

# 2021 Strategic Planning Session

## MTEF PLANS

### OUTCOME: 4

Successful reintegration of all  
those under the care of the  
Department



# Presentation outline



# CONTEXTUAL ISSUES



## INTERNAL



## EXTERNAL



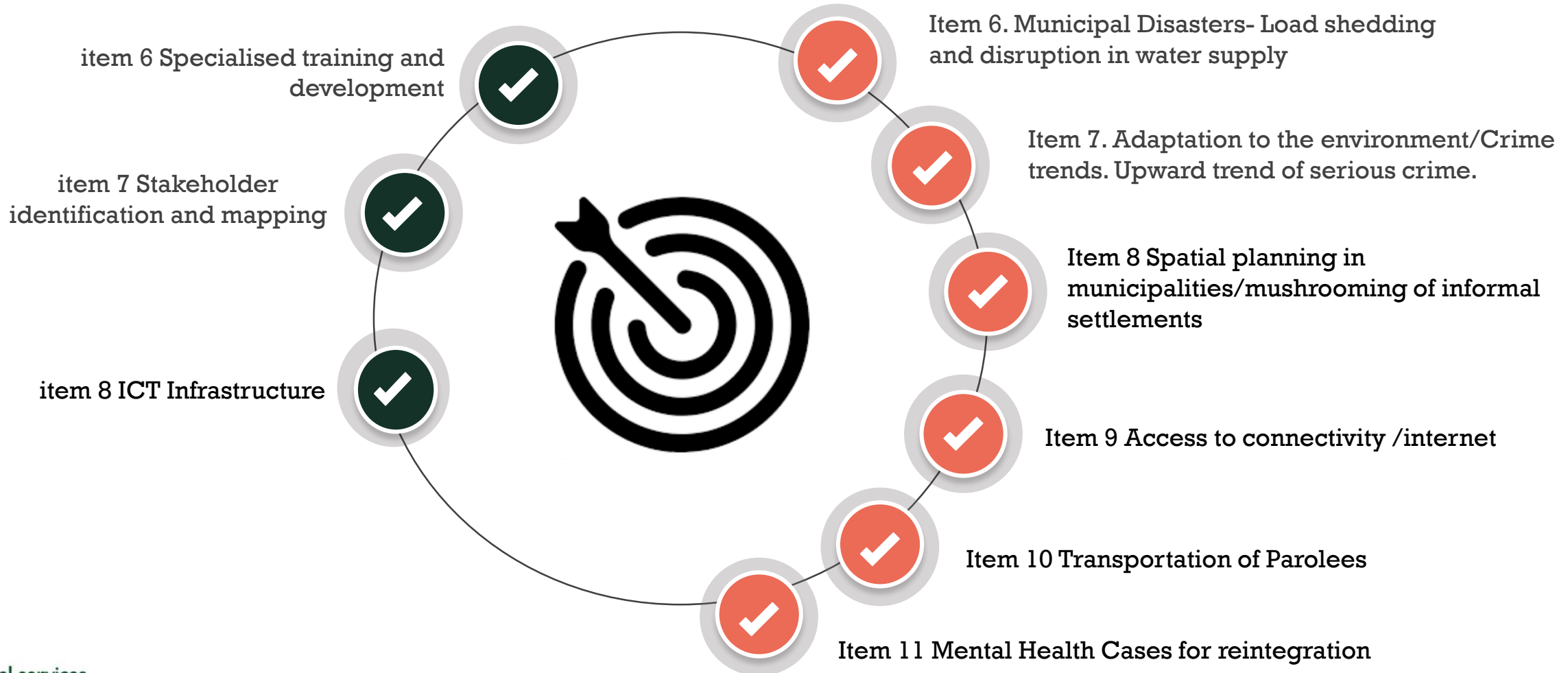
# CONTEXTUAL ISSUES



## INTERNAL



## EXTERNAL





# ROOT CAUSE ANALYSIS (Review)

## Reoffending unemployment

Stigmatization and attitudes of communities towards offenders

Inadequate participation and unwillingness of offenders to participate in restorative justice programmes.

General fear of crime by communities.

Inadequate marketing of Corrections agenda

## Dysfunctional families

## Behaviour relapse

Hindrance of criminal record to employment

Non-provision of tools of trade

Lack of financial aid

Lack of family support & aftercare services

Limited work or job opportunities for parolees

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



**CORE PROBLEM: Unsuccessful reintegration of offenders into communities**

**Cause 1: Rejection of offenders by families and/ or communities**

**Cause 2: Inability to live a productive live**

**Cause 3: Failure to comply with parole correctional supervision conditions**

**Cause 4: Inadequate organisational structure**

# ROOT CAUSE ANALYSIS (Review)

## Reoffending unemployment

Insufficient family support

Offenders are released into the same environment that prevailed prior to their incarceration.  
Inability to adjust to the environment

Lack of ICT support system for monitoring (remote monitoring, computers, Wi-Fi, mobile devices, etc.)

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

Insufficient and no suitable vehicles for monitoring and lack of mobile offices

## Dysfunctional families

## Behaviour relapse

Inappropriate ration of official to offender.

Inadequate specialised training.



**CORE PROBLEM: Unsuccessful reintegration of offenders into communities**

**Cause 1: Rejection of offenders by families and/ or communities**

**Cause 2: Inability to live a productive life**

**Cause 3: Failure to comply with parole correctional supervision conditions**

**Cause 4: Inadequate organisational structure**

Explanation.

Explanation.

# IMPLEMENTATION OF INTERVENTIONS

Reconcile offenders, parolees and probationers with their communities

	Stakeholders	Progress since 2020	Date of completion
Improve public education on the mandate of correctional services	Municipality Government Departments NPO's/NGO's/FBO/s Communities Private Sectors Traditional Leaders	Imbizo were held to improve public participation in corrections agenda  Comcor officials with parolees and probationers are participating in community initiatives in partnership with stakeholders. E.g. (furniture refurbishing, cleaning of schools, landscaping of clinics and cleaning cities during the looting unrest)	Ongoing
	Communication	Distribution of developed marketing material / pamphlets for community corrections to ensure public awareness and orientation to the offenders and stakeholders Participate in Radio Talk shows and community publications	2020
Enhance partnerships(e. g. NHTL, National House of Traditional Leaders)	Traditional Leaders Communities	Services points available across the country Community Projects carried out in partnership with stakeholders Ambassador Programme conducted across the country Cleaning of Tribal Offices Imbizos and family conferences are held to educate public on the importance of acceptance	Ongoing
Partnerships with Community Safety Forums/Relevant Stakeholders	Municipality Government Departments NPO's/NGO's/FBO/s Communities; Private Sectors; Traditional Leaders	Ambassador Programme conducted across the country VOD Forum established Special Monitoring conducted in collaboration with stakeholders contribute to community safety and awareness of who are the offenders residing in those areas.	Ongoing
Victim support	Municipality Government Departments NPO's/NGO's/FBO/s Communities; Private Sectors; Traditional Leaders	Victim participated in VOD Programme	Ongoing
Business model for Halfway Houses	Municipality ; Government Departments; NPO's/ NGO's/FBO/s; Communities; Private Sectors Traditional Leaders	Halfway houses established	Ongoing

# IMPLEMENTATION OF INTERVENTIONS

Reconcile offenders, parolees and probationers with their communities	Stakeholders	Progress since 2020	Date of completion
Provisioning of appropriate structure	<b>HR Planning</b> <b>HR PERSAL</b> <b>D.S.D.</b>	<ul style="list-style-type: none"> <li>Drafting and development of reviewed Job descriptions for Social Workers based at Community Corrections in line with core fundamentals of Social Reintegration</li> <li>Review of structure and levels of officials based at community corrections submitted to ensure that the post establishment is reviewed in line with the current offender population and demanding increase of SR Core functions</li> <li>Inputs on the draft sector strategy for employment of Social Service Profession</li> <li>Draft capacity analysis posts for the provincial DSD and Inter-sectoral Departments</li> </ul>	2020 / 2021/ 2022  Ongoing  2021 /2022  Ongoing
Specialized training for social reintegration	<b>NPA, DSD, DoH, SAPS</b> <b>DSD,SACSSP, Institution of higher learning HRD</b>	<ul style="list-style-type: none"> <li>Development of integrated Court Manual for presentation of pre – sentence reports.</li> <li>Training and facilitation of the training with Justice Cluster ,DCS Court Officials and Social Workers based at Community Corrections trained.</li> <li>Developed draft manual for Social Workers based at Community Corrections ,training be conducted after approval.</li> <li>HRD consulted for the development of the draft training manual</li> <li>Heads of Comcor trained on all Community Corrections Programme</li> </ul>	2020 August March 2022 / ongoing 2022 Ongoing



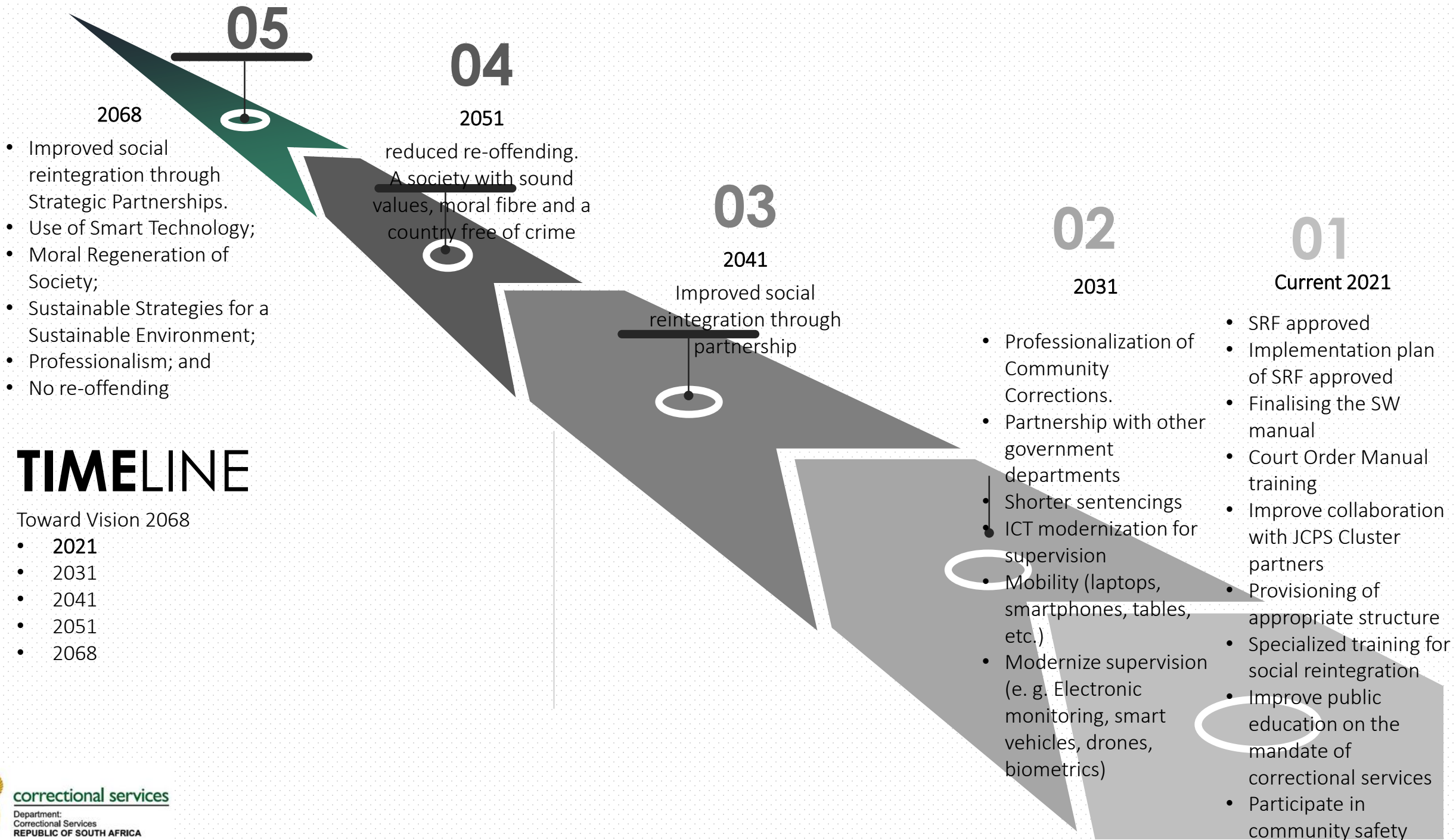
# IMPLEMENTATION OF INTERVENTIONS

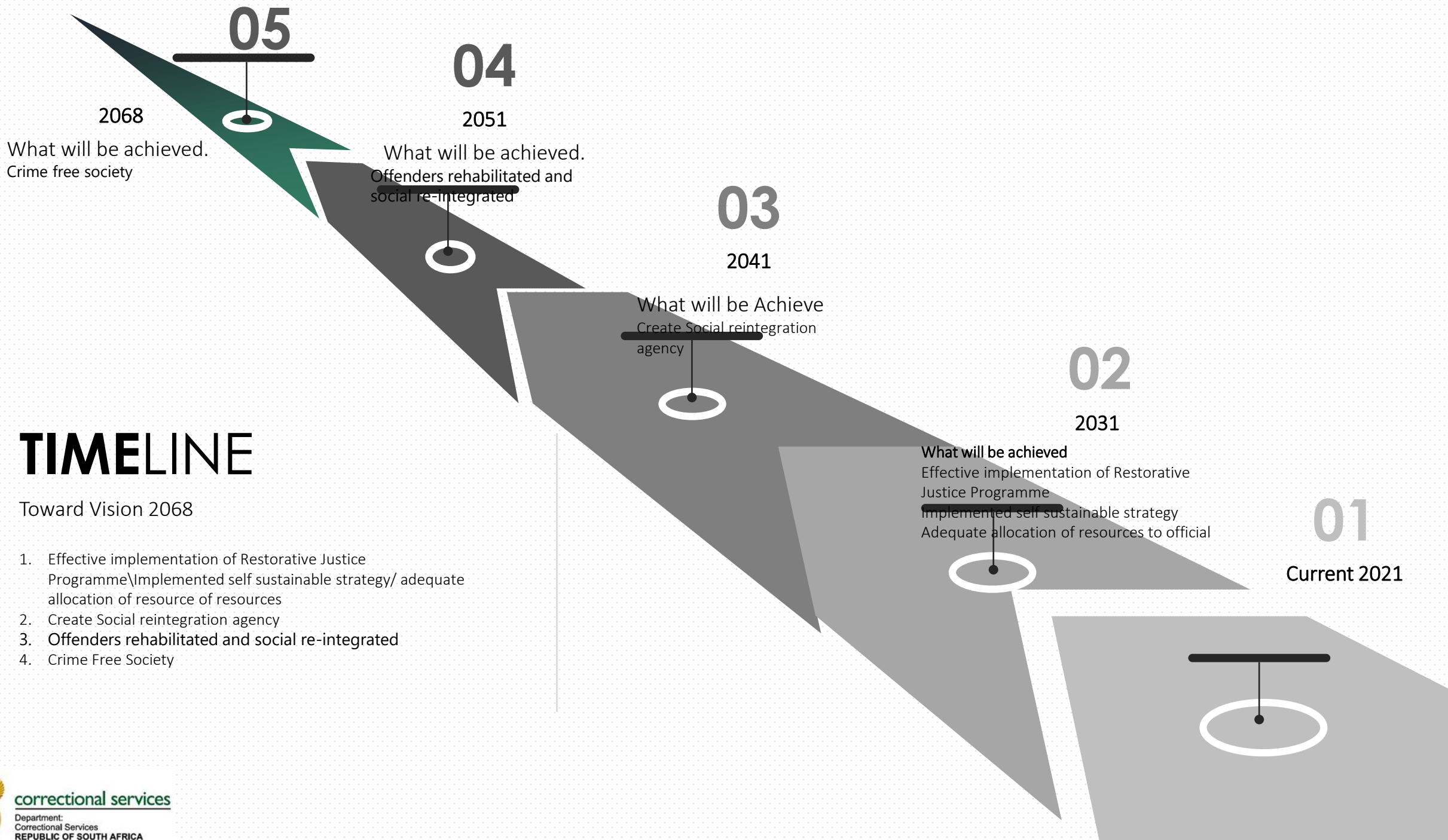
Reconcile offenders, parolees and probationers with their communities	Stakeholders	Progress since 2020	Date of completion
Strengthen strategic partnerships to provide after care support (e. g. SASSA)	Municipality Government Departments NPO's/NGO's/FBO/s Communities Private Sectors Traditional Leaders	MOU signed with various stakeholders Parolees and probationers continue to contribute through their community services. Comcor officials in collaboration with stakeholders continue to identify areas where community service is required	Ongoing
Improve collaboration with JCPS Cluster partners	DSD Community Safety Department of Justice/Constitutional Development SAPS NPA	Continuous participation in social cohesion structures Through community service the parolees and probationers give back to communities as a form of reparation  Engaged in a research process/ survey for the review of Probation Service Act, the process will enhance effective implementation of alternative sentence	Ongoing  August 2020
Mobilise the business communities and create employment opportunities	Municipality Government Departments NPO's/NGO's/FBO/s Communities Private Sectors Traditional Leaders	limited number of parolees and probationers employed	Ongoing
Support offenders to become law abiding and contributing citizens	Municipality Government Departments NPO's/NGO's/FBO/s Communities Private Sectors Traditional Leaders	Parolees and Probationers were reintegrated through various means for purpose of becoming law abiding citizens	Ongoing



# IMPLEMENTATION OF INTERVENTIONS

Reconcile offenders, parolees and probationers with their communities	Stakeholders	Progress since 2020	Date of completion
	GITO	None	2031
	GITO	None	2031
	GITO	In collaboration with CSIR, GITO commenced with EM project from Feb 2021	2031





# TIMELINE

Toward Vision 2068

1. Effective implementation of Restorative Justice Programme\Implemented self sustainable strategy/ adequate allocation of resource of resources
2. Create Social reintegration agency
3. Offenders rehabilitated and social re-integrated
4. Crime Free Society

# VISION 2068

50 year plan	2021	2031	2041	2051	2068
	<p>Approved Social Reintegration Framework with Implementation Plan</p> <p>Professional SR</p> <p>Finalization of Social Worker Manual</p> <p>Training of Comcor Officials on reintegration Manual</p>	<p>Restorative justice structure in place</p> <p>Recruitment of expertise</p> <p>Roll out SSS</p> <p>Submits needs to stakeholders</p>	<p>Feasibility study on requirement for an agency</p>	<p>Efficiently roll all reintegration programme</p> <p>A society with sound values, moral fibre and a country free of crime</p>	<p>Improved social reintegration through Strategic Partnerships. All offenders rehabilitated and successfully reintegrated</p> <p>No reoffending</p>
	<p>Court Order Manual training</p> <p>Improve collaboration with JCPS Cluster partners</p> <p>Provisioning of appropriate structure</p> <p>Specialized training for social reintegration</p> <p>Improve public education on the mandate of correctional services</p> <p>Participate in community safety forums for the better acceptance and reintegration of offenders</p>	<p>Professionalization of Community Corrections.</p> <p>Partnership with other government departments</p> <p>Shorter sentencing</p> <p>ICT modernization for supervision</p> <p>Mobility (laptops, smartphones, tables, etc.)</p> <p>Modernize supervision (e. g. Electronic monitoring, smart vehicles, drones, biometrics)</p> <p>ICT modernization for supervision</p> <p>Mobility (laptops, smartphones, tables, etc.)</p> <p>Modernize supervision (e. g. Electronic monitoring, smart vehicles, drones, biometrics)</p>		<p>reduced re-offending</p>	<p>Use of Smart Technology;</p> <ul style="list-style-type: none"> <li>• Moral Regeneration of Society;</li> <li>• Sustainable Strategies for a Sustainable Environment;</li> <li>• Professionalism; and</li> <li>• Smart Strategic Partnerships.</li> </ul> <p>No re-offending</p>



# CONTRIBUTION TO DELIVERY PRIORITIES

## **Manage the Pandemic**

Continue to observe Covid-19 Protocols  
encourage officials to vaccinated  
implement rotation schedule for physical office presence

## **Drive economic recovery/ Employment support and relief**

roll out the Sustainable self sufficiency Programme  
Intensity lobbying of stakeholders in creating job opportunities ,  
drive the establishment of co-operatives and self employment to provide work opportunities to other parolees  
facilitate job opportunities to victims  
access funding for jobs

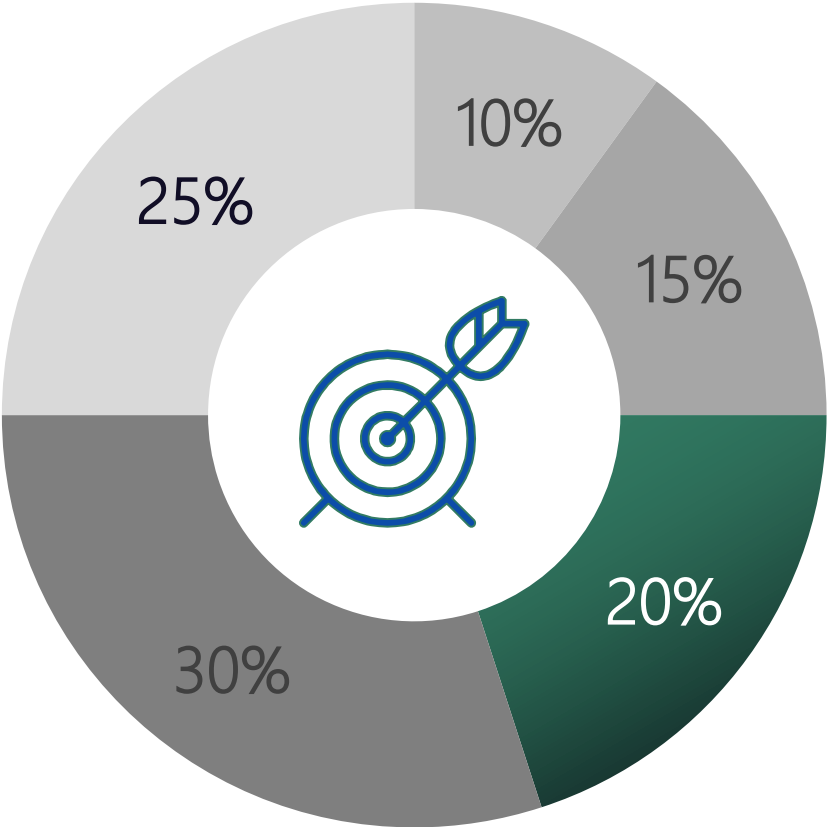
## **Enhance state capability to deliver**

Professional Community Corrections  
implement service delivery model

## **SSS**

Service delivery model  
Social Reintegration Framework  
Professionalising SR

# Five Year Strategic Plan (Outcomes)



**Year 0: 2019/20 Progress.**  
Outcome indicator: Percentage increase in offenders under the system of community Corrections  
2019/20 performance:  
**-6.22%**



**Year 1: 2020/21 Progress**  
Outcome indicator: Percentage increase in offenders under the system of community Corrections  
2020/21 Progress  
**11.4%** Increase in offenders under the system of Community Corrections



**Year 2: 2021/22 Progress**  
Outcome indicator: Percentage increase in offenders under the system of community Corrections  
2021/22 targets  
**0.7%**



**Year 3: Target**  
**0.9%**



**Year 4: Target**  
**1%**



**Year 5: Target**  
**1%**

# MTEF Plans



## Annual Performance Plan Indicators

1. Percentage of parolees without violations
2. Percentage of probationers without violations
3. Number of victims who participated in the restorative justice programme
4. Number of offenders, parolees and probationers who participated in the restorative justice programme
5. Number of economic opportunities facilitated for offenders, parolees and probationers
6. Number of parolees and probationers participating in community initiatives
7. **Number of victims who benefited from socio economic support facilitated**



## Annual Operational Plan Indicators

1. Number of parolees and probationers reintegrated back into communities through Halfway House
2. Number of Imbizo coordinated
3. Number of VOD Forum coordinated
4. Number of parolees and probationers who benefited from economic opportunities



**correctional services**

Department:  
Correctional Services  
REPUBLIC OF SOUTH AFRICA

# MTEF Plans (APP)

Level of Result	Indicator	Baseline 2021/22	Target 2022/23	Assumption/Enablers
<b>Output current)</b>  Victim Offender Dialogue	Number of victims who participated in the Restorative Justice programme	(Q2) <b>8 179</b>	4 100	Participation and collaboration with all relevant stakeholders.
	Number of offenders, parolees and probationers who participated in the Restorative Justice programme	(Q2) <b>2 761</b>	3 000	Participation and collaboration with all relevant stakeholders
Job Creation	Number of parolees and probationers participating in community initiatives	<b>Q2</b> <b>6 942</b>	6 400	Willingness of parolees and probationers to participate. Cooperation from service providers and community. Opportunities/initiatives available.
	Number of economic opportunities facilitated for offenders, parolees and probationers	205	42	Willingness of parolees and probationers to participate. Cooperation from service providers and community. Opportunities/initiatives available
	Number of victims who benefited-from socio economic support facilitated <b>This indicator can remain in the AOP in order to obtain enough tools for implementation, regions have not yet reported on the AOP,(to be discussed in the plenary)</b>	New indicator	42	Willingness of victims to register their specific needs and consent on assistance Cooperation from service providers. Incentives will be provided to participants.
Compliance by Probationers and Parolees	Percentage of parolees without violations	99.51 %	97%	Adherence to parole conditions
	Percentage of probationers without violations	99.05 %	97%	Adherence to parole conditions

# MTEF Plans (AOP)

Level of Result	Indicator	Baseline 2021/22	Target 2022/22	Assumption/Enablers
	Number of parolees and probationers reintegrated back into communities through Halfway House	6 (Q2)	96	Willingness of community members, parolees and probationers to participate; Cooperation from service providers
	Number of Imbizo coordinated	41 (Q2)	82	Citizen will have a better understanding on the operations of Correctional Services therefore easing the social reintegration of parolees and probationers into communities
	Number of VOD Forum coordinated	17 (Q2)	42	Successful dialogue between victim and offender will bring about closure that will allow both parties to co-exist in one environment without any difficulties . ICT infrastructure and connectivity
	Number of parolees and probationers who benefited from economic opportunities	New indicator	42	Cooperation from service providers. Incentives will be provided to participants. Participation and collaboration with all relevant stakeholders.



# STRATEGIC RISKS

01

**Inadequate monitoring processes of parolees and probationers for successful reintegration into communities as law abiding citizens**

- Facilitate restorative justice programmes
- Facilitate education and awareness campaigns through Imbizos.
- Formalise & maintain relationships through MOU
- COVID-19 Risk adjusted strategy
- ICT infrastructure

Rating  
High

02

**Inadequate monitoring processes of parolees and probationers for successful reintegration into communities as law abiding citizens**

- Mitigation: conduct desk top research on absconding and review directives on absconders  
Update Manuals  
Conduct training  
Writing directives to support regions  
SRF consultation and progress report  
COVID-19 Risk adjusted strategy  
Formalize and maintain partnerships

Rating  
High

03

**Inadequate monitoring processes of parolees and probationers for successful reintegration into communities as law abiding citizens**

Rating

04

**Risk Profiling of Parolees and Probationers**

- Mitigation: conduct desk top research

Rating  
High

05

**Risk Title and Mitigation.**

Rating  
High

# Critical success factors

1. Community Corrections Organizational Structure
2. Resources (vehicles, Wi-Fi, computers, laptop, IT equipment, office accommodation, ICT (internet for monitoring officials, mobile phones, Budget )
3. Conducive vehicles (Armoured)
4. Tools of trade (bulletproof, security equipment, manuals, policies and Standard Operating Procedures)
5. Training and capacity development
6. Stakeholder management and community involvement
7. Monitoring and Evaluation



THANK  
YOU