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**MINUTES OF THE NATIONAL MANAGEMENT QUARTERLY PERFORMANCE REVIEW FOR PERIOD ENDED DECEMBER 2020/21 (Q3)**

**DATE: 11th FEBRUARY 2021**

**VENUE: KGOSI MAMPURU MANAGEMENT AREA**

**CHAIRPERSON : NATIONAL COMMISSIONER**

**FACILITATOR**

**RC GAUTENG (MS TG MOLATEDI)**

| **AGENDA ITEM** | **DISCUSSION** | **DECISIONS FOR Q3 (2020/21)** | **RESPON-SIBILITY** | **TIMELINE** |
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| **OPENING AND WELCOME** | **OPENING AND WELCOME**  The Facilitator for the Quarter 3 National Management Quarterly Performance Review Session, RC Gauteng Ms Molatedi, opened the session with moment of silence in remembrance of those who have succumbed to COVID-19. She welcomed everyone in attendance. She acknowledged the presence of the National Commissioner as the Chairperson of the session and all officials present. The Facilitator encouraged officials to engage robustly in the discussions. She requested the Chaplain, Ms Vuyelwa Legwale, to open the session with a scripture reading and a prayer. | - | - | - |
| **ATTENDANCE** | **THE ATTENDANCE REGISTER WAS CIRCULATED. BELOW IS THE LIST OF ATTENDEES**   |  |  |  | | --- | --- | --- | |  | National Commissioner | Mr. A Fraser | |  | Chief Operations Commissioner | Mr. JM Mkabela | |  | CDC: Human Resources | ADV. MP Mashibini | |  | CDC: GITO | Ms. IN Mosupye | |  | CDC: Strategic Management | Mr. KJ Katenga | |  | CDC: Incarceration and Corrections | Mr. M Thobakgale | |  | CDC: Remand Detention | Ms. CK Ramulifho | |  | CDC: Community Corrections | Ms. AN Molepo | |  | RC :Gauteng | Ms. TG Molatedi | |  | RC: WC | Mr. DJ Klaas | |  | RC: EC | Mr. PF Mbambo | |  | RC: LMN | Mr. TA Thokolo | |  | Acting RC: KZN | Mr. TK Mthombeni | |  | Act RC: FS/NC | Mr. T Mashamba | |  | Acting DRC Gauteng | Ms. VC Mlomo-Ndlovu | |  | DC: Communication | Mr. S Maistry | |  | DC: IGR | Mr. S Zikalala | |  | DC: SPM | Ms. A Naicker | |  | Chief Audit Executive | Ms. N Zondo | |  | DC: Personal Corrections | Mr. T Motlonye | |  | DC: SCM | Mr. L Marumule | |  | DC: ICC | Mr. R Motaung | |  | DC: HRD | Ms. L Bond | |  | DC: FMA | Ms. N Mareka | |  | DRC: EC | Ms. NC Dumbela | |  | Acting DRC: LMN | Mr. E Sono | |  | Acting DRC: KZN | Mr. B Mchunu | |  | Acting DC Facilities Planning and Property Management | Dr. R Botha | |  | Acting DC: Health Care Services | Ms. M Mabe | |  | Acting DC: Personnel Wellbeing | Dr. (Rev) M Mkhathini | |  | Acting DC: Executive Management | Mr. M Makgaila | |  | DIR: SPMM | Ms. NE Mafenya | |  | DIR: SDI | Mr. SKS Moukangwe | |  | DIR: Code enforcement | Mr. P Kilian | |  | DIR: Risk Management | Mr. M Taukobong | |  | DIR: Community Liaison | Mr. A Nesengani | |  | DIR: HR Planning | Mr. T Hlongwane | |  | ACT AC: Pollsmoor-WC | Mr. RG Lekata | |  | RH: Development and Care -WC | Ms. G Pienaar | |  | DD: Policy Coordinator-SM | Ms. M Lamola | |  | DD: PA- National Commissioner | Ms. T Gwamanda | |  | DD: Admin – Office of the National Commissioner | Mr. R Govender | |  | DD: Reporting | Ms. M Matumba | |  | DD: Planning | Mr. M Matagane | |  | Chaplain | Ms. T Fezekile | |  | ASD: Reporting, | Ms. G Ramagoma | |  | ASD: Planning | Ms. L Vilakazi | |  | ASD: Admin Sec: SPM | Ms. C Bosigo | |  | Secretary: SPMM | Ms. CL Thaba | | **OFFICE OF THE DEPUTY MINISTERS** | | | |  | Head of Office: Deputy Minister | Mr. K Somgqeza | | **SUPPORT STAFF** | | | |  | ASD: Audio Visual | Mr. M Mothoagae | |  | ASD: Communications | Ms. M Tlou | |  | SAO: Events Management and Protocol | Ms. S Khunwane | |  | ASD: KMII | Ms. M Monama | |  | Head Office | Mr. N Kekana | |  | Secretary: CDC- Strategic Planning | Mr. T Maluleke | |  | Admin Support: COC | Ms. N Sontamo | |  | Intern-SPMM | Ms. V Moetji | |  | Ms TE Stuurman | Professional Nurse |   **Apologies were noted as follows:**   |  |  |  | | --- | --- | --- | | **Designation** | **Delegation** | **Reason** | | CFO | Mr DKN Ligege | Sick leave | | CDC GITO | Ms N Mosupye | To join the meeting later | | DC Social reintegration | Ms V Mvandaba | Sick leave | | Acting DC HRM | Mr J Makgeru | No reason provided | | CDC RD | Ms CK Ramulifho | Attending another meeting but to join later | | DCS PC &R | Ms N Mbuli | Sick leave | | RC FSNC | Ms S Moodley | On Leave | | - | - | - |
| **MINUTES OF PREVIOUS MEETING** | The minutes of the 2020/21 2nd Quarter National Management Review Session were presented and confirmed as a true reflection. The minutes were adopted without any amendments. The adoption of the 2nd Quarter National Management Review Session minutes was supported by CDC Strategic Management and seconded by RC Gauteng. | - | - | - |
| **PRESENTATION OF THE INTEGRATED DECISION REGISTER FOR Q1** | **DISCUSSIONS ON THE 2nd  QUARTER INTEGRATED DECISION REGISTER**  Progress on the decisions taken during the 2nd Quarter National Management Review Session was provided by DC Strategic Planning and Management (DC: SPM), Ms Naicker.   |  |  | | --- | --- | | **Decision** | **Progress report** | | **Decision 02 of Q2 Review Session 2020/21:**  GITO to support the Regions with modernised online services in ensuring that spiritual care services are rendered | Prioritisation is given to upgrading of the network connectivity and secure communication for online services, a request to procure network connectivity from SENTECH has been submitted through the office of the National Commissioner to Ministry | | **Decision 03 of Q2 Review Session 2020/21:**  CDC Community Corrections to have discussions with Branch Strategic Management and AGSA on the proposed method of calculation and the impact it will have on the tabled APP | SM and COMCOR held virtual meetings on 21 & 22 January 2021 to discuss the method of calculation on the Restorative Justice Indicators. After analysing the actual performance against the method of calculation in the TID, it was concluded that the method of calculation is correct. | | **Decision 04 of Q2 Review Session 2020/21:**  CDC HR should formulate and circulate a policy to DCS Executive Management for input on rural allowance and working conditions for professionals. Presentation on this should be made during the next quarterly review session | The Department has a Remuneration Control Policy on Rural Allowance which as to be circulated and implemented. | | - | - | - |
| **OVERVIEW OF PERFORMANCE FOR QUARTER 3** | **OVERVIEW OF PERFORMANCE FOR QUARTER TWO BY DC STRATEGIC PLANNING AND MANAGEMENT**  **THE REPORTING PROCESS FOR Q3**  The DC SPM provided an overview of performance and the reporting process for Quarter 3. The Department recorded 69% performance which is an improvement as compared to performance recorded for Q1 and Q2.  She highlighted that as per DPME timelines, the due date for submission of the Q3 Performance Report was 31 January 2021. In preparation for the submission of the report the Department conducted its virtual M&E Committee meeting with Branches and Regions from 26 to 29 January 2021. The Regional Heads were invited to attend the M&E Committee meeting which assisted in resolving some discrepancies that were picked up. However, most Regions have been adjusting their reported information from Quarter 1 and some Regions adjusted their Quarter 3 Reports after the quarter ended. This suggests that the reported information provided to stakeholders on a quarterly basis is not reliable. During the M&E Committee meetings, Regions have been assisted in correcting the reporting templates to ensure alignment between the National and Regional Reporting Templates however Regions still used their old templates to report performance. Going forward Strategic Management Branch will insist on receiving signed QPRs and will require formal submissions where reported information is being adjusted after the reporting timelines. She further highlighted that there is one reporting cycle left for the 2020/21 financial year (Quarter 4) hence it is necessary for Management to make every effort to ensure that reported information is properly validated for accuracy and completeness.  **2020/21 AOPO**  Management was informed that the AGSA audits of predetermined objectives will take place in the following selected locations; Head Office, Western Cape Region, Gauteng Region, Kwazulu-Natal Region and Free State and Northern Cape Region.  Programme 2 – Incarceration has been scoped for audit, taking into consideration the material audit findings from the 2019/20 financial year. She advised Management that AGSA will audit the Annual Performance Report (APR) in its entirety hence it is important to ensure that all reported performance is validated and substantiated with relevant source documents. | - | - | - |
|  | **NATIONAL TARGETS NOT ACHIEVED FOR Q3**  The targets that were not achieved during Quarter 3 are**:** Number of ethics, fraud prevention and anti-corruption awareness workshops conducted, Percentage of investigations completed for reported allegations, Number of sites where mesh network and integrated security system are installed (ISS), Number of sites where sensing and surveillance system are installed, Number of sites where Inmate Communications systems are installed, Percentage of sites installed with network infrastructure, Percentage of Information Systems (IIMS) implemented as per MISSTP, Percentage of correctional facilities and PPP's facilities inspected on the conditions and treatment of inmates, Percentage of inmates who escaped from Correctional Facilities, Percentage of inmates receiving spiritual care services, Offenders Viral load suppression rate (at 12 months), Percentage increase of victims participating in the Restorative Justice Programme and Percentage increase of offenders, parolees and probationers participating in the Restorative Justice Programme. | - | - | - |
| The CDC Community Corrections provided clarity on the method of calculation for the two Restorative Justice Programme indicators which measure the increase in participation of victims and offenders in the Restorative Justice Process. She indicated that the calculation of performance for Restorative Justice will be adjusted to avoid negative performance. The method of calculation has been reviewed for 2021/22 financial year and Restorative Justice will no longer be measured as a percentage increase. | **Decision 01 of Q3 Review Session 2020/21:**  Method of calculation on Restorative Justice indicators to be amended to avoid negative performance. | CDC COMCOR/  CDC Strategic Management | 31 March 2021 |
| **PRESENTATIONS BY REGIONS ON TARGETS NOT ACHIEVED DURING Q3 : LMN** | **PRESENTATION BY LMN ON TARGETS NOT ACHIEVED DURING Q3**  The RC LMN presented on targets that were not achieved during Quarter Three. The target for spiritual care was not achieved due to lockdown regulations that restricted visits by spiritual workers and as a result has impacted performance. A catch up plan was developed to ensure that the Region achieves the target by end of the financial year. The target on psychological care services was not achieved due to a shortage of psychologists and COVID-19 restrictions which led to the suspension of group work. The process of headhunting for replacement psychologists that terminated their services is underway. The target for offenders participating in GET per academic year was not achieved due to adherence to lockdown regulations which led to limited attendance. The transfer of offenders during the course of the programme was also cited as a reason that contributed to underperformance however adherence to transfer regulations/policies will be emphasised. The target for Offenders Viral Load Suppression Rate (at 12 Months) was not achieved due to non-adherence to treatment and manipulative behaviour as inmates continuously prefer high protein diet. The two RJ targets were not achieved due to the implementation of COVID-19 lockdown regulations during which the programme was suspended. | - | - | - |
| **PRESENTATIONS BY REGIONS ON TARGETS NOT ACHIEVED DURING Q3 : FS/NC** | **PRESENTATION BY FS/NC ON TARGETS NOT ACHIEVED DURING Q3**  The Acting RC FS/NC made a presentation on the targets not achieved for the FS/NC Region. The escapes target was not achieved due to non-compliance with policies and procedures. The target on assaults was not achieved due to gang activities and ineffective searching and monitoring by officials during exercise. The spiritual care and psychological services targets were not achieved due to lockdown regulations when services providers were restricted access to correctional facilities. The Offenders’ Viral Load Suppression Rate (at 12 months) was not achieved due to offenders non-adherence to the initiated treatment whilst outside of the correctional facilities (Lost to follow-up (LTFU)). The two RJ indicators were not achieved due to COVID-19 regulations as Izimbizos remained suspended and contact sessions with parolees and probationers could not be conducted effectively. | - | - | - |
| **PRESENTATIONS BY REGIONS ON TARGETS NOT ACHIEVED DURING Q3 : KZN** | **PRESENTATION BY KZN ON TARGETS NOT ACHIEVED DURING Q3**  The Acting RC KZN highlighted that the targets for spiritual care and psychological services were not achieved due to limited access to correctional centres as imposed by the lockdown regulations and adherence to the COVID-19 Risk Adjusted Strategy. He was concerned that the targets for the KZN Region has not been allocated in line with the total number of psychologists available within the Region. Offenders’ Viral Load Suppression Rate (at 12 months) could not be achieved due to non adherence to treatment. The two RJ programmes could not materialise due to COVID-19 regulations which led to the under-achievement of the two RJ targets. Going forward, GITO should provide technological support to ensure that this is conducted virtually. | - | - | - |
| **PRESENTATIONS BY REGIONS ON TARGETS NOT ACHIEVED DURING Q3 : WC** | **PRESENTATION BY WC REGION ON TARGETS NOT ACHIEVED DURING Q3**  The RC WC made a presentation on the targets not achieved. On the non-achievement of the escape target he cited dilapidated infrastructure, non-compliance with security procedures with regards to searching, overcrowding, staff shortage and negligence as main contributors of the escapes in the Region. The Parole Boards (CSPBs) indicator was not achieved as eligible cases did not qualify for placement due to: (a) Lack of support system/alternative address, (b) Incomplete CSP intervention, (c) Outstanding Psychologist intervention, (d) Outstanding victim tracing/consultation and (e) Management of risk for re-offending. The cloth face masks target was not achieved due to high infection rate during the second wave which caused offenders to be quarantined, insufficient capacity at Helderstroom Maximum Textile Workshop and the closing of textile workshops on 15 December 2020. The spiritual care target was not achieved due to adherence to lockdown regulations. Going forward the Region will engage volunteers and service providers to render church services. The target for viral load suppression was not achieved as some offenders continuously refused treatment. The RJ targets for victims and offenders could not be achieved due to the suspension of the programme in line with COVID-19 regulations. | - | - | - |
| **PRESENTATIONS BY REGIONS ON TARGETS NOT ACHIEVED DURING Q3 : GAUTENG** | **PRESENTATION BY GAUTENG ON TARGETS NOT ACHIEVED DURING Q3**  The Acting DRC Gauteng, Ms Mlomo-Ndlovu, presented the regional targets not achieved during the quarter. She informed Management that the Region did not achieve the target on escapes due to non-compliance with the Escape Prevention Plan, Departmental policies and regulations, inadequate searching of cells as well as dilapidated infrastructure. The non-achievement of the assaults target was due to the idleness of inmates during the COVID-19 lockdown and festive season security plan which imposed restrictions on movement of inmates, limited participation in group activities, fighting for personal space and for unauthorised items such as contrabands as well as intolerance amongst inmates. The spiritual care services target was not achieved as a limited number of service providers availed themselves after restoration of operations due to fear of infection. She indicated that offenders’s Viral Load Suppression Rate (at 12 months) was not achieved due to non-adherence to ARV treatment. Similar to other Regions, the two RJ targets were not achieved mainly due to the suspension of the RJ programmes in line with COVID-19 restrictions. | - | - | - |
| **PRESENTATIONS BY REGIONS ON TARGETS NOT ACHIEVED DURING Q3 : EC** | **PRESENTATION BY EC ON TARGETS NOT ACHIEVED DURING Q3**  The RC EC, Mr Mbambo made a presentation on the targets not achieved. He stated that on escapes target the non-achievement was due to negligence by officials in executing their responsibilities, poor infrastructure and non-adherence to security policies and procedures. The limited bedspace and high rate of admissions from courts are the reasons for the non-achievement of the target on the overcrowding indicator. He further highlighted that the under-achievement of the GET and spiritual care services was due to the adherence to COVID-19 restrictions which made it impossible to conduct any schooling activities and spiritual services. The target on psychological services was not achieved due to limited participation by inmates in programmes and services due to COVID-19 restrictions. The target for the percentage of inmates who have recovered from COVID-19 was not achieved as one offender succumbed to COVID-19 while in a public hospital and the newly admitted inmates tested positive while in isolation. He further stated that the RJ Programmes could not be conducted due to COVID-19 regulations which led to an under-achievement of the two RJ targets. | - | - | - |
| **PRESENTATION BY BRANCHES ON TARGETS NOT ACHIEVED DURING Q3 :**  **DIU** | **PRESENTATION BY DIU TARGETS NOT ACHIEVED DURING Q3**  The presentation that was delivered by Director Code Enforcement, Mr Kilian, cited the outbreak of COVID-19 as the reason for the non-achievement of the anti-corruption workshops target. The unavailability of officials due to COVID-19 lockdown regulations and travelling restrictions made it difficult to finalise investigations. These factors have had a direct impact on the achievement of the two targets for the percentage of investigations completed for reported allegations and percentage of investigations completed for reported allegations. A lack of capacity within the Directorate was also cited as a challenge. | - | - | - |
| **PRESENTATION BY BRANCHES ON TARGETS NOT ACHIEVED DURING Q3 :**  **GITO** | **PRESENTATION BY GITO ON TARGETS NOT ACHIEVED DURING Q3**  The presentation was delivered by CDC GITO, Ms Mosupye. She informed Management that targets for the number of sites where mesh network and integrated security system are installed (ISS), number of sites where sensing and surveillance system are installed, number of sites where Inmate Communications Systems are installed and percentage of sites installed with network infrastructure were not achieved due to delay in procurement and due to the unavailability of correct solutions. Site assessments were completed and alternative solutions have been proposed. On the IIMS indicator, she highlighted that the target was not achieved due to lockdown regulations which did not permit travel to Regions and Management Areas thus creating a backlog in the roll out of IIMS. | - | - | - |
| **PRESENTATION BY BRANCHES ON TARGETS NOT ACHIEVED DURING Q3 :**  **INCACERATION AND CORRECTIONS: SECURITY OPERATIONS** | **PRESENTATION BY SECURITY OPERATIONS ON TARGETS NOT ACHIEVED DURING Q3**  The Chief Security Officer, Mr Mthethwa, presented on the two targets that were not achieved during Q3. The targets for escapes and assaults were not achieved during Q3. Overcrowding and inadequate capacity as a result of the shift pattern system contributed to inmates escaping. Investigations further point to non-adherence to basic security policies and security measures as a common cause for escapes. | - | - | - |
| **INCARCERATION AND CORRECTIONS: SOCIAL WORK, PSYCHOLOGICAL AND SPIRITUAL SERVICES** | **PRESENTATION BY PERSONAL WELL-BEING ON TARGETS NOT ACHIEVED DURING Q3**  The presentation for Psychological, Social and Spiritual Care Services was delivered by the Act DC Personal Wellbeing, Rev Mkhathini. He highlighted that the target for the indicator of spiritual care services was not achieved as spiritual care workers did not have access to correctional facilities to render programmes to inmates due to COVID-19 regulations. Participation in spiritual care services will be bolstered as lockdown regulations are being relaxed. | - | - | - |
| **INCARCERATION AND CORRECTIONS: CARE** | **PRESENTATION BY HEALTH CARE SERVICES ON TARGETS NOT ACHIEVED DURING Q3**  The Act DC Healthcare Services, Ms Mabe, presented the targets not achieved for the Care Programme. The target for the indicator of Viral Load Suppression Rate (at 12 months) was not achieved due to patients not adhering to treatment. Going forward there will be a continuous clinical file reviews of inmates on ART to identify gaps in patient management. | - | - | - |
| **PRESENTATION BY BRANCHES ON TARGETS NOT ACHIEVED DURING Q3 :**  **COMMUNITY CORRECTIONS: SOCIAL REINTEGRATION** | **PRESENTATION BY COMMUNITY CORRECTIONS ON TARGETS NOT ACHIEVED DURING Q3**  The Director Community Liaison, Mr Nesengani, presented on the targets not achieved during Q3. He indicated that the Branch did not achieve on the two RJ indicators as all activities such as Izimbizos, VOD and VOM were suspended in adherence to COVID-19 restrictions. The relaxation of lockdown regulations at level 3 did allow for some gatherings and activity to take place. Meetings and gatherings that did take place for VOD enhanced the participation of victims and offenders, parolees and probationers in the programme. | - | - | - |
| **MANAGEMENT COMMENTS** | The Acting DRC KZN Mr Mchunu raised a concern on the slow pace of installation of network infrastructure in some Management Areas like Glencoe where officials have to travel to the Area Commissioner’s office to connect to the network. The CDC GITO responded that the Branch is awaiting SITA to assist in the appointment of the service provider who will assist in the installation of networks.  The CDC INCO commented on the reasons for over and underperformance that are being flagged in the performance reports such as non-adherence to policies and procedures are reflecting poorly on the image of the Department.  The RC KZN highlighted that the tower posts at Waterval, Ekuseni and Ncome are not user friendly for females as some are put up vertically. The CSO responded that Regions were given a mandate to procure two way radios however there are still Management Areas that have not done so. | - | - | - |
| **Q3 DEPARTMENTAL FINANCIAL PERFORMANCE** | **PRESENTATION BY FINANCE ON Q3 DEPARTMENTAL FINANCIAL PERFORMANCE**  The DC FMA, Ms Mareka, presented the financial performance of the Department for Q3. The presentation provided a summary of the National State of Expenditure as at 31 December 2020, summary of the National State of Expenditure per Programme as at 31 December 2020, summary of National State of Expenditure per Economic Classification as at 31 December 2020, summary of Departmental Revenue as at 31 December 2020 and COVID-19 Regional State of Expenditure per GFS as at 31 December 2020. The year-to-date expenditure of the Department as at 31 December 2020 was R18,305 billion (63.51%) against the revised spending plan of R20,364 billion (70.79%) resulting in R2,058 billion underspending of the projected expenditure.  **SUMMARY OF THE NATIONAL STATE OF EXPENDITURE PER PROGRAMME FOR THE YEAR TO DATE : 31 DECEMBER 2020**    The DC FMA indicated that the Budget Committee resolved that Branch HR must clean up PERSAL so as to ensure a credible database for reconciliation with the HRBP tool. The process of aligning PERSAL to the HRBP Tool remains incomplete due to the further reduction in the number of posts which must be incorporated into this process. The permanent funded establishment as published in the 2020 ENE was reported to be 1 955 against the permanent PERSAL establishment of 2 249 resulting in a variance of 294 posts. A summary of the COVID-19 regional state of expenditure per item was provided. There were two adjustments made, the first one appropriated in June 2020 and the second one was tabled in October 2020 and was appropriated by the President. The underspending of the Budget was raised as a concern despite some re-adjustments that took place. | - | - |  |
| **MANAGEMENT COMMENTS** | The CDC INCOR advised that the Department should prioritise soft projects such as the construction of boreholes to increase spending. On the issue of HRBP Tool versus the Persal system, the CDCD INCOR added that the Department should involve the DG of National Treasury in the discussions to identify a suitable solution for the Department.TheRC LMN advised that the Department should relook at the allocation of funding; operations are affected as the bulk of the funding is centralised at Head Office; the budget should be redirected to Regions where service delivery takes place. | - | - | - |
| **PRESENTATION BY ICC ON PROGRESS MADE IN THE IMPLEMENTATION OF AUDIT ACTION PLANS** | **PRESENTATION BY ICC ON PROGRESS MADE IN THE IMPLEMENTATION OF AUDIT ACTION PLANS**  The DC ICC, Mr Motaung, provided a progress report summarising the implementation of the 2018/19 financial year audit action plans. It was indicated that the Department has implemented 60% (122/204) of the audit findings raised and 40% (82/204) of the findings are in progress. The findings reported as “in progress” relates to instances were audit action plan activities have been implemented per the Tracking Register however these activities are only considered as implemented when all activities, without exception, have been finalised:   * In respect of **Bedspaces,** the Department is in the process of reviewing the policy taking into consideration the introduction of the new Accommodation Determination System (E-corrections) and redefining measurements for single and communal cells including new generation facilities. The objective is to address all findings raised by the AGSA in 2018/19 and 2019/20 financial years. * Regarding the **Irregular Expenditure**, the Department is appointing a team of consultants to review the entire population of the irregular expenditure, ensure completeness of registers and disclosures on the Annual Financial Statements. | - | - | - |
| **2021/22 STRATEGIC RISK REGISTER** | The Chief Risk Officer highlighted that the objective of DCS-risk identification process is to understand the risks within the context of the Department’s explicit and implicit objectives and to generate a comprehensive inventory of risks based on the threats and events that might prevent, degrade, delay or enhance the achievement of the set objectives. He encouraged Management to identify internal and external risks they believe would inhibit the Department’s ability to achieve its strategic and business objectives/outcomes. These external factors could include systemic risks, emerging risk areas, or other external factors such as regulations and the “black swan” events. He further outlined that risk management must be integrated into the strategic planning process, making it integral to the successful implementation of the Department’s risk based response strategy for the achievement of departmental goals. Guided by the Risk Management Framework, he advised the Department to make use of both the SWOT and PESTLE as its risk management techniques. He informed Management that further engagements will be done on the Strategic Risk Register at Branch level. The Chief Risk Officer then presented the risk factors that have been identified for each of the Strategic Outcomes in the 2020-25 Strategic Plan. | - | - | - |
|  | **MEETING ADJOURNED** |  |  |  |

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**DAY 2**

**DATE : 12TH FEBRUARY 2021**

**VENUE: KGOSI MAMPURU MANAGEMENT AREA**

**CHAIRPERSON: NATIONAL COMMISSIONER**

**FACILITATOR**

**RC EASTERN CAPE (MR PF MBAMBO)**

| **AGENDA ITEM** | **DISCUSSION** | **DECISIONS FOR Q3 (2020/21)** | **RESPON-SIBILITY** | **TIMELINE** |
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| **OPENING AND WELCOME** | **OPENING AND WELCOME**  The Facilitator: RC Eastern Cape, Mr Mbambo, opened the session and welcomed everyone in attendance. He acknowledged the presence of the National Commissioner, the COC and all officials present. Reverend (Dr) Mkhathini opened the session with a scripture reading and prayer. The attendance register was circulated. An apology was noted for the CDC HR who was to join the meeting later. | - | - | - |
| **PURPOSE OF THE SESSION** | The facilitator outlined that the agenda of the session was endorsed on the first day of the session.  He reminded Management that key performance indicators and related targets must be identified for the Annual Performance Plan (APP) which the Department will implement in the upcoming financial year. It is important that the APP contains targets that are aligned to the available budget and can be reported on in the quarterly and annual reports.  The CDC Strategic Management conveyed to the meeting that the presentation on IGR issues has been deliberately included because there is a need for the Department to engage across government as part of the planning process; this has not been done in a concerted way up until now. The presentation seeks to make Management aware of the integrated planning requirements and to utilise the Cluster system for the Department to be able to get the necessary inter-governmental partners on board. | - | - | - |
| **PRESENTATION ON THE OVERVIEW OF THE PLANNING PROCESS** | The DC SPM provided an overview of the 2021/22 APP and highlighted that the presentation takes into consideration the priorities of the Executive Authorities that were identified during the 2020 Strategic Planning Session that took place between 25-27 November 2020 at the Leeuwkop Management Area. She indicated that these priorities should be incorporated into the Departmental when presented to the Executive. The Department has a 5 year Strategic Plan (SP) and 2020/21 Annual Performance Plan in place. The Department tabled two SPs and two APPs last year in order to take into consideration the implications of COVID-19. She explained that no targets were adjusted in the 5 year Strategic Plan. The APP is tabled annually over the period of 5 year and must be aligned to the 5 year Strategic Plan. It was also mentioned that these are stringently regulated documents and the Department must comply with those regulations. Government has various planning tools which are used by all National and Provincial Departments, i.e. the SDIP, SP, APP, Annual Operational Plan (AOP) and Performance Agreements. It was mentioned that if Performance Agreements are not aligned to Annual Operational Plans, it will not serve the intended purpose and as a result all activities or priorities will be elevated into the APP. | - | - | - |
| The DC SPM gave few examples of indicators that are short term and indicated that if short term indicators are included in the APP, then the APP becomes operational and this will not lead to the achievement of the five year targets within the SP. She further encouraged Managers to have continuous meetings with staff to ensure the regular monitoring of the plans. The DC highlighted that the Department started with the process of developing the 2021/22 APP on 27 August 2020 when the Circular No. 11 of 2020/21 was approved and circulated. There were several engagements that took place over the ensuing months which included consultations with the Branches and Executive to identify an appropriate set of indicators that respond to the priorities of the Executive. She informed Management of the upcoming meeting scheduled for 16th February 2021 where the Department will be required to clearly indicate how the priorities of the Executive have been packaged. The final APP must be signed off and tabled in the second week of March 2021. She further indicated that the AOPs should be approved by the 31st of March 2021. She highlighted that a number of indicators decreased from 54 in the 2020/21 APP to 45 in the 2021/22 APP. All the indicators that were removed were highlighted and reasons for the removal thereof were stated. The two Restorative Justice indicators will be measured as a number going forward instead of percentages. It was indicated, the COVID-19 pandemic has had a devastating health, social and economic impact on the country which makes forecasting domestic economic activity difficult. In conclusion, the DC SPM indicated that Branches will be presenting their APP indicators and related targets as well as the priorities of the Executive Authority. | - | - | - |
| **MANAGEMENT COMMENTS** | The Chief Risk Officer needed clarity as to whether the indicators that had been removed from the APP will find expression in the AOPs. The DC SPM responded that some indicators have been removed due to insufficient resources available to implement the targets, other indicators are removed since they are achieved and some are moving into the AOP. The DC also requested Branches to clearly indicate as to why those not achieved are removed from the APP and how will they be achieved in the AOPs. | - | - | - |
| **REPRESENTATION AND COORDINATION WITHIN THE CLUSTER SYSTEM** | The presentation on coordination within the Cluster system was delivered by the DC IGR where he outlined the DCS Cabinet and FOSAD Cluster Guidelines. In the presentation, the DC clarified the role of the Chief Directorate and Branches’ as well as Regions in engaging with FOSAD Clusters and Cabinet. The main functions of the Clusters are to ensure alignment of Government-wide priorities; facilitate and monitor the implementation of priority programmes and provide a consultative platform on cross-cutting priorities and matters being taken to Cabinet through Cabinet Committees. The DC IGR further outlined the seven priorities of the Sixth Administration and highlighted the priorities that the Department contributes to. The DC also identified the FOSAD Clusters and indicated the Branches that are directly contributing to those different Clusters. These Cabinet Committees comprise of Ministers and Deputy Ministers and are chaired by the President and Deputy President or anyone acting in these positions. He further explained the reason for these compulsory attendances which is to avoid the postponement of decisions to be taken during those meetings. It was also mentioned that Cabinet is the final decision making forum/ body in Government; unlike Cabinet Committees, Cabinet can only be chaired by the President or Deputy President (no acting). In FOSAD Clusters, the DC mentioned that the National Commissioner is expected to participate in all established Clusters and is a permanent member of core Clusters. It was mentioned by the DC that the appointed representatives serve as permanent representatives of the Department in FOSAD Clusters, Provincial Clusters and Implementation Forums. He further indicated that Regional Commissioners are responsible for nominating departmental representatives to attend Provincial and Local sub-structures. It was clarified that the delegated Chief Deputy Commissioners are responsible for nominating the delegation for sub-committees. PROVJOINT may not be delegated further; in case of unavailability, the name of the nominated official must be communicated to IGR so that this can be formally communicated to the Chairperson (in writing); not be more than 50% of the scheduled meetings may be delegated. | - | - | - |
| **MANAGEMENT COMMENTS** | The CDC: GITO indicated that there is a need for a strategy on controlling communication in correctional facilities as was indicated in one of the video conferencing sessions. The Department should include the element of secure communication and device management due to the notion that crimes are committed by offenders using cell phones in correctional facilities. This should be elevated to the level of the JCPS Cluster so that the Cluster understands that it is a key deliverable for the Department.  The acting DRC Gauteng recommended that the Department appoints alternative members for the Clusters in case of unforeseen circumstances. She further suggested that the alternative member should be an official who is familiar with the issues discussed at the Cluster. | - | - | - |
| **PRESENTATIONS BY CE AND DIU ON THE 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The Director: Code Enforcement informed Management that due to challenges brought on by COVID-19, the indicator “Number of ethics, fraud prevention and anti-corruption awareness workshops conducted” has been moved to the AOP. The indicator for “Percentage of investigations completed for reported allegations” will remain in the APP for the 2021/22 financial year since it is a priority for the Executive. The target remained at 50% but will increase to 55% and 60% over the MTEF. He indicated that COVID- 19 has impacted significantly on the functions of the CEU as officials that expected to give evidence were reluctant to do so. He further highlighted that a lack of capacity within the CEU affects the timeframes in which disciplinary hearings can be attended to. | - | - | - |
| **EXECUTIVE MANAGEMENT PRESENTATION ON THE PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | Mr Govender from the Executive Management Office presented the plans to deliver on the priorities of the Executive. He presented the key issues that will be monitored operationally which include the Bi-monthly meetings between the Regional Commissioners and JICS , Heads of Correctional Centres to report bi-weekly on the stabilisation plans, development of charters for the Governance Framework, annual review of MOUs and executive meetings with JICS to focus on policy related matters.  The DC: ICC commented that the progress on executive priorities should read as progress to date and not something to be done sometime in the future. | - | - | - |
| **HUMAN RESOURCES PRESENTATION ON THE 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The CDC HR presented the APP for the 2021/22 financial year and outlined the target for “Percentage of youth employed within the Department” that will be maintained at 20% from the previous financial year. There has not been significant movement on the indicator due to the COVID-19 restrictions. Going forward, the reduction in the Compensation of Employees budget will impact on the ability of the Department to achieve the set target, however over the MTEF, targets will increase from 30% to 40%, i.e. an annual increase of 10%. The set target for indicator on “EE plan for SMS” will be maintained at 50% for Males and 50% for Females which is in line with the Employment Equity Plan. The indicator “Percentage compliance to the EE plan for PWDs” has a set target of 0.79% for the upcoming financial year which is informed by the baseline of the prior years. This indicator will increase to 0.81% in 2022/23 and in 2023/24 to 0.83%. The target for “Number of COVID Awareness Sessions conducted for officials” has been reduced from 2 304 to 576 given that most officials have attended the session. The CDC HR further presented progress on the Minister and Deputy Minister’s priorities which will be monitored operationally as follows; adoption of a new culture of discipline and accountability, completion of DCS Organisational Structure, minimisation of infection to officials, inmates, parolees, probationers and stakeholders, training of officials responsible for facilitating rehabilitation programmes, leadership training for officials entering the Department, review of the Departmental delegations and capacitation of areas where internal control processes need to be improved.  **MANAGEMENT COMMENTS**  Mr Kaya Somgqeza, Head of Office: Deputy Minister, enquired about the inclusion of gender based violence and femicide (GBVF) as part of the curriculum to be mainstreamed in the training material of the Department. The CDC SM sought clarity from the CDC HR on the issue of the Shift Pattern System that is excluded from the 2021/22 APP. Given this situation how will it continue to be implemented noting that it is a priority of the Executive. The CDC INCOR commented that the Department must adopt a new culture of discipline and accountability in response to the same priority which should be looked at beyond training and consider amendments to policies and operating procedures. This will allow for new recruits to embrace the ideal DCS culture. The indicated that GBVF is included in the DCS training curriculum. He indicated that the shift pattern system is included in the HR Strategy. It was highlighted that once it is approved it will be implemented during the 2021/22 financial year. The focus in relation to the culture of discipline and accountability will be on new recruits, as outlined in the HR Strategy. This seeks to create an ideal correctional environment within the Department. The Acting DRC Gauteng provided status on the GBVF Framework and advised that the Department must drive the delivery through the development of appropriate policies. She informed Management that the document has been finalised will be presented at the upcoming NatManCo. | - | - | - |
| **FINANCE AND SCM PRESENTATION ON THE 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The DC ICC presented on the three indicators (“Audit Outcome”, “Business Case for Revenue Generation and Retention Mechanism and “Tenders above R30 awarded to designated groups”) that have been included in the 2021/22 APP in response to the priorities as outlined by the Executive at the 2020 Strategic Planning Session. On the audit outcome the DC: ICC indicated that the target for the 2021/22 financial year is an unqualified audit opinion with reduced findings to allow the Department to deal first with the current audit findings before targeting a clean audit administration. The Department plans to have a draft business case for revenue generation and retention mechanism by end of 2021/22 while on the outer years the Department will start to pilot that strategy in order to have the business case for revenue generation and retention mechanism approved. The indicator of “Percentage of tenders above 30 million” remains consistent as prescribed by the National Treasury.  He further indicated the following priorities that have been considered by the Branch:   * Prioritisation of good governance and a clean audit outcome (compliance, consequence management, irregular expenditure, Information Communication Technology, compliance with SITA regulations Accommodation Determination System) * Concept document for the proposed DCS Trading Entity for self-sufficiency * Monthly reports required to address the concerns raised by Parliament’s Standing Committee on Public Account (SCOPA) * Development of an Action Plan or Audit Turn Around Strategy to address the consecutive qualified audits (monthly progress reports to be submitted in this regard) | - | - | - |
| **GITO PRESENTATION ON THE 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The CDC: GITO informed Management that three indicators have been removed from the 2021/22 APP. The indicators “number of sites where sensing and surveillance system are installed” and “number of sites where inmate communicate systems are installed” have been moved to the AOP while the indicator “number of sites implemented with Health screening APP” has been achieved. The following indicators have been included in the 2021/22 APP: “Number of sites where mesh network and integrated security system are installed (ISS)”; “Percentage of sites installed with network infrastructure” and “Percentage of Information Systems (IIMS) implemented as per MISSTP”. She highlighted that SITA cannot cater for any new technology that must be implemented by the Department with the current network hence it is critical to have the first deliverable of sites where mesh network and Integrated Security Systems are installed. The target is to have five major sites with network infrastructure. It should also be noted that SITA has not been able to provide the required service for installation of network, and as a result there has been a request made for deviation to roll out to identified sites. The CDC GITO mentioned that a new name has been proposed for IIMS in the Masterplan, but the concept and the implementation of the solution remains the same.  The CDC GITO then presented on the priorities as pronounced by the Executive Authority. The automated document management system, has been developed through e-Corrections; testing has been conducted with office of the Deputy Minister on 04/02/2021. The automation of DCS immovable assets, such as farms, land parcels, workshops and equipment, requires a thorough analysis of the environment to determine the scope of work and source of funding. She indicated that the Department is currently prioritising security systems at all sites. An estimated R240 million will be required for the installation of security systems i.e. Mesh and ISS based on an assessment that was conducted for five of the largest DCS sites. The Department will prioritise the most urgent needs over the MTEF due to the reduced budget.  **MANAGEMENT COMMENTS**  The RC: Eastern Cape sought clarity on how the process of developing a system for e-Parliament differs from all the other processes. The CDC GITO responded that the process of e-Parliament is the same as the other processes that requires signatures. Currently the process requires documents to be printed, signed and scanned back to the system as there is no electronic signature. Once the automation is done, it will include the e-leave and e-submissions. | - | - | - |
| **SECURITY PRESENTATION ON THE 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The Chief Security Officer (CSO) highlighted that security is central to the effective functioning of the Department, i.e. rehabilitation of offenders cannot take place when security is not intact. He explained that there are three security indicators in the APP; the first one is on “Percentage of inmates who escape from correctional facilities” and over the medium term focus will be on reducing escapes to 0.032% in 2021/22, 0.031% during 2022/23 and finally 0.030% in 2023/24. The target is to reduce the escapes by 0.001% in each financial year. Nationally, in the current financial year, the Department has recorded 53 escapes while it is known that one escape is one too many. The second indicator is the “Percentage of inmates injured as a result of reported assaults in correctional facilities.” The Department plans to reduce injuries as a result of reported assault by 0.05% across the MTEF period. The CSO further informed Management that the indicator on “Percentage of confirmed unnatural deaths in correctional facilities” should have been placed under Programme Care. The Department plans to maintain the target of 0,032% on the indicator.  The CSO further presented on the priorities of the Executive. The first priority was the development of a policy on Information Gathering and Analysis relating to illegal activities within correctional centres. The progress provided to Management was that the draft Policy on Information Gathering and Analysis has been developed. In an effort to ensure zero tolerance for smuggling of contraband, there were various search and clean-up operations conducted during the December and January period where contrabands were found and confiscated. This is an on-going initiative that will be conducted on an ad hoc basis and reported to the Security Committee on an ongoing basis.  **MANAGEMENT COMMENTS**  The Act DC Care (Ms Mabe) clarified that unnatural deaths is a forensic issue that should be placed under Security Operations. She added that if there are any other challenges regarding the indicator both sections can consistently work together to resolve them. The RC Gauteng raised a concern as JICS is reporting COVID-19 deaths as unnatural deaths and as a result the JICS reports and DCS reports different and this creates a discrepancy on the reporting of numbers to oversight bodies. The Facilitator advised that this matter should form part of the discussions with JICS at the Regional level. | Regional Commissioners to meet with JICS to resolve the issue of reporting COVID-19 deaths as unnatural death. | RCs and CSO | During Q4 review session |
| **FACILITIES PRESENTATION ON THE 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The Acting DC: Facilities presented on the indicators selected for the 2021/22 APP and the priorities of the Executive. He indicated that the Department was able to finalise the construction of four correctional centres (Tzaneen, Standerton, Estcourt and C-Max) and over the MTEF period, the Department plans to construct the Emthonjeni Youth Centre in 2021/22, Parys in 2022/23 and Brandvlei in 2023/24. The Department has changed the wording of the indicator from the “number of bedspaces created through construction of new and upgrading of existing facilities” to the “number of infrastructure projects completed”. This was benchmarked against other government departments, for example, the Department of Health. It should be noted that targeting the creation of bedspaces is not feasible for the Department as changes to the design of the facility is sometimes beyond the Department’s control. The measurement of the facility at the design phase is rarely the same after the construction has been finalised. He further indicated that there are challenges experienced during the construction of correctional facilities which must be addressed by the Department of Public Works and Infrastructure (DPWI) who are responsible for managing consultants and contractors that to do the actual work. There are frequent delays on projects due to outstanding payments to sub-contractors etc.  The Acting DC: Facilities provided progress on the priorities of the Executive. A memorandum and letter were drafted to DPWI in order to adopt various maintenance projects from DPWI and to secure a portion of the maintenance budget.  The Act DC Facilities reported that during February 2020, the Department hosted the first integrated facilities workshop between DCS, Justice, SAPS, SIU and DPWI. The aim of the work session was for sister departments to engage in discussions on areas of mutual interest with respect to infrastructure planning and implementation towards integrated solutions. During this meeting the use of offender labour in the maintenance of public infrastructure was discussed. An SLA must be crafted between sisters departments for the use of offender labour.  Aligning the infrastructure plans of the Department with that of the municipalities is one of the key priorities of Executive which will require the Department to forge strategic partnerships with municipalities. In addition, the infrastructure plan must be updated in line with 25 year South African outlook taking into consideration the migration patterns and challenges with water security. Management was informed that the National Spatial Development Framework (NSDF) was incorporated into the Master Infrastructure Plan. In an effort to urgently address the delays on infrastructure projects, the Act DC Facilities indicated that the Department has diversified the procurement strategy and project implementation for 2021/22 through the appointment of the additional Implementing Agents, such as the Independent Development Trust (IDT) and the Development Bank of Southern Africa (DBSA) to fast track the planning and implementation of the infrastructure programme. The project implementation plan further includes the own resources programme (offender labour) to conduct first line general maintenance and up keeping of facilities in all six (6) regions; the appointment of external service providers to conduct electrical and mechanical maintenance at prioritised kitchens; the finalisation of in-house planning and design for the appointment of external maintenance contractors in the Eastern Cape Region, Free State/Northern Cape Region, LMN Region and KZN Region (at various management areas); the implementation of Total Facilities Management (TFM) projects at the newly constructed correctional centres at Standerton, Tzaneen and Estcourt; the implementation of maintenance contracts on Integrated Security Systems at Qalakabusha, Tswelopele, Standerton, North End, Kokstad and Pietermaritzburg correctional centres and lastly construction of bakeries with the use of in-house capacity and offender labour.  **MANAGEMENT COMMENTS**  The acting DRC KZN highlighted the urgent need for the maintenance of dams in KZN which are dilapidated. If the repair and maintenance of the dams are delayed any further, there is a risk that some of the Management Areas will not have water. The CDC Remand Detention requested information regarding (i) the maintenance plan of ablution facilities where remand detainees are accommodated and (ii) plan for construction of boreholes in areas where there is no water. The RC LMN requested clarity with regard to the advancement of self-sufficiency across regions taking into consideration that the infrastructure budget is centralised. He further advised that Regions should be given an opportunity to rework their infrastructure needs and resubmit the plan to incorporate self-sufficiency. The acting RC FC/NC requested Facilities to provide feedback on the finalisation of the bedspace verification since AGSA will soon commence with its audit process. He further added that the Groenpunt Medium is dilapidated and this is a challenge as offenders are accommodated at this facility. He requested timeframes for the refurbishment of the correctional centre. The CDC COMCOR raised a similar concern as most of the community corrections offices are dilapidated. She further highlighted a concern on the prioritisation process of infrastructure projects in view of the reduced budget; Community Corrections continue to struggle to function in dilapidated accommodation while submissions for upgrading of accommodation take far longer than expected to process.  The RC EC highlighted that delays on infrastructure projects is a challenge and must be dealt with speedily. He informed Management that the Executive has outlined the need to use offender labour in the maintenance of correctional facilities. The RC GP made a follow up on the question from the acting RC FS/NC relating to the G309s. She indicated that the bedspace measurements and capturing on the G309s have been done incorrectly which is going to affect the report on the Overcrowding indicator especially if Regions will be expected to recalculate performance of 2020/21.  **FACILITIES RESPONSES**  The DC Facilities recommended that a separate session be arranged to go through the Infrastructure Masterplan because some of the questions or concerns raised by Management are valid and will be answered once the Department finalises the Infrastructure Masterplan. He indicated that the new BDS system is user friendly and much quicker with the capturing of bedspaces than the ADS. He advised Management that Facilities will meet with the AGSA to discuss the audit process and if Regions are not ready with the new bedspace totals, a request can be made to AGSA for an extension.  The DC Facilities indicated that the maintenance of Community Corrections offices forms part of the infrastructure plan however dilapidated infrastructure remains a challenge at majority of the Community Corrections offices which are leased. The Department has 134 private leases at this stage and 101 of these leases have expired. It is not unique to DCS, it is a national problem that started when the DPWI did not renew any leases and commenced with a process of renegotiating lease tariffs with the landlords. In most instances where there are no lease agreements, the landlords become reluctant to do any maintenance work. The DC Facilities indicated that the challenge with infrastructure spending is not as a result of the centralised infrastructure budget but the slow delivery of the projects resulting in slow expenditure. His main concern was that the Department continues to underspend its infrastructure budget and as a result a portion of the budget will be surrendered in 2020/21. In an effort to address the challenges with the procurement processes, Facilities is working with the Regional Heads: Facilities to compile terms of reference or tender documents to create a database of contractors.  There are still some challenges in the implementation of own resource projects at Regional level to support self-sufficiency however there has been some progress made over the last three years. The WC Region has developed a structured approach to own resource projects where artisans will be grouped together to attend to day to day maintenance related issues. | - | - | - |
| **REMAND DETENTION PRESENTATION ON THE 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The CDC Remand Detention outlined that the Remand Detention Branch has only one indicator, i.e. “Percentage of Remand Detainees subjected to Continuous Risk Assessment (CRA).” She appreciated the inputs that have been received from the Regions in setting out the information for the indicator. Due to budget reductions the target was revised in consultation with the Regions and it was estimated at 40% for 2020/21. The target for the 2021/22 financial year is set at 65% which will be maintained throughout the MTEF.  The CDC Remand Detention provided progress on the priorities of the Executive indicating that the Department is working jointly with the Department of Justice and Constitutional Development to address systemic issues in the Criminal Procedure Act and improving efficiencies in the criminal justice system. She highlighted that Court Optimisation meetings were held to discuss court admission and releases, daily admissions (±25 000), court appearance, preparation processes, SAPS transportation, audio-visual courts, bail releases, warrant of liberation and temporary release of RDs.  She indicated that the implementation of the protocol on “referral to court of RDs for consideration of their length of detention in Department of Correctional Services” will form part of the process of the review of the Criminal Procedure Act. The review of the Criminal Justice System was referred to the South African Law Reform Commission as per instruction of the Minister of Justice and Correctional Services. There has been engagement with the Secretary of the Law Commission on 25 January 2021. The current status is that the request was considered by the Commission and the outstanding matters were referred to the Department of Justice (Court Administration) is the terms of reference and funding for the project". | - | - | - |
| **COMCOR: PRESENTATIONS ON 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The CDC COMCOR informed Management that the Social Reintegration Programme contributes to the outcome: “Successful integration of all of those under the care of the Department.” The Sub-Programme Supervision has two indicators that measure parolees and probationers who did not violate their parole conditions to such an extent that parole or correctional supervision was revoked. The estimated performance for the current financial year for both indicators is 97% and this will be maintain for 2021/22 and across the MTEF period. She further highlighted that the two restorative justice indicators which fall under the Sub-Programme Community Reintegration, i.e. “Number of victims who participated in the Restorative Justice processes” and “Number of offenders, parolees and probationers who participated in the Restorative Justice processes” will no longer be measured in percentages but in numbers. The estimated performance for victims is 3 000, whereas the estimated performance for offenders, parolees and probationers is 2 000. Taking into consideration of the impact of COVID-19, the target for the victim participation will increase from 3 500 in 2021/22 to 4 100 in 2022/23 and ultimately to 4 700 in the 2023/24 financial year. The targets for “Number of offenders, parolees and probationers who participated in the RJ processes” is set at 2 500 for 2021/2022 and will increase to 3 000 in 2022/23 then to 3 500 in 2023/24 financial year. The third indicator is the “Number of economic opportunities facilitated for offenders’ parolees and probationers” with a set target of 36 for the 2021/22 financial year which will increase to 42 in 2022/23 and then to 46 during 2023/24 financial year. The fourth indicator measures the “Number of parolees and probationers participating in community initiatives.” A target of 6 200 was set for 2021/22 based on the current performance which is recorded at 6 000. This indicator will increase by 200 in each financial year over the MTEF period.  The CDC COMCOR then provided progress on the implementation of the priorities of the Executive. During the 2020 Strategic Planning Session it was emphasised that Restorative Justice must be prioritised to address reoffending. In terms of progress on the implementation of this priority, she indicated that all offenders admitted into correctional centres will be included in Restorative Justice, which will enable them to participate in the intervention programmes of VOD/VOM. To ensure participation in the Restorative Justice Programme, there is a need to maintain the current services of Social Auxiliary Workers and retain these services within the Department over a long term for continuous enhancement of victim participation. The Directorate Community Liaison and Regions are in continuous engagement with relevant NPOs for establishment of more halfway houses in identified Management Areas in order to forge effective partnerships and working relationships with communities and other stakeholders for the realisation of rehabilitation and social integration outcomes. Currently there are only six Halfway Houses and this will continue to be monitored operationally.  In collaboration with the JCPS Cluster departments, the Department embarked on a process to develop an integrated code manual for court proceedings which will assist in the placement of qualifying cases under correctional supervision. There were engagements with other stakeholders like SAPS, NPA and communities through special monitoring and Community Corrections Forum for effective monitoring and assisting in ensuring compliance with conditions. There was also consultation with Department of Social Development and South African Council of Social Service professions for the review of the scope of social workers based at Community Corrections.  **MANAGEMENT COMMENTS**  The RC Gauteng requested clarity on the target set by the Branch for VOD, i.e. what informed the target of 2 000 if all offenders must undergo VOD. She advised that the Branch should rather replace the word “all “with “more”. She added that a more realistic target should be set looking at the performance of different Regions. The RC LMN recommended that the word “programme” in the RJ indicators should be removed and replaced with specific wording in terms of the processes of VOD and VOM. The CDC Remand Detention requested clarity on who will qualify for electronic monitoring and what is the progress in terms of implementation of the electronic monitoring system.  The CDC COMCOR welcomed all the comments and questions raised by Management. She indicated that the word “programme” will be changed to “processes” and the word “all” to be replaced with the word “more.” She further added that performance for victims was dependant on the availability of the Social Auxiliary Workers who assisted in tracing the victims; however these contracts have since come to an end which will unfortunately affect performance of the indicator. During the COVID-19 lockdown, the Restorative Justice Programme was placed on suspension in line with the COVID 19 regulations which will impact on the achievement of the set targets; as a result the Branch has reduced the targets for the 2021/22 financial year. The RC WC commented that it is advisable to adjust the targets downwards, given the challenges with SAW and budget reductions. A resolution was made by the COC that the target should not be retained as set by the Branch given the current operational requirements. | **Decision 03 of Q3 Review Session 2020/21:**  The Branch COMCOR to replace the word programme on the RJ indicator, and replace it with processes | CDC COMCOR | 31 March 2021 |
| **INCARCERATION PRESENTATION ON THE 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | **Offender Management**  The CDC INCO presented on the Sub Programme Offender Management. The output indicators are contributing to the Outcome “Improved case management processes of inmates.” The percentage of overcrowding in correctional facilities is directly linked to the bedspace capacity of the occupied facilities. Over the MTEF period the annual targets are set at 28% for 2021/22, 30% during 2022/23 and 32% during 2023/24. The aim is, however, to see a decrease in the rate of overcrowding, but the realities of offenders being admitted to correctional facilities is unavoidable. He further presented on the indicator “Percentage of offenders profiles approved for consideration by the correctional supervision and parole boards.” The target for 2021/22 is set at 55% which will increase by 2% over the MTEF period.  The CDC INCO indicated during his presentation that the Executive requires a review of the parole system which must be prioritised to address reoffending. In response to this a Position Paper on Review of the Parole System was referred by the Minister of Justice and Correctional Services through to the NCCS for consideration upon submission. The position paper makes recommendations for the Minister of Justice and Correctional Services to make an informed determination on the way forward regarding possible amendments of the parole system. The review of the recommended aspects parole system will require amendment of relevant sections of the Correctional Services Act, 1998 (Act 111 of 1998) and policy procedures as soon as formal feedback is received from the NCCS by the Ministry. In order to expedite and finalise this process, the CDC INCO has requested a meeting with the Branch and the NCCS through the NCCS Secretariat before the end of February 2021. The Minister of Justice and Correctional Services recommended that the Department enter into areas of cooperation with SADC countries to process and address the growing number of inmates within correctional facilities from neighbouring countries. The proposed “SA Domestic Policy position on Inter-transfer of sentenced foreign nationals” that will enable bilateral and multilateral transfers between member states was presented to the former NCCS on 30 July 2018 and again on the 3rd July 2020 to the new NCCS.  The CDC further indicated that inputs on the draft procedure to manage notorious cases and template on reporting of notorious cases was submitted by the Directorate Correctional Administration to Regions. This will assist to monitor high profile offenders that are being considered and approved for parole. | - | - | - |
| **REHABILITATION PRESENTATION ON 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The CDC INCO presented the first indicator “Percentage of sentenced offenders with correctional sentence plans who have completed correctional programmes.” He informed Management that although the estimated performance for 2020/21 was reviewed and reduced from 80% to 50% in response to COVID-19, the target has been increased to 80% consistently across the MTEF period. This is in anticipation of the service delivery improvement measures that have been put in place. Management was also informed that the targets for the three indicators within the Sub-Programme Offender Development which are “Percentage of offenders participating in Long Occupational Skills Programmes”, “Percentage of offenders participating in Short Occupational Skills Programmes” and “Percentage of offenders participating in TVET College Programmes” have been set at 90% across the MTEF period. The CDC INCO indicated that online learning platforms have been identified as an important innovation that the Department must invest in; both in terms of IT infrastructure and software to ensure connectivity for continuous learning. On the indicator “Percentage of offenders participating in GET per academic year”, he highlighted that the target have been set at 80% across the MTEF period. He further presented that for the “Percentage of offenders participating in FET per academic year” indicator the targets have been set at 80% for both 2021/22 and 2022/23 financial years and for the 2023/24 financial year the target is set at 82%. The target for the “Grade 12 pass rate” will be maintained at 76% for both 2021/22 and 2022/23 financial years and then increases to 77% in the 2023/24 financial year. In contributing to self-sufficiency, the target for cloths face mask indicator has been set at 85% across the three MTEF period. The production of uniforms for officials will be introduced into the programme once confirmed.  One of the key priorities of the Executive is the establishment of a business entity that must be operationalised to enable the Department to realise self-sustainability and revenue generation. To this end, the Self Sufficiency Framework is being consulted with various Branches to mobilise support services in preparation for the implementation thereof. He added that the Framework will be put on route for approval upon conclusion of the consultation process and will be operationalised once approved. The development of a feasibility study and business case project for the establishment of a revenue generation and retention mechanism is included as a project in Workstream Five of the OMF Phase II. The Branch INCOR is assisting Branch Finance to engage National Treasury on the development of a feasibility study and business case for the most viable option for self-sufficiency.  A virtual meeting was convened with Department of Environment, Fisheries and Forestry representatives and Directorate PWA on 04 February 2021 to discuss areas of cooperation to be included in the Memorandum of Understanding between the DCS and DEFF (Production Workshops, furniture). The draft MOA will be consulted with other internal stakeholders for inputs before it is finalised. In addition, a meeting will be arranged with the Department of Trade, Industry and Competition (DTIC) to discuss support required by the Department for the modernisation of machinery and equipment in the Production Workshops.  **Personal Wellbeing**  The CDC INCO presented the target for the indicator “Percentage of offenders, parolees and probationers receiving social work services” set at 54% for 2021/22, 55% for 2022/23 and lastly at 56% during 2023/24 financial year. The target for “Percentage of inmates receiving spiritual care services” has been set at 62% during 2021/22 and an increase of 2% across the remaining MTEF period. The target for 2021/22 financial year for “Percentage of inmates receiving psychological care services” has been set at 21% with an increase of 1% across the two remaining outer years. | - | - | - |
| **CARE PRESENTATIONS ON 2021/22 APP AND PRIORITIES OF THE EXECUTIVE (MINISTER, DM) AND NC** | The CDC INCO presented the indicators within the Programme Care. He indicated that the target for the indicator of “Offenders viral load suppression rate (at 12 months)” will be maintained at 91% across the MTEF. It was further indicated that the targets for the five indicators of “Offenders Tuberculosis (TB) new pulmonary cure rate”, “Percentage of identified inmates tested for COVID-19”, “Percentage of inmates who have recovered from Coronavirus Disease 2019 (COVID-19)”, “Percentage of inmates screened for diabetes” and “Percentage of inmates screened for hypertension” have been set at 90% across the MTEF. In addition the target for the indicator of “Percentage of therapeutic diets prescribed for inmates” has been set at 12% consistently across the MTEF. | - | - | - |
| The CDC INCO presented the priorities of the Executive indicating the need to ensure that the risk of infection to officials, inmates, parolees, probationers and stakeholders is minimised by working closely with the Department of Health and other relevant institutions and utilise up-to-date and accurate advice to curb the spread of COVID-19. He highlighted that the DCS Standard Operating Procedures for Preparedness, Detection and Response to COVID-19 is in line with the prescripts of the Department of Health (DoH) and is implemented at all levels of the Department to mitigate the impact of COVID-19 on inmates and officials. The South African Government, through the Department of Health is rolling out a massive COVID-19 vaccination programme as one of the efforts aimed at curbing the spread of the pandemic. The DCS COVID-19 Vaccination Rollout plan will be implemented alongside non-pharmaceutical interventions such as wearing of masks, social distancing, reducing social gatherings, hand hygiene etc.  The CDC INCO further indicated that the temperature screening machine, which was donated to the Department, will be moved to St Albans Correctional Remand Centre for optimal use.  **MANAGEMENT COMMENTS**  The RC GP advised the CDC INCO to review the indicator and the targets for the cloth face masks as production of the masks depends on the requests received. She further commented that the Region is busy engaging on the bid for perishable goods and if this is approved it may affect the starting time for self-sufficiency. She also advised that when setting targets, Branches should take into consideration the challenges within the environment e.g. the moratorium in filling of vacant posts. The CDC Remand Detention advised the Branch to also give priority to the Phaahla and Van Vuuren Judgements. | - | - | - |
| **ADDRESS BY THE CHIEF OPERATIONS COMMISSIONER** | The COC provided Management with a report on the status of Operations within the Department. He advised Management that tools of trade are needed to assist the Department to be able to deliver on the mandate. He reported that there have been numerous engagements with regards to the development of the Department’s Standard Operating Procedures and Policies as they are able to guide, create consistency and stability in the Department. To this end, the Overcrowding Reduction Strategy, the draft Gender Based Violence and Femicide Policy and the B-Order are about to be finalised. He indicated that during this process it was noted that there are over 200 qualified officials in the field of Law within the Department. These officials have assisted in compiling the B-Order. The B-order is being aligned with the Constitution, Correctional Service Act as well as Criminal Procedure Act. The COC also noted with concern that there are hundreds of qualified Social Workers in the Department who cannot be easily identified as they are misplaced.  On the Business Continuity Plan, the COC highlighted that when the Department had its strategic planning session in Kopangong, the National Commissioner talked about the events/occasions/incidents that has never occurred before. One such event, i.e. the outbreak of the COVID-19 pandemic, which was never predicted, has taught everyone the importance of business continuity planning to dealing with disasters.  Gang violence is regarded as a pandemic as it disturbs the peace and stability within correctional facilities. The Gang-combating Strategy aimed at rooting out the gang fights in correctional facilities has been developed.  The session in which the newly appointed Area Commissioners where inducted has never happened in the past. The Area Commissioners went through the basics of their role in the Department, what is expected from them and how to carry out their functions. A handbook was also developed to induct the future Area Commissioners in their new roles. A session will be held for the newly appointed Head of Centres in the coming week in Boksburg, where they will be taken through their duties as the Heads of the Centres  It is important to create a solid base that will enable the Department to work progressively toward Vision 2068 where the National Office will be at the Centre of Excellence and Centres would be the Theatre of Operations. The COC highlighted that non-compliance should not be accepted in the Department. The Area Commissioners were taken through the important tools which are used to improve the quality of work in the Department and to avoid irregular, fruitless and wasteful expenditure. The COC concluded by informing Management that the Quarter Three Performance Review Session was the last session that he was attending before his retirement. He expressed his appreciation for having being part of the transition of the Department as he worked through the ranks of the organisation. The COC urged everyone to continue showing their commitment to the work of the Department. | - | - | - |
| **NATIONAL COMMISSIONER CLOSING REMARKS** | The National Commissioner (NC) commended the Department for increasing the overall performance from 62% in Quarter Two to 69% in Quarter Three given the challenge of COVID-19. This performance report assists to identify the true leaders who are always present and focussed on service delivery and those that are not. Managers should understand that their interventions empower people to advance. He advised Management to identify the weaker Management Areas that muse be assisted to resolve recurring problems. He raised a concern about the continuous change of historical performance information and instructed the Regions review their Quarterly Performance Reports and make sure that performance information is corrected and further directed Strategic Management to put in place the necessary controls. In addition, he expressed his concern on the verification of bedspaces which has not yet been resolved. He clearly indicated that there must be no recurring findings with regards to bedspaces in the current financial year; this matter must be resolved with immediate effect. The NC instructed the CFO to immediately address the issue of irregular expenditure; HR must be empowered to deal with guilty parties involved in the form of consequence management.  The CDCs were encouraged to work in an integrated manner. The NC emphasised that posts must be categorised and critical ones must be prioritised so that when the Department receives resources those posts must be filled accordingly. The CDC HR is establishing an Adjudication Committee to abolish identified posts. As part of this process the NC urged the CDCs and CFO to categorise posts which the Department cannot do without regardless of budget challenges, i.e. critical and essential support posts, for example ACs and HCCs as non-negotiable.  All procurement processes of the Department must be completed and all invoices paid prior end of the financial year.  The NC stated that every CDC is a sponsor of the self-sustainability project and must work toward an integrated solution for the Department. The CDCs and RCs are were directed to resolve issues and present alternative options. Mechanisms and forums must be established to address matters relating to self-sufficiency. The Department needs to adopt a similar approach to resolve the challenges of alignment between the HRPB Tool and Persal. The uniqueness of the Department must be presented during discussions with the National Treasury based on the reality of the current situation. Managers are requested to avail themselves and provide support to HR to resolve the issue and ensure that there is alignment between the HRBP tool and Persal.  The NC requested the CSO to ensure that the procurement of security equipment is prioritised so that the budget for these items is not rolled over. The low expenditure level reported is a challenge taking into consideration the realities of COVID-19, however, managers must find a way of intervening so that service delivery is not compromised.  The Cluster coordination must be perfected and CDCs must ensure that tasks are always executed. The champions of the Cluster must ensure consistency at all levels alongside IGR. The position of the Department must be implicit when going to the Cluster meetings to ensure that there is adequate feedback and mandate going forward. The CDC must make ensure that the Cluster mandate is endorsed, executed and reported on. During the quarterly review sessions there must be some engagement on the Department’s position and that of the Cluster.  Given the budget shortfalls there is a need for the Department to conduct an appropriate analysis of RDs to understand the categories of RDs as well as the durations and the nature of offences. It may be necessary to debate the matter in the Cluster where the Department presents evidence based records and use its influence at this level.  The Department must work toward a Social Reintegration Programme that the judiciary and society will have confidence in as an alternative to incarceration. The NC further stated that he has engaged the Director General of the Department of Agriculture, Land Reform and Rural Development and based on these engagements a MOU will soon be signed which will not only benefit the Department but will also uplift the local communities. The Department should work closely with the agricultural experts to make correctional centres a nodal point of work. The Agricultural Research Council and Onderstepoort Biological Centre are available to assist the Department to advance the DCS agricultural products.  The partnerships and MoUs are progressing well and there are requests to centralise the MOUs to ensure that they effectively serve the needs of the Departments. The NC requested CDCs to provide details of the MOUs and how best they align to the priorities of the Department. He emphasised the need to keep the Executive informed of progress so that it can be acknowledged or corrected if necessary.  As the Department finalises the engagement on the 2021/22 APP with both Branches and Regions, there must be a commitment to finalise and submit the APP document to the Executive Authority hence Branches must ensure that information is finalised and submitted in line with the resolutions of the session. Some of the key priorities of the Executive have been shifted to AOPs however these should be lifted to the APP as the Minister has been explicit about areas to be included in the APP.  During SONA the President spoke about the economic reform to create sustainable jobs. The Department’s drive toward self-sustainability will trigger the rest of Government. The Department must not look only at job creation but leveraging communities and assisting to build small businesses. The Director-General of DALRRD has agreed to have a tripartite MOU to include environmental affairs as part of this initiative.  The fight against corruption and strengthening the State should be prioritised which will require the Department to be preventative and to detect corrupt activities before the actual corruption take place. GBVF is high on the agenda of the President therefore it is critical for the Department to ensure that this is reflected in the plans. The NC thanked everyone for the vibrant interaction at the National Management Quarterly Review Session. | **Decision 04 of Q3 Review Session 2020/21:**  Regions to correct their quarterly reports from Q1 to Q3  **Decision 05 of Q3 Review Session 2020/21:**  The NC requested CDCs to provide details of the MOUs and how best they align to the priorities of the Department.  **Decision 06 of Q3 Review Session 2020/21:**  CSO to ensure that procurement of security equipment is prioritised so that the budget for these items is not rolled over.  **Decision 07 of Q3 Review Session 2020/21:**  The Adjudication Committee to categorise posts which the Department cannot do without regardless of budget challenges  **Decision 08 of Q3 Review Session 2020/21:**  The issue of bedspaces should be resolved to avoid recurring findings  **Decision 09 of Q3 Review Session 2020/21:**  The issue of irregular expenditure should be resolved to avoid further findings | All Regions and branches  All CDC  CSO  CDC HR and CFO  Facilities/CFO  CFO | 31 March 2021  30 June 2021  31 March 2021  31 March 2021  31 May2021  31 May 2021 |

| **List of Abbreviations** | |
| --- | --- |
| ADS | Accommodation Determination System |
| AGSA | Auditor General of South Africa |
| AOP | Annual Operational Plan |
| APP | Annual Performance Plan |
| ART | Antiretroviral Therapy |
| ARV | Antiretroviral |
| ASD | Assistant Director |
| CAE | Chief Audit Executive |
| CFO | Chief Financial Officer |
| COMCOR | Community Corrections |
| COVID19 | Corona Virus Disease 2019 |
| CRA | Continuous Risk Assessment |
| CSO | Chief Security Officer |
| DC | Deputy Commissioner |
| DCS | Department of Correctional Services |
| DD | Deputy Director |
| DIR | Director |
| DPME | Department of Monitoring & Evaluation |
| DRC | Deputy Regional Commissioner |
| EC | Eastern Cape |
| EE | Employment Equity |
| ER | Employee Relations |
| EST | Emergency Support Team |
| FET | Further Education & Training |
| FMA | Financial & Management Accounting |
| FSNC | Free State Northern Cape |
| GET | General Education & Training |
| GITO | Government Information Technology Officer |
| HRBP | Human Resource Budget Planning |
| HRD | Human Resource Development |
| HRM | Human Resource Management |
| ICC | Internal Control & Compliance |
| IGR | Inter-Governmental Relations |
| IIMS | Integrated Information Management Systems |
| INCO | Incarceration and Corrections |
| ISS | Integrated Security Systems |
| IT | Information Technology |
| KZN | Kwazulu Natal |
| LMN | Limpopo Mpumalanga North West |
| M&E | Monitoring & Evaluation |
| MCS | Modified Cash Standards |
| MISSTP | Master Information Systems & Security Technology Plan |
| MTSF | Multi Term Strategic Framework |
| PA | Personal Administrator |
| PC&R | Policy Coordination & Research |
| PERSAL | Personal & Salary System |
| PESRSM | Public Education, Stakeholder Relations & Media Services |
| PPP | Public Private Partnership |
| Q2 | Quarter two |
| QPR | Quarterly Performance Report |
| RC | Regional Commissioner |
| RD | Remand Detainees |
| RFP | Request for Standards |
| RJ | Restorative Justice |
| SADC | Southern African Development Community |
| SANDF | South African National Defence Force |
| SCM | Supply Chain Management |
| SDI | Service Delivery Improvement |
| SED | Sentence End Date |
| SM | Strategic Management |
| SP | Strategic Plan |
| SPMM | Strategic Planning Management & Monitoring |
| TB | Tuberculosis |
| TID | Technical Indicator Descriptors |
| VOD | Victim Offender Dialogue |
| WC | Western Cape |

| **List of Abbreviations** |
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