity to cover prevention, detection and investigation. 3. Inadequate structure to deal with increasing level of fraud and corruption. 4. Delays in approving the reviewed Anti-Corruption Policy, Whistleblowing Policy, Fraud Prevention Policy, Fraud Prevention plan and Counter Corruption Strategy. 5. Outdated departmental policies, procedures and guidelines at the respective directorates. 6. Lack of forensic investigation component. 7. Poor supervisory and verification by respective managers to detect errors and possible irregularities. 8. Unethical conduct of DCS employees. 9. Lack of technology to assist to during investigation and detection of cases. 10. Weak ICT security of system (sharing of password, changing of password in the short space of time without the system automatically raising discrepancies) 	<ol style="list-style-type: none"> 1. Increase in backlog of cases to be investigated. 2. Reputational damages 3. Lack of consequence management on high level cases. 4. Poor service delivery. 	25	<ol style="list-style-type: none"> 1. Continuous awareness campaigns. 2. Usage of available staff for investigations (DIU) 3. Monitoring of cases on monthly basis. 	20	<ol style="list-style-type: none"> 1. Approve Anti-Corruption Policy, Fraud Prevention Policy, Fraud Prevention Plan, Whistleblowing policy and Counter Corruption Strategy. 2. Strengthen DIU capacity to cover prevention, detection and Investigations. 3. Strengthen collaboration and relationship with other law enforcement agencies (SARS, NPA, SAPS etc.). 4. Review the Correctional Service Act to give investigators powers to subpoena evidence from external sources. 5. Develop and implement integrity and ethics framework and policy.

No.	Strategic Outcome	Risk Description	Root Cause	Consequence	IRR	Current controls	RRE	Treatment Plan
SR 14	Outcome 5: Healthy incarcerated population.	Vulnerability to Communicable Disease outbreaks.	1. Inadequate prevention, containment and mitigation measures. 2. Unsanitary living conditions within centres. 3. Corona outbreak(preparedness plan) 4. Overcrowding. 5. Inadequate Business Continuity measures to address communicable diseases 6. Lack of measures to detect communicable diseases within the DCS centres.	1. External and imported transmission. 2. Reputational damage to the organisation. 3. High rate of mortality. 4. Increased mobility amongst the most vulnerable and aged. 5. High rate of litigation. 6. Service discontinuity	25	1. Plans on the state of readiness and implementation plans.	20	1. Develop and implement health care strategy to ensure prevention, containment and treatment of communicable diseases. 2. Ensure compliance to good hygiene practice in the correctional centres. 3. Development and implementation of Business Continuity Plan. 4. Improve living condition at the correctional centre by creating an enable environment for good hygiene practice.
SR 15	Outcome 6: High performing ethical organisation.	Impact on organizational effectiveness and performance.	1. Non-conducive working environment. 2. Lack IT support (use of technology) on business processes. 3. Lack of effective oversight. 4. Poor organisational culture 5. Ineffective strategy to develop human capacity. 6. Misaligned structural design. 7. Ineffective monitoring of organisational performance. 8. Unreliable data and performance information.	1. Poor service delivery. 2. Organisational and functional silos. 3. Non-achievement of strategic objectives. 4. Poor performance	20	1. Policies and procedures. 2. Developed five year strategic plan and Annual Performance Plan. 3. Signing of performance contract by all SMS and officials.	15	1. Develop organizational change management strategy/ approach. 2. Improving the organizational culture. 3. Improving the employee performance through effective PMDS. 4. Increasing business process efficiency. 5. Integrating technology into critical business process.

IRR - Inherent Risk Exposure Index

RRE - Residual Risk Exposure

9. Service Delivery Improvement Plan

Table 19: 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	<p>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.</p> <p>Management Area The Management Area checks, verifies and consolidates then forwards information to the Regional Office.</p> <p>Regional Office Information is checked, verified and consolidated by the Regional Office and forwarded to Head Office</p> <p>Head Office Information received from the Regional Offices is checked, consolidated and reported by Security Operations: Head Office on the M&E Reporting System</p>
Method of calculation/ assessment	$\left(\frac{\text{Number of escapes} + \text{number of assaults} + \text{number of unnatural deaths}}{\text{Total inmate population for the same reporting period}} \right) \times 100$ <p>Denominator: The total inmate population is the unlock total of 01 April of the next financial year.</p> <p>Reduction of security breaches = (percentage of security breaches from the previous financial year) – (percentage of security breaches for the reporting financial year)</p>
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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> • 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	<p>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.</p> <p>Profile reports approved for placements refer to decision for: Day Parole. Parole, correctional supervision, medical parole, and release on sentence expiry date.</p>				
Source of data	<p>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.</p> <p>G 369B register for profile reports that are considered after the minimum detention periods and further profile dates are reached.</p>				
Data collection	<p>Data is collected manually from G369A and G369B CSPBs registers.</p> <p>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.</p> <p>Management Area Checks, verifies and consolidates the reports of all the parole board's decisions and submits to the Regional Office.</p> <p>Regional Office Checks and consolidates then forwards to Head Office.</p> <p>Head Office Checks, consolidates and reports performance on the M&E Reporting System</p>				
Method of calculation/assessment	<p>Percentage increase in offenders profiles approved for placement or release is calculated as follows:</p> <table border="1"> <tr> <td>Numerator:</td><td>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) and backlog cases as per G369B) x 100.</td></tr> <tr> <td>Denominator:</td><td>Number of offenders' profile reports that reached the minimum detention periods and further profile dates in the reporting month that are considered</td></tr> </table> <p>G306 cases (1st consideration) should not be included in cases submitted or cases considered (G306 is not a profile report).</p> <p>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.</p> <p>Increase in offenders profiles approved for placement or release = (percentage offenders profiles approved for placement or release in the reporting financial year) –</p>	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) and backlog cases as per G369B) 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
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) and backlog cases as per G369B) 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				

	(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	<ul style="list-style-type: none"> 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	<p>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.</p> <p>Management Area The Management Area verifies consolidates and forwards information to the Regional Office.</p> <p>Regional Office Information is checked, verified and consolidated by the Regional Office and forwarded to Head Office</p> <p>Head Office Information received from the Regional Offices is checked and consolidated by Head Office on the M&E Reporting System</p>								
Method of calculation/assessment	<p>The percentage increase in offenders enrolled in development programmes is calculated as follows</p> <table border="1"> <tr> <td>Skills enrolments</td><td>Number of offenders enrolled in: long occupational skills programme + short occupational skills programme + TVET college programmes for the financial year</td></tr> <tr> <td>Formal Education</td><td>Number of offenders enrolled in: GET + FET bands for the academic year</td></tr> </table> <table border="1"> <tr> <td>Numerator:</td><td>Number of enrolments for the year under review – number of enrolments for the previous financial year</td></tr> <tr> <td>Denominator:</td><td>Number of enrolments for the previous financial year</td></tr> </table> $\left(\frac{\text{Numerator}}{\text{Denominator}} \right) \times 100$	Skills enrolments	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
Skills enrolments	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								
Unit of Measure	Percentage								
Data limitations	Manual systems used that are subjected to human error								
Assumptions	<p>All offenders are willing to participate in education and skills development programmes</p> <p>Additional donor funding available (SETA and NSF)</p>								
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	Education and skills development programmes are applicable to all correctional facilities across the country								

(where applicable)					
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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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 and programmes to inmates with the aim of improving wellbeing and assisting in their rehabilitation and reintegration into the community																
Source of data	Social work services (G388A, G388, unlock totals of the 1 st 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	<p>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</p> <p>Management Area The Management Area verifies, consolidates and forwards information to the Regional Office</p> <p>Regional Office Information is checked, verified and consolidated by the Regional Office and forwarded to Head Office</p> <p>Head Office Information received from the Regional Office is checked and consolidated by Head Office on the M&E Reporting System</p>																
Method of calculation/assessment	<p>The percentage of inmates participating in rehabilitation programmes is calculated as an average percentage of the following</p> <table border="1"> <tr> <td>Numerator</td><td>Number of sentenced incarcerated offenders, parolees and probationers that participated in the therapeutic interviews x 100</td></tr> <tr> <td>Denominator</td><td>Total number of sentenced incarcerated offenders, probationers and parolees</td></tr> </table> <table border="1"> <tr> <td>Numerator</td><td>Number of inmates that participated in individual and/or group psychological interventions and/or programmes x 100</td></tr> <tr> <td>Denominator</td><td>Total inmate population</td></tr> </table> <table border="1"> <tr> <td>Numerator</td><td>Number of inmates that participated in individual spiritual care sessions x 100</td></tr> <tr> <td>Denominator</td><td>Total inmate population</td></tr> </table> <table border="1"> <tr> <td>Numerator</td><td>Number of offenders who have completed correctional programmes x 100</td></tr> <tr> <td>Denominator</td><td>Total number of offenders with CSPs</td></tr> </table> $\left(\frac{\text{Add percentage of participation of each programme}}{4} \right)$ <p>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).</p>	Numerator	Number of sentenced incarcerated offenders, parolees and probationers that participated in the therapeutic interviews x 100	Denominator	Total number of sentenced incarcerated offenders, probationers and parolees	Numerator	Number of inmates that participated in individual and/or group psychological interventions and/or programmes x 100	Denominator	Total inmate population	Numerator	Number of inmates that participated in individual spiritual care sessions x 100	Denominator	Total inmate population	Numerator	Number of offenders who have completed correctional programmes x 100	Denominator	Total number of offenders with CSPs
Numerator	Number of sentenced incarcerated offenders, parolees and probationers that participated in the therapeutic interviews x 100																
Denominator	Total number of sentenced incarcerated offenders, probationers and parolees																
Numerator	Number of inmates that participated in individual and/or group psychological interventions and/or programmes x 100																
Denominator	Total inmate population																
Numerator	Number of inmates that participated in individual spiritual care sessions x 100																
Denominator	Total inmate population																
Numerator	Number of offenders who have completed correctional programmes x 100																
Denominator	Total number of offenders with CSPs																
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 needs-based 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	Inmates to be participating in rehabilitation programmes on a needs-basis				
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 rehabilitation 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	<p>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.</p> <p>Management Area The Management Area certifies, consolidates and forwards information to the Regional Office</p> <p>Regional Office Information is checked, verified and consolidated by the Regional Office and forwarded to Head Office</p> <p>Head Office Information received from the Regional Office is checked and consolidated by Head Office and reported on the M&E Reporting System</p>	
Method of calculation/ assessment	Numerator:	Number of parolees, probationers and ATPs under the system of community corrections for the reporting financial 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
	$\left\{ \frac{\text{Numerator}}{\text{Denominator}} \right\} \times 100$	
Unit of Measure	Percentage	
Data limitations	Lack of an integrated system and IT Infrastructure to collect, record and store Community Corrections information	
Assumptions	<p>Offenders are accepted by the communities.</p> <p>Offenders are economically independent after release.</p>	
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 legislation, 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	<p>Correctional Facility Information on the PHC services is collected manually and captured at the Correctional Centre level and forwarded to the Management Area</p> <p>Management Area The Management Area verifies consolidates and forwards information to the Regional Office</p> <p>Regional Office Information is checked, verified and consolidated by the Region and forwarded to Head Office</p> <p>Head Office Information received from the Regional Offices is checked and consolidated by Head Office on the M&E Reporting System</p>
Method of calculation/ assessment	$\frac{\text{Number of inmates that received PHC services for the financial year}}{\text{Total inmates population for the same period}} \times 100$
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	<ul style="list-style-type: none"> • 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	$\frac{\text{Number of targets achieved for the financial year}}{\text{Total number of targets planned for the same period}} \times 100$ <p>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</p>				
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 solutions will be defined in the MISSTP as a list of projects with their planned delivery dates. Once the identified projects are implemented the solutions 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	$\frac{\text{Number of ICT projects implemented}}{\text{Total number of planned ICT projects on the MISSTP for the same period}} \times 100$				
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, Colleges 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 to the Strategic Plan

11. Annexure A (District Development Model)

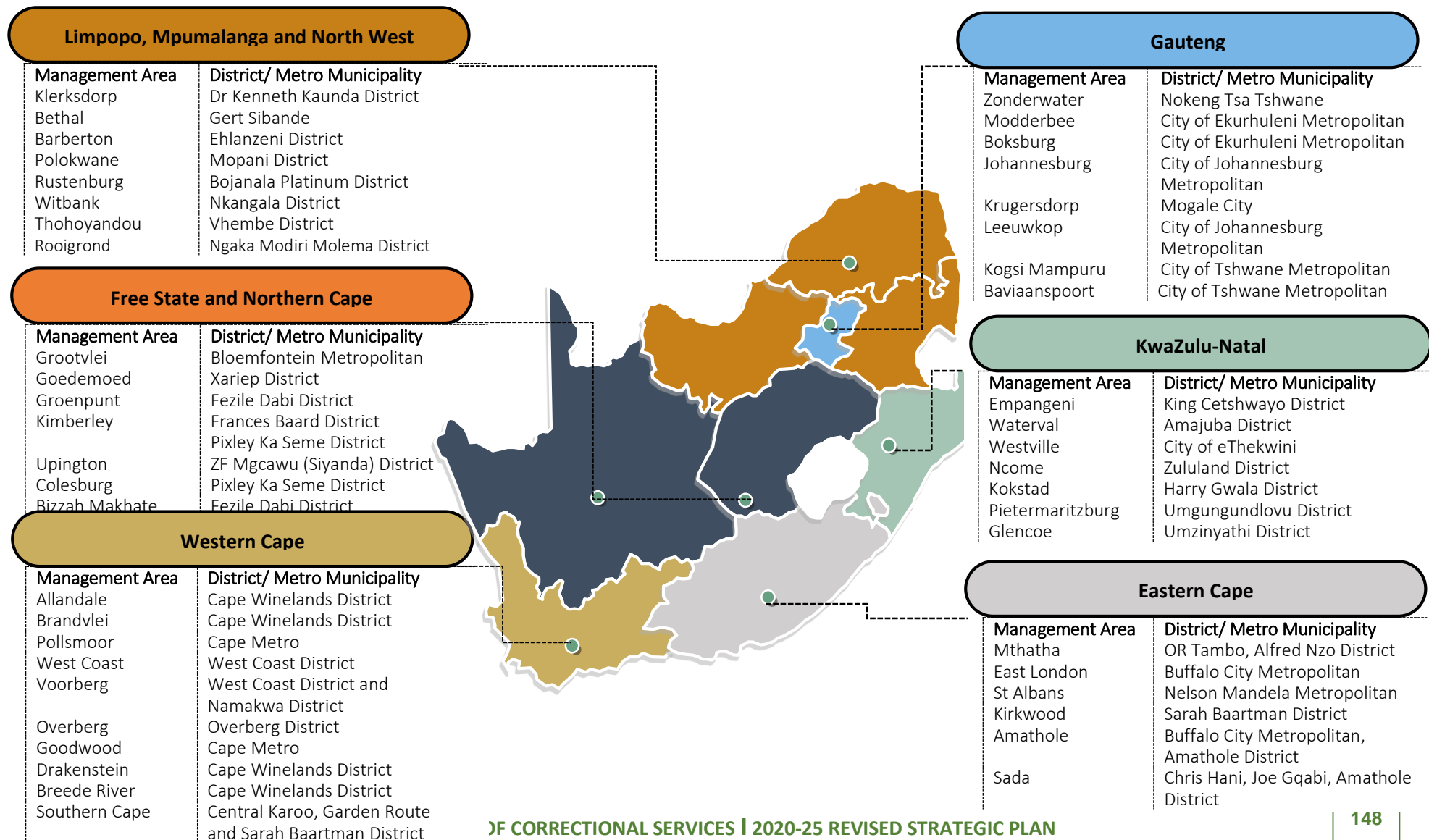


Table 20: District Development Model

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: <ul style="list-style-type: none"> • 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
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	25.51.54.79° S 25.38.39.16° E	HCC Rooigrond Med B in partnership with	Rooigrond Medium B (Offenders) and

Area of intervention		Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners
				Municipality		Rhema New Life Church family	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
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

(Refer to the Annual Performance Plan - Part D: Infrastructure Projects that all form part of the District Delivery Model)

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 21: Policies for continued implementation and review

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
*Unit Management	Outline a broad framework to direct and coordinate needs-based care, corrections, development, security and social reintegration activities	Rehabilitated offenders	Incarceration and Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
	relating to individual offenders throughout their sentences.		
*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 offenders risks and needs that will determine needs-based interventions during incarceration to prepare 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	Safe transportation of Remand Detainees	Remand Detention

Policy name	Aim/Purpose	Key impact	Responsibility
	delivery points by SAPS and DCS officials.		
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	Successful reintegration of offenders into society	Incarceration and Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
	to rehabilitate offenders with the purpose of influencing change in their behaviour to become law-abiding citizens.		
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
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 name	Aim/Purpose	Key impact	Responsibility
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 addresses issues pertaining to sound nutrition of inmates	Meet the nutritional requirements of the incarcerated population	Incarceration and Corrections
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

** Indicates policies to be reviewed/ updated over the five year period*

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

Table 22: Policies to be developed over the medium term

Policy name	Aim/Purpose	Key impact	Responsibility
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
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
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
Policy Procedures for Placement and Release of Offenders.	Regulate processes pertaining to consideration of offenders for placement	Consistency in consideration of offenders for placement.	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	Prevention of risk of diseases due to contact with healthcare waste	Incarceration and Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
	generated in Correctional Facilities		
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 Based Residential Facility Policy	<p>Provide an alternative support system for parolees and probationers without a support system.</p> <p>This forms part of the systems to enhance the successful reintegration of offenders with reduced reoffending rate.</p>	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 23: 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

*** Indicates strategies to be reviewed/ updated over the five year period**

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

Table 24: Strategies to be developed over the medium term

Strategy name	Aim/Purpose	Key impact	Responsibility
Utilities Management	Provide for internal management of utilities accounts	Control and savings on utilities.	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 25: 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		
South African Police Service (SAPS)	Safety and security	Criminal record information management and screening of personnel	South African Police Service Amendment Act, 2008 (Act No. 57 of 2008).	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
		Firearms control	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			
Department of Basic Education (DBE)	Provision of needs and marked based education programmes	Provision of Grade 10 to 12 Programmes	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 expertise of the education custodians.
		Provision of prescribed ECD Curriculum				
		DCS teacher development				
		Grade 12 teacher development				
		ECD Practitioner development				
		SA-SAMS – teacher development				
		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
		Provide DCS learners with Learner Teacher Support Material		Yes		DCS is participating in the National Treasury RT17 and 7 transversal

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)						contract initiated by the DBE
		Full-time schools registration		No funding required		No capacity required by the Department
		Approve the schools' registration				
	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 and 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		
	Provision of TVET College Programmes and skills training to offenders	<ul style="list-style-type: none"> 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 Makhathe, Tswelopele, Coleburg, Goedemoed, Grootvlei, Groenpunt

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
						<p>LMN: Rustenburg, Thohoyandou, Barberton, Bethal, Witbank, Klerksdorp, Polokwane</p> <p>KZN: Waterval, Kokstad, Pietermaritzburg, Qalakabusha, Durban, Ncome, Glencoe</p> <p>WC: Helderstroom, West Coast, Pollsmoor, Brandvlei, Breederivier, Drakenstein, Voorberg</p>
Department of Public Works and Infrastructure (DPWI)	Custodian of State's Immovable Asset Portfolio and property manager for privately leased accommodation	<p>Provision of suitable functional and office accommodation (correctional centres and offices)</p> <p>Provision of suitable infrastructure to support rehabilitation (classrooms, libraries, ECD centres, sports grounds, recreational areas)</p>	<p>Government Immovable Asset Management Act, 2007 (Act No. 19 of 2007) aims to ensure competent immovable asset management in Government to improve service delivery.</p> <p>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.</p>	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	<p>The IDT manages and delivers integrated social infrastructure programmes on behalf of government.</p> <p>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</p>	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
			floor space, cubic capacity, lighting, ventilation, sanitary installations and general health conditions.			
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 mandate 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
	Aftercare services and rehabilitation programmes to parolees and probationers.	<ul style="list-style-type: none"> Trace, prepare and provide aftercare services and programmes to victims/offended, families: communities and 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. 	<p>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</p> <p>White Paper on Correction: Chapter 13 (Stakeholder Management): The Department monitors compliance with the parole and probation conditions.</p>	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
Government Department and institutions of higher learning	Social reintegration of offenders into communities	<p>Access regarding classified information in order to profile communities. (crime hot spots)</p> <p>Tracing parolees and probationers</p>	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

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
		Profiling of communities of origins for successful reintegration of parolees and probationers				
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
Quality Council for Trades and Occupations (QCTO).	To quality assure TVET college programmes and occupational-related qualifications.	<ul style="list-style-type: none"> 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 	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 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
		<ul style="list-style-type: none"> Monitoring of external Examinations and Internal Continuous Assessments. 				
Umalusi Council for Quality Assurance in General and Further Education and Training	To quality assure TVET, GETC and Grade 12 certification	<ul style="list-style-type: none"> 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
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 (SETAs)	Provision of accredited skills programmes to offenders	<ul style="list-style-type: none"> 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	Oversee the design, implementation,	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	No funding available	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
Occupation (QCTO)	assessment and certification of occupational qualifications		Correctional Services Act (Act No. 111 of 1998) Section 16 and Chapter 9 on the White Paper on Corrections.	through donor funding		
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.	<ul style="list-style-type: none"> 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. 	<p>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.</p> <p>ARC Act 86, of 1996, amended Act 27 of 2001, agriculture technical support</p>	Yes,	Secondary mandate of the Department	<p>21 farms and 115 small sites (vegetable sites) for agriculture production.</p> <p>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)</p> <p>Agricultural technicians and custodial members.</p> <p>Land-approximately 40 000 ha, grazing camps.</p> <p>Infrastructure, machinery and equipment</p>
Department of Environment, Forestry and Fisheries (DEFF)	Promote environmental management.	<ul style="list-style-type: none"> Environmental care/conservation of natural resources. Sustainable use of natural resources. Development of the legislative 	<p>Correctional Services Act (Act No. 111 of 1998), Section 3 (2) (b) and White Paper on Corrections, 2005.</p> <p>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,</p>	Yes	Secondary mandate of the Department	<p>21 farms and 115 small sites (vegetable sites) for agriculture production.</p> <p>Agricultural technicians and custodial members.</p>

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
		framework, and policy guidelines.	Environmental Conservation Act 73 of 1989.			Land-approximately 40 000 ha, grazing camps, irrigation lands, drylands, and water sources Infrastructure, machinery, equipment.
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 in-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
<ul style="list-style-type: none"> 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	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
			victims in parole boards and the rights of victims			
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.	<ul style="list-style-type: none"> ○ 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	<p>Correctional Services Act, (Act 111 of 1998).</p> <p>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.</p>	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	<ul style="list-style-type: none"> Expungement of criminal records Alternative non-custodial sentencing options 	<p>Child Justice Act, (Act No 75 of 2008)</p> <p>Criminal Procedure Act, 1977 (Act No. 51 of 1977)</p> <p>Chapter Three of the White Paper on Corrections in South Africa (2005).</p>	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	<ul style="list-style-type: none"> Primary Healthcare Palliative Care Rehabilitative Care Referral Services Nutrition Services Personal and Environmental Hygiene Services Pharmaceutical Services 	<p>The Correctional Services Act, (Act 111 of 1998) Section 12 (1) and National Health Act, (Act 63 of 2003) Section 21(2)(b).</p> <p>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".</p>	Yes (healthcare services, nutrition services and personal and environmental hygiene services)	Secondary mandate of the Department	<p>One PHC clinic per Correctional Centre and one in-patient facility/sickbay with beds ranging from 5 to 120 per Management Area</p> <p>23 pharmacy facilities</p> <p>Healthcare Professionals/Providers 869 Professional Nurses</p> <p>09 Doctors (full-time)</p> <p>118 Doctors (sessional)</p> <p>29 Pharmacist</p> <p>49 Community Pharmacists</p> <p>09 Pharmacist Assistants</p> <p>11 HIV/AIDS Coordinators</p>
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	Housing Act (Act 107 of 1997) Section 2 gives priority to the needs of the poor in relation to housing development	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
		offenders have appropriate accommodation	Correctional Services Act, (Act 111 of 1998) (Section 16(2)) and Section 45(3))			
Department of Small Business Development (DSBD)	Social reintegration of offenders into communities	<p>The Department of Small Business Development in partnership with DCS provides support to harness the skills of parolees and probationers</p> <p>To assist parolees and probationers in establishing cooperatives.</p>	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.	<ul style="list-style-type: none"> 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 	<p>Employment Service Act, (Act No 4 of 2014)</p> <p>Skills Development Act, (Act No 97 of 1998)</p> <p>Correctional Services Act, (Act 111 of 1998) (Section 16(2)) and Section 45(3) Section 61(2)</p>	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
Department of Trade and Industry (DTI)	Social support services to parolees and probationers.	<ul style="list-style-type: none"> Allocates a starter kit to parolees and probationers for the purpose of their resettlement. Establish programmes to allow 	<p>Co-operatives Act (Act No. 14 of 2005)</p> <p>Correctional Services Act, (Act 111 of 1998) (Section 16(2)) and Section 45(3) Section 61(2)</p>	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
		<p>parolees and probationers to access to funds in order to start their own small businesses.</p> <ul style="list-style-type: none"> Subsidises relevant agencies (NPOs) for the rendering of aftercare services to parolees and probationers. 				
Civil society organisations and NPOs	Social support services to parolees and probationers.	<ul style="list-style-type: none"> 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 	<p>Non-Profit Organisation Act (Act No. 71 of 1997)</p> <p>Correctional Services Act, (Act 111 of 1998) (Section 16(2)) 45(3) and 61(2))</p>	<p>Funding available for Halfway Houses</p> <p>CARA funding for VODs</p>	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 26: 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)	<p>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</p> <p>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.</p> <p>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.</p>
The 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.
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

TITLE OF THE ACT	PURPOSE OF THE ACT
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.
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)

TITLE OF THE ACT	PURPOSE OF THE ACT
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
Government Immovable Asset Management Act (No. 19 of 2007)	To provide for a uniform framework for the management of an immovable asset that is held or used by a national or a provincial department; to ensure the coordination of the use of an immovable asset with the service delivery objectives of a national or provincial department
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, 1947 (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, SAWs 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.

Glossary

TERM	DEFINITION
Child	<p>Defined as an individual under the age of 18, according to the Children's Act, No. 38 of 2005.</p> <p>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).</p>
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 centre 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 Revised 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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