

SERVICE DELIVERY IMPROVEMENT PLAN: 2025-2030

DEPARTMENT OF
CORRECTIONAL SERVICES
NATIONAL GOVERNMENT
DEPARTMENT



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA



DOCUMENT CONTROL	
Document title	Service Delivery Improvement Plan (SDIP) 2025 – 2030 of the Department of Correctional Services
Creation date	August 2024 – February 2025
Effective date	April 2025
Status	Final
Version	Version 01
Owner title, name and contact details	National Commissioner: Department of Correctional Services: M.S Thobakgale Contact no: 012 305 8842
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Distribution	Via e-mail and upload onto the relevant NSG web-enabled Portal
Security classification	Public



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ACRONYMS AND ABBREVIATIONS

ACRONYM	FULL DESCRIPTION
CC	Correctional Centre
CJS	Criminal Justice System
CSP	Correctional Sentence Plan
CSPB	Correctional Supervision and Parole Board
DCS	Department of Correctional Services
DHET	Department of Higher Education and Training
DOJ & CD	Department of Justice and Constitutional Development
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
HCC	Head Correctional Centre
LGBTIQA+	Lesbian, Gay, Bi-Sexual, Transgender, Intersexual, Queer, Asexual Plus
MOU	Memorandum of Understanding
NCV	National Certificate Vocational
NDP	National Development Plan
OMF	Operations Management Framework
ORP	Offender Rehabilitation Path
PRR	Pre-Release Resettlement
PWDs	Persons with Disabilities
QCTO	Quality Council for Trades and Occupations
SAPS	South African Police Service
SD	Skills Development
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model
SETA	Sector Education and Training Authority
SLA	Service Level Agreement
TID	Technical Indicator Description
TVET	Technical and Vocational Education and Training
VOD	Victim Offender Dialogue
VOM	Victim Offender Mediation
VP	Victim Participation

Official Sign Off

It is hereby certified that this Service Delivery Improvement Plan:

- Was developed by the management of the Department of Correctional Services under the guidance of the Minister of the Department of Correctional Services.
- Was prepared in line with the current Strategic Plan (**2025-2030**) and the Annual Performance Plan (**2025/2026**) of the Department of Correctional Services.
- Is compiled with the latest available information from departmental business units and all other applicable Quarterly Reports, Attendance Registers, Enrolment Registers, Victim Registers and Minutes of Correctional Supervision and Parole Board (CSPB) meetings.

Recommended by:



K.J Katenga

Chief Deputy Commissioner: Strategic Management: Department of Correctional Services

Date: 25/2/2025




L.D Marumule

Chief Financial Officer: Department of Correctional Services

Date:

Approved by:

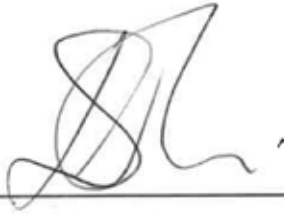


M.S Thobakgale

National Commissioner: Department of Correctional Services

Date: 06/03/2025

Approved by

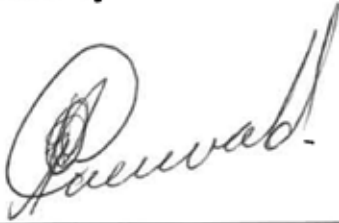


Ms L.L. Ntshalintshali, MP

Deputy Minister of Correctional Services

Date: 11/03/2025.

Authorised by:



Dr P.J. Groenewald, MP

Minister: Department of Correctional Services

Date: 11/03/25.



PART 1: SUMMARY OF THE SDIP TEMPLATE

PREREQUISITES

A. Attach/Send a link of the Departmental Strategic plan, Service Delivery Model, Set Norms & Standards and the Service Standards for all services offered by the Department. AIM: Identify service offering of the departments which outlines quality and quantity of the department

Link to the DCS Strategic Plan: http://www.dcs.gov.za/?page_id=667

Link to the DCS Service Delivery Model: http://www.dcs.gov.za/?page_id=2125

Link to the DCS Service Delivery Charter: http://www.dcs.gov.za/?page_id=8614

B. 1. Frontline / Service Delivery departments:

Identify the Key services through synthesis of internal and external analysis of departmental service delivery.

AIM: To identify service delivery weaknesses within the Department.

Refer to the attached **Annexure A** which includes a detailed Situational Analysis of the external and internal environment, including the relevant Problem & Solution trees and Business Process Maps.

2. Oversight Departments:

List SDI focus areas identified through synthesis of internal and external analysis of departmental service delivery

The Department of Correctional Services is not an Oversight Department.

SUMMARY OF THE SDIP CRITICAL (KEY) SERVICES					
C. AIM: identify service delivery improvement interventions					
NUMBER OF SDI KEY SERVICES	KEY PERFORMANCE INDICATORS (KPI)	DEPARTMENT SPECIFIC SET STANDARD	BASELINE: YEAR 0 (2024/2025 ESTIMATED ANNUAL PERFORMANCE)	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVINDENCE
KEY SERVICE 1: Increase participation of Youth Offenders in Skills Development programmes.	Number of Youth Offenders who participated in Skills Development programmes.	Increase in quality Occupational and Vocational skills development programmes offered to Youth Offenders in accordance to industry standards of DHET, Umalusi and the Quality Council for Trades and Occupations as well as DHET assessment standards for offering TVET College programmes.	7 654	Year 1: 8 037 (Baseline + 5%) Year 2: 8 419 (Baseline + 10%) Year 3: 8 802 (Baseline + 15%) Year 4: 9 185 (Baseline + 20%) Year 5: 9 568 (Baseline + 25%) 25% increase over the 5 -year period	Annexure A - Situational Analysis of the External & Internal environment which includes the Problem & Solution trees as well as the relevant Business Process Maps.
KEY SERVICE 2: Increase Victim participation in the Correctional Supervision and Parole Board (CSPB) meetings.	Number of Victims who Participated in the Correctional Supervision and Parole Board (CSPB) meetings.	Victim participation in CSPB meetings	2 633	Year 1: 2 765 (Baseline + 5%) Year 2: 2 896 (Baseline + 10%) Year 3: 3 028 (Baseline + 15%) Year 4: 3 186 (Baseline + 21%) Year 5: 3 344 (Baseline + 27%) 27% increase over the 5-year period	Annexure A - Situational Analysis of the External & Internal environment which includes the Problem & Solution trees as well as the relevant Business Process Maps.



PART 2: SUMMARY ON THE IMPROVEMENT OF BATHO PELE (SERVICE QUALITY) STANDARDS

PREREQUISITES

A. Attachment/link to the analyzed Batho Pele standards based on complaints / other performance measures

AIM: Identify the status of the quality of services

Presidential Hotline: A total of 29 complaints were registered during 2023 / 2024. Cumulatively, since inception in 2009, a total of 3 854 out of 3 855 complaints were resolved with only 1 unresolved complaint, thus the resolution rate achieved was 99.97%

Complaints from internal beneficiaries: Inmates' complaints and requests are attended to on a daily basis in line with applicable policies and the internal complaints management system. The Judicial Inspectorate of Correctional Services attends to escalated complaints by inmates.

DCS Call Centre: Received 3 680 complaints during 2023 / 2024 of which a total of 3 479 complaints were resolved, resulting in only 201 complaints unresolved. The Call Centre achieved a 94.53% resolution rate during 2023 / 2024.

B. Attachment/link to the problem analysis conducted

AIM: To identify the weaknesses on the quality of services provided by the Department.

Refer to the attached **Annexure A** relating to Part 1, B of this report.

C. Attachment/link to the identified interventions

AIM: Identify quality of service delivery improvement interventions.

The Department of Correctional Services has developed a Complaints and Compliments Management (CCM) Policy and Policy Procedures which provides a framework, according to the stipulations of the different mandates, within which the Department intends to create a client-centric service delivery improvement model, through an integrated and comprehensive complaint and compliment system, that is effective, efficient, responsive and accountable to the needs and expectations of the external service beneficiaries of DCS.

DCS has established a Call Centre, also to be enhanced in the near future, in order to give effect to the implementation of the CCM Policy and Policy Procedures, in an endeavor to resolve all complaints asap and professionally, thereby improving service delivery as a whole.

D. SUMMARY OF THE BATHO PELE STANDARDS					
BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
1) PROFESSIONAL STANDARDS - PUBLIC SERVANTS:	Key Service (KS) 1 and 2: DCS Service Delivery Charter (SDC) approved by 01 April	DCS SDC to be developed and or reviewed annually.	The SDC was approved after April.	SDC to be approved on or before 01 April annually.	Approved DCS Service Delivery Charter
2) WORKING ENVIRONMENT STANDARDS:	KS 1: Number of Youth Offenders who participated in Skills Development programs in line with Education and Training standards.	Increase the number of Youth Offenders who participate in Skills Development programmes.	7 654	Year 1: 8 037 (Baseline + 5%) Year 2: 8 419 (Baseline + 10%) Year 3: 8 802 (Baseline + 15%) Year 4: 9 185 (Baseline + 20%) Year 5: 9 568 (Baseline + 25%) 25% increase over the 5 -year period	Skills Development Attendance Register
2) WORKING ENVIRONMENT STANDARDS:	KS 2: Number of Victims who participated in CSPB meetings.	Increase the number of Victims who participate in the CSPB meetings.	2 633	Year 1: 2 765 (Baseline + 5%) Year 2: 2 896 (Baseline + 10%) Year 3: 3 028 (Baseline + 15%) Year 4: 3 186 (Baseline + 21%) Year 5: 3 344 (Baseline + 27%) 27% increase over the 5 -year period	Supervision and Parole Board (CSPB) victim registers.

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
3) ACCESS STANDARDS:	KS 1: Percentage of Youth Offenders who were provided with opportunities to access skills development programmes.	Increase access of Youth Offenders participating in Skills Development programmes	New Indicator	90%	Youth Offender population statistics. Marketing / Recruitment Attendance Register.
	KS 2: Number of eligible Victims who had access to the CSPB processes.	Increase access of eligible Victims to CSPB processes.	2 633	Year 1: 2 765 (Baseline + 5%) Year 2: 2 896 (Baseline + 10%) Year 3: 3 028 (Baseline + 15%) Year 4: 3 186 (Baseline + 21%) Year 5: 3 344 (Baseline + 27%) 27% increase over the 5 - year period	Correctional Supervision and Parole Board (CSPB) victim registers.
4) INFORMATION STANDARDS:	KS 1: Skills Development Brochure / Pamphlet approved.	Skills Development Brochure / Pamphlet to be developed / reviewed and approved annually.	Existing Skills Development Brochure / Pamphlet outdated.	Skills Development Brochure / Pamphlet to be approved by 01 April annually.	Approved Skills development Brochure / Pamphlet.

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
4) INFORMATION STANDARDS:	KS 2: Number of Victims who were invited to participate in Correctional Supervision and Parole Board (CSPB) meetings.	Increase the number of victims who were notified about their right to participate in CSPB meetings.	2 633	Year 1: 2 765 (Baseline + 5%) Year 2: 2 896 (Baseline + 10%) Year 3: 3 028 (Baseline + 15%) Year 4: 3 186 (Baseline + 21%) Year 5: 3 344 (Baseline + 27%) 27% increase over the 5 - year period	Correctional Supervision and Parole Board (CSPB) victim registers.
5) REDRESS STANDARDS:	KS 1: Percentage of complaints resolved on Skills Development programmes.	Resolution of complaints from Youth Offenders relating to Skills Development programmes.	New Indicator	50%	Complaints and Requests Register (G365)
	KS 2: Percentage of CSPB decisions referred for review on request of a Victim.	Decrease the number of CSPB decisions referred for review.	New Indicator	0%.	CSPB Review Electronic Register
6) CONSULTATION STANDARDS:	KS 1: Number of Stakeholders consulted to enhance Skills Development programmes to Youth Offenders	Increase the number of consultations with Stakeholders	New Indicator	3	Skills Development database of consultations with Stakeholders.

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
6) CONSULTATION STANDARDS:	KS 2: Number of Victims consulted by the CSPB	Increase the number of Victims consulted by CSPB	2 633	Year 1: 2 765 (Baseline + 5%) Year 2: 2 896 (Baseline + 10%) Year 3: 3 028 (Baseline + 15%) Year 4: 3 186 (Baseline + 21%) Year 5: 3 344 (Baseline + 27%) 27% increase over the 5 - year period	Correctional Supervision and Parole Board (CSPB) victim registers.
7) OPENNESS & TRANSPARENCY STANDARDS:	KS 1 & 2: Number of performance reports published	DCS Annual Report, SDIP Annual Report (on DCS website).	2	10 (2 x Reports each year over a 5-year period)	DCS Annual Reports; SDIP Annual Reports
8) SERVICE STANDARDS	KS 1: Number of Youth Offenders who participated in Skills Development programs in line with Education and Training standards.	Increase the number of Youth Offenders who participate in Skills Development programmes.	7 654	Year 1: 8 037 (Baseline + 5%) Year 2: 8 419 (Baseline + 10%) Year 3: 8 802 (Baseline + 15%) Year 4: 9 185 (Baseline + 20%) Year 5: 9 568 (Baseline + 25%) 25% increase over the 5 -year period	Skills Development Attendance Register

BATHO PELE PRINCIPLES	KEY PERFORMANCE INDICATORS (KPI)	SET BATHO PELE STANDARDS	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVIDENCE
8) SERVICE STANDARDS	KS 2: Percentage of Victims time-ously invited in preparation for participation in the CSPB meeting.	Victims of crime must be invited to participate in the CSPB meeting 30 days prior to the actual date of the CSPB meeting.	New Indicator	100%	Correctional Supervision and Parole Board (CSPB) victim registers.
9) VALUE FOR MONEY	KS 1: Number of Officials trained to implement Skills Development programmes to offenders.	Increase the number of officials trained to implement Skills Development programmes to offenders.	15 Inadequate upskilling of Skills Development Practitioners in an evolving education and training sphere / environment.	Year 1: 17 Year 2: 20 Year 3: 23 Year 4: 26 Year 5: 29	Skills Development Training Register
	KS 2: Number of marketing materials distributed to communities (Victims).	Increase availability of marketing materials to communities.	New Indicator	3 600 per year 18 000 over the 5- year period	Register / Record of marketing materials distributed.



PART 3: CHANGE MANAGEMENT PLAN

3. CHANGE MANAGEMENT PLAN

IDENTIFIED STAKEHOLDER CONSULTATIONS:	STAKEHOLDER's NAMES KS 1: • DHET	STAKEHOLDER's INTERESTS DHET is the custodian of higher education and training	METRICS (WEIGHTING & RELEVANCE) To ensure a skilled and capable workforce to support an inclusive growth path is achieved. To ensure that the right to further education through reasonable measures are progressively available and accessible	EXPECTED BENEFIT/S Increased skilled and capable youth offenders to enhance effective social reintegration
	• SETAs/ QCTO/ UMALUSI	SETAs / QCTO / UMALUSI are quality assurance bodies	Oversees the design, accreditation, implementation, assessment and certification of occupational qualifications (part or full) and skills programmes.	

3. CHANGE MANAGEMENT PLAN

	KS 2: <ul style="list-style-type: none"> SAPS, DOJ & CD (including the Courts) Victims and Offenders 	<p>Details of Victims. Victims to be informed that they are allowed to participate in CSPB processes. Provision of reports with regards to the community profile where offenders will reintegrate when placed on parole</p> <p>Facilitate VOD and VOM and participation of Victims in CSPB meetings.</p>	<p>Ensure availability of details of Victims. Ensure Victims are made aware that they are allowed to participate in CSPB processes. Ensure suitable placement arrangements.</p> <p>Facilitate closure regarding the harm that was caused to victims by offenders. Restoration of relations between offender and victims for Successful reintegration.</p>	<p>Increased victim participation, successful restorative justice processes, acceptance of reintegrated offenders by the community, reduction in crime.</p>
COMMUNICATION MEASURES REQUIRED:	IDENTIFIED COMMUNICATIONS MEASURES <p>1. Circulate the approved SDIP internally and externally.</p> <p>2. Popularize the SDIP by developing and using marketing material like Z-cards and Tool Kits through internal communications to all staff, junior and senior.</p> <p>3. SDIP to form part of the Agenda at Branch meetings, Regional Management meetings, National M & E Forum meetings, MANCO meetings and in meetings with relevant external stakeholders.</p>	FREQUENCY <p>Once Approved (by 30 April 2025)</p> <p>Annually and Quarterly</p> <p>Quarterly and Monthly</p>	MANNER OF COMMUNICATION <p>Through e-mails, website, Intranet and NSG Web-enabled portal. Physical distribution as well as through e-mails and the DCS website.</p> <p>Verbal communication and discussions in established governance structures.</p>	OBJECTIVES <p>To make internal and external stakeholders aware of the DCS SDIP and to regularly communicate the progress with regards to the implementation thereof over the five-year period of the SDIP.</p>

3. CHANGE MANAGEMENT PLAN

INTERVENTIONS REQUIRED IN- TERNALLY:	IDENTIFIED IN- TERNAL INTER- VENTIONS	SOLUTION RE- QUIREMENTS	REQUIRED RE- SOURCES	ACTION PLAN
	KS 1: <ul style="list-style-type: none"> • Effective Implementation of policies • Marketing of skills development programmes • Improved IT infrastructure 	<ul style="list-style-type: none"> • Monitoring and evaluation of policy implementation. • Adequate marketing of skills development programmes 	Financial, human and infrastructure resources	Skills development monitoring schedule
INTERVENTIONS REQUIRED EX- TERNALLY:	KS 2: <ul style="list-style-type: none"> • Effective Implementation of policies • Marketing parole system • Victim tracing structure 	<ul style="list-style-type: none"> • Monitoring and evaluation of policy implementation. • Victim tracing structure • Adequate marketing the parole system 	Financial, human and infrastructure resources	Improved victim participation in CSPB process
	IDENTIFIED EX- TERNAL INTER- VENTIONS KS 1: <ul style="list-style-type: none"> • Donor funding • External quality assurance bodies • Capacity building of officials 	SOLUTION RE- QUIREMENTS <ul style="list-style-type: none"> • External funding to assist with the implementation of skills development programmes to Youth Offenders in DCS. • Quality Assurance bodies for accreditation of Skills training facilities and offender workplaces • DHET to capacitate Skills Development Practitioners 	RESOURCES RE- QUIRED <p>Financial, human and infrastructure resources.</p>	Approved SLA / MOU
	KS 2: <ul style="list-style-type: none"> • DOJ & CD (Victims are not always informed about their rights to participate in parole processes) • SAPS (Does not always provide DCS with details of victims upon admission. 	<ul style="list-style-type: none"> • DOJ & CD to inform victims about their rights to participate in CSPB processes as per section 299A (1) CPA 51 of 1977. • SAPS to avail details of victims upon admission. 	Financial and human resources. Access to information.	Increased victim participation in CSPB process



PART 4: MONITORING, REPORTING AND EVALUATION PLANS

4. MONITORING, REPORTING AND EVALUATION PLANS	
MONITORING PLAN:	The implementation of the SDIP will be monitored as part of the quarterly performance information reporting in DCS. A specific reporting template was developed and implemented which will be populated by all Regions every month and quarter and in addition, quarterly National Monitoring & Evaluation Forum meetings will also be conducted to monitor implementation and performance.
REPORTING PLAN:	Four SDIP Quarterly Reports to be submitted to the Branch Head within DCS and one SDIP Annual Report to be submitted to the DPSA annually. A section for the SDIP specifically will also be incorporated into the DCS Annual Report. The performance will also be reported at the relevant management structures like the National Operations Centre (NOC) as well as the quarterly MANCO meetings of DCS.
EVALUATION PLAN:	Monthly as well as Quarterly evaluation of the level of implementation.

IMPACT ASSESSMENT MEASURES				
	KEY PERFORMANCE INDICATORS (KPI)	BASELINE: YEAR 0	OVERALL SDIP CYCLE TARGET	PORTFOLIO OF EVINDENCE
SATISFACTION MEASURES:	KS 1: Number of Youth Offenders trained	7 654	Year 1: 8 037 (Baseline + 5%) Year 2: 8 419 (Baseline + 10%) Year 3: 8 802 (Baseline + 15%) Year 4: 9 185 (Baseline + 20%) Year 5: 9 568 (Baseline + 25%) 25% increase over the 5 -year period	Skills Development Attendance Register
	KS2: Number of Victims who participated in Parole Board meetings.	2 633	Year 1: 2 765 (Baseline + 5%) Year 2: 2 896 (Baseline + 10%) Year 3: 3 028 (Baseline + 15%) Year 4: 3 186 (Baseline + 21%) Year 5: 3 344 (Baseline + 27%) 27% increase over the 5-year period	Correctional Supervision and Parole Board (CSPB) victim registers.
ECONOMY MEASURES:	N/A	N/A	N/A	N/A
EFFICIENCY MEASURES:	KS 1: Number of market related skills development programmes offered to youth offenders.	20 recognized programmes implemented in DCS	Year 1: 21 Year 2: 22 Year 3: 23 Year 4: 24 Year 5: 25	Database of Skills Development programmes

IMPACT ASSESSMENT MEASURES				
EFFICIENCY MEASURES:	KS 2: Number of Victims who were successfully traced for participation in CSPB meetings.	2 633	Year 1: 2 765 (Baseline + 5%) Year 2: 2 896 (Baseline + 10%) Year 3: 3 028 (Baseline + 15%) Year 4: 3 186 (Baseline + 21%) Year 5: 3 344 (Baseline + 27%) 27% increase over the 5-year period	Correctional Supervision and Parole Board (CSPB) victim registers.
	KS 1: Number of youth offenders who completed technical, vocational and occupational skills programmes.	7 654	Year 1: 8 037 (Baseline + 5%) Year 2: 8 419 (Baseline + 10%) Year 3: 8 802 (Baseline + 15%) Year 4: 9 185 (Baseline + 20%) Year 5: 9 568 (Baseline + 25%) 25% increase over the 5 -year period	Skills Development Attendance Register
	KS2: Number of Victims who participated in CSPB meetings where the decisions were not referred for review.	2 633	Year 1: 2 765 (Baseline + 5%) Year 2: 2 896 (Baseline + 10%) Year 3: 3 028 (Baseline + 15%) Year 4: 3 186 (Baseline + 21%) Year 5: 3 344 (Baseline + 27%) 27% increase over the 5-year period	CSPB Review Electronic Register



ANNEXURE A: SITUATIONAL ANALYSIS OF DEPARTMENTAL SERVICE DELIVERY: DEPARTMENT OF CORRECTIONAL SERVICES: SERVICE DELIVERY IMPROVEMENT PLAN 2025 - 2030

D. 1. Frontline / Service Delivery departments:

AIM: To identify service delivery weaknesses within the Department.

DCS Values:

Accountability

Accountability is our commitment to taking ownership of our actions, decisions, and the outcomes thereof. We will also hold each other accountable in a spirit of mutual trust. We will create a culture responsibility, transparency, and trustworthiness in achieving individual, team, and organisational outcomes.

Ubuntu

"I am because we are" and therefore we are a community that treat each other with compassion, care and mutual respect. We recognise our interconnectedness and the individual's success is linked to the success and well-being of us as a whole entity. We value teamwork, shared responsibility and achieve common goals through collective effort.

Integrity

We will be honest in all we do and act according to our strong moral principles that adheres to ethical standards in everything. We are committed to truthfulness and consistency towards our values, words and actions and will create a corruption free working environment. We will uphold and adhere to moral and ethical standards and always act in a way that are fair, honest and respectful.

Professionalism

We are committed to maintaining a high standard of competence and pursuit of excellence and dedicated conduct. We strive for high standards of performance and maintain our commitment to quality and continuous service delivery improvement. We pride ourselves in delivering high quality work, meeting deadlines and producing results beyond expectations.

Security

Security embodies our commitment to creating a safe and humane correctional setting. It reflects actions that protect the well-being of officials, inmates, parolees, probationers, visitors and partners. Our daily actions reflect a proactive approach to identifying and mitigating workplace hazards while actively safeguarding people, assets, and information to provide secure correctional facilities and ensure effective monitoring of persons on parole or probation under community corrections. By practicing security, we build confidence among employees and communities, fostering trust and creating safe environments where the safety of inmates, officials and visitors are prioritized.

Developmental

We are committed to fostering continuous growth, improvement and progress, whether as individual, teams or as a whole department. We are in continuous pursuit of knowledge, skills and capabilities to achieve our goals and ensure that we as a department are able to deliver more with less through creativity, adaptability and exploration of new ideas. We embrace change, overcome challenges, adjust to evolving circumstances to ensure we achieve meaningful and impactful results.

SITUATIONAL ANALYSIS OF THE EXTERNAL AND INTERNAL ENVIRONMENT:

DCS PESTLE / SWOT Analysis:

STRENGTHS

P

- Strong legislative framework and alignment with constitutional values.
- Leadership stability with the introduction of GNU.
- Political commitment to combat crime and corruption
- Effective cooperation and commitment to JCPS cluster to improve safety and security of all South Africans
- Partnership with other law enforcement agencies to combat crime and corruption

E

- Government drive to support entrepreneurship and small businesses
- Socio-economic programs to alleviate youth unemployment.
- Skills development programs available for offenders, promoting economic reintegration.
- Self-sufficiency through offender labour and agricultural initiatives

S

- Community and public education initiatives aimed at enhancing public safety.
- Existing social reintegration programs supporting parolees and probationers.
- Diverse and youthful population provides opportunities for rehabilitation and community development.

T

- E-learning platforms facilitate broad and cost-effective training.
- Data-driven decision making within the offender cohort.

L

- Existing HR policies and an independent judiciary system uphold compliance.

E

- Existing correctional system infrastructure supports rehabilitation programs.
- Agricultural productivity on correctional center farms supports self-sufficiency.
- Collaboration with societal structures for ecological management.
- Land available for sustainable farming practices.

WEAKNESSES

P

- Fragmented policies and poor governance impact implementation effectiveness .
- Insufficient resources and funding limitations affect program delivery.
- Centralized decision-making delays policy implementation.

E

- Inadequate budget allocations lead to understaffing and poor program implementation.

S

- Overcrowded facilities increase health risks and strain resources.
- Stigmatization of parolees and probationers hinders social reintegration efforts

T

- Functional limitations of Integrated Inmate Management Systems (IIMS) to streamline information sharing.
- Unresolved legal issues with IIMS service provider.
- Outdated ICT systems and poor integration /connectivity between networks limit efficiency.
- Insufficient funding for technological advancements and process automation.
- Inadequate data analytics capabilities limit insights into offender management

L

- Non-compliance with policies and inconsistent application of legislation.
- Slow approval processes and lack of monitoring create governance gaps.
- Outdated and fragmented policies hinder implementation.

E

- Overcrowding challenges waste management and sanitation efforts.
- Insufficient ecological expertise affects environmental sustainability initiatives.

OPPORTUNITIES

P

- Potential for legislative reforms to address policy gaps and inefficiencies.

E

- Expansion of skills development programs for offenders to aid economic reintegration.
- Prioritization of crime prevention strategies and youth unemployment programs.

S

- Community participation in rehabilitation and social reintegration processes.
- Diversity and inclusiveness programs can strengthen rehabilitation outcomes.
- Strengthening public-private partnerships to enhance service delivery.

T

- Automation and digital transformation can optimize operations and reduce staff needs
- Opportunities for partnerships to develop secure and integrated ICT systems.
- E-learning platforms to expand educational reach for both staff and offenders.

L

- Legislative review and reform to improve compliance and reduce litigation risks.
- Strengthening governance structures to enhance policy implementation.
- Leveraging international treaties and collaborations for best practices.

E

- Investment in alternative energy and sustainable farming practices.
- Collaboration with external organizations for effective ecological management.
- Development of drought-resistant agriculture to support self-sufficiency.

THREATS

P

- Corruption and governance failures may undermine the judicial and correctional system's integrity.
- Resource shortages (human, financial) threaten program sustainability.

E

- High unemployment rates and limited economic opportunities affect offender reintegration
- Economic instability and limited job opportunities contribute to high crime and recidivism rates.
- Increased costs due to inflation and budget constraints affect service delivery.
- Weak economic growth outlook and shrinking government budget impact operations.

S

- Biased attitudes toward offenders create employment barriers post-incarceration
- High crime rates, moral decline, and societal unrest pose security risks.
- High poverty levels and dysfunctional family structures contribute to high crime rates.
- Stigmatization and rejection of offenders by communities hinder reintegration.
- Increased gender-based violence and poverty exacerbate social challenges.

T

- Cybersecurity threats and outdated systems compromise operational effectiveness.
- Unequal access to technology leads to disparities in service delivery.
- Slow technology rollouts and reliance on legacy systems limit modernization efforts.

L

- Litigation risks due to non-compliance and policy gaps.
- Slow legal processes and insufficient monitoring create vulnerabilities.

E

- Climate change, natural disasters, and pandemics threaten operations and safety.
- Load shedding and water scarcity disrupt daily operations and rehabilitation programs.
- Poor waste management and ecological challenges affect facility conditions.

External Environment

The Department of Correctional Services (DCS) conducted a situational analysis of the external and internal environment in order to assess its service delivery and as a means to identify the relevant key services to improve on for the period 2025 – 2030.

The National Development Plan 2030 (NDP) is South Africa's comprehensive developmental vision and the only cross-cutting long-term plan for national development in South Africa. Its strategic goals include the elimination of poverty and the reduction of inequality and unemployment by 2030. The NDP envisions a South Africa where everyone feels free yet bounded to others, where everyone embraces their full potential, and a country where opportunity is determined not by birth, but by ability, education, and hard work. The NDP, therefore, states that to realise such a society will require the transformation of the economy and decisive efforts to build the country's capabilities. To eradicate poverty and reduce inequality, the economy must grow faster and in ways that benefit all South Africans. In particular, young people deserve better educational and employment opportunities, and focused efforts are required to eliminate gender inequality and other social and economic gaps. Promoting gender equality and greater opportunities for young people are integrated themes that run throughout the NDP.

The NDP envisages people living in South Africa to feel safe and have no fear of crime by 2030. While the South African government has developed various measures to combat crime, including increased police presence, community policing initiatives, and investment in technology for surveillance and evidence collection, crime remains.

The concept of community safety refers to the broader range of issues that must be tackled to promote safer cities and communities with outcomes that bring benefits beyond an absence of crime, namely the reduction of the costs with criminal justice systems and also decrease of social nature costs. Effective and assertive crime prevention policies and implementations enhance the citizens' quality of life. Community safety and crime prevention, being intertwined, ideally require multidisciplinary and multi-agency interventions, as well as early childhood intervention, educational and employment support, drug treatment or urban renewal. The sustainable development of countries is therefore intrinsically linked to the successful implementation of crime prevention strategies, which, in turn, promote community safety. The use of a strategic approach that enables policymakers and practitioners to tailor interventions to problems is of utmost importance.

Correctional facilities are responsible for maintaining a safe and orderly environment. To be effective, institutions of social control, correctional facilities depend on the cooperation and compliance of members of the communities that they serve and protect. Crime reduction strategies are typically imposed from the top down on communities by police, and within the closed environments of correctional facilities by correctional officials but in the broader context, protecting community safety and security requires cooperation and engagement of all interested parties. Both bottom-up and top-down communications among public and other agencies, advocates, and the population of incarcerated individuals are integral to promoting legitimacy in a correctional facility. As the Department works to redefine public safety and reduce the inmate population, the Department will also ensure that inmates experience healing, support and safe living conditions.

The Medium-Term Development Plan (MTDP) for 2024 – 2029 is one element of the wider development planning process, which focuses on what is required in the medium-term, over the seventh government administration. The objective of the MTDP is to put the country on a path of sustainable growth and development to meet its development goals set out in the National Development Plan (NDP) and to keep it on track. The 30-Year Review Report presents the government's assessment of progress since the transition to democratic governance – by reflecting on the extent to which government policies and programmes have succeeded in improving the quality of livelihoods for citizens and delivering on the promise of a better life for all.

Thus, the NDP provides a comprehensive framework aimed at advancing South Africa towards a safer and more prosperous society by 2030. Central to this vision is the emphasis on safety, which aligns with the broader objectives articulated in the Medium-Term Strategic Framework (MTSF), currently under review as the MTDP. The MTSF previously and now the MTDP, translates the NDP's long-term goals into actionable priorities, addressing critical areas such as economic growth, employment, education, health, and security. As we conduct an environmental analysis for the Correctional Service, it is vital to explore how these strategic frameworks shape our direction. The NDP sets the overarching trajectory for social and economic development, while the MTDP operationalizes this vision through specific, measurable targets. By understanding the intersections of these priorities with the Correctional Service's mandate, we can align our strategies more effectively with national goals in our efforts to improve service delivery.

Demand for Services:

The basic rights of all arrested and detained persons in South Africa are primarily based on four sections in the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), namely Sections 10, 11, 12 and 35. Incarceration of offenders focuses on rehabilitation which is aimed at correcting the offending behavior and the overall purpose of a sentence of incarceration is to assist the inmate to lead a “socially responsible and crime-free life after placement on parole or release”. Therefore, there is an assumption that any person can change and that the correctional environment should provide this opportunity for change. This is the rehabilitation objective. This means that every sentenced offender has a responsibility to participate in rehabilitation efforts and should be given a fair chance to demonstrate that he or she is able to use opportunities in the correctional environment that would assist him or her to lead a socially responsible and crime-free life.

Young people represent a powerful resource for the country, provided they are supported and enabled to become active members of society as also enshrined in the NDP 2030. The challenge is to convert this into a demographic dividend. This will only be possible if the number of working-age individuals can be employed in productive activities, yet socio-cultural, political and economic norms continue to side-line young South Africans, treating political and economic participation as the prerogative of older people. In a situation where, young people’s unemployment is highly prevalent, there is a need for a social protection system that supports youth inclusion as they transition to adulthood to help them develop lifelong skills and capabilities. Young people who cannot earn their own living find it difficult to move out of their parents’ homes and be independent young adults. In addition, young people who are inactive are often marginalised by their communities and are unable to find a way to engage meaningfully with society.

High youth unemployment is directly linked to an overall lack of economic growth in South Africa, worsened by skills mismatches, crisis in the basic and higher education and training sectors and a lack of work experience among many young people. This negatively impacts the mental health of young people and could even lead to youth unrest. A large amount of youths is currently unsuccessfully seeking employment on a monthly basis. Very few youths succeed in finding work or starting their own business while many who are employed are poorly paid and prone to abrupt lay-offs during economic downturns. Consequences include high rates of youth alcoholism, drug abuse, involvement in crime, sexual violence and high rates of Sexually Transmitted Infections (STIs). Many young people in South Africa find themselves in a period of “waithood”, unable to take up adult roles, making the youth unemployment a “ticking timebomb”.

Clearly then, youth-targeted interventions are needed to enable all young South Africans to actively participate and engage in socio-cultural, economic and political life of the society.

Skills, energy, knowledge and expertise, attitudes and capacities, if invested and well harnessed, can lift South Africa out of the persisting challenges of high unemployment, poverty, inequalities, negative education and health outcomes as well as consistent underdevelopment. South Africa needs to create opportunities and develop coherent, well planned and executed interventions that enable young people to develop and realise their potential. Substance abuse puts young people’s health at risk and may result in social ills such as violence, crime and family disintegration with young people as victims and perpetrators of violence. Many young people experience violence across childhood into adolescence and adverse childhood experiences often lead to later violent behaviour and this violence negatively impact of society as a whole.

The Department regards offenders **between the ages of 18 to 25 years as youth offenders** and those between the ages of 18 to 21 years as juveniles. In line with the White Paper on Corrections (2005) juvenile offenders are considered as a special category of offenders with unique needs that can be addresses holistically. Juveniles deserve and require special handling because they are in a formative period and criminal behaviour at this stage of life will not necessarily be continued into adulthood. Rehabilitation of juvenile offenders is a collective responsibility hence Government realises the importance of building youth capacity in a way that allows them to contribute meaningfully to their community of origin. Rehabilitation interventions provide individual, group, and family therapy sessions to help offenders understand the reasons behind their criminal behaviour and develop coping strategies. These therapy sessions can help youth offenders build positive relationships with peers, family members, and the community. Rehabilitation interventions also offer education and job training opportunities. This can be particularly beneficial for juveniles who may have dropped out of school or lack the skills needed for employment. Through these interventions, juveniles can receive education, career counselling, and job training to help them become productive members of society. The relationship between the Department, Community Based Organisations (CBOs), Non-Governmental Organisations (NGO)s and Faith Based Organisations (FBOs) are inherent to the successful reintegration of offenders. The Department shall endeavour to ensure that juvenile centres and community corrections are

adequately resourced to meet the needs of youth offenders subject to the availability of funds. Rehabilitation interventions include community service components that allow juvenile offenders to make amends for their actions and positively contribute to their communities. This helps develop a sense of responsibility and accountability for their actions.

In terms of section 299A of the Criminal Procedure Act 51 of 1977 (CPA), the courts have the responsibility to inform victims of crime about their rights to participate in the parole process however, most victims are not informed of this right since some of them are not in court when offenders are sentenced. There is a low percentage of victims who register their details and interest with DCS for participation in the parole meeting when their perpetrators are considered for possible placement. This creates challenges years later when an offender becomes eligible for parole as the whereabouts of victims are then unknown.

Section 73 of the Correctional Services Act 111 of 1998 provides for offenders to be placed on parole after serving the prescribed minimum detention periods. However, there are differing views coming from both victims of crime and families of offenders in that victims are not in support of parole while families are in support and have expectations that their loved ones will one day qualify for parole. Reoffending puts pressure on the department as these are often reported in the media and creates an impression that the rehabilitative interventions are not effective.

Rejection and stigmatization of incarceration that is often experienced by parolees and probationers in the community, are amongst other factors that lead to violation of parole conditions and reoffending which makes social reintegration difficult.

Some of the victims have challenges which hamper them to participate during CSPB meetings for example:

- transport affordability to travel from where they stay to the nearest management area where they can either attend the CSPB meeting or connect through the Audio-Visual System (AVS)
- work commitments since the meetings are held during the week while victims should be at work
- some victims are contacted late for the Restorative Justice processes and that results in victims reluctant to participate

Internal Environment

The transformation of the Department into an institution of rehabilitation and the promotion of corrections as a societal responsibility are seen as strategic issues. This will ensure, through delivery of appropriate rehabilitation interventions, that offenders who leave correctional centres have appropriate attitudes and competencies enabling them to integrate successfully back into society as law-abiding and productive citizens. The White Paper on Corrections in South Africa (2005) describes rehabilitation as the true essence of deterrence, as it is rehabilitation and not punishment that breaks the cycle of crime.

The Department, like many government departments, has learned much from its experience over the last strategic cycle. Throughout the last five years, in parallel to the organisational response to managing the pandemic, the Department is successful in continuing to realise its strategic outcomes. The Department is facing many challenges with rising number of inmates in custody resulting in an increasing demand for services with reduced number of staff; addressing the health needs of inmates in correctional centres and maintaining correctional facilities whilst having to implement cost containment measures. The situation is further exacerbated by the increase in the recruitment on the part of the South African Police Services without the concomitant investment in the human resources of Correctional Services who is the end recipient in the criminal justice value chain of the efforts of SAPS.

As the Department prepares to go forward on a statutory footing internal controls and governance arrangements will be strengthened to support institutional capacity and maintain and ensure consistency, transparency and accountability for the services provided on behalf of the State. The SDIP has been informed by the challenges and experiences in the context of current societal challenges and the evolving expectations of stakeholders. As the Department looks to the future, there will be greater focus on a number of themes to support the need to consolidate and increase and improve the service delivery to inmates, making them more accessible and continued collaboration with stakeholders to progress penal and public service reform. Furthermore, operating in an environment with increased technology will support the Department in considering how to address stakeholder needs better while capturing value from new services. Digital is also a must for innovating educational programmes, policies and practices, and increased digital literacy will support offender outcomes which leads to reductions in recidivism and improved public safety and emerging innovative technologies provides the opportunity to shape the narrative for modernisation of correctional facilities and its services.

The plans currently in place, as informed by the HR Strategy 2021/22 to 2025/2026, to build capacity to ensure value driven delivery of an ideal correctional officer in an ideal correctional environment, through modernisation of work practices, talent management, development of a functional organisational structure, professionalisation and establishment of a Corrections Academy, will have to be adjusted to incorporate the requirements of the National Framework Towards the Professionalisation of the Public Sector. The strategic period 2025-2030 will therefore be focused on the development and implementation of a revised HR Strategy, which considers the developments in the public service human resource space as well as an assessment of the achievement of the commitments made by government and the Department in the past. The Department is determined to deliver the best strategic outcomes for those committed to incarceration by the courts and to demonstrate how the Department's values-led approach to professional practice brings with it the power to transform the lives of inmates. The reality is that the most important aspect of a correctional facility is the human dimension, since corrections are primarily concerned with people. The two most important groups of people in a correctional facility are the inmates and the officials who look after them. The key to a well-managed correctional facility is the nature of the relationship between these two groups. In pursuing accountability and transparency, the Department is committed to upholding the principles of good governance and it is of utmost importance to continue instilling a compliance-conscious culture. This ensures that financial reporting to oversight institutions such as the Parliament, National Treasury, and the Auditor-General of South Africa is not compromised.

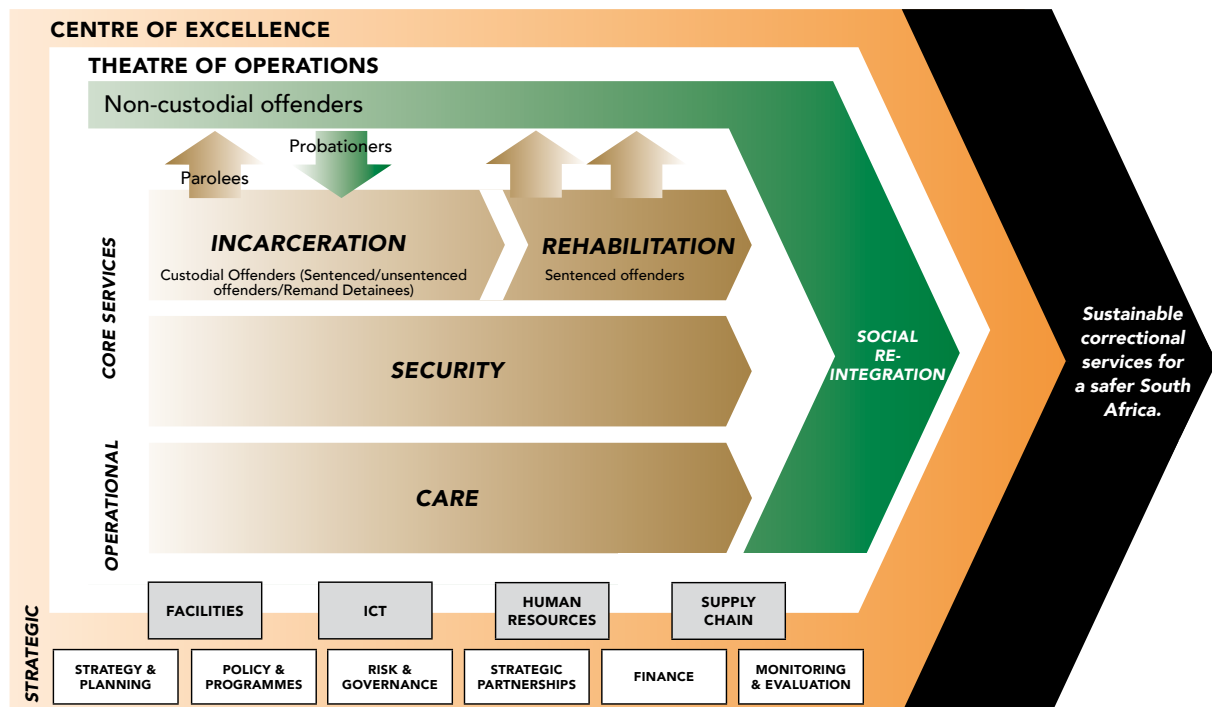
Contact Crimes and Victims

Almost 20% of the offender population are serving life sentences while offenders convicted of murder have the highest incarceration rate. Contact crimes are the most feared types of crimes. As the name suggests these are crimes where a victim comes into direct contact with the offender. This means these are the most violent forms of crime, and because they are often opportunistic, they are hard to avoid. They include murder, sexual offences, attempted murder, assault with the intent to inflict grievous bodily harm, common assault, common robbery, and robbery with aggravating circumstances. The desire for control, revenge, or power leads to violent crimes such as murders, assaults, and rape. Murder (or homicide) is the most important and useful measure of crime. It is the most serious crime and the most reliably measured category of crime as people often do not report other crimes and murder is difficult to hide. **Reasons for murders being committed may be complex and or obscure. What is far more knowable is the devastation caused by murder for both the secondary victims (the families and friends of both the primary victim and the offender). Murder invokes a particularly virulent and long-term form of bereavement, which can lead to post-traumatic stress disorder.** Experts in the field of forensic psychology play a key role in helping the criminal justice system, the political system and the general public understand the factors causing and influencing individuals to commit crime, e.g. carjacking.

Service Delivery in DCS

DCS operates within a complex environment and delivers upon a broad mandate which is both progressive in terms of its outlook and holistic in terms of the incarceration, rehabilitation and social reintegration of remand detainees and sentenced offenders. A Service Delivery Model (SDM) that responds to this mandate was developed which is also aligned to the DPSA Operations Management Framework and the required services were identified from the legislative mandate of the DCS. The Department has also developed a value chain to highlight the operational realities of the required ecosystem. Components of the value chain do not flow sequentially, but rather in parallel to one another.

DCS Value Chain:



List of main services in DCS and beneficiaries:

Services	Beneficiaries	Benefits
<ol style="list-style-type: none"> 1. Incarceration services 2. Facility services 3. Security services 4. Care services 5. Rehabilitation services 6. Social Re-integration services 	<p>Inmates (Offenders and Remand Detainees) and Parolees and Probationers.</p> <p>Indirect Beneficiaries:</p> <ul style="list-style-type: none"> • Public • Visitors (of inmates) • Court officials • SAPS • Legal Representatives • Family and Communities 	<ul style="list-style-type: none"> • Secure environment and custody of inmates • Opportunity for rehabilitation through a variety of interventions • Receive health care, nutritional and hygiene benefits • Parole and community corrections opportunities

The value chain is composed of core and support functions in order to execute the mandate. The core components link directly to the main purpose of the organisation, and are composed of: Incarceration, Rehabilitation, Social Reintegration, Security and Care. The core components are enabled in its execution through support components. The support components operate within strategic and operational realms, with certain components being purely strategic, i.e. Strategy and Planning, Policy and Programmes, Risk and Governance, Strategic Partnerships, Finance and Monitoring & Evaluation, while others exist in both strategic and operational realms, i.e. Facilities, ICT, Human Resources and Supply Chain. The Value Chain thus illustrates that the process of successful reintegration of offenders into their communities, already starts upon admission.

The SDM applied various factors to the different components of the value chain gearing DCS for delivery of its mandate. The DCS SDM includes a unique design per individual function within the proposed Value Chain across two key spectrums of 'coordination' and 'control', unpacked through a decentralisation versus centralisation perspective, and an insourcing versus outsourcing perspective. Each function analysed from these two perspectives resulted in a mixed application relevant to the key services required within those functions.

This requires a cross-coordination across functions between Head Office and the regions over the short, medium and long terms with concerted change management efforts driving organisational change from existing operations, making an internal understanding and adoption of the value chain as well as the implications thereof critical.

Tied to this process was the adoption of a clear implementation framework and change management plan which recommends a staged implementation to enable organisational re-alignment. Implementation of this must be accompanied by dedicated resources to drive sustained change management. Similarly, within an organisation as complex and large as DCS, communication must commence early, be clear, and be frequent in its delivery. This is necessary to ensure buy-in from employees, the ultimate delivery agents of the model. Much as DCS is mostly still relying on manually operated systems, modernization becomes critical. Automation of processes within DCS will provide relevant real-time intelligence and the means to take efficient action – whether manual or automated. Automation will also result in improvements in transparency in decision-making, efficiency (including better management of human, physical, and financial resources, greater speed in processes), and effectiveness in ensuring public safety, the rehabilitation of offenders and reduction of re-offending.

The model should be treated as iterative and continuous. The long-term ideals are foreseen to address future challenges of the organisation; however, with the changing environment, impact of legislation and focus on strategic partnerships, what may be deemed relevant now, may change within the medium term.

Problem Statement

DCS acknowledges that the successful reintegration of offenders back into communities without falling back into crime is the ultimate impact to be achieved. Much as the Department endeavors to ensure that every sentenced offender has an opportunity to participate in rehabilitation interventions and to provide them with a fair chance to lead a socially responsible and crime-free life once reintegrated into communities, there are however still many challenges with regards to cooperation between the relevant Government clusters and communities as well as many socio-economic challenges in South Africa. These ultimately have a negative impact on the successful reintegration of offenders. With this in mind, the focus is specifically on a deeper analysis of rehabilitation interventions as well as the social reintegration value chain, since improvement in these two areas should ideally result in more successful reintegration of offenders.

Rehabilitation Services

The purpose of the correctional system is not punishment, but protection of the public, promotion of social responsibility and enhancing human development to prevent recidivism. Offenders are given new hope and encouragement to adopt a lifestyle that will result in a second chance towards becoming ideal citizens. The offence-focused interventions offered, help to develop life skills, provide counselling and support, and help build constructive days, routines and reinforce good habits. It is designed to ensure that people who leave correctional centres have appropriate attitudes and competencies for them to successfully integrate back into society as law-abiding and productive citizens. Correctional interventions that are offered to offenders deal with various aspects of rehabilitation, however, it is emphasized that rehabilitation must ultimately come from the offender's willingness to acknowledge that he/she has done something wrong and desires to change. Overcrowding unfortunately leads to the violation of the rights of offenders and over stretches the limited staff resource at the correctional facilities making it difficult to effectively deliver on rehabilitation.

Rehabilitation should be viewed not merely as a strategy to preventing crime, but rather as a holistic phenomenon incorporating and encouraging social responsibility, social justice, empowerment with life-skills and other developmental skills; and a contribution to making South Africa a better place to live in.

Participation of offenders in vocational training programmes is instrumental in improving mental health 'as they are more focused on goals and resilient to negative external and social impacts on their lives'. Rehabilitation programmes, and work programmes in particular – can benefit offenders by providing incentives that could help them to financially support their families whilst also producing resources for the correctional facility. This is in the form of food production for the inmates, facility cleaning and maintenance, or the sale of products made by offenders, etc.

THE OFFENDER REHABILITATION PATH (ORP)

7. Allocation to pre-release unit

When offender meets requirements for conditional placement, he/she is allocated to a unit where he will be prepared for the eventual placement outside the correctional centre.

6. Placement

The offender is reassessed to determine readiness for placement on parole or correctional supervision within the system of community corrections. If requirements are met the delegated body will approve conditional placement however if requirements are not met, the offender will be sent back to undergo further interventions until conditions for placement are met.

3. Admission to housing unit

An offender is transferred to the housing unit where he will spend his incarceration period.

9. Release

At the end of the full sentence as meted out by the sentencing court the offender is released unconditionally from the system of correctional service into the community.

8. Pre-admission of probationer/parolee

An assessment is conducted for offenders ahead of their admission into the community corrections system as either a parolee or probationer.

5. Monitoring & Evaluation

The offender is monitored on progress made in implementation of the rehabilitation path interventions

4. Interventions

Various rehabilitation interventions as determined through the assessment and the sentence plan are made available to the offender to assist with correction of the offending behavior.

2. Assessment/Orientation/Profiling

An assessment is conducted to determine the risks and needs of the offender from where a correctional sentence plan is drafted to guide and facilitate a rehabilitation intervention path.

1. Admission

Offender is admitted into the correctional system to serve the sentence as meted by the sentencing court.

In DCS the Offender Rehabilitation Path (ORP) illustrates what happens with an offender from the point of entering a correctional facility (admission) to the point where he/she is reintegrated into society (social reintegration). Within the context of the mandate of the Department this process warrants an organisational-wide approach to rehabilitation in which every correctional official is a rehabilitator and the process already starts upon admission. The organisational wide approach to rehabilitation creates the platform where the ideal correctional official is positioned to concretize the fundamentals of the 2005 White Paper on Corrections in South Africa, to create an environment that is safe and secure for correcting offending behaviour, rehabilitation and the promotion of corrections as a societal responsibility. The ORP does not only assist the offender to adapt to the corrections environment but also brings together the agents that will give meaning to the service delivery areas within the Department, i.e. Security, Corrections, Rehabilitation, Care and Social Reintegration. Interventions in these service delivery areas are based on thorough assessments in terms of security risks and needs of offenders. The delivery of services in these areas finds concrete application in a correction sentence plan that is presented to the offender in a structured day programme under-pinned by a multi-disciplinary approach. It is this multi-disciplinary approach that lays the foundation for team work and unity between the offenders and officials. It further creates the opportunity for society to play its role in the rehabilitation of offenders. It is through interactive engagement by the agents in the rehabilitation process that the objectives of the White Paper on Corrections in South Africa will be realized.

The Department still experiences challenges with offenders who are unwilling to participate in the rehabilitation interventions however, continuous efforts are being made to ensure that offenders have a better understanding of the importance of the interventions. Implementation of rehabilitation-focused correctional services requires the Department to provide needs-based interventions that are specific to each offender. Where there is no dedicated structure to implement interventions, the Department uses custodial staff to manage the challenges encountered including the continuous orientation of custodial officials to facilitate such interventions.

Social workers established plans and strategies to foster offender rehabilitation and to assist offenders in bettering themselves with the aim to reduce recidivism rates. The Department has ensured the continuous robust marketing of social work services and programmes offered to offenders as well as the assessment of newly-admitted persons including probationers and parolees. Although there is high demand for social work interventions, the shortage of social workers, psychologists, educationists, professional nurses, pharmacists and general medical practitioners remains a challenge. This is being addressed through a multi-pronged approach which includes the provision of bursaries, internship placements and the establishment of partnerships with relevant stakeholders.

Significant progress has also been made in the delivery of spiritual care services due to the support received from chaplains and spiritual and moral development co-ordinators as well as the involvement of external role-players, spiritual workers and volunteers who deliver programmes and services on a sessional basis. The aim is to facilitate the provision of needs-based spiritual care services and programmes to all offenders towards their rehabilitation and successful reintegration as well as building their moral and ethical values which are acceptable to society.

The Department continues to prioritise education and skilling of offenders as part of rehabilitation with an expectation that, upon release, offenders should return to their communities as changed and law-abiding citizens who can contribute positively within their communities. Key to rehabilitation is ensuring that offenders are involved in productive activities while they serve their sentences. The departmental production workshops continue to manufacture offender garments, as well as wood and steel products, while the bakeries are producing bread for offender ration. Farms are producing milk, butter, eggs, vegetables, fruits, pork, chicken and red meat for offender ration despite the prevailing financial constraints. During the manufacturing and production process, offenders acquire workplace learning and various trades.

The Department provides various skills development programmes in support of rehabilitation interventions. Offenders have the opportunity to participate in needs-based Occupational Skills, Vocational Training skills and entrepreneurial skills that will equip them to be able to contribute to the economy after their release. Furthermore, the intention of the Skills Development Programmes of the Department is to provide market-related skills to offenders to ensure that they are able to participate actively in the mainstream economy upon release. This will also ensure that DCS contributes to the MTDP, which seeks to transform the economy and create jobs. Participation in skills development is aligned to the available training related resources, training curriculum as well as the training needs of offenders emanating from a comprehensive assessment and the developmental plan as entailed in the offender's Correctional Sentence Plans (CSP). Offenders,

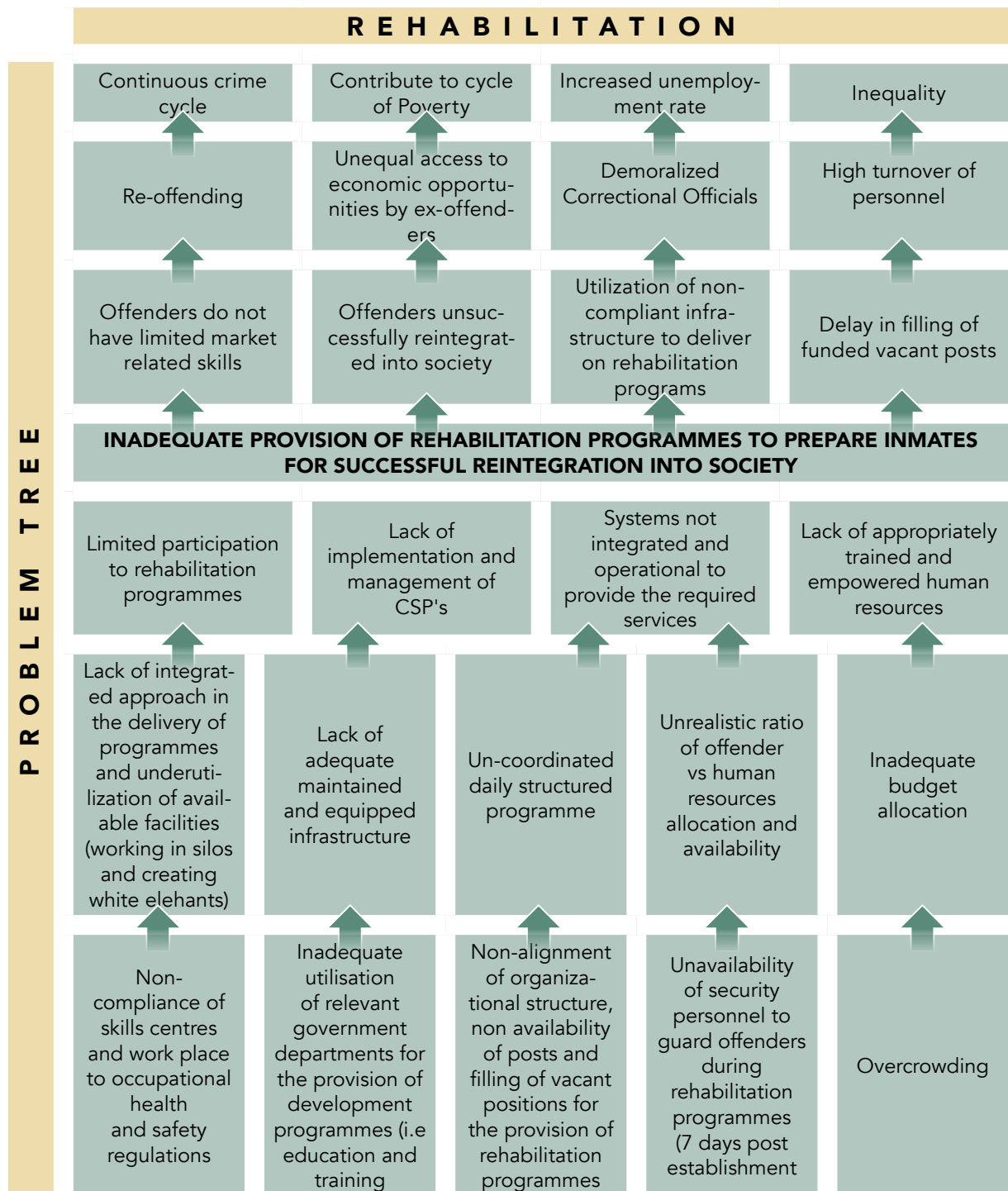
are exposed to skills training which include, but not limited to, building, plastering, welding, painting, plumbing, vegetable production and other farming-related training interventions. Entrepreneurship courses are included to further enable ex-offenders to start their own businesses and even employ other people.

Where training resources are available, the department will ensure that the offender training facilities and workplaces are accredited with various SETAs / QCTO so that offenders receive nationally recognized qualifications and be able to promote production and contribute to DCS's Strategic Framework on Self-Sufficiency and Sustainability (SFSSS).

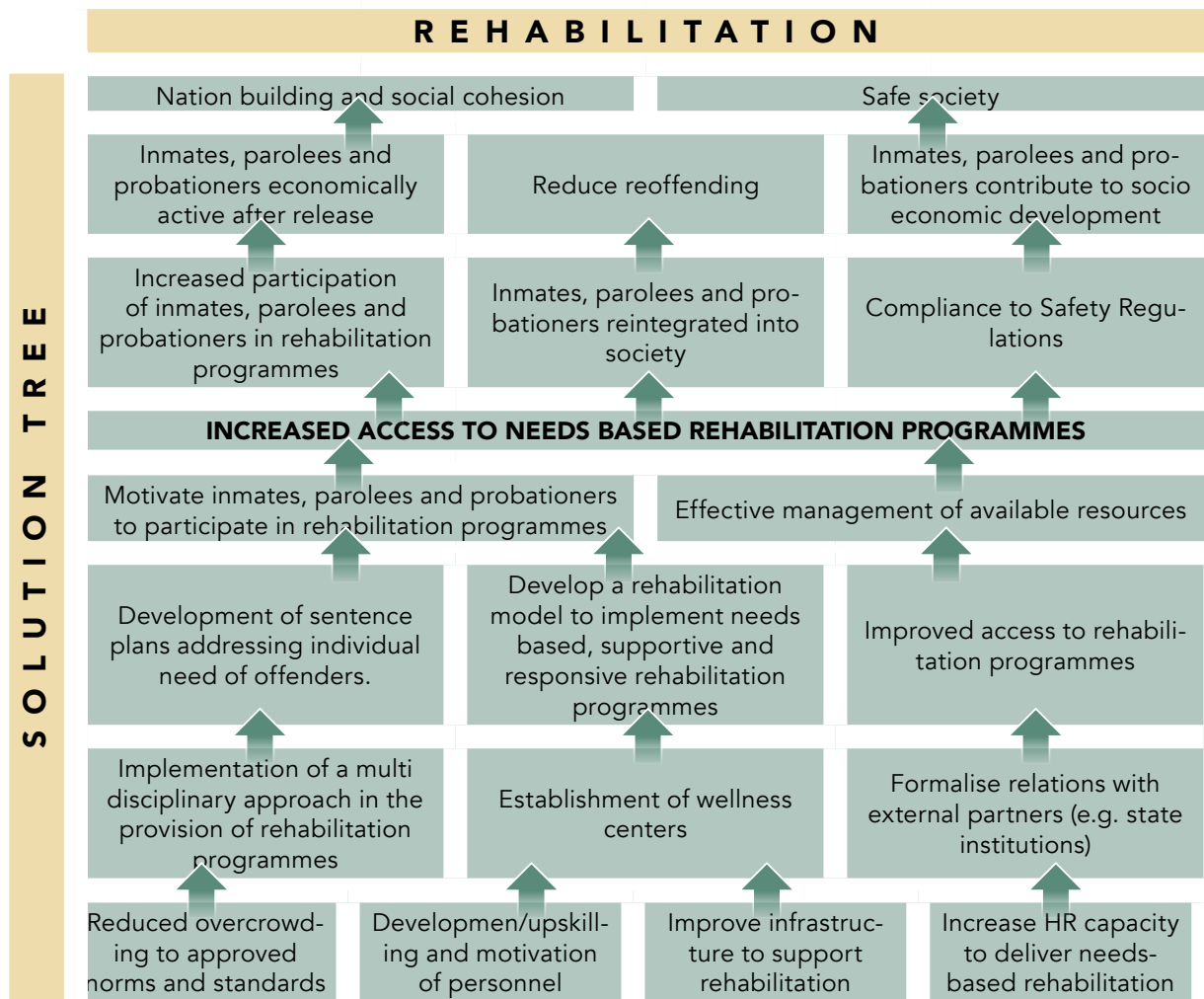
Listed below are some of the service delivery challenges relating to rehabilitation services:

- Rehabilitation interventions not successfully, correctly or effectively implemented.
- Non-conducive environment and infrastructure for the successful implementation of rehabilitation interventions.
- Lack of security personnel to coordinate rehabilitation interventions and or provide security during interventions
- Inadequate mechanisms in place to encourage community participation with the view of strengthening and enhancing offender rehabilitation and reducing recidivism.
- Negative attitude of offenders towards rehabilitation interventions.
- There are policy gaps that hinder effective and full implementation of rehabilitation interventions.
- There is shortage of skills development practitioners to provide a variety of skills development programmes to offenders.
- Optimal, integrated smart technology training systems not available.
- There is an assumption that when the G326 profile report is submitted to the CSPB, all the rehabilitative interventions including Victim Offender Mediation (VOM) and Victim Offender Dialogue (VOD) which will introduce the participation of the victim in the CSPB meeting were completed. However, this is not happening in most cases, as some profiles are submitted without having had VOD / VOM interventions and that leads to late consultation with victims.

Problem Tree for Rehabilitation in DCS:



Solution Tree for Rehabilitation in DCS:



Short, Medium and Long-Term Solutions:

Outcome **Effective case management and Administration of inmates**

Case management processes that will ensure the comprehensive profiling, sentence planning, timeous court appearances of remands and consideration for parole placement and release of inmates

Medium Term

- ICT platforms to present rehabilitation programs, make use of smart TVs, laptops and desktops for e-learning
- Infrastructure that is suitable for rehabilitation purposes as well as new generation prisons for effective rehabilitation programs to take place
- Create an environment conducive for the implementation of rehabilitation program

Short Term

- Conduct research to review the relevance of existing rehabilitation programs
- Implementation of IIMS
- Review the gratuity policy
- Improvement of moral fibre of offenders to enhance social functioning and moral fibre resulting in reduced reoffending
- ICT platforms to present rehabilitation programs, make use of smart TVs, laptops and desktops for e-learning
- Infrastructure that is suitable for rehabilitation purposes as well as new generation prisons for effective rehabilitation programs to take place
- Improved rendering of psycho-social, spiritual care and correctional programs and services

Long Term

- Create an environment conducive for the implementation of rehabilitation program
- Increased access and participation in rehabilitation programs

Social Reintegration and Restorative Justice

Social Reintegration is an important component of the Department as it is regarded as a window through which society can judge the success of the rehabilitation interventions. The objective of community corrections is to provide services and interventions that will contribute to the reintegration of offenders as law abiding citizens into communities by ensuring that probationers are rehabilitated, monitored and accepted by communities. Community based corrections are strategies that decrease expenditure on incarceration, decrease the rates at which there are repeat offences and reduce overcrowding in correctional facilities.

Correctional facilities within the country are overpopulated to the extent that the capacity exceed the ideal bed space. Community corrections as an alternative sentence served within the community can possibly be of benefit and could have an impact on the alleviation of overcrowding. Alternative sentencing legislations if effectively implemented can benefit both the department, community, Judiciary, offenders, the economy, family structures, global economy, stakeholders including relevant government department, JCPS Cluster, NGO's and Faith base Organisation, employers and the trades in terms of skills and labour-intensive programmes.

Steady employment following release has been found to be one of the most important factors in reducing reoffending. However, employers can be reluctant to hire former offenders, and offenders can also face restrictions on employment and education as a result of their criminal records. Additionally, many are not able to find suitable housing – a particular problem if their incarceration has led to family breakdown. These factors combined with a lack of adequate post-release support make successful rehabilitation extremely difficult for many. There are a wide range of community-based corrections programmes that are aimed at rehabilitating offenders and decreasing the tendency of a relapse. Different types of community corrections have different target groups, but all are geared toward helping individuals with reintegration.

Correctional supervision is a community-based sentence which is served by the offender in the community, subject to conditions which have been set by the relevant authorities, Court, Correctional Supervision Parole Board (CSPB), National Commissioner or his/her delegate. Probationers and Parolees serve their sentences in the community under the control and supervision of the Department. These offenders are exposed to the normal influences of the community and are able to care for their family. In addition, Probationers, Parolees and Awaiting Trial Persons (ATP) serving their sentences under the system of Community Corrections are provided with access to a wide range of support services and programmes. Benefits of community-based sentence is that correctional supervision and parole can instill a sense of responsibility as the offender will be with their families, improve interpersonal relations and interactions towards the community as part of reciprocal benefits from both the stakeholders and promote self-sustainability through enhancement and promotion of work opportunities. However, lack of support and continuous rejection and labelling of offenders by public in some instances drives them to criminal activities as an alternative to better life in correctional facilities than suffering the effect of being labelled and rejected by society and their families.

The Department has contributed to crime prevention through the creation of employment opportunities for parolees and probationers through formalised partnerships with the Business Sector, Local Government, Inter-Departmental Sector and NPOs to encourage them to consider parolees, probationers and ex-offenders for employment opportunities. The Department continues to strengthen relationships with external partners and this is evident in the 261 Izimbizo conducted throughout all six Regions and partnered with Departments such as, Labour, Cooperative Governance, Social Development, South African Police Services (SAPS) and Institutions of Learning, Canadian International Development Agency (CIDA) and Non-Governmental Organisations (NGOs).

In addition, the focus on Victims of crime seeks to address existing deficiencies within the current parole system whereby the offender is still placed at the centre of reintegration. One of the measures to address the deficiency, is that offender profiles should reflect more on the involvement of victims in preparation for offender releases and or placements.

Many of the requests to trace victims come from Parole Boards therefore, the inability to submit comprehensive profile reports which includes offenders and victims' profiles causes delays in placing offenders on Parole. Restorative Justice is an approach to justice aimed at promoting reconciliation through dialogue of all parties involved (victims, offenders, parolees, probationers, families concerned and community members) and affected by the harm caused by criminal behaviour. It creates an atmosphere conducive for restoring the relationships between offenders, victims, families and communities. It is also meant to be cross-cutting, including all the Department's core programmes in its implementation as well as to ensure a multi-disciplinary

approach. Restorative Justice ensures that there is a platform between offenders, parolees, probationers and their victims/communities to talk about the impact/damage of the crime committed which in turn contributes to healing and rebuilding back the lost trust. During a Victim Offender Dialogue, participants share their experiences, express emotions, ask questions, and discuss the consequences of the crime. This approach also ensures that as offenders are reintegrated back to their communities, the people are and feel safe.

The successful delivery of the Restorative Justice is also dependent on various stakeholders. The CJS has cluster departments that interact with the victims of crime in different ways. The Department is still experiencing delays with the Restorative Justice processes should victims not receive any psychosocial services from the time at which the crime was committed against him/her. As a result, the victim is less willing to participate in the Restorative Justice process several years down the line. The collaboration of different stakeholders through platforms like the Victim Empowerment Programmes has become key to better manage services to the victims of crime and also to ensure that services are not compromised because of matters which should have been dealt with earlier.

However, the participation of victims in the parole processes remains a challenge and there was a decrease from 1 989 in 2022/2023 to 1 730 during the 2023/2024 financial year. Public knowledge on the parole system is also lacking, which often results in the public outcry whenever some offenders are placed on parole prior to the expiration of the sentence with no understanding that such offenders would still be serving a non-custodial sentence. The Department will continue to provide information on public awareness and education on the country's parole system including the rights of victims to participate in the parole process.

The Department in support of Government's Victim Empowerment Programme (VEP) developed procedures to facilitate and promote the involvement of victims in the CSPB meetings where victims are allowed to make representations or attend the meeting when offenders are considered for placement on parole. Provision was made in both section 75(4) of Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) and section 299A of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) to facilitate the participation of victims in the Correctional Supervision and Parole Board (CSPB) meetings. The relevant Sections in the mentioned Acts provide for the right of complainants to make representations in certain matters with regards to the placement of offenders on parole, day parole and correctional supervision and relates to offenders sentenced for murder, intentional killing, rape, robbery, sexual assault, kidnapping, conspiracy and incitement.

Participation of victims in the parole processes is encouraged although progress on victims registering their personal details for participation in the CSPB meeting as well as victim tracing remains a challenge. The details of all CSPB offices as well as Chairpersons and Vice chairpersons of the CSPBs were uploaded on the departmental website for access by victims who would be interested to contact the CSPB for different reasons including participation when the offender is considered by the CSPB for placement.

Audio-visual systems were installed in each of the 52 Parole Boards offices in the Department nationally. The audio-visual system enables the Victim to participate in the parole processes without travelling a long distance. This however remains a challenge for some victims who are unemployed or poverty stricken to commute to the nearest parole board or management area.

Victims are afforded opportunities to make representation through written submission and audio and video-recordings when their perpetrators are considered for parole placement and they may also participate in person. A representation may consist of an impact statement, statement of opposition and recommendations on placement conditions. The Victim Impact statement deals with the impact which the offence has had on the complainant and/ or his/ her family and may contain the effects of the offence committed, the physical effects, financial effects and emotional effects.

The Statement of opposition focuses on the reasons why the offender should not be released on parole such as the risk the offender may pose to the victim and the risk the offender may pose to the community after release. The victim may also participate in setting of parole conditions in instances where the placement of the offender on parole is approved. Non-availability of approved structure for victim tracing and Auxiliary Social Workers pose a challenge with victim participation in the CSPB meetings.

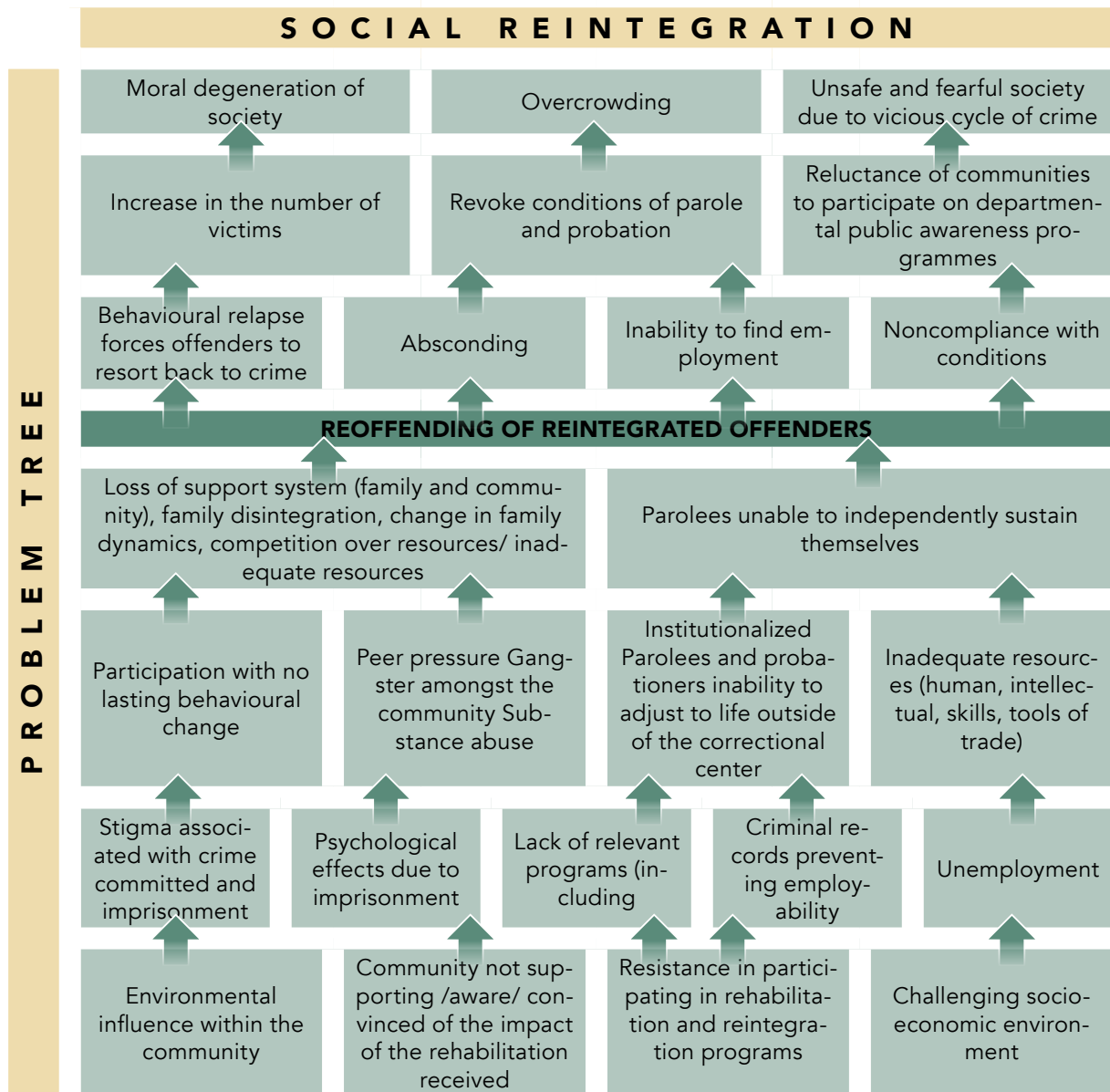
Listed below are some of the service delivery challenges relating to Social Reintegration:

- Interventions relating to rehabilitating and developing offenders to improve their value system and regenerate morale, is negatively impacted upon reintegration due to the socio-economic challenges in South Africa
- Improving strategic partnering for integrated government-wide service delivery and elevating partnership

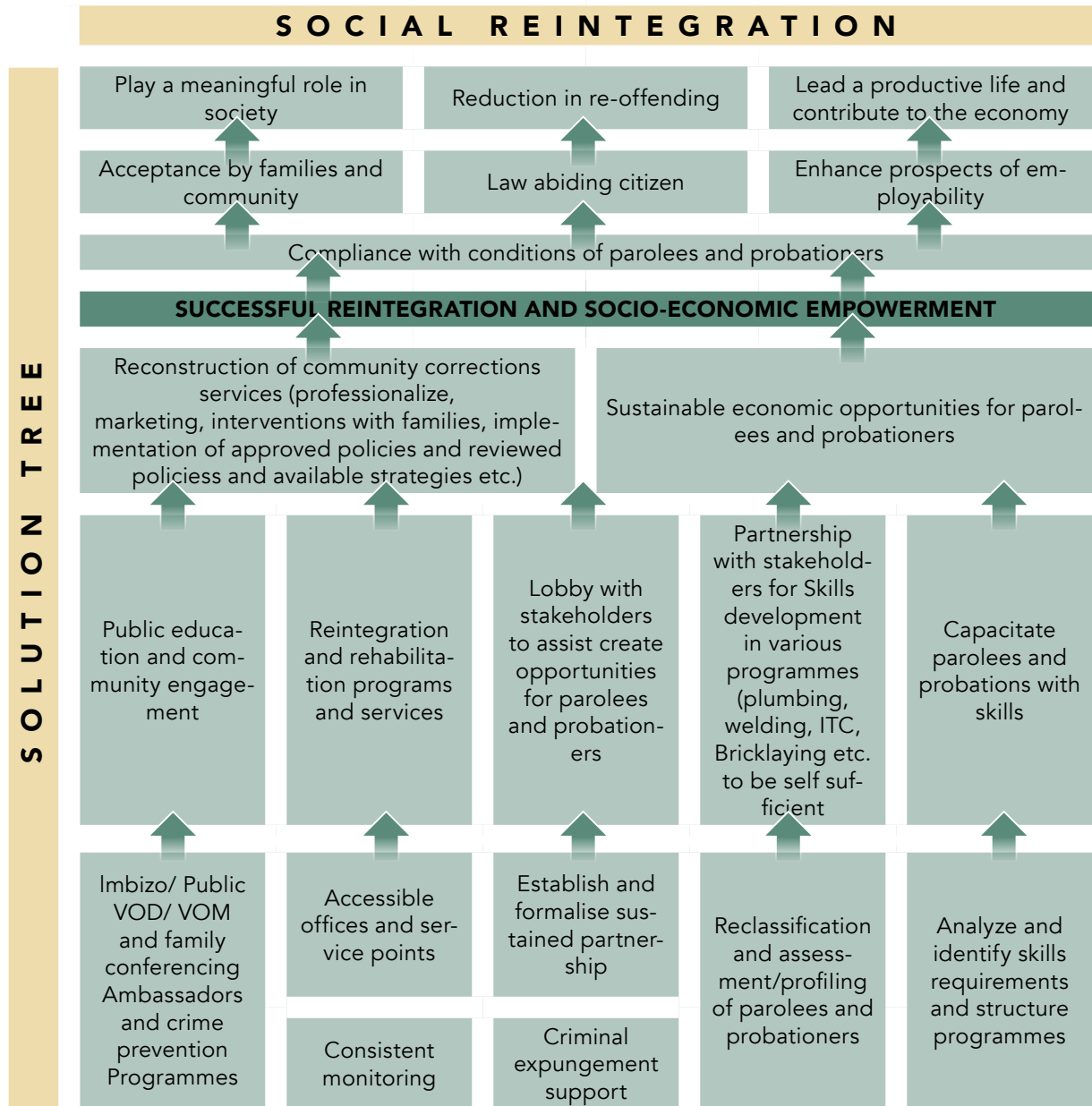
with other government departments: NPA; DOJ & CD; SAPS need managerial interventions. The reluctance of magistrates towards the statutory provisions of non-custodial sentences as the judiciary tends to be more punitive as demonstrated by the number of offenders serving long sentences. Engagements with NPA, DOJ & CD, SAPS in the review of minimum sentences for most low-level, non-violent or non-serious crimes should be prioritised

- Promoting additional options of non-custodial sentences, e.g. Community Service Orders (CSO) or Penal Reform International (PRI) with respect to a community service sentencing programme needs more attention
- The objective should be to enhance reintegration interventions specifically to the needs of the economy, i.e. skills development, entrepreneurship skills, regionally relevant education and interventions should include development of interpersonal skills
- The establishment of best practices and knowledge on the design, development and implementation of restorative justice interventions should be attended to
- Offenders should be encouraged to voluntarily request dialogue / mediation between their victims / families / communities whilst they are in custody. Offenders should be thoroughly educated about the benefits of restorative justice to themselves, victims and communities
- Victims of crimes are not always present in court during trials, nor always informed (by DOJ & CD, SAPS or DCS) that they may participate in Parole Board meetings
- Actual tracing victims of crime
- Details of victims of crime which may assist with tracing them are not always provided with the warrant or SAP62 when offenders are sent to DCS to serve their sentences
- No funding and structure to assist with the tracing of victims or to assist with transport and accommodation of victims during the Restorative Justice / Parole Board processes
- Unwillingness of victims of crime to participate in Parole Board meetings
- The Department experiences delays from other sister Departments with the Restorative Justice processes should victims not receive the required psychosocial services from the time the crime was committed against him/her. As a result, the victim is less willing to participate in the Restorative Justice / Parole Board process several years down the line
- Shortage of Auxiliary and permanent Social Workers in DCS at centre level and at Community Corrections offices

Social Reintegration Problem Tree:



Social Reintegration Solution Tree:



Short, Medium and Long-Term Solutions:

Outcome Successful reintegration and socio-economic empowerment

Successful Reintegration of those placed under the system of community corrections by reducing significant number of violations through compliance with the set conditions.

Medium Term

- Assessment and risk classification
- Referral for criminal record expungement
- Community Profiling
- ICT modernization for supervision
- Modernize supervision

Short Term

- Involvement in Rehabilitation ,Social Reintegration and Community Liaison programs (Empowerment and employability)
- Family reunifications
- Community involvement and Outreach (functional Community Corrections Organisational structures)
- Aftercare -referral to relevant external stake holders
- Assessment and risk classification
- Referral for criminal record expungement
- Community Profiling
- Implementation of Restorative Justice
- Establish strategic partnerships for improved social reintegration

Long Term

- ICT modernization for supervision
- Modernize supervision
- Assessment and risk classification
- Referral for criminal record expungement
- Community Profiling
- Professionalization of Community Corrections

IDENTIFICATION OF KEY SERVICES TO BE INCLUDED IN THE SDIP

The objective of this SDIP is to address the challenges and to develop a plan of action, over a five-year period, to increase the chances of successfully achieving on the relevant targets set by the department. The development of this SDIP provided an opportunity to reflect holistically on the work of the Department with specific focus on the mandate of the Department and the practical challenges experienced in carrying out its mandate. After analyzing Rehabilitation and Reintegration of offenders in more detail and linking that with Government's current priorities, youth development (as part of rehabilitation) as well as victims of crime (as part of supporting the process of reintegration of offenders) were identified as focus areas.

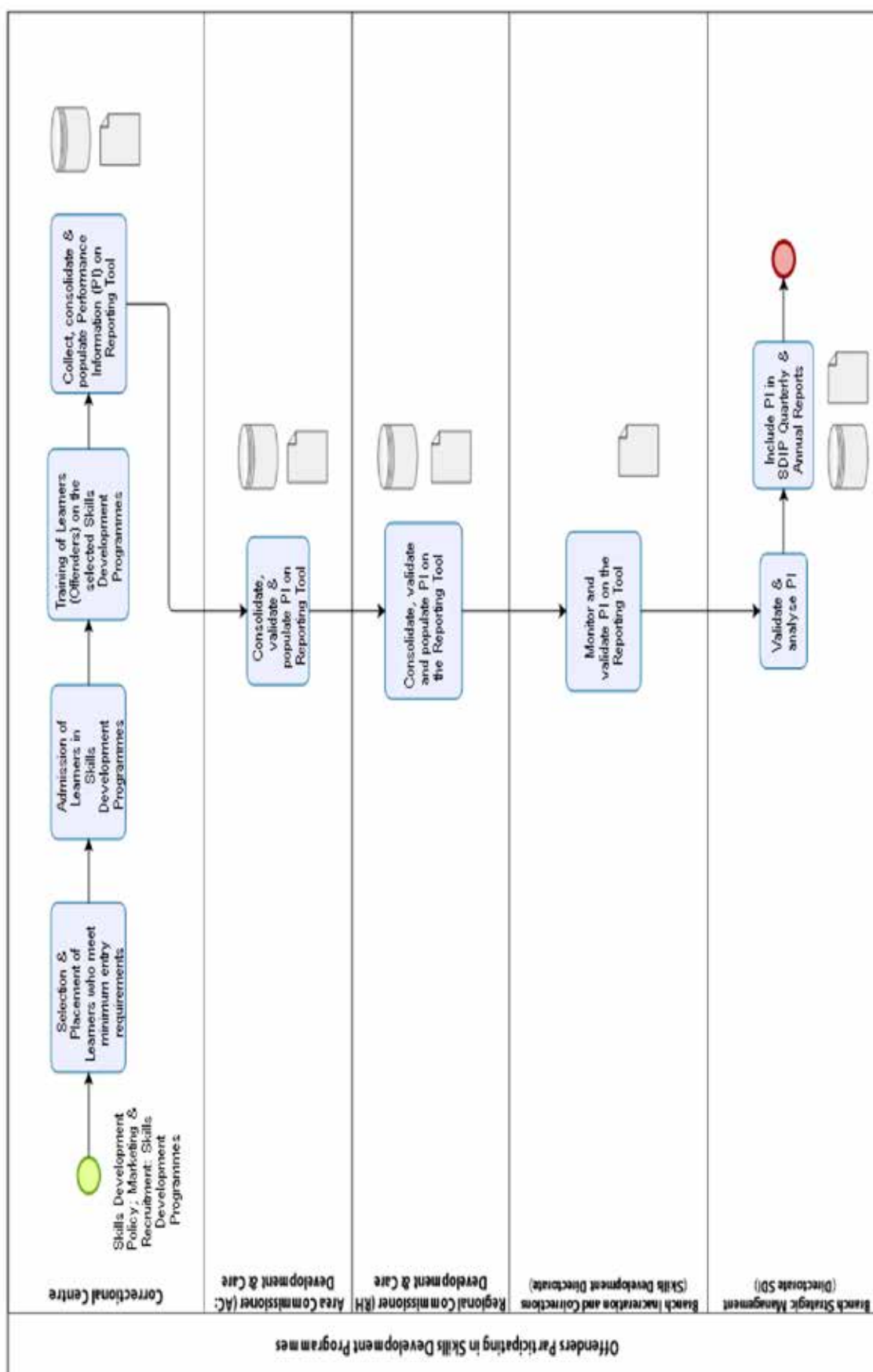
The following two key services were selected to be included in the SDIP for 2025 - 20230:

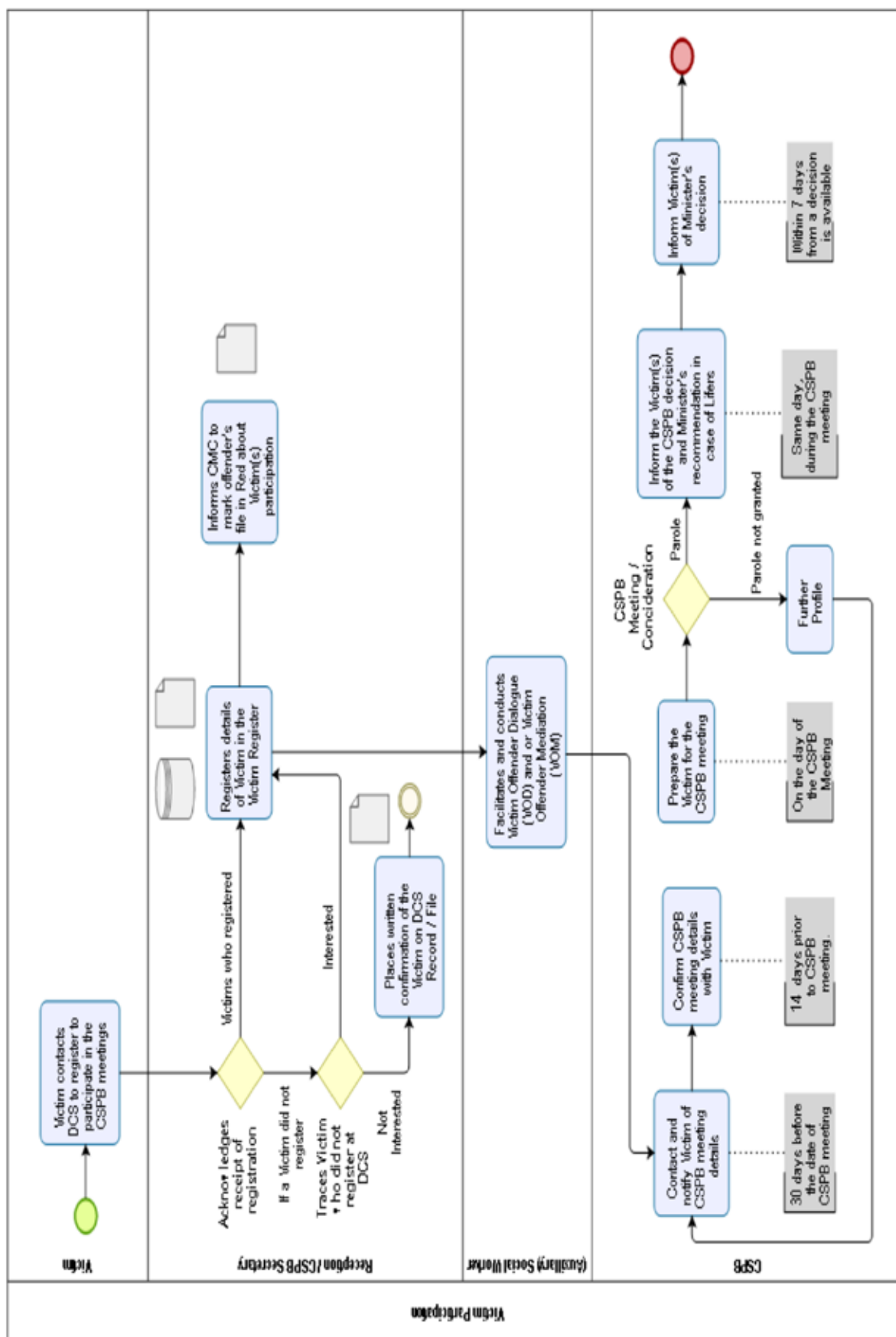
KEY SERVICES	BENEFICIARIES
Increase the number of Victims who participated in the Correctional Supervision and Parole Board (CSPB) meetings.	All sentenced youth offenders who meet the entry requirements to participate in skills development programmes.
Increase the number of Youth offenders (18 – 25 years) who participated in Skills Development programmes.	Victims, families, communities and offenders.

South Africa is characterized by high crime rates specifically committed by the youth population. Youth in general are faced with typical challenges which include peer pressure about who they are, what they would like to be and the inability to prioritize. The identified key services were selected since an increase in these areas will assist to better meet the needs of service beneficiaries with the intention to improve successful reintegration of offenders. Their identification is meant to increase focus by ensuring continuous analysis of the challenges and to inform efforts towards ensuring that the service delivery in these areas is improved.

Business Process Maps of the Key Services:

Below are the two high level Business Process Maps relating to the provision of Skills Development programmes to offenders as well as the process of Victim Participation in Parole Boards:







The 2025 – 2030 Service Delivery Improvement Plan of the Department of Correctional Services is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

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