



STRATEGIC PLAN 2025-2030



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA





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Department of Correctional Services

Five-Year Strategic Plan 2025-2030

The 2025-2030 Strategic Plan for the Department of Correctional Services is compiled with the latest available information from departmental and other sources.

Some of this information is unaudited or subject to revision.

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The Strategic Plan is published on:

www.dcs.gov.za

ISBN: 978-1-77997-642-0

RP: 62/2025

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Table of Contents

List of tables	4
List of figures	5
Statement by the Minister of Correctional Services ...	8
Statement by the Deputy Minister of Correctional Services.....	13
Statement by the National Commissioner of Correctional Services	18
Official Sign Off	23
Acronyms.....	25

Part A Our Mandate27

1. Constitutional, Legislative and Policy Mandate .	28
1.1 Constitutional Mandates.....	28
1.2 Legislative Mandates	29
1.3 Policy Mandates	32
1.4 International Rules on the treatment of inmates.....	33
1.5 Other prescripts governing the Department	35
1.6 Planned policy initiatives.....	35
2. Institutional Priorities, Policies and Strategy for the five-year period.....	36
2.1 Priorities in the development agenda.	36
2.2 Institutional policies and strategies	54
2.3 Relevant court rulings.....	57

Part B: Our Strategic Focus61

3. Vision	62
4. Mission	62
5. Values.....	63
6. Situational Analysis	64
6.1 Diagnostic Analysis	71

6.2 External Environment.....	104
6.3 Demand for services	133
6.4 Performance Environment	162
6.5 Internal Environment	184

Part C: Measuring our Performance. 215

7. Institutional Performance Information	216
7.1 Theory of Change	216
8. Impact statement.....	218
9. Measuring our Outcomes	219
10. Strategic Risks and mitigations	230
11. Public Entities.....	249
12. Service Delivery Improvement Plan.....	249

Part D: Technical Indicator Descriptions 253

Part E: Annexures to the Strategic Plan 267

Annexure A (District Development Model).....	268
Annexure B (Policies and Strategies continued and initiated)	270
(a) Our Policies	270
(b) Our Strategies	274
Annexure C (Core stakeholders contributing to the Strategic Plan)	276
Annexure D (Acts referenced in the Correctional Services Act, 1998).....	282
Glossary.....	285

List of tables

Table 1: Medium Term Development Plan (MTDP Priority One)	42	Table 13: Monthly averages for March: Remand Detainees from 2020 to 2024	171
Table 2: Medium Term Development Plan (MTDP Priority Two)	43	Table 14: State Patients as at 31 March 2024	183
Table 3: Medium Term Development Plan (MTDP Priority Three)	45	Table 15: Employment and vacancies by salary band as on 31 March 2024	195
Table 4: Mid-year population estimates for South Africa by population group and sex (2024)	115	Table 16: Overview of the number of correctional facilities nationally	207
Table 5: International net-migration assumptions for the period by population group, 2001–2026	116	Table 17: Number of correctional facilities per Region	208
Table 6: Number and percentage of households that experience a specific type of crime in five years preceding the survey (2019/20 to 2023/24)	123	Table 18: Overall condition of correctional facilities	208
Table 7: Summary of statistics for murder, 2019/20–2023/24	125	Table 19: Impact Statement Table: Safe Communities	218
Table 8: Summary of statistics for sexual offences, 2019/20–2023/24	125	Table 20: Strategic Outcome 1: Adequate, safe, secure and well maintained facilities	219
Table 9: Highest level of education by individuals aged 25 years and older by province (Census 1996–2022)	129	Table 21: Outcome 2: Effective case management and administration of inmates	220
Table 10: Regional breakdown of community corrections offices, satellite offices and service points	160	Table 22: Outcome 3: Increased access to needs-based offender rehabilitation programmes	222
Table 11: Trend analysis of the Community Corrections Caseload	161	Table 23: Outcome 4: Successful reintegration and socio economic empowerment	224
Table 12: Fluctuation in the overcrowding targets and actual performance from 2019/20 to 2023/24	168	Table 24: Outcome 5: Healthy incarcerated population	226
		Table 25: Outcome 6: A capable, professional and ethical Department	228
		Table 26: Strategic Risks for the 2025-2030 strategic period	230
		Table 27: Service Delivery Improvement Plan	249
		Table 28: District Development Model Projects	264

List of figures

Figure 1:	Extract of Chapter 2, section 196 and section 197 of the Constitution of the Republic of South Africa	28	Figure 27:	Problem Tree Rehabilitation	86
Figure 2:	Purpose of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended)	29	Figure 28:	Solution Tree Rehabilitation	87
Figure 3:	Agenda 2063 Aspiration Four: A peaceful and secure South Africa	37	Figure 29:	Short-, Medium- and Long-Term strategies and interventions Rehabilitation	88
Figure 4:	Mechanisms to ensure effective delivery through Operational Vulindlela Phase II	38	Figure 30:	Problem Tree Social Reintegration	89
Figure 5:	Five missions to guide the MTDP 2024-2029	41	Figure 31:	Solution Tree Social Reintegration	90
Figure 6:	DDM Approach toward the One Plan	48	Figure 32:	Short-, Medium- and Long-Term strategies and interventions Social Reintegration	91
Figure 7:	Key factors towards budget prioritisation	51	Figure 33:	Problem Tree Care	92
Figure 8:	MTDP 2024-2029 JCPS Cluster Priorities	54	Figure 34:	Solution Tree Care	93
Figure 9:	DCS Policy Framework aligned to the Strategic Plan:	55	Figure 35:	Short-, Medium- and Long-Term strategies and interventions Care	94
Figure 10:	ICVPS Pillars	66	Figure 36:	Problem Tree ICT	95
Figure 11:	DCS Vision 2068: Strategic Intent	67	Figure 37:	Solution Tree ICT	96
Figure 12:	Priorities of the Executive Authority	68	Figure 38:	Problem Tree Human Resources	97
Figure 13:	Strengths (PESTLE)	72	Figure 39:	Solution Tree Human Resources	98
Figure 14:	Weaknesses (PESTLE)	73	Figure 40 :	Problem Tree Financial Management	99
Figure 15:	Opportunities (PESTLE)	74	Figure 41:	Solution Tree Financial Management	100
Figure 16:	Threats (PESTLE)	75	Figure 42:	Problem Tree Ethics and Governance	101
Figure 17:	Problem Tree Security	76	Figure 43:	Solution Tree Ethics and Governance	102
Figure 18:	Problem Tree Facilities	77	Figure 44:	Short-, Medium- and Long-Term strategies and interventions Support Services	103
Figure 19:	Solution Tree Security and Facilities	78	Figure 45:	Global Growth Trajectory	106
Figure 20:	Short-, Medium- and Long-term strategies and interventions Security and Facilities	79	Figure 46:	Global inflation outlook and key commodity export prices	106
Figure 21:	Problem Tree Incarceration	80	Figure 47:	Global economic growth trends	108
Figure 22:	Solution Tree Incarceration	81	Figure 48:	SA's top socio-economic challenges	109
Figure 23:	Short-, Medium- and Long-Term strategies and interventions: Incarceration	82	Figure 49:	Economic performance and fiscal outlook	111
Figure 24:	Problem Tree Remand Management	83	Figure 50:	Economic Performance and Monetary Outlook - Contributions to growth in real Gross Domestic Product	112
Figure 25:	Solution Tree Remand Management	84	Figure 51:	National government of Domestic debt	113
Figure 26:	Short-, Medium- and Long-Term strategies and interventions: Remand Management	85			

Figure 52:	SA economic outlook for the next three years	114	Figure 72:	Increase in the inmate population between the 2021/22 and 2022/23 financial years	137
Figure 53:	Mid-year population estimates for South Africa by Province (2024)	116	Figure 73:	Overview of the inmate population trends over the period 2017/18 to 2024/25	137
Figure 54:	Net migration 2021-2016 per province	117	Figure 74:	Trends of the sentenced and unsentenced population over the past five financial years (2019/20 to 2023/24)	138
Figure 55:	Summary of the labour market measures at a glance, Q3: 2024	118	Figure 75:	Regional distribution of the inmate population as at 31 December 2024	139
Figure 56:	Official Unemployment rate by level of education	119	Figure 76:	Male and Female Remand Detainees as at 31 December 2024	139
Figure 57:	NEET rate for youth aged 15–34 years by sex	119	Figure 77:	Average Remand Detainee population for the period 2019/20 to 2023/24	140
Figure 58:	Quarter-to-quarter changes in employment, Q3: 2019 to Q3: 2024	120	Figure 78:	Criminal Justice Process Flow	141
Figure 59:	Unemployment rate trends (2019 – 2024)	121	Figure 79:	Trend analysis of children in custody (sentenced and unsentenced) for the period 2019/20 to 2023/24	150
Figure 60:	Individuals that experienced theft of personal property in 2022/23.	124	Figure 80:	Trend analysis of Juveniles (sentenced and Remand Detainees) 18 to 21 years for the period 2019/20 to 2023/24	152
Figure 61:	Residents of metropolitan areas who experienced theft of personal property	124	Figure 81:	Trend analysis of female inmates (sentenced and unsentenced) for the period 2019/20 to 2023/24	153
Figure 62:	Percentage of Victims that reported consumer fraud to the police, 2019/20-2023/24.	126	Figure 82:	Incarcerated mothers with babies per Region for 2022/23 and 2023/24	156
Figure 63:	Percentage distribution of use and type weapons during incidences of assault, 2023/24.	126	Figure 83:	Trend analysis of state patients from 2019/20 to 2023/24	158
Figure 64:	Trends in hijacking, 2019/20–2023/24.	127	Figure 84:	Regional Community Corrections Daily Average Caseload for 2023/24	161
Figure 65:	Percentage distribution of selected reasons given by individuals aged 7 to 18 years for not	128	Figure 85:	Number of escapes and re-arrests from 2019/20 to 2023/24	165
Figure 66:	Percentage inmates participating in educational programmes	129	Figure 86:	Trends in the inmates injured from 2019/20 to 2023/24	165
Figure 67:	Share of unemployed in South Africa in Quarter Three (July to September 2024) by education level	131	Figure 87:	Trends in the confirmed unnatural deaths from 2015/16 to 2023/24	166
Figure 68:	National Enrolments for TVET College Sector 2010-2022 (Adapted from DHET, 2020 and	132	Figure 88:	Total inmate population versus the approved bedspace as at 31 December 2024	168
Figure 69:	Comparison of the total inmate population	135	Figure 89:	Inmate population from April 2019 to September 2024	169
Figure 70:	Comparison of the male and female inmate population	136	Figure 90:	Average offender labour per day from 2019/20 to 2023/24	174
Figure 71:	Inmate population trends	136	Figure 91:	Inmates participating in Skills Development programmes per year	175

Figure 92:	Grade 12 Percentage Pass Rate from 2014 - 2023	176	Figure 105:	Analysis of EHW Programmes for the 2023/24 financial year	198
Figure 93:	Spiritual Care performance for 2023/24	178	Figure 106:	Focus areas impacting on the health and wellness	199
Figure 94:	Viral load suppression rate and TB cure rate from 2019/20 to 2023/24	182	Figure 107:	Key objectives within the Wellness Strategy	199
Figure 95:	Stakeholder Analysis – Incarceration	190	Figure 108:	Youth demographics per Region	201
Figure 96:	Stakeholder Analysis – Rehabilitation	190	Figure 109:	Representation of the national workforce according to gender.	202
Figure 97:	Stakeholder Analysis – Rehabilitation (2)	191	Figure 110:	SMS Members per race	203
Figure 98:	Stakeholder Analysis - Security	191	Figure 111:	People living with disabilities per Region	204
Figure 99:	Stakeholder Analysis – Social Reintegration	192	Figure 112:	Summary of Capital and Repair Infrastructure Projects	208
Figure 100:	Stakeholder Analysis - Care	192	Figure 113:	Strategic planning process of the Department	213
Figure 101:	Stakeholder Analysis – Support Services	193	Figure 114:	Alignment of planning for the Seventh Administration	214
Figure 102:	High Level Organisational Structure	194	Figure 115:	Theory of Change	217
Figure 103:	Mandatory retirements for the five - year period (2025 – 2030)	196			
Figure 104:	Employees 35 years and below per Region as at 31 March 2024	197			

Statement by the Minister of Correctional Services



Dr PJ Groenewald, MP
Minister of Correctional Services

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The Government of National Unity (GNU) have created an inflection point for South Africa

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As the Minister of Correctional Services, it is both an honour and a privilege to lead this Department as we enter a new strategic period, in which we will strive to deliver effectively and efficiently on our constitutional, legislative and electoral mandates, as well as the objectives of the National Development Plan (NDP) 2030. This Strategic Plan should elevate the Department towards fulfilling the mandate to correct offending behaviour in a secure, safe and humane environment in order to facilitate the rehabilitation process. This is possible by promoting rehabilitation through programme participation and providing an environment for offenders that encourages positive behaviour change. The new five-year Strategic Plan is not just a set of promises, but material actions that will see the elevation of correctional services based on integrity, respect, innovation and evidence to provide for the safety of all, while reducing reoffending and promoting the successful reintegration of offenders as law-abiding citizens.

South Africa is on the threshold of another critical phase in its development as a democracy and economy. We are therefore aware that our underlying performance as a government and as a society as a whole is what will ultimately constitute the “new story about South Africa”. Greater numbers of South Africans are confident that the country is moving in the right direction, based on the five key priorities – fight against crime and corruption, health, employment, education and rural development we have set for ourselves. Citizens are aware that our economy, which is strongly integrated into the international economy and financial systems, has been able to withstand the worst effects of the global downturn. It is a time for the economic landscape to change dramatically, hopefully accompanied by an equally uplifting change in the social landscape of the nation as we develop pride in our achievements and share the wealth of the nation more equitably than before by closing the poverty gap and creating more opportunities.

The peaceful 2024 general elections and emergence of the Government of National Unity (GNU) have created an inflection point for South Africa. South Africa is seen as a stable democracy able to navigate changes in the electoral mandate with a maturity which is above some developed country practices. The Statement of Intent that binds the GNU lay the foundational principles and minimum programme of priorities. Load shedding has been avoided for an extended period and institutions are beginning to recover. Consequently, market sentiment has improved substantially, the exchange rate is the second best performing emerging currency in 2024, and the Johannesburg Stock Exchange (JSE) is strong. Business confidence is rising and bond costs falling. Forecast Gross Domestic Product (GDP) growth for 2025 has begun to be revised upwards. These developments provide the Seventh Administration with the opportunity to take decisive action to put the economy on a stronger growth trajectory. Some interventions are likely to bear fruit in the immediate and short-term while other interventions undertaken will realise the intended benefits later. Critically, the widespread business and consumer optimism must be sustained by meaningful structural reforms and a comprehensive, delivery-oriented growth strategy. Notwithstanding the important improvement in market sentiment and the prevailing optimistic mood, achieving growth above 3.5% of GDP per annum is likely to be a massive challenge.

The 2024–2029 Medium-Term Development Plan (MTDP) provides a strategic approach for the Seventh Administration to place South Africa onto a path of sustainable growth and development that can achieve the NDP goals, which was adopted by Parliament in 2012. The approach of this 2024-2029 MTDP is to focus on three broad strategic areas to support inclusive growth and job creation, reducing poverty and tackling the high cost of living and building a capable and developmental state. The success of the 2024-2029 MTDP will depend on the collective efforts of government, labour, business, civil society, and all of South Africa's citizens working together. Drawing on lessons from previous planning experiences, such as

the Coronavirus Disease 2019 (COVID-19) pandemic response, will help to identify effective strategies for improved coordination, agility, and whole-of-society partnerships. Priority Three: A capable, ethical and developmental state is regarded as the key enabling priority in order to ensure the fulfilment of the other two Strategic Priorities: Inclusive economic growth and poverty reduction and a capable, ethical and developmental state.

High crime levels have slowed South Africa's social and economic development, as the NDP points out. In 2024, South Africa had a crime index of 75.4, which is to be considered high. However, this was one of the lowest indexes recorded in the country since 2017. Over the observed period, the value continuously fluctuated between 75 and 77. South Africa has the highest crime index in Africa and ranks as the fifth most dangerous country globally. Violence against women, such as domestic violence and rape, has not slowed significantly and crimes such as the trafficking of children and drugs is still an unrecorded phenomenon. For people living in South Africa to feel safe, a downward trend has to be sustained in all categories of crime which will require cooperation between government departments and the effective functioning of the Criminal Justice System (CJS) as a whole. This will in turn require civil society organisations at all levels and other social partners to work together to understand the prevalence of crime and its causes and work with the Department and the rest of the CJS to develop strategies that can produce results. In enhancing public safety, social reintegration ensures effective administration and supervision of offenders placed under correctional and parole supervision.

The Department will continue to strengthen the relationships with stakeholders involved in community initiatives and economic opportunities to facilitate the successful reintegration of offenders back into society. Corrections is a societal responsibility, and it is therefore important to note that the Department cannot perform its function successfully without other stakeholders. The Department will enhance

existing strategic partnerships and establish new partnerships with government departments and entities, business sector, civil society organisations, Non-Profit Organisations (NPOs) and tertiary institutions to advance its projects and programmes. The rehabilitation of offenders and their successful social reintegration into society should therefore be among the main objectives of the CJS. Notably, the outcome over the next five years will, in this regard, be about “Successful reintegration and socio-economic empowerment.”

With that in mind, this iteration of the Strategic Plan has been informed by the context of current societal challenges and experiences and the evolving expectations of our stakeholders. As we look to the future, we will focus on a number of themes to support our aims to consolidate and increase the service capacity to inmates, making them more accessible and continued collaboration with our stakeholders to progress corrections and public service reform. This Strategic Plan sets out broad, outcome focussed aims and deliverables, which can each only be realised through contributions from the whole of government. These will be supported by specific outputs set out in our Annual Performance Plans (APP) which will include specific indicators and targets for all priorities.

Among the priorities outlined in the Strategic Plan is the successful implementation of the Self-Sufficiency and Sustainability (SSS) programme. The increase in the inmate population combined with the rising costs of protecting public safety and rehabilitating offenders has left correctional facilities across the country challenged with operating at maximum efficiency to provide quality services in a time of limited resources. These challenges range from rising utility costs and nutritional needs to the provision of education and training for offenders to help them successfully transition into their communities. While many of these challenges may seem daunting, some of the most innovative and greatest cost savings solutions can be found in self-sufficiency and sustainability. Agricultural productivity, vegetable

production, fruit production, milk production, chicken-broilers, chicken-layers, meat abattoirs and piggeries take place on correctional centre farms. Production workshops, include bakeries, wood workshops, steel workshops, textile workshops, a shoe factory, and a lock and key manufacturing workshop. Key to rehabilitation is empowering offenders to function effectively upon their release but, equally important, is to ensure that offenders are involved in productive activity while they serve their sentences. Self-sufficiency will positively impact on the reintegration of offenders back into society as the skills that the offenders acquire through their involvement in various self-sufficiency and sustainability projects will help them to regain the trust of their communities when they are released.

Rehabilitation is viewed as one of the principal objectives of the correctional system in South Africa and as one of the aims of incarceration. Rehabilitation aims at addressing the root causes of criminal behaviour, offering a more sustainable solution for long-term behavioural change. The right to rehabilitation is consistent with the drive towards the full restoration of the civil and political rights of citizenship after release. In this regard, the Department has a responsibility to ensure that offenders gain market-related occupational and vocational skills, so as to enable them to take their place in society, to be gainfully employed and or become entrepreneurs who are economically successful citizens. In terms of section 35(2)(e) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), every detained person is granted the constitutional right to conditions of detention that are consistent with human dignity. The Department will achieve this mandate through partnerships established with various external stakeholders in the education and training sphere.

It has been shown that overcrowding and hygiene conditions in some correctional facilities are below the international standards and lack the capacity of professionals such as social workers and educational specialists, who can effectively implement

rehabilitative programmes. In order for rehabilitative programmes to be affected successfully, correctional facilities need to provide an enabling environment for rehabilitative interventions. Meeting the demand for specialist programmes and interventions may prove challenging to deliver efficiently due to the practical constraints of resourcing and providing specialist programmes. The Department needs to ensure that its delivery of programmes and interventions is efficient, effective and sustainable. To do this well, our workforce must have talented individuals who are committed to our core values: people's safety; supporting people's success; respectful and inclusive interactions; cultivating an environment of integrity and trust; and positivity in words and actions. To this end, we will recruit, train, promote and recognise individuals who share our commitment to increasing access to needs-based offender rehabilitation programmes.

Security is at the heart of the prosperity of any nation. Security fosters an enabling environment for businesses to thrive and boosts both the domestic and foreign investment. As the world rapidly changes, so does the landscape of security in correctional facilities. Effective security measures are essential to prevent escapes, violence and the introduction of contraband. Without proper protocols in place, correctional facilities can become breeding grounds for criminal activity, leading to dangerous consequences both inside and outside the facility. This Strategic Plan is an effective instrument to ensure that the Department is geared towards creating a safe and secure environment for people to work, travel, and invest in line with the MTDP: Priority Three: Safe Communities. During the implementation of the 2025- 2030 Strategic Plan, the Department will strengthen the National Prevention Strategies and the Gang Combatting Strategy in correctional facilities. The Department will continue involving officials and advisory committees in safety, security, and risk mitigation with increased emphasis on training officials to (a) reduce contraband introduction and gang-related activities, (b) use data to inform tactics, and (c) engage the incarcerated population to help

reduce violence. As technology continues to advance, the future of security in correctional facilities holds exciting possibilities. Balancing security needs with individual rights and privacy is a delicate task. Striking the right balance requires careful considerations, transparent policies and robust safeguards to ensure that these technologies are used responsibly and ethically.

The Department is committed to create a secure and humane environment for Remand Detainees that allows for the minimal limitation of an individual's rights, while ensuring that Remand Detainees attend court in accordance with the relevant legislation. It further communicates the principles that drive the detention management of Remand Detainees drawn from local and international laws, and concludes that remand detention is not punitive but occurs as a result of an order of the court of law. The overuse and long periods of pre-trial detention which manifest in arrest followed by investigations contribute to overcrowding of Remand Detainees. The absence of legislative provisions that regulate the maximum period to be spent in detention by Remand Detainees creates a situation where this category of detainees stays longer in detention while visits and contacts with the outside world are limited and preparation for release is inadequate.

Overcrowding in correctional facilities is one of the key contributing factors to poor incarceration conditions around the world. It is also arguably the biggest single problem facing correctional services and its consequences can at worst be life-threatening at best diminish the correctional system's capacity for rehabilitation. As more individuals are detained before trial for a wide range of offences, the correctional system struggles to cope with rising numbers. Additionally, the imposition of longer sentences will exacerbate overcrowding in correctional facilities. One significant consequence of such extended sentences is the ageing of the offender population. While proposed solutions vary, there is a consensus that the issue cannot be tackled with a one-size-fits-all solution. The Department

resorts to various short, medium and long-term strategies to mitigate overcrowding, ranging from infrastructure development to policy reforms or early release schemes. Parole as a treatment programme, administered correctly, can be implemented as a long-term strategy. Parole, as a conditional release, will contribute to social reintegration, promoting community responsibility for corrections and restoring damaged relationships. To ease congestion in correctional facilities, the Department will further increase bedspace through the construction and refurbishment of correctional facilities, strengthen the non-custodial offender interventions and avail resources to support advocacy programmes that create awareness about the application of non-custodial sentencing options. The Department will play a critical role in expediting the administration of justice through the attendance of inmates for courts.

The reduced budget of the Department may seriously jeopardise the Department's ability to fulfil its mandate to contribute to a fair, peaceful and safer South Africa by placing offenders in a secure, safe and humane environment and ensuring the rehabilitation and successful reintegration of offenders back into society. The budget cuts will have an impact on the compensation of personnel and could result in the reduction of human resources and may also mean that critical positions will not be filled after being vacated. The reduction in the workforce will have a detrimental effect on the Department's ability to provide the necessary support and wellbeing services to inmates. The current ratio of inmates, parolees and probationers to correctional officers makes adequate supervision of daily life in correctional facilities and community corrections nearly impossible and often results in violence, illicit smuggling and unnatural deaths. The Department must ensure a more balanced and beneficial ratio between the number of correctional officials and inmates, parolees and probationers to address these challenges.

It is also important that the public be aware of the values within which its correctional facilities operate. If the role of the correctional facility in a civil society is properly understood, it is more likely that the public will appreciate efforts made by the Department to implement good practice. In order that this should happen, it is important that officials develop good relations with communities. Communities should also be informed about the daily realities of life within a correctional facility. The Department will meet regularly with groups in civil society, including non-governmental organisations to strengthen services.

Short- to medium-term actions are the actions we need to do in the lifetime of this Strategic Plan to achieve the long-term outcomes and our desired future. These actions should act as helpful indicators of progress as we work to achieve our desired future. We have separated these into short-term (Annual Operational Plans) actions to be started in the first year of the Strategic Plan, and medium-term (Annual Performance Plan) actions to be completed over the following three to five years; noting that, as we learn and review, these actions may change. Employing Technology and Innovation to improve operational efficiency is critical to the success of the Department in the strategic period.

The new five-year Strategic Plan is not just a set of promises, but real actions that will focus explicitly on the rights of all people in the country and affirms the democratic values of human dignity, equality and freedom. In conclusion, let me take this opportunity to thank the National Commissioner, Mr MS Thobakgale, and the entire leadership of the Department for setting the organisation on this strategic roadmap.



Dr PJ Groenewald, MP

Minister of Correctional Services

Statement by the Deputy Minister of Correctional Services



Ms LL Ntshalintshali, MP

Deputy Minister of Correctional Services

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Our Department, as one team, is proudly leading the correctional system and the nation into the future.

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The 2025-2030 Strategic Plan of the Department of Correctional Services (DCS) is consummated through hard work of the leadership and officials of the Department as a whole. The centre-piece of both our past achievements and the vision we have set for the future is the prudent management of correctional services to ensure that inmates are securely incarcerated and offenders rehabilitated until their lawful release as law-abiding members. In this regard, the Department has a challenging, wide-ranging and multi-disciplinary mandate. Centered around six strategic outcomes, the Strategic Plan identifies what we envision for South Africa's correctional system over the five-year strategic period, and how we can achieve this vision through these outcomes. The Department must prioritise these six strategic outcomes to keep South Africa's correctional system moving forward and serving as a model for the rest of the nation. The Strategic Plan recognises that officials

are the bedrock of daily operations and crucial to any progressive innovation. It identifies health and wellness as critical to the success and wellbeing of the inmate population we serve. It acknowledges the importance of embedding diversity, equity, and inclusion in all that we do, and highlights the intent to evaluate and evolve practices to foster a culture of continuous modernisation. Our Department, as one team, is proudly leading the correctional system and the nation into the future.

The correctional system is at a turning point amidst critical staffing shortages which creates a constrained environment due to the growing inmate population. The most important aspect of a correctional facility is the human dimension, since correctional facilities are primarily concerned with people. The two most important groups of people in a correctional facility are the inmates and the officials who supervise them. The key to a well-managed correctional facility

is the nature of the relationship between these two groups. There is much more to be done as we reconceptualise the role of corrections and invest in the system's greatest asset, the officials. Working in a correctional facility requires a unique combination of personal qualities and technical skills. Officials need personal qualities which enable them to deal with all inmates including the difficult and the dangerous in an even-handed, humane and just manner. The Department needs to be aware of the political and cultural environment which surrounds it. This has been particularly true in the climate of radical change which has existed in so many parts of the country over the last five years. This implies that good management needs to be dynamic rather than static and that any process of improvement has to be a continuous one. Throughout the staffing initiative, we will build a sustainable workforce that invests in professional growth and staff wellbeing.

Health is crucial to an individual's success both in custody and in the community. Health is more than simply the provision of medical care – mental health, sleep, nutrition and physical activity all play a role in an individual's rehabilitation and reintegration. Through the Health and Wellness initiative, we will achieve a holistic health and wellness system that improves outcomes for incarcerated individuals as well as those under community supervision. South Africa has ratified a number of international treaties and conventions that protect inmates' rights to health care services. These treaties and conventions have influenced South African law in establishing a framework for inmates' rights to health care. The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) has been instrumental in ensuring that international law is taken into consideration in the protection of inmates' rights. The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) provides specific protection for inmates' rights to health care services in terms of section 35(2) (e). Under this section everyone, including every inmate, has the right to conditions of detention that are consistent with human dignity, including

exercise and provision, at state expense of adequate accommodation, nutrition, reading material and medical treatment. Effective communication between officials, health care professionals (especially mental health professionals) and partner organisations as well as the individual at risk, is fundamental to ensuring that appropriate care plans are developed and implemented. We are excited to bring modern health care practices into the correctional system and improving outcomes for those in our care.

A just and fair correctional system requires interaction with all individuals with dignity and respect, regardless of identity and background. As administrators of a historically unequal system, we have the responsibility and opportunity to change culture and policy through our work. The Department will advance diverse, equitable and inclusive practices into all that we do to achieve a just and fair correctional system. Section 4 of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) deals with the approach to safe custody of inmates and it is associated with the treatment of inmates. While inmates have to submit to the authority of the Department, the Department must ensure that the secure and the safe custody of the inmates are maintained at all times. The treatment of inmates must be upheld in a manner that is lawful and does not encroach upon any of the inmates' rights while they are in the correctional facility. If offenders are safe, they are more likely to be motivated to participate in rehabilitation programmes.

While our society continues to evolve and introduce new philosophies and technologies at an astounding rate, most correctional facilities reflect a model of the past. It is crucial that we continue to evaluate processes to create and evolve with modern best practices that best serve the state and the Department. Through the modernisation priority, we will design and deploy an appropriate correctional system by modernising systems, structures, technologies and processes. Utilising technology to monitor the behaviour of inmates, parolees and probationers and identify individuals who may need additional support

is essential for the safety of inmates, parolees and probationers as well as protecting officials and visitors. Technology can also be used to enable inmates to connect with the outside world, gain independence whilst incarcerated, and familiarise themselves with modern day technology to assist with their transition back into society. These groups are affected in different ways and require different benefits that best meet their needs.

As we envision the future, we are faced with the following key strategic questions: 'How do we remain relevant and responsive to user needs within a declining budget?' 'How will we respond to disruption?' 'How do we adapt and embrace opportunities that will transform the way we work?' Radical rethinking of the future and the transformation of our business model is required to keep up with the changing times and to act on disruptions and opportunities in the environment. The financial burden on the Department is undeniable. The costs not only strain the budgets of individual institutions but also reverberate throughout the broader Criminal Justice System, affecting its ability to deliver equitable and efficient outcomes for inmates. Limited resources hamper the effectiveness of rehabilitation programmes, impeding the overall efficiency of the correctional system. The scarcity of resources creates an uphill battle for those striving to implement meaningful changes and improvements. The integration of smart technology and intelligent building systems holds the key to addressing many challenges faced by correctional facilities. These innovations optimise operational efficiency, reduce costs and enhance overall infrastructure, creating a safer and more secure environment for both inmates and officials. Advanced data systems are becoming pivotal in elevating decision-making processes within correctional facilities. These systems optimise resource allocation, enhance overall management and provide valuable insights for improving rehabilitation programmes.

Correctional facilities across the globe are grappling with the consequences of overcrowding, a dilemma

that extends far beyond the physical constraints of the facility. Overcrowding can occur as a result of a slow, steady and long-term increase in the number of inmates, developing into a culture of "chronic overcrowding", it can also occur in a rapid move upwards for example in the wake of collective violence and as a consequence of detaining scores of perpetrators for serious crimes as it was, and evidently still is the case of South Africa. Overcrowding seriously compromises the ability of the Department to fulfil inmates' basic needs in terms of living conditions, medical care, legal aid, and family visits. The criminal justice legislation and policy that influence inmate populations include the affordability of the bail amount set, case flow management and minimum sentencing provisions. Parole provides motivation for offenders to correct offending behaviour and to be rewarded by early release after completing rehabilitation programmes indicated in the Correctional Sentence Plan (CSP). Sentences which are served partly in custody and partly in the community under supervision can also reduce pressure on correctional facilities, although it is important that decisions to release offenders, particularly those convicted of serious crimes, are not seen to be made simply to free up bedspace.

Social reintegration of offenders includes efforts undertaken following arrest, to divert them away from the Criminal Justice System to an alternative measure, including a restorative justice process acknowledging the role of victims in the criminal justice system. It includes imposing alternative sanctions instead of incarceration, where appropriate, and thereby facilitating the social reintegration of offenders within the community. A range of community-based sentences should be available to courts including discharges, fines and community service and measures should be taken to assist perpetrators to comply with these. Non-custodial sentencing can be particularly effective for women offenders who are usually apprehended for non-violent crimes and whose crimes are often closely related to their economic and social disadvantage in society. During reintegration, it is critical that professionals, families

and communities support ex-offenders in their quest to re-establish themselves and avoid going back to a life of crime. In an effort to address this challenge, the Department is committed to assisting parolees and probationers to gain economic stability after release and reduce the likelihood of reoffending. The Department partners with various organisations in securing job opportunities for parolees, probationers and victims of crime with an increase in the number of economic opportunities. Halfway houses and other supervised accommodation provide an effective interim placement for offenders and should form part of the reintegration support provided in order to prevent them from returning to correctional facilities.

The Inside-out Outside-in South African Corrections community engagement initiative seeks to apply community psychology approaches and perspectives to the diverse communities that exist in and around correctional systems. The White Paper on Corrections in South Africa (2005) sees corrections as much more than just crime prevention, but also as a societal responsibility to which all sectors and institutions of society should contribute and therefore encourages the community to get involved. The Department continuously engages Traditional Leaders of our communities to embrace such reintegration efforts as these are practical initiatives rendering real changes that make a difference to the daily conditions in which people live and is essential to their dignity. Rehabilitation focuses on altering the behaviour and attitudes of offenders in such a way that they no longer need or want to commit crimes. This can be accomplished by providing rehabilitation programmes such as development or skills training, educational or work programmes and vocational or treatment programmes (life skills, drug abuse, etc.) that aim to target the specific needs of offenders. By providing supervised assistance, the offender has a better chance of being successfully reintegrated in the community. The Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) also places a responsibility on the Department to provide programmes, however, this is constrained by a

lack of resources, such as sufficient social workers, educationists, psychologists and other professional staff. Reintegration stresses adaptation to the community by requiring offenders to participate in rehabilitation programmes to develop their skills and educational abilities and allow them to use those skills in a community setting.

Needs-based correction, development, care and security programmes have been developed and implemented as part of the rehabilitation of offenders and preparing them for reintegration into communities. Assessment tools are implemented to identify specific risks and needs. This facilitates proper placement of offenders and guides the provision of programmes, services and interventions. Offenders are classified based on their security risks and needs. It facilitates a need-driven approach to secure accommodation of offenders, as well as a needs-driven rehabilitation strategy. This ensures a balance between provision of secure and safe incarceration versus correction, rehabilitation, promotion of social responsibility and human development. Enhancing community safety is a primary goal in the rehabilitation of offenders. The White Paper on Corrections in South Africa (2005) therefore promotes an approach to correctional administration and management that is based on the objective of providing a safe, secure and dignified correctional environment for offenders. Advancing the aim of rehabilitation and correction will require working together effectively within the framework of integrated governance. Integrated governance therefore entails cooperation between the National Council on Correctional Services (NCCS) and the Judicial Inspectorate for Correctional Services (JICS) in ensuring that the objectives of the Department are achieved.

The Department will place additional emphasis on its constitutional mandate by actively contributing to improving outcomes for all people impacted by the criminal justice system. We will therefore continue to support inmates, parolees and probationers to positively contribute to their families and

communities, continue investment in services that reduce reoffending, evaluate and improve DCS policies and programmes, continue collaboration with DCS' expert partners and implement new initiatives that support staff wellbeing and resilience. The role of community participation in the re-integration of offenders cannot be overemphasised as well as the timeous preparation of offenders for resumption of roles, commitments and social participation in the community. It goes without saying that community re-integration must commence as soon as the offender is admitted to the correctional system. A good relationship between the Department and community-based organisations such as NGOs, Faith-Based Organisations (FBOs), Community Police Forums (CPFs), schools, business institutions and volunteers are inherent to the successful achievement of the rehabilitation and reintegration of offenders into society.

The Department has weathered many storms, but remains a strong public institution, with high-quality staff and strong dedication to its mission. I wish to commend all the officials for their resilience, commitment and accomplishments.



Ms LL Ntshalintshali, MP

Deputy Minister of Correctional Services

Statement by the National Commissioner of Correctional Services



Mr MS Thobakgale
National Commissioner

“Rehabilitation programmes are designed and created to increase the likelihood of offenders building a better, safer and crime-free lifestyle upon release.”

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The Strategic Plan of the Department of Correctional Services is the culmination of months of consultations and engagement of various stakeholders within and outside the Department. This had to happen because we acknowledge without doubt that as a Department we help maintain order and safety in society. True to the latter, the aforesaid engagements have enabled us to draw a new vision that will see us working towards ‘Sustainable correctional services for a safer South Africa’. This vision encapsulates the mandate of the Department to contribute towards maintaining and promoting a just, peaceful and safe society by correcting offending behaviour in a safe, secure and humane environment, thus facilitating optimal rehabilitation.

The mandate of the Department is derived largely from the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended, the Criminal Procedure Act, 1977 (Act No. 51 of 1977); the White Paper on

Corrections in South Africa (2005); and the White Paper on Remand Detention Management in South Africa (2014), among others. The Department forms part of the CJS that seeks to ensure that people living in South Africa feel safe at home, at school and at work and that they enjoy a community life free of fear by 2030. A safe and secure country encourages economic growth and transformation and is therefore an important contributor to addressing factors such as poverty, inequality, and unemployment. Within an extraordinary challenging socio and economic context, we are once again realigning our strategy and interventions to increase safety in communities. In contributing towards the realisation of Vision 2030 as articulated in Chapter 12 of the National Development Plan and the 2024 - 2029 Medium-Term Development Plan (MTDP), the Department is committed to providing detention that is humane, safe and secure; providing needs-based rehabilitation, and successfully reintegrating offenders into communities.

The Government of National Unity (GNU) was formed after the recent elections, when 10 political parties from across the spectrum came together to chart a new path forward for the country. This unprecedented act of unity was a direct response to the needs of the South African people, who called for cooperation and partnership to tackle the country's biggest challenges. Guided by the Statement of Intent, the GNU will safeguard the rights of workers and ensure there is adequate social protection for the poor and vulnerable. The government will invest in South Africa's people through quality education and health care. It will work to build state capacity, address crime and corruption and strengthen social cohesion. The administration will pursue a foreign policy based on human rights, solidarity and peace. In line with the principles underpinning the Statement of Intent which is characterised by transparency, accountability, integrity and good governance, we commit to adhere to these principles for the implementation of the Department's Five-Year Strategic Plan 2025-2030.

The security of inmates, parolees and probationers and officials remains a critical focus area for the Department over the strategic period. Maintaining secure correctional facilities requires well-trained officials, ensuring that effective procedural security measures are in place and developing a proactive way which detects a threat to security at an early stage. The Department will continue to ensure that security standards are maintained to prevent potential security breaches. A correctional facility can only successfully prevent escapes if there are external controls and physical barriers in place which are regularly monitored and in good condition. The implementation and monitoring of the Escape, Assault and the Death Prevention Plans in all correctional facilities is critical in ensuring that inmates are held in safe, secure and humane conditions. The Escape, Assault, Death Prevention Plans and the Management and Prevention of Absconders Plan are not just a security measure but a Multi-Disciplinary Strategy that needs continuous review and engagement. The Department will further prioritise matters of compliance with essential security protocol such as searching and operational awareness in a bid to improve effectiveness.

Security incidents in correctional facilities are inevitable, given the nature of the environment and the varying offences for which people are incarcerated. Maintaining security requires investment in terms of the configuration of the correctional facility and in particular an adequate staff to inmate ratio. The aging and outdated infrastructure remains a contributing factor to incidents of assaults, unnatural deaths and escapes. The Department will continue to diligently conduct searches to detect and seize prohibited objects or contrabands and implement other innovative security procedures to maintain adequate security standards. Daily head counts assist in prevention of escapes which is crucial in keeping our communities safe. The National Security Committee will provide advice, guidance and support on emergency security issues to the Regions, Management Areas and Correctional Centres, regarding the implementation of the security policies and procedures amongst others.

Overcrowding is not only considered as the unavailability of bedspace, but also as an obstacle to achieving a safe, secure, healthy and humane correctional environment. It undermines some of the objectives of incarceration, such as keeping inmates, officials and communities safe. Furthermore, overcrowded correctional facilities affects the implementation of educational programmes, vocational training and other related rehabilitation programmes, thereby reducing the prospects of a successful reintegration. The changing offender profile and the committal of aggressive crimes remains a significant driver of overcrowding. Correctional facilities are accommodating more offenders who are serving longer sentences due to the mandatory sentencing provisions which are prompted by higher levels of serious crime committed. This influences the inmate population levels as correctional facilities are releasing fewer offenders than what are being admitted. The admission of Remand Detainees (RDs) which is higher than releases, coupled with delays in finalising court cases, tends to sustain higher levels of overcrowding. The implementation of the Overcrowding Reduction Strategy to combat the risk of overcrowding will continue to

assist the Department to stabilise in this regard. In ensuring continued alleviation of overcrowding the Department intends to implement the Psychological Services Lifers Assessments and report submission over the next five years. Based on the benchmarked baseline of 2024/25 financial year it is estimated that by 2030 approximately 5000 psychological reports for lifers would have been compiled and submitted to the Parole Boards and the NCCS.

The Department remains committed to reduce re-offending by ensuring that correctional facilities are transformed into safe and secure spaces that are fully rehabilitative. The Department will ensure that offenders who qualify for parole undertake rehabilitation interventions through participation in specially designed programmes and sessions aimed at developing the full potential of the offender so that they obtain the knowledge and skills that can assist them in their successful reintegration to society upon release or placement to correctional supervision.

Rehabilitation programmes are designed and created to increase the likelihood of offenders building a better, safer and crime-free lifestyle upon release. Offender rehabilitation and successful reintegration are about changing offenders' behaviour and for them to take responsibility for acts and behaviour that were harmful to the self and others. Offender rehabilitation and reintegration is one response amongst several from the CJS that requires support and coordination from the other sectors of government and civil society. Rehabilitation programmes are structured in such a way that it provides job-related knowledge and skills and encourages curriculum of a more practical nature whilst amplifying the use of technology in the development of offenders to increase the earning power of offenders. Several of these programmes rely on external partners, volunteers and non-profit organisations to donate items that help contribute to reduced re-offending rates. Transforming offenders into law-abiding citizens helps the general society in various ways. Not only is the offender's life forever changed for the better, but those who live in the community gain more awareness around rehabilitation programmes and their efforts to help offenders upon release.

Rehabilitation represents a more humane approach to dealing with offenders. It acknowledges that many individuals who commit crimes have faced significant challenges and deserve a chance to reform. Education, occupational and vocational training, mental health and substance abuse treatment, and life skills are recognised as fundamental tools in empowering offenders who will be released into the communities. All offenders (including vulnerable groups, children, women and youth) are afforded the opportunity to participate in rehabilitation programmes. The Department aims to increase the number of enrolments in educational and skills development programmes over the five year strategic period placing the focus on transformation and reparation. In line with the Self Sufficiency and Sustainability (SSS) Programme, educational offering in the Department has included a curriculum offering that focuses on entrepreneurial thinking and business-related subjects in order to acquire the skills necessary for start-ups such as Small Medium and Micro Enterprises, Travel and Tourism, Business Studies, Arts and Culture, Economic Management Sciences, Applied Agriculture and Agricultural Technology. The Department is in the process of ensuring that offender training facilities and workplaces are accredited with quality assurance bodies to facilitate the training of offenders in the occupational and vocational skills programmes with the aim of becoming economically active in the economy of the country upon release. The SSS programme, which was rolled out since 2021, gives the Department an opportunity to demonstrate its innovative capability to generate revenue for self-sustainability and contribute to local economic development in areas where productive capacity is situated. It further aims to provide work opportunities to offenders in various trades to align with market requirements that they can use when they leave correctional facilities, while also ensuring that the Department becomes self-sustainable through activities in production workshops, bakeries, agriculture as well as through arts and culture. The SSS Programme is not only about the Department realising savings and relying less on the fiscus, but it goes further towards creating lasting benefits to be enjoyed by offenders post-incarceration. Offender labour is

also extended to building and/or renovating facilities. Given the current fiscal constraints, the Department is committed to enhancing and strengthening partnerships with relevant stakeholders which will assist in accelerating service delivery as partnerships provide much needed capacity to ensure that the Department delivers more with less resources, taking into consideration the harsh economic realities in the country.

The quality of the rehabilitation programme, duration of the programme, and the level of assistance offered after release are just a few of the variables that may affect how effective rehabilitation programmes are. The Department continues to prioritise the delivery of needs-based Psychological, Social Work and Spiritual Care services to inmates and persons under correctional supervision to prepare them for reintegration back into society as law abiding citizens. The Department is committed to offering psychological services to offenders with the aim of improving their mental and emotional wellbeing. This commitment is in line with section 2(c) of the Correctional Services Act, 1998 (Act No. 111 of 1998) which states, among other things, “the purpose of the correctional system is to contribute to maintaining and protecting a just, peaceful and safe society by promoting the social responsibility and human development of all inmates and persons subject to community corrections”. Rehabilitation offers a more effective, humane, and economically viable approach compared to confinement. It fosters long-term positive outcomes for individuals and society, however, a balanced approach, combining elements of both security and rehabilitation, is key to a more just and effective correctional system.

The Sport, Recreation, Arts, Culture, and Library (SRAC) activities are designed to add meaningful value to offenders’ lives, aligning with both national legislation and international standards. SRAC programmes, encompassing sport, recreation, arts, culture, and library activities, play a critical role in offender rehabilitation by providing widespread participation opportunities. Subject to available funding and offenders meeting the necessary criteria, they may

also enrol in accredited programmes. Since the inception of the SSS Programme, SRAC has increasingly focused on offender arts and crafts as a dual-purpose initiative: to support offender development and to provide an avenue for income generation. The SSS Programme has led to notable achievements, including the establishment of seven arts and crafts galleries across all six regions. This initiative not only enhances the Department’s self-sufficiency but also prepares offenders for reintegration into society by enabling them to generate income through the sale of their arts and crafts, thereby supporting themselves and their families post-release. Additionally, the commercialisation of arts and crafts, alongside development programmes for offenders, parolees, and probationers, creates opportunities to market products produced within correctional facilities. Arts and crafts items are sold to recover input costs, ensuring the programme’s sustainability while fostering offenders’ skills and self-reliance.

Correctional facilities are at risk for infectious diseases because of the background of a higher prevalence of infection, unavoidable close contact in often overcrowded and sometimes poorly ventilated facilities and the limited access to health care services. Infections can be transmitted between inmates, officials and visitors, between correctional facilities through transfers and official cross-deployment and to and from the community. According to international norms and standards, inmates must have access to the same quality and range of health care services as the general public. Health care delivery in the Department is rendered in accordance with international guidelines and legislation, policies and guidelines of the National Department of Health (NDoH). The Department will continue to deliver on its mandate of providing a comprehensive package of health care services (nutrition and hygiene services, pharmaceutical services and primary health care) to the inmate population. In line with Rule 24 of the Nelson Mandela Rules which states that the health care of inmates is the responsibility of Government, the Department will prioritise the implementation of a comprehensive response to both communicable (Tuberculosis (TB), Human Immunodeficiency Virus

and Acquired Immune Deficiency Syndrome (HIV/AIDS), COVID-19) and non-communicable (Diabetes, Hypertension) diseases. The recent Mpox outbreak is a reminder that the correctional health system requires continuous improvement to strengthen pandemic prevention, preparedness and response. The Department remains vigilant and prepared to respond adequately in the event of the outbreak of this disease and other communicable diseases.

Every aspect of the CJS should be aimed at successful reintegration with the goal of contributing to crime reduction. Every ex-offender who does not re-offend is a success of the system. It is the responsibility of Community Corrections to create a conducive environment for successful reintegration and while doing this the victims' rights can be enforced, promoted as well as protected. When effecting alternative sentencing for parolees and probationers, the involvement of victims, families and communities are critical. In order to improve victim and community participation at various stages of corrections, the Department will continue to implement its victim offender mediation and dialogue initiatives. Restorative justice is a system of criminal justice that prioritises the repair of harm caused by criminal behaviour. At its core, restorative justice involves bringing together victims, offenders and sometimes community members to collectively address the harm caused by crime. The goal is to achieve accountability, forgiveness and healing — thereby allowing all parties to move forward. One of the most substantial impacts of restorative justice is its potential to reduce re-offending. It is valued mostly for the participatory characteristics and ability to involve members of the community and various stakeholders in finding an appropriate response to individual crimes.

The concept of "community" is central in both restorative justice and social reintegration. Most ex-offenders return to the same communities they lived and socialised in before their incarceration. In many cases, these are communities that have high rates of poverty and crime, leaving many residents feeling marginalised from society with little access to social

support programmes. Finding employment can greatly improve ex-offenders' life and enable them to live a crime-free, productive life. Positive reintegration outcomes can be produced when factors predisposing an offender to criminal behaviour are addressed in a holistic fashion and when that person's physical and social needs are supported. As part of an aftercare strategy, a number of interventions are delivered to assist offenders in reintegrating into their families and the community. Offenders are assisted in making that difficult transition whilst ensuring that the community is willing and able to receive them.

Fraud and corruption undermine efforts to build an ethical and developmental state. Fighting corruption, enabling organisational effectiveness and efficiency of operations through strict governance and compliance requirements continue to be our key priority. The Department aims to curtail fraud and corruption, ensure the efficient use of state resources, and improve service delivery and stakeholder confidence. Ethical conduct and organisational integrity are keys to eradicate fraud and corruption in the Department. Over the next five years we will explore innovative and revolutionary methods, processes and technology to transform our services. We will ensure that adequate technical capability is built for the future. Adapting to the changing environment will require a mind shift from leadership and officials to work together on these new challenges and a better future. The task at hand needs all of us, including our stakeholders and partners, to work together toward achieving our mission "To contribute to safer communities in South Africa by ensuring the effective incarceration, rehabilitation, and social reintegration of individuals entrusted to our care".



Mr MS Thobakgale
National Commissioner

Official Sign Off

It is hereby certified that this Strategic Plan:

- a) Was developed by the management of the Department of Correctional Services, under the guidance of Minister PJ Groenewald, MP.
- b) Takes into account all the relevant policies, legislation and other mandates for which the Department of Correctional Services is responsible.
- c) Accurately reflects the Impact, Outcomes and Outputs which Correctional Services will endeavour to achieve over the period 2025-2030.

Mr KJ Katenga

Chief Deputy Commissioner: Strategic Management

Signature:



Mr LD Marumule

Chief Financial Officer

Signature:



Mr MS Thobakgale

National Commissioner

Signature:



Ms LL Ntshalintshali, MP

Deputy Minister of Correctional Services

Signature:



Approved by:

Dr PJ Groenewald, MP

Minister of the Department of Correctional Services

Signature:



Management Committee (MANCO) sign-off



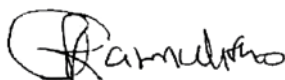
[Mr E Maponya]

Chief Deputy Commissioner: Government Information Technology Officer (GITO)



[Ms L Bond]

Chief Deputy Commissioner: Human Resources



[Ms CK Ramulifho]

Chief Deputy Commissioner: Remand Detention



[Ms AN Molepo]

Chief Deputy Commissioner: Incarceration and Corrections



[Mr PF Mbambo]

Chief Deputy Commissioner: Community Corrections



[Mr LS Mathiba]

Regional Commissioner: Gauteng



[Adv C Williams-Paulse]

Regional Commissioner: Western Cape



[Mr M Nxele]

Regional Commissioner: KwaZulu-Natal



[Ms S Moodley]

Regional Commissioner: Free State and Northern Cape



[Mr TA Thokolo]

Regional Commissioner: Limpopo, Mpumalanga and North West



[Mr NL Mthethwa]

Regional Commissioner: Eastern Cape

Acronyms

ACRONYM	FULL DESCRIPTION
A&R	Admission and Release
AET	Adult Education and Training
AfCFTA	African Continental Free Trade Area
AU	African Union
AIDS	Acquired Immune Deficiency Syndrome
APP	Annual Performance Plan
ARC	Agriculture Research Council
ATP	Awaiting Trial Person
CBO	Community Based Organisation
CDC	Chief Deputy Commissioner
CEU	Code Enforcement Unit
CIO	Correctional Intervention Officials
CPF	Community Policing Forum
COE	Compensation of Employees
CJS	Criminal Justice System
COGTA	Cooperative Governance and Traditional Affairs
COVID-19	Coronavirus Disease 2019
CRA	Continuous Risk Assessment
CSO	Civic Society Organisation
CSP	Correctional Sentence Plan
CSPB	Correctional Supervision and Parole Board
DBE	Department of Basic Education
DCS	Department of Correctional Services
DDM	District Development Model
DHA	Department of Home Affairs
DHET	Department of Higher Education and Training
DOJ&CD	Department of Justice and Constitutional Development
DPWI	Department of Public Works and Infrastructure
DPSA	Department of Public Service and Administration
DSD	Department of Social Development
EC	Eastern Cape
EEP	Employment Equity Plan
EE	Employment Equity
EHW	Employee Health and Wellness

ACRONYM	FULL DESCRIPTION
EME	Exempt Micro Enterprise
ERRP	Economic Reconstruction and Recovery Plan
EST	Emergency Support Team
FBO	Faith Based Organisation
FET	Further Education and Training
FTYIP	First Ten-Year Implementation Plan
FS/NC	Free State and Northern Cape
GBV	Gender-Based Violence
GBVF	Gender-Based Violence and Femicide
GDP	Gross Domestic Product
GET	General Education and Training
GITO	Government Information Technology Officer
GPSJS	Governance, Public Safety, and Justice Survey
GP	Gauteng Province
HCC	Head Correctional Centre
HET	Higher Education and Training
HIV	Human Immunodeficiency Virus
HR	Human Resources
ICCV	Independent Correctional Centre Visitors
ICT	Information and Communications Technology
ICJS	Integrated Criminal Justice Strategy
ICVPS	Integrated Crime and Violence Prevention Strategy
IIMS	Integrated Inmate Management System
IMF	International Monetary Fund
IJS	Integrated Justice System
IPC	Infection Prevention and Control
ISS	Integrated Security System
IT	Information Technology
JHB	Johannesburg
JCPS	Justice, Crime Prevention and Security
JICS	Judicial Inspectorate for Correctional Services
JSE	Johannesburg Stock Exchange
KZN	KwaZulu-Natal

ACRONYM	FULL DESCRIPTION
LAN	Local Area Network
LGBTQIA+	Lesbian, Gay, Bisexual, Transgender, Queer, Intersex, Asexual and Others
LMN	Limpopo, Mpumalanga and North West
LTSM	Learner, Teacher Support Material
M&E	Monitoring and Evaluation
MANCO	Management Committee
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
MISSTP	Master Information Systems and Security Technology Plan
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
MTBPS	Medium-Term Budget Policy Statement
NCCS	National Council on Correctional Services
NER	Net Enrolment Ratios
NSP	National Strategic Plan
NDoH	National Department of Health
NDP	National Development Plan
NGO	Non-Governmental Organisation
NICD	National Institute for Communicable Diseases
NPO	Non-Profit Organisation
NSC	National Senior Certificate
NSF	National Skills Funds
NCV	National Certificate Vocational
NPA	National Prosecuting Authority
OSD	Occupational Specific Dispensation
OECD	Organisation for Economic Co-operation and Development
PEP	Post-Exposure Prophylaxis
PEPUDA	Promotion of Equality and Prevention of Unfair Discrimination Act
PERSAL	Personnel Salary System
PHC	Primary Health Care
PPP	Public-Private Partnership
PPPFA	Preferential Procurement Policy Framework Act
PWD	Persons with Disabilities

ACRONYM	FULL DESCRIPTION
QCTO	Quality Council for Trades and Occupations
QSE	Quality Small Enterprise
RD	Remand Detainee
RISDP	Regional Indicative Strategic Development Plan
SA	South Africa
SAPS	South African Police Service
SARB	South African Reserve Bank
SASSETA	Safety and Security Sector Education and Training Authority
SAW	Social Auxiliary Workers
SCM	Supply Chain Management
SADC	Southern African Development Community's
SDG	Sustainable Development Goal
SETA	Sector Education and Training Authority
SLA	Service Level Agreement
SMS	Senior Management Services
SOP	Standard Operating Procedure
SP	Strategic Plan
SPD	Special Parole Dispensation
SRAC	Sport, Recreation, Arts and Culture
SSS	Self Sufficiency and Sustainability
Stats SA	Statistics South Africa
STI	Sexually Transmitted Infection
TB	Tuberculosis
TB	Treasury Bill
TID	Technical Indicator Description
TIER.Net	Three Interlinked Electronic Registers
TVET	Technical and Vocational Education and Training
UN	United Nation
VOD	Victim-Offender Dialogue
VOM/D	Victim-Offender Mediation/ Dialogue
WC	Western Cape



Part A Our Mandate

1. Constitutional, Legislative and Policy Mandate

1.1 Constitutional Mandates

The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) enshrines the democratic values and principles that govern public administration. The Bill of Rights, as contained in the Constitution, is the foundation of democracy in South Africa that

enshrines the rights of all people in the country and affirms the democratic values of human dignity, equality and freedom. The Constitution, which lays the basis for the mandate, compels the Department to comply with the sections shown in the figure below in terms of the treatment of inmates and principles governing the public administration.

Figure 1: Extract of Chapter 2, section 195 and section 197 of the Constitution of the Republic of South Africa

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

Section 195.

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

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

195(2)-(6)

Section 197.

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

1.2 Legislative Mandates

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

The Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) takes the imperative of human rights into account and seeks to incorporate the values enunciated in the Bill of Rights by prescribing a progressive approach to incarceration. The Act seeks to provide for, among others, a correctional system; the establishment, function and control of the Department; the custody of all inmates under conditions of human dignity; the rights and obligations of sentenced offenders; the rights and obligations of unsentenced inmates (remand detainees, state patients and involuntary mental health care users); a system of community corrections; release from correctional centres and placement under correctional supervision, on day-parole and parole; a National Council for Correctional Services; a Judicial Inspectorate; Independent Correctional Centre Visitors (ICCV); repeal and amendment of certain laws and all other matters connected therewith.

It recognises international principles on correctional matters and establishes certain mandatory minimum rights applicable to all inmates, with special emphasis on the rights of women and children, which cannot be withheld for any disciplinary or other purpose. It provides a new disciplinary system for offenders; various safeguards regarding the use of segregation and of force; a framework for treatment, development and support services; a refined community-involved release policy; extensive external monitoring mechanisms; and public and private sector partnerships in terms of the building and operating of correctional facilities. In terms of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended), the Department is committed to a threefold purpose as outlined in section (2) and (3) of the Act.

Figure 2: Purpose of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended)

Purpose of the correctional system	<p>The purpose of the corrections system is to contribute to maintaining and protecting a just, peaceful and safe society. As such, the South African Correctional system is not for punishment, but the protection of the public, promotion of social responsibility, and enhancing human development in order to reduce the rate of reoffending as the correctional population continues to escalate. The correctional system aims to achieve this by:</p>	<p>(2)(a) enforcing sentences of the courts in a manner prescribed by this act</p> <p>(2)(b) detaining all inmates in safe custody whilst ensuring their human dignity</p> <p>(2)(c) promoting the social responsibility and human development of all sentenced offenders</p>
Purpose of the Department	<p>3(1) The Department of Correctional Services, established by section 7(2) of the Public Service Act, is part of the Public Service, established by section 197 of the Constitution.</p> <p>The aim of the Department of Correctional Services is to contribute towards maintaining and protecting a just, peaceful and safe society by enforcing court-imposed sentences, detaining inmates in safe custody, while maintaining their human dignity, developing their sense of social responsibility, and promoting the general development of all inmates and persons subject to community corrections. Thus, the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) outlines:</p>	<p>3(2) the Department must –</p> <p>(a) Fulfil the purpose of the correction system in terms of this Act;</p> <p>(b) As far as practicable, be self-sufficient and operate according to business principles;</p> <p>(c) Perform all work necessary for its effective management</p> <p>(d) Manage Remand Detainees</p> <p>3(3) – 3(6)</p>

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

The following parts of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) are of particular importance to the Department: section 63A, sections 77 and 78, Chapter 28, Chapter 30 and section 299A. Section 63A of the Act provides for a procedure in terms of which the court may, on application by a Head of a Correctional Centre order the release of certain accused on warning in lieu of bail, or order the amendment of the bail conditions imposed by that court on the accused. Section 63A also forms the basis of a protocol between Justice, Crime Prevention and Security (JCPS) departments to encourage the utilisation of this provision in assisting accused persons who do not pose a danger to society to be released from detention under circumstances where the bail set by the court cannot be afforded by the accused or his or her family. The Department detains the state patients while waiting for beds in Mental Health Establishments in line with sections 77 and 78 of the Act. Chapter 28 of the Act which deals with sentencing, is applicable to the mandate of the Department, as offenders must be detained in accordance with the sentences handed down under this Chapter. The granting of parole and the conversion of sentences to correctional supervision is also done in accordance with this Chapter, read together with the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended). An offender may appeal the conviction or the sentence or both in accordance with Chapter 30 of the Act. Finally, section 299A of the Act regulates victim involvement in the decisions of parole boards. Certain sections of Chapter 13 of the Act were amended through the Criminal Procedure Amendment Act, 2017 (Act No. 4 of 2017) to improve the management of forensic cases. The improvements include the provision of the courts with a wider range of options in respect of orders to be issued in cases of findings that accused persons are not capable of understanding criminal proceedings so as to make a proper defense; or that accused

persons are by reason of mental illness or intellectual disability or for any other reason not criminally responsible for the offences they are charged with. The benefits for the Department are that involuntary mental health care users, based on the outcome of the forensic assessment, will no longer be detained in correctional facilities while waiting for a bed in a health establishment.

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

The aim of the Child Justice Act, 2008 (Act No. 75 of 2008) is to set up a child justice system for children in conflict with the law. It represents a rights-based approach to children accused of committing crimes. However, it also seeks to ensure children in conflict with the law are processed through the use of a wide range of appropriate sentencing options specifically suited to the needs of children such as diversion, use of community-based sentences, restorative justice sentences and sentence to detention in child and youth care centres (secure care facilities managed by Social Development). With the introduction of the Child Justice Act, 2008 (Act No. 75 of 2008) since 2010, the Department has benefitted through the gradual reduction in the number of children. The Remand Detainee children reduced from 504 to an annual average of 55 in 2022/23 while the sentenced children dropped from 717 to 33 in 2022/23. Section 96(3) of the Child Justice Act, 2008 (Act No. 75 of 2008) requires the Minister of Correctional Services to table in Parliament the annual progress reports received from the partner departments, including the Department. The consolidated report covers performance for a financial year (from 1 April to 31 March) and includes individual departmental Annual Reports. The Department submitted its ninth report. The Department revised its implementation framework on the implementation of the Child Justice Act which is utilised as guiding policy for promoting the understanding of the responsibilities of the Department.

1.2.4 Criminal Law (Sexual Offences and Related Matters) Act, 2007 (Act No. 32 of 2007)

The Criminal Law (Sexual Offences) Amendment Act has been in effect since 16 December 2007 and affects the punishment of sexual crimes committed after this date. The Act consolidated all sexual crimes in one law, defined sexual crimes gender-neutrally to apply to both men and women, and ensured rape survivors access to Post-Exposure Prophylaxis (PEP), among other provisions.

The objectives of the Act are to:

- Include all sexual crimes in one law;
- Define all sexual crimes;
- Make all forms of sexual abuse or exploitation a crime;
- Make sure that both men and women can use the law with regard to sexual crimes;
- Make sure that government departments work together to protect complainants from unfair treatment or trauma;
- Improve the way the Criminal Justice System (the courts and police) works;
- Make the age when both men and women can give permission (consent) to have sex, 16 years;
- Make sure that rape survivors get PEP, which is medical treatment that can reduce their chances of getting HIV from the rape;
- Allow rape survivors to find out if the person who raped them has HIV;
- Establish a National Register (a list of names) for Sex Offenders.

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

The aim of the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) is to make the administration effective and accountable to people for its actions. Together with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) embraces the principles of and promotes South African citizens' right to just administration. In terms of the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000), the Department has a responsibility to provide fair and equitable administration of justice.

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

The National Health Act, 2003 (Act No. 61 of 2003) aims to give effect to the rights set out in the Constitution by providing a framework for a structured and uniform, quality health system in South Africa. It recognises that no person may be refused emergency medical treatment and that everyone has the right to an environment that is not harmful to his/her health. The Department, therefore, must ensure that health care is available to all inmates.

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

The purpose of the Mental Health Care Act, 2002 (Act No. 17 of 2002) is to regulate mental health care so that the best possible treatment and rehabilitation services are made available to citizens. In order to ensure that mental health care services become a part of the general health system, it provides for the coordinated accessibility to services. The Act also regulates access to services for voluntary, assisted and

involuntary patients, state patients and mentally ill inmates. The Mental Health Care Act, 2002 (Act No. 17 of 2002) sets out the rights and duties of patients and providers and explains how the property of mentally ill persons should be dealt with in a court of law. The Department is enjoined to ensuring that all mentally ill inmates are treated in accordance with the Mental Health Care Act, 2002 (Act No. 17 of 2002).

1.2.8 Prevention and Combating of Torture of Persons Act, 2013 (Act No. 13 of 2013)

The aim of the Prevention and Combatting of Torture of Persons Act, 2013 (Act No. 13 of 2013) is to protect all people from all forms of torture by the state; to give meaning to safe custody to all inmates in correctional facilities; and to provide for torture as a criminal offence.

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

The purpose of the Protection of Personal Information Act, 2013 (Act No. 4 of 2013) is to protect personal information, to strike a balance between the right to privacy and the need for the free flow of, and access to information, and to regulate how personal information is processed. The Protection of Personal Information Act, 2013 (Act No. 4 of 2013) applies to anyone who keeps any type of records relating to the personal information of anyone, unless those records are subject to other legislation which protects such information more stringently. It therefore sets the minimum standards for the protection of personal information. It regulates the “processing” of personal information. “Processing” includes collecting, receiving, recording, organising, retrieving, or using such information; or disseminating, distributing or making such personal information available. The Protection of Personal Information Act, 2013 (Act No. 4 of 2013) will also relate to records which you already have in your possession.

1.2.10 Skills Development Act, No 97 of 1998 as amended by Skills Development Levies Act, No 9 of 1999, Skills Development Amendment Act, No 31 of 2003

The purpose of the Skills Development Act, 1998 (Act No. 97 of 1998) as amended is to provide an institutional framework to devise and implement national, sector and workplace strategies to develop and improve the skills of the South African workforce; to integrate those strategies within the National Qualifications Framework contemplated in the South African Qualifications Authority Act, 1995; to provide for learnerships that lead to recognised occupational qualifications; to provide for the financing of skills development by means of a levy-grant scheme and a National Skills Fund (NSF); to provide for and regulate employment services; and to provide for matters connected therewith.

1.3 Policy Mandates

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

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

The main focus of the White Paper on Corrections in South Africa (2005) is the necessity to identify corrections as being focused on rehabilitation and as a responsibility that the Department shares with society at large. The White Paper sees corrections as much more than just crime prevention, but also includes:

- A fundamental break with the past penal system towards a correctional centre for rehabilitation. It presents a dynamic approach towards a correction-focused system that positions the family as the primary level of restoration, with community institutions at a secondary level, and highlights the importance of links between these two.

- A value chain of correction, security, facilities, care, development and aftercare. It provides a historical perspective of the transformation challenges of the correctional system in South Africa and addresses the contextualised imbalances of the past. It introduces a human rights culture away from the institutionalised prison culture that was prominent in the historical context by introducing the concept of corrections, espoused within the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), and rehabilitation, thereby framing correction and development instead of punishment and treatment.
- The strategic realignment of the Department toward correction instead of just crime prevention.
- A focus on needs-based interventions, proposed by the decentralised management of correctional centres within a safety and security framework.
- The specific nature of crime in South Africa and establishes principles for productive work for offenders and their involvement in community upliftment projects. It also presents the contribution toward corrections on the African continent and international arena, within the legal and administrative framework of South Africa.

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

The White Paper on Remand Detention Management in South Africa (2014) is consistent with the Correctional Services Act including amendments that were introduced through the Correctional Matters Amendment Act, 2011 (Act No. 5 of 2011) and other relevant national and international legislation and protocols. The purpose of the White Paper on Remand Detention Management in South Africa (2014) is to provide a policy framework that guides the management of various categories of Remand Detainees as summarised below:

- Accused persons who have been detained after the first court appearance whose trials have not commenced, i.e., those in the pre-trial phase;

- Accused persons in detention whose cases were being heard by the courts, i.e. those who were in the trial phase;
- Accused persons detained by the DCS pending observation at designated Mental Health establishments;
- Accused persons detained in line with section 9 of the Extradition Act; and
- Convicted persons awaiting sentencing.

The White Paper on Remand Detention Management in South Africa (2014) communicates the principles that drive the detention management of Remand Detainees drawn from local and international laws, and conclude that remand detention is not punitive, occurs as a result of an order of a court of law, is managed with the highest possible ethical and professional standards, and that detainees have to be informed of their rights and obligations and are separated from sentenced inmates. The principles further state that remand detention requires greater levels of effectiveness and integration in the Criminal Justice System and that institutions should be subject to oversight and control. The White Paper on Remand Detention Management in South Africa (2014) is based on the constitutional right that a person charged with a crime is innocent until proven guilty and shall be treated as such.

1.4 International Rules on the treatment of inmates

1.4.1 United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders with their Commentary (The Bangkok Rules)

The United Nations General Assembly adopted the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders with their Commentary (UNODC) on December 21, 2010. It is the first international instrument that offers precise and comprehensive guidelines for addressing specific needs of women

in the criminal justice system as well as the needs of their children. The Bangkok Rules give guidance to policy makers, legislators, sentencing authorities and officials to reduce unnecessary incarceration of women, and to meet the specific needs of women who are incarcerated.

The Bangkok Rules provide guidelines on gender-sensitive options that address the most prevalent causes of crime for both pre-trial detentions, sentencing and post-conviction sentence. They recognise that incarceration is typically a substandard and harmful response to female offenders, impeding their social reintegration and capacity to lead fulfilling lives in accordance with the law after release.

The Bangkok Rules are crucial to protecting the rights of women offenders explicitly addressing the different needs that women have and the different situations they come from. The Bangkok Rules is also the first international instrument to address the needs of children incarcerated with their parent.

1.4.2 United Nations Standard Minimum Rules for Non-custodial Measures (The Tokyo Rules)

The key international standard on alternatives to incarceration is known as the 'Tokyo Rules' – the UN Standard Minimum Rules for Non-custodial Measures, adopted in 1990 by the United Nations. They provide a set of basic principles to promote the use of non-custodial measures and sanctions, as well as minimum safeguards for persons subject to alternatives to incarceration.

The Tokyo Rules are based on the premise that alternatives to incarceration can be effective and 'to the best advantage of both the offenders and society.' In recognition of the harms that incarceration brings the Tokyo Rules outline some key principles including:

- Pre-trial detention shall be used as a means of last resort.

- Non-custodial alternatives to incarceration as a sanction should be developed.
- Any non-custodial measure or sanction – and its conditions – should be selected based on a number of factors. This includes the nature and gravity of the offence, and personal characteristics and the background of the person who is charged with, or convicted of a criminal offence.
- Staff or personnel employed to supervise and implement non-custodial alternatives should have professional training and be adequately remunerated in view of the nature of their work.

1.4.3 The revised United Nations Standard Minimum Rules for the Treatment of Prisoners (Nelson Mandela Rules)

The revised UN Standard Minimum Rules for the Treatment of Prisoners (the Nelson Mandela Rules) were adopted unanimously in December 2015 by the UN General Assembly and set out the minimum standards for good management in correctional facilities, including to ensure the rights of inmates are respected.

These Rules cover all aspects of management in correctional facilities and outline the agreed minimum standards for the treatment of inmates – whether pre-trial or convicted. They provide the following basic principles:

- Inmates must be treated with respect for their inherent dignity and value as human beings.
- Torture or other ill-treatment is prohibited.
- Inmates should be treated according to their needs, without discrimination.
- The purpose of correctional facilities is to protect society and reduce reoffending.
- The safety of inmates, staff, service providers and visitors at all times is paramount.

1.5 Other prescripts governing the Department

- Public Procurement Act, 2024 (Act No.28 of 2024)
- The Protection of Personal Information Act, 2013 (Act No.4 of 2013)
- Government Immovable Asset Management Act, 2007 (Act No.19 of 2007)
- Public Services Act, 2007 (Act No. 30 of 2007, as amended)
- Intergovernmental Relations Framework Act, 2005 (Act No.13 of 2005)
- Public Audit Act, 2004 (Act No. 25 of 2004)
- Broad-Based Black Economic Empowerment Act, 2003 (Act No.53 of 2003)
- Skills Development Act, 2003 (Act No.31 of 2003 as amended)
- Disaster Management Act, 2002 (Act No. 57 of 2002)
- Preferential Procurement Policy Framework Act, 2000 (Act No.5 of 2000)
- Policy Framework for Integrated Planning Act, 2000 (Act No.32 of 2000)
- The South African National Policy Framework for Women Empowerment and Gender Equality Act, 2000 (Act No.66 of 2000)
- Employment Equity Act, 1998 (Act No.55 of 1998)
- Basic Condition of Employment Act, 1998 (Act No.55 of 1998)
- Labour Relations Act, 1995 (Act No.66 of 1995)
- South African Police Service Act (Act No. 68 of 1995)
- Animal Diseases Act, 1984 (Act No.35 of 1984)
- Nursing Act, 1978 (Act No.50 of 1978)
- Health Professions Act, 1974 (Act No.56 of 1974)
- Pharmacy Act, 1974 (Act No.53 of 1974)

- Fertilisers, Farm Feeds, Agriculture Remedies and Stock Remedies Act, 1947 (Act No.36 of 1947)
- Public Finance Management Act, 1999 (Act No. 1 of 1999)
- Minimum Information Security Standards Act, 1998 (Act No.88 of 1998)
- The White Paper on Safety and Security, 1995
- The National Crime Prevention Strategy, 1996
- Government-Wide Monitoring and Evaluation System (2007)
- Framework for Managing Programme Performance (2007)
- Revised Framework for Strategic Plans and Annual Performance plans (2019)

1.6 Planned policy initiatives

In December 2020, the Constitutional Court declared sections 88(1)(b) and 91 of the Correctional Services Act, 1998 (Act No.111 of 1998) as amended invalid insofar as they failed to provide for adequate level of independence for JICS. To give full effect to the Constitutional Court Judgement, a standalone JICS Bill is currently being processed through the official government processes and structures. The JICS Draft Bill ensures that JICS has adequate levels of independence as required by the Constitutional Court in the Sonke judgment.

Furthermore, the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) is currently being reviewed, taking into consideration developments in the correctional system, the international and regional obligations. Areas primarily identified to be reviewed are provisions related to amongst others, the parole system with a purpose of tightening and strengthen the consideration and monitoring processes; incorporate the White Paper on Remand Detention Management in South Africa (2014) and White Paper on Corrections in South Africa (2005) in the Act, and provide for matters incidental thereto.

2. Institutional Priorities, Policies and Strategies for the five-year period

2.1 Priorities in the development agenda

2.1.1 2030 Agenda for Sustainable Development, 2015 (Goal 16: Peace, justice and strong institutions)

The 2030 Agenda is a shared blueprint for peace and prosperity for people and the planet and consists of 17 Sustainable Development Goals (SDGs). Human rights are at the heart of the 2030 Agenda and SDG 16 is the lever to effect transformative change for the rest of the Goals. The Department is committed to achieving Goal 16: Peace, justice and effective, accountable and inclusive institutions are at the core of sustainable development. SDG 16 seeks to promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels (UN, 2019). The importance of safeguarding human life from violence has been recognised through SDG target 16.1 which calls for significantly reducing all forms of violence and related death rates everywhere. In addition to the lives lost, homicide and armed conflict erode trust among citizens, undermine development efforts and result in lost economic output.

Inclusive and sustainable development is an effective means against war and violence. People must be able to be free of fear and all forms of violence and they must be protected by a stable legal system. Only then can their lives be considered humane and only then can they reach their full potential and drive development forward. SDG 16 singles out the basic rights of all arrested and detained persons in South Africa, 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. These include the right to dignity, life, freedom from arbitrary arrest and detention, and not to be

detained without trial, among others. To maximise opportunities for an effective CJS, the improved cooperation between the JCPS Cluster departments is imperative for the speedy processing of trials and reduction in the delays of remand detention, as well as greater use of legal aid to all persons who fall under section 35 and who cannot afford legal representation. Access to education is also critical to achieving peace and effective democracy. It is a potent tool for shaping individuals' minds, viewpoints, and skill sets, and has the power to galvanise political movements in support of conflict-free, just, and inclusive societies. Peace is not just the absence of conflict; peace is the creation of an environment where all can flourish, regardless of race, colour, religion, gender or any other social markers of difference. In this regard, the thematic priorities and strategic goals of international organisations and partner stakeholders should continue to prioritise equity and human dignity; two universal values that are central to achieving the peaceful, inclusive and sustainable future that humanity and the planet deserve.

2.1.2 African Union Agenda 2063: Aspiration Four: A peaceful and secure Africa

Agenda 2063 is a strategic framework for the socioeconomic transformation of the continent over 50 years that builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development. Agenda 2063 has a 50-year time horizon with five 10-year plan frameworks. The twenty-fifth Ordinary Session of the Assembly, adopted the First 10-Year Implementation Plan of Agenda 2063 (2014-2023) and its financing mechanism. The Plan has 7 aspirations, 20 goals, 34 priority areas, and 256 targets. Since its inception, the African Continental Free Trade Area (AfCFTA) has made notable progress, with all 54 African Union (AU) Member States signing the agreement and notable advancements in trade facilitation. 2023 marked the end of the First Ten-Year Implementation Plan (FTYIP) (2014-2023) of the African Union's Agenda 2063. Across the region, economic growth has firmly taken root (and there is

more to that growth than just export of raw materials), with increased exports and foreign direct investment. Furthermore, political stability, peace and security and reforms in governance have changed the political landscape. Women and youth are progressively

having a greater voice in decision-making. With aid declining, Africa is also increasingly financing its own development thanks to export earnings, trade and remittances among others.

Figure 3: Agenda 2063 Aspiration Four: A peaceful and secure South Africa



The 4th aspiration of Agenda 2063, which is the African Union's strategic framework for socio-economic transformation of the continent highlights the need for dialogue-centered conflict prevention, as well as the management and resolution of existing conflicts, with a view to silencing the guns in Africa. Agenda 2063 provides that in order to achieve sustainable conflict prevention and resolution, a culture of peace and tolerance must be cultivated and nurtured in our children and youth, among others, through peace education. It stresses the imperative of ending all wars, civil conflicts, Gender-Based Violence (GBV) and violent conflicts and prevent genocide, as part of Africa's collective efforts to silence the guns in the continent. The Department has embraced Aspiration Four (A peaceful and secure Africa) within the South African context through the continuous improvement of legislative and policy frameworks that promote safe and peaceful spaces for individuals, families and communities. Building and fortifying partnerships with key stakeholders will also be crucial in providing a safe and sustainable correctional system.

2.1.3 National Development Plan 2030

The 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.

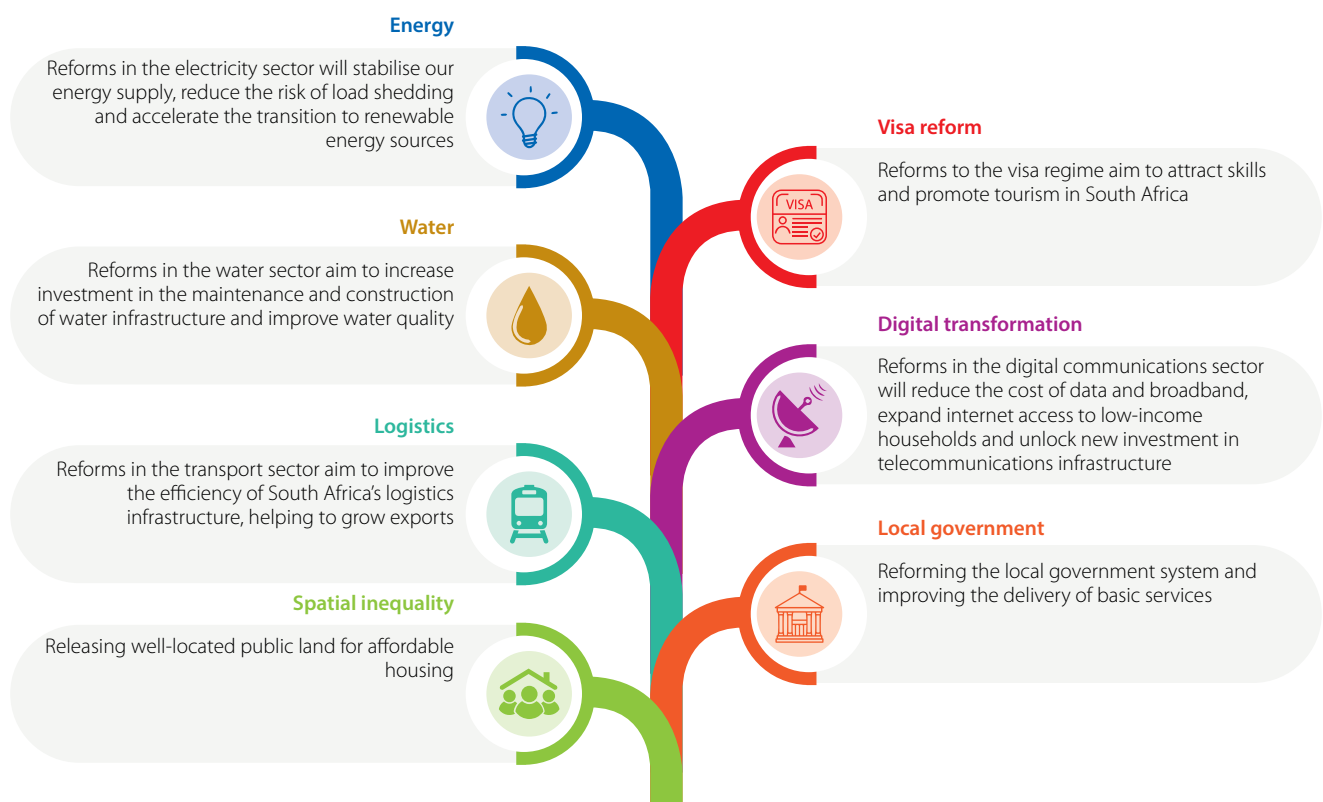
Raising living standards to the minimum level proposed in the NDP involves a combination of increasing employment, higher incomes through productivity growth, a social wage, and good quality public services. All of these challenges are interlinked. Improved education will lead to higher employment and earnings conditions, while more rapid economic growth will broaden opportunities for all and generate the resources required to improve education. Given the complexity of national development, the NDP sets out six interlinked pillars:

- Uniting all South Africans around a common programme to eliminate poverty and reduce inequality.
- Promoting active citizenship to strengthen development, democracy, and accountability.
- Bringing about faster economic growth, higher investment and greater labour absorption.
- Focusing on key capabilities of people and the state.

- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve problems.

Established jointly by the Presidency and the National Treasury in October 2020 to accelerate priority structural reforms to overcome problems identified as “binding constraints” to economic performance, Operation Vulindlela is expected to continue as a flagship programme under the GNU. The second phase of Operation Vulindlela, will be initiated to consolidate reforms already under way in the electricity, freight logistics and water sectors, as well as to facilitate an injection of skills and tourists through visa reform, while also adding new reform priorities such as stabilising the performance of local business. It will also focus on accelerating the release of public land for social housing and redirecting the housing policy to enable people to find affordable homes in areas of their choice. The implementation of structural reforms is crucial to sustain economic recovery and to address the underlying causes of low economic growth and high unemployment.

Figure 4: Mechanisms to ensure effective delivery through Operational Vulindlela Phase II



Infrastructure development, green energy and the associated industrial spin-offs, manufacturing, agriculture and tourism were also identified as key growth levers for the coming five years. There is a clear intention to turn the country into a construction site from the largest metros to the deepest rural areas, as roads, bridges, houses, schools, hospitals and clinics are built, as broadband fibre is laid and as new power lines are installed. Government will continue to add value to the country's minerals ahead of export, as this is an opportune time to seize the opportunity in renewable energy for inclusive growth.

As the country undertakes a just transition towards renewable energy, South Africa must create a green manufacturing sector centred on the export of green hydrogen and associated products, electric vehicles and renewable-energy components. The country's sector masterplans would be reviewed with the intention to pursue a smart industrial policy that focuses on the competitiveness of our economy, and that incentivises businesses to expand our exports and create jobs. Reducing red tape is another priority area, with departments and public entities having been directed to reduce the undue regulatory burdens that hold back businesses, especially small firms, which hold the greatest potential for inclusive growth and job creation. The GNU will continue to pursue a sustainable macroeconomic policy and address high debt levels and is firmly committed to steadily reducing the cost of servicing the country's debt so that funds can be redirected towards other critical social and economic needs.

The NDP envisages people living in South Africa to feel safe and have no fear of crime by 2030. According to the Institute of Security Studies, South Africa has the second-highest murder rate in the world with "50% of all murders occur in fewer than 170 police station areas, predominantly over weekends, in particular hotspots and within specific social networks".¹ 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. Many South Africans, irrespective of age, gender, or race, have been affected by crime, although it is not possible to accurately track trends in all crime categories due to substantial and persistent underreporting for certain crime categories, particularly robbery and assault² as well as sexual crimes. This may be due to a combination of factors, such as a lack of trust in the criminal justice system, the inaccessibility of police stations (particularly in underdeveloped rural areas), adverse notions of the utility of reporting criminal incidents to the South African Police Service (SAPS), concerns about being stigmatised, and fears about being further victimised by the perpetrator of the original crime (especially in the case of domestic violence and rape). Murder³ (or homicide), is widely regarded as one of the most statistically reliable crime categories internationally, and can be used as a proxy variable for trends in violent crime.

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 policy-makers 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,

2 Swanepoel, D. (2022) *Measuring Social Cohesion in South Africa: Results from the Inclusive Society's 2021 GovDem survey*, Inclusive Society of South Africa

3 Institute of Security Studies, March 2023: Reducing murder must be a top SA government priority.

1 MTSF Mid-term Review 2019-2024

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 law enforcement agencies, 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 departments and other agencies, communities, legal representatives and the inmate population are integral to promoting legitimacy in a correctional facility.

2.1.4 Medium-Term Development Plan (2024-2029)

The MTDP is one element of that 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 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. Over three decades, Government has been at the centre of socio-economic transformation through the implementation of progressive policies and programmes targeted at improving the economy, society, governance, and international relations. Throughout the democratic dispensation, Government has made significant strides in meeting the basic daily needs of millions of households.

The 30-Year Review also highlights a range of challenges associated with a growing democracy such as South Africa which include but are not limited to:

- The economy is performing below its full potential.
- The level of unemployment is high.
- The poverty levels are persistent in pockets of broader society.
- The inequality levels are stubbornly high and racially biased.
- The human development gains made are under threat due to the challenges of energy and water security.
- The gaps in service delivery compromise the quality of services and impact the most vulnerable in society.

The approach of the 2024-2029 MTDP is for the State to focus on three broad strategic areas or thrusts that encompass the key elements of the 14 themes. Based on this approach, the primary thrust in the 2024-2029 period, from a developmental perspective, is the building of a strong economy on which will depend the achievement of the objectives of poverty elimination, the reduction of inequality and creation of employment. The second thrust in this strategic approach is the strengthening and expansion of a programme of social protection and, to the extent possible, transforming social assistance to support economic growth. The third thrust is the building of a capable, ethical and developmental state to ensure the success of the other two thrusts and without which Government's interventions are unlikely to be successful.

A strong, robust and inclusive economy is essential for broad sustainable development, for job creation and reducing unemployment, reducing poverty, and reducing inequality. It is also necessary in order to improve general living standards – especially for the most marginalised and impoverished within South African society, including by ensuring the provision of a sustainable social wage for South Africans. Part of the task of building a strong economy is to focus on creating the conditions for economic growth that will drive private investment, innovation, productivity and employment and, in the process, provide the resources for social interventions. The strategy for the

economy includes continuation of ERRP interventions in the public and private sectors to address skills, logistics, and energy blockages; upgrade and expand network infrastructure; and reposition SOEs. Economic interventions include the measures needed to reduce the burden of South Africa's continued dysfunctional

apartheid spatial structure which has located poorer, black communities far from employment and livelihood opportunities as well as from core urban facilities. The task of building a strong economy, depends on bringing crime down to manageable and mitigatable levels.

Figure 5: Five missions to guide the MTDP 2024-2029



Social protection for South Africans is a value of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) and its Bill of Rights, which places a responsibility on the state and society to ensure that citizens, especially the most vulnerable among them, are provided with a base level of services and support. This is done through programmes of social grants, unemployment benefits, and pensions which provide a minimal income safety. This pillar also includes the provision of more substantial post-school training opportunities for young people to develop skills that offer livelihood opportunities. An integral element of social protection is that citizens must be assured of universal access to an acceptable level of health care. Social protection is also impacted by crime, starting at the level of the state and state officials, and including attacks on the elderly and schools. This means that providing a basic level of support for the citizenry also requires managing crime.

Almost two decades after the inception of the democratic system of government in 1994, the NDP has brought professionalisation into sharp focus. It has been part of the broader project of strengthening the capacity of the post-apartheid state and transforming the public sector. The NDP states that “a developmental state needs to be capable”, but that capability can only come about if the public sector is professionalised. Professionalisation of certain categories of occupations in the public sector, over and above what is already recognised through statutory professional bodies, is key in building institutional capability. South Africans require a state that is focused on their well-being, on reforming the structures of the economy for it to be able to deliver on citizens’ needs, and to deal with those factors that negatively impact on society – including lack of safety and security, corruption, and basic socio-economic needs. Growing a sustainable economy is dependent, to a large extent, on a State that is capable and is seen to be ethical.

The realisation of the socio-economic development agenda of the country is heavily dependent on building safer environment to attract investment and ensure sustainable economic growth. For people living in South Africa to feel safe, a downward trend has to be sustained to be accelerated in all categories of crime which will require cooperation between

Departments and the effective functioning of the Criminal Justice System as a whole. This will in turn require civil society organisations at all levels as well as academics and other social partners to work together to understand the prevalence of crime and its causes and work with the police and the rest of the justice system to develop strategies that can produce results.

Table 1: Medium Term Development Plan (MTDP Priority One)

National Development Plan	Chapter 3: Economy and employment Chapter 4: Economy infrastructure Chapter 5: Environmental sustainability Chapter 6: An integrated and inclusive economy Chapter 7: Positioning South Africa in the world
MTDP Strategic Priority One	Inclusive growth and job creation
Outcome	Increased employment opportunities Enabling environment for investment and improved competitiveness through structural reforms Increased infrastructure investment and job creation
Intervention	Prioritise programmes that have the potential to create a significant number of jobs, especially in sectors that are labour-intensive. Prioritise the investment in infrastructure projects that can provide long-term benefits and support other sectors
Description	<p>The NDP proposes higher and inclusive economic growth and reducing unemployment as enablers to achieve its goals of reducing poverty and inequality in South Africa. Since 2008, South Africa has been in a low growth trap. Macroeconomic performance has been weak and the country has failed to keep up with the growth rate of other middle-income countries. This growth failure was accompanied by a rise in the unemployment rate. Although the number of people employed has grown, it has not kept pace with population growth.</p> <p>Unemployment has significant economic and social costs for individuals and households, as well as for the larger society. Unemployment and the inability to earn a regular income is closely related to why people end up in poverty and are unable to move out of poverty. Without legitimate employment opportunities (severely limited by incarceration stigma), there is little chance that ex-offenders will have the confidence and inclination to foster social capital with family and community. It is critical that business, families and communities support ex-offenders in their quest to reintegrate into society. In an effort to address this challenge, the Department is committed to assisting parolees and probationers to gain economic stability after release and reduce the likelihood of reoffending. The Department partners with various organisations in securing job opportunities for parolees and probationers with an increase in the number of economic opportunities facilitated for parolees and probationers.</p> <p>In demonstration of Government's foremost priority of creating opportunities for young people and supporting them to access work opportunities, the Department is committed to the employment of qualifying learners that have completed the learnership programme. The Correctional Services Learnership Programme is the Department's foremost youth development and empowerment programme which also creates a pool for the entry level employment of youth.</p>

	<p>The Department is dependent on the consistent training of potential entry level correctional officers through the Learnership Programme to provide capacity for safe and secure correctional facilities, and the enhancement of the capacity of the Department towards the rendering of effective rehabilitation and social reintegration programmes. Entry level Correctional Officials who are trained in security, rehabilitation and social reintegration programmes are appointed as either Centre Based Security Officers, Reintegration Officers or Case Officers. The South African youth, who were enlisted in the 12-month Correctional Services Learnership NQF Level 4 Programme, receive practical training at correctional centres, and are subsequently employed on a contract-basis as auxiliary support officials, with permanent appointments, in line with qualifying criteria. The 12 950 appointments that are planned for the strategic period will go a long way to strengthen security in correctional centres, and serve as a direct response to contributing to a just, peaceful and safer South Africa through effective and humane incarceration, and the rehabilitation and social reintegration, of inmates.</p> <p>Public procurement accounts for a significant share of GDP; hence it is imperative for local, regional and national economic development to utilise this potential. Public procurement can be used as a strategic tool to advance various public policy goals, from budget accountability and efficient public spending, to pursuing environmental protection, supporting economic and social development; fostering innovation, encouraging socially responsible suppliers into the global value chain and promoting social and gender inclusiveness. SMMEs (women, youth, minorities and persons with disabilities) play a crucial role in regional development, through job creation and growth. They are a major source of economic competitiveness and growth. Easier access to public procurement markets can help SMMEs find new opportunities and grow. In a time of crisis, greater SMME participation in public procurement can also make a significant contribution to economic recovery. The Department is committed to mainstreaming enterprise growth, empowerment and equity in the economy for designated groups through the National Treasury requirements and the Department's Supply Chain Management (SCM) Policy. In this way, the Department will leverage its procurement spend to advance historically disadvantaged persons by giving preference to designated groups (as aligned to the Preferential Procurement Policy Framework Act (PPPFA), Exempt Micro Enterprises (EMEs), and Qualifying Small Enterprises (QSEs).</p> <p>South Africa's economic growth will rely on a massive investment in infrastructure, including in energy, telecommunications, ports and rail. Pro-growth policies are needed to achieve socio-economic transformation, an employment focus will promote accelerated inclusive growth. For this approach to be successful, private sector economic activity needs to be enhanced, just as state capability needs to be improved. The Department is managing approximately 243 correctional facilities (excluding the two private correctional facilities) and 218 community corrections offices that provide services to inmates, parolees, probationers and other persons placed under the correctional system. There is a considerable diversity in terms of size, minimum standard and quality of facilities across the country. These facilities are accessed and utilised by various stakeholders including service providers, incarcerated offenders, and Remand Detainees, families of the offenders, governmental officials and oversight bodies. The Department utilises implementing agents to enhance the planning and implementation of the infrastructure programme. The implementation of the own resources programme (using offender labour) to conduct first line general maintenance of facilities will be prioritised in all Regions. The construction of correctional facilities not only creates jobs, but it also boosts the country's economy by reviving jobs in the local area.</p>
Related intervention indicators	<ul style="list-style-type: none"> • Number of economic opportunities facilitated for offenders, parolees and probationers • Percentage of youth appointed within the Department • Percentage of contracts awarded to designated groups • Number of infrastructure projects completed

Table 2: Medium Term Development Plan (MTDP Priority Two)

NDP Chapter	Chapter 9: Improving education, training and innovation Chapter 10: Promoting health Chapter 11: Social Protection
MTDP Priority Two	Reduce poverty and tackle the high cost of living
Outcome	Optimised social protection and coverage Improved access to affordable and quality health care Improved education outcomes and skills Skills for the economy Social cohesion and nation-building
Intervention	Improve the quality of health care at all levels of the health establishments, inclusive of public and private facilities
Description	<p>Education and skills development initiatives are the cornerstones of an inclusive economy. To succeed in this endeavour, the education and skills systems must perform in a way that supports upward mobility by providing the poor with access to higher skilled and better paid jobs. While the overall access to education and skills is leading to upward mobility, there must be greater emphasis on poor and marginalised communities to achieve better educational outcomes. Rehabilitation through formal education has been a long-term priority in the Department. The rehabilitative effect of education is meant to increase employment opportunities and thereby ensure a successful return to society. Furthermore, education is considered as one of the most important ways to master life after incarceration and is an important crime prevention measure. Formal education in correctional facilities includes Adult Education and Training (AET), primary and secondary school, work qualifying courses, vocational training and tertiary studies. The primary goal is to encourage offenders to optimise their prospects once their sentence reaches completion. Enhanced opportunities for education and training should lead to skills and qualifications that are meaningful and address the needs of the world of work.</p> <p>The skills training provided to offenders contribute to their successful reintegration to society and improve their chances of employability to enable them to contribute to the economy of the country. Offenders are exposed to skills training which include 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. The objectives of training are achieved through partnership agreements with various internal and external stakeholders. Partnerships with the Department of Higher Education (DHET), through the National Skills Fund (NSF), SETAs, including Safety and Security Sector Education and Training Authority (SASSETA), MERSETA and Services Sector Education and Training Authority (SETA), INDLELA, the Quality Council for Trades and Occupations (QCTO), public Technical and Vocational Education and Training (TVET) colleges and Umalusi, ensure that skills training offered to offenders is accredited.</p> <p>Offenders in correctional facilities between the ages of 18 to 25 years are regarded as youth offenders who have access to a number of services and programmes to promote rehabilitation and ensure that youth issues are mainstreamed. Skills training and education has long been employed in institutionalised settings as a rehabilitation strategy since released offenders are frequently limited by the absence of educational and vocational skills. Another approach which has been used in rehabilitation programmes is moral education as teaching moral decision-making has special value to youth offenders since it promotes responsible behaviour and consideration for others. Social skills training is another educational strategy which is used in rehabilitating youth offenders focussing on appropriate behaviours, small group interaction and leadership, personal behaviour management and related skills.</p>

	<p>Inmates are part of a complex broader system where good results need coordinated contributions from a range of different institutions including government departments, local authorities and health and education providers. Health care and treatment provided in custody should be of an equivalent quality and standard to what is available in the community. In some cases, offenders will have health care needs that are linked directly or indirectly to their offending. Particularly relevant here are substance misuse and mental health issues. The Department will continue to partner with the Department of Health and Social Development to improve mental health and wellbeing across the male, female and youth inmates to ensure that the right services and treatments are being offered.</p> <p>The Department will further ensure that inmates receive effective pathways to recovery for substance misuse issues. Delivering high quality healthcare for inmates requires an all-inclusive approach and a need for institutions to work more closely and effectively with healthcare providers and public health to ensure that healthcare services meet the needs of the inmate population.</p> <p>Rule 24 of the Nelson Mandela Rules states that the healthcare of inmates is the responsibility of the State. This includes the treatment of infectious diseases such as HIV and TB. As part of the implementation of long term goals set out in the NDP Vision 2030 and Sustainable Development Goal (SDG): 3 (Good health and wellbeing – ensure healthy lives and promote wellbeing for all at all ages), the Department is committed to providing adequate care in the form of nutritional diet plans for inmates, treatment of communicable and non-communicable diseases and primary healthcare services to ensure a healthy incarcerated population. The Department will seek to increase correctional clinics, in-patient facilities, pharmacies, laundries and kitchens.</p> <p>Despite the efforts of government as well as civil society organisations to prevent crime and violence, this remain challenges that impact on all South Africans, directly and/or indirectly. The impacts, which can be physical, emotional, social and economic, are experienced not only by the victims themselves, but by their families and communities. Victim empowerment is an approach to facilitating access to a range of services for all people who have individually or collectively suffered harm, trauma and/or material loss through violence, crime, natural disaster, human accident and/or through socio-economic conditions. It is the process of providing opportunities to access services available to them, as well as to use and build their own capacity and support networks and to act on their own choices. Victims do not all have the same degree of need for empowerment and support - there is a diversity of needs. Community Corrections focuses on the Restorative Justice Programme which is aimed at elevating the victim to the centre of the CJS by making sure that victims are included in the rehabilitation and reintegration of offenders. The Department is committed to facilitating support as required by victims of crime including referrals for services to both internal and external stakeholders, counselling, resources to restore what has been lost due to crime, employment opportunities through partnerships with prospective employers.</p>
Related intervention indicators	<ul style="list-style-type: none"> • Percentage of offenders who participated in General Education and Training (GET) per academic year • Percentage of offenders who participated in Further Education and Training (FET) per academic year • Grade 12 National Senior Certificate (NSC) pass rate obtained per academic year • Percentage of offenders who participated in Long Occupational Skills Programmes • Percentage of offenders who participated in Short Occupational Skills Programmes • Offenders viral load suppression rate (at 12 months) • Offenders Tuberculosis (TB) new pulmonary cure rate • Number of victims who benefited from socio economic support facilitated

Table 3: Medium Term Development Plan (MTDP Priority Three)

NDP Chapter	Chapter 12: Building safer communities Chapter 13: Building a capable and developmental state Chapter 14: Fighting fraud and corruption
MTDP Priority Three	A capable, ethical and developmental state
Outcome	A capable and professional public service Safer communities and increased business confidence
Intervention	Prioritise safety and security of communities and business
Description	<p>The Department serves a vital role in the CJS while striving to improve community outcomes through efforts to reduce reoffending and provide for successful reintegration back into the community. This includes meaningful and targeted rehabilitation and reintegration programmes in addition to effective partnerships. The primary objective of Community Corrections is to provide offenders with the assistance and supervision that will help them function in society as law-abiding citizens and avoid reoffending. Effective supervision and monitoring is achieved through collaborations with families, communities, state departments, traditional leaders to provide support, consultation and tracing of absconders etc. SAPS and other community structures participate in special monitoring actions and tracing of absconders. Government, Business, Communities, NPOs, NGOs and traditional leaders participate in Izimbizo/ public education/ marketing of social reintegration services rendered by the Department. NPOs support the reintegration of parolees and probationers without a support system through halfway houses. Government departments, NGO's and business community support parolees and probationers to plough back to the communities with an intent of restoring relations through community initiatives and offering job opportunities and skills development. In ensuring the successful reintegration of offenders back into communities, victim participation is critical as this provides a platform for dialogue 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.</p> <p>The Department provides rehabilitation programmes (Correctional Programmes, Social Work and Spiritual Care Services) to inmates, probationers and parolees to create awareness on the impact of GBVF crimes and facilitates restorative justice to heal the wounds caused by such crimes to enhance social cohesion. Social crime prevention programmes support vulnerable groups including children, youth, women and persons living with disabilities. The New Beginnings and Gender Based Violence Awareness correctional programme assists offenders to adjust to their conditions of incarceration and empowering them with all relevant information regarding GBVF. Male offenders receive information and practical ways of conflict resolution and how to relate to women and children in non-violent and non-controlling ways. Programmes of support for women include socio-economic support to ensure that women do not become repeat victims. Rehabilitation programmes are designed to work within a gendered structural analysis of GBV to empower the offenders with information, the origin of these perceptions and stereotyped gender roles. Rehabilitation encourages accountability and responsibility for past and present offending behaviour.</p> <p>Public sector reforms are essential to enable public servants to perform duties competently, efficiently and professionally by strengthening skills, enhancing morale, clarifying lines of accountability and building an ethos for the public sector. A capable state has the required human capabilities, institutional capacity, systems, service processes and technological platforms to deliver on the MTDP through a social contract with the people. An ethical state is driven by the constitutional values and principles of public administration and the rule of law, focussing on the progressive realisation of socio-economic rights and social justice as outlined in the Bill of Rights. A developmental state aims to meet people's needs through interventionist, developmental, participatory public administration, building an autonomous developmental state driven by the public interest through partnerships with all sectors of society.</p>

	<p>The HR Policy Framework provides a long-term perspective on training and capacity building for officials with clear direction as to where the next generation of officials will emerge from and how specialist, professional skills will be reproduced for the future. The Department will proactively plan for strengthening technical and professional skills, as well as ensuring clear career paths for managerial and technical echelons.</p> <p>Government requires that an anti-corruption system that makes public servants accountable, protects whistle-blowers and closely monitors procurement be put in place. The Department will continue to act against fraud, corruption, maladministration and any other wrongdoing which constitutes an offence, or which is prejudicial to the public interest. The Department recognises that better accountability and transparency is needed to avoid corrupt activities, as well as stronger action against both those who corrupt and those who are corrupted. Accountability for government spending will be improved through acting in a consistent and deliberate manner against those officials who intentionally fail to comply with legislation or who are guilty of fraud or misconduct. The proper implementation of the anti-corruption policy is imperative for the prevention of fraud and corruption. The internal prosecution of officials who engage in corrupt practices, theft and fraud is in line with the stance of Government that there is a zero tolerance towards these practices. The Department has two dedicated units namely; Departmental Investigation Unit (DIU) and Code Enforcement Unit (CEU) which have been established in terms of sections 95A and B of the Correctional Services Act, 1998 (Act No. 111 of 1998) to conduct investigations which deal with fraud, corruption, theft and maladministration and institute disciplinary proceedings emanating from the investigations conducted. The management of correctional facilities within an ethical context that respects the humanity of everyone involved in correctional services, including inmates, officials and visitors, is essential for rehabilitation-focused correctional facilities.</p>
Related intervention indicators	<ul style="list-style-type: none"> • Percentage of parolees who have not been revoked • Percentage of probationers who have not been revoked • Number of victims who participated in Restorative Justice Programmes • Number of offenders, parolees and probationers who participated in Restorative Justice Programmes • Number of trained entry level Correctional Officers appointed in the Department • Integrated Human Resource Strategy approved • Percentage of investigations finalised for reported allegations. • Percentage of officials charged and found guilty of corrupt activities.

2.1.5 Economic Recovery and Reconstruction Plan

The Economic Reconstruction and Recovery Plan (ERRP) forms part of extraordinary measures that Government is taking to restore the economy to inclusive growth following the devastation caused by the Coronavirus Disease (COVID-19) pandemic. These objectives are linked to the vision of the country set out in the NDP. The ERRP identifies three priority focus areas, i.e. aggressive infrastructure investment; employment orientated strategic localisation, reindustrialisation and export promotion; and enabling conditions and a supportive policy environment.

The Department supports the localisation principles within the ERRP by perusing the self-sustainable corrections. Localisation seeks to expand the economy to include more participants and to ensure that more parts of the population, including women, young people, historically disadvantaged individuals and the rural communities can contribute to and benefit from growth. The Department is committed to mainstreaming enterprise growth, empowerment and equity in the economy for designated groups through the National Treasury requirements and the Department's SCM Policy. In this way, the Department will leverage its procurement spend to advance historically disadvantaged persons by giving preference to designated groups (as aligned

to the Preferential Procurement Policy Framework Act (PPPFA)), Exempt Micro Enterprises (EMEs), and QSEs.

The Department implements various programmes and projects that have been strategically aligned to focus on creating jobs, enhancing safety and wellbeing. The intention of the Skills Development Programme is to provide market-related skills to offenders to ensure a better performing incarceration and corrections system over the medium to long-term. Vocational and occupational programmes as well as TVET College programmes for offenders are offered as long skills (longer than one month) and short skills (shorter than one-month). Skills programmes are offered to offenders assigned to workplaces, e.g. Bakeries, wood and steel workshops, abattoirs, agricultural activities. Participation in skills development (long and short skills) is based on available resources as well as the needs of offenders which follows a comprehensive assessment and the development of offenders' Correctional Sentence Plans (CSP). Programmes must be responsive to the special needs of women, including the particular barriers faced by female offenders and by specific groups of female offenders. Female offenders are prioritised in skills development programmes, including in carpentry, building and construction, welding, auto mechanics and agriculture. In addition,

sewing, hairdressing and beauty therapy are offered to both female and male offenders.

2.1.6 District Development Model

Sections 40–41 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), states that the three spheres of government must work together in trust and cooperate with one another in mutual respect for the benefit of the citizens. Through the Intergovernmental Relations Framework Act, 2005 (Act No. 13 of 2005) and other measures, national and provincial governments have an obligation to support and reinforce the capacity of municipalities to manage their own affairs, to exercise their powers and to perform their functions. Section 25 of the Municipal Systems Act, 2000 (Act No. 32 of 2000) stipulates that for the development of a municipality, a council must approve one comprehensive and Strategic Plan for the development of the municipality. The municipality must link, integrate and coordinate plans and consider proposals for the development of the municipality. In 2019, Government introduced the District Development Model (DDM), an innovative platform that will tackle poor coordination of service delivery in the local sphere. The new DDM is premised on these legislated principles and is intended to improve IDP among the three spheres of Government.

Figure 6: DDM Approach toward the One Plan



The DDM is characterised by a strategy that brings together key priority projects that are catalytic in nature. The strategic document is referred to as the 'One Plan', and it merges all the grand plans that will ensure the planning and the implementation of catalytic projects (high impact projects) in a coordinated manner. Catalytic projects like housing development, roads and bridge construction are projects that enable increased job creation and other local economic opportunities. The plan does not include all projects in a district, as it prioritises major infrastructure projects that will enable fast economic growth.

The Department has identified four catalytic projects which are strategic capital projects geared to address the significant social, economic, institutional and spatial developmental needs as expressed in the One Plan Vision, Strategies and Transformation Focal Areas of People Development and Infrastructure Engineering. The identified projects align to the three reporting elements appropriate within the DDM context namely: project size, business and development impact and technical and implementation complexity. The Department facilitates participation in community initiatives by parolees and probationers which offers communities the chance to see them from a humane perspective, with awareness and a sense of responsibility. Community work provides offenders with the opportunity to pay back the community for their offending behaviour and assists in their rehabilitation by developing and improving work-related skills. Offenders are provided with work opportunities and skills for identified projects that incorporate accredited training. Community initiatives are not catalytic projects however these contribute to the upliftment of communities within the various districts.

2.1.7 National Strategic on Gender-Based Violence & Femicide

Crime in South Africa has occupied centre stage on the public agenda, especially serious and violent crime including Gender Based Violence and Femicide (GBVF). People, particularly vulnerable groups such as women, children, the elderly and PWDs, generally live in fear and feel unsafe. Moreover, racism, racial

discrimination, xenophobia and related intolerances are also negatively impacting on the safety of communities and levels of social cohesion.

The National Strategic Plan (NSP) on GBVF which provides a strategic roadmap and sets out specific plans for a multisectoral approach to end this pandemic and build a society where women, children and the LGBTQIA+ community are safe from violence directed at them because of patriarchal stereotyping. The NSP is a strategic framework to realise a South Africa free from GBVF and it recognises all violence against women and children. According to the United Nations Entity for Gender Equality and the Empowerment of Women (UN Women), violence against women and children has become a pandemic, given the staggering rates at which these crimes are taking place. Since the launch of the NSP to combat GBVF in 2020, there have been several interventions to respond to GBVF. Just as ending Gender-Based Violence cannot be the state's responsibility alone, the onus is on all South Africans to join hands to end the levels of violence and abuse being visited upon women and children. It is not enough to intervene only once perpetrators have entered the criminal justice system. GBVF must be prevented before it happens.

The Department will continue to implement social crime prevention programmes aimed at supporting vulnerable groups including children, youth, women and persons living with disabilities. The cycle of abuse must be broken from the side of perpetrators because by dealing with the perpetrators there will ultimately be fewer victims. The New Beginnings and Gender Based Violence Awareness correctional programme is available to assist offenders to adjust to their conditions of incarceration and empowering them with all relevant information regarding GBVF. The programme is non-therapeutic in nature and its aim is to create awareness, provide information and life skills on GBVF. The Department commits to collaborate with Traditional Leaders in communities and other role players to address GBV holistically by focussing on public awareness on programmes, education, empowerment services and support programmes rendered by the Department for the victims of GBVF crimes as per the GBVF Policy Framework. There are

both victims and perpetrators within the population of inmates, parolees and probationers. Victims will be provided access to GBVF programmes which are preventative and supportive.

Youth are disproportionately affected by unemployment and poverty. Key to promoting resilient families and safer communities are services that mitigate the risk of children, youth, and adults offending or coming into conflict with the law. Successful models of youth participation should be adapted and replicated to specific political and socioeconomic realities, taking into consideration the challenges facing the youth. The Department will continue to provide programmes and interventions that facilitate the holistic, positive development of young people to be productive individuals as family and community members. The developmental opportunities made available by the Department in collaboration with other government departments, the private sector and civil society will give youth offenders a second chance to life as law abiding citizens upon their release. The Department will continue to engage victims and ensure that offenders leave correctional facilities with better skills and prospects to become productive citizens. Youth employment can serve as the dominant means of community participation, active citizenship, autonomy and independence.

2.1.8 Integrated Crime and Violence Prevention Strategy (ICVPS)

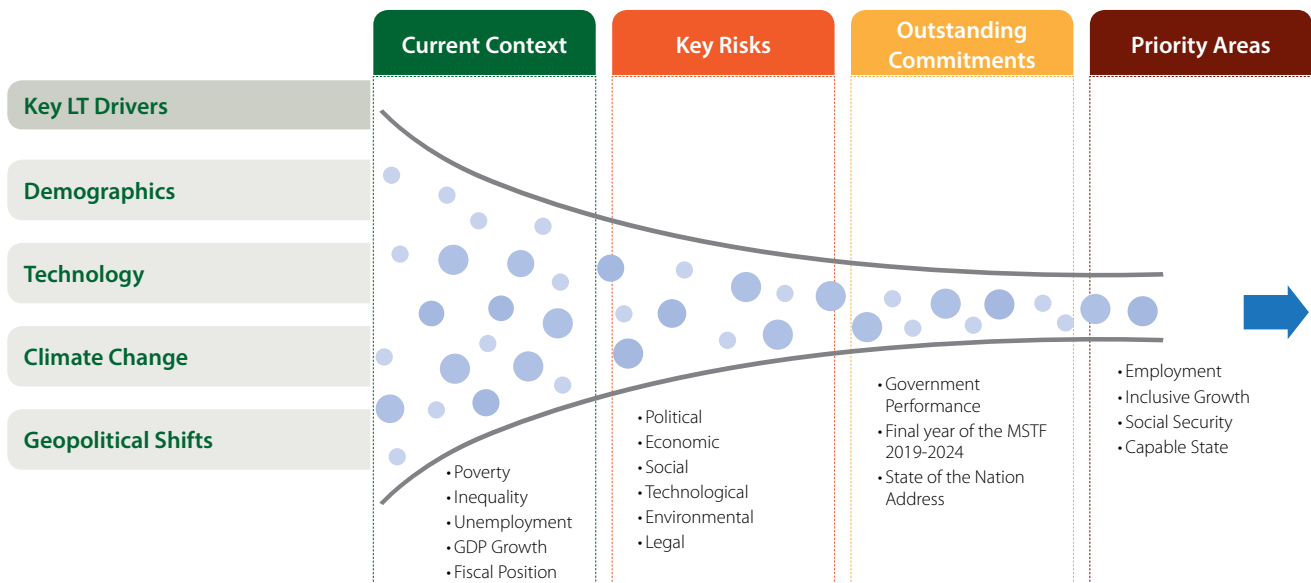
Chapter 12 of the NDP puts a responsibility on Government to develop and implement measures towards building safer communities. The 2016 White Paper on Safety and Security amplified this responsibility by giving a policy framework for collaboration of efforts by a variety of stakeholders in both the public and private sector to prevent crime and violence. This Integrated Crime and Violence Prevention Strategy (ICVPS) sets out a comprehensive collaborative framework/mechanism for a whole of government and whole of society approach to crime and violence prevention in the country. The ICVPS rests on six (6) pillars, namely: a) An effective Criminal Justice System; b) Early intervention; c) Victim support;

d) Effective and integrated service delivery for safety, security and violence; e) Safety through environmental design; and f) Active public and community participation. The ICVPS provides a comprehensive approach and mechanism for the implementation of an integrated response to the prevention of crime and violence, which is a necessary precondition for increasing people's feelings of safety and building safer communities, for sustainable economic growth and improved social development. Aligned with the District Development Model, the ICVPS reinforces the need for an integrated multi-sectoral and coordinated approach across the three spheres of government and other state entities that responds to the multi-factor development challenges faced by communities. The ICVPS requires effective diversion, rehabilitation, and reintegration programmes for reducing reoffending and promoting successful community integration of offenders, focusing on early intervention, skills development, and community support. Effective change in human behaviour requires intensive and sustained interventions that deal with the barriers to change in a manner that embraces critical aspects of human behaviour.

2.1.9 Budget Prioritisation Framework

The Budget Prioritisation Framework outlines a strategy of stabilisation, recovery and reconstruction which is supported by four pillars namely: i) public and private employment; ii) inclusive economic growth; iii) optimised social security and support; and iv) a capable state to deliver. A number of the factors that have impacted on the environment are expected to continue in the medium-term. High unemployment and low growth remain a key concern and challenge as reforms have not yet translated into real impacts. Significant global and domestic risks are also expected to weigh on the economy and fiscal position. National Treasury's approach to fiscal consolidation will continue until 2025/26 when the debt-to-GDP ratio and debt service costs are expected to stabilise. Renewed effort and focus is required over the strategic period to accelerate outstanding commitments.

Figure 7: Key factors towards budget prioritisation



The current medium-term outlook is one where high unemployment and low growth is expected to continue. Despite progress made by Government in a number of areas, there has been insufficient impact and a number of structural reforms are incomplete. There are also significant global and domestic risks which are already materialising and which are impacting on the economic and fiscal position. All these factors will continue to weigh on households and their cost of living (due to higher inflation, food prices and interest rates). Reforms to support growth and employment should thus continue while households in distress are supported. Focused effort should also be directed to MTDP commitments in the new strategic period. The Budget Prioritisation Framework thus continues to focus on stabilisation, recovery and reconstruction efforts in the short term which managing longer term risks such as climate change.

The worsening socio-economic well-being of citizens will have an impact on the tax base, increasing dependence on government services, increasing the number of indigent households and requiring additional support across the three spheres of government. Given these socio-economic conditions, it is no surprise that South Africa has high crime rates. The identification of the determinants of crime is an

important step toward achieving economic growth. The Department has adopted a vision that speaks to safe and empowered communities, by working collaboratively with key partners to shape the future through the delivery of rehabilitation and reintegration services. In this regard, the Department continues to advocate for the sustained reduction in the use of incarceration and thereby improved rehabilitation outcomes for offenders and enhanced health and wellbeing of inmates and officials. Recognising the impediments and the risks brought about by a constrained fiscal environment, it is critical to explore new delivery models as well as technological advancements in the field of corrections that leverage strategic partnerships with stakeholders that can reduce overcrowding, rehabilitate offenders, reduce reoffending and assist parolees and probationers with reintegration. The Department will work with academia, national and provincial stakeholders and the National Treasury in this regard.

The Department is committed to providing the highest level of safety and security for the community, victims, officials and offenders. As correctional facilities become more crowded it is important to maintain security and stability inside and outside of the facility. Although there are many security measures that can be put in place, both the physical

design of the correctional facility and the custodial officials contribute to ensuring safety and security. Both play a significant role in the daily functioning inside and outside the correctional facility. As the inmate population grows so does the need for heightened security which requires extensive training and education by the correctional official and sound design in physical security. No single aspect is more important than the other, but each has its own duty and responsibility for protecting the correctional facility, inmates, officials and the community. Reducing security breaches will remain a core focus area for the Department over the strategic period.

2.1.10 SADC Regional Indicative Strategic Development Plan (RISDP) 2020–2030

The Southern African Development Community's (SADC) Regional Indicative Strategic Development Plan (RISDP) 2020–2030 draws impetus from the organisation's Vision 2050, which envisages “a peaceful, inclusive, competitive, middle- to high-income industrialised region, where all citizens enjoy sustainable economic well-being, justice, and freedom”. The strategic framework informing RISDP 2020–2030 includes a commitment to upholding the core principles of the Community, namely, the sovereign equality of all member states; solidarity, peace, and security; human rights, democracy, and the rule of law; equity, balance, and mutual benefit; and the peaceful settlement of disputes. The RISDP 2020–2030 sets out a comprehensive 10-year development agenda for addressing social, economic, political, and governance issues in the Region and aims to enhance conflict prevention, management and resolution mechanisms with an effective early warning system capable of tracking and monitoring political, security and socio-economic threats. The intended outcomes include strengthening of early warning systems, enhancing conflict mediation,

prevention, and preventative diplomacy capacity to support member states; structured engagement with civil society, especially youth and women, in conflict prevention, management and resolution of disputes in the Region; and regional measures and strategies to address transnational organised crime. The RISDP 2020–2030, thus, covers six strategic priority areas:

1. The Foundation: Peace, Security and Good Governance;
2. Pillar I: Industrial Development and Market Integration;
3. Pillar II: Infrastructure Development in Support of Regional Integration;
4. Pillar III: Social and Human Capital Development;
5. Cross-cutting issues including Gender, Youth, Environment and Climate Change and Disaster Risk Management; and
6. Strategic Management of RISDP 2020–2030.

Efforts will also focus on strengthening political cooperation and enhancing democracy, good governance, the rule of law, human rights and human security. In this regard, anticipated improvements include strengthened political cooperation among member states, inclusive citizen participation and compliance monitoring of member states' commitments to human rights, peace, security and good governance in the Region. Recognising that the requisite regional infrastructure and services hold the key to economic development and regional integration, ensuring affordable access to such infrastructure and services will be vital. Thus, the RISDP identifies diversified regional infrastructure and services as fundamental for facilitating the movement of goods, services, and skills, as well as the development of regional markets for energy, including renewables, Information and Communications Technology (ICT); water and transport.

2.1.11 JCPS Results Framework

The focus of the JCPS Cluster is the fight against crime and corruption. The JCPS Cluster will provide strategic guidance and ensure that, through a properly developed Monitoring and Evaluating System, policy decisions are being implemented. It will furthermore provide strategic support to the Cabinet Committee and the security-related Ministerial Committees. The JCPS Cluster will in particular ensure that implementation of the MTDP is consistently monitored and that appropriate reports are prepared and submitted timeously to the Cabinet Committee and Cabinet. This implies entrenching a culture of accountability by the Cluster and its constituent departments. The JCPS Cluster will also seek to ensure adequate resourcing for the implementation of Cluster priorities as well as to develop and maintain a communication strategy.

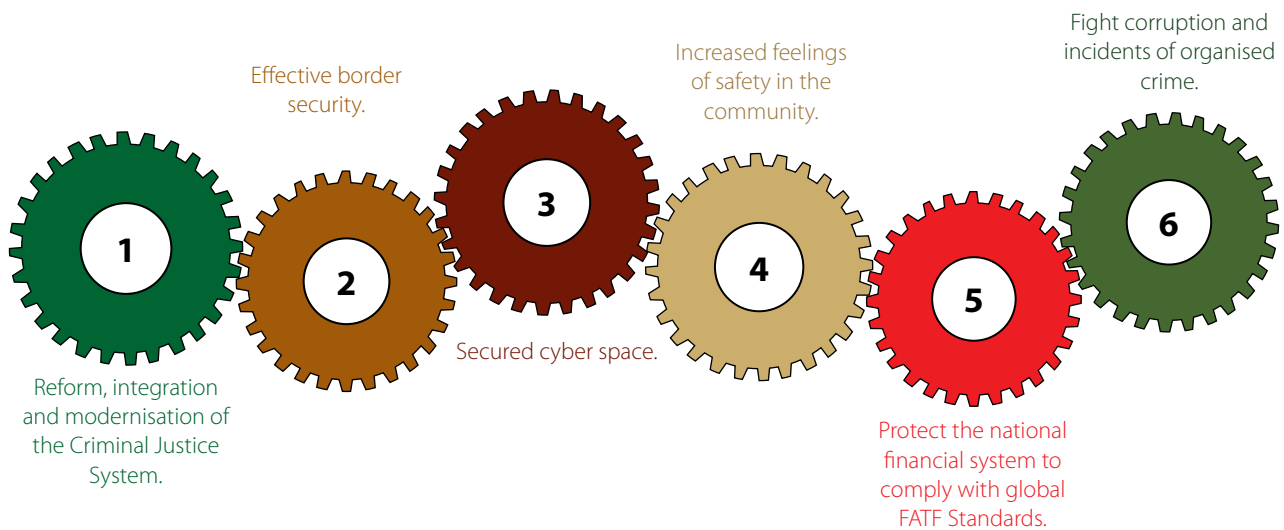
Chapter 12 of the NDP articulates the critical levers required to build safer communities. It also outlines targeted actions in five areas as a prerequisite to achieve Vision 2030 in relation to safety and security; key amongst which include strengthening safety using an integrated approach, increasing community participation in safety and professionalising the police service.

Whilst there must be an ongoing, coordinated focus from the JCPS Cluster to address crime, improve service delivery and the efficiency of the criminal justice system, there is a need for concerted action by all clusters to address the causes and contributing factors to crime, which may be beyond the JCPS Cluster and may need long-term investment. International good practices, based on evidence, for example a public health approach to dealing with drug and substance dependency, should be supported and

implemented to complement and supplement work done by the JCPS Cluster. It is further important to recognise the investment in a programme to address the long-term causes of offending behaviour, which will be more cost effective and economical than dealing with the symptoms through the CJS. In this regard, the implementation of the Integrated Crime and Violence Prevention Strategy, adopted in March 2022, should be prioritised by all departments and clusters involved.

The stubborn triple challenges of poverty, unemployment and inequality continue to present a daunting challenge to the Seventh Administration. The court system is overburdened, with significant case backlogs affecting the delivery of justice. This is particularly prevalent in lower courts, where the demand for legal services often outstrips capacity. Corruption within law enforcement and the broader justice system undermines public confidence. Cases of bribery, interference in investigations, and mismanagement within the justice sector continue to impede efforts to address crime and deliver justice efficiently. South Africa continues to have one of the highest crime rates in the world, with violent crimes such as murder, sexual assault, armed robbery, and gang violence being prevalent. In 2023, the country recorded particularly high rates of homicide, with thousands of cases per year. Organised crime syndicates, especially in cities like Cape Town and Johannesburg, are involved in drug trafficking, human trafficking, and illegal mining. Gang violence is particularly problematic in the Western Cape, where territorial disputes lead to frequent shootings and community instability. Overcoming these challenges requires a combination of strengthened governance, community involvement, economic development, and a more accountable and transparent legal framework.

Figure 8: MTPD 2024-2029 JCPS Cluster Priorities



The Department contributes directly to Priority Four: Increase feelings of safety in the Community of the JCPS Results Framework. Social Reintegration as a process of facilitating acceptance and effective readjustment of offenders into the community encompasses a number of interventions undertaken following an arrest to divert offenders away from the Criminal Justice System to an alternative measure, including supervision of probationers and parolees, community involvement and restorative justice process. It includes imposing community-based sanctions rather than incarceration in an attempt to facilitate the social reintegration of offenders within the community rather than exposing them to the marginalising and harmful effects of incarceration. The Department must ensure that, as far it is practically possible, offenders have the best possible access to their families. This access is an important element in the rehabilitation of offenders. It is also in line with the human rights principle that prescribes that decisions in relation to the privacy, family, home or correspondence of offenders must be fair, consistent and humane. The Department recognises family as the basic unit of society and the primary level at which correction should take place. The community, including schools, religious institutions and organisations is the secondary level at which corrections should take place. The state is regarded as being the overall facilitator and driver

of corrections, with the Department rendering the final level of corrections. Success in crime prevention and rehabilitation are intimately connected to how effectively the anomalies in South African families are addressed that put people at risk with the law at the primary level – that is at family level.

Creating a conducive environment within communities for the successful reintegration of parolees and probationers which entails various services and programmes, such as halfway houses, service points, restorative justice, community projects, formalisation of partnerships, community profiling, and Izimbizos, and awareness campaigns to educate the community about the rehabilitation and reintegration processes. Creating job opportunities for ex-offenders and involving them in community work projects may be an effective strategy to ensure that they do not reoffend.

2.2 Institutional policies and strategies

The Department is required to produce clear and concise written policies, strategies and directives for officials, inmates, parolees, probationers and the community. Well-written policies and strategies is the core of modern correctional operations as it informs and governs the behaviour of officials, sets clear

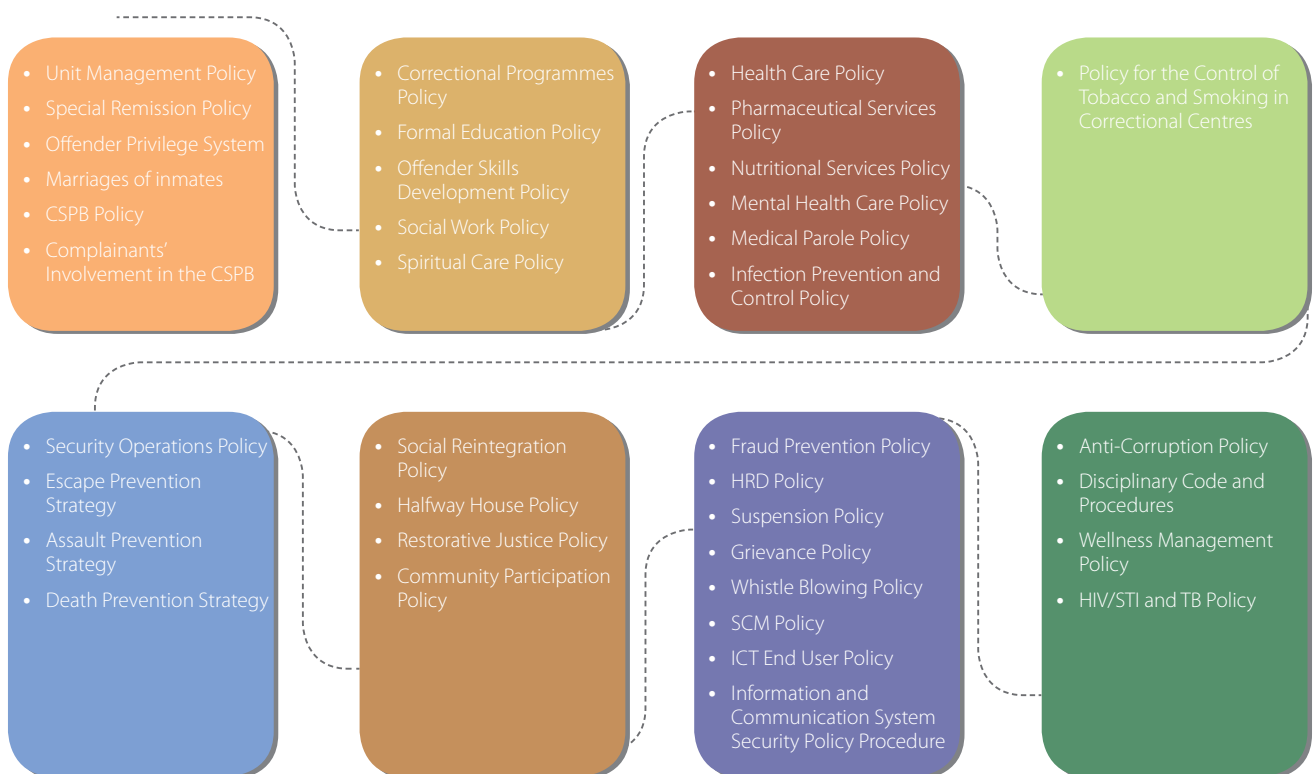
expectations and confirms that the administration has performed its role. Procedures should be updated regularly and reflect changes in circumstances and policies. Policies and strategies are consistent with relevant national and international laws based on human rights. International standards and norms relating to the administration of criminal justice and in particular to correctional facilities, provides an important value-based framework to guide the reconstruction of the correctional system and to inform reforms.

Reforms in corrections are designed to reduce recidivism and strengthen public safety. By focusing on evidence-based rehabilitation strategies, these reforms touch every aspect of the correctional system, from an inmate's admission to his or her return to the community. The reforms are targeted to

address the core behavioural issues that resulted in criminality, with the goal of reducing the likelihood of reoffending either while incarcerated or after their release. In doing so, the Department contributes to safer correctional facilities and safer communities, underscoring the view that one of the best ways to prevent crime is by reducing recidivism.

The Department ensures that policies and strategies are developed to cover all areas of the business, and that such policies are (a) thorough and comprehensive in accordance with prevailing legislation, (b) congruent with operations, and (c) written simply and clearly enough that they are understandable to officials implementing them. The Department also provides training to officials on the content of policies and procedures to empower them to execute their functions and ensure liability risk management.

Figure 9: DCS Policy Framework aligned to the Strategic Plan:



The Department embraces a corrections philosophy that re-entry preparation must begin on the first day of incarceration. The first and most important step in re-entry planning is obtaining information about an individual offender's risk of re-offending and programmatic needs that will inform development of an individualised re-entry plan. Social science research indicates each inmate possesses his or her own "criminogenic factors", such as criminal history, substance abuse, and education level. By identifying these factors as soon as an inmate enters custody, the Department can ensure that the individual receives appropriate services and can monitor his or her progress throughout the term of incarceration. The cost to society of failure of parolees and probationers to reintegrate into the community is significant, both financially and in terms of public safety. Probation is an alternative to incarceration as a cost-effective sentence that fits the offender and the crime, protects the public and provides rehabilitation. The duration and conditions of probation should be based, amongst others, on the severity of the crime, safety of the victim, the offender's needs and circumstances and the level of supervision that can be adapted to the danger posed by the offender. Officials should, in addition to providing supervision, help persons under community supervision gain access to treatment programmes.

The identification of the determinants of crime is an important step toward achieving economic growth. Many interrelated factors affect crime rates, including but not limited to, poverty, lack of employment and housing, substance abuse, moral decay, lack of family support, peer pressure, health and mental health problems. Given that these factors are inextricably intertwined, most offenders returning to communities are faced with complex and enormous challenges. The correlation between educational achievement and wage earnings, the lack of educational skills can be a severe impediment to successful re-entry. A second barrier faced by many ex-offenders is a poor employment history and the lack of marketable work skills. Through adopting a vision that speaks to safe and empowered communities, the Department has invited key partners to work with it to shape the

future through the delivery of rehabilitation and reintegration services. In this regard, the Department continues to advocate for the sustained reduction in the use of incarceration and thereby improved rehabilitation outcomes for offenders and enhanced health and wellbeing of inmates and officials. As part of the JCPS Cluster, the Department will continue working in tandem with relevant stakeholders to achieve its objectives of reducing crime, improving the efficiency of the criminal justice system, dealing with corruption and prioritising the fight against and prevention of cyber-crimes. A number of specialised teams and structures are established to implement various solutions to deal comprehensively with safe custody in our correctional facilities. The Department will continue to explore appropriate solutions in partnership with cluster departments, as well as other stakeholders, to work together with us in the rehabilitation and reintegration of offenders, parolees and probationers. We are also looking at strengthening the implementation of existing prescripts to achieve our security objectives, including amendments to legislation and policies. The Department is committed to ensuring that the safety of victims is always the primary concern in any decision regarding pre-trial detention or release.

Re-entry programmes are based on a case management approach and cover a range of interventions. These interventions are designed to assist offenders in preparing for their release by helping them acquire the skill sets required to succeed in the community, address personal challenges and the factors associated with their criminal behaviour, and establishing the necessary contacts and relationships in the community. The continued partnership with other government departments and Non-Governmental Organisations (NGOs) will enhance the supervision of offenders under the system of community corrections.

Corrections is an important and integral part of the Criminal Justice System in every country. While much more attention needs to be paid to finding new ways of preventing and responding to crime, the short-term priorities include ensuring that incarceration

is used as a last resort and for the shortest possible time; minimising the use of pre-trial detention. The Department is obligated to provide a secure and safe environment for both inmates and officials in the correctional centres and making sure that the people of South Africa are and feel safe. This requires greater integrated planning amongst government departments and external stakeholders to create safer communities. The Department is committed to providing the highest level of safety and security for the community, victims, officials and inmates. As correctional facilities become more crowded it is important to maintain security and stability inside and outside of the facility. Although there are many security measures that can be put in place, both

the physical design of the correctional facility and the custodial officials contribute to ensuring safety and security. Both play a significant role in the daily functioning inside and outside the correctional facility. As the inmate population grows so does the need for heightened security which requires extensive training and education by the correctional official and sound design in physical security. No single aspect is more important than the other, but each has its own duty and responsibility for protecting the correctional facility, inmates, officials and the community.

Annexure B summarises the Policies and Strategies to be developed and implemented over the strategic period.

2.3 Relevant court rulings

The court rulings that have a significant, ongoing impact on the service delivery obligations of the Department are:

2.3.1 Case Number: Equity Court Case: EC10/2016	
Applicant	Jade September
Respondent	Mr Subramoney and three others (Minister of Justice and Correctional Services, National Commissioner and Mr Visagie)
Summary	<p>Applicant launched an application in the Equality Court (Western Cape Division, High Court), alleging that her rights as a transgender female being accommodated within a male correctional services facility were violated and requested that she be allowed to express her gender identity.</p> <p>The court found that the Applicant is prevented from expressing her identify, her incarceration does not vitiate her right to dignity, the binary model is unchallenged, and she remains a transgender woman who has not transitioned medically and is still legally classified as a man, and there are a number of simple measures available to Respondents to accommodate her. The court found that this case is about equality, dignity, freedom of expression, dignified detention and the prohibition of inhumane treatment or punishment.</p>

Judgment by the Equality Court	<p>The court ordered that refusal or failure to allow her to express her gender (not allowing her to wear female underwear and make-up, ordering to cut her hair, not addressing her as a woman/using the female pronoun constituted unfair discrimination (Section 8 of the Promotion of Equality and Prevention of Unfair Discrimination Act (PEPUDA), and is unlawful and unconstitutional, and all charges against her relating to expressing her gender identity are to be removed from her file. Judgement is not appealed and has been implemented partially, i.e. charges removed from the file, Orders in process of being amended, and female clothing issued to Applicant. Presently, Ms September is being accommodated in a single cell at Malmesbury Correctional Centre. Although two inmates are normally accommodated in a single cell, Client advised Ms September that she could reside alone. However, Ms September opted to retain her roommate. The Department is in the process of developing and costing a training plan/programme.</p> <p>Judgement not only limited to Applicant: Standing Order Clause 2.3(a) and (b) on personal hygiene declared unlawful and to be cured by substituting underwear with "gender appropriate underwear", Applicant/all transgenders to be issued with female underwear and/or to allow her to wear such, Applicant to remain in a single cell in male correctional facility, to be allowed to express her gender identity safely and securely, returning her female underwear, make-up and jewellery, allowed to wear her hair long and in feminine styles, addressing her as a woman and direct all officials to do the same, Respondents to introduce transgender sensitivity training. (Time frames allocated).</p> <p>Section 27 (3)(b) of Correctional Services Act, 1998 (Act No. 111 of 1998) as amended: as Applicant has not undergone any gender reassignment and remains classified biologically as a male, Ms September's "gender" for purposes of section 27(3)(b) would be that of a male, and she would have to be searched by a male correctional officer. (In consideration of the differentiation between gender and sex in the Alteration Act, and the possible problems that may be encountered in interpreting the phrase "gender" in section 27(3)(b), it is recommend that consideration be given to clarifying the term.)</p>
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2.3.2 Case Number:	High Court case: 24087/15
Applicant:	Sonke Gender Justice
Respondent:	The Government of the Republic of South Africa and the Head of the Centre of Pollsmoor Remand Detention Facility.
Summary	<p>The Applicant launched an application in the High Court of South Africa, Western Cape Division, seeking an order to remedy the conditions at Pollsmoor Remand Detention Facility due to the overcrowded and inhumane conditions resulting in the inconsistencies with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). Remand Detainees have the right to be detained in safe custody while ensuring their human dignity.</p> <p>The Department received an interim court order by Honourable Judge Saldanah on 05 December 2016, calling the Department to make a presentation on why the order should not be made a final court Judgement. This was followed by the final court Judgment issued on 22 December 2016.</p>
Judgment by the High Court	<p>Judgement ordered that Pollsmoor Remand Detention Facility should reduce the number of detained persons to 150% of the current approved accommodation number within six (6) months of the date of the order. Further that the 1st Responded and the Minister should file a report informing the court on the extent of compliance with the order in paragraph 3.</p> <p>Since the court orders issued on 05 December 2016 and 22 December 2016 the Department developed an action plan that sought to address some of the challenges identified. The Department intensified its engagement with cluster departments as overcrowding is influenced by various factors including high levels of crime, police arresting to investigate instead of vice versa, minimum sentencing rules and offenders unable to pay bail.</p>

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

2.3.4 Case Number:		Constitutional Court: Case: 322/2023
		Supreme Court of Appeal: Case: 539/2022
Date of court ruling		2023/11/08
Applicant		Minister of Justice and Correctional Services & Others
Respondent		Ntuli Mbalenhle Sydney
Summary		On 08 November 2023 the Supreme Court of Appeal ("SCA") delivered a judgment in terms of which it effectively orders the Minister of Justice and Correctional Services, the National Commissioner of Correctional Services and the Head of Department of Correctional Services and the Head of Leeuwkop Medium C Correctional Centre to allow Mr Ntuli to use his personal computer in his cell without the use of a modem for as long as he remains a registered student with a recognised tertiary or further education institution in South Africa. This is pending the revision of the Policy Procedure by the Department as approved by the National Commissioner and dated 08 February 2007, which prohibits the use of personal computers in cells. This Policy has been declared invalid and set aside. Appeal Application was heard by the Constitutional Court in November 2024 and the Department awaits judgement.
Judgement by the Supreme Court of Appeal		The use of a personal computer by inmates in cells for registered students (Appealed).

2.3.5 Case Number:		Constitutional Court Case: CCT307/19
		High Court Case: 24227/16
Applicant:		Sonke Gender Justice NPC
Respondent:		Minister of Justice and Correctional Services
Summary		<p>Chapters IX and X of the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended provides for issues related to Judicial Inspectorate for Correctional Services ("JICS"), its establishment, its structure and its functionality, and the Independent Correctional Centre Visitors ("ICCV") respectively.</p> <p>The applicant launched an application to the High Court of South Africa, Western Cape Division, Cape Town ("High Court") challenging the constitutionality of the above-mentioned Chapters, alternatively sections 85(2), 90(1), 88A(1)(b), 88A(2), 88A(4) and 91 of the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended on the basis that these sections do not provide the JICS with sufficient independence from the Department to conduct and discharge its mandates.</p>
Judgment by the Constitutional Court		<p>The Court declared sections 88A (1)(b), 88A(4) and 91 of the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended inconsistent with the Constitution in that they fail to provide an adequate level of independence to JICS.</p> <p>In terms of Section 172 of the Constitution, the declaration of invalidity is suspended for a period of 24 months from the date of this judgment in order to afford Parliament the opportunity to remedy the defect.</p> <p>The order was referred to the Constitutional Court for confirmation.</p> <p>The Constitutional Court confirmed the declaration of invalidity on 04 December 2020.</p> <p>The Department referred the proposed statutory amendments to the impugned sections to Parliament. The amendment Act was ultimately adopted, assented to by the President of the Republic.</p>



Part B: Our Strategic Focus

3. Vision

The vision statement of the Department is:



Vision

“ Sustainable correctional services for a safer South Africa ”

Sustainable reflects that all the services provided by the Department should result in sustainable rehabilitation and social re-integration of offenders. The services provided should assist the offenders to find sustainable livelihoods once released from correctional facilities. Due to diminishing funding the Department is required to do more with less and therefore the Production workshops, agriculture, facilities management, arts and crafts and other capacity development initiatives should contribute to sustainable cost reductions of correctional facilities.

Correctional services as shown in *italics* reflects the all-encompassing services that the Department provides that contributes to the successful rehabilitation and re-integration of offenders into society. Rehabilitated offenders can be re-integrated successfully into the community and should contribute socially and economically to a safer community.

4. Mission

The mission statement clearly reflects the mandate of the Department and defines what we do and for whom we are doing what we do on a daily basis:



Mission

“ To contribute to safer communities in South Africa by ensuring the effective incarceration, rehabilitation, and social reintegration of individuals entrusted to our care. We achieve this through: ”

- Providing humane, adequate and safe facilities,
- Building a professional and capacitated workforce,
- Leveraging modernised and connected systems, and
- Fostering a collaborative and integrated approach that includes the involvement of victims of crime.

5. Values



“ The values form the cornerstone of employee behaviour within the Department, shaping a unique culture that sets the Department apart from others. The table below outlines these values, accompanied by supportive descriptions, that reflect the commitment and behaviours to uphold: ”

 <p>Accountability</p>	<p>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.</p> <p>We will create a culture of responsibility, transparency and trustworthiness in achieving individual, team and departmental outcomes.</p>
 <p>Ubuntu</p>	<p>“I am because we are” and therefore we are a community that treat each other with compassion, care and mutual respect.</p> <p>We recognise our interconnectedness and the individual's success is linked to the success and well-being of the Department.</p> <p>We value teamwork, shared responsibility and achieve common goals through collective effort.</p>
 <p>Integrity</p>	<p>We will be honest in all we do and act according to our strong moral principles that adheres to ethical standards.</p> <p>We are committed to truthfulness and consistency towards our values, words and actions and will create a corrupt free working environment.</p> <p>We will uphold and adhere to moral and ethical standards and always act in a way that are fair, honest and respectful.</p>
 <p>Professionalism</p>	<p>We are committed to maintaining a high standard of competence and pursuit of excellence.</p> <p>We strive for high standards of performance and maintain our commitment to quality and continuous service delivery improvement.</p> <p>We pride ourselves in delivering high quality work, meeting deadlines and producing results beyond expectations.</p>
 <p>Security</p>	<p>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.</p> <p>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.</p> <p>By practicing security, we build confidence among officials and communities, fostering trust and creating a safe environment where the safety of inmates, officials and visitors are prioritised.</p>
 <p>Developmental</p>	<p>We are committed to fostering continuous growth, improvement and progress, whether as individuals, teams or as a Department.</p> <p>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 the exploration of new ideas.</p> <p>We embrace change, overcome challenges and adjust to evolving circumstances to ensure we achieve meaningful and impactful results.</p>

6. Situational Analysis

The size of the inmate population throughout the world is growing, placing an enormous financial burden on governments and at a great cost to the social cohesion of societies. According to the World Prison Population List, fourteenth edition dated April 2024, the world prison population total has grown by 27% since about the year 2000, which is slightly less than the estimated increase in the world's general population over the same period (31%). Failure to match these increases with the necessary extra investment in staff and infrastructure has, inevitably, brought about overcrowded, inhumane conditions in correctional facilities. There are considerable differences between the continents, and variation within continents. Whilst correctional facilities have historically been used primarily as places of punishment, during the last several decades there was a shift from punishment towards rehabilitation of inmates. Although some offences do not result in incarceration, nonetheless correctional facilities have a symbolic centrality that it is usually the first thing that comes to mind when one thinks about punishment. These institutions have emerged as the preferred constituent of the Criminal Justice System during the last couple of centuries where debates about them have been an ongoing issue amongst policy makers, academia, civil society, as well as ordinary people. Remand Detainees represent an unacceptably large proportion of the inmate populations in many parts of the world. Since 2000, Remand Detainees have grown across all continents except Europe. This is despite greater availability of cheaper, less restrictive means of managing risk and ensuring attendance at trial. The unnecessary use of pre-trial detention causes economic and social harm, puts pressure on conditions in correctional facilities and increases the risk of violence.

Incarceration disproportionately affects people living in poverty – and it affects not only the individual who is incarcerated, but their family and wider community. The essence of incarceration is deprivation of liberty and the task of the Department is to ensure that this is

implemented in a manner which is no more restrictive than is necessary. Incarceration is the most severe sanction that the courts can impose on sentenced offenders, however the Criminal Justice Systems is subject to ongoing and continuous reforms. Reforms in the Criminal Justice System will reduce incarceration to a measure of last resort and promote community-based measures, thereby also reducing overcrowding in correctional facilities and improving conditions. Anchoring rehabilitation and social reintegration as a key feature of offender management benefits not only for those who have come in conflict with the law, but also their families and the wider community. Such reforms are a difficult and lengthy process, which in order for it to be successful demands a coordinated involvement of different government and non-government agencies and a culture shift from punitive to rehabilitative approach. It is necessary to ensure that this principle is upheld and that the human rights of inmates protected which in turn improves offenders' prospects of rehabilitation and their social reintegration upon release.

Offenders in general have poor skills and little working experience, thus preparing them for the market when they are released is a priority. Likewise, good offender rehabilitation programmes can have a significant impact in changing offending behaviour and at the same time provide them with the skills set to assess situations that can lead them to reoffending, but also make the most of the opportunities in their lives and help them in solving challenges and problems ahead. Similarly, adequate provision of general and mental health care, including proper assessment and support for inmates with mental health care issues is key for positive outcomes, and an integral part of a criminal justice reform. These factors can indeed have an impact on not only reoffending, but also on the inmates' well-being, including mental well-being. Therefore, the Department ensures the necessary safeguards to diminish these occurrences and ensure that proper planning is done based on the existing evidence and the existing knowledge from offenders, thus making positive differences for all parties involved.

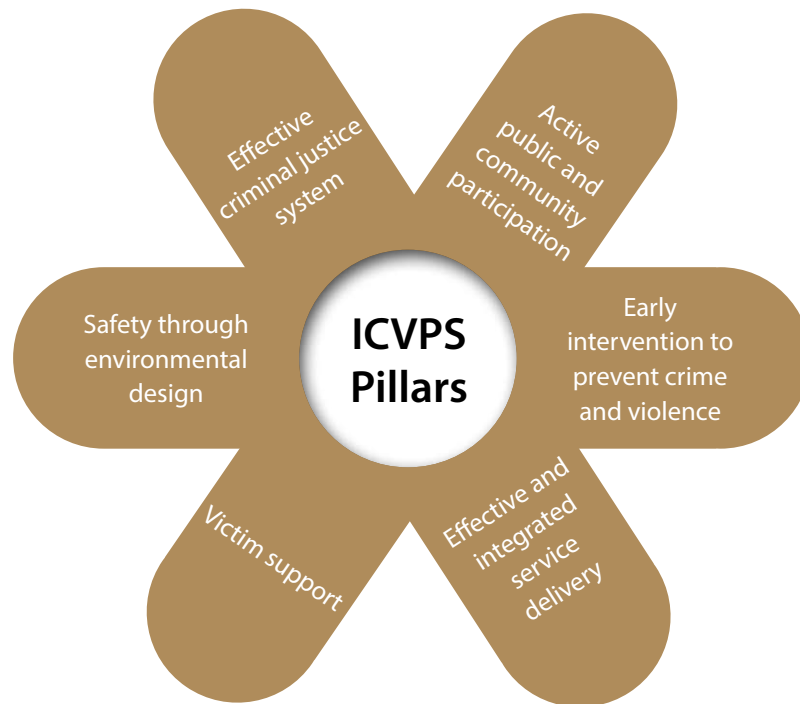
Another crucial element for a democratic criminal justice reform is the monitoring and inspections of correctional facilities. Inspection and monitoring bodies are important safeguards against breaches of human rights. In recent years, this has become a key focus for international human rights standards, particularly through the introduction of the UN's Standard Minimum Rules for the Treatment of Prisoners (The Nelson Mandela Rules), which recognise the need for robust and effective systems of oversight in correctional facilities. Therefore, an independent body that monitors and inspects the work of correctional facilities and their performance is integral and fundamental for the correctional system. The JICS must ensure that all their findings are transparent in order for the public to see that the Department is making headway in ensuring safe and humane incarceration. The Nelson Mandela Rules, importantly, make no distinction in the types of powers that internal and external inspectors should have, emphasising the need for internal inspectors to be able to move freely within correctional facilities, to speak confidentially to inmates and officials, and to have access to documentation.

The costs of the upkeep of an inmate are generally significantly higher than what is spent if a person was to be sentenced for a non-custodial measure, such as probation or community service. When considering the costs of incarceration at large, account needs to be also taken of indirect costs, such as those relating to social, economic and health aspects. These are difficult to measure, but are immense and long-term. Reforms within the Criminal Justice System must be grounded on evidence-based approaches to the management of inmates and that exploits the full potential of alternatives to incarceration can save costs for government and allow resources to be re-direct towards social, treatment and other services benefitting the community at large.

Direct responses from the Criminal Justice System and broader security apparatus are necessary to deal with crime and state security. This includes global threats of terrorism, transnational organised crime, as well as cyber-crime, and forms part of the Government's state and security agenda as well as its policing strategies. However, reactive policing approaches to crime are only partially effective in the prevention of crime and violence. An over-reliance on criminal justice approaches risks the prioritisation of repressive and punitive responses to crime that limit the ability to achieve longer term results. The reactive nature of the Criminal Justice System needs to be complemented by long-term proactive developmental strategies to suppress potential risk factors to the commission of violence and crime towards increasing levels of safety in communities.

The 2022 Integrated Crime and Violence Prevention Strategy (ICVPS) provides a comprehensive approach and mechanism for the implementation of an integrated response to the prevention of crime and violence, which is a necessary precondition for increasing people's feelings of safety and building safer communities, for sustainable economic growth and improved social development. This integrated approach acknowledges the need for complimentary interventions to address a multiplicity of socio-economic factors that contributes towards crime and violence by addressing poverty, inequality, unemployment and improving social welfare, health and education. The impact of the risk factors to crime and violence on a person's life including the individual, community, structural, environmental, cultural and social dimensions hampers human and economic development.

Figure 10: ICVPS Pillars



The ICVPS approach considers the full context and cumulative impact of risk factors to crime and violence on a person's life, including individual, community, structural, environmental, developmental, cultural and social dimensions. The Integrated Crime and Violence Prevention Strategy (ICVPS) 6 socio-ecological model recognises that violence results from a combination of multiple factors that put people at risk (their risk factors), or which protect them (their protective factors) from experiencing or perpetrating violence and crime. Aligned with the District Development Model, the ICVPS reinforces the need for an integrated multi-sectoral and coordinated approach across the three spheres of government and other state entities that responds to the multi-factor development challenges faced by communities. The JCPS Cluster is pivotal in strengthening the coordination and streamlining of cluster department activities relating to the amongst others, the criminal justice system, crime and violence prevention, border management and broader programmes and interventions pursuant of safer communities. JCPS Cluster departments, as the primary drivers for the successful implementation of the ICVPS, are expected to integrate crime and violence prevention outcomes in support of the Strategy.

The strategic intent set out in the DCS Vision 2068 provides the vital foundations to delivering the ambitious long-term aims for the Department. The identified objectives, which are critical to the delivery of the mandate, strives to deliver the best correctional services by fostering diversity and inclusion of officials as the Department develops and expands its workforce. The Department will ensure that officials are equipped to lead and support inmates in order to delivery safe and humane incarceration. The Department will grow the workforce, address the drivers of attrition and enhance the capability offer for officials. This will be underpinned by a commitment to sharing learning and good practice across the Management Areas and exploring how the Department manages resources in a more flexible way. The focus will be on generating optimal delivery in correctional facilities, ensuring that key initiatives such as safety, security capability, self-sufficiency and sustainability and digitalisation are accurately reflected in the Department's so that correctional facilities are resourced to deliver the control and order needed to provide a stable correctional environment.

Figure 11: DCS Vision 2068: Strategic Intent



The Department plans will modernise employment offerings in order to successfully attract, retain and support a diverse and inclusive workforce who are the keystone to stability and delivering better outcomes in correctional facilities. This will mean that officials are able to find an employment offer which meets their personal needs as well as their professional development. Opportunities for learning will be bolstered through the digitisation of a clear schedule of continuous professional development, meaning learning is flexible and bespoke to the official's needs. The Department will offer careers across the value chain which develop officials including the introduction of specialist roles to meet the needs of the complex inmate population, where learning is a driving force to retain officials and create continuous engagement. Increasing workforce productivity through continuing the delivery of the integrated technology will lay the foundation for future programmes. Modern technology will be faster

to use in its own right, meaning officials can reinvest that time in delivering rehabilitation and social reintegration programmes. Correctional officials work with some of the most challenging individuals in society, this is why the Department will also be exploring new ways to ensure officials feel valued, confident and well-equipped to undertake their day-to-day work, and that their commitment and hard work is recognised. Information management allows for cost effective deployment of security measures. Accurate information on potential threats is critical to inform decisions and the extent of resources required for security.

Targeted safety and security interventions is a critical component of the 50 Year Strategy and over the strategic period the Department will invest in equipment essential for detecting illicit items and preventing them from entering correctional facilities, and disrupting criminal activity that is orchestrated

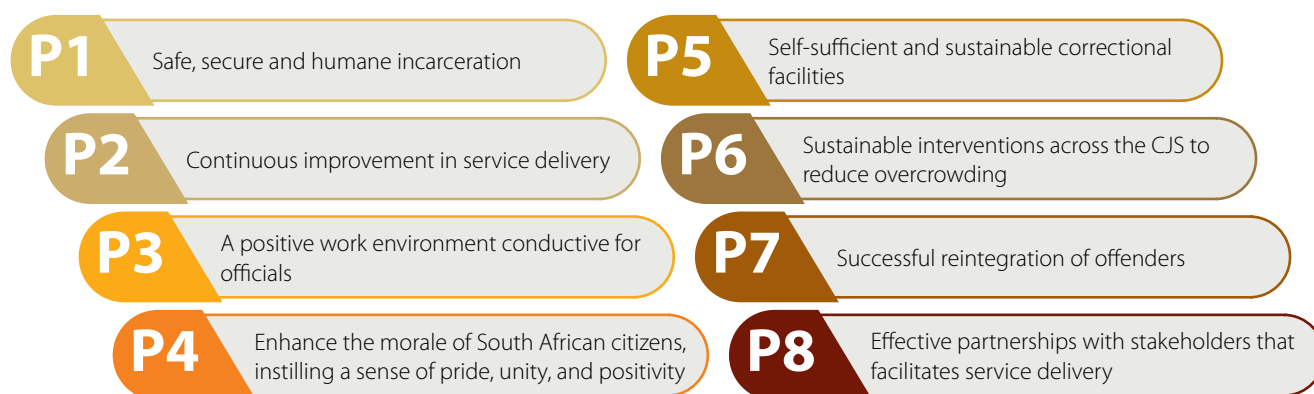
from within correctional facilities; engage with experts from the front line, SAPS, DoH, Department of Social Development (DSD), academia and other organisations to bring together innovative thinking and best practice to address the drivers of violence and self-harm in correctional facilities, piloting new interventions to tackle violent behaviours, and other safety issues; providing officials with the tools to ensure safe and humane incarceration; exploring a range of intelligence-led and physical counter measures, including the potential use of body scanners to protect vulnerable officials and ensure the safety of correctional facilities; ensuring that the violent behaviour of inmates who pose a threat to others' safety are dealt with appropriately.

The 50 Year Strategic Intent aims create a correctional system that effectively rehabilitates offenders and prepares them for social reintegration. Crime disproportionately affects those in deprived communities hence tackling reoffending and reducing the number of victims of crime will support the work of the Department to level up all areas of the country. The Strategy sets the pathway to (i) ensuring offenders can access the treatment they need, when they need it, including offering abstinence-based rehabilitation, and putting the right support in place to ensure that this continues upon release, working together with other stakeholders and partners; (ii) providing offenders with skills and opportunities to secure employment after release. Education programmes will be used to improve the numeracy and literacy of offenders, by embedding learning across the correctional facilities. The Department will

also deliver skills and improve the qualifications of offenders, by working in partnership with government departments, SETAs, NSF, NPOs, NGOs, Faith Based Organisations (FBOs), and private sector to deliver the high-quality training needed to fill labour market gaps and help to level up the economy.

Evidence shows that the built environment has a substantial effect on safety outcomes for correctional facilities. Correctional facilities that were constructed based on the policy of apartheid were counterproductive to the reintegration of offenders into society. These structures are meant to invoke fear and aims to influence through deterrence. Changing the design of correctional facilities to encourage rehabilitation instead of punishment can have a number of positive impacts on society. The new generation correctional facility designs are focused on direct supervision and security. Inmates circulate with consistent supervision and their period of incarceration is treated as an opportunity for recovery and growth. Inmates are given spaces for quiet reflection outside of their cells and are provided separate spaces for work, education, and recreation. Correctional facilities, which call on the services of multiple disciplines and industries, must be designed as correctional development centres to make provision for rehabilitation, adequate security and conditions consistent with human dignity. While issues in the correctional system are complex and cannot be resolved with a singular solution, it is certain that architecture plays a part in ameliorating these spaces into functioning rehabilitation centres.

Figure 12: Priorities of the Executive Authority



The Seventh Administration will also draw inspiration for the Medium-Term Development Plan (MTDP) from the United Nations Sustainable Development Goals and the African Union's Agenda 2063. Meanwhile, NDP remains the defining blueprint for South Africa's growth and development and the programme of the Government of National Unity (GNU) is in line with that vision. The GNU is determined that growth must be inclusive and transformational, and it must drive the redistribution of wealth and opportunity. Aligned to the priorities of the MTDP, the priorities of the Executive Authority aim to improve living standards and the well-being of its citizens. Crime prevention strategies must seek to remove both the motivations for criminal activity and must reduce the opportunities for crime through effective community involvement. To prevent crime, there is a need for a "whole of society" approach where government, communities, families and individuals understand and act upon their specific responsibilities to create a safer society for all South Africans. The effective use of technology improves the detection of and response to crime. Whilst it is important to balance the cost of additional technologies with the efficiencies introduced through its use. In addition to interventions to discourage crime before it occurs, there is a need to improve the crime fighting strategies and the occurrence of crimes. Successful crime control depends on being able to collate and analyse information on crime trends and details of specific crimes. It also requires that this information must be distributed to communities who can assist to crime prevention interventions.

The effect of the economic downturn on state budgets has exacerbated the urgent needs of the most vulnerable citizens. Services across an array of state departments have been cut, often significantly, with potential consequences threatening to have cascading effects and further overwhelm a poorly resourced system. One of the most underserved arenas, and one of the hardest hit by diminishing resources, are correctional facilities, where programmes to inmate are often the first service to be reduced. There are cost-effective solutions that the Department will undertake to meet the needs of

inmates, address social and educational inequalities, and assist correctional facilities in discharging public safety mandates. Partnerships are increasingly seen as a way to bring vital resources to the community and to underfunded correctional facilities. Community partnerships can reassure the public that correctional facilities are actively working on practical, innovative solutions that proactively address public safety concerns.

The rehabilitation of offenders is an integral part of the Department's mandate as outlined in the White Paper on Corrections in South Africa (2005) as this ensures that upon their release, they become effective partners, parents and contributing to the national workforce. The majority of offenders have a strong motivation to be successful citizens if given another chance following their incarceration. Therefore, families, communities, provinces and all other stakeholders have a major role to play in supporting them to attain their goal. Parolees face significant challenges in their social reintegration, including stigmatisation and ostracism, which can impede their ability to find jobs, housing or return to formal education. In the absence of support to face these issues they risk getting caught up in a vicious cycle of challenges to reintegration and ultimately, re-offending. The Department is committed to working with the public to reduce barriers and stigma faced by offenders that hinder their successful reintegration upon their return to communities. Throughout the criminal justice process, systems must respect the human rights and well-being of all people in contact with the criminal justice system, with offender rehabilitation and reintegration as key goals. Similarly, adequate provision of general and mental health care, including proper assessment and support for inmates with mental health care issues is key for positive outcomes, and an integral part of a reform on the criminal justice process.

Economic growth and development, including the creation of decent work and investment in quality education and skills development, are at the centre of government's programme. Skills development focuses on providing offenders with market related

skills, including entrepreneurial skills that contribute to their self-employability and reintegration into society upon release. The implementation of the SSS Programme is yielding positive results with offenders and correctional officials working efficiently to produce various commodities in correctional facilities. The SSS Programme gives the Department an opportunity to demonstrate its innovative capability to generate revenue and contribute to local economic development in areas where productive capacity is situated. This is evident as the production levels in the farms, bakeries and workshops are increasing. The implementation of the SSS Programme is aimed at amongst others to create more work opportunities for offenders, parolees and probationers and also to generate revenue and cost savings for the Department.

The lack of adequate bedspace is only one of the more serious problems that are experienced as a consequence of overcrowding in correctional facilities. Overcrowding impacts also on the quality of nutrition, sanitation, inmate activities, health services and the care for vulnerable groups. It affects the physical and mental well-being of inmates, generates inmate tension and violence, increases the risk of transmission of communicable diseases and poses management challenges. In tandem with the growth of the inmate population, the number of inmates with special needs is also increasing. Such groups include female inmates, inmates with mental health care needs, racial and ethnic minorities, older inmates and inmates with disabilities. When inmate numbers increase the necessary resources to ensure all inmates are engaged in activities outside of their accommodation are most often not made available; and inmates are held in their cells for extended periods due to the challenges in supervising the movements of large groups. Such circumstances reduce the prospects of assisting offenders with their rehabilitation. Comprehensively analysing the specific causes of overcrowding in any context and addressing the underlying causes of crime and incarceration is fundamental to the long-term success of strategies which aim to reduce overcrowding and incarceration rates. Access to education, fair and supportive social

policies, strategies to increase employment, crime prevention measures and support to vulnerable groups in the community are recognised as relevant elements of such strategies. Improving access to justice is essential to ensure fairness and equality before the law in each individual case, as well as to strengthen trust and confidence in the Criminal Justice System and people's cooperation with it. Trust in the justice system itself has been identified as a factor that can help reduce crime and incarceration. Community-based non-custodial alternatives should not be overlooked in favour of the deprivation of liberty.

To effectively fulfil the rehabilitative aim outlined in the White Paper on Corrections in South Africa (2005), the Department must employ correctional officers possessing the requisite skills to facilitate the success of this goal. Although most correctional facilities have treatment staff whose primary function is rehabilitation programming, correctional officials, due to their daily interactions with inmates, also play an important if not integral role in the reinforcement of rehabilitation objectives. Correctional officers have a unique role in the correctional system, serving both as agents of control and importantly, as agents of change; however, this is not an intuitive process. The DCS Training Colleges provides both training sessions and practical exercises, emphasising the importance of ethical decision-making, gender equality, and sustainable development. The graduates, having received all essential knowledge and skills, are able to play the leading role in changing offending behaviour. The Department will make efforts to expand rehabilitative training for correctional officials, both in terms of content and duration, to best meet the mission of transforming the lives of inmates.

There are always difficulties in sustaining positive official-inmate relationships in an environment that is ultimately coercive. Effective official-inmate relationships enable officials to maintain a peaceful correctional environment in which officials and inmates are able to meet their needs. They are characterised by mutual respect, trust, humanity, good communication and a clear understanding of

the correctional officer role. Effective relationships are important because they contribute to a safe environment and greater inmate compliance. This is a necessary condition before officials can work with inmates to address their problems and reasons for incarceration.

The Department is committed to building and maintaining ethical workplace cultures with motivated and productive officials. The organisational culture must create an environment in which officials are treated with respect, is fully inclusive, differences are respected, and where trust is built inside the Department and across political, economic, social and cultural boundaries. The Department will continue to promote a healthy work environment by fostering a culture of trust and safety, where officials feel comfortable expressing themselves, sharing ideas, and providing feedback without fear of judgment or repercussion. By providing channels for expression, the Department will empower officials to voice their concerns and ideas, facilitating opportunities

for growth and improvement. Achieving employee empowerment requires a coordinated effort across all levels of the Department. Managers must play a crucial role in employee empowerment, including encouraging individual growth and providing opportunities for skill development. The Department should ensure that policies and practices support the goal of empowerment and provide the necessary resources and support mechanisms. At the executive level, creating a culture of empowerment requires a commitment to prioritising the well-being of officials and establishing an organisational structure that values and rewards initiative and self-directedness.

6.1 Diagnostic Analysis

6.1.1 PESTLE and SWOT Analysis

This section contains the Situational analysis conducted and combines the SWOT and PESTLE analysis. For each element of the SWOT a PESTLE analysis was done and the diagrams below provide the results of the analysis conducted.

Figure 13: Strengths (PESTLE)

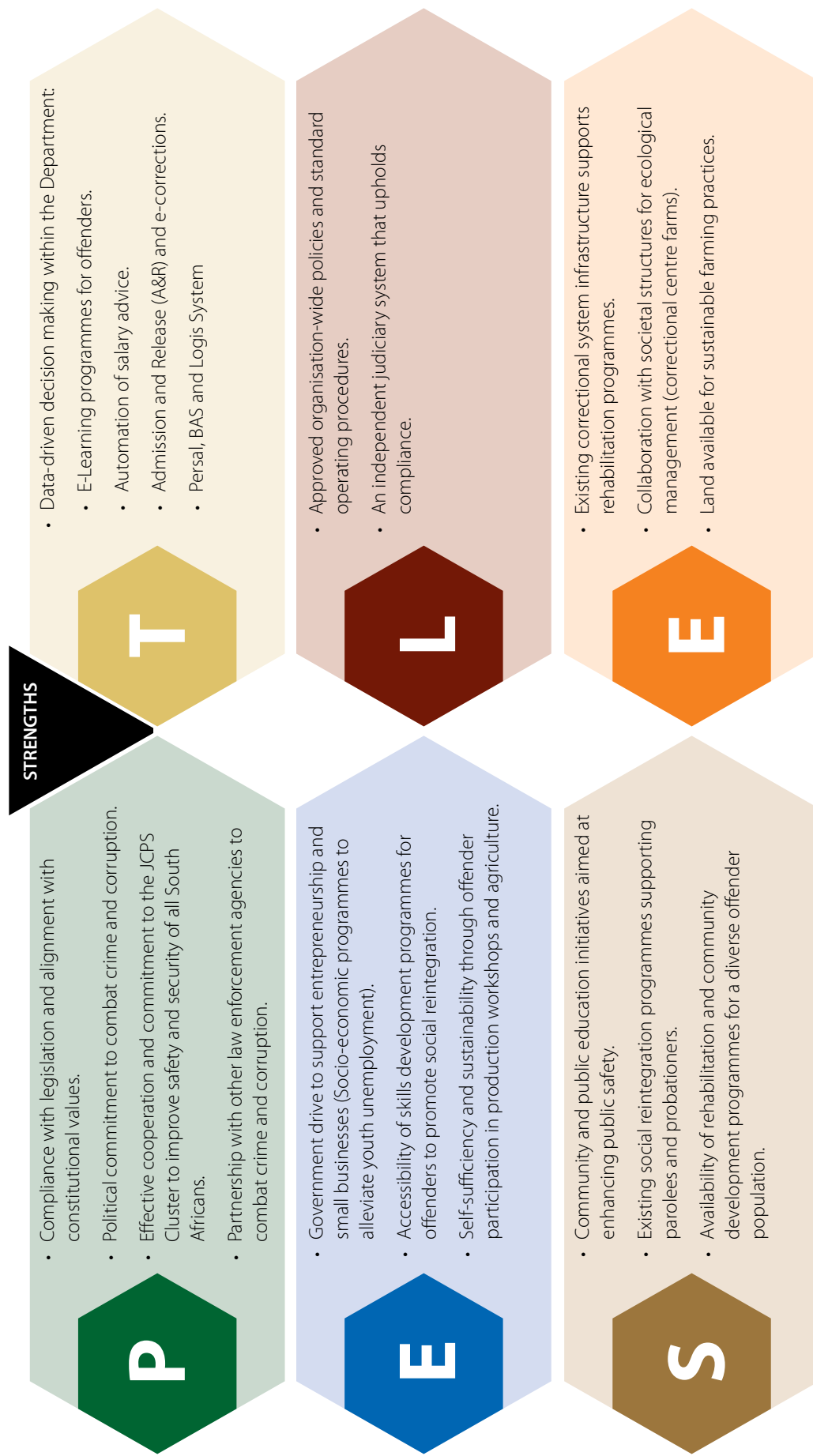


Figure 14: Weaknesses (PESTLE)

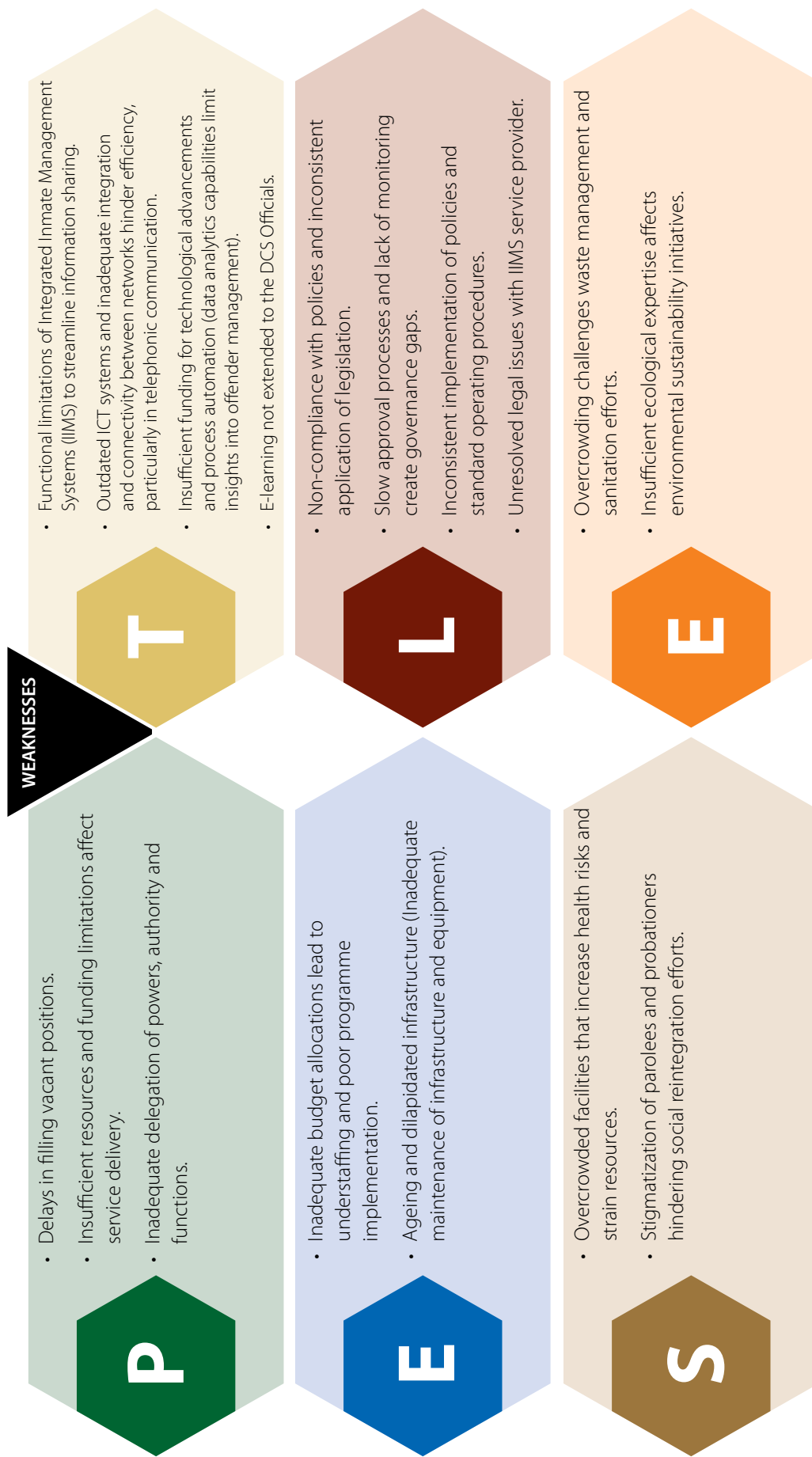


Figure 15: Opportunities (PESTLE)

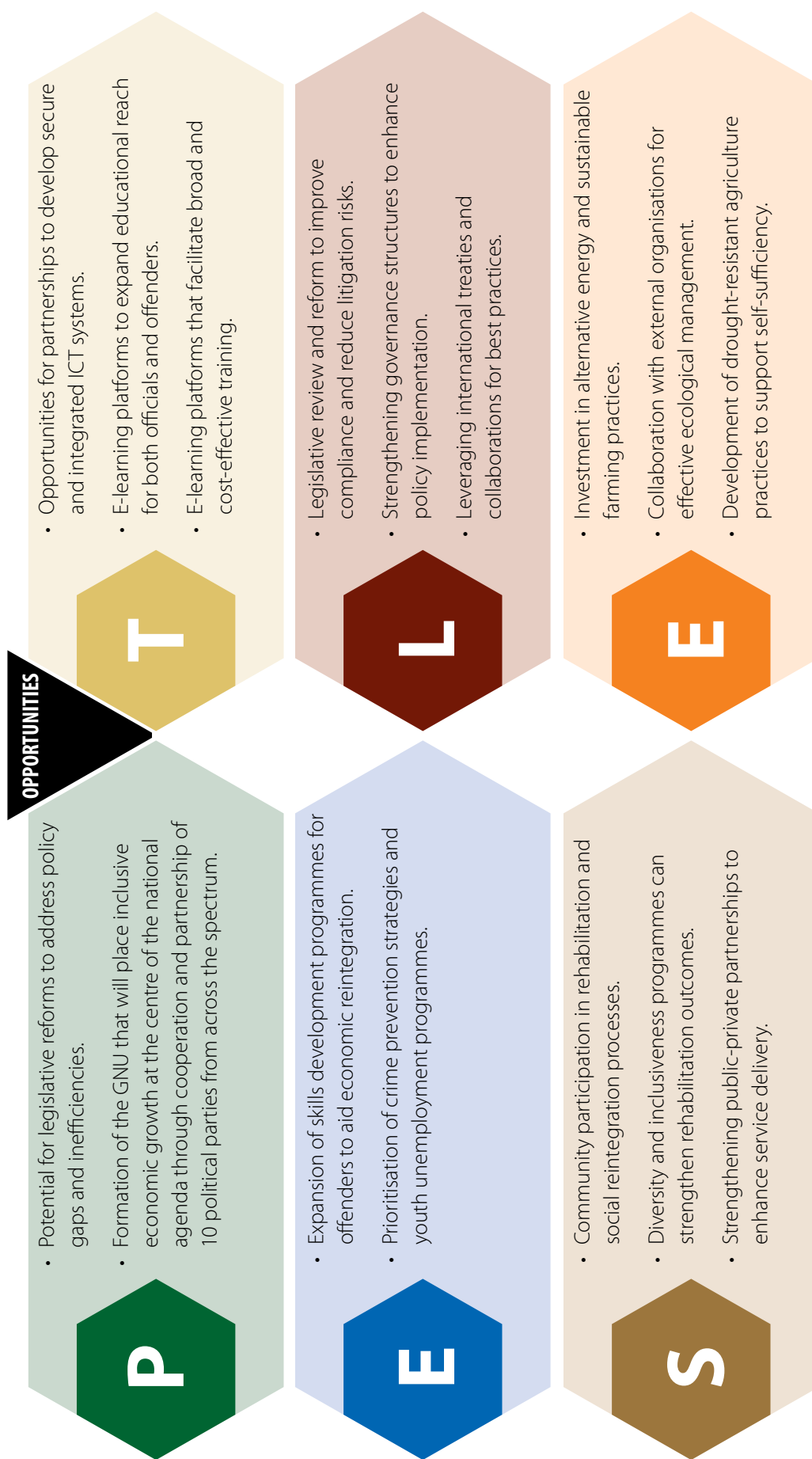
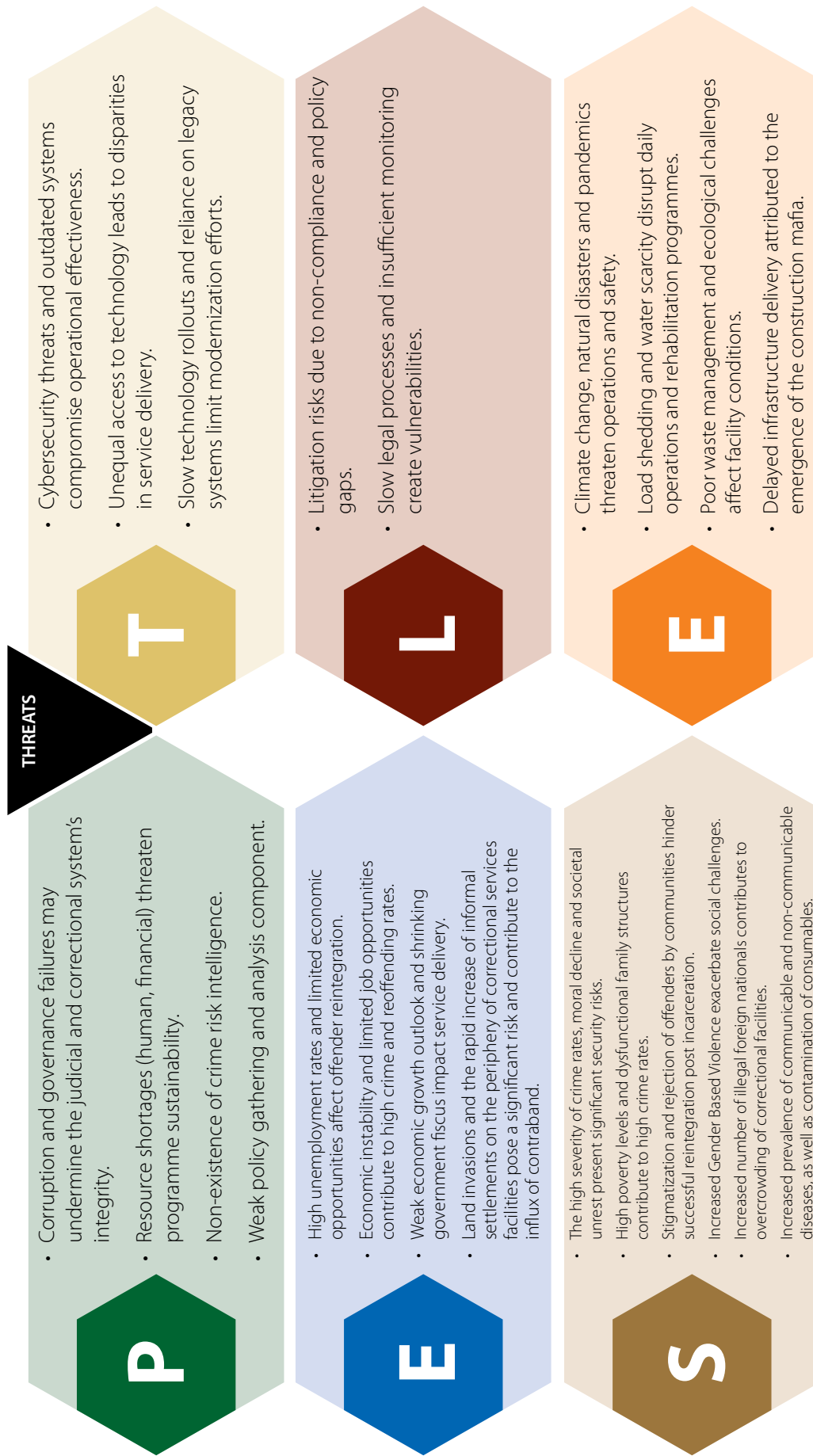


Figure 16: Threats (PESTLE)



6.1.2 Root-Cause Analysis (Problem / Solution trees with key strategies and interventions)

A comprehensive root-cause analysis was conducted to identify the key bottlenecks affecting the Department. Based on the findings, targeted strategies and interventions were developed to address these challenges in the short, medium, and long term.

6.1.2.1 Security and Facilities

Figure 17: Problem Tree Security

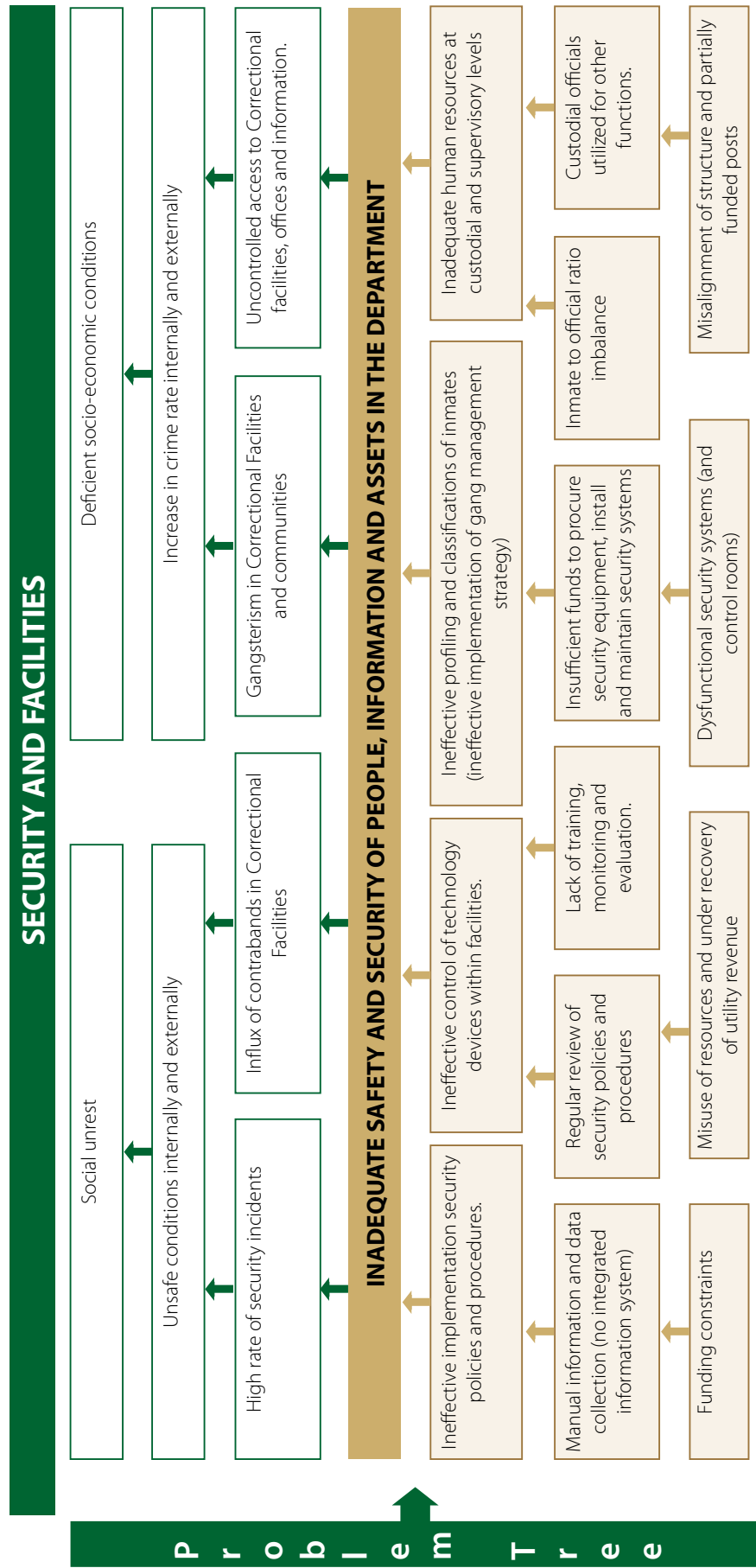


Figure 18: Problem Tree Facilities

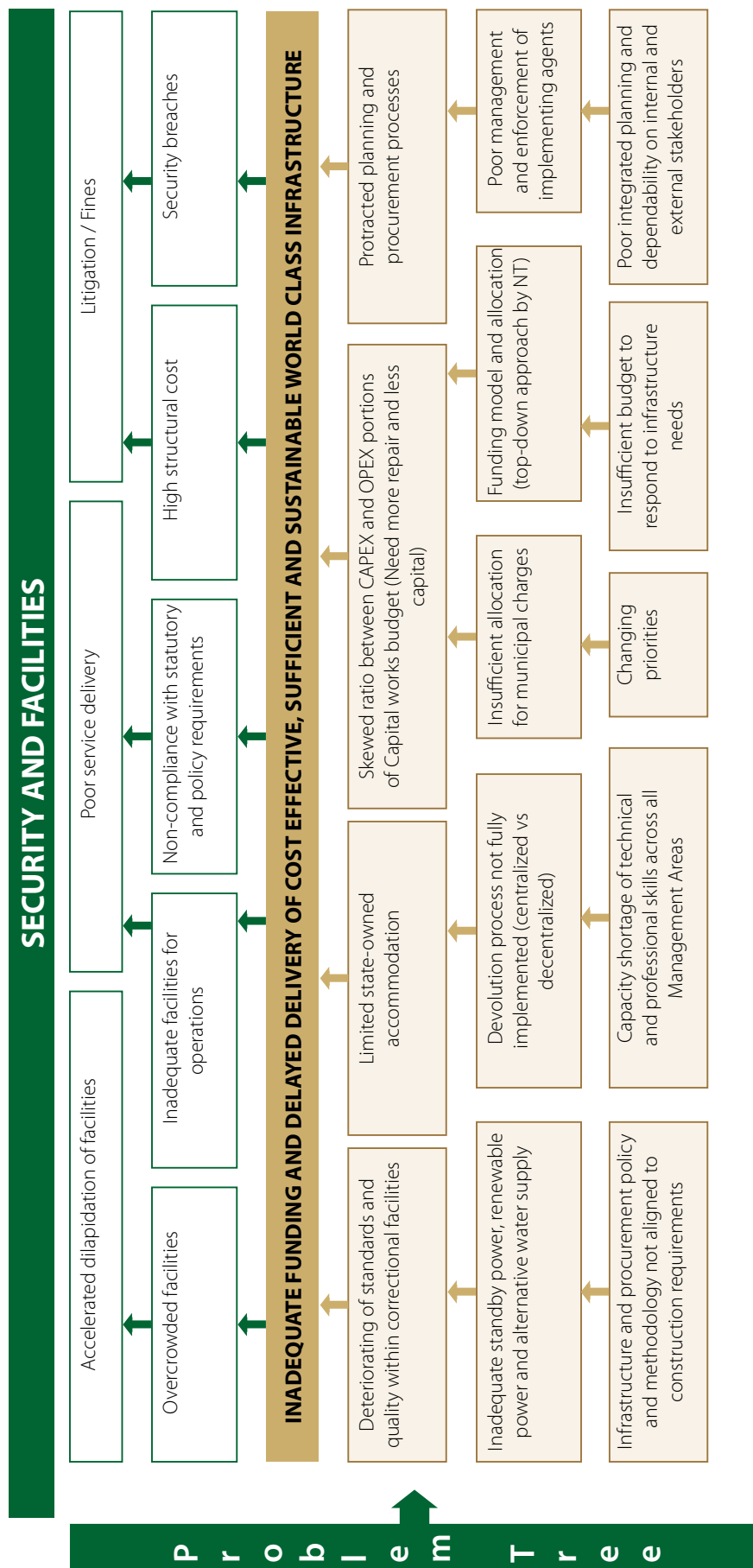


Figure 19: Solution Tree Security and Facilities

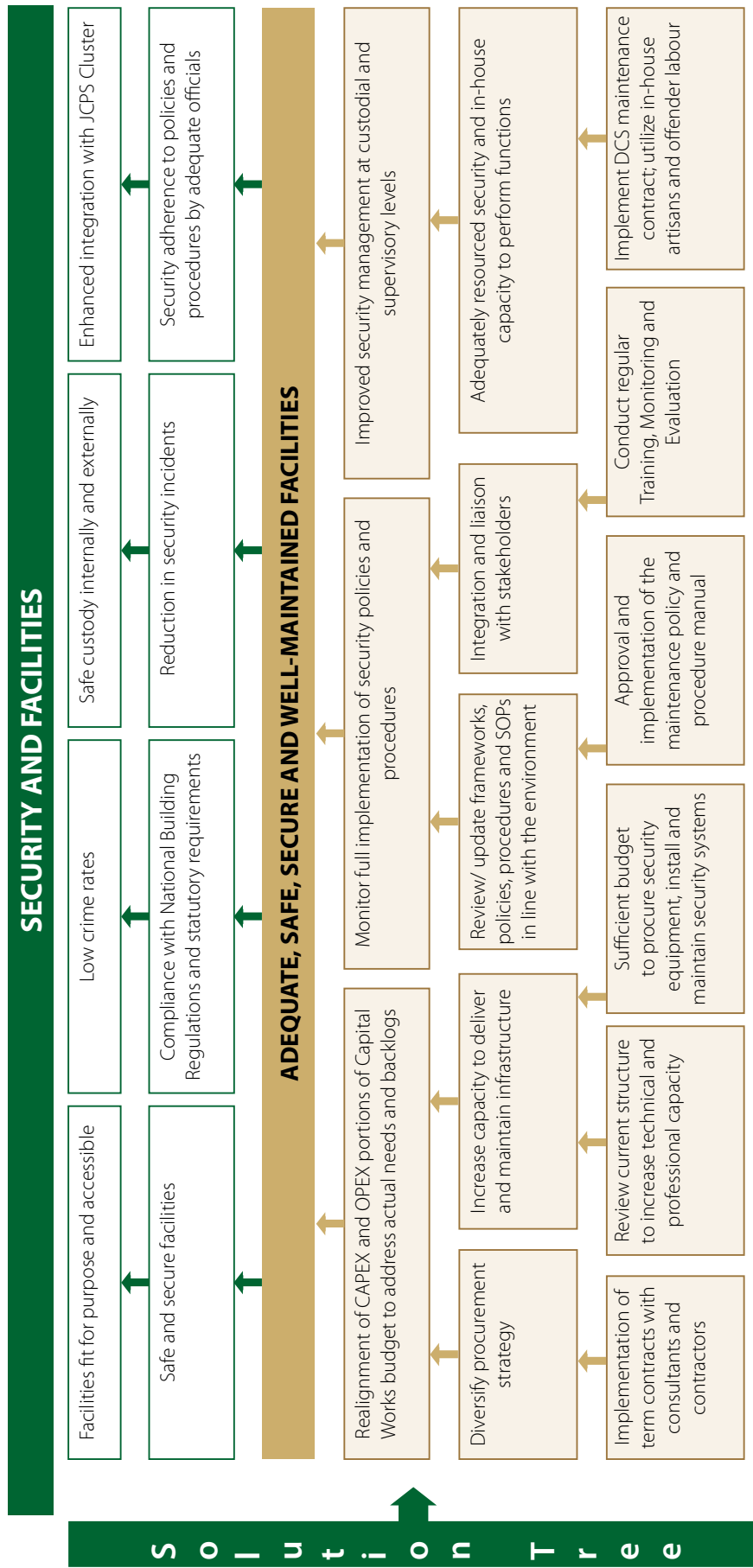
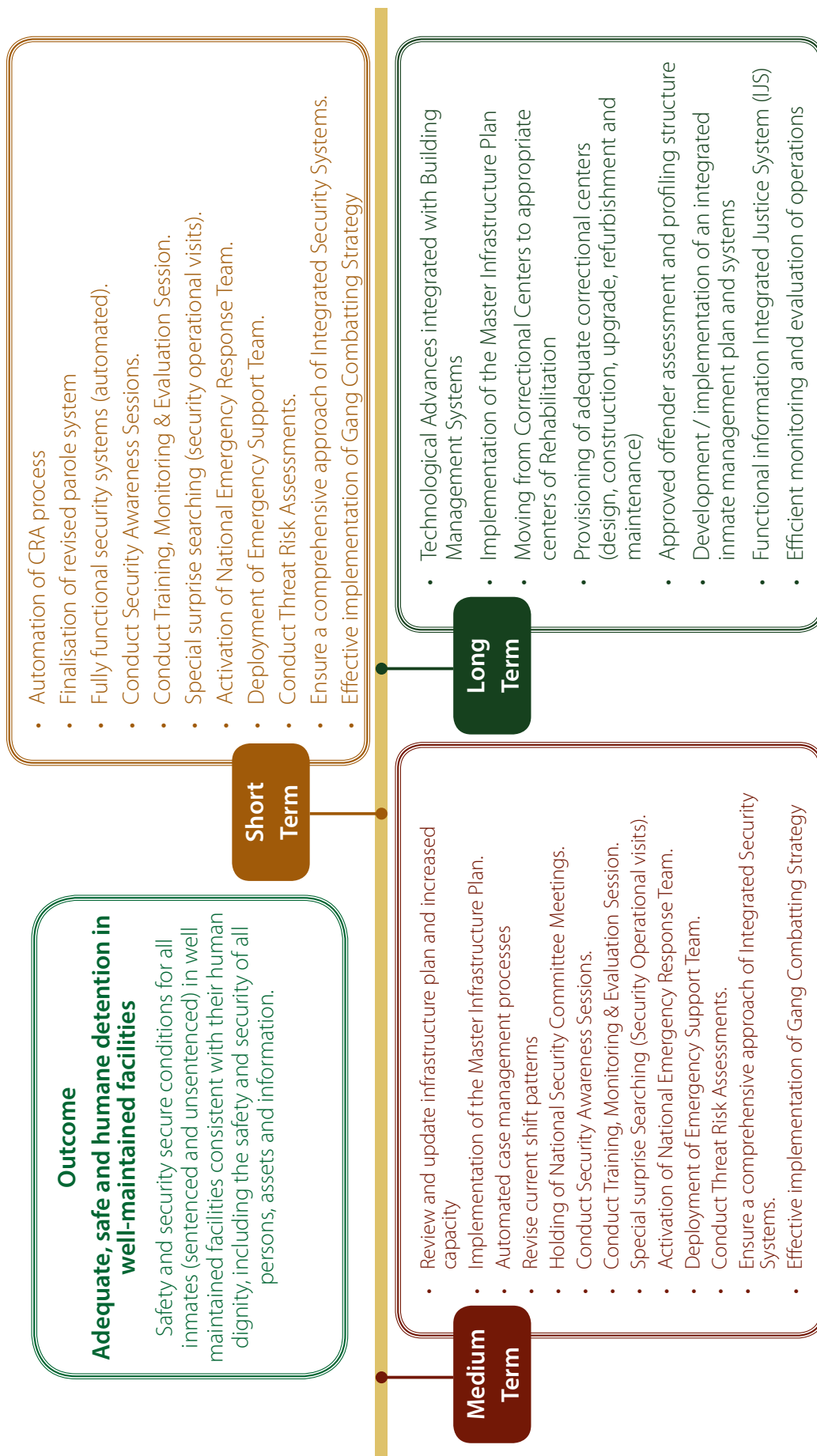


Figure 20: Short-, Medium- and Long-term strategies and interventions Security and Facilities



6.1.2.2 Incarceration

Figure 21: Problem Tree Incarceration

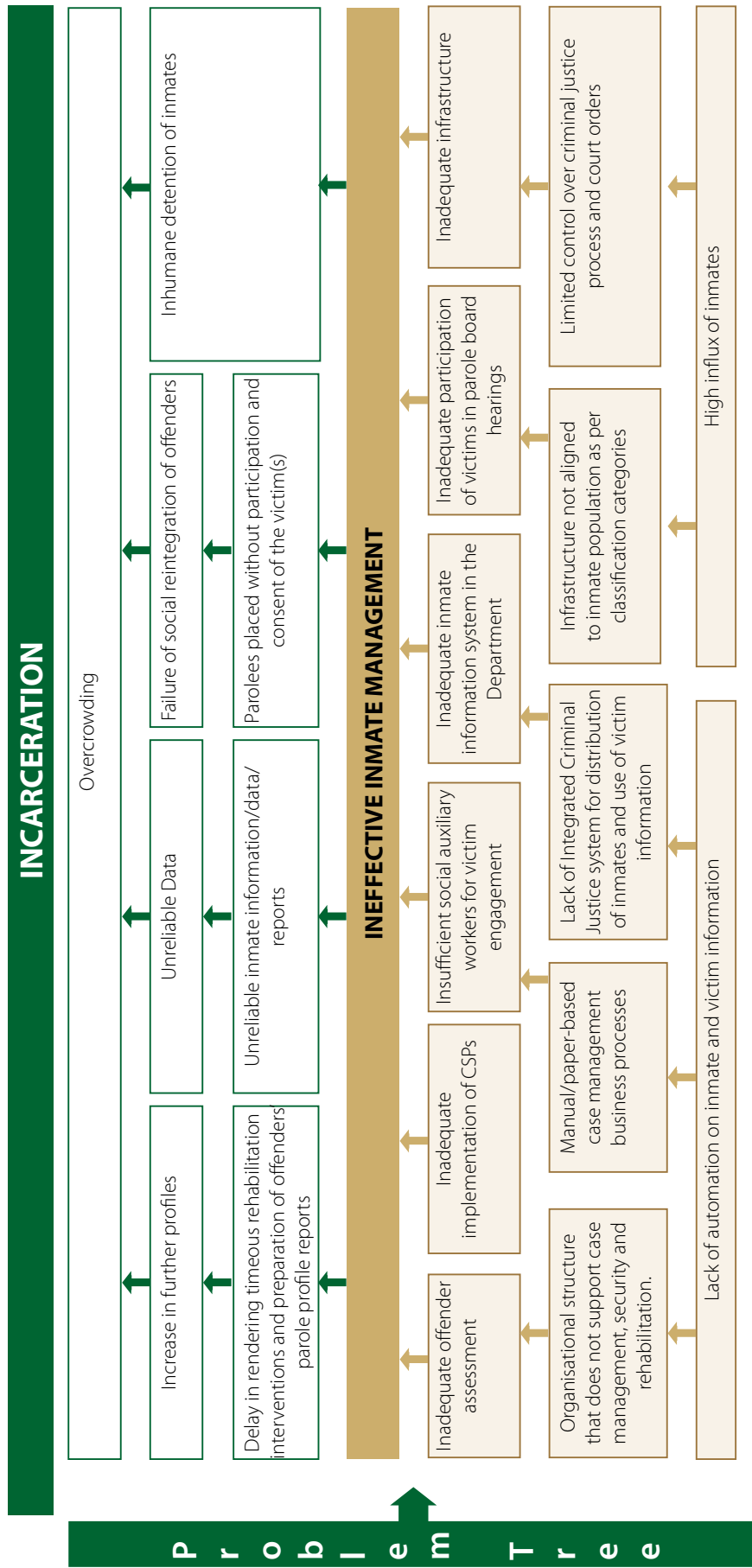


Figure 22: Solution Tree Incarceration

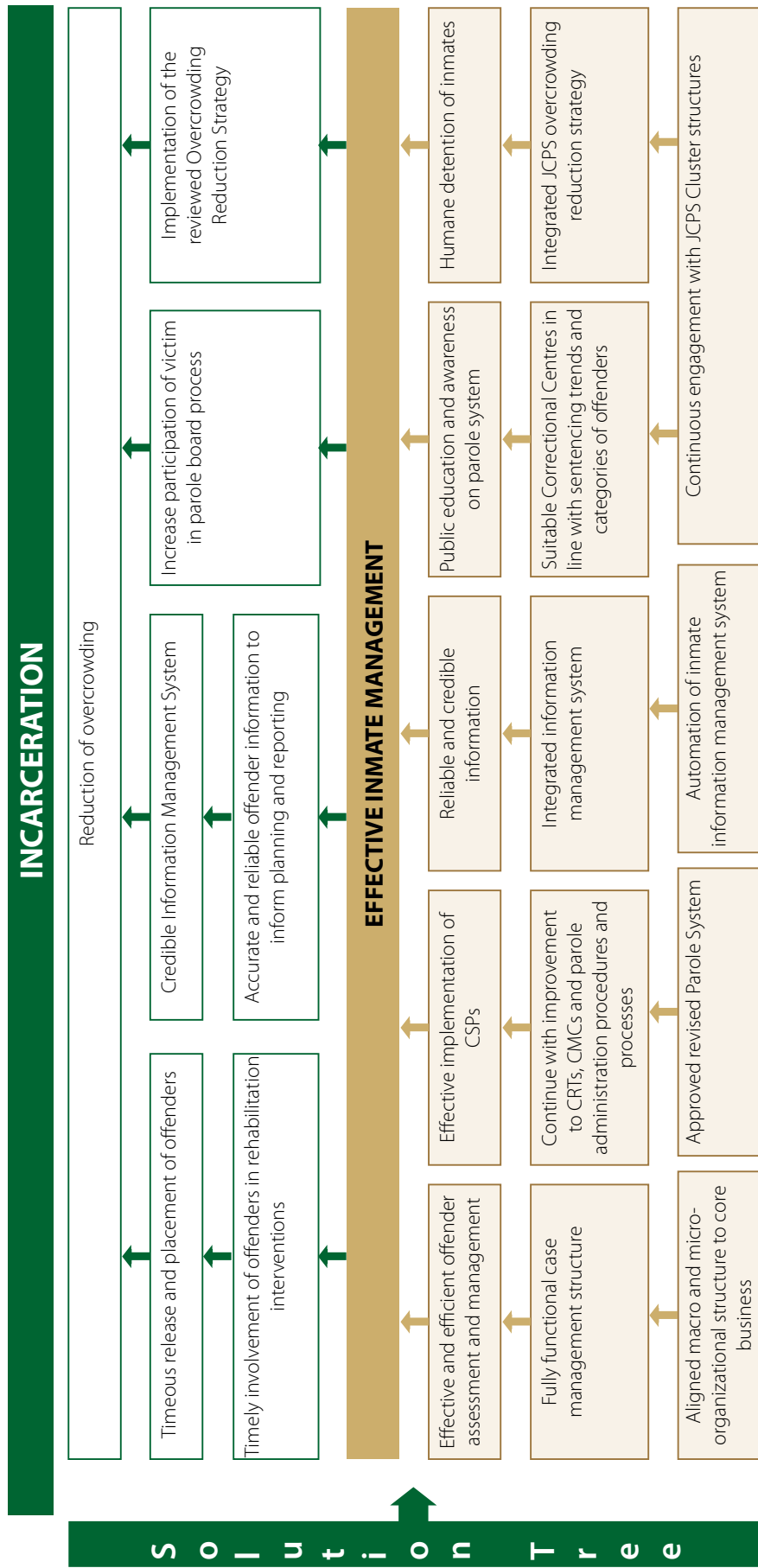


Figure 23: Short-, Medium- and Long-Term strategies and interventions: Incarceration

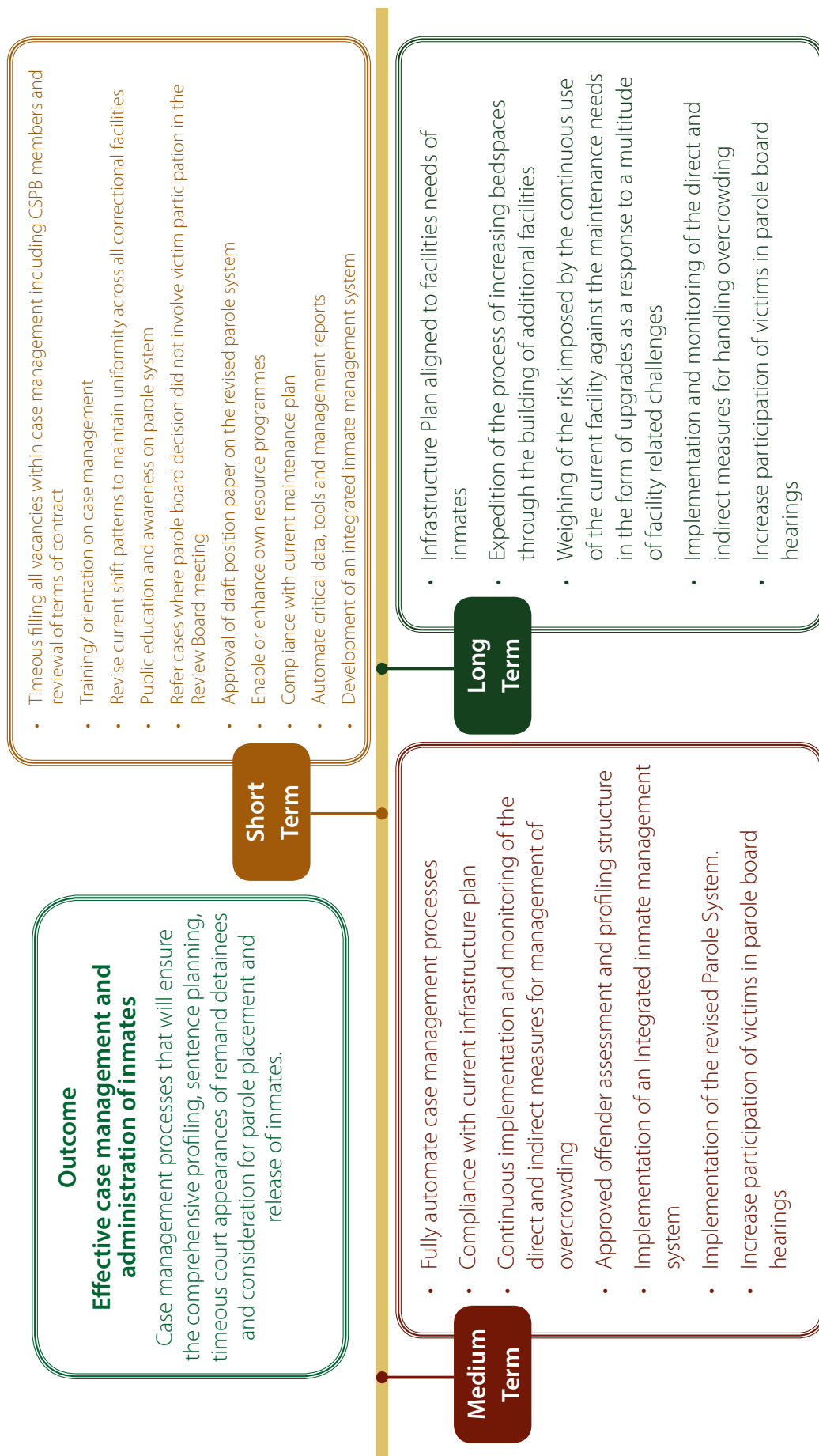


Figure 24: Problem Tree Remand Management

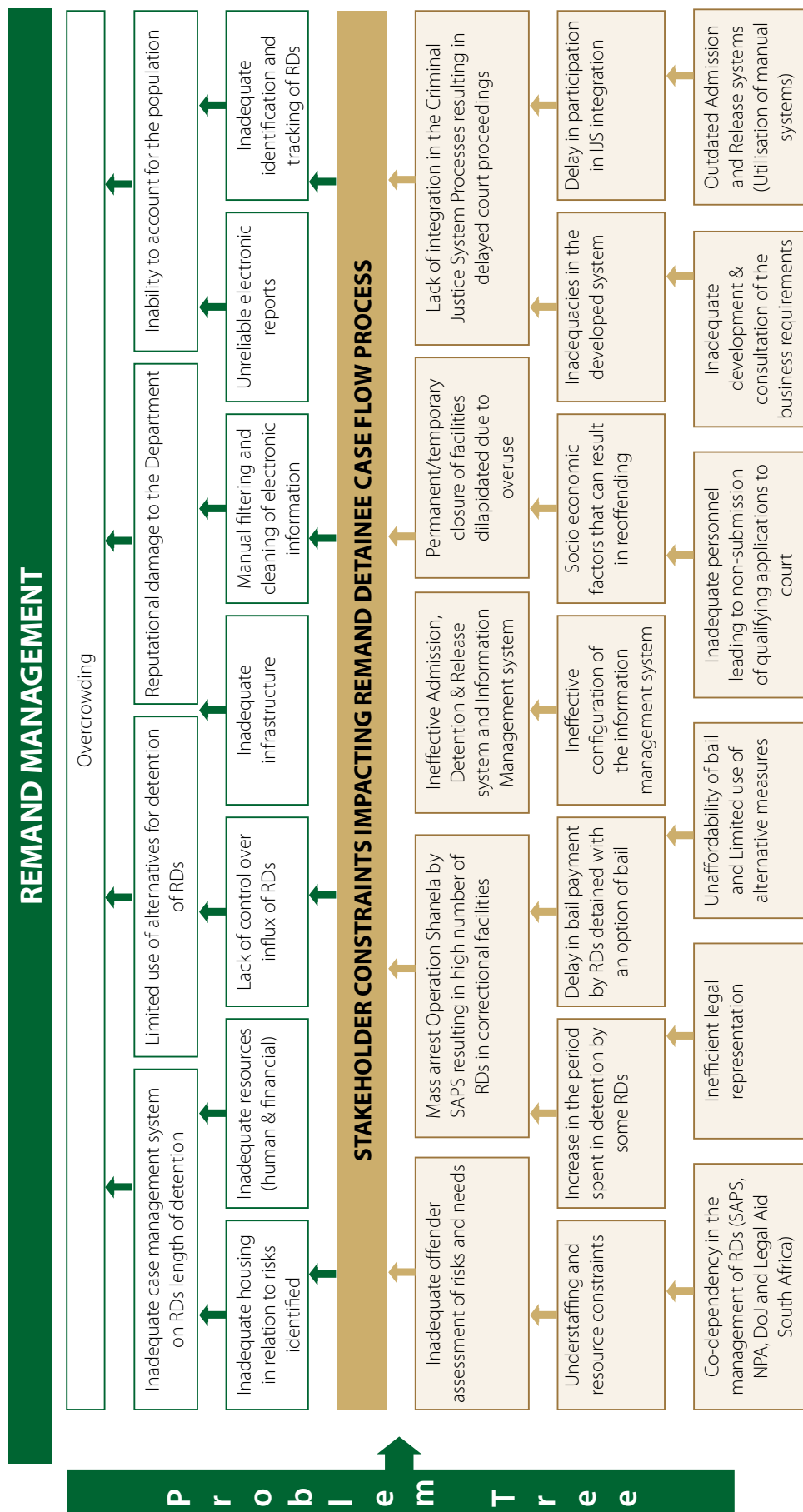


Figure 25: Solution Tree Remand Management

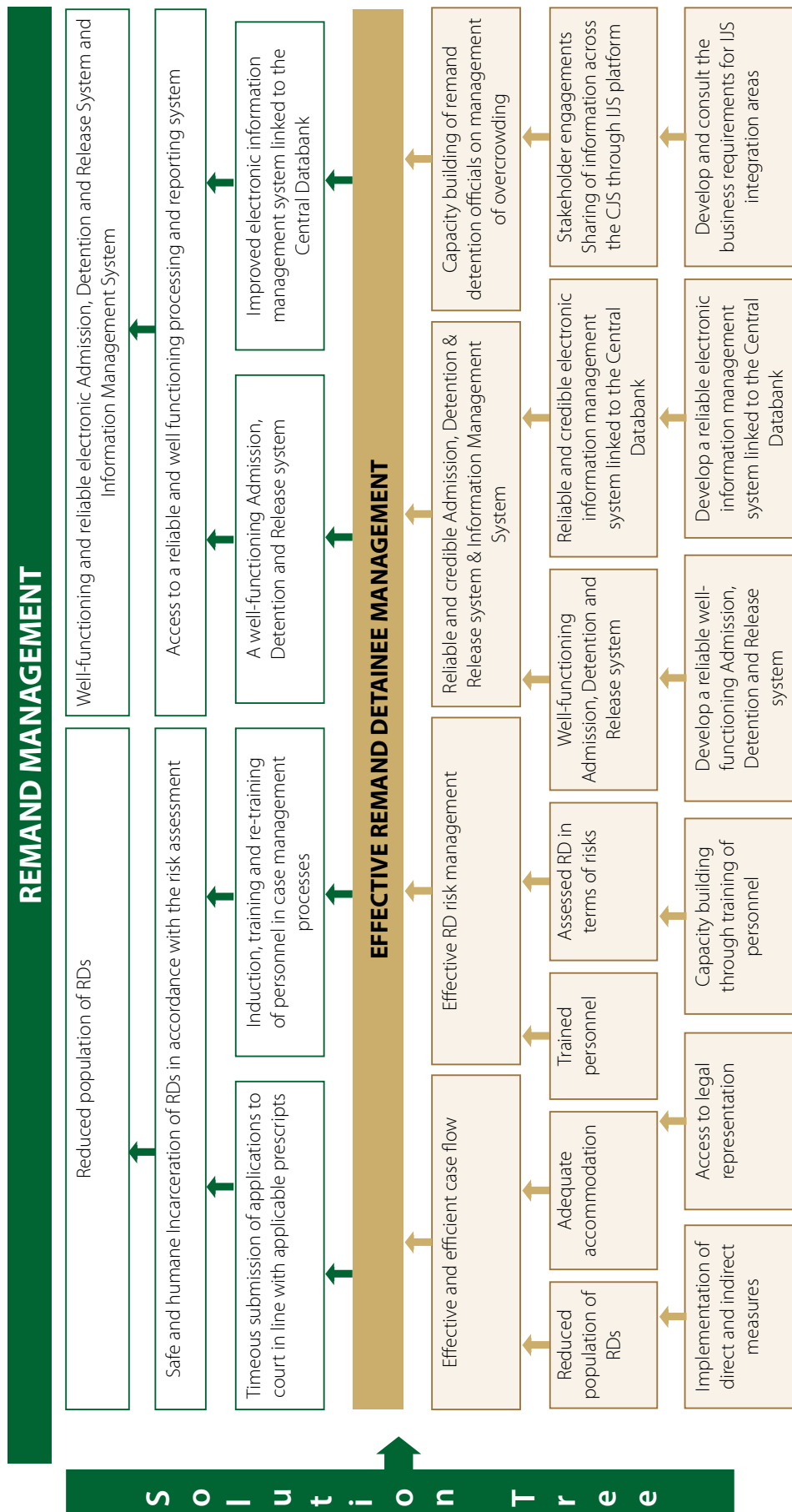
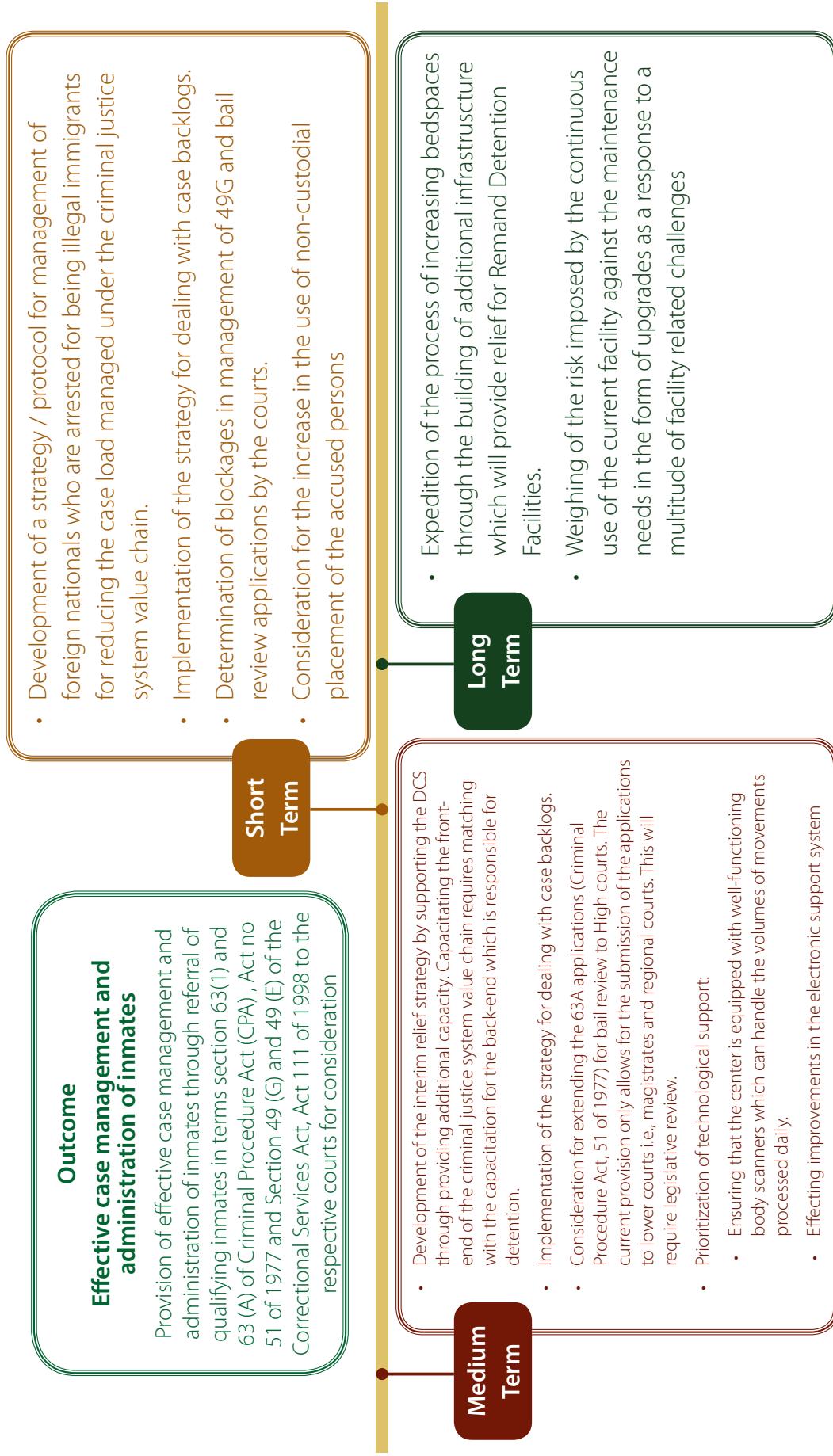


Figure 26: Short-, Medium- and Long-Term strategies and interventions: Remand Management



6.1.2.3 Rehabilitation

Figure 27: Problem Tree Rehabilitation

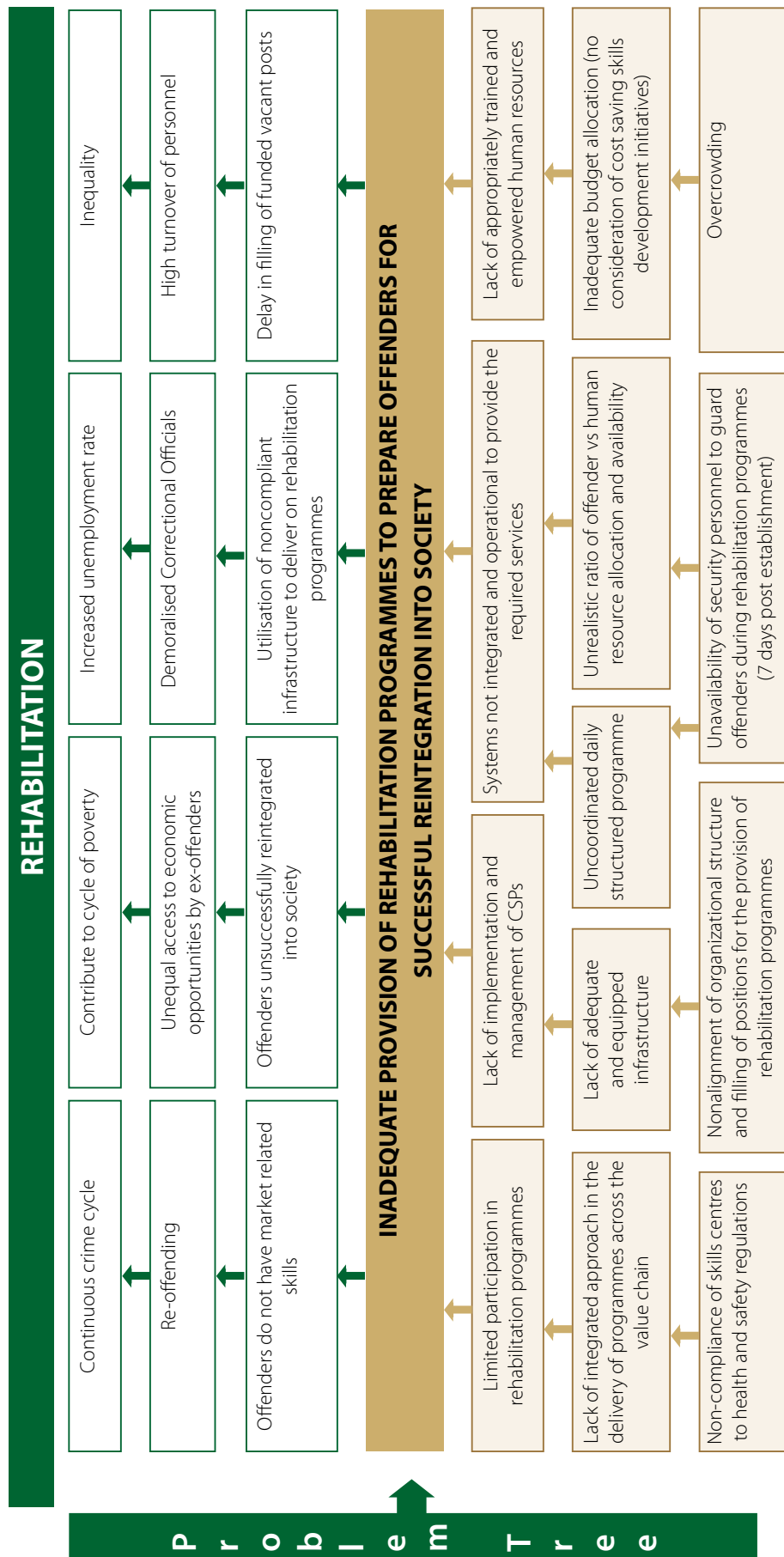


Figure 28: Solution Tree Rehabilitation

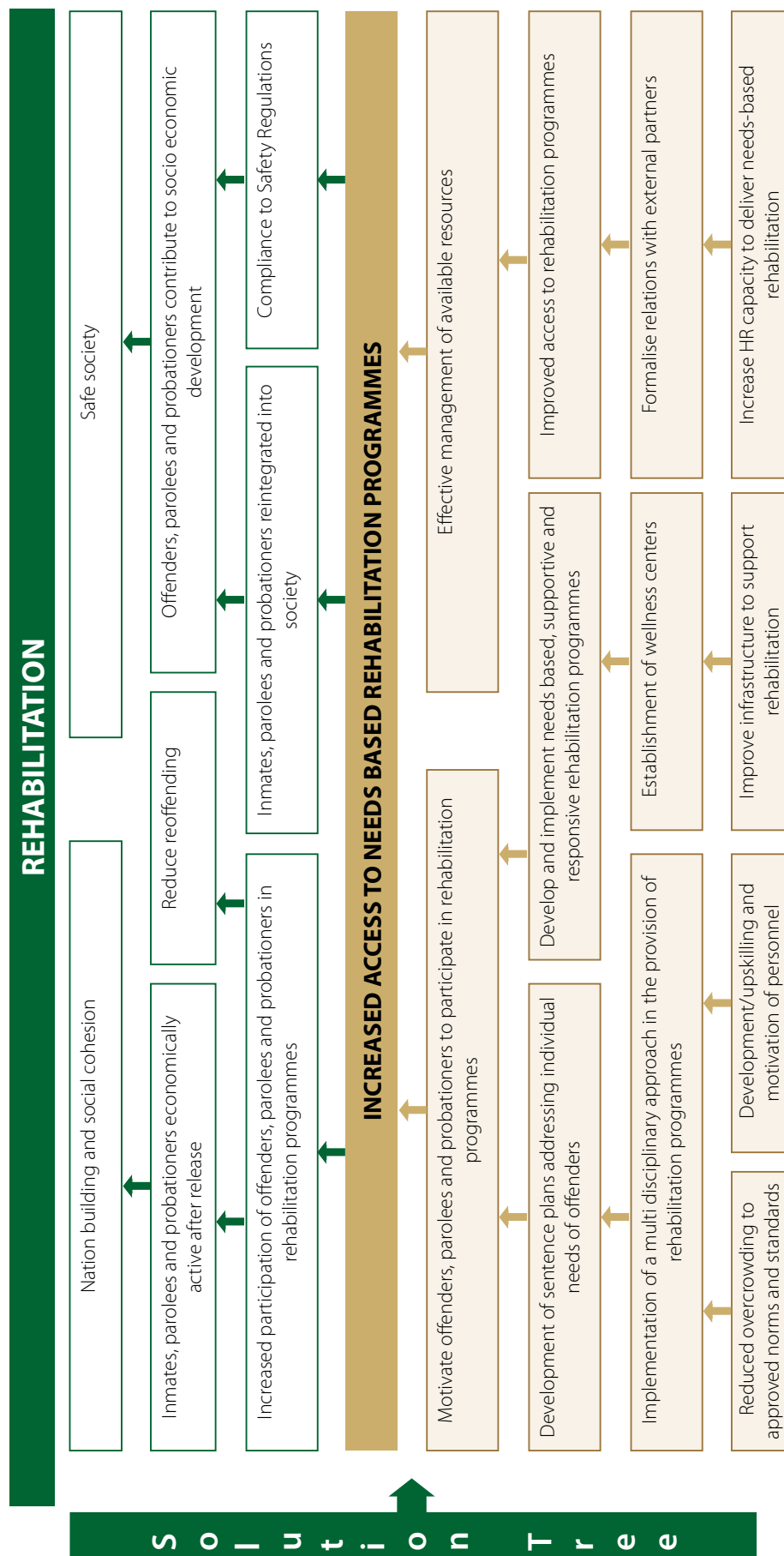
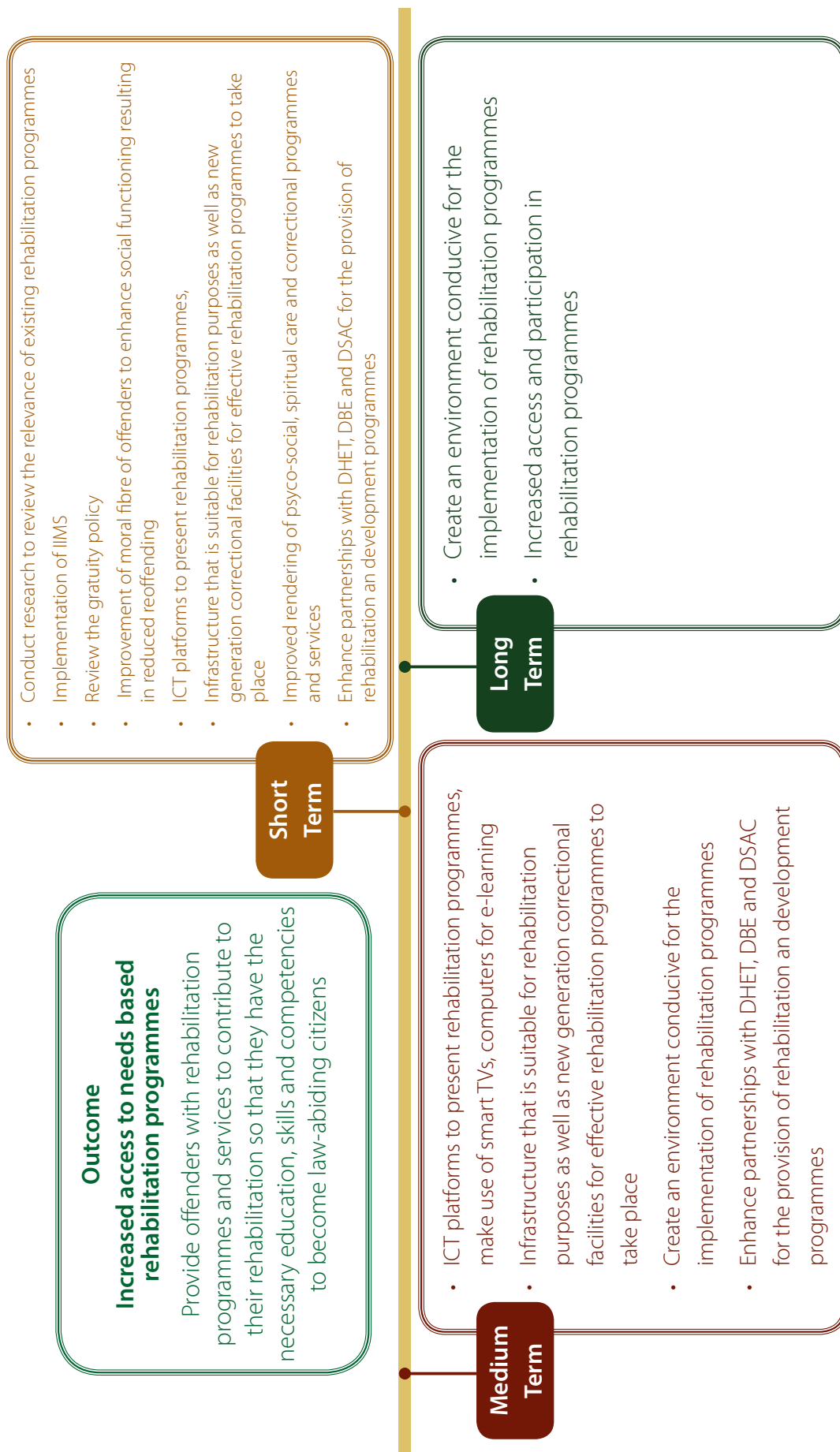


Figure 29: Short-, Medium- and Long-Term strategies and interventions Rehabilitation



6.1.2.4 Social Reintegration

Figure 30: Problem Tree Social Reintegration

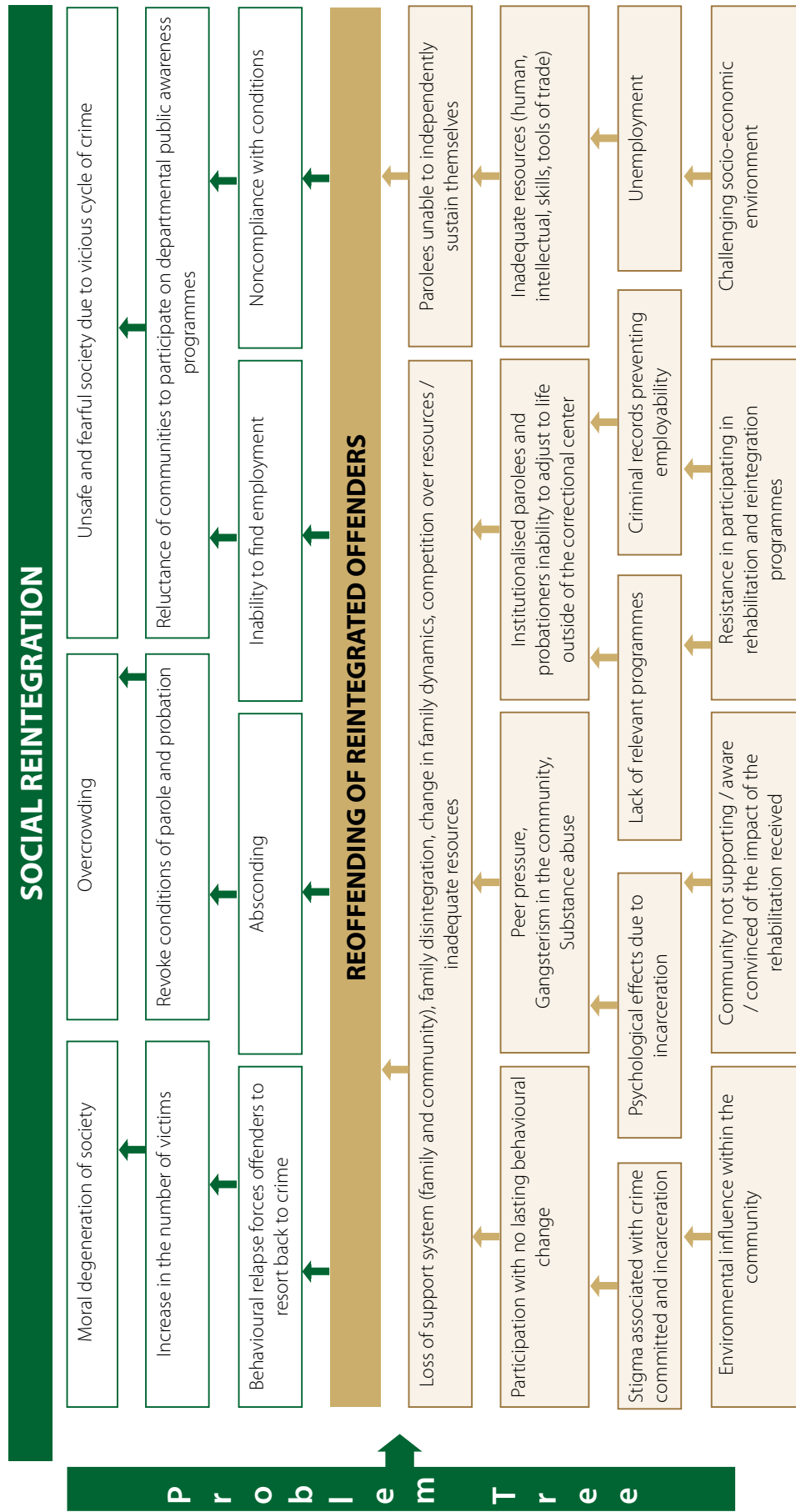


Figure 31: Solution Tree Social Reintegration

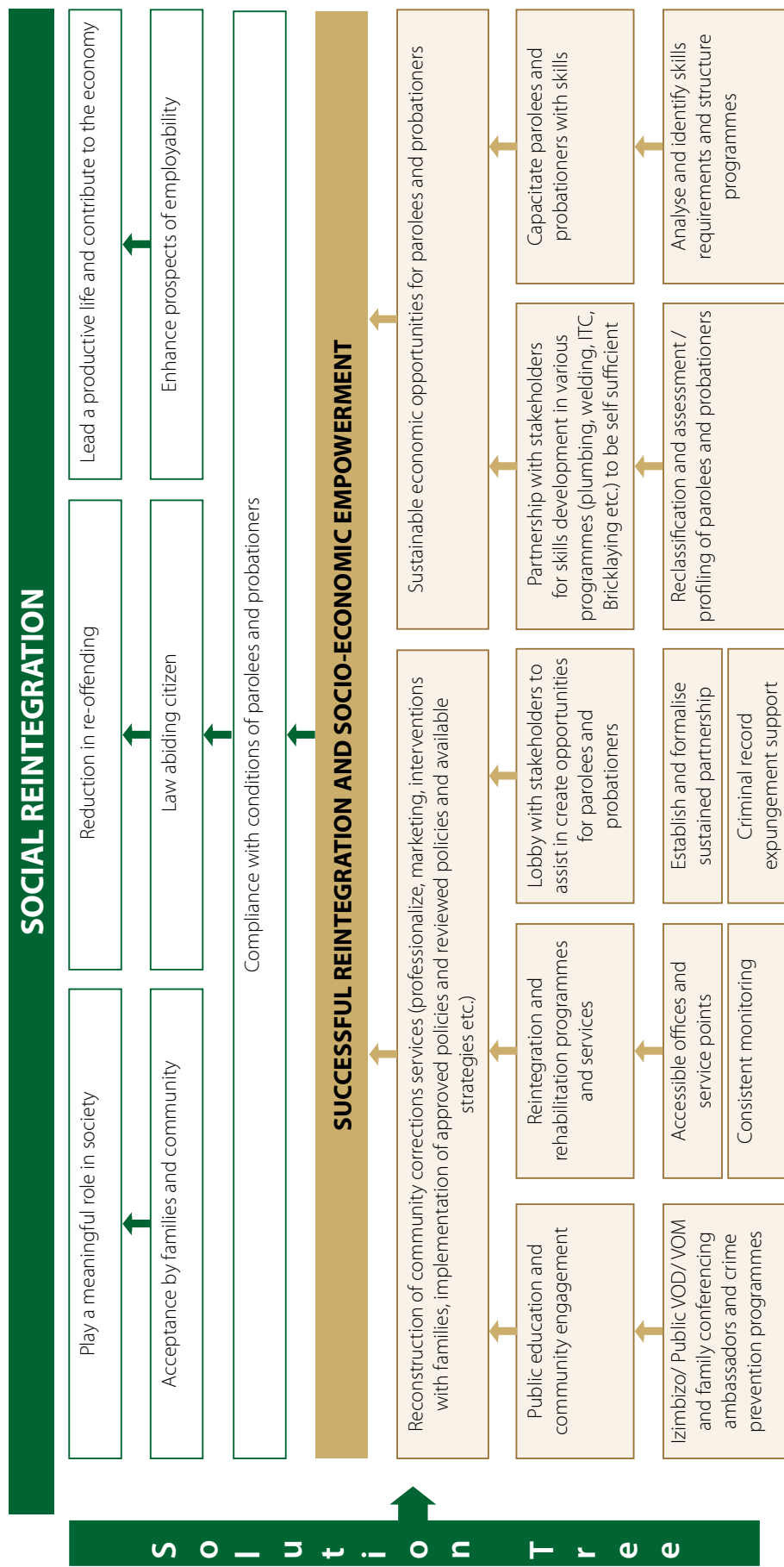


Figure 32: Short-, Medium- and Long-Term strategies and interventions Social Reintegration

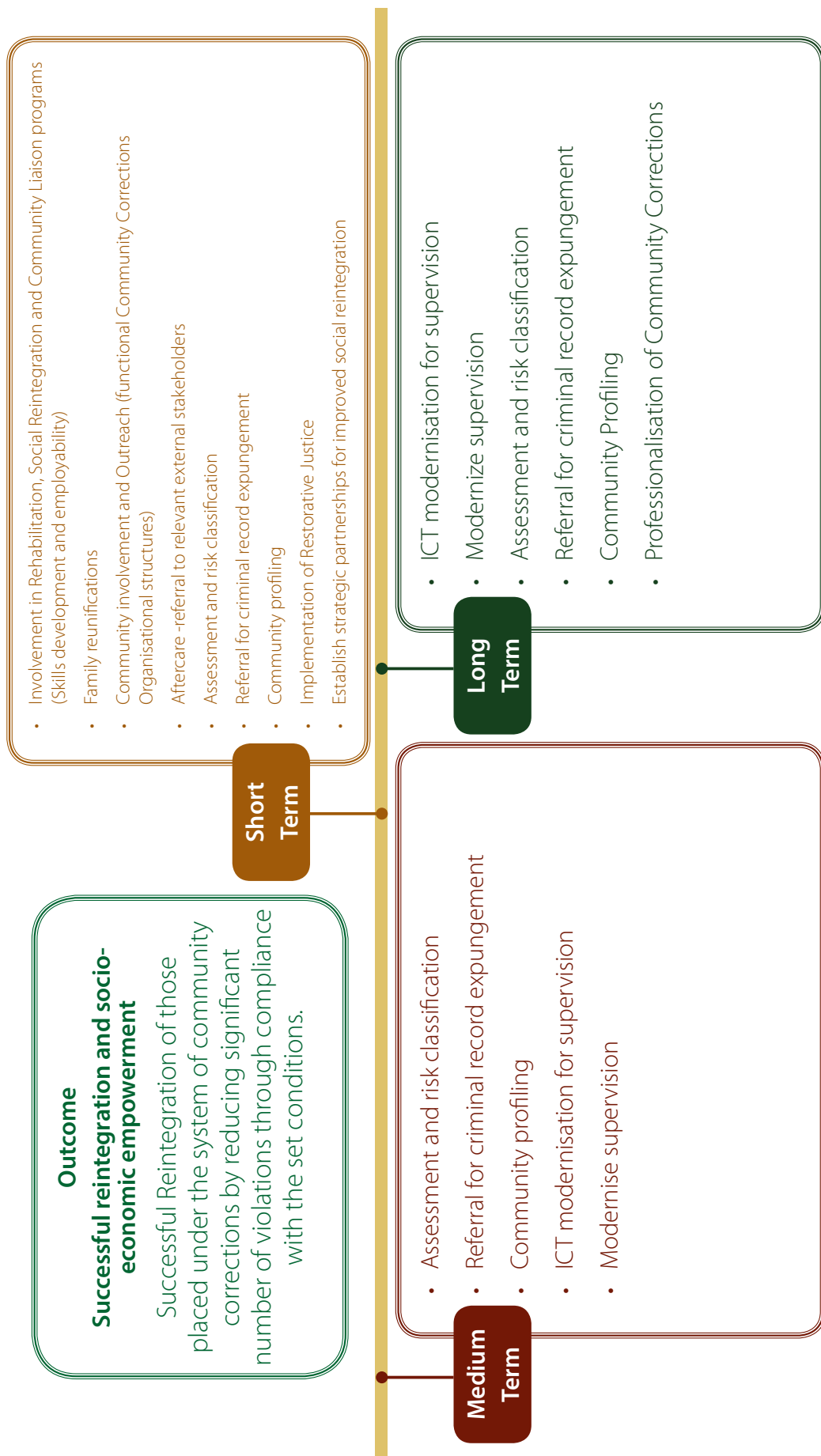


Figure 33: Problem Tree Care

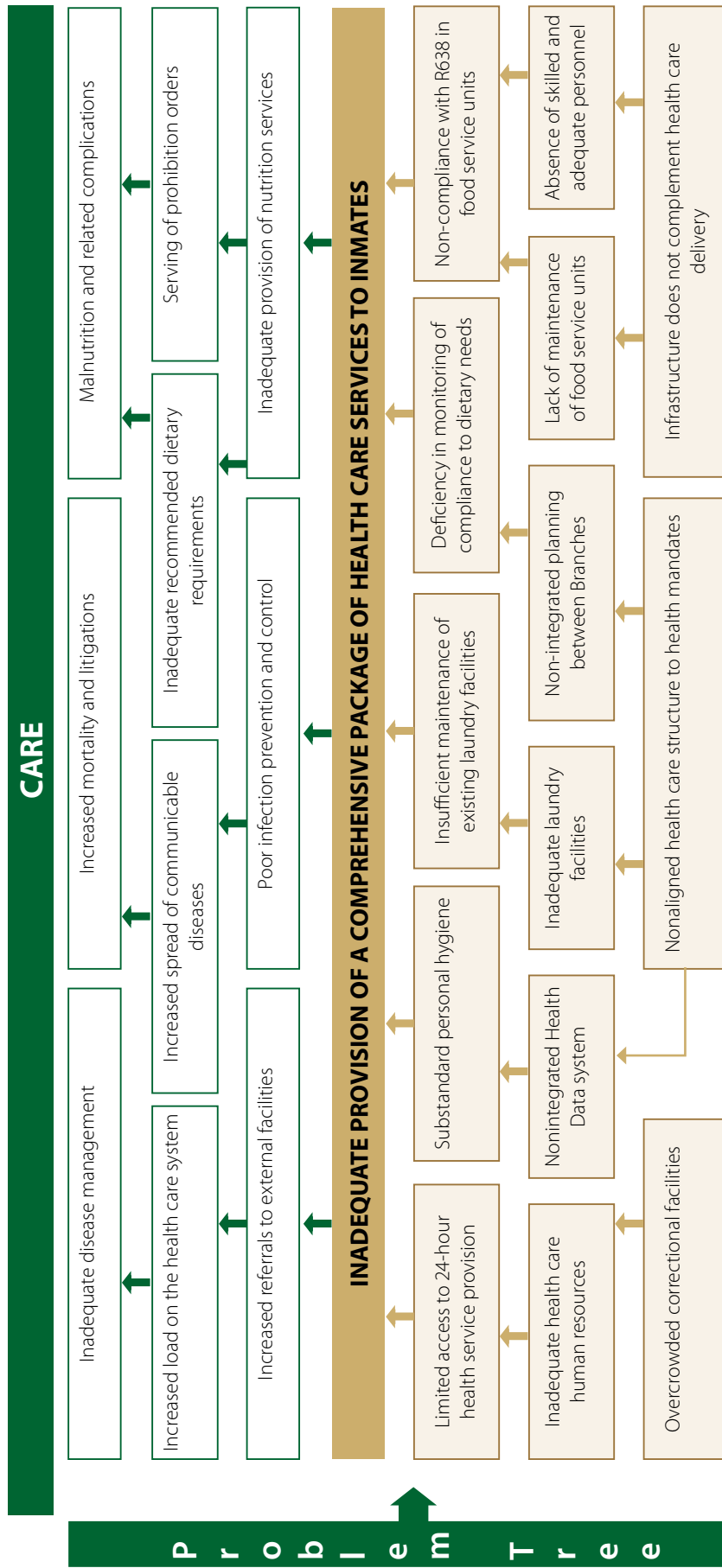


Figure 34: Solution Tree Care

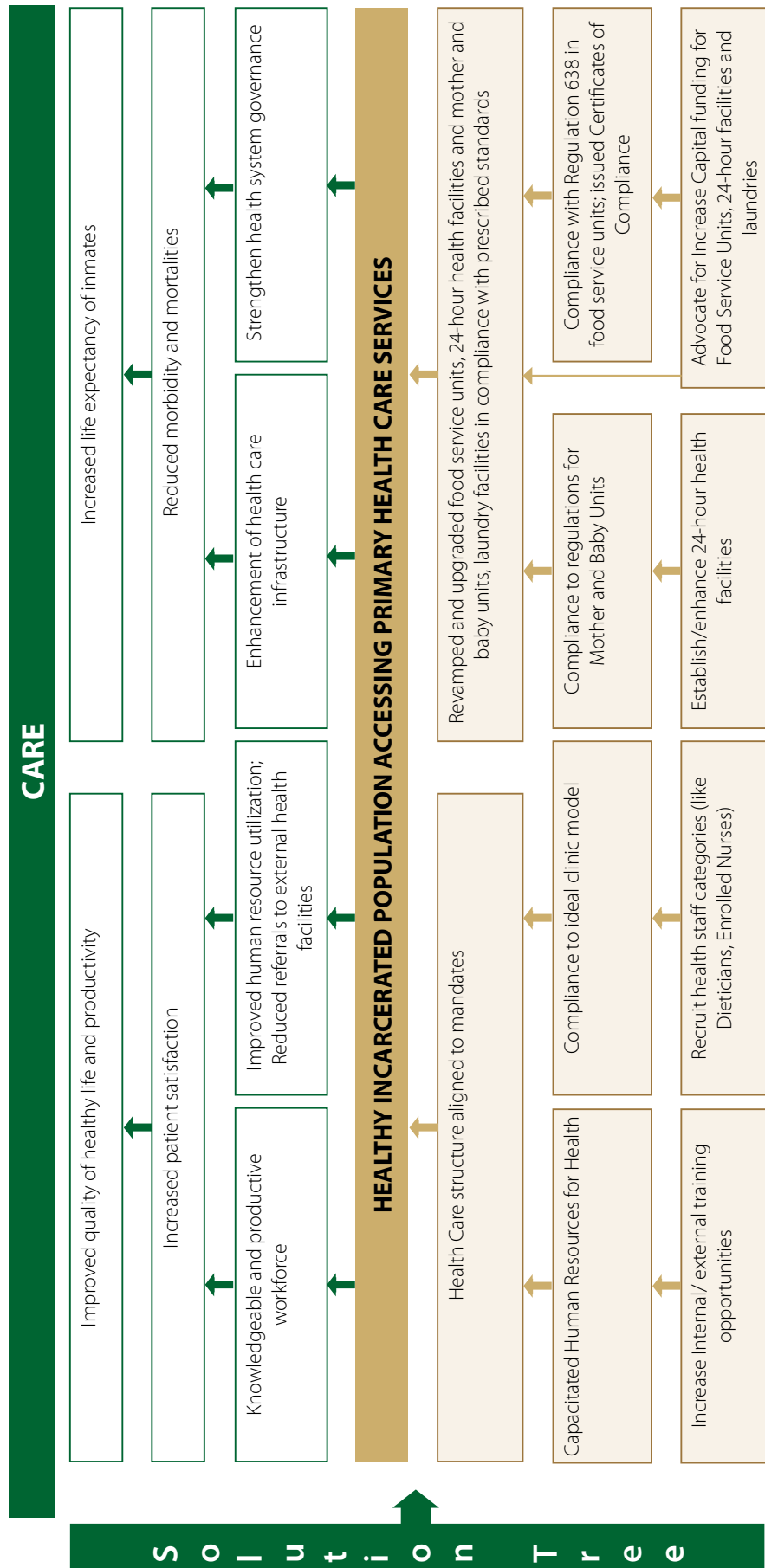
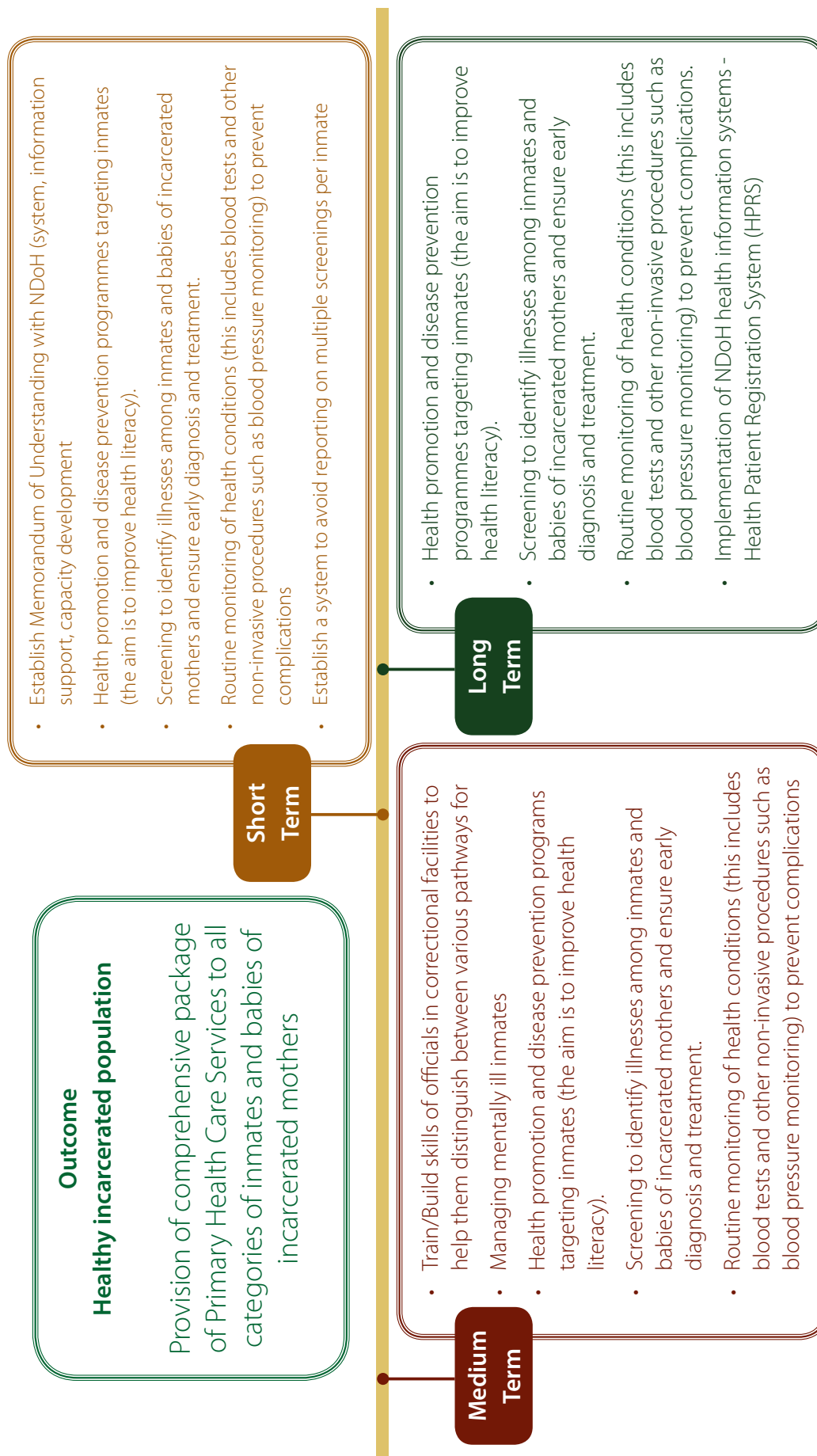


Figure 35: Short-, Medium- and Long-Term strategies and interventions Care



6.1.2.6 Strategic Support Services – Information Technology

Figure 36: Problem Tree ICT

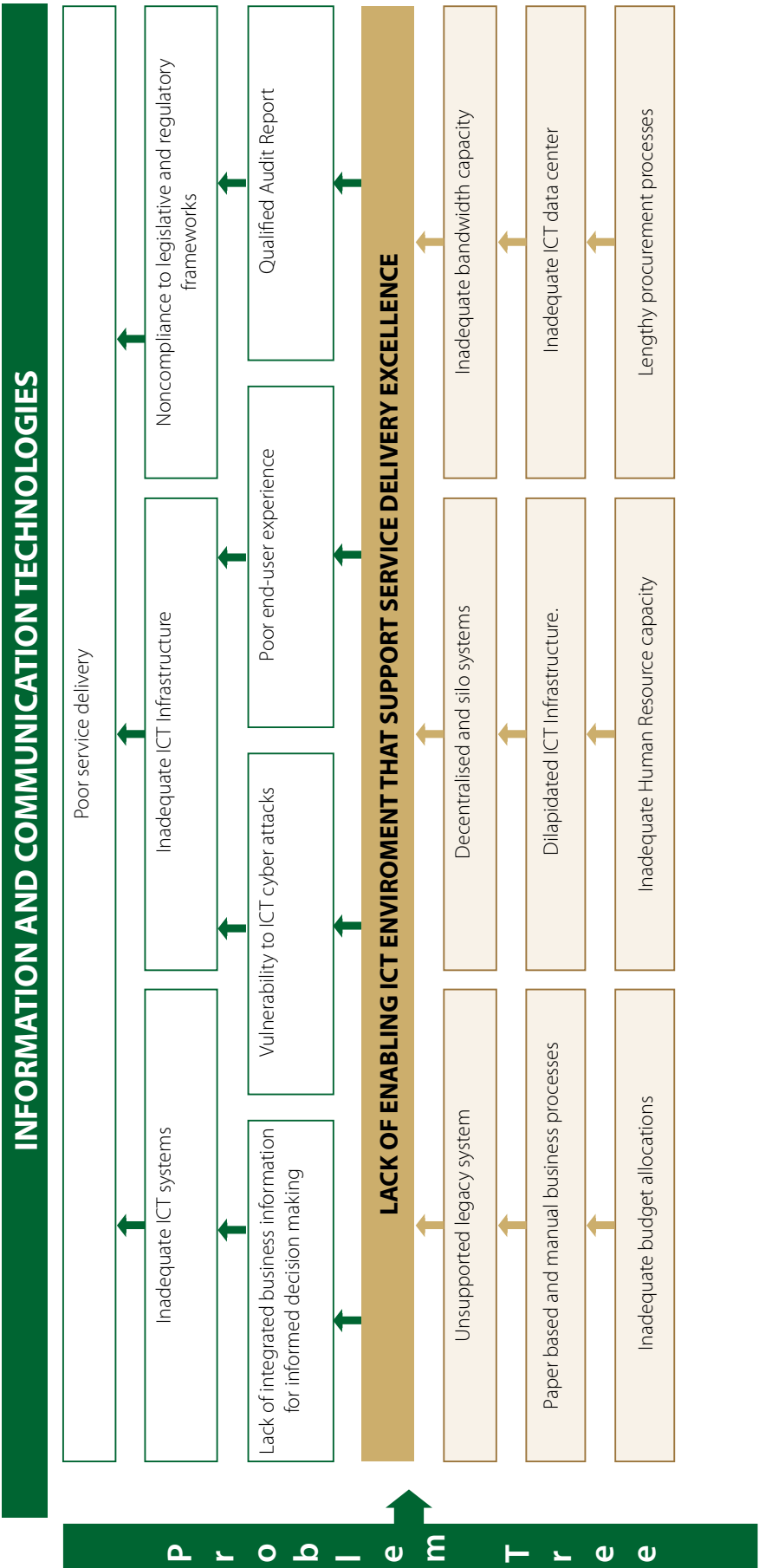
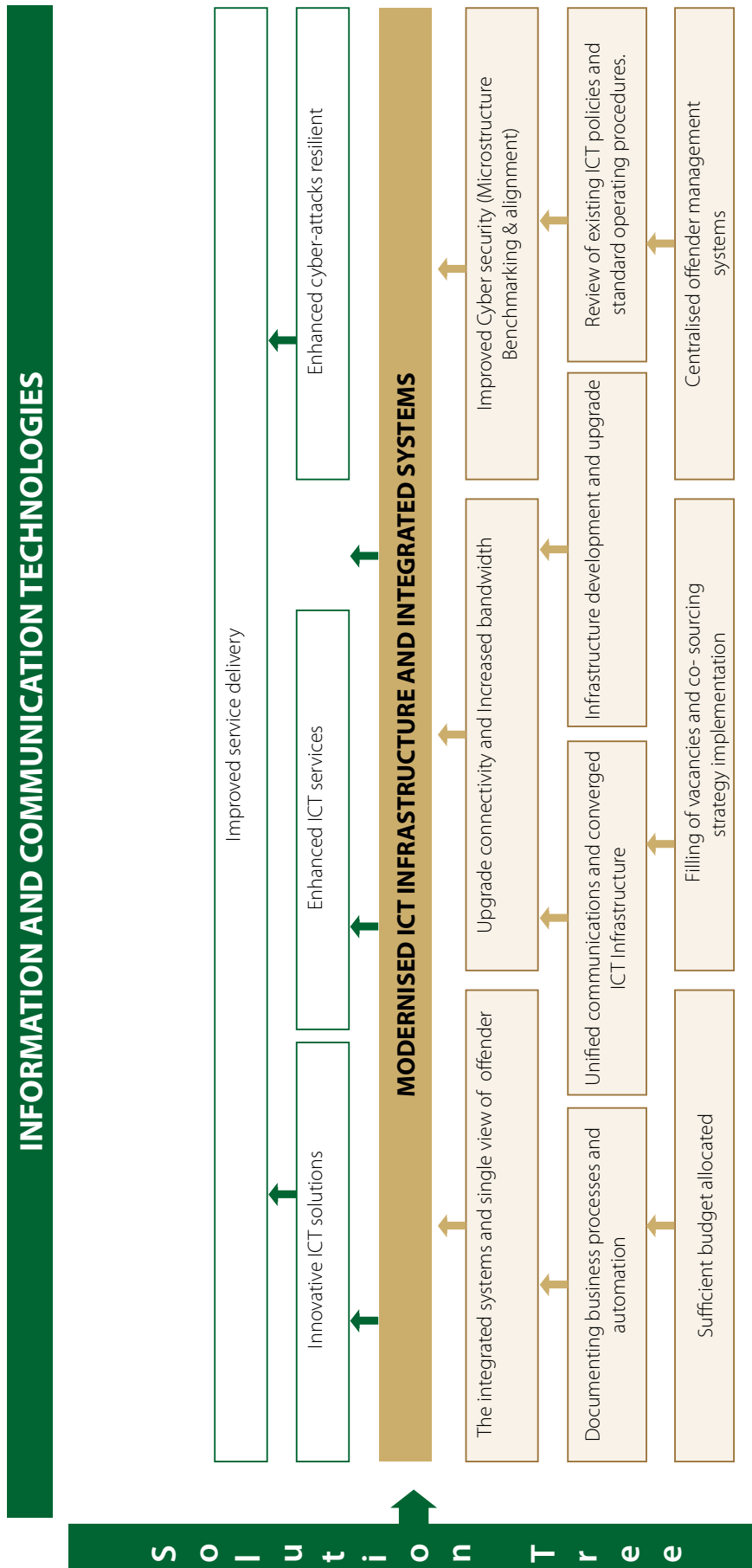


Figure 37: Solution Tree ICT



6.1.2.7 Strategic Support Services – Human Resources

Figure 38: Problem Tree Human Resources

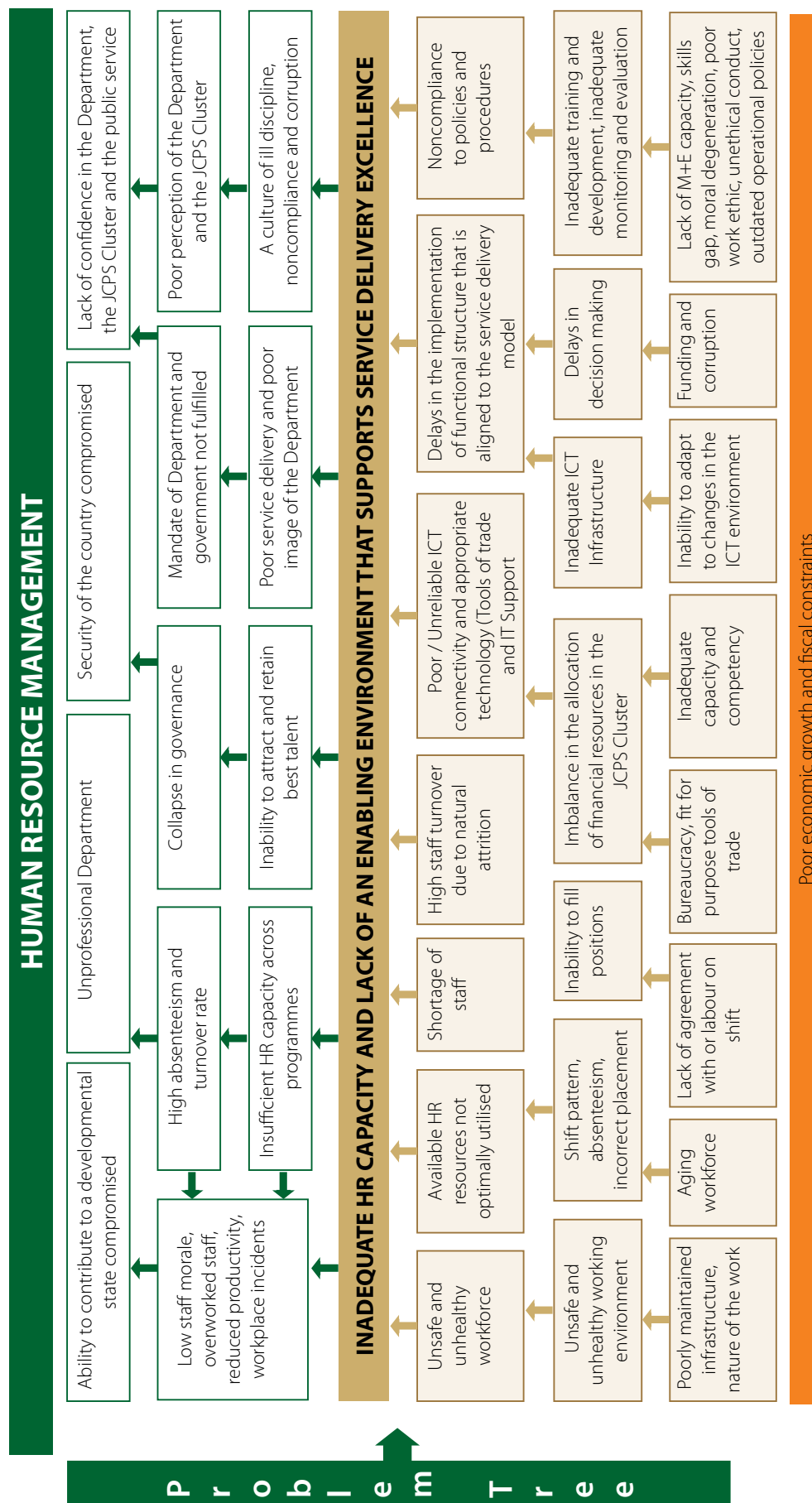
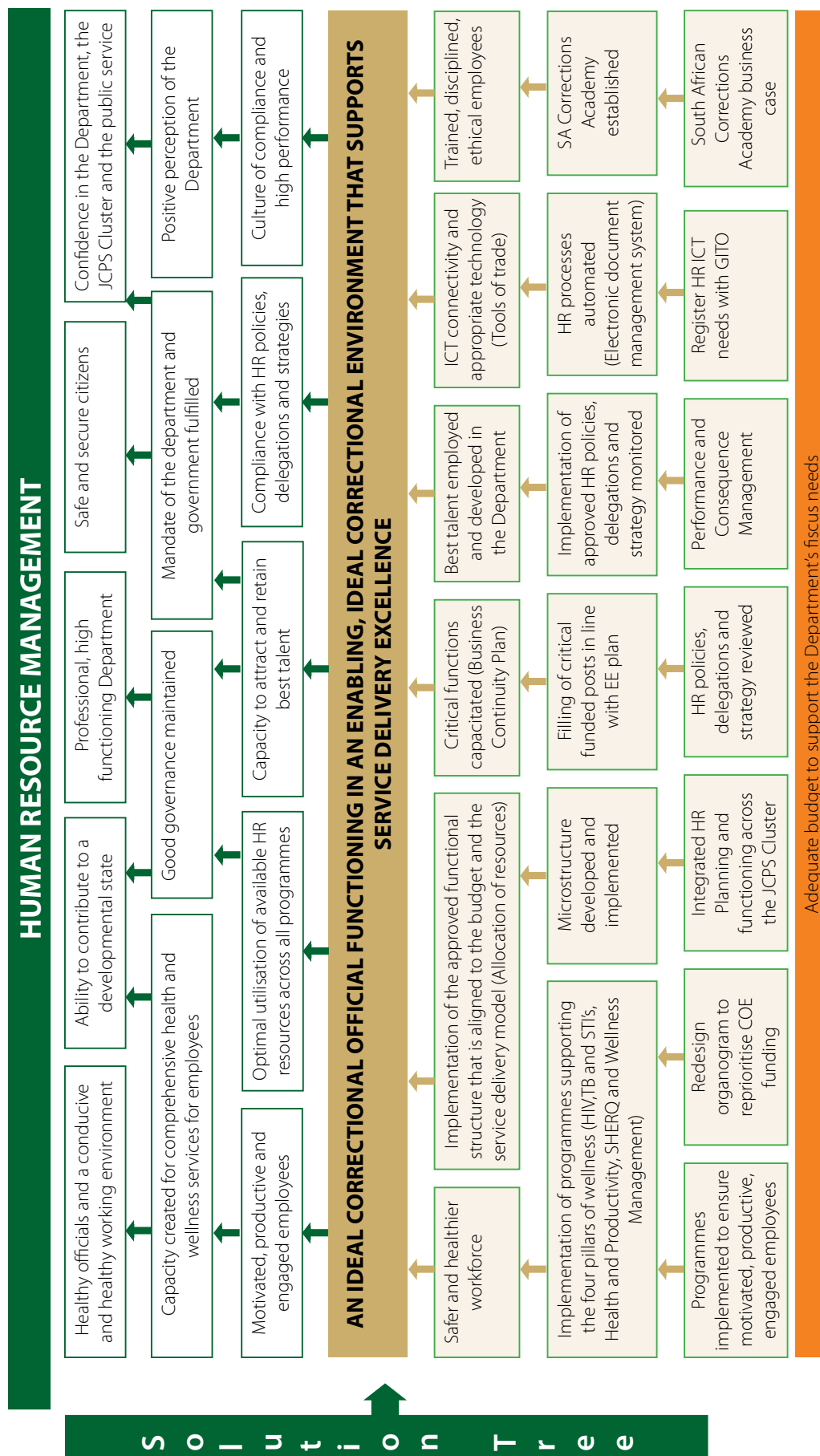


Figure 39: Solution Tree Human Resources



6.1.2.8 Strategic Support Services – Financial Management

Figure 40 Problem Tree Financial Management

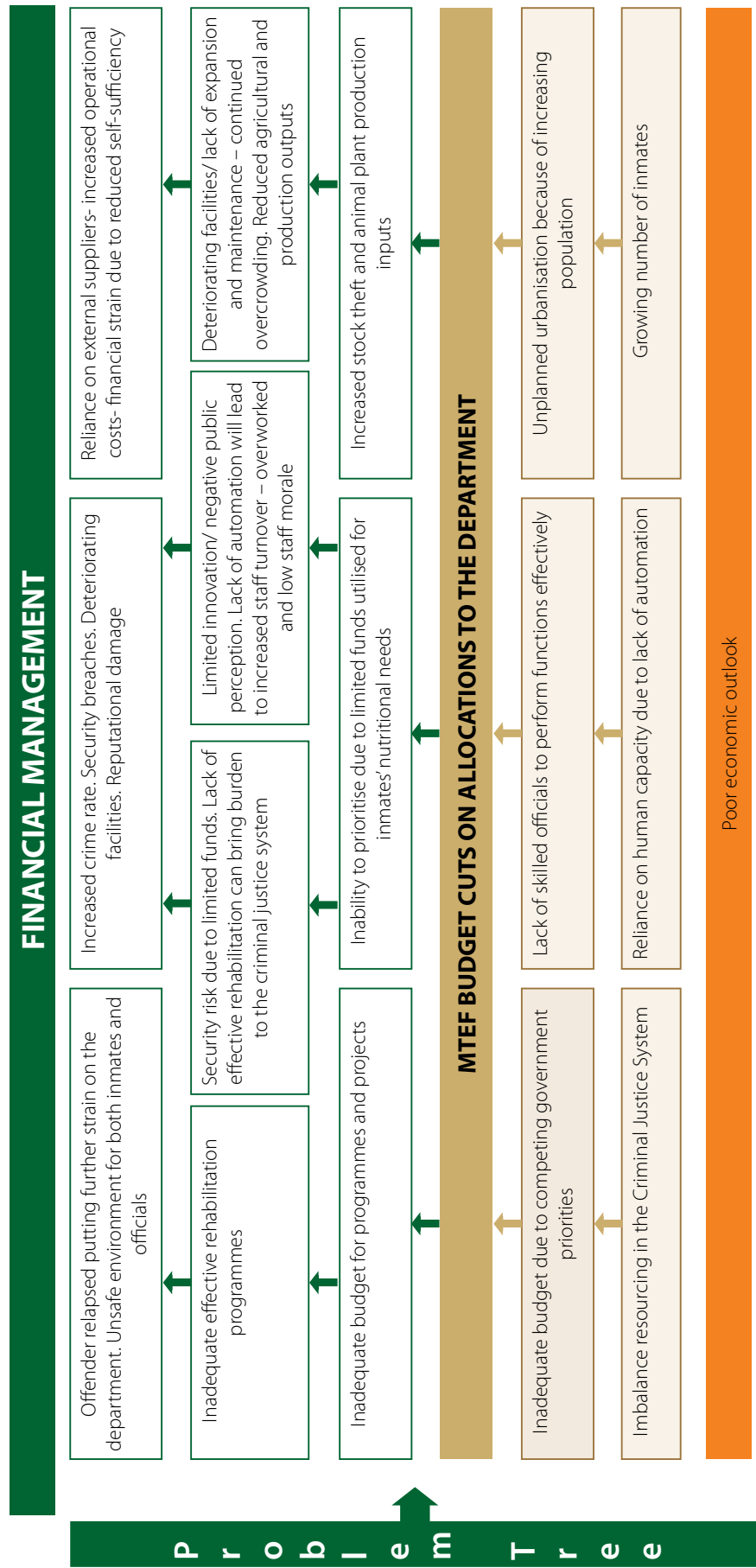
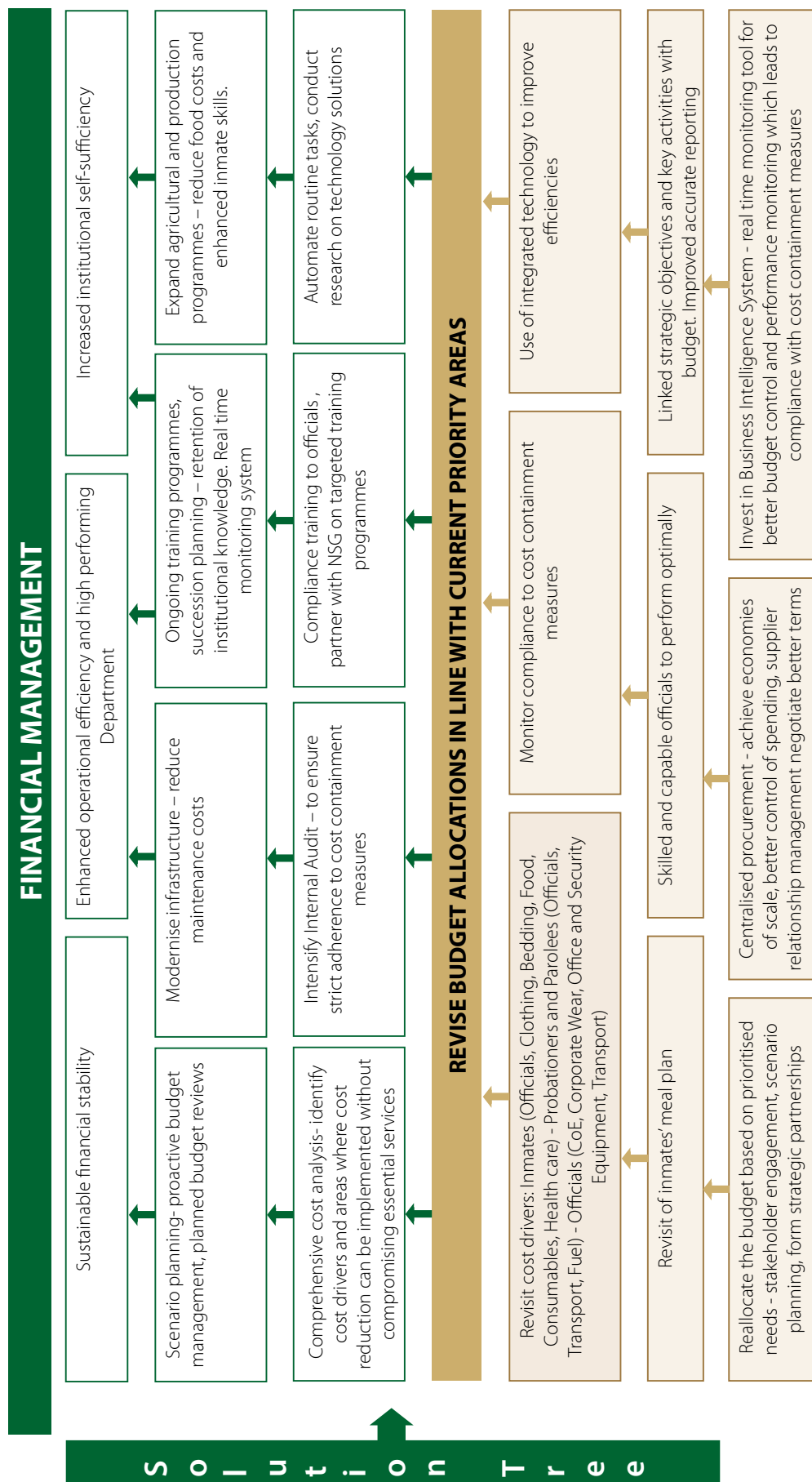


Figure 41: Solution Tree Financial Management



6.1.2.9 Strategic Support Services – Ethics and Governance

Figure 42: Problem Tree Ethics and Governance

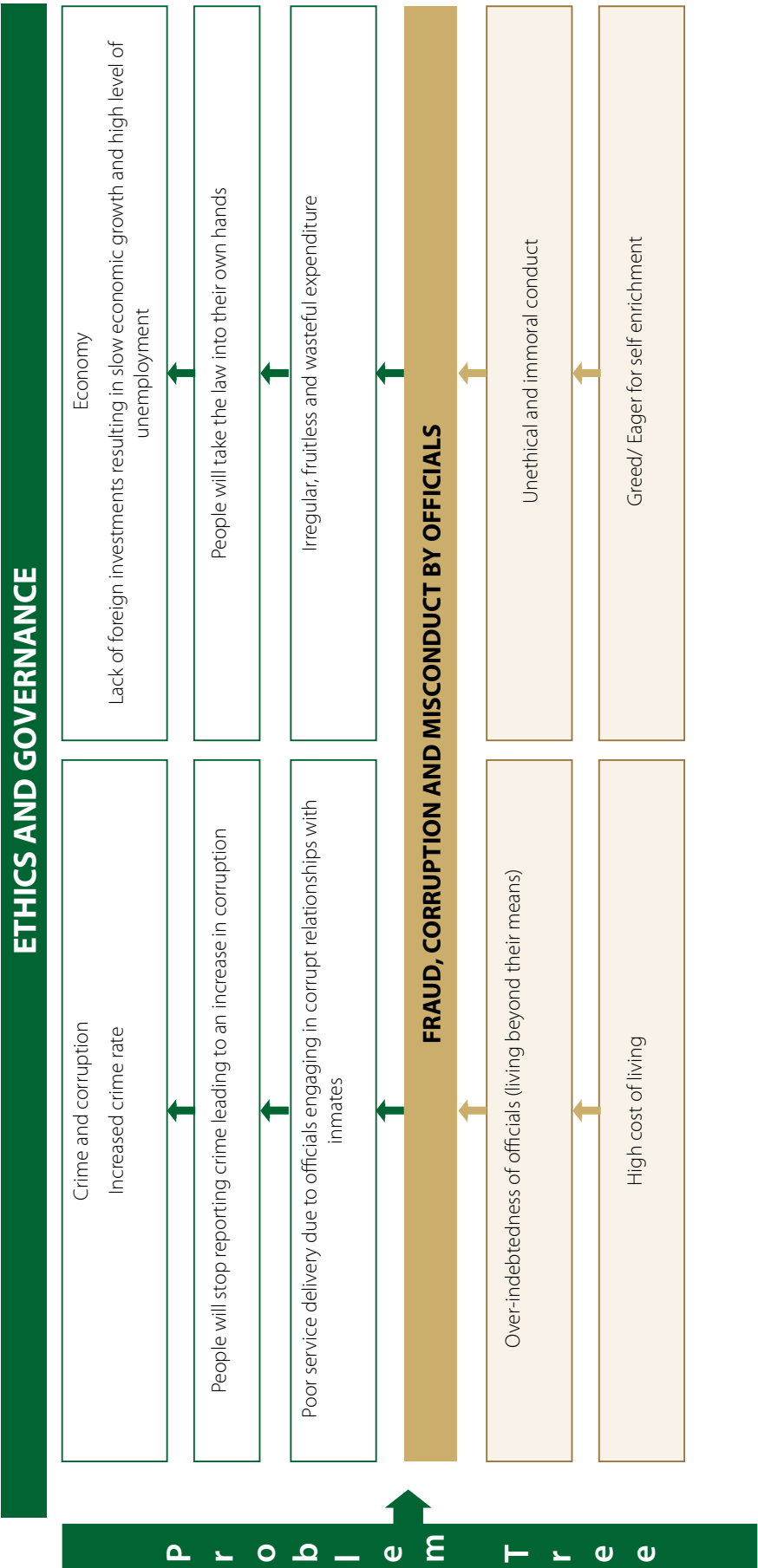


Figure 43: Solution Tree Ethics and Governance

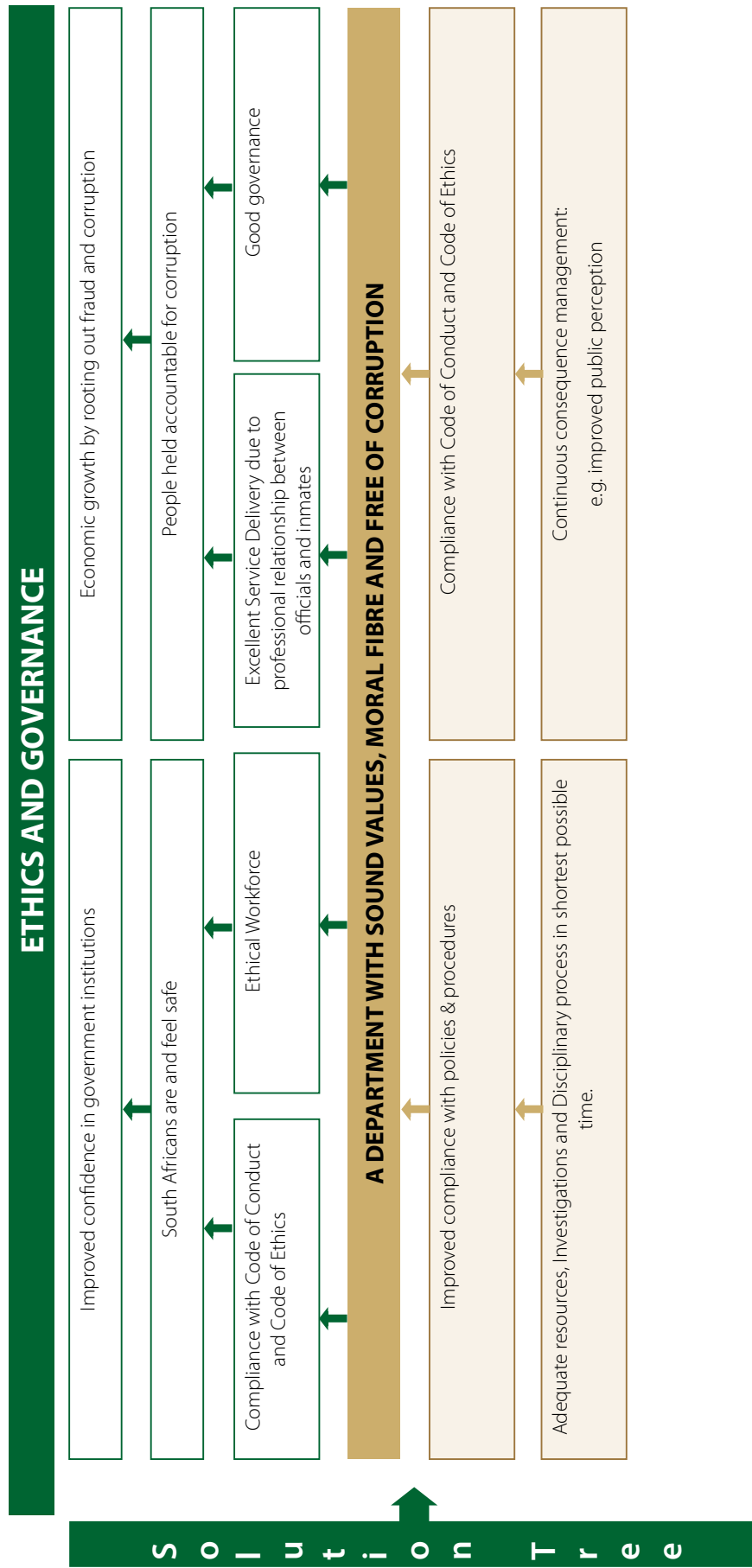
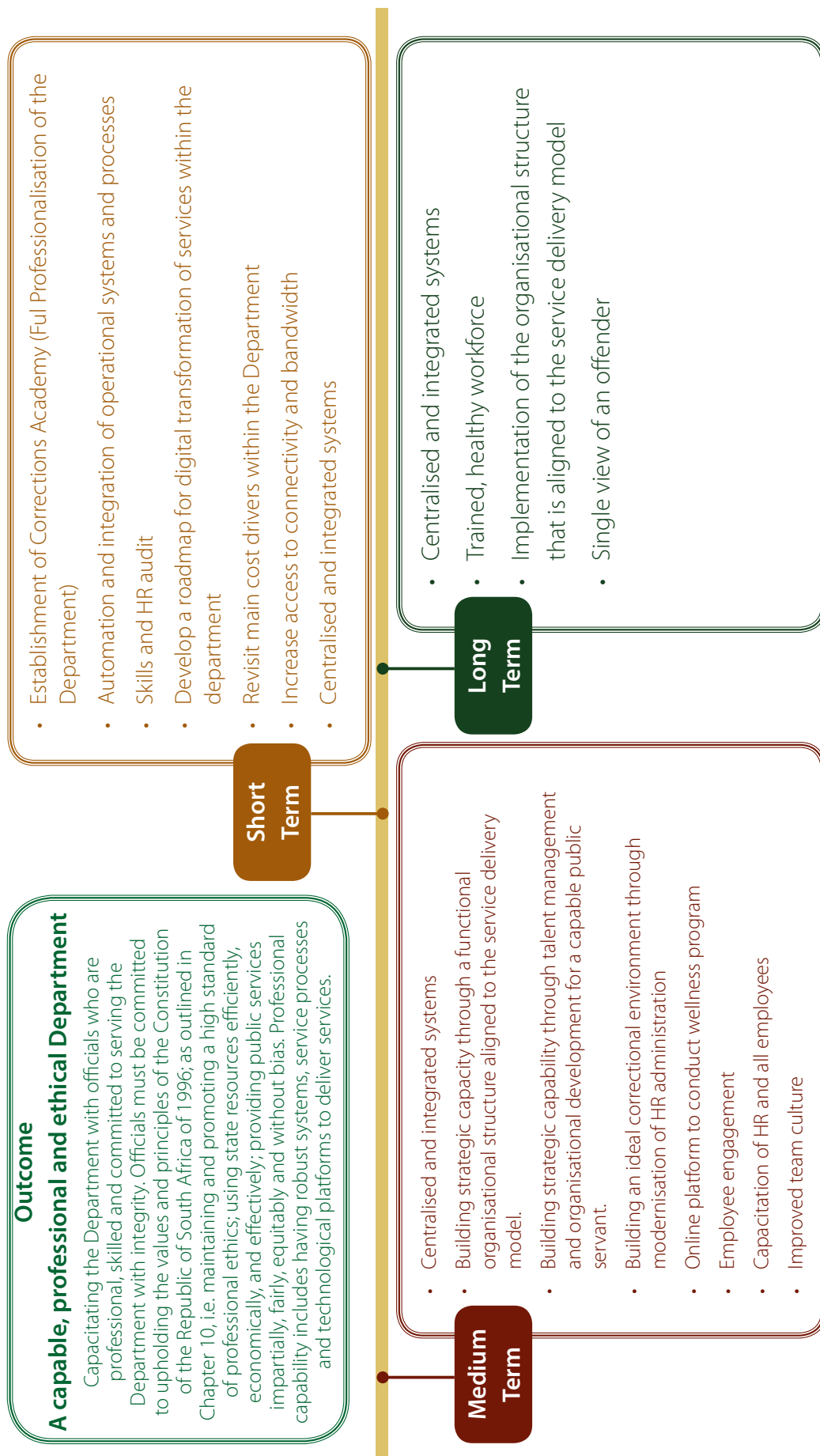


Figure 44: Short-, Medium- and Long-Term strategies and interventions Support Services



6.2 External Environment

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 Development Plan (MTDP). The MTDP translates the NDP's long-term goals into actionable priorities, addressing critical areas such as economic growth, employment, education, health, and security. The NDP sets the overarching trajectory for social and economic development, while the MTDP operationalises this vision through specific, measurable targets. The external environment highlights key focus areas that influence the Department's performance, particularly in achieving safety and security, which are essential for national stability and growth (NDP).

Challenges within the Department, such as overcrowding inadequate facilities, and the need to balance rehabilitation with security, highlight the urgent need for reform. Despite the challenges in the current environment, advancements have been made, including modernisation of facilities, implementation of innovative rehabilitation programmes, and improved management practices. These reforms reflect a commitment to aligning with the broader aims of the NDP and MTDP, fostering a more effective and humane correctional system. There is a renewed focus on rehabilitation and reintegration programmes aimed at reducing recidivism and enhancing social cohesion, directly reflecting the NDP's emphasis on safety and community well-being. The transition towards evidence-based management and enhanced staff training underscores a broader commitment to overcoming systemic challenges. This alignment with national priorities ensures that the Department not only addresses historical deficiencies but also plays a meaningful role in advancing the country's developmental goals (Oladejo & Dastile 2024). In addition to national priorities, the Department also contributes to the broader African vision outlined in Agenda 2063, the African Union's long-term strategic framework for transforming Africa by 2063. By aligning its mandate with the continental goals of Agenda 2063, the Department plays a critical role in supporting Africa's collective aspirations of peace,

stability, and inclusive growth, thereby contributing not only to South Africa's development but also to the progress of the continent. (African Union, 2015).

South Africa has developed a more inclusive economy aimed at meeting the needs of more than 63 million of its citizens. No other developing nation of comparable size can boast having achieved such progress in such a relatively brief time. Stats SA (Midyear June 2024). While unemployment and inequality have not reduced to the desired levels, Government is confident that the plans it has put in place will help improve situation. Over the last 30 years government has managed the fiscus and economy in a balanced and responsible manner which has given rise to a high level of macro-economic stability, reduction in taxes, control of the fiscal deficit and the provision of much needed social services and infrastructure development. The National Budget has again demonstrated the commitment to fiscal restraint and discipline.

Government's ongoing efforts to address unemployment and inequality are complemented by strategic investments in education, health care, and skills development. These initiatives aim to equip the workforce with the necessary skills to thrive in a dynamic economy and ensure equitable access to essential services (Stats SA, June, 2024). There are specified targeted programmes that are being implemented to support small and medium-sized enterprises (SMMEs), which are crucial for job creation and economic growth. By fostering an environment that encourages innovation and entrepreneurship, Government is working to create sustainable economic opportunities for all South Africans, thereby strengthening the foundation for long-term economic resilience, stability and inclusivity.

The lives of millions of South Africans have been transformed through the provision of essential necessities and the creation by providing the necessities of life and creating of new opportunities. South Africa's economic trajectory over the last five years has unfolded against the backdrop of an unprecedented global economic downturn, which sent economies worldwide into a sharp recession. In response, Government implemented a

counter-cyclical approach, increasing spending on infrastructure development to stimulate economic recovery, providing much-needed resources to improve infrastructure and enhance rehabilitation programmes. As part of the broader Strategic Plans outlined in the NDP, the Department stands to gain from increased investment in modernising correctional facilities, reducing overcrowding and improving conditions for inmates and officials. Additionally, economic recovery may lead to a more stable budget, allowing for better funding of programmes aimed at reducing reoffending, improving rehabilitation and enhancing public safety. While challenges remain, and the economy still faces a long road to fully recover from the after effects of the global recession, Government has outlined a clear vision for the country's development, with Strategic Plans for growth and progress through the NDP and beyond (The Presidency, 2024).

6.2.1 Global Economy

In an era defined by unprecedented global economic shifts, the landscape of public service is inextricably linked to broader economic trends. The global economy has entered a phase marked by volatility, with geopolitical tensions, inflationary pressures and supply chain disruptions creating a ripple effect across every sector. While some countries show signs of recovery, the world's economic prospects remain uncertain, driven by challenges such as rising debt levels, fluctuations in commodity prices, and the impact of technological advancements on labour markets.

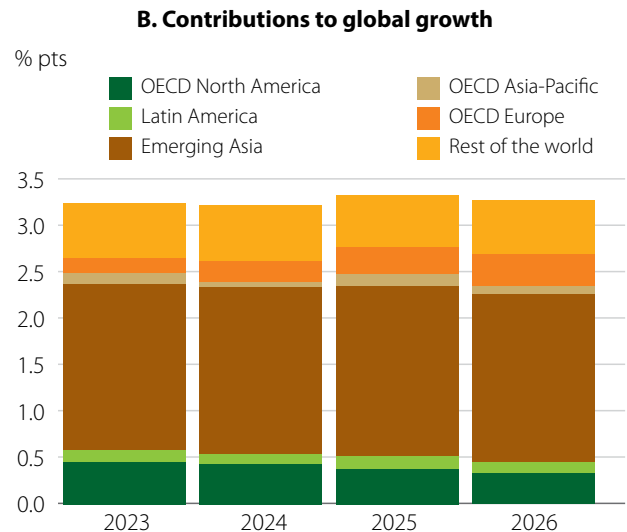
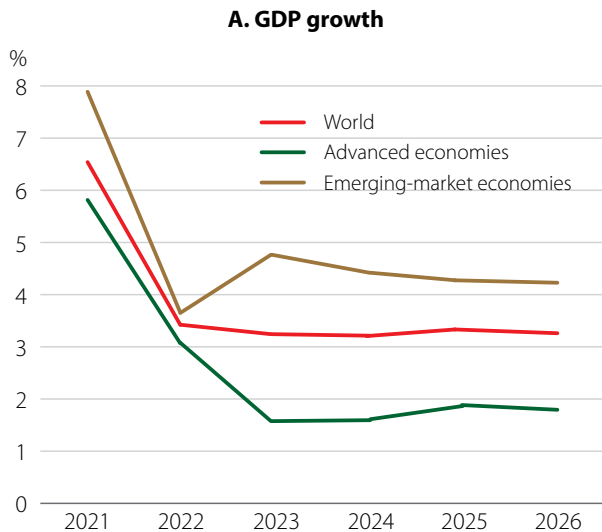
In South Africa, these global factors have intensified existing socio-economic challenges, including unemployment, inequality, and limited fiscal resources. For the Department, these economic realities present both obstacles and opportunities. As the country navigates a sluggish recovery with marginal GDP growth and continued fiscal constraints, the Department must adapt to an evolving external environment. The financial strain on government resources, coupled with an increasing demand for public safety and rehabilitation services, underscores

the need for strategic innovation and efficiency in the management of correctional facilities. This analysis explores the dynamic relationship between global economic trends and their local implications for corrections, highlighting the crucial role that adaptive planning and resource management will play in addressing both current and future challenges.

Global growth is projected to stabilise for the first time in three years, with an expected rate of 2.6% in 2024, followed by a slight increase to an average of 2.7% from 2025 to 2026. This growth rate remains significantly below the 3.1% average seen in the decade preceding the COVID-19 pandemic. This forecast suggests that, despite some recovery, countries representing more than 80% of the global population and GDP will continue to grow at a slower pace than before the pandemic. The global economy is facing structural challenges, including aging populations, geopolitical tensions, and disruptions in trade and supply chains, all of which contribute to the subdued growth outlook. As economies attempt to rebound, the effects of inflation, high debt levels, and shifting labour markets are expected to shape economic strategies for years to come (World Bank Group, 2024).

The world economic outlook has been positively revised to 5% in 2024, reflecting a recovery in private consumption and strong export performance observed in the first quarter of 2024. Despite this optimistic short-term projection, the GDP growth is anticipated to slow down to 4.5% in 2025 and further decline over the medium term, reaching 3.3% by 2029 (IMF, July 2024). This anticipated slowdown is largely due to sluggish productivity growth. Inflation trends reveal a continuing decrease in advanced economies, though the pace of disinflation is expected to moderate in 2024 and 2025. In contrast, inflation in emerging markets and developing economies is projected to remain higher than in advanced economies, however, as energy prices decline, inflation in these emerging markets is approaching pre-pandemic levels.

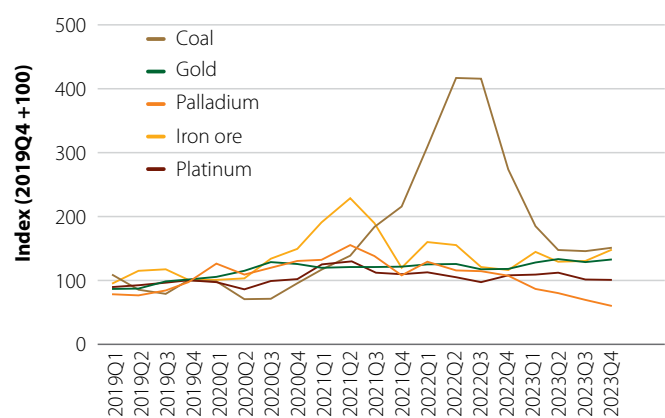
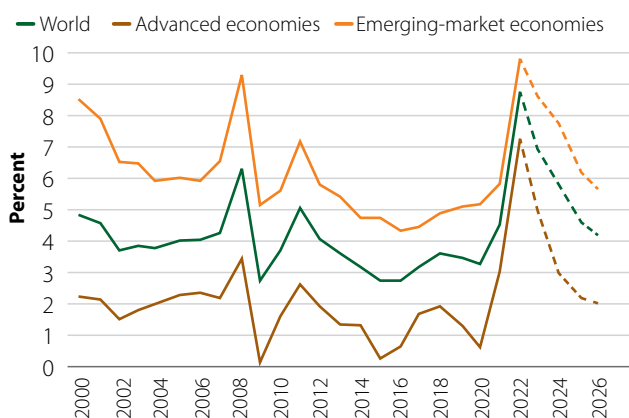
Figure 45: Global Growth Trajectory



The figure above indicates that the global trade, is expected to experience a recovery with growth projections of 3.5% in 2024, followed by 3.6% in 2025 and stabilising at 3.5% in 2026. This rebound is supported by increased trade among emerging-market economies, alongside stronger investment and consumption in both advanced and emerging economies. Trade growth is projected to become more balanced, particularly with a recovery in European trade. Over the next few years, global trade intensity is expected to slightly exceed pre-pandemic levels, with notable regional differences. While trade intensity is expected to be lower in advanced economies, especially Europe, it will rise significantly in China and other emerging markets, increasing China's share of global trade. Current account balances are

anticipated to remain steady through 2025-26, with the United States continuing to run a substantial deficit due to limited export growth and stable import demand. Conversely, China's current account surplus is projected to increase, following a significant rise in 2024. In terms of employment, Organisation for Economic Co-operation and Development (OECD) countries are expected to maintain steady growth, but at a slower rate, with employment growth averaging 0.8% annually between 2025-26, down from 1.2% in 2023-24. Employment growth in some emerging markets, such as Brazil, will also slow down. Although labour force growth is expected to moderate, unemployment is projected to remain low, stabilising as employment growth aligns with the size of the labour force (OECD Economic Outlook, 2024).

Figure 46: Global inflation outlook and key commodity export prices



Source: IMF World Economic Outlook Database, January 2024, and Bloomberg

According to the International Monetary Fund (IMF), World Economic Outlook, the worldwide effort to combat inflation has largely been successful, bringing inflation into a manageable state, although emerging countries still face fluctuations in prices. The global economy has shown resilience, supported by the tightening of monetary policies, which have helped curb inflation and prevent global economic extremities. The decline in global inflation is a commendable achievement, but it does not imply that the economy is fully stable. This reduction in inflation comes with potential downside risks, including the escalation of regional conflicts, prolonged tight monetary policies, and a possible resurgence of financial market instability that could impact sovereign debt markets. Disinflation can be attributed to economic shocks and an improved labour supply, which is often linked to immigration that may potentially leads, to an increase in the inmate population within correctional facilities. While there may still be some challenges on the road to achieving price stability, the global headline inflation was projected to decrease from an average of 6.7% in 2023 to 5.8% in 2024, and further to 4.3% in 2025 under the baseline scenario. Disinflation is anticipated to proceed more quickly in advanced economies, with a 2%-point drop from 2023 to 2024, stabilising at around 2% in 2025. In contrast, inflation in emerging markets and developing economies are expected to fall more slowly, from 8.1% in 2023 to 7.9% in 2024, before accelerating its decline to 5.9% in 2025 (IMF, 2024).

Global inflation is driven by easing labour market pressures, lower energy prices and reduced supply chain constraints. According to the IMF, inflation rates in advanced economies are projected to decline from 4.6% in 2023 to 2.6% in 2024, with a further drop to 2% by 2025. This accelerating pace of disinflation is leading to growing expectations that central banks in these economies will start reducing interest rates in 2024 and continue to do so into 2025. The anticipated decrease in global inflation and subsequent interest rate cuts are likely to benefit the Department through improved financial conditions. Additionally, reduced interest rates will lower

borrowing costs for government financing, enabling potential investment in modernisation projects and technology upgrades. This financial relief allows the Department to focus on enhancing operational efficiency and rehabilitative programmes, ultimately improving overall effectiveness and service delivery.

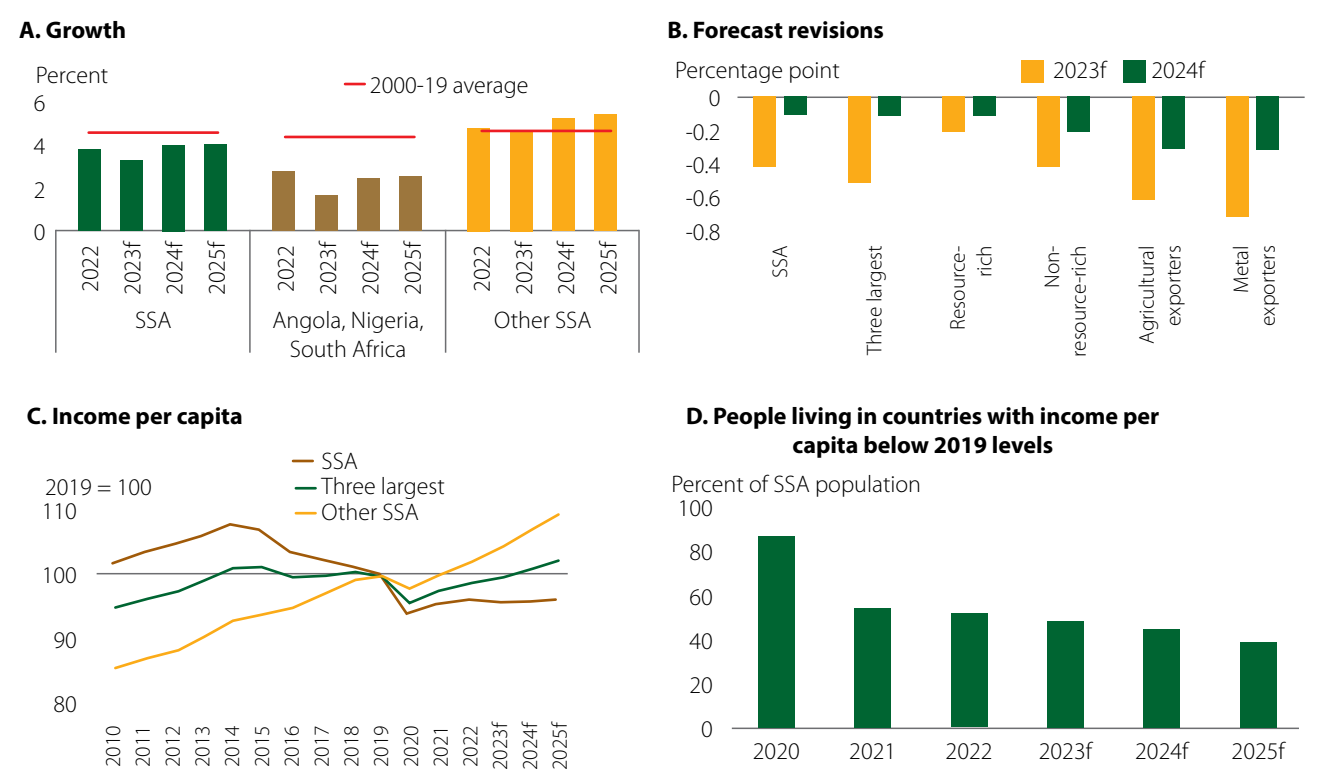
Economic activity was surprisingly resilient through the global disinflation of 2022/23. As global inflation descended from its mid-2022 peak, economic activity grew steadily, defying warnings of stagflation and global recession. Growth in employment and incomes held steady, reflecting supportive demand developments including greater-than-expected government spending and household consumption and a supply-side expansion amid, notably, an unanticipated boost to labour force participation. The unexpected economic resilience, despite significant central bank interest rate hikes aimed at restoring price stability, also reflects the ability of households in major advanced economies to draw on substantial savings accumulated during the pandemic. Changes in mortgage and housing markets over the pre-pandemic decade of low interest rates moderated the near-term impact of policy rate hikes. As inflation converges toward target levels and central banks pivot toward policy easing in many economies, a tightening of fiscal policies aimed at curbing high government debt, with higher taxes and lower government spending, is expected to weigh on growth (IMF, 2024).

As the global economy approaches a soft landing, the near-term priority for central banks is to ensure that inflation touches down smoothly, by neither easing policies prematurely nor delaying too long and causing target undershoots. At the same time, as central banks take a less restrictive stance, a renewed focus on implementing medium-term fiscal consolidation to rebuild room for budgetary manoeuvre and priority investments, and to ensure debt sustainability, is in order. Cross-country differences call for tailored policy responses. Intensifying supply-enhancing reforms would facilitate inflation and debt reduction, allow economies to increase growth toward the higher pre-pandemic era average and accelerate convergence

toward higher income levels multilateral cooperation is also critical to address the challenges of geoeconomics fragmentation and climate change. It can help limit risks, expedite the transition to green energy

and support effective debt restructuring. By fostering collaborative frameworks, countries can mitigate the costs of these global challenges and enhance overall economic stability (IMF, 2024).

Figure 47: Global economic growth trends



Sources: World Bank

Growth in Sub-Saharan Africa is expected to strengthen, but the recovery will be moderated by ongoing domestic challenges, continued policy adjustments, and falling commodity prices. Consequently,percapita income growth is anticipated to stay significantly below its long-term average, which will further delay the recovery of income losses and the rise in poverty caused by the pandemic and the subsequent cost-of-living increases.

These countries face numerous challenges, including external and domestic difficulties, increased fragility due to widespread insecurity and political instability, and ongoing poverty. The high costs of living across the region is expected to continue limiting private consumption, while restricted fiscal capacity and

stringent monetary policies are likely to dampen investment growth. These significant domestic challenges, coupled with tight global financial conditions and sluggish global growth, are projected to keep recoveries modest throughout the forecast period. The global medium-term prospects are not all doom and gloom. Resilience amid various shocks and the emerging promise of technologies such as artificial intelligence could prove transformative for medium-term global growth. To fully harness this potential, countries must strengthen their regulatory frameworks, including intellectual property protection and revisit redistributive and other adjustment programmes to ensure that the benefits from artificial intelligence are shared fairly and widely (Cazzaniga et al. 2024).

Changes in the overall global economic stability can profoundly influence international funding for the Department. Economic downturns and financial crises often lead to reduced funding levels as donor countries prioritise immediate needs and face budgetary constraints. Additionally, shifts in investment focus and currency fluctuations can impact the availability and value of funds. Donor confidence may wane during periods of economic instability, leading to stricter conditions and increased scrutiny.

The revised economic outlook underscores both significant opportunities and notable challenges, calling for adaptive economic strategies to effectively navigate the evolving global conditions. To capitalise on the strong export performance and resilient private consumption, policymakers should consider diversifying trade partnerships and supply chains,

which can reduce dependency on any single market and enhance economic resilience. Investing in technology and innovation is also crucial, as it can drive productivity growth and maintain competitive advantage. Additionally, addressing the projected slowdown in GDP growth requires a focus on upskilling and reskilling the workforce to align with future job market demands. Implementing flexible fiscal and monetary policies can help manage economic fluctuations and support stable growth, while promoting sustainable energy solutions can mitigate long-term inflationary pressures related to energy costs. Lastly, fostering global collaboration through international partnerships and economic forums can provide valuable insights and facilitate joint solutions to common challenges. By adopting these strategies, economies can better leverage opportunities for growth and address emerging challenges in a dynamic global landscape.

6.2.2 South African Economy

The figure below provides an overview of the major socio-economic challenges that South Africa is facing.

Figure 48: SA's top socio-economic challenges



The country continues to grapple with a cycle of low economic growth, exacerbated by critical infrastructure and logistical bottlenecks, as identified by the IMF. These systemic challenges are further compounded by the country's dependence on global geopolitics and international trade relations, leaving the economy vulnerable to external shocks.

The lingering effects of the COVID-19 pandemic have only deepened these difficulties, with the country's economic recovery lagging behind that of other nations. Each year, around 700,000 individuals enter the job market, making it necessary for the economy to grow at least 5-6% annually to sustain current employment levels. The persistent economic strain

and slow recovery from the pandemic have created a complex environment, with significant implications for the Department. Over the past 30 years, the Government has strived to manage its fiscal policies and economic strategies with a focus on stability. While there have been periods of macroeconomic stability, reduced taxes, and infrastructure development, the country continues to face persistent challenges such as high unemployment, fiscal deficits and rising debt. Despite notable achievements, significant obstacles remain in fully addressing the broader societal needs and priorities of key sectors, including correctional services (IMF, 2024).

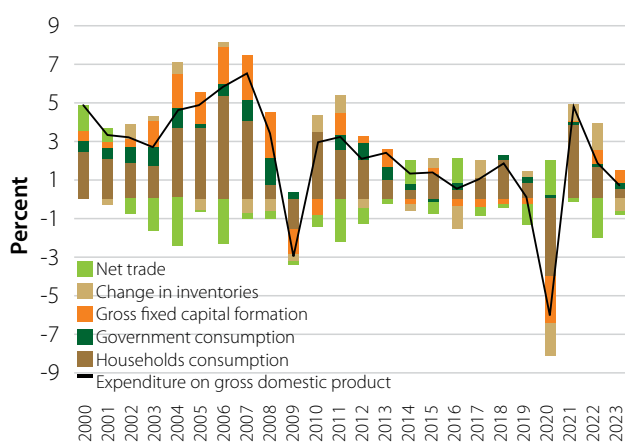
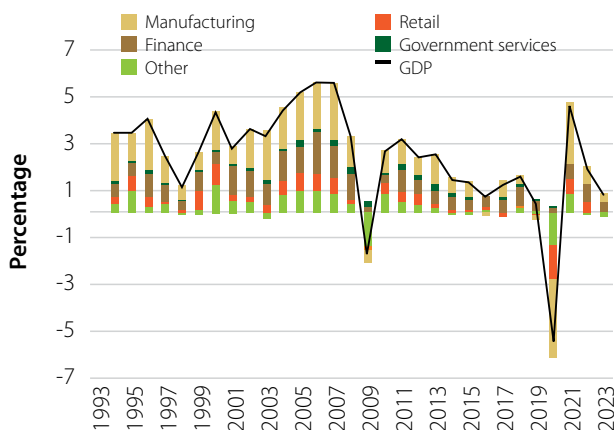
Despite the continued struggles with low economic growth and high unemployment, there are emerging signs of improvement in South Africa's economic trajectory. The country is beginning to reflect the positive outcomes of a more stable global environment, coupled with ongoing structural reforms, a consistent electricity supply, and growing cautious optimism surrounding the new GNU. While the GDP growth forecast for 2024 has been revised downward, the medium-term outlook appears slightly more favourable. Projections indicate that GDP growth is expected to average 1.8% between 2025 and 2027. Signs of a tentative return to confidence are emerging, as evidenced by a rebound in financial markets, a strengthening of the rand, and a reduction in sovereign borrowing costs.

Nevertheless, this follows over ten years of sluggish growth and persistent unemployment. Despite some expansion in the informal sector, this growth is largely due to stagnation within the formal sector, which suffers from low internal savings rates, weak domestic investment, adverse trade conditions, and declining productivity (National Treasury, 2024).

Economic growth is a fundamental driver of a country's overall prosperity and development. It influences a wide range of factors, including employment levels, income distribution, and public sector investment. Sustained economic growth fosters job creation and increases household incomes, which in turn boosts consumer spending and stimulates further economic activity. Conversely, sluggish or negative growth can lead to rising unemployment, reduced disposable incomes and greater financial strain on both businesses and individuals. It also limits the government's capacity to invest in critical infrastructure and public services, as constrained revenue impedes the ability to fund essential projects and social programmes. Furthermore, slow economic growth often results in lower levels of private sector investment and innovation, perpetuating a cycle of underperformance and economic stagnation (Uktamovna, 2024).

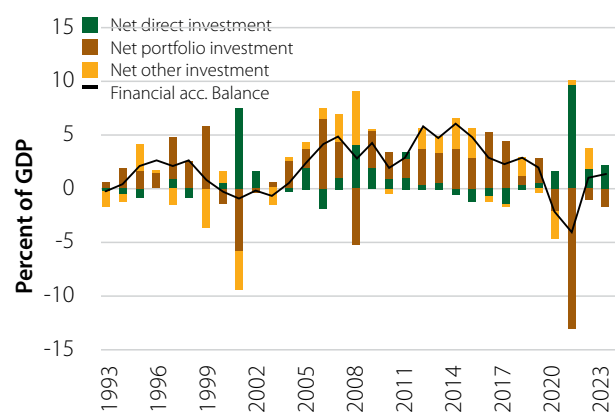
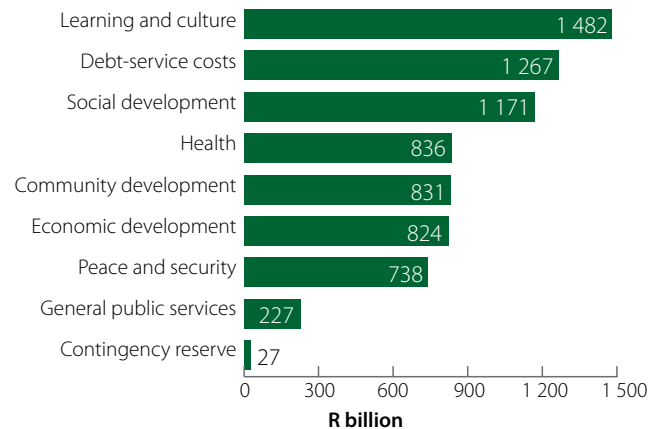
Figure 49: Economic performance and fiscal outlook

Sector Contributions to Growth



Expenditure Contributions to Growth

Consolidated Government Expenditure 2024/25 - 2025/26



Gross Foreign Financial inflows or liabilities

Source: National Treasury and South African Reserve Bank

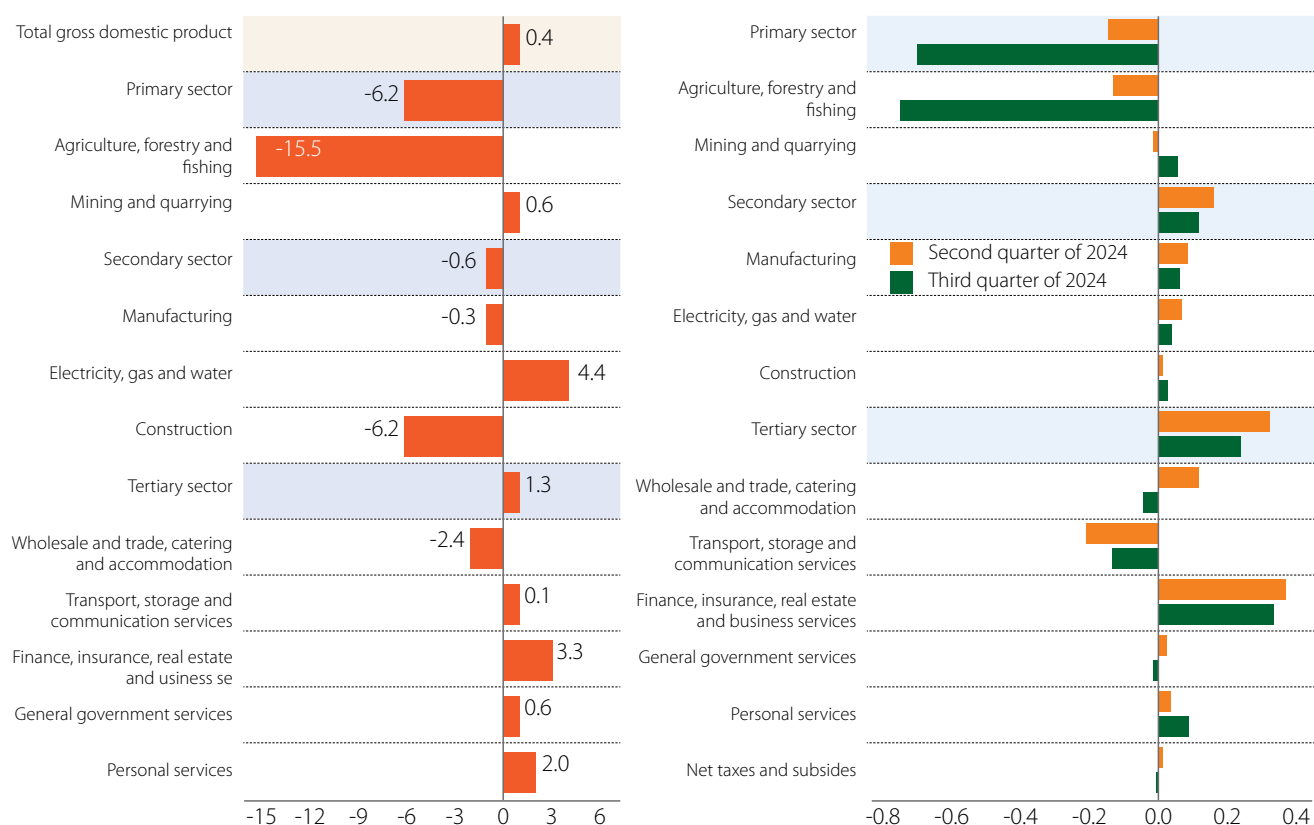
The primary goals outlined in the 2024 Medium-Term Budget Policy Statement (MTBPS) include achieving a primary budget surplus of 1.8% of GDP by the 2027/28 fiscal year, as well as stabilising the national government's gross loan debt at 75.5% of GDP by the 2025/26 fiscal year (South African Reserve Bank, 2024). Economic activity in the first quarter of 2024 showed a slight contraction, with real GDP decreasing by 0.1%, following a previous quarter's growth of 0.3%. The secondary sector's real Gross Value Added (GVA) contracted, and economic activity in the tertiary sector remained stagnant. Conversely, the primary sector continued its expansion. On the expenditure side, GDP declined by 0.2%, while on the production side, it contracted by 0.1%. These declines were reflected across all components of real gross domestic final demand, indicating a broader

slowdown in economic activity. In terms of fiscal policy, gross loan debt is projected to reach R5.2 trillion in the current financial year. Over the next three years, government expenditure is forecast to total R7.41 trillion. Although the growth rate of public spending has slowed in recent years, most of the budget is allocated to the social wage, particularly for health care, education, and social protection. Debt-service costs, estimated at R1.3 trillion, now exceed the spending in any individual consolidated sector. This reflects the increasing pressure on the national budget, as rising debt payments crowd out funding for essential services and other policy priorities, presenting a significant challenge to the country's fiscal sustainability, long-term economic stability and the Department (National Treasury: 2024).

In this strained economic environment, government funding for correctional services is often limited, impacting the ability to maintain and upgrade correctional facilities. Budget constraints can lead to delays in addressing critical needs such as refurbishment and repairs, recruitment of officials and the implementation of effective rehabilitation programmes. Over time, these deficiencies undermine the effectiveness of the Department in rehabilitating and reintegrating offenders. The economic downturn has also exacerbated existing social inequalities, further marginalised vulnerable groups and contributed to higher crime rates. As more individuals face economic hardships, the Department experiences an increase in

offences related to economic desperation, such as theft or fraud. This shift thus requires the Department to adapt to a changing inmate profile and develop targeted interventions to address the root causes of criminal behaviour. Overall, the economic strain and slow recovery from the COVID-19 pandemic present significant challenges for the Department by affecting the broader socio-economic landscape. These challenges necessitate a strategic approach to resource management, facility improvement and the development of effective rehabilitation programmes to address the evolving needs of both the offender population and the communities they come from.

Figure 50: Economic Performance and Monetary Outlook - Contributions to growth in real GDP



Source: SARB Quarterly Bulletin December 2024

According to the South African Reserve Bank (2024), in the first quarter of 2024, South Africa's economy experienced negative growth, primarily driven by declines in key sectors such as manufacturing, mining, and construction. This contraction marks a shift from the previous period, as economic output in Q1 2024

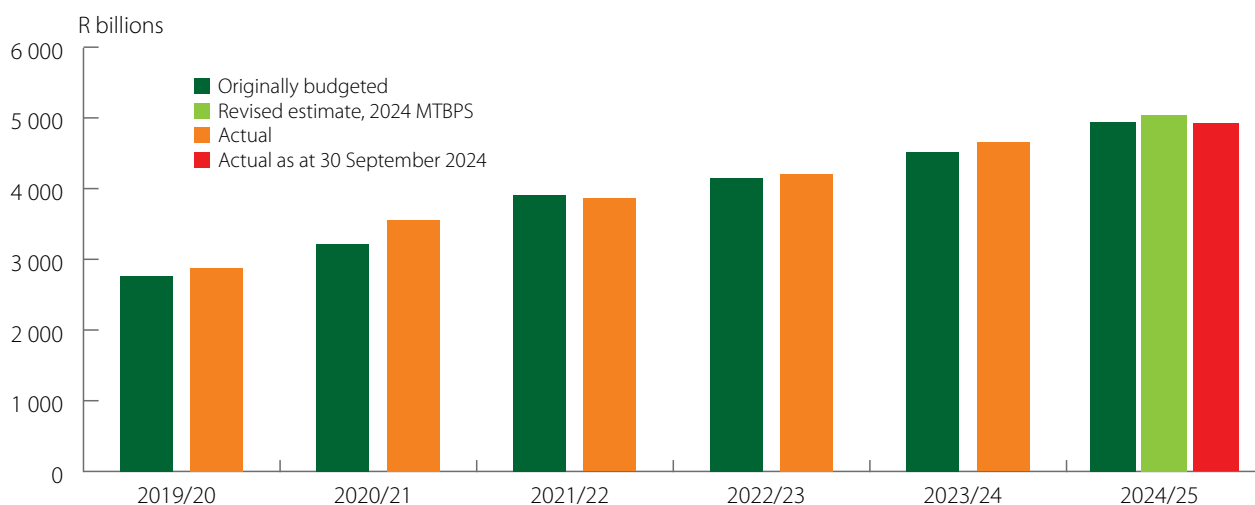
fell below the peak of R1,163 million recorded in Q3 2022, highlighting ongoing challenges in the critical industries. The Department anticipates the negative economic performance to lead to increased social instability, higher unemployment and potentially a rise in crime. A surge in criminal activity, particularly

in economically disadvantaged communities, may result in higher incarceration rates, overburdening existing facilities and increasing the demand for correctional officials, security, and rehabilitation services. While the inflation is eased to 2.8% in October 2024, the lowest rate since June 2020, offering some relief in the cost of living, it is unlikely to alleviate the underlying social issues that contribute to criminal behaviour. Despite the reduction in consumer prices, widespread poverty, inequality, and lack of employment opportunities remain persistent dilemmas. These issues often drive individuals towards crime, as many feel marginalised and without access to economic resources and stable employment. The lower inflation rate provides short-term relief for households. Moreover, the current economic downturn could lead to tighter government budgets, which may limit funding for the Department. This could hinder efforts to improve infrastructure, reduce overcrowding, and fund rehabilitation programmes. Inadequate resources may also impact the quality of care, vocational training, and the social reintegration of offenders, making it harder to address re-offending and reduce the overall inmate population in the long term. As the economy struggles, the Department may face increasing demand for its services.

National Treasury has projected government gross borrowing to decrease from R553.1 billion in 2023/24 to R428.5 billion in 2026/27. The decrease is primarily attributed to the R150 billion settlement of the Gold and Foreign Exchange Contingency Reserve Account over the medium term. Gross loan debt is expected to stabilise at 75.3% of GDP by 2025/26, slightly below the 77.7% forecast in the 2023 MTBPS. Additionally, debt-service costs are projected to stabilise at 21.3% of revenue in 2025/26, with a subsequent decline thereafter. (National Treasury Budget Review, 2024).

An unsustainable government debt burden, results into fiscal challenges that leads to substantial budget cuts across various sectors, including a notable reduction in the baseline budget of the Department. The substantial government debt, which severely limits fiscal flexibility, has necessitated these budget cuts as part of broader efforts to address the national financial crisis. The impact of these reductions is significant, with critical areas such as the procurement of essential security equipment for correctional facilities being particularly affected. This has undermined the ability to ensure the safety and security of correctional facilities. The following figure provides an overview of the National Government Domestic Debt, highlighting Government's borrowing capacity

Figure 51: National government of Domestic debt

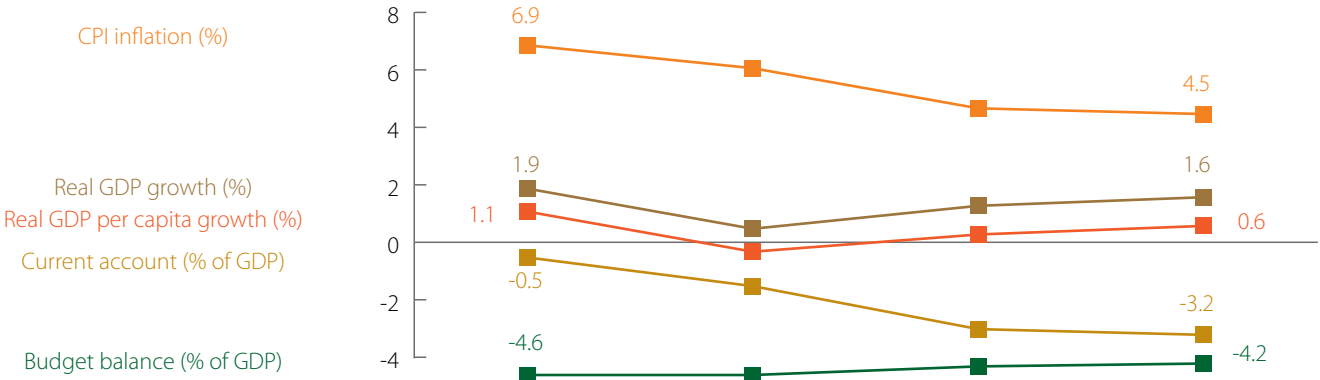


Source: SARB Quarterly Bulletin (December 2024)

In September 2024, South Africa's national government issued two new fixed-rate bonds, R2033 and R2038, collectively valued at R10.4 billion. This issuance caused the outstanding stock of fixed-rate bonds to increase by 10.0% year on year, reaching a total of R3,130 billion, which represents 63.5% of the total domestic bonds as of 30 September 2024. Additionally, inflation-linked bonds saw a year-on-year increase of 4.2%, rising to R1,097 billion (22.2% of total domestic debt). Treasury Bills (TBs) grew by 12.0%, reaching R531.8 billion, accounting for 10.8% of the total domestic debt. Furthermore, zero-coupon and floating-rate bonds increased by R56.2 billion year on year, bringing their total to R139.7 billion, contributing 2.8% to the overall domestic debt stock. This increase in the outstanding bonds reflects a broader strategy by Government to manage debt by issuing long-term and short-term instruments, diversifying its debt portfolio. The continued rise in fixed-rate and inflation-linked bonds signals a preference for predictable and inflation-protected debt instruments, providing Government with stability in its debt service obligations.

The increase in TBs, a short-term debt instrument, indicates that Government may be facing immediate liquidity needs or opting to maintain a higher level of short-term borrowing for fiscal flexibility. Additionally, the rise in zero-coupon and floating-rate bonds suggests a strategic move to cater to investor preferences for varying risk profiles, with some investors likely seeking the long-term benefit of zero-coupon bonds and others opting for floating-rate instruments that adjust according to interest rate changes. Overall, the data shows a carefully managed approach to debt issuance, balancing short-term and long-term instruments while diversifying the portfolio to ensure financial stability. The overall increase in domestic debt highlights the growing fiscal pressure and the need for effective management of government borrowing and spending to avoid long-term financial strain (South African Reserve Bank (SARB) Quarterly Bulletin, December 2024).

Figure 52: SA economic outlook for the next three years



(source: African Economic Outlook 2024)

Figure 52 depicts the economic outlook for South Africa for the next three years. Both internal and external shocks have exerted downward pressure on overall economic activity. As a developing economy, South Africa is particularly vulnerable to these shocks, which include both global and domestic factors. The impact of these disturbances has been significant, global shocks, such as fluctuations in international commodity prices and global financial uncertainties,

alongside local issues like political instability and infrastructure constraints, have compounded the difficulties faced by the South African economy. This combination of external and internal pressures has created substantial challenges for economic growth and development, highlighting the need for robust policy responses and strategic economic management.

6.2.3 Population growth

According to Stats SA Mid-year estimates, South Africa has experienced significant population growth over recent decades, with the population increasing from approximately 44 million in 1998 to over 63.2 million as per the mid-year 2024 estimations. This rapid expansion presents various challenges, including heightened pressure on social infrastructure and services. The surge in population, particularly in densely populated urban areas, has been associated with a corresponding increase in crime rates, driven by factors such as economic disparities, unemployment, and social strain. For instance, recent statistics indicate rising rates of violent crime and property offenses, which correlate with the growing population. As the number of individuals affected by socio-economic issues rises, so does the demand for the Department to manage and rehabilitate a larger inmate population. This demographic shift exacerbates existing issues within the correctional system, such as overcrowding and resource constraints, and necessitates significant adjustments in facility operations, policy development and community-based correctional strategies. (Stats SA, June 2024).

The surge in crime necessitates a corresponding rise in the demand for correctional facilities and services, including more bedspace, officials and

resources to manage a growing inmate population. Additionally, an increase in crime rates can strain existing infrastructure, leading to issues such as overcrowding and resource shortages. As a result, the Department may face heightened challenges in maintaining humane conditions, implementing effective rehabilitation programmes and ensuring adequate security. The rising crime rates driven by population growth also impact policy development within the Department, necessitating adjustments to address emerging offending behaviours and trends. The average overcrowding rate remains around 50%, highlighting the ongoing pressure on correctional facilities. The main driver of overcrowding in correctional facilities remains the shortage of bedspace with the approved bedspace of 107 346 against an inmate population of 166 924 (as at 31 December 2024). This situation underscores the need for further expansion, with an estimated requirement of an additional 50 000 bedspaces to effectively manage the growing population and ensure adequate accommodation within the system. The Department acknowledges that understanding the relationship between population growth and crime rates is essential for anticipating future demands on correctional services and developing strategies to effectively manage and address these impacts. (Frazer, 2024).

Table 4: Mid-year population estimates for South Africa by population group and sex (2024)

Population group	Male		Female		Total	
	Number	% Distribution of males	Number	% Distribution of females	Number	% Distribution of total
Black African	25 266 984	81.8	26 242 328	81.7	51 509 312	81.7
Coloured	2 600 412	8.4	2 738 174	8.5	5 338 586	8.5
Indian\Asian	829 316	2.7	799 478	2.5	1 628 794	2.6
White	2 189 488	7.1	2 349 724	7.3	4 539 212	7.2
Total	30 886 200	100.0	32 129 704	100.0	63 015 904	100.0

Source: Mid-year population Estimates, Presentation Stats SA, 2024

The rapid increase in urban populations has led to overcrowded correctional facilities in major cities. The Department has recorded correctional facilities that operate well beyond their intended capacity, with inmate numbers sometimes exceeding the designed capacity by 50% or more. This overcrowding not only strains physical resources but also complicates the delivery of essential services such as health care and rehabilitation programmes. Additionally, the increased

demand for correctional services has prompted the need for new construction and expansion, which presents financial and logistical challenges. By analysing the impact of population growth on operations and service delivery, the Department implements tailored solutions to effectively address these challenges, ensuring humane incarceration while managing the pressure of an expanding population.

Figure 53: Mid-year population estimates for South Africa by Province (2024)

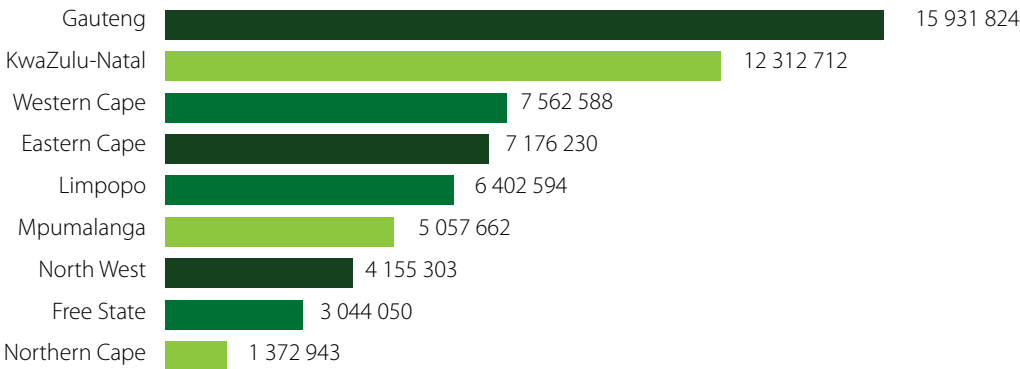


Table 5: International net-migration assumptions for the period by population group, 2001–2026

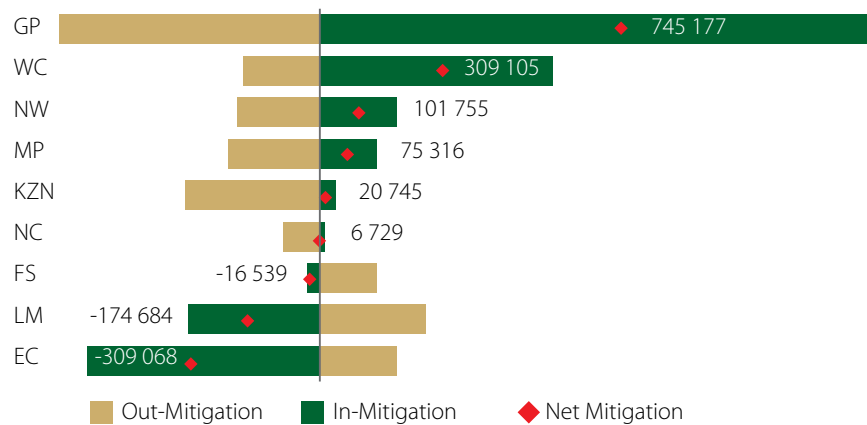
	African	Indian/Asian	White	Net International migration
2001-2006	619 509	35 562	-99 574	555 497
2006-2011	878 851	53 047	-106 787	825 111
2011-2016	1 100 815	65 431	-111 346	1 054 900
2016-2021	956 984	60 700	-90 957	926 727
2021-2026	792 857	49 989	-84 308	758 538

Source: Mid-year population Estimates, Presentation Stats SA, 2024

According to the Department of Health, the high rate of migration into the provinces increase the size of the population, with a negative impact on service delivery. From a long-term strategic planning perspective, the Department must anticipate the need for greater investment in infrastructure to accommodate these changing demographics, as well as develop tailored reintegration programmes to reduce reoffending and enhance social reintegration for immigrant populations. Furthermore, the increasing presence of immigrants in correctional systems may require policy reviews and a focus on addressing potential systemic biases or inequities in the justice process.

The Department is responsible for identifying foreign nationals in its correctional facilities and reporting such individuals to the Department of Home Affairs (DHA). The DHA is responsible for establishing/confirming the nationality of such inmates and initiating the deportation of those whose stay in the Republic of South Africa (RSA) is illegal or undesirable. By proactively analysing these trends, the Department can better position itself to adapt to the needs of a changing population, ensuring that resources are allocated efficiently and that correctional practices are aligned with broader societal changes (Department of Health Annual Report, 2023/2024).

Figure 54: Net migration 2021-2016 per province



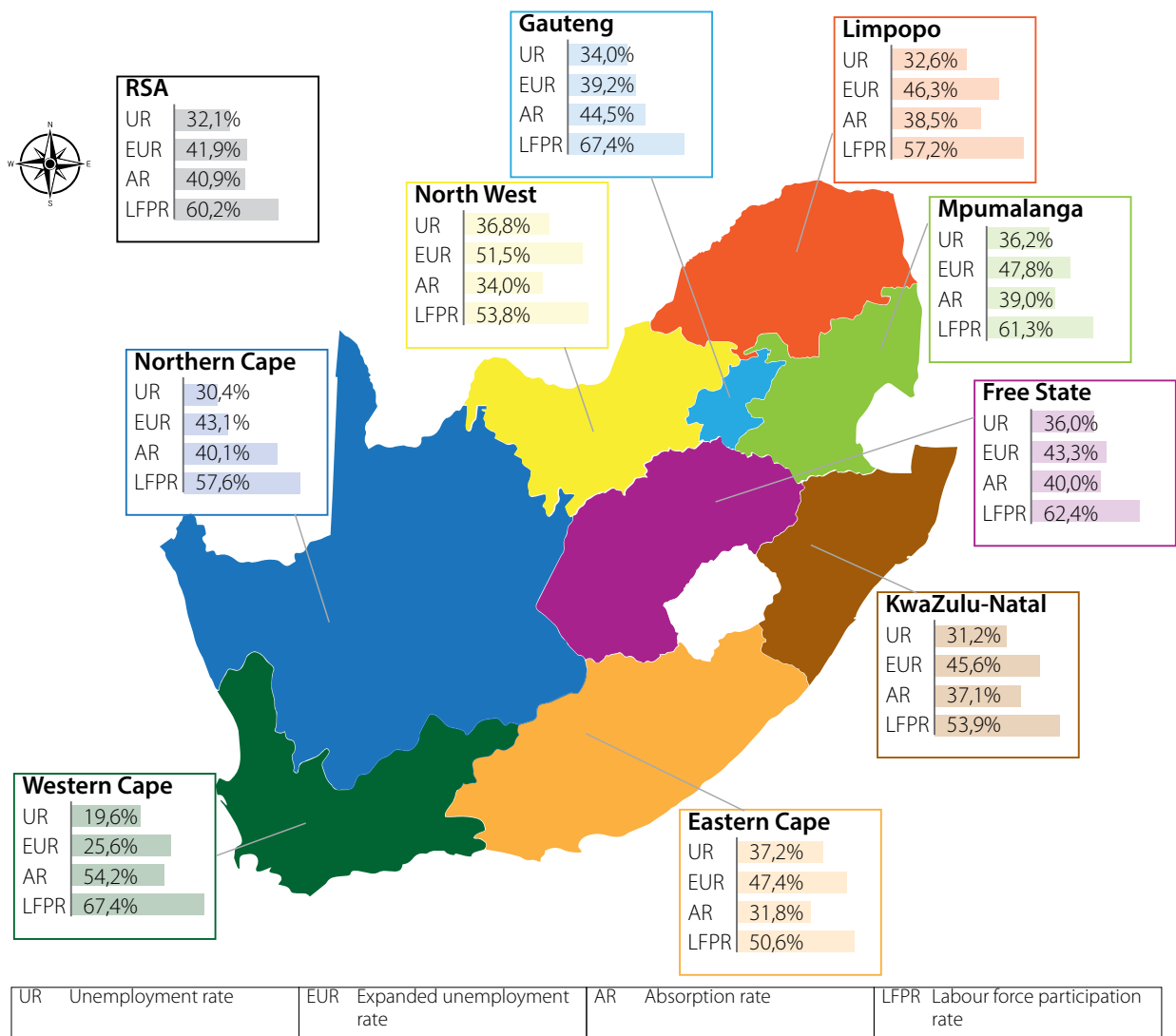
The figure above illustrates the projected migration trends in South Africa from 2021 to 2026, highlighting the provinces with the highest net migration. Gauteng (GP) is expected to experience the largest influx, with approximately 745 177 in-migrants during this period. Six provinces are projected to experience positive net migration, reflecting a notable shift in population towards areas such as the Western Cape (309 105), Northwest (101 755), Mpumalanga (75 316), KwaZulu-Natal (20 746), and the Northern Cape (6 729), respectively. This data underscores the shifting population dynamics and the growing attractiveness of certain provinces, particularly Gauteng, as hubs for migration in the coming years. The significant influx of migrants into Gauteng, Western Cape, and KwaZulu-Natal is likely to lead to population growth in these provinces, which may directly impact the demand for the services. Gauteng, in particular, with its projected net migration of 745 177 in-migrants, is expected to experience the highest population increase, suggesting that correctional facilities in this province could face higher occupancy rates. The Department

anticipates increased pressure on both infrastructure and human resources in these areas. Furthermore, provinces such as the Western Cape (309 105 in-migrants) and KwaZulu-Natal (20 746 in-migrants) will likely experience a growing demand for correctional services. Additionally, migration-driven population shifts could lead to changes in the types of offenses and rehabilitation needs in these Regions, requiring adjustments in inmate classification, programme offerings, and staffing requirements.

6.2.4 Unemployment

South Africa's labour force continues to face significant challenges, including high unemployment rates, skills mismatches and the lingering effects of historical inequalities. In this context, the labour force is not only a critical driver of economic growth but also a key factor in addressing pressing social issues such as poverty, inequality, and the need for sustainable development.

Figure 55: Summary of the labour market measures at a glance, Q3: 2024

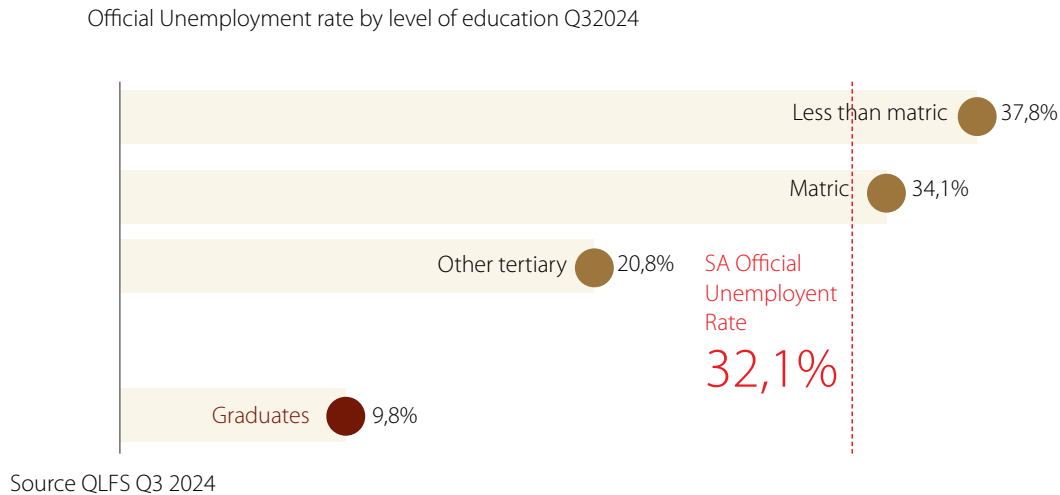


Source: Stats SA Quarterly Labour Force Survey

In the third quarter of 2024, the unemployment rate dropped by 1.4%, reaching 32.1%. Meanwhile, the absorption rate rose by 0.6% to 40.9% and the labour force participation rate saw a slight decline of 0.4 %, settling at 60.2% when compared to the second quarter of 2024. There was a decrease of 373 000 in the number of unemployed individuals during this period, while the employed population grew by 294

000. The sectors that experienced the largest increases in employment were Community and Social Services, with 194 000 new jobs, followed by Construction, which added 176 000 jobs and Trade, which saw an increase of 109 000 jobs. Conversely, the Finance sector faced the largest job losses, shedding 189 000 positions and the Private Households sector lost 32 000 jobs Stats SA (QLFS, 2024).

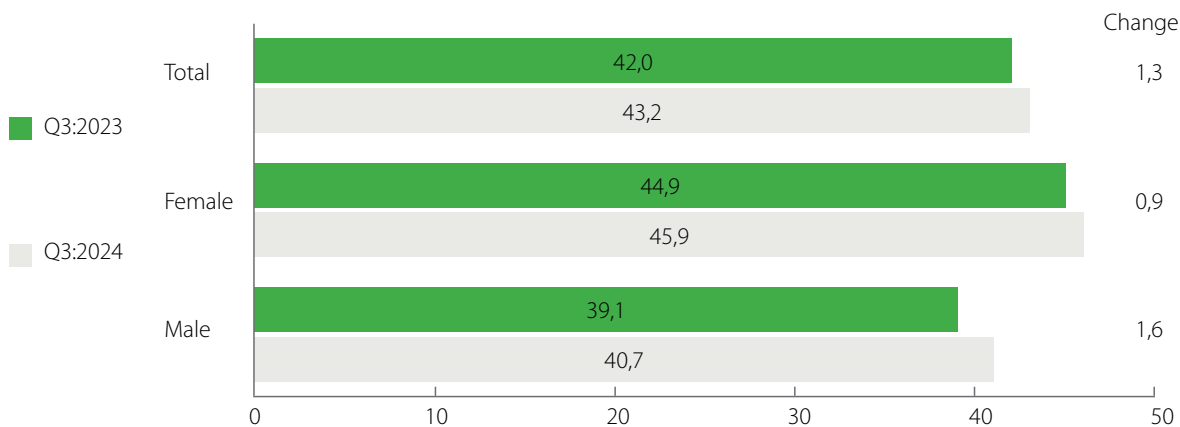
Figure 56: Official Unemployment rate by level of education



Quarterly Labour Force Survey (QLFS) Q3:2024

Graduate unemployment rate increased by 0,1% from 9,7% in Q2:2024 compared to 9,8% in Q3:2024. Those with matric and less than matric remain vulnerable with unemployment rates of 34,1% and 37,8% respectively.

Figure 57: NEET rate for youth aged 15–34 years by sex



Quarterly Labour Force Survey (QLFS) Q3:2024

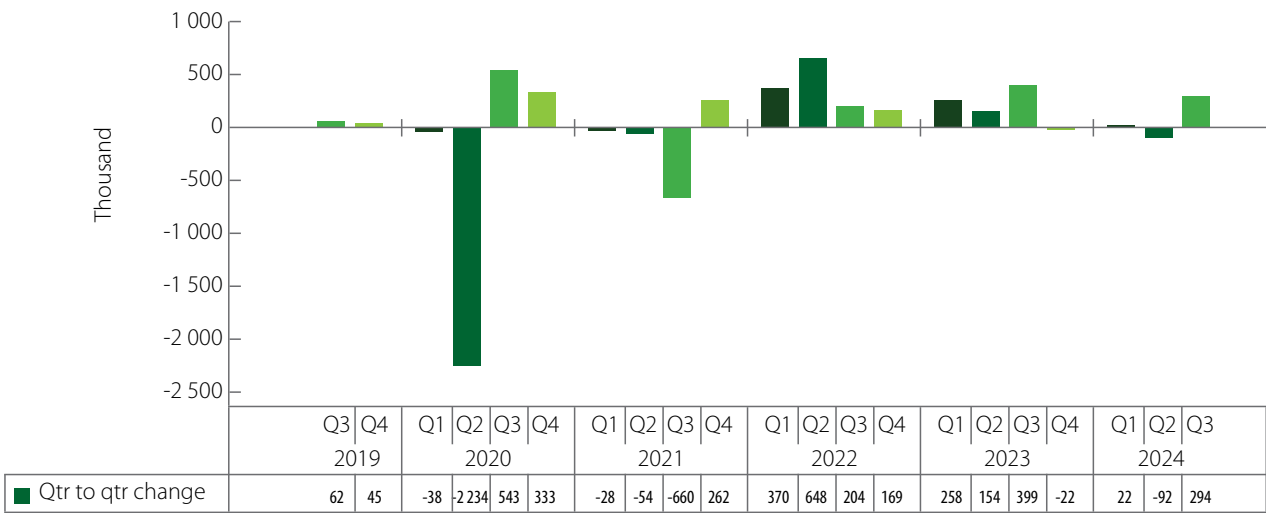
The youth unemployment rates remain alarmingly high, with individuals aged 15-24 experiencing the most severe challenges at 60.2%, followed by those aged 25-34 at 40.4%. A staggering 34.2% of young people in the 15-24 age bracket, or approximately 3.5 million out of 10.3 million, are classified as not in employment, education, or training (NEET). This reflects both a lack of access to meaningful work opportunities and the potential underutilisation of the youth workforce. In contrast, labour force participation is relatively higher among individuals aged 25-34, with 74.3% of this demographic engaged in the

labour market. Despite this increased participation, only 44.3% of the working-age population within this group is currently employed. This indicates that, while a significant proportion of individuals in this age group are active job seekers or in informal employment, there remains a persistent gap between labour market participation and actual employment, suggesting underlying structural challenges within the economy that hinder employment creation. This disparity, especially among the younger cohort, points to the need for targeted policy interventions aimed at improving the quality of education, job training and

access to employment opportunities. Furthermore, a focus on addressing the structural barriers faced by young job seekers, such as inadequate job market information, limited experience and mismatched skills, will be crucial for enhancing the employability of both age groups, and reduce the number of young individuals at risk of criminal activity. By improving education, job training, and access to meaningful

employment, the Department can support efforts to prevent youth from entering the criminal justice system. Targeted interventions that focus on the youth demographic will contribute to a more effective correctional system by addressing the root causes of crime and enhancing the employability of former offenders.

Figure 58: Quarter-to-quarter changes in employment, Q3: 2019 to Q3: 2024

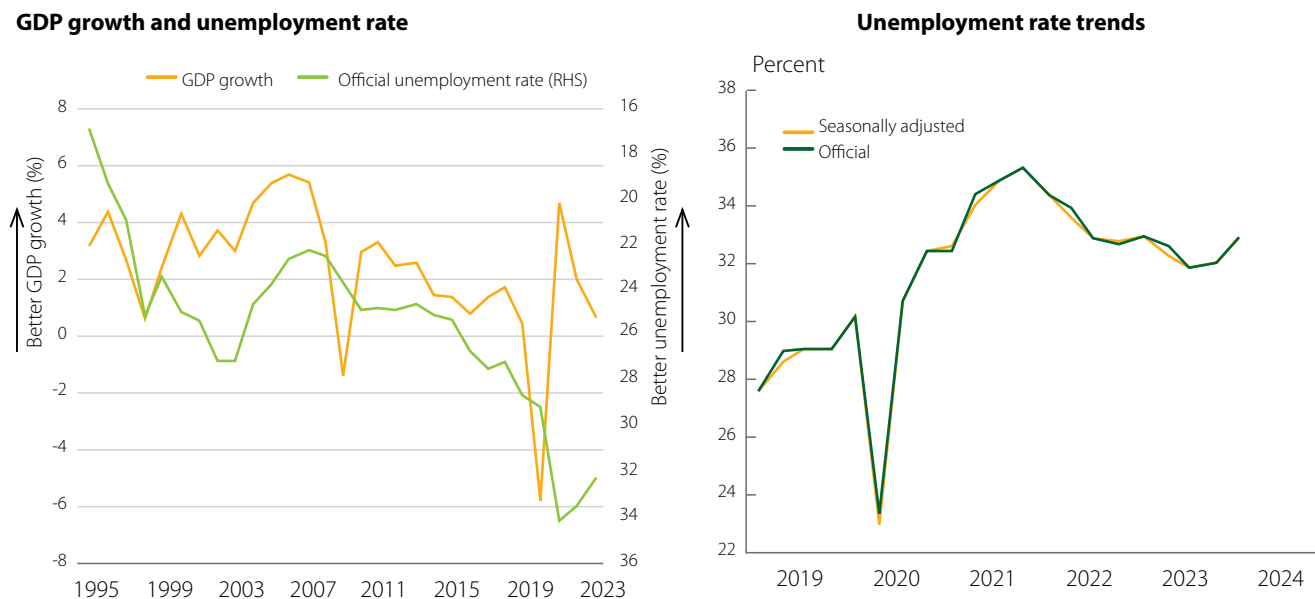


Quarterly Labour Force Survey (QLFS) Q3:2024

In the third quarter of 2024, the working-age population rose by 135 000 individuals, compared to the previous quarter, indicating a moderate expansion in the potential labour force. Employment levels saw a notable increase of 294 000, bringing the total number of employed persons to 16.9 million, while the unemployment rate improved with a decline of 373 000 unemployed persons, bringing the total number of unemployed to 8.0 million. Nevertheless, the overall labour force by 79 000 individuals, or 0.3%, indicating a slight contraction in the active workforce. However, the number of discouraged work-seekers, those who have given up actively looking for work, rose by 160 000 (5.0%), while those not economically active for reasons other than discouragement also increased by 54 000 (0.4%). This resulted in a net increase of 214 000 people in the not economically active category. Notably, the decline in the unemployment rate by 1.4% to 32.1% is a positive signal, reflecting some improvement in the job market.

Sectoral analysis reveals that employment gains were observed across various sectors: the informal sector expanded by 165 000 jobs, the formal sector by 122 000, and the agricultural sector by 39 000. There was a decline of 32 000 jobs in private households. Year-on-year comparisons with Q3:2023 show a working-age population increase of 545 000 (1.3%), a 201 000 (1.2%) rise in total employment and a 161 000 (2.1%) increase in unemployment. Additionally, the number of people not economically active grew by 182 000 (1.1%). This analysis highlights a complex labour market trajectory, with positive employment gains offset by an increase in discouraged workers and a slight decline in overall labour force participation. While sectoral shifts suggest growth in some areas, the continued rise in the number of unemployed and discouraged individuals signals the ongoing structural challenges facing the economy. A nuanced understanding of these dynamics is crucial for developing policies that can address both short-term employment growth and the underlying issues that limit broader labour force engagement.

Figure 59: Unemployment rate trends (2019 – 2024)



Source: Stats SA Quarterly Labour Force Survey

The employment trends are particularly significant to the Department as the rise in already high levels of unemployment and the prevalence of long-term joblessness contribute to economic instability and increased risk factors for criminal behaviour, thereby straining the correctional system. Furthermore, the high unemployment rate highlights the need for effective rehabilitation and reintegration programmes within the Department to address the root causes of criminal behaviour and reduce reoffending, emphasising the importance of providing offenders with skills and support to improve their employment prospects upon release.

6.2.5 Safety and security

The 2016 White Paper on Safety and Security and 2016 White Paper on Policing is aimed at improving police transformation for effective functioning and to enhance social crime prevention to reduce crime rates. This involves focusing on the role of the SAPS within the constitutional framework, ensuring their legitimacy, and delivering effective public services, while also dedicating efforts to prevent citizens from becoming crime victims. The White Papers,

aligned with the National Crime Prevention Strategy, promotes a dual approach to safety and security by combining effective law enforcement with crime prevention programmes. It calls for institutional reforms to clearly separate political responsibility for policymaking from managerial responsibility for policy implementation, allowing Government to control the policy environment while granting the SAPS greater autonomy in operations. This aims to enhance accountability and service delivery. As crime becomes more complex and globalised, with organised and sophisticated criminal groups operating across borders, the country faces increasing challenges in combating crime (2016 White Paper on Safety and Security).

According to the World Bank, South Africa has faced significant economic challenges that have impeded growth for over a decade, with crime being a major constraint. The high crime rate severely impacts businesses, households, infrastructure and the public sector. Each year, one in five households falls victim to crime, while businesses grapple with substantial security expenses. Informal businesses, crucial for economic revitalisation and job creation, are

particularly vulnerable, often lacking the resources for effective preventative measures. The economic burden of crime including costs related to transfers, protection and lost opportunities diminishes the country's growth potential by misallocating and inefficiently using resources. The World Bank estimates that South Africa's growth potential could be enhanced by one percentage point if businesses were able to redirect the funds currently spent on security towards productive investments. The pervasive issue of crime undermines the nation's development goals of achieving high and inclusive economic growth (World Bank, 2024).

Crime Trends and Public Safety

According to the Governance, Public Safety, and Justice Survey (GPSJS) 2023/24, in South Africa approximately 1.5 million incidents of housebreaking occur annually, impacting around 1.1 million households, which constitutes 5.9% of all households in the country. Of these affected households, 44.1% reported the incidents to the police. In addition, an estimated 263 000 home robberies occurred, affecting 209 000 households, representing 1.1% of all households in South Africa. Only 57.6% of the households that experienced home robbery took the step of reporting the incidents to the police. The most common crime experienced by individuals aged 16 and older in South Africa is theft of individual property. During 2023/24, approximately 1.4 million incidents of individual property theft were reported, affecting about 1.3 million people of these victims, 29% (28.5%) reported the incidents to the police. The second most prevalent crime was street robbery, with 443 000 individuals affected by an estimated 497 000 incidents. Around 44% of those who experienced street robbery reported the incidents to the authorities. A significant portion of victims, 24%, suffered injuries during these robberies, with 66% requiring medical attention. Only 3.6% of these victims received counselling afterward.

In 2023/24, 295 000 individuals were affected by assault, totalling 506 000 incidents. Assault was experienced by less than 1% of individuals aged 16 and older. Of those who experienced assault, 55%

reported the use of weapons, primarily knives. About 23% of the assaults occurred in the victim's home. Only 1.9% of assault victims received counselling following the incident, while 54% of the cases were reported to the police. Between 2019/20 and 2021/22, motor vehicle thefts initially decreased, but this trend reversed with an increase in 2022/23, which continued into 2023/24. In contrast, murder rates experienced fluctuations during this period. After a rise from 11 000 murders in 2020/21 to 20 000 in 2021/22, there was a decline to 16 000 in 2022/23, before the number increased again to 22 000 in 2023/24. While the decrease in murders from 2019/20 to 2020/21 was not statistically significant, the increase from 2020/21 to 2021/22 was notable. The correctional environment is also impacted by the sense of safety and public perception. While a significant portion of individuals feel safe walking in their neighbourhoods during the day (80.4%), only 34.9% feel secure doing so at night (GPSJS, 2023/24).

This trend suggests a resurgence in criminal activity that may be driven by various factors, such as economic pressures or shifts in criminal behaviour. This spike means a heightened demand for intervention and resource allocation in the Department. To address this, enhancing collaboration with law enforcement and community organisations is crucial for effective crime prevention and investigation. Additionally, there is a pressing need to strengthen rehabilitation programmes by focusing on the root causes of criminal behaviour, such as economic hardship or substance abuse. Implementing data-driven approaches to analyse crime patterns and adjust strategies accordingly can improve responses and resource management. Moreover, public awareness campaigns that promote home security can help reduce the incidence of home robberies. By adopting these measures, the Department can better manage the implications of increased home robbery rates and work towards reducing re-offending and improving community safety.

The following table reveals that housebreaking and burglary have remained the most prevalent crimes experienced by households in South Africa. While

the number of households affected by this crime decreased from 2019/20 to 2020/21, there was a notable increase in 2021/22, with a consistent upward trend observed from 2021/22 to 2023/24. The second most frequent crime reported over the five-year period is home robbery. This crime saw a decline from 415 000 incidents in 2019/20 to 312 000 in 2020/21, but an upward shift occurred between 2021/22 (394 000) and 2023/24 (459 000), although the increase was less pronounced between 2022/23 and 2023/24. The analysis of these crime trends highlights a fluctuating but ultimately rising occurrence of both housebreaking and home robbery, with home

robbery showing a recovery after an initial decline. These trends indicate the persistence of property crimes, which may be influenced by factors such as socioeconomic conditions, unemployment and increased pressure on law enforcement resources. The upward trajectory in these crimes calls for targeted interventions from the Department, such as enhanced community policing, rehabilitation programmes for offenders and initiatives aimed at reducing reoffending. Addressing the root causes of these crimes, such as poverty and lack of employment, alongside strengthening crime prevention efforts will be essential for curbing this growing issue.

Table 6: Number and percentage of households that experience a specific type of crime in five years preceding the survey (2019/20 to 2023/24)

Statistics		Year				
Indicator	(Numbers in '000)	2019\20	2020\21	2021\22	2022\23	2023\24
Housebreaking\burglary	Number	2 270	1 935	2 199	2 338	2 609
	Percent	13.5	10.9	12.0	12.5	13.5
House robbery	Number	415	312	394	465	459
	Percent	2.5	1.8	2.2	2.5	2,4
Theft of motor vehicle	Number	277	212	163	209	222
	Percent	1.7	1.2	0.9	1.1	1.2
Deliberate damaging of dwelling	Number	182	**	**	152	219
	Percent	1.1	**	**	0.8	1.1
Murder	Number	53	43	40	57	67
	Percent	0.3	0.2	0.2	0.3	0.3
Assault	Number	117	125	213	219	257
	Percent	0.9	0.7	1.1	1.2	1.3
Sexual offence	Number	39	25	32	49	47
	Percent	0.3	0.1	0.2	0.3	0.2

The following two figures present critical data on theft-related incidents over the 2021/22 to 2022/23 period. The first figure highlights significant changes in various theft categories, showing notable decreases in some areas and increases in others, including a marked rise in street robbery and theft of personal property. The second figure provides a geographic breakdown, revealing higher rates

of theft in metropolitan areas compared to non-metropolitan regions, with Gauteng experiencing the highest incidence due to its dense population. These visualisations offer essential insights into crime trends and regional disparities, which are vital for assessing the impact on correctional services and formulating effective responses.

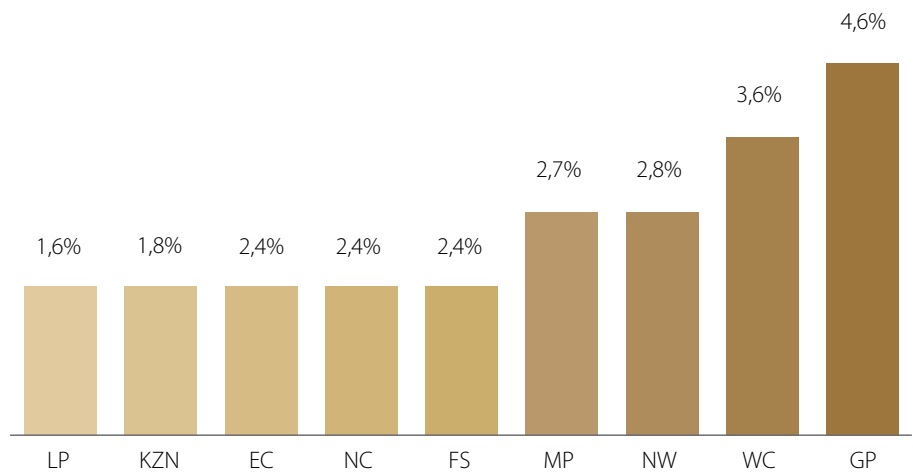
Figure 60: Individuals that experienced theft of personal property in 2022/23.



The figure illustrates the trends in theft-related incidents between the 2021/22 and 2022/23 periods. Notably, there was a decline in the number of hijacking incidents, decreasing from 134 000 to 114 000, and a significant reduction in consumer fraud cases, which fell from 376 000 to 314 000. This period also saw a substantial rise in street robbery incidents, which

surged from 246 000 to 483 000. Additionally, the theft of personal property experienced a gradual increase, with reported cases rising from 1 105 000 in 2021/22 to 1 228 000 in 2022/23, reflecting an 11% increase over the year. This data highlights notable shifts in crime patterns that are crucial for understanding the evolving demands on the Department.

Figure 61: Residents of metropolitan areas who experienced theft of personal property



Gauteng's elevated rate of theft can be attributed to its status as the most populous province, where the higher density of residents and economic disparities can create more opportunities for theft. The data suggests that metropolitan areas, with their higher population and potentially greater socio-economic challenges are more susceptible to property crimes compared to less densely populated non-metro areas.

These crime patterns have significant implications for the safety and security aspects of correctional services. The higher incidence of personal property theft in urban areas necessitates a greater focus on managing and rehabilitating offenders within these regions. Correctional facilities in metropolitan areas may face increased pressure due to a higher influx of inmates stemming from these property crimes, which

can lead to overcrowding and strain on resources. Additionally, the data highlights the need for targeted crime prevention strategies that address the root causes of theft and property crime, particularly in

high-density areas. Effective crime prevention and intervention programmes are essential to mitigate these challenges and support the broader goal of enhancing public safety and security.

Table 7: Summary of statistics for murder, 2019/20–2023/24

Indicators	2019/20	2020/21	2021/22	2022/23	2023/24
Number of incidences ('000)	16*	11	20	16	22
Number of households that experienced murder ('000)	14	11	29	16	22
Number of households that reported all or some incidences of murder to the police ('000)	14	11	19	15	22
Percentage of households that reported all or some incidences of murder to the police	100.0	100.0	95.5	93.8	100.0

The data from the table above reveals significant fluctuations in the reporting of murder incidences between 2019/20 and 2023/24. In 2020/21, 100% of households reported murders, indicating strong public engagement with law enforcement, however, this figure decreased to 95% in 2021/22 and further declined to 93.8% in 2022/23, suggesting a possible decline in public confidence, concerns about retaliation, or perceived inefficiency within the justice

system. Interestingly, the reporting rate rebounded to 100% in 2023/24, which could reflect improvements in law enforcement practices, increased public trust, or better community outreach programmes. The decline in reporting between 2021/22 and 2022/23 highlights challenges in crime reporting, while the recovery in 2023/24 demonstrates the potential for positive change when public trust and collaboration with authorities are strengthened.

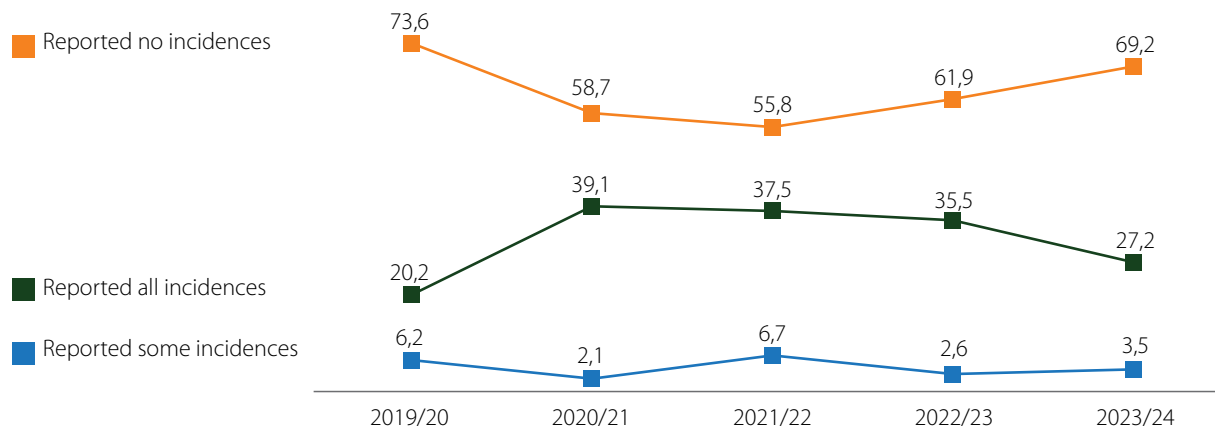
Table 8: Summary of statistics for sexual offences, 2019/20–2023/24

Indicators	2019/20	2020/21	2021/22	2022/23	2023/24
Number of incidences ('000)	13*	8*	12*	12*	25
Number of households that experienced sexual offences ('000)	13	6*	12*	11*	22
Number of households that reported all or some incidences of sexual offences to the police ('000)	8*	5*	11*	10*	17
Percentage of households that reported all or some incidences of sexual offences to the police	59.9	88.7	90.0	92.3	78.4

The data the table above indicates a significant trend in the reporting of sexual offences to the police from 2019/20 to 2023/24. In 2019/20, 59.9% of households reported incidents of sexual offences, but this figure increased sharply to 88.7% in 2020/21, indicating a notable rise in public engagement with law enforcement regarding sexual offences. The reporting rate continued to climb in the following year, reaching 92.3% in 2022/23, suggesting sustained progress in the willingness of households to report sexual

offences. In 2023/24, there was a significant decline to 78.4%, a drop that marks a reversal of the previous upward trend. This decrease could reflect a range of factors, such as emerging barriers to reporting and potential shifts in public confidence. The fluctuations in reporting rates underscore the dynamic nature of public interaction with the criminal justice system, highlighting the need for ongoing analysis and adjustment in strategies aimed at encouraging the reporting of sexual offences.

Figure 62: Percentage of Victims that reported consumer fraud to the police, 2019/20-2023/24.

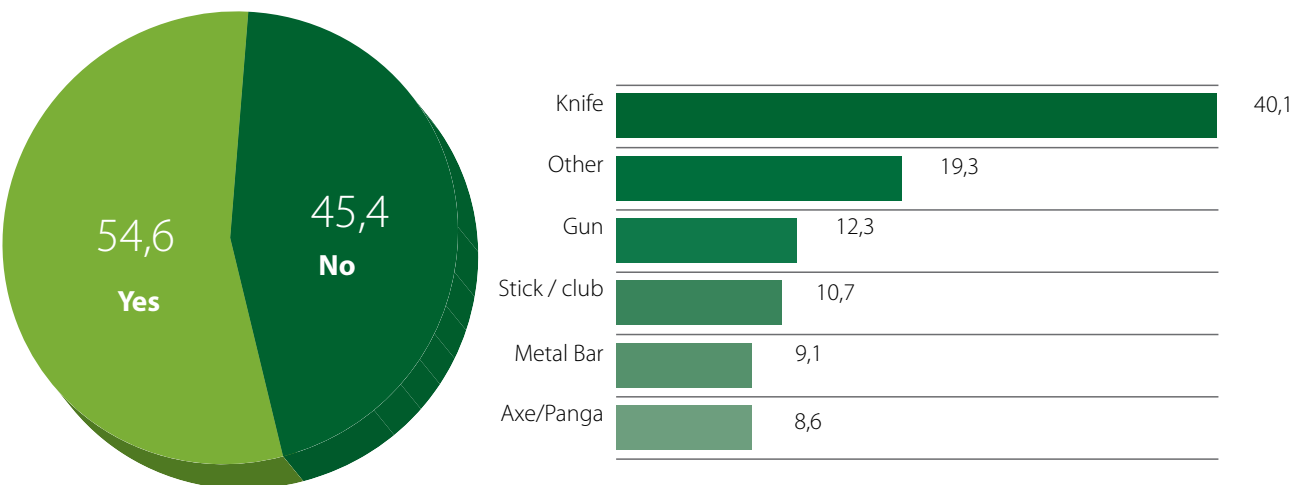


Source: Governance, Public Safety and Justice Survey 2023/24

The data from 2023/24 reveals a concerning trend in consumer fraud reporting. The percentage of victims who did not report their incidents rose significantly, from 61.9% in 2022/23 to 69.2% in 2023/24, indicating a 7.3% increase in non-reporting. Meanwhile, the percentage of individuals who reported all fraud incidents dropped by 8.3%, from 35.5% in 2022/23 to

27.2% in 2023/24. This decline in reporting suggests a growing reluctance among victims to come forward. The widening gap between the actual occurrences of fraud and reported cases limits authorities’ ability to address the full scale of the issue and take appropriate action.

Figure 63: Percentage distribution of use and type weapons during incidences of assault, 2023/24.



Governance, Public Safety, And Justice Survey 2023/24

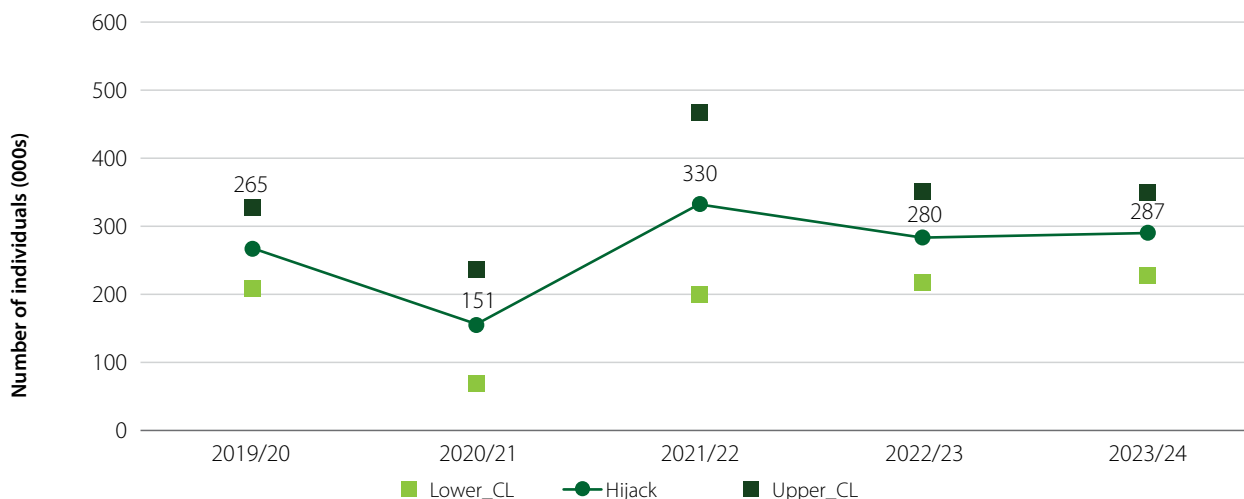
The figure above highlights the prevalence of weapons used in assault incidents, with 55% of assaults involving some form of weapon. Among these, knives were the most used weapon, accounting for 40.1% of assault cases. Guns participated in 12.3% of the assaults, while sticks or clubs were used in 10.7% of

incidents. Metal bars participated in 9.1% of assaults. This distribution suggests that sharp objects like knives are the primary weapon of choice in assaults, potentially due to their accessibility and lethality. While guns also play a significant role, their frequency is lower compared to knives, which might indicate

a separate set of circumstances or environments in which gun-related assaults occur. The use of blunt objects like sticks, clubs, and metal bars, although

less frequent, still highlights the variety of weapons involved in violent assaults.

Figure 64: Trends in hijacking, 2019/20–2023/24.



Source: Governance, Public Safety, And Justice Survey 2023/24

6.2.6 Skills and education

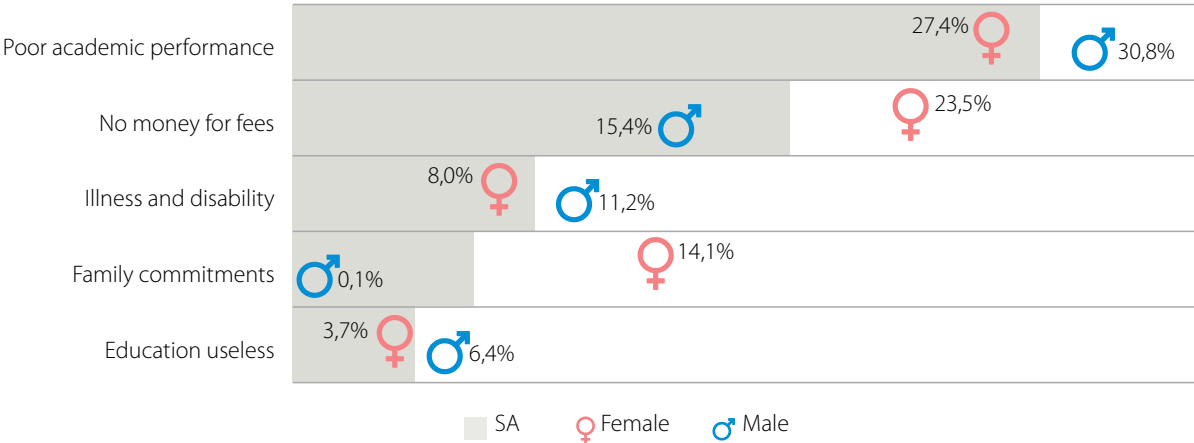
Since the advent of democracy in South Africa in 1994, the country has grappled with the challenge of integrating its previously marginalised and oppressed majority into a new educational system. Substantial strides have been made in education reforms, including the establishment of no-fee schools, school nutrition programmes, improved access to scholar transport, implementation of the child support grant, and introduction of the National Student Financial Aid Scheme, all of which have had a significantly positive impact on enrolment, particularly among previously disadvantaged groups.

Over two decades, the gender gap in gross enrolment ratio (GER) for tertiary education widened to 10%. Net Enrolment Ratios (NER) varied considerably by sex in primary and tertiary education. In 2022, primary school education recorded the highest overall NER (80,0%), with girls lagging behind boys by 3,1% (78,5% for girls and 81,6% for boys). The gender gap

narrowed at secondary school level to 0,6% but widened notably at tertiary level, with females having higher NER levels (30,3%) compared to males (20,9%). Additionally, Indian and white learners were more likely to enrol at each level according to official age guidelines than other population groups.

Despite significant progress over the past two decades, universal completion of secondary education remains elusive. Among individuals aged 25 years and older, the attainment of at least secondary education increased from 21,5% in 1996 to 48,1% in 2022. Notably, the black African population saw substantial gains, with the percentage of individuals aged 25 and older with only primary education or less declining from around 57,9% in 1996 to 22,2% in 2022. Furthermore, secondary education achievement among black Africans more than tripled from 9,4% in 1996 to 34,7% in 2022. The main reasons for males not attending school was poor academic performance, with large gender disparity in family commitment as a reason for not attending school.

Figure 65: Percentage distribution of selected reasons given by individuals aged 7 to 18 years for not attending an educational institution, by sex, 2023



The gender gap in tertiary education achievement nearly closed by 2022, with the percentage of females surpassing that of males (8,6% in 1996 to 12,3% in 2022 for males and 6,7% in 1996 to 13,1% for females). Disparities in educational attainment between more urbanised regions and others persisted from 1996 to 2022, with Western Cape and Gauteng leading in the percentage of graduates with tertiary education.

Although significant strides have been made with access to and achievement of education, much remains to be done to address gross inequities for PWDs . The percentage of individuals with disabilities who completed secondary education increased by nearly 18%, from 5,8% in 1996 to 23,7% in 2022. Similarly, the percentage of individuals with disabilities who achieved tertiary education increased by almost 10%, from 2,6% in 1996 to 12,1% in 2022. The achievement gap remained wide between individuals with and without disabilities, with approximately 34,1% and 19,5%, respectively, having only primary education or less.

Offenders are among the most likely to lack basic educational attainment and key skills, yet are among the most digitally deprived. The installation of broadband technology with limited, secure access to the internet for offenders is both overdue and necessary and this pressing need is intensified by the specific pressures of the lockdown correctional

facilities environment. As the use of digital platforms for personal communication, sustaining relationships, professional communication and education and learning becomes the norm, it is vital that offenders are not deprived of the digital skills and facilities that will allow them to engage in meaningful, positive activity during their sentences. Moreover, it is essential that they are not left in a digitally illiterate and/or excluded state upon their release, or they will stand very little chance of navigating the world around them. Technology is not a replacement for good teaching and learning and should be viewed as complementary to, and supporting, existing systems. Individuality, flexibility and continuity are three areas in particular where technology can make a difference.

Enrolment and participation in education are essential for achieving functional literacy, acquiring competencies at each stage of the educational phase and developing work skills for both youth and adults. Youth represent a significant and dynamic demographic globally, embodying potential and driving future socio-economic development and progress. According to the World Youth Report (2020), there are 1,2 billion young people aged 15 to 24 years, accounting for 16% of the global population. It is more important than ever to address the many issues that young people face, including gender inequality, unemployment, health, and education access. With almost 60% of its people under 25, Africa has the

youngest population in the world (<https://www.unesco.org/en/youth>).

South Africa's youth population has undergone notable changes over the past three decades. Between 1996 and 2022, the overall youth population in South Africa grew from 14,7 million to 21,6 million, an increase of 6,9 million individuals or 38,6%. The 15–19 age group showed the least growth over this period. In 1996, this group recorded 4,2 million individuals, increasing to 5,0 million by 2022. This represents a growth of 795 000 individuals, or 17,4%.

Notably, this age group saw only minor changes after peaking at 5,0 million in 2011, followed by a slight decline by 2022. The 30–34 age group experienced the highest growth during this period. Starting with 3,0 million individuals in 1996, this group grew to 5,6 million by 2022. This represents an increase of 2,5 million individuals, or 59,9%, the highest growth among all age groups.

The percentage of persons aged 20 years and older who completed secondary education more than doubled from 16,3% in 1996 to 37,6% in 2022.

Figure 66: Percentage inmates participating in educational programmes

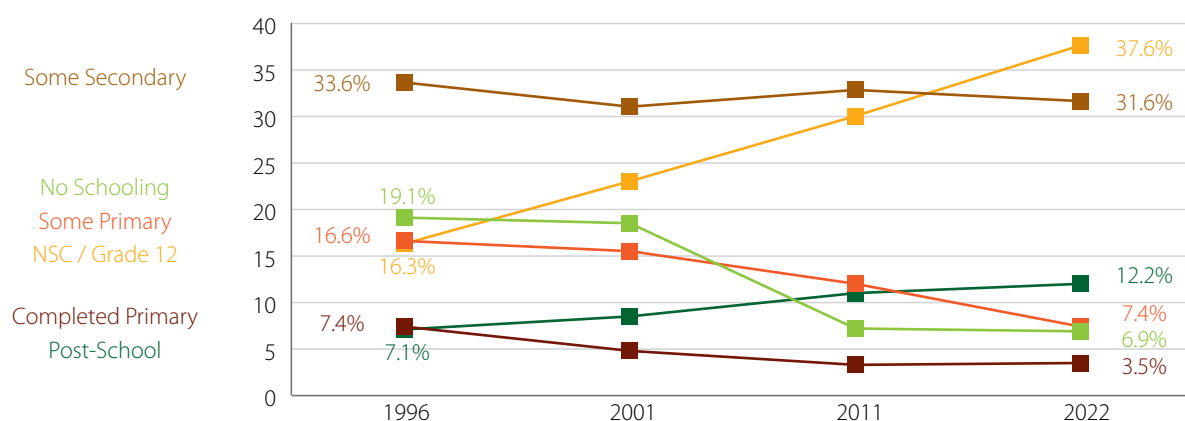


Table 9: Highest level of education by individuals aged 25 years and older by province (Census 1996–2022)

Education level	Year	Youth 15-25				Youth 15-34			
		Black African	Coloured	Asian/ Indian	White	Black African	Coloured	Asian/ Indian	White
No schooling	1996	6.3	2.6	1.5	1.1	5.5	9.1	3.7	1.5
	2001	5.5	1.8	1.0	0.6	4.7	8.2	2.8	1.3
	2011	1.6	0.7	0.9	0.4	1.4	2.4	0.9	1.1
	2022	1.7	1.0	1.9	0.9	1.6	2.6	1.2	2.7
Some primary	1996	17.0	1.4	1.2	0.7	14.9	7.3	15.0	1.6
	2001	14.1	9.8	1.8	1.7	12.6	14.0	11.5	1.7
	2011	6.1	5.5	1.9	1.3	5.7	6.4	5.9	2.0
	2022	2.8	4.2	1.7	1.0	2.8	3.0	3.8	1.6
Completed primary	1996	10.1	10.1	1.7	1.1	9.2	9.7	10.2	2.0
	2001	9.5	8.3	1.9	1.9	8.7	8.1	8.4	1.6
	2011	5.2	5.8	1.8	1.6	5.0	4.5	5.4	1.5
	2022	3.5	5.0	1.4	1.1	3.4	2.9	4.3	1.2

Education level	Year	Youth 15-25				Youth 15-34			
		Black African	Coloured	Asian/ Indian	White	Black African	Coloured	Asian/ Indian	White
Some Secondary	1996	52.0	53.0	45.3	43.4	51.2	45.5	49.4	40.4
	2001	51.9	54.1	42.1	45.6	51.4	44.3	48.1	33.6
	2011	57.1	57.9	39.5	41.1	55.9	48.7	50.5	27.7
	2022	50.7	49.9	35.4	37.7	49.8	42.0	44.8	23.6
Completed secondary	1996	13.3	18.4	42.5	41.9	16.8	15.4	17.3	42.4
	2001	16.7	23.5	43.1	37.6	19.3	20.8	24.8	46.1
	2011	25.8	26.3	42.6	38.8	27.0	30.8	30.8	45.2
	2022	36.4	35.5	48.4	42.3	36.8	40.9	38.2	50.1
Tertiary	1996	1.0	2.1	6.5	10.1	2.0	2.5	4.0	10.3
	2001	2.4	2.5	10.2	12.5	3.3	4.6	4.3	15.7
	2011	4.1	3.6	12.8	16.3	4.9	7.0	6.2	21.8
	2022	4.3	3.6	10.0	15.7	4.8	7.8	6.9	19.5
Other	1996	0.3	0.4	1.2	1.8	0.5	0.5	0.6	1.8
	2001	-	-	-	-	-	-	-	-
	2011	0.1	0.2	0.5	0.5	0.2	0.2	0.2	0.8
	2022	0.7	0.8	1.3	1.3	0.7	0.7	0.8	1.3

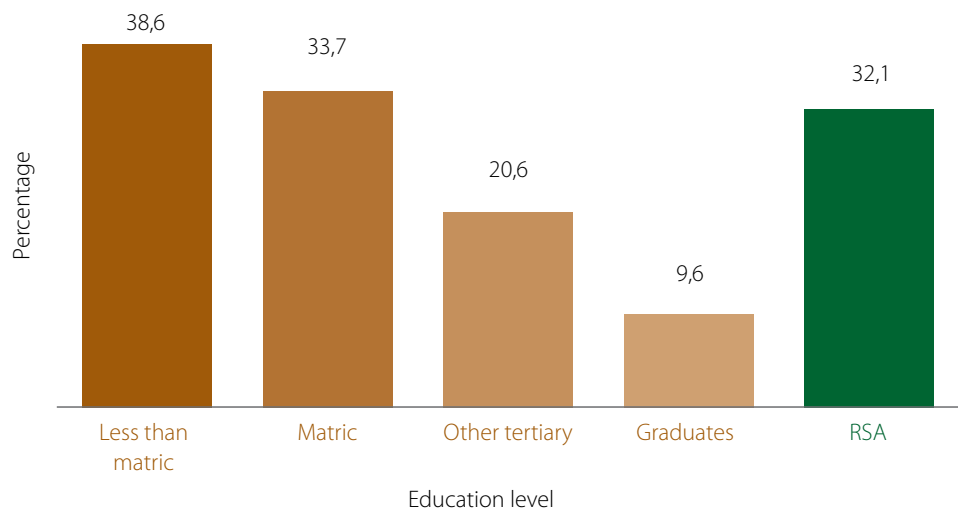
The table above provides insight into the highest level of education attained by youth, categorised by population group, over the period from 1996 to 2022. For black African youth aged 15–24 years, there has been a significant improvement in educational attainment, with the percentage with less than secondary education declining from 33,4% in 1996 to 8,0% in 2022. Similarly, for black African youth aged 15–34 years, the percentage with less than secondary education decreased from 29,6% in 1996 to 7,8% in 2022. This indicates substantial progress in educational access and attainment among black African youth over the years.

Coloured youth also experienced notable improvements, with the percentage of those aged 15–24 years with less than secondary education decreasing by half from 26,1% in 1996 to 10,2% in 2022. Similarly, for coloured youth aged 15–34 years, this percentage reduced by a quarter from 36,1% in 1996 to 8,5% in 2022. This suggests significant strides in educational attainment among coloured youth as well. Despite these improvements, there remains a gap in educational attainment compared to whites. On average, black Africans and coloureds did not fully close this gap compared to whites during the period from 1996 to 2022. Efforts to address disparities in educational access and outcomes

among different population groups remain crucial for achieving educational equity and promoting social development.

South Africa is generally experiencing substantial imbalances between the demand for and supply of skills, and several workers are either underqualified or overqualified for their current jobs. In the face of growing demand for workers with high-level skills in correlation with global-wide changes such as the Fourth Industrial Revolution, many workers in South Africa's labour force possess low-level skills. There are great mismatches between workers' levels of education and the educational qualifications required by their present jobs. To a moderate extent, some workers are employed in the fields that are not aligned to the fields in which they completed their studies. The demand for skills originates in the needs of employers to deliver the goods and services they offer. From a policy perspective, understanding the economy's skills requirements is critical as it determines the ability of policy to improve the alignment between skills demand and supply. Skills requirements may be understood in terms of either current skills demand or future skills demand and may, therefore, give rise to policy interventions with different time horizons.

Figure 67: Share of unemployed in South Africa in Quarter Three (July to September 2024) by education level



(Source: <https://www.statista.com/statistics>)

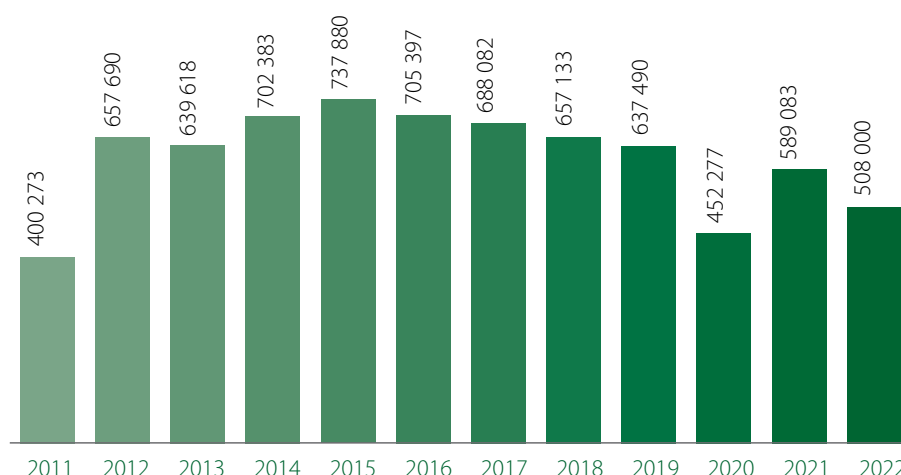
The majority of unemployed individuals had an education level below matric (grade 12), while those that had finished their matric year represented around 34%. Graduates had the lowest share of unemployment at approximately 10%. South Africa faces a significant challenge in ensuring that the economy creates sufficient numbers of jobs to absorb a growing labour force into productive employment. The challenges posed by this low growth trajectory to employment creation, poverty alleviation and inequality reduction have also been compounded by the contractionary impact of the COVID-19 pandemic. The effects of demographic change and the gradual aging of the South African population is feeding into the labour market. This has been resulting in older age cohorts experiencing the strongest growth in terms of employment. The changing age structure can further manifest in the age profiles of certain occupations being affected by a weak pipeline. This problem has already been identified in some fields, for example, the large proportion of the nursing field approaching retirement age.

A larger number of high-skilled individuals entering the South African labour market can be expected to raise the productivity of the country's workforce and aid in promoting economic growth. In particular, there has been an increasing number of individuals obtaining

master's and doctoral degrees. It is important that this increase in individuals with higher levels of education be met with increased demand in the economy for the skills these individuals are obtaining. It is important to recognise that Government's ability to influence the supply of and demand for skills either directly or indirectly is often extremely limited and, as a result, the policy response must be to mitigate the negative effects and harness the positive effects on the South African economy, while monitoring the market for skills requirements that may emerge.

The Technical and Vocational Education and Training (TVET) sector plays a vital role in socio-economic development in South Africa requiring Technical Colleges and Technical Institutions to provide vocational and occupational training programmes to increase the employability of students or prepare them for higher education. Accordingly, TVET colleges operate worldwide to increase employability focusing on relevant labour market skills, human development, intermediate skills and globalisation. The TVET sector in South Africa comprises 50 public TVET colleges, as well as over 200 private colleges, many of which offer TVET programmes. The TVET sector includes all the public TVET colleges and private colleges/institutes providing education and training at the FET level.

Figure 68: National Enrolments for TVET College Sector 2010-2022 (Adapted from DHET, 2020 and Statistics South Africa (Stats SA), 2023)



The figure above shows that enrolment in TVET colleges nearly doubled between 2011 and 2015 (from 400,273 to 737,880), indicating progress towards the NDP goal of reaching 1.25 million TVET college students by 2030. Enrolment at TVET colleges declined from 2016 (705,397) to 2020 (452,277), returning in 2020 to almost the 2011 level of over 400,000. The low enrolment numbers in 2020 were largely due to COVID-19, which constrained colleges from enrolment intakes for the second semester of NATED business studies students and the second and third trimester intakes of engineering studies students. Enrolment grew by 25% from 2020 to 2021 and declined by 14% between 2021 and 2022. Overall, enrolment declined by 26% since 2015 (from 737,880 in 2015, to 508,000 in 2022). The steady decline in enrolment numbers since 2015 was mainly caused by the reduction in the TVET budget allocation. The commitment to fund all university students from low income families post the 2015/16 Fees Must Fall protests, along with limited financial resources after COVID-19 and the demand for university education, led to reduced funding for TVET colleges. This resulted in the DHET imposing restrictions on TVET college admissions.

SETAs also play a role in ensuring that the current workforce has the skills demanded in the economy by facilitating continual learning for employees. In

particular, continuous development is important for managers and professionals who continue to see relatively strong demand even in the current economic environment. SETAs can play a more active role in developing intermediate skills. A substantial share of the workforce have not completed secondary schooling. This group could benefit from upskilling and training, facilitated by SETAs. While enrolments and certifications in learnerships and skills programmes have increased over time, these initiatives still only reach a small portion of the workforce and there are many more individuals who could benefit from them.

The Department provides offenders with needs-based programmes and interventions to facilitate their rehabilitation and enable their social reintegration as well as personal development. The programmes in formal education include AET which is offered to learners in partnership with the Department of Higher Education and Training from AET levels 1 to 4. In formal education there is also the GET band which attempts to get offenders literate. There are 17 DCS schools registered with the Department of Basic Education (DBE) to offer mainstream education. The curricula followed in these schools was that of the National Education system from the DBE (CAPS curriculum). Students were also offered the second Chance Programme where they can write up to six subjects to improve their qualifications.

Skills development for offenders include TVET college programmes and skills training programmes which focus on basic occupational skills, entrepreneurial skills and basic computer skills. The Case Management Committees conduct a comprehensive assessment of individual offenders' risk/needs on admission at a correctional facility. This process is followed by formulating an education and training plan that is a part of the CSP. In this case, the offender will be sent to the education or school section where he/she will begin an intervention programme of addressing the targeted criminogenic needs based on the initial assessment (i.e., the offender will attend TVET college courses and workshops for training in a particular trade such as being a mechanic). The offenders' participation in these programmes position them for effective reintegration into society upon release.

The external environment presents a landscape characterised by both significant challenges and notable progress. Historically burdened by overcrowding that led to inadequate bedspace, the Department has made commendable strides through extensive reforms aimed at modernising infrastructure, enhancing rehabilitation programmes and improving management practices. The recent decline in global inflation and anticipated interest rate cuts create a favourable economic environment that could alleviate budgetary pressures and support further investments in correctional facilities. Moreover, these economic conditions could enhance Government's ability to allocate resources more effectively, enabling the development of more efficient rehabilitation programmes, the modernisation of infrastructure and the implementation of necessary reforms to improve the overall effectiveness of the correctional system.

6.3 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. Section 35(2)(e) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) provides that 'everyone who is detained, including every sentenced

offender has the right to conditions of detention that are consistent with human dignity; including at least exercise and the provision, at state expense, adequate accommodation, nutrition, reading material and medical treatment. The Bill of Rights, Chapter 2 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), describes the rights of all persons in South Africa. There are certain rights that are of particular importance where it concerns arrested and detained persons. Chapter 3 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) describes the General Requirements for the treatment of inmates. These rights apply to all inmates and as such lay down the minimum standards for the treatment of inmates under South African law. Some of these rights are limited by virtue of these individuals being incarcerated.

Whilst incarceration deprives offenders of their liberty, the overall purpose of a sentence of incarceration is to assist the inmate to lead a "socially responsible and crime-free life in the future". Therefore, there is the 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.

The Department forms part of the Criminal Justice System, which seeks to realise the vision of ensuring that people living in South Africa are and feel safe. This mandate is derived from, amongst others, the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended; the Criminal Procedure Act, 1977 (Act No. 51 of 1977); the White Paper on Corrections in South Africa (2005) and the White Paper on Remand Detention Management in South Africa (2014). Legislation requires that the Department contributes to maintaining and promoting a just, peaceful and safe society by implementing the sentences of the court in the prescribed manner, to detain all offenders in safe custody, while ensuring their

human dignity; to promote the social responsibility and human development of all offenders and persons under community corrections; and manage Remand Detainees. Health and safety, dignity, social responsibility and human development are values - derived from the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) that gives expression to the daily functioning of correctional services. The White Paper on Corrections in South Africa (2005) places rehabilitation of inmates, with safety and security, at the centre of all activities whereby the focus is on addressing the offending behaviour, fostering reconciliation between offenders and victims of crime, restoring family relations and equipping offenders with skills necessary for reintegration back into society upon release. The White Paper on Remand Detention Management in South Africa (2014) provides clarity on the responsibilities of the role players within the Criminal Justice System regarding the management of Remand Detainees. While the Department detains the Remand Detainees, SAPS transports them to and from court. The Department therefore ceases to be responsible for Remand Detainees once they have been handed over to SAPS for court appearance. This implies that SAPS will take responsibility for the provision of health and guarding services if the Remand Detainees are detained in health establishments.

As with all other human rights, the protection of inmates' rights takes place at two levels: the domestic and the international level. The rights of inmates are also specifically provided for at the international level under certain rules and principles. The United Nations Standard Minimum Rules (SMR) for the Treatment of Prisoners provides for the separation of categories in correctional facilities. The different categories of inmates must be kept in separate institutions or parts of institutions taking into consideration their gender, age, criminal record, legal reason for their detention and the necessities of their treatment.

The Department's performance environment is to a large extent dependent on other government Departments, particularly those in the JCPS Cluster. Crime in South Africa affects everyone and addressing

the challenge of crime and corruption is one of the government priorities. The fight against crime and corruption is part of the integrated approach of the JCPS Cluster to accomplish the goal of a better life for all. As part of JCPS Cluster, the key focus area of the DCS is "the fight against crime and corruption" and to ensure that all people in South Africa are, and feel safe. Several JCPS Cluster protocols were developed in order to ensure a coordinated approach in rendering services that required cooperation among various role players in the JCPS Cluster. The use of protocol is supported by the Intergovernmental Relations Framework Act, 2005 (Act No. 13, 2005) which was developed to give effect to principles of cooperative government set out in Chapter 3 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996).

The purpose of the South African Correctional System is not to punish, but focus on the protection of the public, promotion of social responsibility, and enhancement of human development in order to reduce the rate of reoffending amidst the continuous escalation of the inmate population. The Department aims to achieve this through the implementation of amongst others the following mandates: enforcing sentences of the courts, detaining all inmates in safe custody whilst ensuring their human dignity and promoting the social responsibility and human development of all sentenced offenders.

A sentenced offender means a convicted person sentenced to incarceration or correctional supervision while an unsentenced inmate means any person who is lawfully detained in a correctional centre and who has been convicted of an offence, but who has not been sentenced to incarceration or correctional supervision. A Remand Detainee means a person detained in a remand detention facility or correctional facility awaiting the finalisation of his or her trial until being convicted or acquitted, inclusive of the period during which the conviction or acquittal is subject to review or appeal, if such a person has not commenced serving such a sentence or is not already serving a prior sentence. Incarceration can be imposed by a court for a determinate period, i.e. this sentence will

set down a fixed period for which the offender will be incarcerated, specifying a starting and ending date. A person may not be sentenced to incarceration for less than four days, but there is no limit on the maximum length according to Section 284 of the Criminal Procedure Act, 1977 (Act No. 51 of 1997). Incarceration can be set for an indeterminate period where a court may declare a person a dangerous criminal and sentence him or her to incarceration for a period that is not longer than the jurisdiction of that court. When this period expires, the person has to be brought before the court again to assess whether the sentence should be extended, the person be released conditionally or unconditionally or placed under correctional supervision according to Section 286B of the Criminal Procedure Act, 1977 (Act No. 51 of 1997).

The Department is on the receiving end of the criminal justice process and therefore has no control

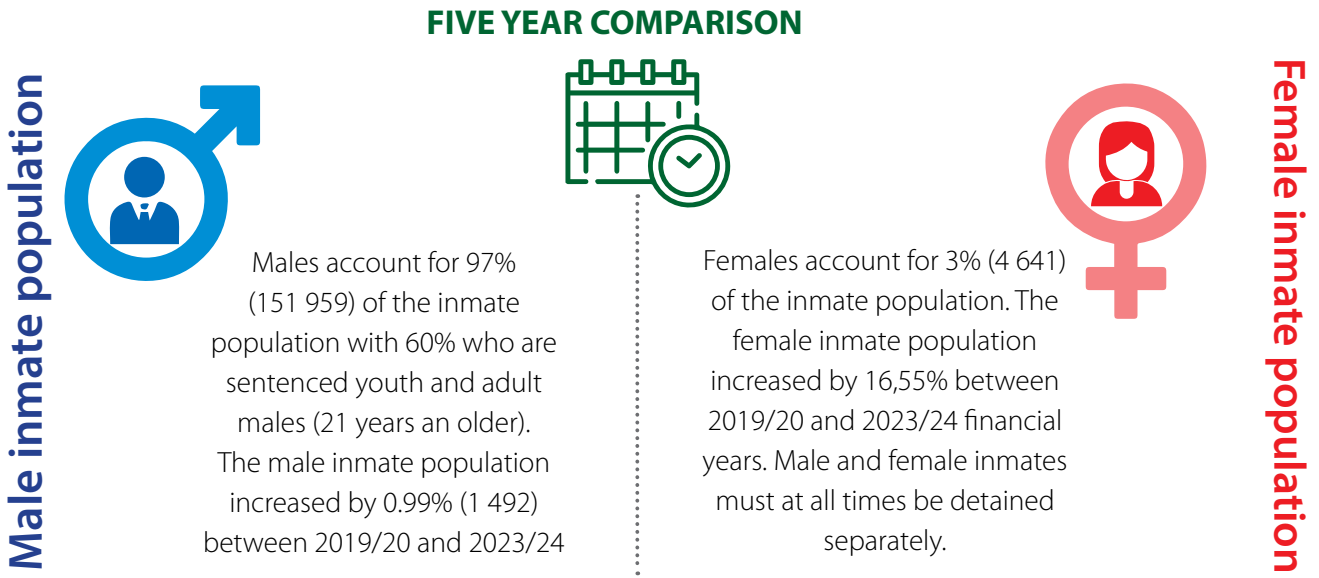
over the number of inmates (sentenced offenders and unsentenced inmates) admitted into the 239 active correctional facilities. The incarceration rate is furthermore driven by three main elements namely the crime rates, the number of sentences per number of crimes committed and expected time served in a correctional centre among those sentenced. High levels of incarceration are associated with negative consequences for individuals, families, communities and society. The Department does not have control over the Criminal Justice System processes that lead to a decision in a form of a court order to detain a person in correctional facilities. The Department cannot refuse to admit any person referred by the court regardless of its occupancy levels. Refusal is equivalent to breaching section 165(5) of the Constitution of South Africa which provides that an order or decision issued by a court binds all persons to whom and organs of state to which it applies.

Figure 69: Comparison of the total inmate population



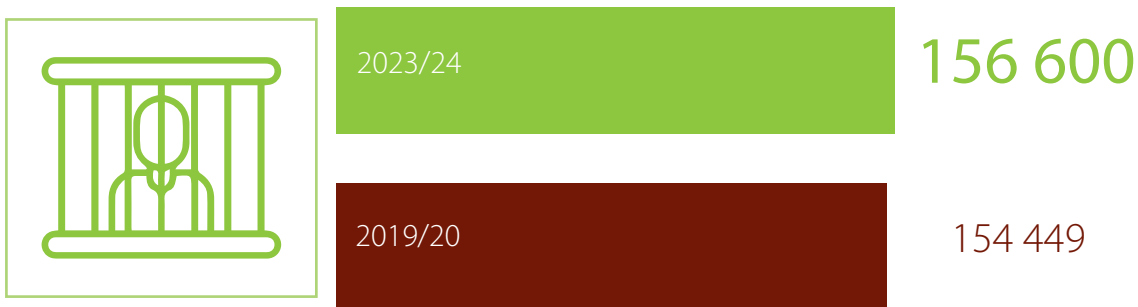
The inmate population consists of sentenced offenders, unsentenced inmates (remand detainees and state patients). The inmate population between December 2021 and December 2024 reflects an increase of 26 953 inmates (19.2%). The largest increase in the inmate population (13 833) is noted between the 2021/22 and 2022/23 financial years. The largest decrease in the inmate population (13 501) is noted between the 2019/20 and 2020/21 financial years.

Figure 70: Comparison of the male and female inmate population



During the period 2019/20 and 2023/24, the inmate population reflected an overall increase of 2 151 inmates (1.39%) as depicted in the figure below.

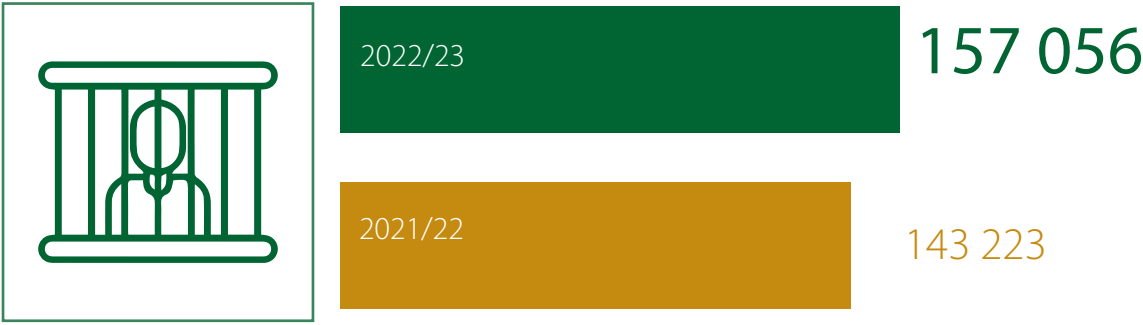
Figure 71: Inmate population trends



The implementation of both the 2019 Special Remission of Sentence to specific categories of sentenced offenders, probationers, parolees and day parolees coupled with the 2020 COVID-19 Special Parole Dispensation (SPD), contributed to an overall decrease of 21 927 (13.5%) in the inmate population. The decrease in the inmate population prevailed until the end of 2021/22, where after, an upward trend in the inmate population persisted month on month during the 2022/23 financial year. The inmate

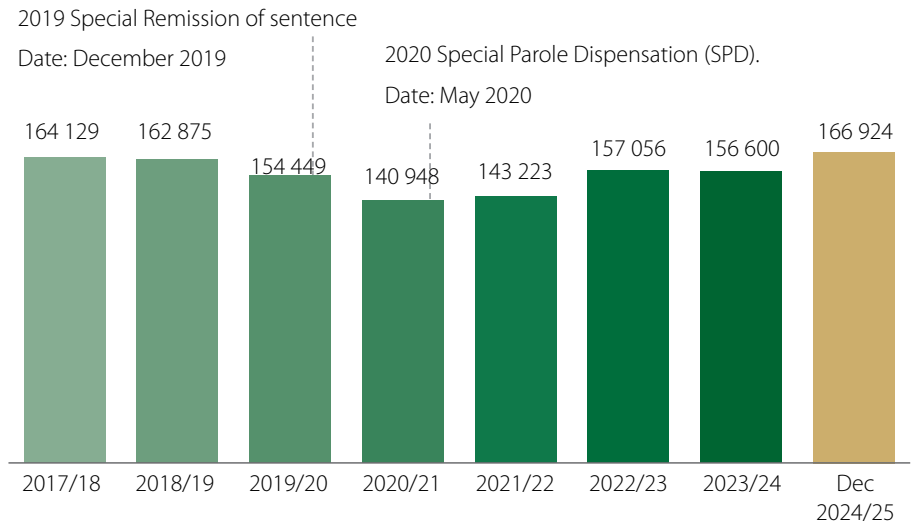
population increased by 13 833 from 143 223 to 157 056 inmates during the 2022/23 financial year, i.e. an increase of 9.7%. The escalation in the inmate population within a period of 12 months (i.e. the 2022/23 financial year) confirms the tendency of regression after the conclusion of Special Remission measures. The figure below provides an overview of the increase in the inmate population between the 2021/22 and 2022/23 financial years.

Figure 72: Increase in the inmate population between the 2021/22 and 2022/23 financial years



The figure below provides an overview of the inmate population trends over the period 2017/18 to 2024/25.

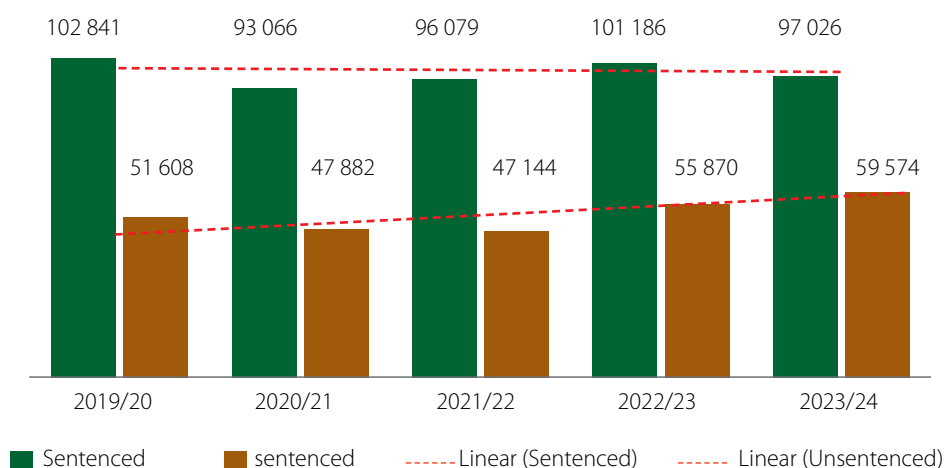
Figure 73: Overview of the inmate population trends over the period 2017/18 to 2024/25



The figure above provides an overview of the effect of the implementation of the 2019 Special Remission of Sentence and the 2020 COVID-19 SPD on the overall inmate population, as well as the escalation propensity in the inmate population during the first financial year after the conclusion of the 2019 Special

Remission of Sentence and 2020 COVID-19 SPD processes. The figure below illustrates the descending trajectory in the sentence offender population whilst simultaneously showing an ascending trajectory in the unsentenced inmate population over the past five financial years (2019/20 to 2023/24).

Figure 74: Trends of the sentenced and unsentenced population over the past five financial years (2019/20 to 2023/24)

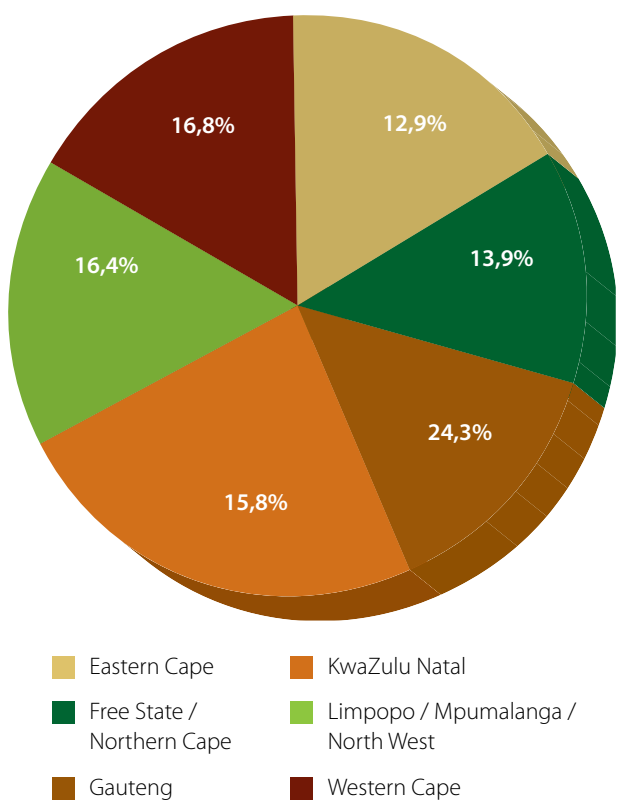


Detention is the temporary holding of individuals accused of crimes or those awaiting sentencing or deportation while incarceration is the confinement of convicted and sentenced offenders. After the conviction of an accused the Judge or Magistrate, as the case may be, hands down a sentence in terms of the sentencing provisions in the Criminal Procedure Act, 1977 (Act No. 51 of 1977) (s276(1)). Which subsection the Judge or Magistrate selects for sentencing ultimately determines the non-parole period the person must serve if a custodial sentence is imposed. If a person is sentenced to incarceration in terms of s276(1)(i) of the Criminal Procedure Act, 1977 (Act No. 51 of 1977), it means that he or she will serve a term within a correctional centre from which he or she 'may be placed under correctional supervision.

South African law provides minimum custodial sentences for a range of serious offences, including murder, rape, robbery and serious economic crimes. The legislation provides for progressively harsher penalties for repeat offenders. The mandatory sentencing provisions also contain a clause that allows for judicial discretion: courts may impose a lesser sentence in cases in which substantial and compelling circumstances exist that justify the imposition of a lesser sentence. The courts must provide their reasons for imposing a sentence below the minimum. The mandatory sentences were created by the Criminal Law Amendment Act, 1997 (Act No. 105 of 1997), initially for a period of two years, but remain in effect.

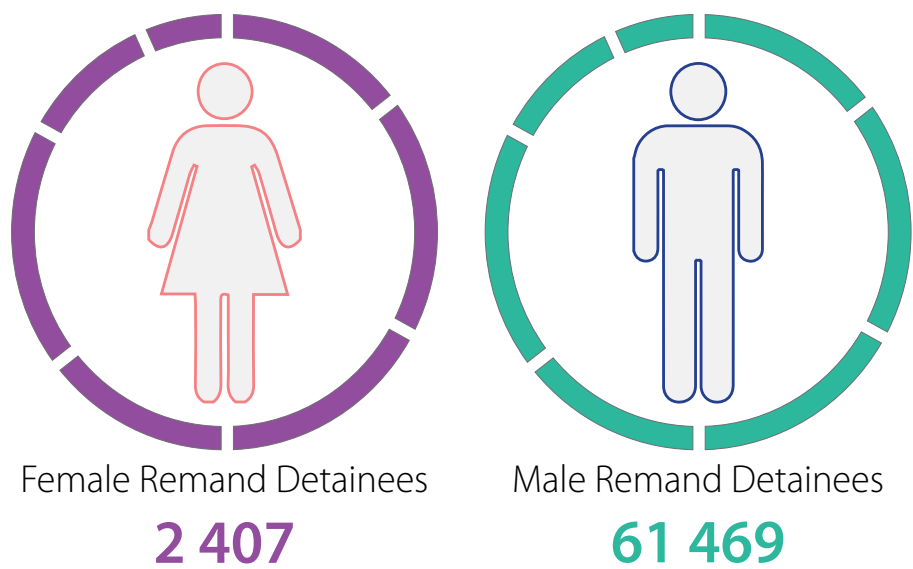
During the period of incarceration, the Department must provide for the safe, secure, and humane custody of offenders; ensure that sufficient capacity exists; maintain and operate correctional facilities in a safe, secure, and humane manner; and provide productive work, educational, and other programmes to meet inmate needs and to help reintegrate ex-offenders into society. Offenders are afforded an opportunity to be released on parole, after serving a mandatory minimum period of time before he or she can be considered for parole and if placed on parole, then he or she will be on parole for the rest of the sentence. Parole is a form of community corrections, and one of the objectives of community corrections is to afford offenders the opportunity to serve their sentences in a non-custodial manner outside of a correctional facility. The release of an offender on parole will be subject to various conditions and restrictions. If an offender does not comply with the parole conditions and restrictions, parole may be revoked and the person returned to a correctional facility to serve the remainder of the sentence or a part thereof in a correctional facility as they may at a later stage again be considered for parole. Offenders with life sentences have a right to be considered for parole in accordance with the requirements set out in the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended).

Figure 75: Regional distribution of the inmate population as at 31 December 2024



The size and nature of the inmate population is determined by the level and type of crime, detection rate, Government policy, criminal justice legislation and sentencing policy and practice case flow management (speedy finalisation), mandatory minimum sentencing laws, an increase in the number of long sentences and life sentences, and changes in eligibility for early release. The inmate population includes some of the most disadvantaged and vulnerable members of the community. The challenge of managing the inmate population has increased with a higher demand for the provision of effective interventions and support aimed at promoting desistance and reducing reoffending. This is largely driven by the changing nature and needs of the inmate population alongside the trend of increasing sentence lengths for some serious offenders. In tandem with the growth of the inmate population, the number of inmates with special needs is also increasing. Such groups include females, inmates with mental health care needs, racial and ethnic minorities, older inmates and inmates with disabilities.

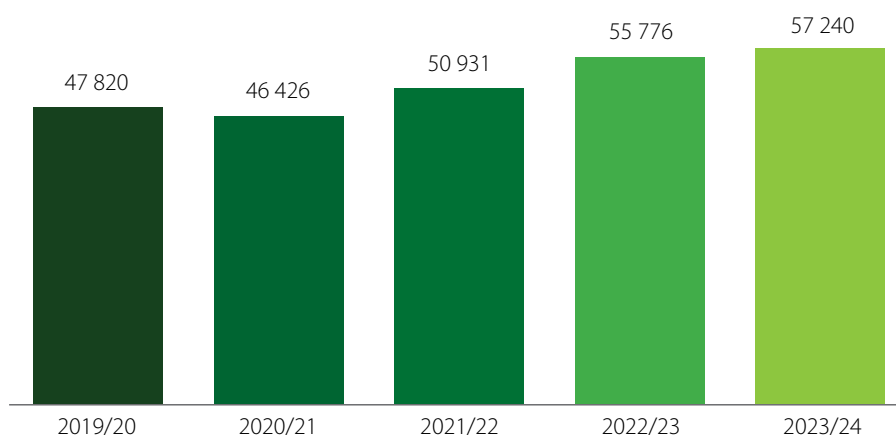
Figure 76: Male and Female Remand Detainees as at 31 December 2024



Remand Detainees in the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended is inclusive of all categories of unsentenced persons in correctional facilities, i.e. awaiting further action by a court. The definition by its nature excludes sentenced offenders (even when returned from parole break) as well as state patients (where a decision by a court has already been made) and persons awaiting deportation. They are presumed innocent under the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) which provides broad protection against inhumane treatment. Section 35(2)(e) specifically protects the rights of detained persons to conditions that accord with human dignity. Remand Detainees must be afforded at least adequate accommodation, exercise, nutrition, reading material and medical treatment. The Correctional Services Act, 1998 (Act No. 111 of 1998) as amended gives further content to the rights of Remand Detainees.

The Criminal Justice system is a continuum where delays that occur, such as arbitrary arrests, unreliable chains of evidence, missing files, dockets and transcripts, over-stretched court resources and unnecessary postponements are likely to cause a resulting backlog at the courts with the accused being repeatedly remanded in overcrowded correctional facilities. Detaining any person accused of committing a crime should be the exception rather than the rule. This is not the case in South Africa, however where RDs make up an estimated 38% of the inmate population. This adds significantly to the problem of overcrowding which in turn has a number of negative effects. The judgement of the Constitutional Court in *Lawyers for Human Rights and Minister of Home Affairs and others 2017 ZACC 22* has a major impact on overcrowding, as inmates are criminally charged for being illegal immigrants. These inmates spend more time as RDs and when they are finally sentenced they are often given shorter custodial sentences. After serving their sentences they are handed over to the DHA for deportation.

Figure 77: Average Remand Detainee population for the period 2019/20 to 2023/24



Remand detention is not a uniquely South African problem. On any particular day, about three million people are held in pre-trial detention around the world and on average, 10 million are admitted into remand over the course of a year. The average number of RDs increased by 9,59% over a period of five years (2019/20 to 2023/24). There has been a significant increase in the average Remand Detainee population from 50 931 during 2022/23 to 55 776 during the 2023/24 financial year. The Region with the highest proportion of pretrial detainees is Asia

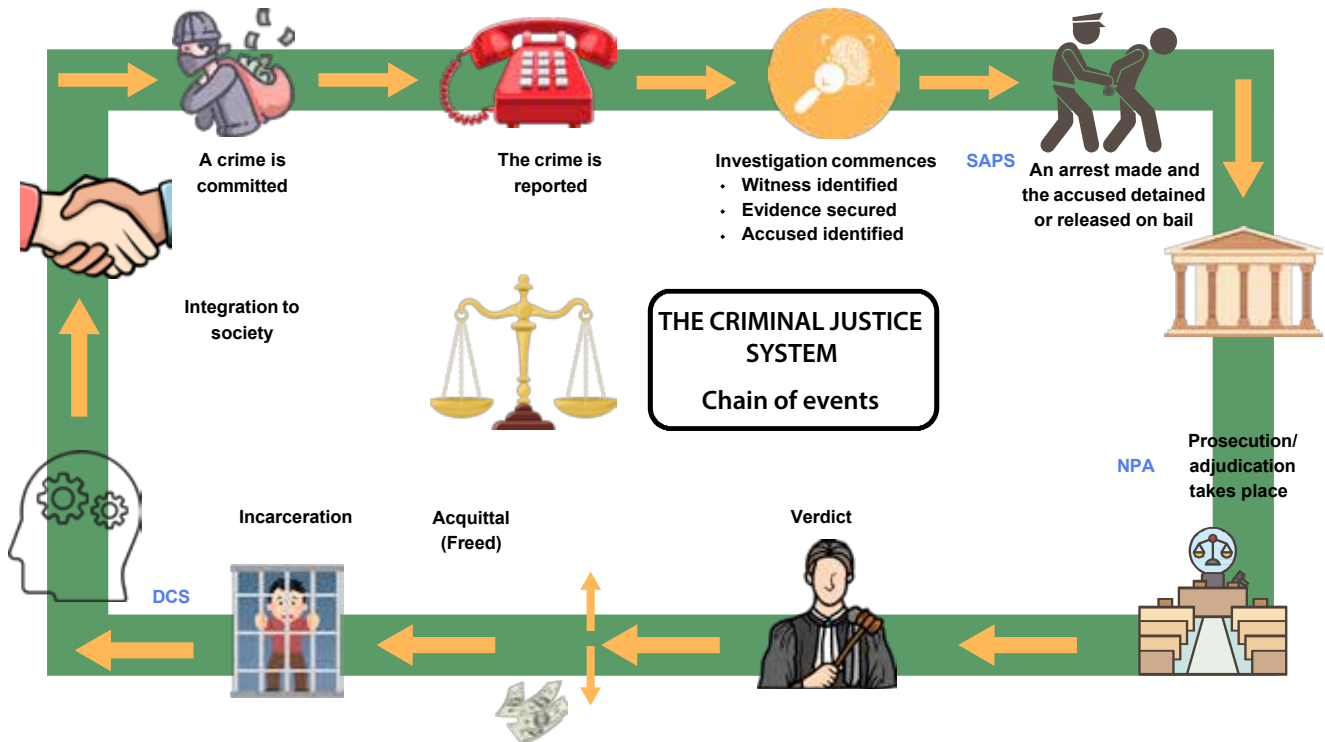
(47.8%), followed by Africa (35,2%). Europe has the lowest population with 20,5%. The prevalence of remand detention contributes to overcrowding in correctional facilities, exacerbating poor living conditions and heightening the risk of violence.

Considering the negative effects, international law states that remand detention should be the exception, not the rule. If there is a risk, for example, of a person absconding, then the least intrusive measures possible should be applied. A range of non-custodial

measures are available, including bail, confiscation of travel documents, reporting to police or other authorities and submitting to electronic monitoring or curfews. Alternatives are less expensive, and these savings could be better invested in creating a just and effective criminal justice system, with more thorough investigations, more magistrates, efficient procedures and improved conditions within correctional facilities.

However, in many countries remand detention continues to be imposed systematically on those suspected of a criminal offence without considering whether it is necessary or proportionate, or if less intrusive measures could be applied.

Figure 78: Criminal Justice Process Flow



The Department does not have any control over the inflow of the number of RDs to be detained due to various external factors which amongst others include; economic circumstances in the country which includes unemployment, high crime rate and slow arrest and prosecution processes by departments and entities in the JCPS Cluster. In line with the White Paper on Remand Detention Management in South Africa (2014), the Department has two measures available to reduce the number of RDs who are detained at correctional facilities: Section 63A, together with section 63(1), of the Criminal Procedure, 1977 (Act No. 51 of 1977) ("Bail Review"); and Section 49G of the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended. Section 63A entails referring to court the Remand Detainees with

the option of bail while Section 49G involves referring Remand Detainees to court for consideration of their length of detention before completing a period of 24 months in detention. The Bail Protocol makes provision for the Head of the Correctional Centre to lodge an application with the clerk of the court for review of bail of certain categories of Remand Detainees when the Head of the Correctional Centre is satisfied that the population of a particular correctional facility has reached proportions that it constitutes a material and imminent threat to the human dignity, physical health or safety of an accused.

The Department advocates for remand detention to be used only in exceptional circumstances, in line with international human rights standards. The Department will continue to develop and

promote alternatives to incarceration. In addition, the Department will promote access to legal aid and ensure that remand detention facilities are effectively monitored by independent monitoring bodies. In an effort to reduce the time Remand Detainees spend awaiting trial, the Correctional Services Amendment Act, 2008 (Act No. 25 of 2008) sets two years as the maximum period of incarceration for Remand Detainees. This, however, does not necessarily mean that Remand Detainees who have been awaiting trial for longer than two years will have to be released. The Correctional Services Amendment Act, 2008 (Act No. 25 of 2008) does allow for the extension of this two-year period; however, this may be done only if the Head of Centre refers the case to court, and the court orders that the period of incarceration be extended. If the case is still delayed by the courts, the case must be referred back to the courts on a yearly basis. Legal Aid South Africa practitioners are also required to bring applications for a review of the bail amounts whenever this remains unpaid for a period of time and monitor that the provisions of section 49G are implemented by the Department so that representations could be made for the court to review the custody status of their clients. Legal Aid South Africa plays a lead role in ensuring that greater focus is given by court stakeholders to Remand Detainees in custody for periods greater than two years. This includes working with the Department to provide detailed reports to all Provincial Efficiency Enhancement Committees so that obstacles delaying matters are better identified and addressed by the relevant stakeholders.

In addition to the delays in the criminal justice process, other factors that play a role in overcrowding of Remand Detainees are the limited alternatives to remand detention, warning, bail, supervision by correctional officials, tagging (pilot) and limited capacity for supervision by community corrections. Other factors that play a role in the length of detention include cases where there are more than one accused, a number of bail applications after the initial application has been unsuccessful, withdrawal and changing of legal representatives leading to

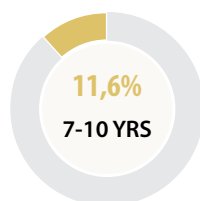
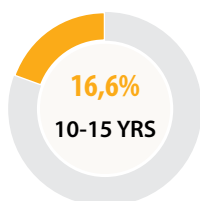
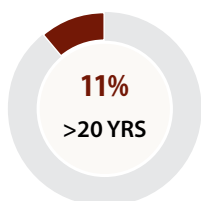
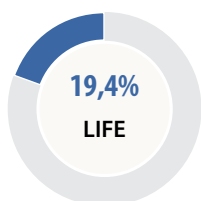
administrative delays associated with sharing of case related documents between legal representatives, lack of funds to pay private legal representatives, different plea positions taken by the Remand Detainees and co-accused leading to separation of trials, failure of witnesses and accused to appear in court; and non-availability of parties due to illness, work, etc.

The Integrated Criminal Justice Strategy (ICJS), approved by Cabinet on 29 March 2017, seeks to address overcrowding in correctional facilities and incorporates a holistic approach to community safety and security beyond crime prevention and crime combating but also considers causal factors such as inequality, poverty and drug abuse. The ICJS would also place the victims of crime, witnesses and communities at the centre of the system; promote effective leadership and coordination across the criminal justice value chain encompassing JCPS departments, law enforcement agencies, local government and civil society; and put in place effective measures to build a resilient anti-corruption system in the public and private sector. The ICJS further seeks to overhaul policies, legislation and processes that permeate the Criminal Justice System such as the Criminal Procedure Act, 1997 (Act No. 51 of 1997) as well as the alignment of department-specific policies and legislation with the common vision.

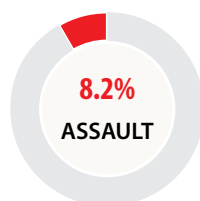
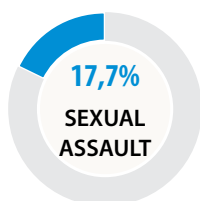
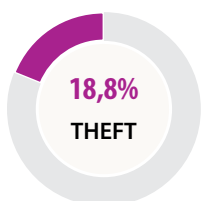
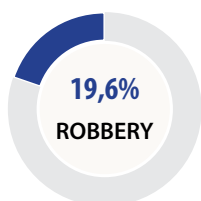
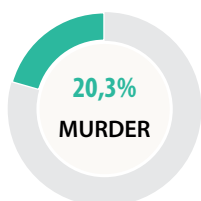
Legal Aid South Africa ensures that all incarcerated accused persons are afforded an opportunity to make a bail application, including a further application based on new facts or a bail appeal, depending on the merits. The bail status of all Legal Aid South Africa clients in custody is continuously monitored so that appropriate steps can be taken e.g. an application for the reduction of the bail amount. The presence of legal practitioners at every court makes it possible for bail applications to be brought at the earliest opportunity, usually, at the accused's first appearance. Legal Aid South Africa practitioners are obliged to make use of the two stage approach to bail applications especially in view of the fact that they act for indigent accused for whom the question of affordability of bail is crucial.

OFFENDER PROFILE

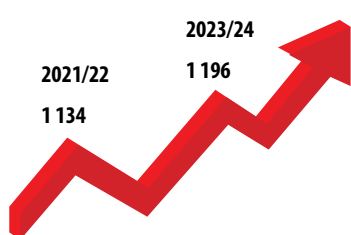
ALMOST 20% OF THE OFFENDER POPULATION ARE SERVING LIFE SENTENCES



OFFENDERS CONVICTED OF MURDER HAVE THE HIGHEST INCARCERATION RATE



INMATES ACCESSING PRIMARY HEALTHCARE SERVICES



The offenders viral load suppression rate (at 12 months) increased from 91% to 97%. The trend indicates an increase in new HIV infections over the three year period.



Inmates diagnosed with mental illness and placed on treatment increased from 4 537 to 5 170 between the 2019/20 and 2023/24 financial years. This is similar to global trends post the COVID-19 pandemic.

THERE ARE 13 NEEDS BASED CORRECTIONAL PROGRAMMES OFFERED



SPIRITUAL CARE



Spiritual care programmes involve church services, group sessions and individual pastoral sessions. In 2023

370 814

Spiritual care sessions were held

28 804

Social work group sessions were held in 2023

119 457

Offenders, parolees and probationers participated in social work programmes



While individuals have an obligation to act responsibly and with respect for their fellow citizens, communities have a responsibility to address those conditions, which hinder healthy development and can become the breeding ground for crime. Crime is primarily the outcome of multiple adverse social, economic, cultural and family conditions. In addition to lack of financial resources, poverty manifests itself in a lack of educational opportunities, lack of meaningful employment options, poor housing, lack of hope and the prejudice against persons living in poverty. Social root causes of crime are: inequality, not sharing power, lack of support to families and neighbourhoods, real or perceived inaccessibility to services, lack of leadership in communities, low value placed on children and individual well-being, the overexposure to television as a means of recreation. Crime can be closely linked to the conditions for children in the community. There is a strong link between reducing risk and building resilience in children and decreasing crime. Problems arise when the larger social, political and economic systems within which children live jeopardise the family's resources and create stress on the family unit. As a result, the provision of appropriate care and required resources to all children will have an impact on their long-term physical, intellectual, and emotional well-being and their development into independent, healthy adults. Vulnerable children are those at risk for significant and enduring social, emotional, or behavioural problems. These children are more likely to be dependent on public resources over the course of their development, particularly through the child welfare, social assistance, corrections, or mental health service systems. All children are potentially vulnerable and may develop emotional or behavioural problems when their own physical or emotional resources are unable to meet the challenges of their social and physical environment.

Contact crimes are the most feared types of crimes. As the name suggests these are crimes where a person 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 rapes. Murder (or homicide) is the most important and useful measure of crime. It is the most serious crime and the most reliably measured category 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 obvious 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.

The crimes of theft, robbery, and burglary are commonly lumped together because it is assumed that they involve the unlawful taking of property. While this is true in the case of theft and robbery, burglary is slightly different. Theft is one of the most commonly committed crimes. To commit theft, a person must take someone else's property without the owner's consent and with the intent of permanently depriving the owner of its use or possession. Shoplifting and stealing are examples of theft. Robbery, like theft, involves taking someone's property or asset without the owner's consent, but robbery has some elements that theft does not require. Robbery involves taking property or asset from a person and using force, or the threat of force, to do it.

The purpose of incarceration is to discourage a person from committing a crime. Incarceration is intended to make criminal behaviour less attractive. Incarceration and loss of income is a major hardship to many people. Another way of influencing choice is to make

crime more difficult or to reduce the opportunities. This can be as simple as better lighting, locking bars on auto steering wheels, the presence of guard dogs, or high technology improvements such as security systems etc. Government has to cover basic needs of people in correctional facilities, that by definition cannot provide for themselves, such as food, health care, clothing and its associated running costs like building maintenance, electricity and water. There are also significant financial costs associated with safety and security, including recruitment, training and salaries for officials. Finally, adequate funding is also needed to provide a conducive environment for rehabilitation and reintegration, through specific activities, programme and support. Where funding is not adequate to provide officials with resources to achieve safe and humane incarceration efficiently, it can have severe consequences for both inmates and officials. Deteriorating living conditions of people in correctional facilities, coupled with degrading working conditions of officials, can lead to rising tensions, violence and ultimately unnatural deaths within correctional facilities.

Where funding is not adequate to provide a conducive environment for rehabilitation, incarceration becomes a cycle almost impossible to break, with high rates of reoffending and long-lasting impacts on people and society. A lack of funding, to put it simply, leads to human rights violations in correctional facilities and should be addressed as such, and not just as a mere budgetary concern.

South Africa has ratified a number of international treaties and conventions that protect inmates' rights to health care services. These treaties and conventions have influenced South African law in establishing a framework for inmates' rights to health care. The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) has been instrumental in ensuring that international law is taken into consideration in the protection of inmates' rights. The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) provides specific protection for inmates' rights to health care services in terms of section 35(2)(e). Under

this section everyone, including every inmate, has the right to conditions of detention that are consistent with human dignity, including exercise and provision, at state expense of adequate accommodation, nutrition, reading material and medical treatment. The preamble of the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended provides that the Act was enacted to give effect to The Bill of Rights (1996), and in particular to the provisions of The Bill of Rights (1996) that are pertinent to inmates. The provisions of the Act are in keeping with inmates' rights to health care services, which are guaranteed not only by the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) but also by international norms on correctional matters. The Correctional Services Act, 1998 (Act No. 111 of 1998) as amended establishes certain mandatory minimum norms applicable to inmates that cannot be withheld for any disciplinary or other purpose. It protects inmates' rights to health care services to the extent that it requires that all people should be detained in safe conditions whilst ensuring their safe custody and promoting the social responsibility and human development of inmates.

The provision of health and hygiene services is mandated by sections 9 and 12 of the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended. In addition, Section 8(1) provides that every inmates must be provided with an adequate diet to promote good health. Section 8(2) provides that such diet must make provision for the nutritional requirements of children, pregnant women and any other category of inmates whose conditions require a special diet. The health care service provided in the Department should meet international norms and standards and be aligned to the National Department of Health legislation, policies and guidelines towards the achievement of good health and wellbeing as envisioned in the SDG (goals 2, 3 and 6). Health care services provided in the Department should further contribute towards promoting health outcomes as stipulated in the NDP (Chapter 10). Increasing life expectancy of inmates (Remand Detainees and sentenced offenders) by addressing communicable and non-communicable diseases and preventing

accidents should remain the core focus of health service delivery. The health care services provided to special categories, e.g. women and children, does not differ from that provided to inmates in general.

The Department is providing female inmates with a comprehensive package of Primary Health care services which include menstrual health as well as sexual and reproductive health (contraception, management of Sexually Transmitted Infection (STI), reproduction awareness and access to termination of pregnancy), access to ante-natal and post-natal care including elimination of mother to child transmission of HIV. There is a uniform ration scale with adequate nutritional value for pregnant and breastfeeding females as well as babies up to two years of age. In addition, babies of incarcerated mothers access integrated management of childhood illnesses.

In responding to crime, it must be acknowledged that offender rehabilitation and reintegration is one response amongst several from the criminal justice system, and that it requires support and co-ordination from the other sectors of government and civil society. A primary purpose of the correctional system in South Africa, as articulated by the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended, is to promote the social responsibility and human development of all offenders, parolees and probationers. Further, the purpose of incarceration itself declared by the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended is to enable the offender to lead a socially responsible and crime-free life in the future. In the White Paper on Corrections in South Africa (2005), rehabilitation is described as the result of a process that combines the correction of offending behaviour with human development and the promotion of social responsibility and values. Further, it states that rehabilitation should not only be viewed as a crime prevention strategy but as a holistic phenomenon achieved through interventions to change attitudes, behaviour and social circumstances. The focus is therefore on the reintegration of the offender into society as a socially responsible citizen.

In a South African context, the socio-economic

circumstances of offenders entering the corrections system cannot be ignored, as some offenders will not necessarily have had access to opportunities for skills development (whether social or educational). One of the aims of rehabilitation is to reintegrate the offender back into society, with the hope that crime will be avoided in the future. Rehabilitative programmes thus ought to equip offenders with occupational and vocational skills, life skills and opportunities that they might never have been able to access on their own. Offenders ought to be able to return to their families and communities, not merely with new resolve to avoid crime, but also with the necessary tools and expertise to begin afresh. The Department has the responsibility to ensure that offenders gain market-related skills, so as to enable offenders to take their place in society, to be gainfully employed or self-employed and become economically successful citizens. Rehabilitation is the result of a process that combines the correction of offending behaviour, human development and the promotion of social responsibility and values. It is a desired outcome of processes that involve both departmental responsibilities of Government and social responsibilities of the nation. 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, active participation in democratic activities, empowerment with life-skills and other skills; and a contribution to making South Africa a better place to live in.

The Offender Rehabilitation Path 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. The organisational wide approach to rehabilitation creates the platform where the ideal correctional official is positioned to concretise the fundamentals of the White Paper on Corrections in South Africa (2005), to create an environment that is

safe and secure for correcting offending behaviour, rehabilitation and the promotion of corrections as a societal responsibility. The Offender Rehabilitation Path 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 underpinned 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 (2005) will be realised.

All sentenced offenders, irrespective of their length of sentence, are assessed however, a CSP is only developed for those serving sentences longer than 24 months. Offenders register their needs to participate in development programmes during the assessment process. Offenders that are sentenced to longer than 24 months (2 years) are assessed, profiled and have a CSP developed for them to assist with their rehabilitation path. Rendering of successful and appropriate services to sentenced offenders is guided by the CSP which is further guided and supported by approved Standard Operating Procedures (SOPs), policies, legislation, and various applicable tools. The implementation of correction administration and case management processes informed and prescribed by corrections policies, policy procedures, tools and applicable legislation creates the vehicle for the offenders to access services. Furthermore, an assessment to determine a security risk classification level to assist with allocation to appropriate accommodation within the correctional facility

is conducted. Assessment outcomes produce a unique offender profile that assists in developing an individualised CSP (intervention plan) which will be utilised to access relevant interventions to address the offender's risks, needs, rehabilitation programmes and his/her offending behaviour in preparation for eventual release into the community. To ensure the intervention plan is implemented regular pre-determined reviews are conducted to monitor and evaluate progress towards rehabilitation.

Correctional programmes are need-based programmes that address offending behaviour. It is compulsory for all sentenced offenders serving a sentence of 24 months and longer to attend correctional programme sessions. Existing programmes are reviewed as the need arises in order to ensure that they remain relevant and in line with the latest trends and developments in the specific field. Some of the Correctional Programmes aim to orientate offenders and broaden their scope of knowledge e.g. New Beginnings, whilst the Pre-Release Programme aims to prepare offenders for their re-integration into society upon their release. Correctional programmes will be presented by carefully selected and well-trained Correctional Officials. Ongoing training and consultation will be necessary for positive outcomes. All externally developed correctional programmes will be subjected to the Departmental Quality Assurance processes, whilst the Department will endorse internally developed correctional programmes.

Achieving financial sustainability is critical to the reintegration process and required a combination of skills development, education, access to financial support, and, in many instances, support through family networks. Development programmes include formal education and skills development programmes. Access is provided to offenders for AET (levels 1-4) including literacy programmes, Further Education and Training (grades 10 -12), Higher Education and Training (tertiary education). Skills Development Programmes available are short occupational skills – offered for a period shorter than one month, long occupational skills programmes – programmes

longer than one month that can lead to part or full qualification towards the attainment of artisanship. Offenders are placed in Technical Vocational Education and Training (TVET) programmes that covers business, engineering studies and National Certificate Vocational (NCV) as and when they meet the set DHET requirements. Every offender has a right to have access to basic education to ensure at least minimum numeracy and literacy, as well as some form of appropriate job related skills. Increased access to education, enhanced educational support and funding should be provided to ensure efficient reintegration of offenders. Education and training, is a prerequisite to a stable, crime free life. An increase in job skills and productivity of offenders will also contribute directly to the national economy. Given that unemployment is believed to be a risk factor associated with crime, formal education programmes are thus a necessity if the chances of offenders obtaining employment and becoming law abiding citizens upon release from the correctional facility are to be increased. With more funding made available for education and skills development, offenders will be released with improved levels of education and skills that are more in line with the general population. They will also be better prepared to gain employment or become self-employed and the chances of becoming valuable members of society will increase. Increased employment opportunities will have many positive results, such as being able to provide for themselves and their families, making economic contributions such as paying tax and a decline in reoffending.

The offender as a learner presents significant challenges to educators. Low achievement levels and learning disabilities all present challenges to formal education. Offenders have often had prior negative education experiences which have resulted in negative attitudes towards learning. Effective education programmes thus need to improve offenders' attitudes about learning, which have often contributed to illiteracy and under education. Many offenders also have a history of failure in school and this typically leads them to assume that they will not

succeed in their current schooling. Therefore, formal education programmes need to be tailored to the individual education levels of offenders, beginning instruction at the offenders' current achievement level and specific needs. Occupational, vocational and academic education should be expanded to include workplace learning that will increase employment upon release in keeping with current employment trends. Work related and entrepreneurial programmes will provide experiential learning with competency certification, which prepare offenders for jobs with a liveable wage, as directly related adjuncts to vocational and life skills education.

Incarceration is a challenging experience for individuals and the role of religion in promoting inmate well-being cannot be over emphasised. Religious beliefs profoundly impact rehabilitation, with religious programmes proving effective in correctional facilities. Chaplains play a vital role in nurturing spiritual well-being among inmates, while religious support networks within correctional facilities offer essential guidance and solace. Recognising and addressing religious freedom and diversity within correctional facilities and community corrections is crucial for fostering a positive and inclusive correctional environment.

Individuals with a solid connection to their faith often find comfort, guidance, and a sense of purpose. These religious beliefs can help inmates develop a moral compass and a desire to transform their lives. Through spiritual teachings and practices, inmates may gain a sense of hope, forgiveness, and redemption, which can motivate them to make positive choices and strive for personal growth. Additionally, spiritual care programmes within correctional facilities allow inmates to engage in religious study groups and counselling sessions, offering them a supportive community and a chance to reflect on their actions. Overall, the influence of religious beliefs can play a crucial role in inmate rehabilitation, fostering a desire for change and facilitating the path toward a productive and meaningful life.

Spiritual care programmes, which focus on spiritual guidance and moral teachings, promote accountability and personal growth by encouraging inmates to reflect on their actions and make amends. Moreover, these programmes provide a supportive community that fosters positive relationships, reducing the risk of reoffending upon release. Inmates who engage in religious activities often experience a sense of hope and redemption, which can be instrumental in their successful reintegration into society. Chaplains play a vital part in providing spiritual care services and counselling to inmates, helping them find solace and meaning during their incarceration. Chaplains create a safe, non-judgmental space where inmates can express their fears, doubts, and hopes. Through their guidance, chaplains help inmates develop a sense of purpose, foster personal growth, and build a stronger connection with their faith. Chaplains are essential for the spiritual well-being of inmates, but also contribute to their overall rehabilitation and successful reintegration into society.

Faith based support networks consisting of chaplains, volunteers, and religious organisations that offer various services such as religious ceremonies, counselling, and religious education play a crucial role in promoting the well-being of inmates. By providing inmates with a sense of belonging, these networks help reduce feelings of isolation and despair.

The correctional system recognises the significance of allowing inmates to practice their religion freely while respecting the diversity of religious beliefs. By accommodating spiritual practices, such as providing prayer spaces, religious literature, and access to religious leaders, inmates can find solace and guidance within their faith. Embracing religious diversity fosters an environment of tolerance and respect, allowing inmates from different religious backgrounds to coexist harmoniously. This inclusive approach affirms inmates' constitutional rights, facilitates personal growth, and helps them reintegrate into society upon release.

The emphasis of social work services is on treatment and behavioural change through counselling, education, and activities that encourage and reinforce positive behaviour. A correctional social worker's core duty is to provide inmates with resources to navigate life both during and after incarceration. Social workers work with inmates, parolees and probationers on an individual or group basis. This is a challenging role and involves complex case work, however, this is a role that provides professional development opportunities and skills within a unique setting. Social workers provide assessment and intervention services for inmates. They conduct individual counselling, provide assessments for appropriate programmes and facilitate group programmes - all designed to enhance and support rehabilitation.

The leading role of a psychologist in correctional facilities is assessing and treating offending behaviour. Psychologists work with inmates throughout their period of incarceration. The assessment and treatment of inmates involve interviewing them one-on-one, deciding on the best treatment for each individual, and reviewing and assessing that treatment accordingly. Work with offenders also includes offering rehabilitation programmes that deal with anger management, alcohol and drug addiction treatment, and developing social and cognitive skills. Another crucial part of their role is to assist in developing better policy and working practices within the correctional system. One of the most significant impacts that psychologists have on offenders is supporting them to deal with mental health problems that have led to offending behaviour, such as addressing emotional and anger management.

Psychologists support offenders by using Cognitive Behavioural Therapy and mindfulness techniques to manage mental health issues such as anxiety and depression. Receiving psychological services while incarcerated can be life-changing for offenders. In practical terms, it can lead to them being moved to a lower risk category or being released on parole

if the psychologist deems them to have made significant improvements and are at low risk of causing harm to themselves or others. Ultimately the difference to offenders comes when they can leave the correctional facility having developed coping strategies, dealt with addictions, and overcome negative behaviour. If offenders can overcome these patterns while incarcerated, they can live a more fulfilled and engaged life in society and make more positive choices. Although there is no guarantee that every offender who receives psychological services will not reoffend on release, the more clinical research, training, rehabilitation, and therapy undertaken by offenders, the better chance they have of making a new start and living a life away from crime.

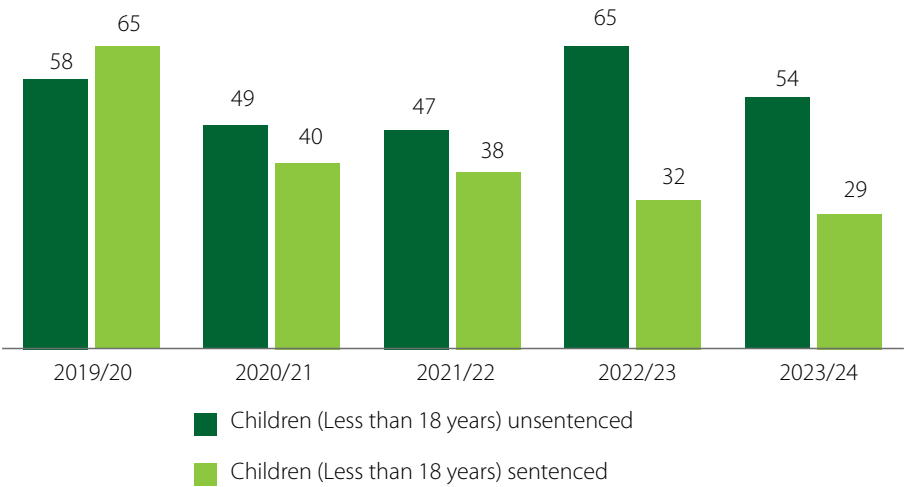
Children in detention

The effects of violence in South Africa continue to devastate many lives including those of children. Children both commit and are victims of a significant number of crimes and therefore constitute an expressly vulnerable population both as offenders and as victims. In addition, children experience violence in all settings from the privacy of their homes to their neighbourhoods and from communities to their schools. Moreover, many children experience

a co-occurrence of different forms of victimisation during their childhood known as poly-victimisation.

Since 1 April 2010, children who committed crime are dealt with in terms of the Child Justice Act, 2008 (Act No. 75 of 2008), instead of the Criminal Procedure Act, 1977 (Act 51 of 1977) which is used for adults. The aim of the Child Justice Act, 2008 (Act No. 75 of 2008) is to set up a child justice system specifically for children in conflict with the law. In order to act in the best interest of child offenders, the Act distinguishes between three age categories, namely: A child who is between the age of 14 and 18 years at the time of the alleged offence is presumed to have criminal capacity (*doli capax*) and is dealt with in terms of Section 5 of the Child Justice Act, 2008 (Act No. 75 of 2008); a child who is under the age of 10 years at the time of the alleged offence is presumed not to have criminal capacity (*doli incapax*) and cannot be prosecuted, but must be dealt with in terms of Section 9 of the Child Justice Act, 2008 (Act No. 75 of 2008) and a child who is 10 years or older but under the age of 14 years at the time of the alleged offence is also presumed to lack criminal capacity (*doli incapax*), unless the state proves that he or she has criminal capacity in accordance with Section 11 of the Child Justice Act, 2008 (Act No. 75 of 2008).

Figure 79: Trend analysis of children in custody (sentenced and unsentenced) for the period 2019/20 to 2023/24



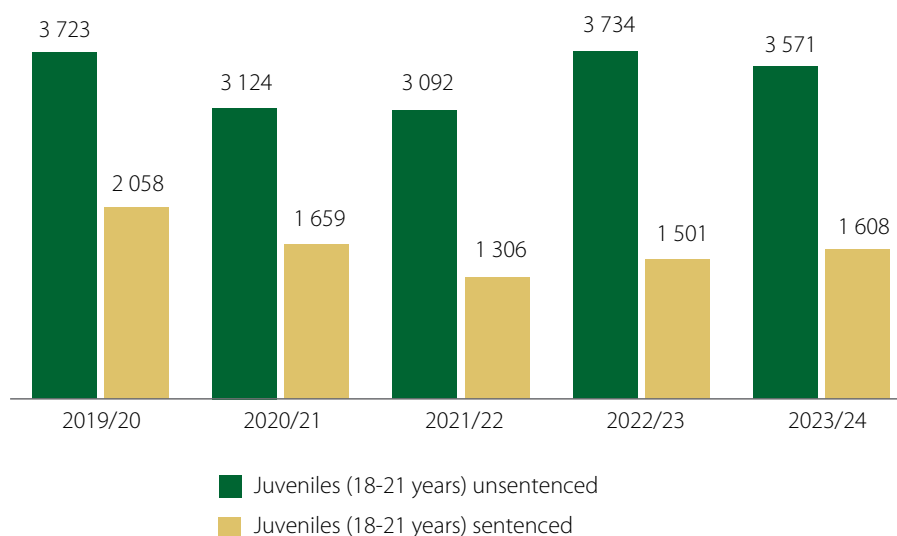
The Child Justice Act, 2008 (Act No. 75 of 2008) aims to keep children accused of crimes out of detention, mainly through diversion. Diversion is thus an alternative to being detained. It does not involve a criminal trial or a criminal conviction. It may result, for example, in the child being cared for in a rehabilitation centre or undergoing a drug treatment programme. Section 25 of the Child Justice Act, 2008 (Act No. 75 of 2008) deals with bail and provides for a 'three-stage' bail inquiry when dealing with children. In addition to determining whether the interests of justice permit release on bail, and whether the amount of money being considered is appropriate for the child and his or her parents or guardian, the court must consider appropriate conditions where money cannot be paid. The problems arising from collective responsibility for incarcerated children are manifest. Currently, the responsibility is shared between the Departments of Correctional Services, Social Development, Justice and Constitutional Development, Health and Education. The Correctional Services Act, 1998 (Act No. 111 of 1998) as amended requires that all children of compulsory school-going age must attend education programmes. This means that children up to the age of 15 years or upon attaining the ninth grade of education who are awaiting trial in a correctional centre must attend educational programmes.

The Department's position on children in detention is that different age groups of children require different service delivery that will ensure their social, emotional, psychological, physical, spiritual and intellectual fulfilment and care are catered for. Child offenders must not be discriminated against, and all available resources and services must be accessible to them. Such resources, services, programmes and projects must be structured and strategically positioned to address the needs and development of child offenders who were previously marginalised.

The Department therefore, commits itself to rehabilitation interventions for child offenders and strives to ensure an environment conducive to rehabilitation and development of this category of offenders. From a Departmental perspective, effective social crime prevention must entail a close partnership between government departments and civil society in delivery on social justice and social cohesion. Children, who generally serve shorter sentences, benefited significantly from the remissions programme. Programmes directed at child offenders necessitate the rendering of interventions that will assist in crime prevention, promoting social cohesion, fostering individual responsibility and providing support. There shall be needs-based assessment process to detect the developmental needs of the child offender. Child offenders shall receive family-centered interventions that seek to strengthen the development and capacity of the child within the family system. It is important that upon their release, children offenders need to be fully functioning within families of origin and supportive communities hence adequate preparation for reintegration is vital where children are accommodated within correctional facilities. The involvement of the parents, family and community in the preparation of child offenders for reintegration back into society shall be encouraged early in the rehabilitation process. Services shall accommodate the reintegration and restoration of family relationships. Services and programmes shall be rendered to promote social justice and reintegration of child offenders into the community. The Department shall liaise with external service providers to promote personal development, well-being and correction of the offending behaviour of child offenders. Services to child offenders will include the involvement of NGOs, Community Based Organisations (CBOs) and FBOs in preparation for their release into the community as responsible and law-abiding citizens.

Juvenile inmates

Figure 80: Trend analysis of Juveniles (sentenced and Remand Detainees) 18 to 21 years for the period 2019/20 to 2023/24



The figure above provides a snapshot of the number of sentenced and unsentenced (Remand Detainees and other unsentenced inmates) juveniles over a five-year period (2019/20 to 2023/24) financial years. Young people represent a powerful resource for the country, provided they are supported and enabled to become active members of society. The NDP states that: "...having a relatively young population can be advantageous, provided the majority of working-age individuals are gainfully employed." 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 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. 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 in the form of adverse childhood experiences affecting them in various settings. Adverse childhood experiences often lead to later violent behaviour and this violence negatively impact of society as a whole.

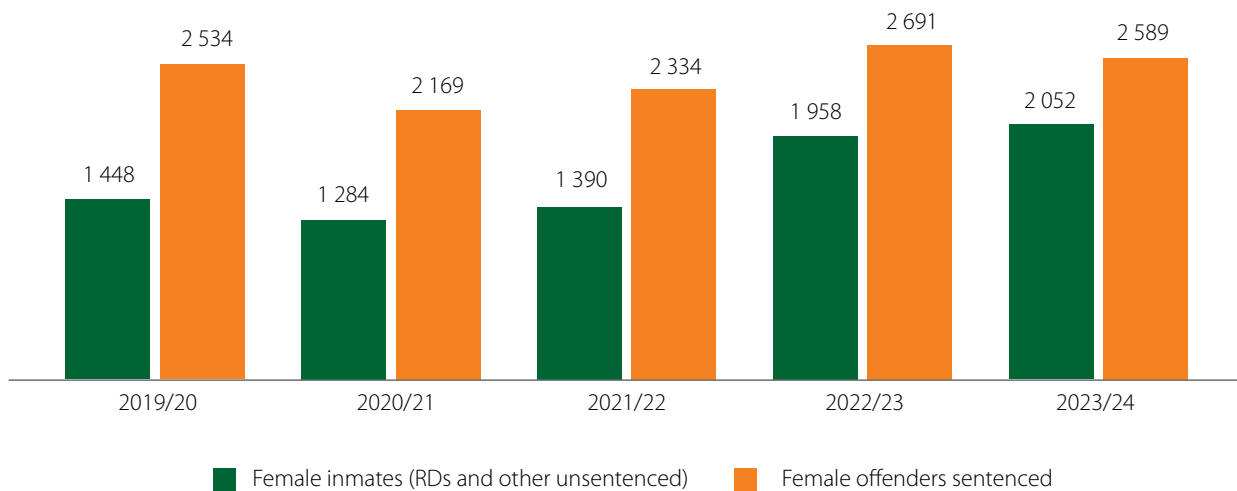
The Department regards offenders between the ages of 18 to 25 years as youth offenders and those between the ages of 18 to 21 years as juveniles. In

line with the White Paper on Corrections in South Africa (2005) juvenile offenders are considered as 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 what that allows them to contribute meaningfully to their community of origin. Rehabilitation programmes 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 children build positive relationships with peers, family members, and the community. Rehabilitation programmes 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 programmes, 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 (NGOs) 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 programmes 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.

Female inmates

Figure 81: Trend analysis of female inmates (sentenced and unsentenced) for the period 2019/20 to 2023/24



The figure above provides a snapshot of the number of sentenced and unsentenced (Remand Detainees and other unsentenced inmates) females over a five-year period (2019/20 to 2023/24) financial years. Women exist within patriarchal societies that compound their vulnerability to victimisation and exploitation, their

limited access to development opportunities, and lack of overall independence. Like many other countries, South Africa continues to grapple with high crime rates and a seemingly unsuccessful battle against gender-based violence. Given the high rates of abuse and discrimination women experience throughout

their lives, it is inevitable that the incarcerated female population would have high demand for services. The effects of incarceration, including their separation from family and adaptation to the correctional setting, also aggravate these conditions. Most of the women going through the Criminal Justice System are poor, undereducated, unskilled, and come from impoverished socio-economic backgrounds.

Females continue to constitute a small proportion of the general inmate population worldwide, with some countries recording an increase in the number of female inmates. Toughening criminal justice policies worldwide has meant that a growing number of women are being incarcerated for minor offences. Vulnerable and economically disadvantaged, women are increasingly likely to be detained pretrial, due to their inability to afford bail or the services of a lawyer. In many countries the proportion of women held in remand detention is equivalent to, or larger than that of sentenced offenders. Females charged with minor and non-violent offences and do not pose a risk to the public do not need to be incarcerated at all. According to a report from the National Institute for Crime Prevention and the Reintegration of Offenders (2020), the most common crimes committed by female offenders include shoplifting, theft, attempted theft, assault, intent to commit grievous body harm, common assault, possession of narcotics, malicious damage to property and trespassing. Many are incarcerated due to their poverty and inability to pay fines. In some cases, female inmates need treatment for mental disabilities or substance dependence, rather than isolation from society. Many are victims themselves but are incarcerated due to legislation and practices. Community sanctions and measures would serve the social reintegration requirements of a vast majority much more effectively than incarceration. The fact that the proportion of male inmates has always been vastly larger than that of females in the correctional system has resulted in a general disregard to the gender-specific needs of females, as well as a denial of many services and opportunities, accessible to male inmates. Failure to address the underlying factors leading to offending behaviour by females is reflected in the increasing rate of incarceration.

Recognising the need to provide global standards with regard to the treatment of female inmates, and considering a number of relevant resolutions adopted by different United Nations bodies, which called upon Member States to respond appropriately to the needs of female inmates, the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders (the Bangkok Rules) were adopted on 21 December 2010. In order for the principle of non-discrimination, embodied in Rule 6 of the Standard Minimum Rules for the Treatment of Prisoners to be put into practice, account shall be taken of the distinctive needs of female inmates in the application of the Rules. In order for the principle of non-discrimination, embodied in Rule 6 of the Standard Minimum Rules for the Treatment of Prisoners to be put into practice, account shall be taken of the distinctive needs of female inmates in the application of the Rules. Providing for such needs in order to accomplish substantial gender equality shall not be regarded as discriminatory.

All inmates should have access to a balanced and comprehensive programme of activities, resembling as far as possible the variety of activities available in the outside world—a requirement which is spelt out in the Bangkok Rules specifically in relation to female inmates. Rehabilitation programmes are guided by the White Paper on Corrections (which emphasises individualised case profiling and treatment for offenders to promote effective rehabilitation). Female inmates have access to needs-based programmes that address their psycho-social and spiritual needs. The type and quality of activities and programmes, and the level of offenders' access to them, underpin the success of social reintegration efforts in correctional facilities. Activities provided for offenders should enable them to live positive, crime-free lives after release by increasing their job skills and improving their education, while also protecting their mental well-being. Steady employment following release is one of the most important factors that prevent re-offending, together with strong family ties and support. Account should also be taken of the fact that in some societies it may be difficult for females to find jobs in fields which are perceived as

male occupations only. Therefore, there is a need to maintain a balance between the different types of vocational training offered. The training and work provided should correspond to market demands and aim to increase women's real chances of earning a living wage after release. Rehabilitation for female offenders further include programmes that empower them financially, such as entrepreneurship and technical skills, including computer literacy.

The Department will identify opportunities increase ways to increase interest in education programmes and address low levels of motivation among female offenders is improved information and awareness raising about the opportunities available and the benefits of participation. For this to be successful, it is important that officials have positive attitudes towards education and that they actively encourage offenders to participate in the programmes. It is also important to use alternative teaching methods to those used in mainstream education and to consider non-formal and self-directed learning as a route into formal education or as a rehabilitation tool in itself. This might include teaching by officials, volunteers and offenders themselves and through peer support groups. Whilst formal education programmes in correctional facilities have had success outcomes, the introduction of informal learning can have additional benefits and longer-lasting effects, including improved self-confidence and motivation.

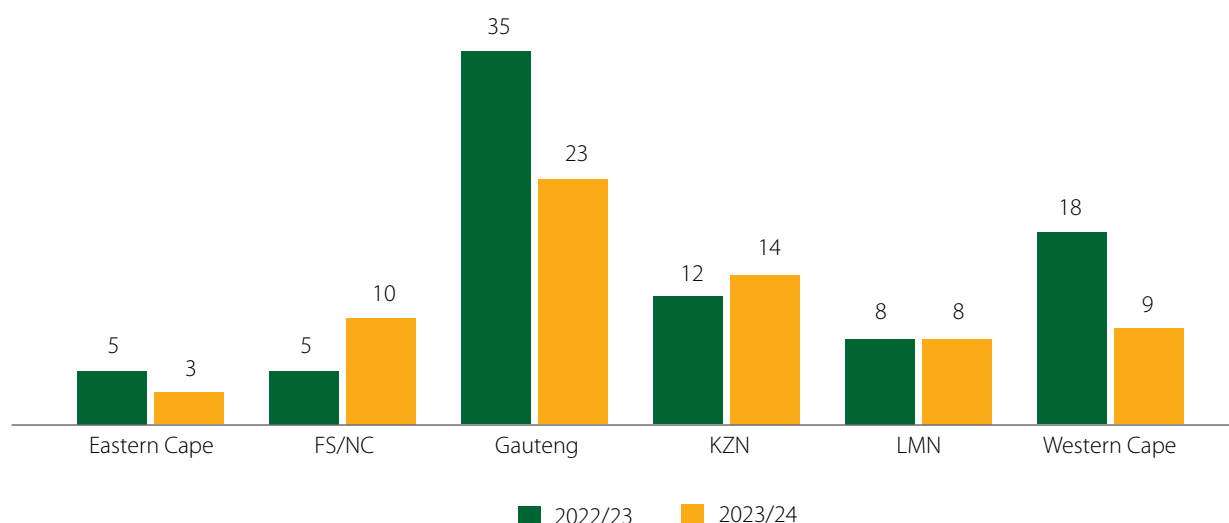
Rehabilitation programmes require the engagement and institutional support of relevant authorities to ensure short-term success and long-term sustainability. It is important for NGOs and other community groups to be involved in rehabilitation projects, due to their expertise. Projects also need

the support and financial assistance of authorities and close coordination of all relevant actors in order to thrive. The provision of purposeful activities and mental stimulation, as well as contact with the outside world, is also vital in this context. All policies include consideration for the gender specific health-care needs of female inmates, reflected in all aspects of management in general, as well as health-care provision specifically, as a prerequisite for the protection of female inmates' mental and physical health. Primary health-care should be accessible to all inmates (men and women) according to their needs. Primary health-care teams must be able to recognise and treat a range of chronic conditions, including disorders of the reproductive system of females. Inmates requiring specialist care should be referred to specialist health-care providers.

Incarcerated mothers and their babies

The maintenance of family links throughout the period of incarceration is highly important in the context of social reintegration. Encouraging and, where necessary, assisting with such contact will help protect the mental well-being of incarcerated mothers and will almost certainly contribute to the post-release support provided to the female by their families. Efforts to support and strengthen relationships between the released inmate and her family members (as well as others who may have been caring for her children) are also important to minimise the difficulties likely to be encountered following release, due to the different expectations of both sides. A total of 83 babies (2022/23) compared to 67 babies (2023/24) were with their incarcerated mothers in correctional facilities. Comparatively the number of babies decreased by 16 during this period.

Figure 82: Incarcerated mothers with babies per Region for 2022/23 and 2023/24



South Africa is signatory to the United Nations Rules for the Treatment of Women Prisoners and Non-custodial Measures for Women Offenders,¹⁸ also known as the Bangkok Rules. In 1996 the concept of the ideal Female Correctional Centre was developed where Mother and Child units were established. The 14 Mother and Baby units are complementary to sound physical, social and mental care and development of mothers with their babies separate from other female inmates. Children can remain with their mothers in correctional facilities until the age of two. A mother with a baby is given the opportunity to personally care for the baby on a full-time basis to promote bonding. Therefore, Rules 49-52 emphasise that in order to prevent any physical or psychological harm to children who do remain with their mothers during incarceration, the environment in which they are brought up in should be as close as possible to a normal environment outside the correctional facility. The rules also emphasise the need for continued communication between the mother and the child following separation to prevent the psychological damage caused by separation as far as possible.

The Department regards all children as unique and their needs have to be specifically addressed. The Department is committed to providing the best possible care to babies with their incarcerated mothers in line with national and international norms and standards. The Department aims to promote

the emotional well-being of mothers and babies, assist in developing their personality and mental and social functioning. The Department is further committed to taking appropriate measures to ensure the development and advancement of mothers with babies bearing in mind the contribution of women to the welfare of the family and the development of society, the social significance of the maternal role of the mother in the family and in the upbringing of children. The baby must be exposed to external activities and opportunities which promote developmental needs from the perspective of the normal childhood development. Babies are placed out as soon as possible with suitable alternate care, however, each case is dealt with based on its merits. The best interest of the child is always a primary consideration. The mother shall upon placement of the baby be discharged from the Mother and Baby unit and placed in a Female Correctional Centre. Mothers of the babies are assisted with applications for Child Support Grant, Foster Child Grant and Care Dependency Grant upon or before the placement of the baby.

Health care services are provided to mothers and babies in accordance with their specific needs. The Department further provides adequate clothing as prescribed for babies according to general hygiene, seasons and geographical conditions for such a period that babies remain under the care of the Department.

Babies are also provided with the required nutrition as prescribed in the dietary scale for children according to their health needs. Furthermore, female inmates who are pregnant are placed in the Mother and Baby unit in their last trimester to enhance reasonable accommodation of their special needs.

Inmates with disabilities

According to the White Paper on Corrections in South Africa (2005), the Department operates within a human rights model. The White Paper on the Integrated National Disability Strategy (1997) mandates government departments and other organs of the state to develop and implement disability policies and programmes for the effective integration of disability issues. Furthermore, the NDP reconfirms the founding statement of the Freedom Charter, namely that South Africa belongs to all who live in it. The NDP envisages a “country wherein all citizen has the capabilities to grasp the ever-broadening opportunities available” (White Paper on the Rights of Person with Disabilities, 2015). In its efforts to ensure alignment with the White Paper on the Integrated National Disability Strategy (1997) and White Paper on the Rights of Person with Disabilities, the Department reviewed the Policy and Policy Procedures on Offenders with Disabilities in 2022. In addition, Correctional facilities should be designed to cater for the needs of disabled offenders consistent with the White Paper on Persons with Disabilities (2015). Persons with Disabilities (PWDs) include those who have perceived and or actual physical, psychosocial, intellectual, neurological and/or sensory impairments which, as a result of various attitudinal, communication, physical and information barriers, are hindered in participating fully and effectively in society on an equal basis with others.

The Department is committed to the well-being and empowerment of inmates with disabilities who are entrusted into its care by catering for their special needs, protecting and to preparing them for re-integration into society as law-abiding citizens. The Department will focus on the removal of barriers for equal participation and the elimination of discrimination based on disabilities. The

Department is committed to providing reasonable accommodation to inmates with disabilities which includes the necessary and appropriate modification and adjustments, as well as assistive devices and technology, not imposing a situation where needed in a particular case; to ensure that inmates with disabilities receive services on an equal basis with others of all human rights and fundamental freedom. The Department will encourage offenders with disabilities to participate in services and programmes, for their developments and well-being in accordance with the relevant legislations and prescripts.

Elderly inmates

South Africa, as with other countries in the world, has an ageing population, which means that the proportion of older persons in the country is increasing. This scenario has called for a concerted effort towards strengthening the capacity of older persons to play a more meaningful role in society, to enjoy active ageing and healthy and independent living, by creating an enabling environment for all older persons. Sections 51 and 52 of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) makes provision for the imposition of minimum sentences in respect of serious offences. Longer sentences imposed by courts result in offenders being incarcerated for a longer period in correctional facilities. This has led to the growing number of elderly offenders in correctional facilities with a total of 8 715 elderly offenders incarcerated during 2023/24.

Aged Persons Act, 1967 (Act No. 81 of 1967) and Aged Persons Amendment Act, 1998 (Act No. 100 of 1998) emphasise the protection, provision of development programmes and creation of an enabling and supportive environment to elderly people. The Department is committed to ensure that resources, services, programmes and projects are structured and strategically positioned to address the needs of elderly offenders who were previously marginalised. Programmes and services shall be responsive to psycho-social, spiritual, physical, emotional and intellectual needs of elderly offenders. Elderly offenders must be given an opportunity to participate in activities intended for their protection, care and

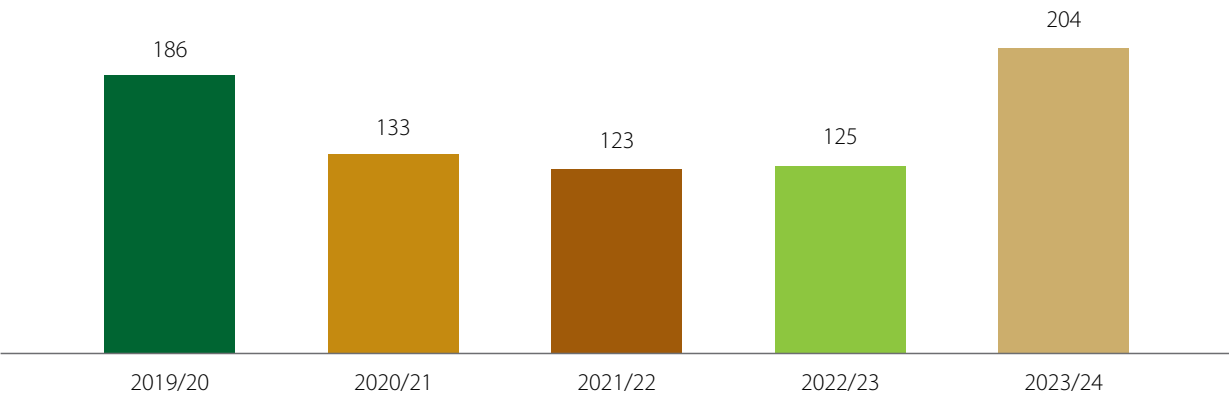
development taking into consideration their age and physical ability. The Department will continue to liaise with external service providers to promote personal development, well-being and correction of the offending behaviour. Elderly offenders shall be kept in contact with NGOs, CBOs and FBOs in preparation for their release into the community as responsible and law abiding senior citizens.

State patients

Mental illness is an overarching term that includes minor conditions, such as anxiety or depression, as well as more complex conditions, including bipolar disorder and schizophrenia. In South Africa, as in many low- or middle-income countries, the burden of mental disorders has increased over the past 20 years. This increase in mental disorders is expected to continue, in part because of the shift in epidemics

from communicable to non-communicable diseases, HIV, and other chronic health conditions. A routine screening for mental illness is important for delivering quality services and promoting safety within correctional centres. Inmates with mental health conditions can be recognised with proper screening and housed separately from the overall inmate population. The state patient trend from 2019/20 to 2023/24 reflects an overall increase of 18 from 186 to 204. This constitutes an overall increase of 9.7% over a five-year period. The Mental Health Act, 2002 (Act No. 17 of 2002) states that state patients are persons who are found to be not competent to stand trial or found not guilty because of their illness or mental defect. These inmates should be retained in psychiatric hospitals. The trend analysis of state patients from 2019/20 to 2023/24 is reflected in the table hereunder:

Figure 83: Trend analysis of state patients from 2019/20 to 2023/24



The Region with the highest number of state patients was EC with 91 state patients, followed by FS/NC with 52 state patients, LMN with 38 state patients, KZN with 12 state patients and lastly Gauteng with 11 state patients for the year 2023/24. The high number of state patients recorded in these Regions are due to

no bedspace available at the Psychiatric Complexes and the continuous referral of state patients by the Courts to correctional facilities. The Department cannot refuse to admit a state patient that was referred with a court order.

The Department has undertaken several interventions to down manage the high number of state patients including engagements with all the relevant stakeholders such as Department of Health and National Prosecuting Authority (NPA), reviewing the personal circumstances of state patients, to establish those who can be placed out in the community (back with families or organisations), monitoring by the Provincial Mental Health Review Board to ensure that state patients are receiving the necessary attention and are transferred to the designated facility at the soonest time possible as well as weekly and monthly monitoring of the Admission and Release (A&R) of state patients.

Parolees and Probationers

All offenders must be considered for placement under community corrections when they have completed the stipulated minimum of the sentence. The Correctional Services Act, 1998 (Act No.111 of 1998) as amended allows the Department to consider offenders for release on parole after serving a portion of their sentences. A certain portion of their sentence is then served outside correctional facilities under the auspices of community corrections and more responsibility is given to the community to ensure successful reintegration. In enhancing public safety, social reintegration ensures effective administration and supervision of offenders placed under correctional and parole supervision. Social Reintegration as a process of facilitating acceptance and effective readjustment of offenders into the community encompasses a number of interventions undertaken following an arrest to divert offenders away from the Criminal Justice System to an alternative measure, including supervision of probationers and parolees, community involvement and restorative justice process. It includes imposing community-based sanctions rather than incarceration in an attempt to facilitate the social reintegration of offenders within the community than exposing them to the marginalising and harmful effects of incarceration.

Community Corrections refers to all non-custodial measures and forms of supervision applicable to persons who are subject to such measures

and supervision in the community and who are under the control of the Department. Since the early 1990's, Community Corrections has become a core component of the South African Criminal Justice System as it provides a useful and less costly alternative to incarceration. Community Corrections is a shift in focus from sanction and deterrence to rehabilitation and reintegration. This shift in focus has resulted in the establishment, expansion and diversification of the current Community Corrections system. Community Corrections is a window through which the community can judge the correctional system. The immediate aim of the implementation of community corrections is to ensure that persons subject to community corrections abide by the set conditions to ensure the safety of the community.

The Department is committed to strengthening the community corrections system which is in line with international practices and working towards reducing overcrowding in correctional facilities. This requires a review and repositioning of the community corrections system in South Africa by promoting understanding among the judiciary, courts and other internal as well as external role-players of what is possible to achieve with non-custodial sentencing options. Community Corrections create platforms and avenues for active participation and involvement of various stakeholders in the advancement of rehabilitation and social reintegration of offenders.

Social Reintegration prepares offenders for their social acceptance and effective reintegration into their communities whilst on parole or under community correctional supervision. The preparation for the social integration of offenders commences up on their admission into the care of the Department and continues throughout the time of their custodial or non-custodial sentence. The main objective of Social Reintegration is to rebuild and nurture the relationships between offenders and their victims, the communities of the victims, the communities of origin of the offenders and the society at large. The families of offenders are a potential source of support and assistance during the reintegration process. Communities and victims also have a significant role to play in the successful reintegration of offenders.

The Department strives to ensure that, as far it is practically possible, offenders have the best possible access to their families. This access is an important element in the rehabilitation of offenders. It is also in line with the human rights principle that prescribes that decisions in relation to the privacy, family, home or correspondence of offenders must be fair, consistent and humane. The Department recognises family as the basic unit of society and the primary level at which correction should take place. The community, including schools, churches and organisations is the secondary level at which corrections should take place. The state is regarded as being the overall facilitator and driver of corrections, with the Department rendering the final level of corrections. After release, interventions should support their transition from the correctional facility to the community and continue until successfully reintegrated. After-care and social reintegration both require partnerships between the correctional system, the offender and the community.

Community Corrections offices have been decentralised, in order to ensure that services are accessible to the communities where the offenders are residing especially in rural and remote areas. The establishment of service points promotes partnerships with different stakeholders for a successful reintegration of offenders; since the establishment of service points, the number of violations have significantly decreased resulting in adherence to parole conditions by offenders. Satellite offices have decentralising services using the establishment of the main office. Service points are operational on certain days usually for programme attendance and consultations, handling of complaints and requests (SAPS, traditional offices, courts, clinics, municipality). The number of service points fluctuate depending on the caseload.

Table 10: Regional breakdown of community corrections offices, satellite offices and service points

Region	Fully fledged offices	Satellite offices	Service points
Eastern Cape	42	1	150
Gauteng	22	9	110
FS/ NC	37	6	158
KwaZulu-Natal	36	6	35
LMN	58	34	254
Western Cape	27	0	30
National	222	56	737

Community Corrections Offices is responsible for the supervision of parolees, probationers and Awaiting Trial Persons (ATPs) in accordance with the conditions that have been set by the courts. In these cases where the court has left the setting of conditions to the discretion of the Department, the Head of Community Corrections may set the necessary conditions in order to manage the offender, to protect the community and to address the individual treatment needs of each case. Young offenders in the above-mentioned categories are dealt with in co-operation with the DSD.

Community Corrections consists of parolees, probationers and Awaiting Trial Persons (ATP). Awaiting Trial Persons are those placed under the supervision of a correctional official in line with Section 62(f) of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) which provides that the accused shall be placed under the supervision of a correctional official. Those placed under the supervision of a correctional official are managed by the Department under the system of community corrections. The rationale behind utilisation of Section 62 (f) of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) was to alleviate overcrowding of awaiting trial persons in

correctional facilities. Within a community correction system, special categories of offenders are catered for, i.e., women, children, PWDs and the elderly. The MTDP 2024-2029 focusses on strengthening the JCPS

Cluster Departments to protect citizens, building economic confidence and maintaining the country's borders through Priority Three: A capable, ethical and developmental State.

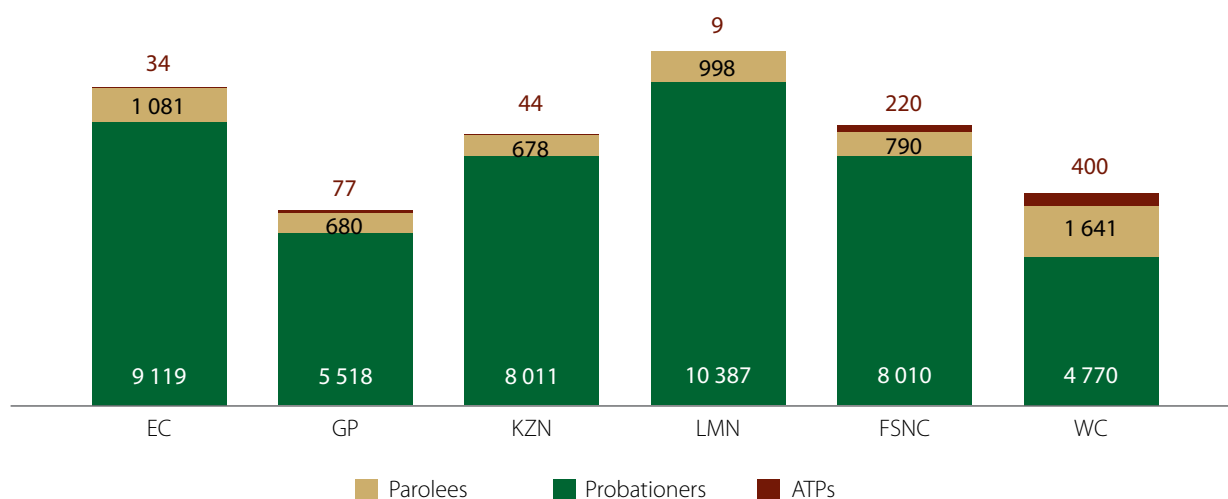
Table 11: Trend analysis of the Community Corrections Caseload

COMMUNITY CORRECTIONS CASELOAD				
Financial year	Parolees	Probationers	Awaiting Trial Detainees (ATDs)	Total Caseload
2019/20	53 257	12 604	1 252	67 113
2020/21	52 275	7 597	891	60 763
2021/22	52 054	7 803	854	60 711
2022/23	50 695	8 101	844	59 640
2023/24	46 686	6 325	793	53 804
Total	254 967	42 430	4 634	302 031

Community Corrections had a caseload of 53 804 offenders outside correctional facilities living in their respective communities. There were 46 686 parolees, 6 325 probationers (serving non-custodial sentences) and 793 awaiting-trial persons within community corrections nationally. There are on average, $\pm 20\%$

of the awaiting trial persons in custody due to the unaffordability of bail. The Special Remission of Sentence reduced the caseload in community corrections from 71 469 to 55 515, while the COVID-19 SPD has subsequently increased the case load on the system of community corrections to 60 711.

Figure 84: Regional Community Corrections Daily Average Caseload for 2023/24



Males make up approximately 97% (50 161) of the Community Corrections caseload with only a small portion of females at 3% (1 581). The KwaZulu-Natal Region has the highest number of parolees followed

by the Eastern Cape, Gauteng and LMN Regions. Parolees make up about 87% (45 815) of the caseload while probationers account for 11% (5 868) and ATPs only 1,5% (784).

Offenders released from correctional facilities and those admitted directly from court face a variety of challenges that may hinder their ability to become law-abiding citizens. Most offenders are confronted by a range of social, economic and personal challenges that tend to become obstacles to their social integration. Some of those challenges are a result of the offender's social environment, family, peer group or low educational and skill levels. Other challenges include accommodation, criminal record, employment, finances and inadequate family and community support. The criminal records status creates a challenge for offenders to secure formal and stable employment and for their smooth reintegration into communities and unless they receive the necessary support, they risk getting caught up in a vicious cycle of failed social integration, reoffending, reconviction and social rejection. More emphasis will be placed on designing comprehensive interventions, based on a continuity of care, to provide consistent assistance to offenders within and beyond correctional facilities. After their release, interventions should support their immediate transition from the correctional facility to the community and reinforce the gains achieved through treatment in correctional facilities and continue until a successful reintegration is completed.

The primary role of social work within Community Corrections is the reintegration and community development to enable parolees and probationers to live as law abiding citizens. Some of the roles defined by social workers to expand their scope in communities is to conduct community-profiling, involvement in community development projects such as poverty alleviation, advocate for employment of offenders in Izimbizo and establish social support with community-based organisations. Community support and partnerships involving the public and private sectors and civil society are critical to the prevention of reoffending and promotion of community reintegration. The importance of community volunteers providing support to offenders, particularly by means of regular dialogues and provision of advice as peer members of the community, is increasingly recognised. The use

of volunteers is an effective way to involve the community and to provide much needed support to offenders. Community volunteers will be properly recruited, trained and supervised, and be supported in various practical ways. Volunteers encourage offenders and their families to develop meaningful ties with the community and a broader sphere of contact by providing counselling and other appropriate forms of assistance according to their capacity and the offenders' needs. Community volunteers will play an important role in providing aftercare supervision and assistance to offenders in remote areas of the country.

6.4 Performance Environment

The Correctional Services Act, 1998 (Act No. 111 of 1998, as amended) follows a long-line of evolving ideologies that are inclined towards a human rights-based mandate that adopts and incorporates the global shift towards restorative justice. The White Paper on Corrections in South Africa (2005) embodies a long-term strategic policy and operational framework that recognises corrections as a societal responsibility. The objectives of the rehabilitation process, as summarised in The White Paper on Corrections in South Africa (2005), firstly focusses on correcting offending behaviour, secondly, on enhancing human development, and thirdly, promoting social responsibility and positive social values amongst offenders. 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 programmes, 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.

Providing for security and order is fundamental in correctional facilities. From a human rights perspective, security and safety constitute an integral part of the state's responsibility to protect persons deprived of

their liberty. The state 'assumes a heightened duty of protection by severely limiting an individual's freedom of movement. Rehabilitation programmes enhance safety and control measures in correctional facilities as offenders engaged in constructive activities are generally easier to manage and less likely to be disruptive. Providing offenders with constructive activities has also been found to reduce levels of depression and other mental health conditions, while increasing offenders' motivation to change. Participation 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 while 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. Rehabilitation seeks to improve character and behaviour of the offender so that he or she becomes less likely to re-offend in future. A rehabilitated offender is a restored person who re-enters society as a law-abiding person, displaying behavioural changes towards generally accepted human behaviour. The Department, in its quest to transform the lives of offenders has, amongst other things, committed to increasing the number of offenders ploughing back into society.

Overcrowding 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. Overcrowding can occur as a result of a slow, steady and long-term increase in the number of inmates, developing into a culture of "chronic overcrowding", it can also occur in a rapid move upwards for example in the wake of collective violence and as a consequence of detaining scores of perpetrators for serious crimes as it was, and still is, in the case of South Africa. This worsens the fundamental design challenges of correctional centres as the large numbers of inmates in most of these increase. Inmates are placed close together

to utilise available space in overcrowded conditions which compromise reasonable living space. Overcrowding, thus, has a number of dire effects on the effective functioning of correctional centres, such as self-injury and injury to others, increased levels of aggression, violence and a number of health issues. Not only does overcrowding affect the inmates, but it also affects the safety of the officials.

Both male and female offenders face barriers to successful rehabilitation and social reintegration. Some of these barriers are institutional; others relate to individual circumstances. In a South African context, the socio-economic circumstances of offenders entering the correctional system cannot be ignored, as some offenders will not necessarily have had access to opportunities for skills development (whether social or educational). One of the aims of rehabilitation is to reintegrate offenders back into society, with the hope that crime will be avoided in the future. But the kind of society into which offenders will be reintegrated is often the environment from which crime takes life. Rehabilitative programmes thus ought to equip offenders with hard skills, life skills and opportunities that they might never have been able to access on their own. Offenders ought to be able to return to their families and communities, not merely with new resolve to avoid crime, but also with the necessary tools and expertise to begin afresh.

There is no one single cause of the high crime rate in the country, but many are symptomatic of South Africa being one of the most unequal societies in the world. The reality is that many citizens themselves are victims, or at least know of someone who has been unfortunate enough to experience crime first hand. The crime phenomenon now knows no racial or social divide. The country has high levels of economic inequality, poverty, unemployment, social exclusion, substance abuse and marginalisation. Primary prevention efforts try to ensure the health of the community as a whole by attempting to stop adverse conditions from developing in the first place. Programmes which address parenting, family support, adequate housing, etc. could all be considered

primary prevention if they are universally accessible and offered before any difficulties are identified. Primary prevention can be the most cost-effective method of dealing with a problem because it can reduce costs in many different areas over the long term. Universal programmes are only ever as effective as their ability to include and support populations at risk.

6.4.1 Security

The Department forms part of the CJS that seeks to realise the vision of ensuring that people living in South Africa feel safe at home, at school and at work and that they enjoy a safe community life free of crime by 2030. A safe and secure country encourages economic growth and transformation and is therefore an important contributor to addressing factors such as poverty, inequality, and unemployment. Within an extraordinarily challenging socio-economic context, the Department has realigned its strategy and interventions to increase safety in communities. While doing so, the Department must facilitate the successful reintegration of offenders back into their communities, equipped with the tools to be law-abiding, healthy and employable members of society, by providing them with rehabilitative and restorative justice programmes necessary to rebuild their lives. This is in line with the White Paper on Corrections in South Africa (2005) which places the rehabilitation of inmates, within a safe and secure environment, at the centre of all activities, while fostering reconciliation between offenders and victims of crime and restoring family relations for successful reintegration into society upon release.

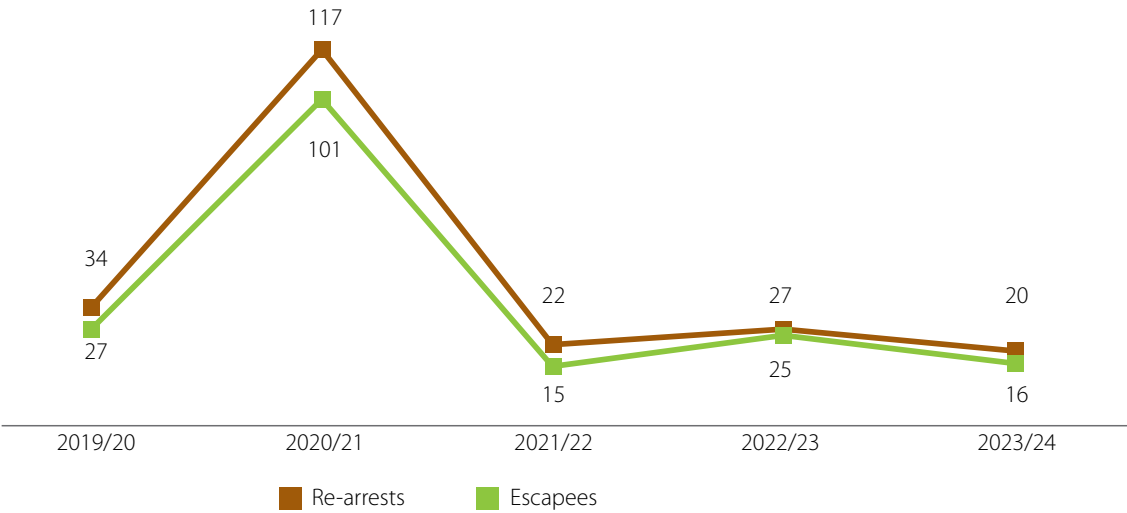
Security is a fundamental pillar of the Department to ensure safety of officials, inmates and members of the public while creating an environment for rehabilitation and social reintegration to take place without deterrent through dynamic balance of physical, technology and operations elements. Safety and security are established on six pillars namely: personnel security measures, physical security measures, technology security, information security, operational security and management supervision.

The pillars of security provide guidelines to officials to actively supervise and manage inmate behaviour; while providing interventions to improve security across the Department which include amongst others: empowering correctional officials to be competent, confident and well equipped to bridge the gap of all security incidents from occurring in correctional facilities e.g. escapes, assaults and unnatural deaths, eradication of influx of contrabands in correctional facilities through integrated security technology.

Escapes that occur in correctional facilities can largely be attributed to dilapidated infrastructures, gang violence incidents, overcrowding, lack of functional Integrated Security Systems (ISS) and officials not complying with security policy procedures. The decrease in inmates injured as a result of reported assaults and confirmed unnatural deaths was due to supervision, leadership and guidance through security awareness sessions, Monitoring and Evaluation (M&E), special operations, deployment of emergency response teams to hot spot Management Areas, reduction of idleness among inmates by subjecting them to development programmes such as educational, skills training, sports, recreation, arts and cultural activities as well as the implementation of assault and death prevention strategies. The Department will continue to prioritise the implementation and monitoring of the Escape, Assault and Death Prevention Strategies in all correctional facilities throughout the strategic period to ensure that inmates are held in safe, secure and humane conditions. Successful implementation requires a well-coordinated approach through involvement of all disciplines as these prevention strategies are not just security measures but a multi-disciplinary strategy that require continuous review and engagement. Furthermore, the national Security Committee, inclusive of Head office, Regional and Management Areas representatives, will deal with emergency security matters.

Five-year trends are illustrated below on escapes, injuries as a result of reported assaults and confirmed unnatural deaths:

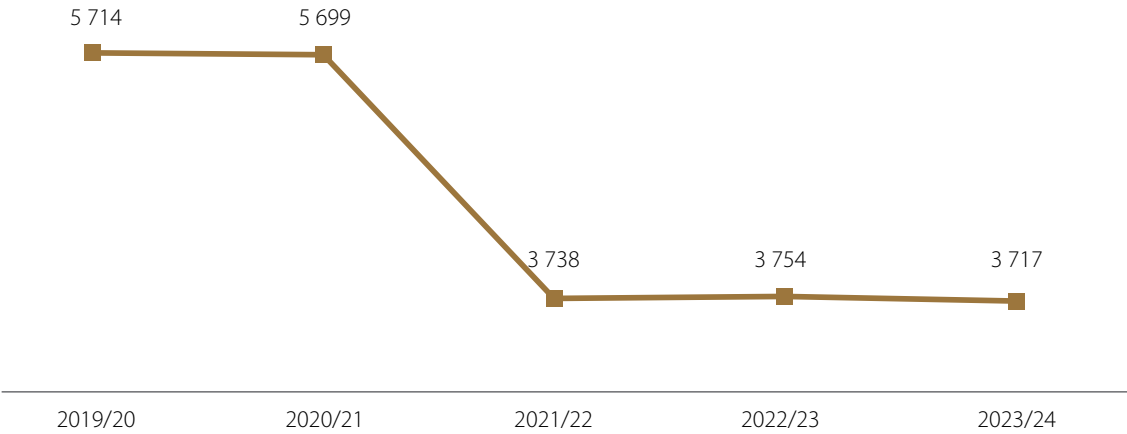
Figure 85: Number of escapes and re-arrests from 2019/20 to 2023/24



Adherence to policies and procedures play an important role in preventing multiple escapes, injuries and unnatural deaths. There has been a significant reduction of escapees from 117 recorded in 2020/21 to 20 escapees recorded in 2023/24 financial year.

This was due to the continuous implementation and monitoring of policy procedures and various strategies across all correctional facilities.

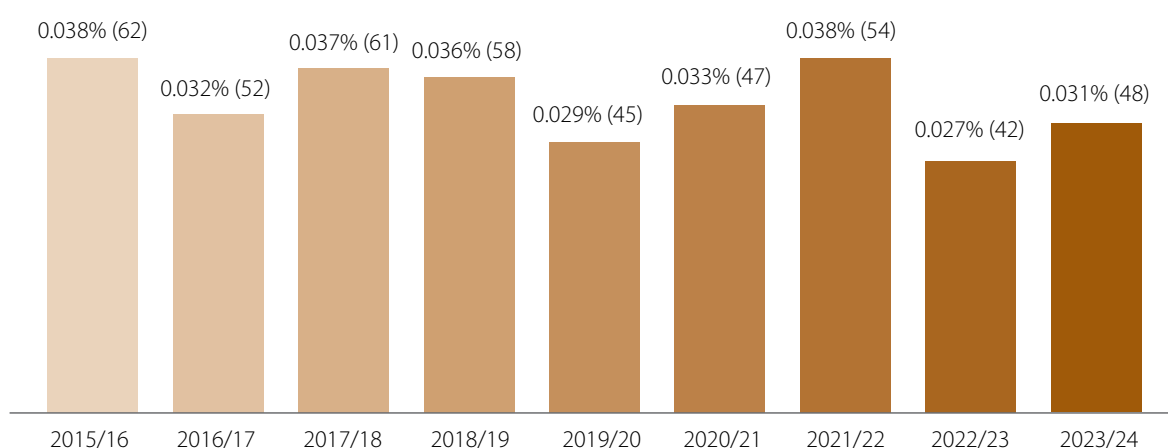
Figure 86: Trends in the inmates injured from 2019/20 to 2023/24



The Department continues to put interventions in place to reduce all forms of violence within correctional facilities. The Department has been implementing an effective Assault Prevention Strategy resulting in the reduction of injuries as a result of reported assaults from 5 714 during 2019/20 to 3 717 recorded in the

2023/24 financial year. The Department will continue to accelerate the implementation of the Assault Prevention Strategy in the strategic period, reduce overcrowding, keep inmates occupied with various activities and programmes to reduce idleness.

Figure 87: Trends in the confirmed unnatural deaths from 2015/16 to 2023/24



The Department continues to implement security awareness sessions and operational visits to provide support, guidance and advice on emergency security issues to the Regions, Management Areas and Correctional Centres on the implementation of security policies and procedures. There has been a decrease in the number of confirmed unnatural deaths over the past nine financial years from 62 in 2015/16 to 48 in 2023/24. The cases of unnatural deaths are mostly due to suicides and homicides.

The Department will continue to implement internal controls to curtail security incidents and to improve safety and security in correctional facilities. These internal controls will include utilisation of the National Response Teams in cases of critical needs, deployment of Emergency Response Teams in hot spot areas when need arises, implementation of Festive and Easter season operational plans in identified Management Areas, conducting special operational visits regularly at Management Areas to review security compliance, continuous implementation of Gang Management Strategy and Death Prevention Strategy, optimisation of usage of technology to enhance safety and security in correctional facilities, capacitating correctional facilities with sufficient staff including implementation of shift patterns to cater for the needs of the Department and the resuscitation of the Intergrated Security Systems projects. The continued increase in the inmate population poses a threat to

the safety environment and thus requires officials to be trained to provide a sound physical security to inmates and members of the public while performing their daily duties.

6.4.2 Incarceration

The Department is on the receiving end of the criminal justice process that leads to a decision in a form of a court order to detain a person in a correctional facility and therefore has restricted control over the number of inmates (sentenced offenders and unsentenced inmates) admitted into the 239 active correctional facilities. The incarceration rate is furthermore driven by three main elements namely: crime rates, number of sentences per number of crimes committed and expected time served in a correctional centre among those sentenced. High levels of incarceration are associated with negative consequences for individuals, families, communities and society. The Department cannot refuse to admit any person referred by the court regardless of its occupancy levels. Refusal is equivalent to breaching section 165(5) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) which provides that an order or decision issued by a court binds all persons to whom and organs of state to which it applies.

Societal issues such as poverty, lack of education and skills to access employment opportunities, drug and alcohol abuse, racial disparity, exposure to

those involved in criminal activity and mental illness influence the crime rate and high inmate population. These complex societal issues cannot be addressed by a single state agency nor solely by the criminal justice system. A criminal justice response to some of these factors often occurs because other service systems have not been adequately funded or developed, or they have shifted the responsibility of addressing the issue to the criminal justice system.

The purpose of the correctional system is not to punish, but to protect the public, promote social responsibility, and enhance human development in order to reduce the rate of reoffending amidst the continuous escalation of the inmate population. The Department aims to achieve this through the implementation of the following amongst others: enforcing sentences of the courts, detaining all inmates in safe custody whilst ensuring their human dignity and promoting the social responsibility and human development of all sentenced offenders.

The Correctional Services Act, 1998 (Act No. 111 of 1998 as amended): Section 29 stipulates that “security classification is determined by the extent to which the inmate presents a security risk as this will assist in determining the correctional centre or part of a correctional centre in which he or she is to be detained”. All sentenced offenders on admission in correctional facilities are classified in terms of their security risks and allocated appropriate housing in line with their security classification levels. The Department will continue to employ security risk classification for the offender population to ensure protection of the public, other offenders, the officials, visitors and the facility for the maintenance of order within the facilities. Standard instruments are utilised to ensure that an objective security classification assessment is executed in a consistent manner. The security risk classification tool outcomes translate to an offender being housed at either a maximum, medium or minimum-security classification facility or part thereof. Security classification further assists in ensuring that sentenced offenders are separated in terms of gender, age and that access to privileges is regulated in a controlled manner.

Rule 87 of the Nelson Mandela Rules prescribes that “before the completion of the sentence, it is desirable that the necessary steps be taken to ensure for the offender (“prisoner”) a gradual return to life in society” hence the security classification of all sentenced offenders is revised over a considerable predetermined period to ensure that the offenders risk classification level remains appropriate through a reclassification tool. The Department continues to train and orientate relevant officials on the appropriate use of the security classification and reclassification tools. Since 2022/23 approximately 130 relevant officials and managers have been orientated on the revised reclassification tool G303i to ensure the inmate population is managed in line with the applicable legislation and policies.

Overcrowding is defined as the excess inmate population in relation to the available approved bedspace capacity. The growing inmate population restricts the Department’s ability to ensure the humane detention and rehabilitation of offenders. The overcrowded conditions exert pressure on available resources, including human resources, infrastructure and consequently exacerbates the risks associated with security, safety and health care. Overcrowding places strain on the inmates’ access to services and reduces his/her opportunities to participate in rehabilitation programmes. It stretches resources, hampering efforts of rehabilitations and ultimately contribute to escapes, injuries and unnatural deaths within correctional facilities. Factors that contribute to overcrowding include the criminal justice policies that give excessive weight to punishment or may not have been adequately assessed for impact, lack of alternatives to incarceration and of sentencing policies and guidelines encouraging the use of non-custodial measures, inefficiency and delays within the justice processes, challenges faced by the poor and vulnerable in accessing justice, lack of social reintegration programmes and post release support to offenders as well as the insufficient infrastructure and capacity.

The Department is, amongst other interventions, implementing a multipronged strategy towards the

management of overcrowding. The implementation of the Overcrowding Reduction Strategy has assisted the Department to stabilise the growing inmate population. The table and figure below provide a summary of the fluctuation in the overcrowding

over the past five-years (2019/20 – 2023/24). It is evident that changes within the two main drivers of overcrowding i.e. the approved bedspace and the total inmate population, ultimately resulted in either an increase or decrease in the overcrowding levels.

Table 12: Fluctuation in the overcrowding targets and actual performance from 2019/20 to 2023/24

Financial Year	Approved Bedspace	Total Inmate Population	Excess
2019/2020	120 567	154 449	33 882
2020/2021	110 836	140 948	30 112
2021/2022	108 804	143 223	34 419
2022/2023	107 582	157 056	49 474
2023/2024	105 474	156 600	51 126

The Department has lost bedspace annually over the past five years resulting in an overcrowding level of 48% as at 31 March 2024. The overall loss of 15 093 bedspaces from 120 567 during 2019/20 to 105 474 in 2023/24 over the five-year period, continues to have a significant impact on the inmate population excess

in relation to the available and approved bedspaces. Furthermore, the table above demonstrates the total inmate population versus the approved bedspace for 2023/24 which substantiates the two primary drivers that determine either an increase or decrease in the overcrowding levels in correctional facilities.

Figure 88: Total inmate population versus the approved bedspace as at 31 December 2024

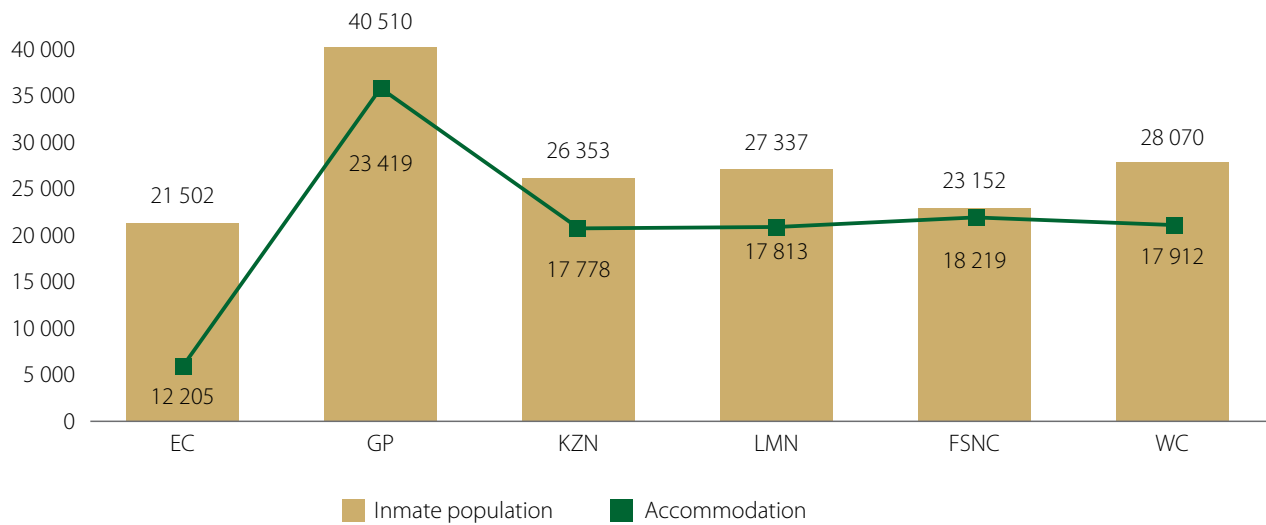
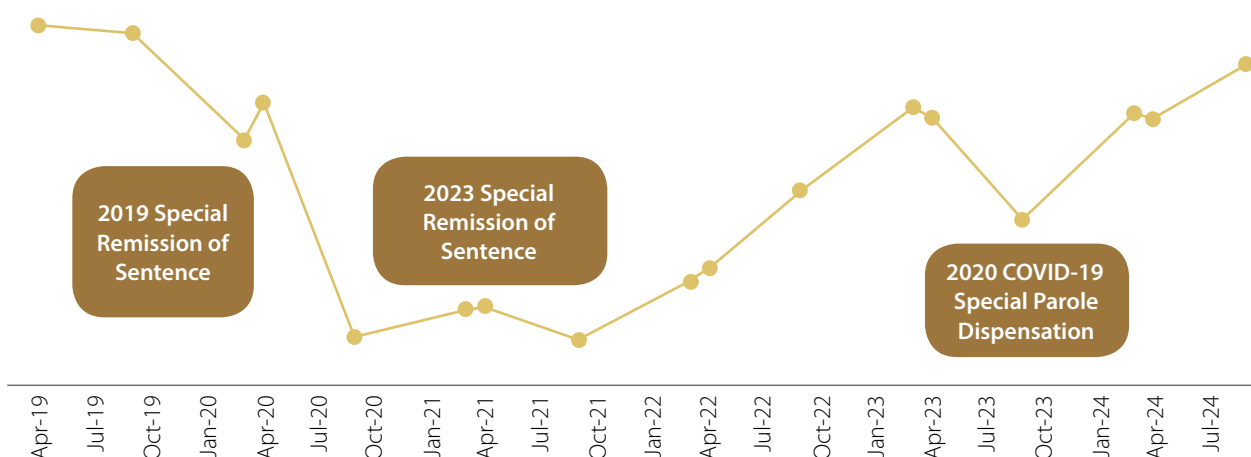


Figure 88 above indicates the total inmate population and approved bedspace per region as at 31 December 2024. Figure 89 portrays the overcrowding trends over the five-year period, with particular reference to the 2019, 2020 and 2023 Remission of sentences. It is apparent that the overcrowding levels were

contained below the set targets from the 2018/19 to 2020/21 financial years as a result of the 2019 Special Remission and 2020 COVID-19 SPD while in the two subsequent financial years, i.e. 2021/22 and 2022/23, the overcrowding level surpassed the set overcrowding targets.

Figure 89: Inmate population from April 2019 to September 2024



The rapid escalation in the overcrowding level during 2022/2023, prompted the Department to review the overcrowding target for the 2023/24 financial year from 32% to 50%. The foremost reason for the adjusted target is to compensate for the impact that the loss of bedspaces and the tenacious growth of the inmate population will have on the future performance environment of the Department, however, the endearing goal prescribed in the Overcrowding Reduction Strategy is to reduce overcrowding. Any significant reduction in the overcrowding levels at correctional centres is directly dependent on the increase in bedspaces. The increase in the number of inmates has not been matched by a commensurate increase in correctional facilities or budgets hence prioritisation is necessary to ensure that the basic needs of the inmates are not compromised. A lack of investment in construction and renovation and delays in building new facilities further aggravate the effects of overcrowding.

In many instances, correctional facilities need some form of replacement or renovation and do not adequately accommodate the existing or increasing inmate population. Construction of facilities, where undertaken, forms part of the Overcrowding Reduction Strategy to address overcrowding in correctional facilities, inter alia, through measures to decrease the number of persons incarcerated. The creation of additional bedspace is however a long-

term, time consuming and costly exercise, which may not be realised quickly and consistently, hence, the Department is unable to gain and/or maintain synergy as it cannot create bedspaces equivalent to the rate of admission of inmates. The need to ensure the continued availability of new generation correctional facilities with adequate capacity will continue to be central to the work of the Department.

Sentencing policies that encourage the use of community-based programmes but do not establish any obligation to develop and sustain such programmes are ineffectual as they do not alleviate overcrowding. Where such alternatives to incarceration exist, sufficient resources are necessary to support non-custodial measures and to supervise offenders in the community. It is widely documented that the solution to overcrowding does not reside solely with the Department. The implementation of efficient and effective strategies to reduce overcrowding are grounded in an integrated and sustained approach to cultivate a Criminal Justice System which will pledge its commitment to intentionally participate in the development and implementation of the direct and indirect measures to contribute to the reduction of overcrowding in correctional centres, whilst ensuring that justice prevails.

The functioning of the Correctional Supervision and Parole Boards (CSPBs) is regulated and administrated in terms of section 74 of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended). There are 53 CSPB offices nationally spread across all six regions. CSPBs are responsible for parole consideration of offenders who are serving determinate sentences of more than 24 months and they function independently in terms of decision-making competency. Section 80 of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) mandates the CSPB to grant special remission of sentence for highly meritorious service to sentenced offenders excluding those that are serving life sentences and those that are declared as dangerous.

Notwithstanding challenges with contracts of members of the CSPBs as well as their conditions of service, CSPBs must ensure the integrity of the decisions with regards to consideration of offenders for placement on parole, day parole, medical parole and correctional supervision are not compromised. During 2023/2024 financial year 67% (17 228/25 683) of offenders considered by the CSPBs were approved for parole placement while only 38% (334/ 878) of those that are serving life sentences considered were approved for placement. Approximately 36% of offenders serving determinate sentences were considered for possible placement by the CSPBs and 62% of offenders serving life sentences respectively, were found not suitable for parole placement and referred for further interventions.

The participation of victims in the parole processes remains a challenge despite the slight increase from 1 721 in 2021/2022 to 1 989 during 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 will also continue to prioritise the filling of vacant posts that exists to capacitate the CSPBs and where vacancies exist; CSPB members are deployed to affected areas to render services. This is to ensure sustainable service delivery is maintained in this regard.

6.4.3 Remand Detention

The White Paper on Remand Detention Management in South Africa (2014) is consistent with the Correctional Matters Amendment Act, 2011 (Act No. 5 of 2011) and other relevant national and international legislation and protocols in communicating the principles driving the management of all categories of unsentenced persons within correctional facilities. Sections 5 and 29 of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended), further states that by assessing the security risk that inmates present on admission the Department is able to effectively deal with the correct placement and accommodation of inmates at an appropriate level of security. New admissions of Remand Detainees (RDs) to a dedicated Remand Detention Facility (RDF) or correctional facility must undergo a complete assessment using the Continuous Risk Assessment (CRA) tool for classification.

The Department is committed to creating a secure and humane environment for RDs that allows for the minimal limitation of an individual's rights, while ensuring that remand detention processes are effectively managed and RDs attend court in accordance with relevant legislation. Interventions targeted at lowering the RD population are implemented and monitored through interactions with relevant role players within the criminal justice system. A five-year trend analysis of the regional breakdown of the average RD population from 2020 to 2024 indicates an increase of 15.16% over the five-year period. The Regions with the highest increase are FS/NC (28,64%), Gauteng (19,97%) and EC (19,27%). The only Region that experienced a decrease of 5,30% is LMN.

Table 13: Monthly averages for March: Remand Detainees from 2020 to 2024

Monthly averages for March: Remand Detainees from 2020 to 2024							
Region	Average March 2020	Average March 2021	Average March 2022	Average March 2023	Average March 2024	Increase / Decrease	% increase/ Decrease
Gauteng	13 930	13 951	13 098	15 911	16 712	+2 782	+19,97
Western Cape	11 978	11 132	11 042	13 053	13 437	+1 459	+12,18
KwaZulu Natal	6 773	6 499	5 547	6 974	7 926	+1 153	+17,02
FS/NC	5 273	4 864	5 274	6 411	6 783	+1 510	+28,64
Eastern Cape	6 097	5 809	6 066	7 047	7 272	+1 175	+19,27
LMN	6 843	5 564	5 399	6 014	6 480	-363	-5,30
Total RDs	50 894	47 819	46 426	55 410	58 610	+7 716	+15,16
Other Unsented	187	139	123	120	201	+14	+7,49
Total Unsented	51 081	47 958	46 549	55 530	58 812	+7 731	+15,13
Sented	103 514	92 716	95 524	100 580	97 205	-6 309	-6,09
All inmates	154 595	140 674	142 073	156 110	156 018	+1 423	+0,92
% of RDs vs inmates	32,92	33,99	32,68	35,49	37,57	-	-

Correctional facilities have been overcrowded since at least the 1960s. The problem has worsened over time, with the inmate population growing faster than the number of available beds which is a critical obstacle that affects the delivery of services throughout the value chain. The situation is exacerbated by the poor condition of inherited infrastructure which has created a backlog in the provision of appropriate and cost-effective correctional centres. The current strategies to down manage overcrowding have not been fully effective due to high number of RDs. The successful implementation of the down management strategies is dependent on different departments within the CJS, which makes it necessary to ensure effective collaboration between all stakeholders. The Department has put forward proposals to improve the management of overcrowding in correctional facilities through encouraging the use of non-custodial placement for certain categories of sentenced offenders as part of the legislative review of the Criminal Procedure Act, 1977 (Act No. 51 of 1977). Although incarceration as a sanction remains a reality, there is an urgent need to effectively use alternatives to incarceration and non-custodial measures e.g. imposing a fine, community-based sanctions and diversions to ensure that a significant number of offenders are dealt with in a more balanced manner. Alternative sanctions to incarceration can be more successful and less costly to the State with fewer

negative implications which will ultimately reduce overcrowding.

The JCPS Cluster has established an Overcrowding Task Team to interrogate issues related to overcrowding through a process of sampling the most highly populated Management Areas. The Task Team representatives, led by the Department, considers the complexity of overcrowding and its short, medium and long-term effect on the Department. While the Department has a risk assessment tool for assessing the risk and potential risk that each RD, the RDs cannot be housed according to their classification due to limited accommodation in the Remand Detention facilities.

The key drivers of the RD population are the increase in serious crimes and the increase in the use of pre-trial detention by courts without an option of bail. In line with The White Paper on Remand Detention Management in South Africa (2014), the Department has two measures available to reduce the number of RDs who are detained at correctional facilities: Section 63A, together with section 63(1) of the the Criminal Procedure Act, 1977, (Act No. 51 of 1977) of ("Bail Review") and Section 49G of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended). Section 63A entails referring to court the RDs with the option of bail while Section 49G involves referring RDs to court for consideration of their length of detention

before completing a period of two years in detention. The Department submitted a total of 19 391 Section 63A referrals to court of which only 5 091 (26,25%) were successful. The success entails reduction of bail, placement under correctional supervision, warning, withdrawal of cases and placement of children under secure care facilities. Although the Department recorded an increase in the total number of successful cases after referrals, overcrowding remains a challenge. The Department further referred 9 667 applications to court in line with Section 49G with a success rate of 2.83%.

The Department continues to implement the Framework of the Child Justice Act, 2008 (Act No. 75 of 2008) which was developed by the Department of Justice and Constitutional Development (DoJ&CD) and approved in 2015 covering a broad range of topics, including detention facilities for children, official training, geographical distribution of children, programmes and services provided to children and obstacles encountered in implementing the Child Justice Act, 2008 (Act No. 75 of 2008) especially with regard to children who are in conflict with the law. RD children constituted 0.10% (55) of the RD inmate population (55 326) and sentenced children constituted 0.03% (33) of the sentenced population (99 258). The coordination for the implementation of the Child Justice Act, 2008 (Act No. 75 of 2008) is done by the Inter-Sectoral Steering Committee on Child Justice (ISCCJ) which is located within the DoJ&CD.

The implementing the Audio-Visual Remand protocol at correctional centres to give effect to the Sections 159A to 159D of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) allows for virtual court appearance through the audio-visual link between the correctional facility and the court. The AVR courts operate as any magistrate court and the initiation of the functioning of the court is dependent on the booking of the court rolls by the courts. The non-functional courts as a result of technical malfunctions are managed on continuous basis and failure to appear in AVR courts is reported to court so that updated J7 warrants are provided to the correctional centre. The Department continues to implement the early release of RDs into the custody of SAPS for arrival to court on time which is critical for ensuring that the trials of RDs are

concluded without delay as required by Section 35(3) (d) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) thus enhancing effective court utilisation and optimum use of court hours to ensure a more effective Criminal Justice System.

A Memorandum of Understanding (MoU) was developed to operationalise the temporary release of RDs for ensuring early arrival in court. The Department also continues to implement the procedure manual which has been developed to provide guidance on the processes to be implemented regarding temporary release to SAPS for further investigation; release for ensuring early arrival in court; release of RDs with multiple cases who requires multiple court appearances; and release for requisitions.

In cases where there may be inmates that are detained under the Extradition Act, 1962 (Act No. 67 of 1962), the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) clearly identifies a person detained under the Extradition Act, 1962 (Act No. 67 of 1962), as a RD. Extradition is driven by the Criminal Justice System role players such as the DoJ&CD and the NPA while deportation is the function which is administered by the Department of Home Affairs (DHA).

Inmates have a right to adequate health care services as obligated by the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). In terms of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended), the Department provides primary health care services and refer inmates to external health care facilities for secondary and tertiary levels of health care. Section 79 of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) provides for the placement of sentenced offenders on medical parole and procedures to consider the release or continued detention for RDs who are terminally ill or severely incapacitated. This consideration is done by a court based on a referral by the Head of the Remand Detention Facility or Correctional Centre to a court.

The Department continues to implement the SOP for the provision of uniform, bedding, toiletry and general appearance of RDs detained in a correctional facility as per Section 48 of the Correctional Services

Act, 1998 (Act No. 111 of 1998 as amended). The Department recorded a total of 70.04% RDs wearing uniform with KZN and LMN recording 98.50% and 99.57% respectively for the 2023/24 financial year.

6.4.4 Rehabilitation

The Department remains committed to reducing re-offending by ensuring that correctional facilities are transformed into safe and secure spaces that are truly rehabilitative. The development of individualised needs-based programmes targeting the offending behaviour aims to raise awareness, provide information, and assist the offender to develop and improve their life skills. The offence-focused programmes offered therapeutic and non-therapeutic help to develop life skills, provide counselling and support, and help build constructive days, routines and reinforce good habits. It is designed to ensure that people who leave correctional facilities have appropriate attitudes and competencies for them to successfully integrate back into society as law-abiding and productive citizens. Rehabilitation programmes are not only a humane response to criminal justice, they also help reduce reoffending and lower incarceration costs, thus benefiting offenders themselves and society as a whole. The correctional system embraces the goal of moral rehabilitation, focusing on improving the inmates' moral capacities and enhance the inmates' well-being including mental and physical health. Rehabilitation also requires the positive commitment and voluntary participation of the offending individual.

All people in South Africa have a right to access sufficient food and the right to have the environment protected through the prevention of pollution, ecological degradation, and encourage conservation and sustainable use of natural resources as encapsulated in the Bill of Rights (Chapter 2, Section 7-39 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996)). The Department shall continue to exert efforts towards attaining a self-sustaining correctional system and no efforts shall be spared to ensure that self-sufficiency is enhanced to meet the current and future needs required to manage operations and improve on cost savings and revenue generation. The SSS programme aims

to give inmates skills that they can use when they leave correctional facilities, while also ensuring that the Department becomes self-sustainable through activities such as those in production workshops, bakeries, agriculture, skills development, formal education and training as well as through arts and culture. The SSS Programme seeks not only to realise savings and reduce reliance on the fiscus, but goes further towards creating lasting benefits for offenders' post-incarceration. The Department has identified production workshops and agricultural sites for increased investment and resource provision with an aim to increase self-sufficiency and sustainability notwithstanding, the growing inmate population, prevailing financial constraints, high inflation rate, impact of the pandemic/disease outbreaks and global warming.

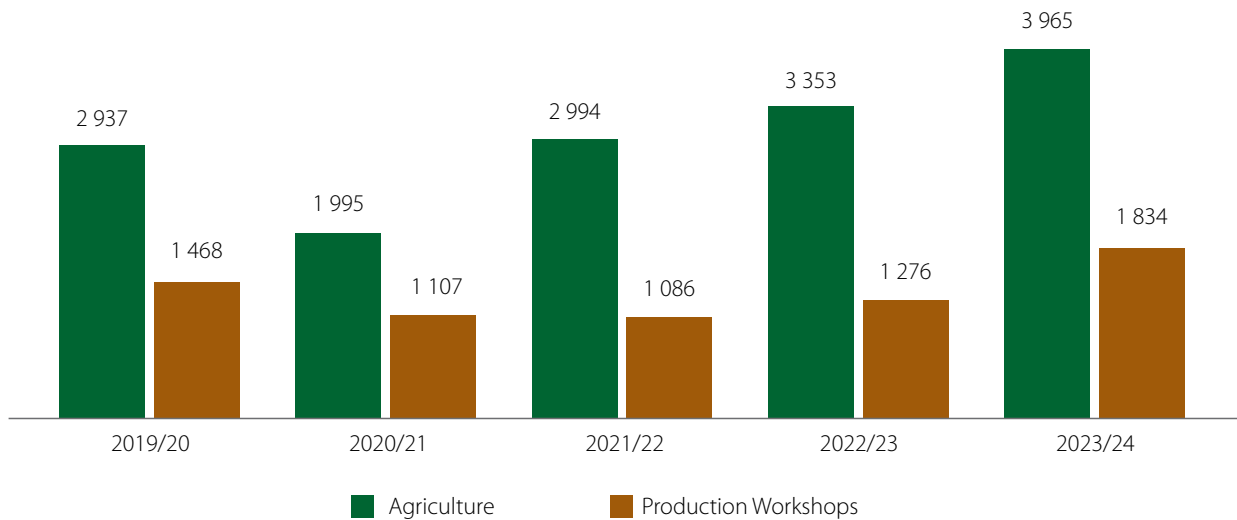
The internal challenges such as lack of post establishment in bakeries; textile and some of the farms; inconsistencies in the placement of officials resorting under production workshops and agriculture; officials performing dual functions; misallocation of funds; inadequate resources; dilapidated infrastructure; lack of information management systems in the farms, bakeries and production workshops; costing systems challenges; inadequate machinery and equipment and inadequate adherence with biosecurity measures, shall receive attention to ensure the desired impact on the self-sufficiency and to enhance adherence with applicable legislations as well as to curb risk of financial losses that may arise. The Sport, Recreation, Arts, Culture, and Library Services face several challenges, including a lack of established posts, insufficient resources, equipment, and funding to sustain programmes effectively. There is also a shortage of trained facilitators or specialists in specific disciplines, which impacts programme quality. Inconsistent offender participation, driven by varying schedules and interests, further complicates delivery. Additionally, resistance from offenders with limited prior exposure or interest in these activities and inadequate infrastructure or facilities to support diverse initiatives hinder the successful implementation of these programmes.

The Department will continue to provide offenders with market related skills through work opportunities

in bakeries, farms and production workshops to enhance their social functioning and work ethics. The percentage of offender labour participation in production workshops will increase to 70% and agriculture will increase to 72% in the 2025/26 financial year. The offender workplace learning shall continue to complement production in bakeries, farms and production workshops, i.e. vegetables, eggs, chicken

meat, pork, beef, milk, fruits, bread, offender garments, wood and steel furniture. Stakeholder relations shall be maintained to leverage technical support services, training and development of officials working in production workshops and agriculture. Additionally, the Department will expand marketing of production workshops' products and services to other client departments to improve on the revenue generation.

Figure 90: Average offender labour per day from 2019/20 to 2023/24



There has been some improvement during 2023/24 financial year as compared to the 2020/21 financial year. Bakeries improved with 778 567 loaves of bread, eggs with 92 986 dozen, fruits with 81 953 kg, chicken improved with 110 300 kg whilst vegetables improved with 74 635 kg as compared to the performance of 2020/21. The improved performance could be attributed to the adequate offender labour and improvement on operational/management practices at production workshops, farms and bakeries. Conversely, pork declined with 169 923 kg, red meat with 5 420 kg and milk with 497 514 litres. The impact of disease outbreak (swine-flu at some of piggery projects), inconsistency in animal breeding/non-implementation of artificial insemination at some of the dairy farms, inadequate allocation of funding for breeding animals/biological assets and dilapidated infrastructure (like fencing, dairy parlours, abattoirs) contributed to underperformance.

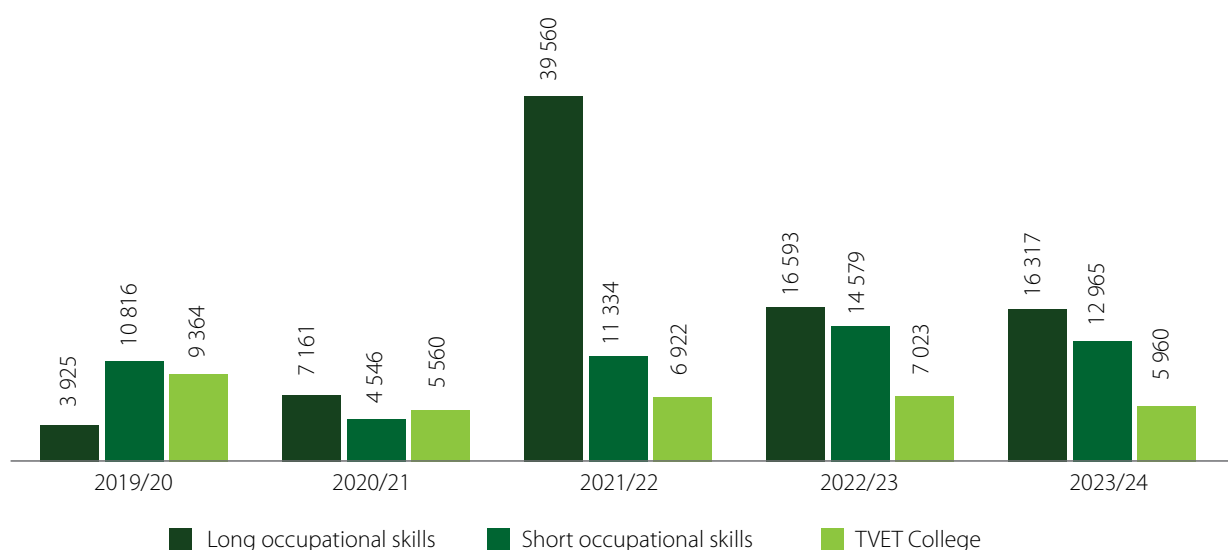
The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), Section 29 (1b) states that everyone has the right to further education, which the State, through reasonable measures, must make progressively and available and accessible. The changes in education and training sphere necessitates the Department to align programmes rendered to offenders as per the Occupational Qualifications Sub Framework (OQSF). The Department will continue to work closely with various stakeholders to increase the total number of accredited offenders training facilities and workplaces to offer various occupational skills. The Department is further committed to the implementation of online skills programmes to mitigate the risk brought about by the shortage of qualified human resources. Through partnership with the DHET, the Department will systematically address all imperatives related to equity and redress by ensuring that more female offenders are exposed to various occupational skills programmes.

In accordance with the Bill of Rights (Chapter 2, Section 7-39 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), every citizen has the right to choose their trade, occupation or profession freely. The Department is working in collaboration with other Government Departments and entities, business sectors, Civic Society Organisations (CSOs), NPOs and tertiary institutions to advance its rehabilitation projects and programmes. The Department in partnership with QCTO will continue to give access to various occupations, trades or professions to offenders where possible. The Department will further explore Post School Education and Training (PSET) System's range of differentiated pathways to students including opportunities for training, learnerships and more opportunities through various SETA offering knowledge, practical and workplace learning. This innovative initiative will provide strategic direction to the provisioning of skills development programmes and services, bring about coherence in skills provisioning and ensure that skills development is

relevant and responsive to the needs of the economy and society. The Department remains committed to implement the new curricula addressing critical skills in renewable energy, digitalisation of programmes and strengthen the provision of agriculture related programmes amongst others, in order to contribute substantially to the SSS Programme and remain responsive to the needs of a changing economy.

In terms of offender participation, 35 242 offenders participated in skills development programmes during the 2023/24 financial year. The participation of offenders in skills development programmes, viz, occupational and vocational skills programmes is attributed to the established partnerships with various internal and external stakeholders, embracing the use of technology and the upskilling of human resources. Given the limited resources, the Department will continue to maintain strategic partnership with the DHET to access funding to train offenders through the NSF and SETA funding model.

Figure 91: Inmates participating in Skills Development programmes per year



The TVET and skills development systems strive to fulfil the demands of all people seeking to learn relevant new skills in order to improve their career prospects, income or professional status. By equipping offenders with knowledge, skills and competencies linked to labour market demands, TVET programmes are recognised as a crucial instrument for increasing

employability, better job prospects and potentially improving social inclusion. The Department has put measures in place to implement e-Learning in forty-five (45) registered TVET College Centres. Through skills development, offenders have access to participate in the National Vocational Certificate, Engineering, Business Studies and SETA Accredited

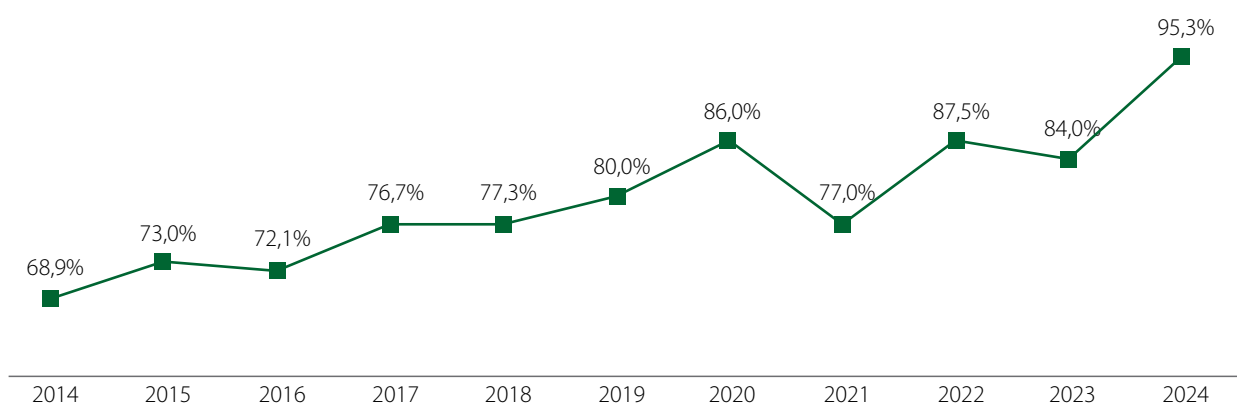
Skills Programmes. The Department is currently synchronising programmes with curriculum and workplaces to maximise the utilisation of resources towards self-sufficiency and sustainability. The Department in partnership with the DHET projects in ensuring that offenders participate in the new skills programmes in preparation for artisan development.

Education is a necessity for survival and is viewed as the most important instrument for change, progress and development by all societies the world over. The Department is committed to ensuring that offenders gain skills, education and experiences that will reduce reoffending and in turn makes safer communities. Education programmes are instrumental in reducing crime and reoffending. Education increases the likelihood of future employment, improves mental and physical well-being, reduces rates of substance abuse and gives offenders greater autonomy. Educating offenders can help break generational cycles of poverty and incarceration, strengthen communities and allow for stronger family relationships. Formal education goes a long way to bring about the

change desired in the development of society. The Department provides formal education to inmates who have the opportunity of either starting school or continuing for those who were students before incarceration.

Development programmes within formal educational programmes include AET (levels 1-4) including literacy programmes, FET (grades 10 -12), Higher Education and Training (tertiary education). Development programmes also include women, juveniles, youths, elderly persons, foreign nationals, lifers, persons skills development programmes. The Department is committed to improving marketing strategies and ensure that possible beneficiaries understand the contribution of formal education to their reintegration upon parole. There has been an increase in the pass rates of Grade 12 learners who wrote the National Senior Certificate (NSC) examinations throughout the years at both the full-time registered schools and part time registered schools. The figure below highlights the breakdown of Grade 12 Percentage Pass Rate from 2014 – 2024.

Figure 92: Grade 12 Percentage Pass Rate from 2014 - 2023



Inadequate human resources and a shortage of facilities designed for rehabilitation remains a challenge. The Department plans to appoint appropriately qualified personnel to address the education and training needs of offenders and will

continue to invest in improving the ICT environment to enable e-learning opportunities.

Correctional Programmes are rendered in line with the CSP of offenders serving sentences of longer than 24

months and they there are needs-based programmes targeting the offending behaviour which aim to raise awareness, provide information and assist the offenders to develop and improve their life skills. It is envisaged that offenders will acquire information and develop life skills as they complete the correctional programmes. There are 13 Correctional Programmes currently approved for implementation and existing correctional programmes are also regularly reviewed in order to improve their quality. The Anger Management and the New Beginnings and Gender – Based Violence programmes were reviewed in 2020/21 and 2021/22 respectively. The number of offenders with CSP who completed correctional programmes increased from 78 148 in 2021/22 to 84 562 in 2023/24.

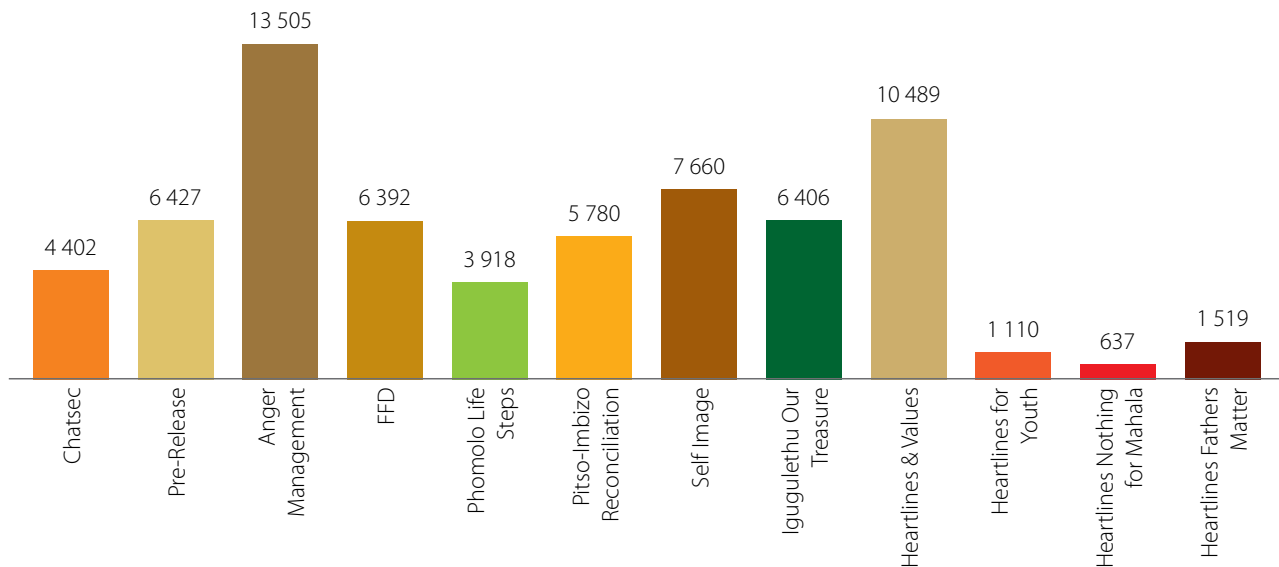
Gender-Based Violence and Femicide (GBVF) is a widespread and common occurrence in South Africa, is deeply ingrained in homes, workplaces, cultures and traditions. The complex nature of GBVF require interventions at every level of society as it is deeply rooted in social, economic and cultural factors. The Department is implementing a New Beginnings and Gender-Based Violence correctional programme which is compulsory for all sentenced offenders serving sentences longer than 24 months who have approved CSPs. This will further serve the purpose of helping offenders with a history of violent behaviour to understand violence directed at other people; acquire new skills for the management of disputes and conflicts without violence and aggression; learn partner relations; and manage to express their feelings in a constructive manner. These are amongst others, the Preparatory Programme on Sexual Offences, Murder and related offences programmes and the Robbery and related offence programme. These programmes are attended by all categories of sentenced offenders.

Certain Social Work Services and Spiritual Care Programmes as Sexual Offender Treatment, Anger Management, and Family Firm Foundations etc. address aspects of GBV as part of Pillar 3: Protection, Safety and Justice of the NSP. The programmes encourage accountability and responsibility for past and present abusive behaviour. Offenders are

provided with information and practical ways of conflict resolution and how to relate to women and children in non-violent and non-controlling ways. Psychological, Social Work and Spiritual Care services provide inmates, parolees and probationers with need-based programmes and interventions to facilitate their rehabilitation, social responsibility, human development and enable their social reintegration. Rehabilitation programmes are available and rendered through therapeutic and didactic means and are of paramount importance for the successful placement of offenders and adaptation of parolees and probationers in different communities. Resource constraints have reduced adequate profession specific training of personnel such as Spiritual Care Personnel, Psychologists and Social Workers therefore restricting the rendering of rehabilitation programmes.

Spiritual guidance in correctional services is a form of counselling offered to every inmate irrespective of religious affiliation. Spiritual care personnel is aware of the reality of incarceration (its system and its life) as well as the objective and subjective reality of the inmate in order to react in an adequate manner that offers personal attention to the individual. The purpose of spiritual advice is defined within the context of incarceration and of the personal circumstances of the inmates. Crimes are classified as legal and/or moral, however, offender rehabilitation through the lens of moral reform has generally been overlooked despite its major impact. Spiritual Care Services and Programmes offer inmates an opportunity for self-transformation that is characterised by replacing an “old self” with a “new self”. Through the three “H’s” approach, the Spiritual Care needs-based programmes are aimed at developing moral fibre (Heart), mind (Head), and skills (Hands). The spiritual rehabilitation programmes that address criminogenic needs include: Heartlines, Chatsec, Pre-Release, Anger Management, Family Firm Foundation, Heartlines Nothing for Mahala, Pitso-Imbizo Reconciliation, Self-Image, Heartlines for Youth and Igugulethu our Treasure. The number of inmates participating on these programmes is increasing due to effective marketing.

Figure 93: Spiritual Care performance for 2023/24



Social workers, have become essential mental health providers in correctional settings, in working with inmates on an individual or group basis. The role is a challenging one and involves complex case work, however, this is a role that provides professional development opportunities and skills within a unique setting. Social workers provide assessment and intervention services for inmates. They conduct individual counselling, provide treatment assessments for appropriate programmes, assess at-risk inmates and facilitate group programmes - all designed to enhance and support rehabilitation. Social workers address the factors associated with offending behaviour and assist with daily life especially within correctional environments. There were 328 534 offenders and parolees who participated in needs based Social Work Programmes and Services from 2020/21 to 2023/24. The Social Work Policy and Procedures and other special categories of offenders, namely Youth Offenders and Offenders with disabilities were reviewed. Social Workers are trained to enhance standardisation and common understanding in the delivery of Social Work Services and Programmes.

Stress, depression, substance abuse and mental disorders are common among inmates. The role of a psychologist is to help inmates get their lives back on track and prevent them from committing further

crimes while trying to understand the reasons behind their behaviour. The Department intends to compile approximately 5 000 psychological lifers assessments and reports for submission to the Parole Boards and the NCCS. The Department ensures that its psychologists comply with the Health Professions Council of South Africa (HPCSA) prescribed Continued Professional Development (CPD) points by procuring training for all psychologists annually. Correctional psychologists work closely with officials to create rehabilitation programmes and treatment plans. Their efforts are geared towards improving public safety and helping offenders acquire the skills needed to reintegrate into society. A good relationship between the Department and community-based organisations, such as NGOs, FBOs, community police forums, schools, business institutions and volunteers, are inherent to the success of the rehabilitated and reintegrated offenders. A rehabilitation-focused correctional system will require an increase in critical human resources, including psychologists and vocational counsellors, social workers, spiritual care workers (and volunteers), Correctional Intervention Officials (CIOs) to implement correctional programmes, and educationists across a wide range of academic and vocational areas.

Having a reduction of societal crime can result in both direct and indirect fiscal benefits to the state. Direct

fiscal benefits include decreased incarceration costs as offenders will not return to correctional facilities, and indirect benefits include lower costs for public assistance as offenders utilise the educational tools taught in the rehabilitation programmes.

6.4.5 Social Reintegration

Social Reintegration refers to processes, services, and programmes provided through the Criminal Justice System and social services agencies that are designed to re-integrate individuals into society. It is an important component of the value chain as it is regarded as a window through which society can judge the success of the rehabilitation programmes. The objectives of Community Corrections, according to Section 50 of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended): (1) (a) is to provide services and interventions that will contribute to the reintegration of offenders as law abiding citizens into communities by ensuring that parolees and probationers are rehabilitated, monitored and accepted by communities. Community Corrections is a component of offender management where probationers and parolees serve their sentences in the community under the control and supervision of the Department. 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.

Alternative sentencing legislations if effectively implemented can benefit both the Department, community, Judiciary, offenders, the economy, family structures, stakeholders including relevant government departments, JCPS Cluster, traditional leaders, NGO's and Faith base Organisation, employers and the trades in terms of skills and labour-intensive programmes. Firstly, the community benefits because the offenders are not unnecessarily incarcerated, yet they are still held accountable for the criminal actions of which they have been convicted. These offenders may remain in employment and are therefore able to support their families. Employers also do not lose valuable employees. Offenders continue to pay taxes. They are also able to compensate their victims by

paying restitution if so ordered by the court. It is also a more cost-effective way to serve these offenders as fewer officials are necessary to supervise them.

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, CSPB, National Commissioner or his/her delegate. Parolees and Probationers are exposed to the normal influences of the community and are able to care for their family while accessing a wide range of support services and programmes. The effect of serious crime committed by parolees, probationers and absconders within the society is a contributory factor due to lack of trust and safety concerns by the public. During the 2023/24 fiscal year, the total number of 1 037 absconders were traced and 732 declared and 919 were successfully traced through the continuous engagement with relevant stakeholders, however, some of the cases were revoked due to absconders who were readmitted after thorough interventions. The Department will prioritise the implementation the guidelines for prevention, management and tracing of absconders over the strategic period. The guideline provides comprehensive plan to implement a response to absconding based on best practices that reflects principles of good custodial management. It offers concrete advice for building the momentum to create change, building knowledge and expertise necessary to implement and sustain change. The management, reduction, prevention and tracing of absconders requires a significant collective effort.

There are several practical challenges faced by ex-offenders at the time of their release, including finding suitable accommodation with very limited means, managing financially with little or no savings until they begin to earn some lawful remuneration, accessing a range of everyday necessities, and accessing services and support for their specific needs. The period of transition from custody to community can be particularly difficult for ex-offenders and contribute to the stress that is associated with being supervised in the community. Interventions are designed to assist offenders in preparing for their release from

incarceration by helping them acquire the skill sets required to succeed in the community, addressing personal challenges and the factors associated with their criminal behaviour, and establishing the necessary contacts and relationships in the community. 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. While both probationers and parolees are under community supervision, the level of supervision varies according to individual circumstances. Intensive supervision involves frequent contact with supervising officials, frequent monitoring, strict enforcement of probation or parole conditions and community service. Conditions of parole or probation usually include having a job or attending school and participating in treatment. Intensive supervision parole has similar requirements and variations for offenders completing their sentences in the community.

The benefits of a community-based sentence is that correctional supervision can instil a sense of responsibility as the offender will be with their families, improve interpersonal relations and interactions with the community as part of reciprocal benefits from both the stakeholders and promote self-sustainability through work opportunities. A lack of support and continuous rejection and labelling of offenders by communities in some instances drives them to criminal activities as an alternative to a better life in correctional facilities than rejection by society and their families. In an effort to mitigate potential risks prior release, the Department developed a revocation tool to be administered by relevant authorities. The tool assists the relevant authorities i.e. Court, Minister, National Council Correctional Services, CSPB and Heads of Correctional Centre during decisions making process of parole and correctional supervision. The tool will further enhance the quality of reports submitted to relevant authorities, administration and complaints by other stakeholders will be eliminated, i.e. offenders, communities, victims, etc. The Department has one halfway house to support the reintegration

of parolees and probationers. Halfway houses are temporary homes designed to aid ex-offenders who are transitioning into permanent living situations. These residences provide a structured environment and crucial support to ex-offenders reintegrating into society after incarceration. Halfway houses aid people who are committed to avoiding relapse.

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. Parolees are encouraged to form cooperatives and to employ other parolees in their small businesses (farming, making of furniture, making of clothes, taxi industry etc). In its efforts to curb or minimise the reoffending, 627 economic opportunities were facilitated by the Department during 2023/24. 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, SAPS and Institutions of Learning, Canadian International Development Agency (CIDA) and Non-Governmental Organisations (NGOs).

6.4.6 Care

The CJS is a social mechanism that enforces laws, ensures public safety, and delivers justice to those who have committed crimes. The Department is at the receiving end of the JCS and incarcerates people who have contravened the laws of the Republic of South Africa. Some inmates are admitted having been sentenced to various periods of detention and others are temporarily detained whilst attending their respective court appearances. The Department is designated by the National Department of Health (NDoH) to provide a comprehensive Primary Health Care (PHC) package. There are PHC clinics in all correctional facilities where inmates are provided with access to health care services as per individual needs on a 24-hour basis. Pharmacies which are registered with the South African Pharmacy Council

(SAPC) have been established to ensure timely access to pharmaceuticals. Health care services provided to inmates are of the same standards as those available in the community. Food service units are available in all correctional facilities for preparation of meals. Health care services are provided by Professional Nurses, Medical Doctors (permanent and sessional) and Pharmacists (including those performing community service) who are registered with their respective professional bodies. In addition, the Department employs sessional/contract Dentists and Psychiatrists for provision of dental and mental health services respectively. The Department facilitates that these professionals are registered with their relevant controlling or statutory bodies in ensuring that they render ethical and professional services in compliance with the norms, standards and legislative prescripts.

Inmates come into the correctional system with different health related needs including amongst others physical, mental, hygiene and nutritional needs. Some of them are admitted into the system already on treatment for various conditions and some are diagnosed and initiated on treatment whilst incarcerated. The Department will continue to align with the NSP for the Prevention and Control of Non-Communicable Diseases to increase awareness to curb the prevalence of non-communicable diseases including cancer, diabetes, hypertension, cardiovascular diseases and Mental Health Conditions over the strategic period. Emphasis will be placed on screening for early detection and management of non-communicable diseases. The Department further commits to the implementation of the United Nations 95-95-95 targets focusing on reduction of premature mortality and onward transmission for both HIV and TB. In line with Rule 24 of the Nelson Mandela Rules which states that the health care of inmates is the responsibility of Government, the Department successfully implemented a comprehensive response to both communicable and non-communicable diseases such as TB, HIV/AIDS, Diabetes, Hypertension and COVID-19.

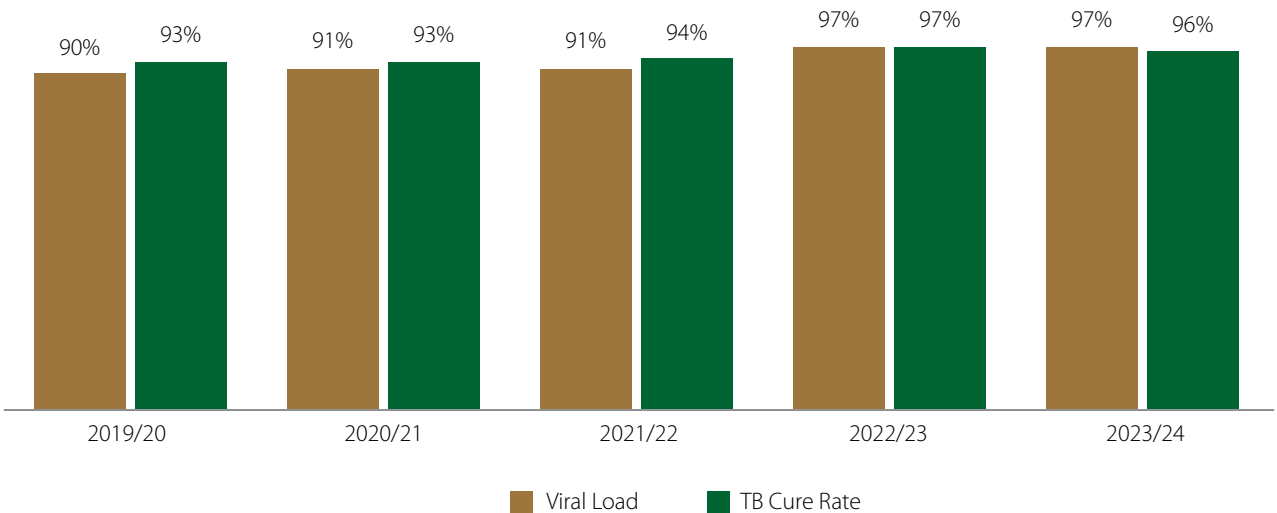
The Department provides primary health care services to inmates whereas secondary and tertiary levels of care are accessed through referral to the (Department of Health) public facilities. Inmates including babies of incarcerated mothers who need higher levels of health care are referred to the Department of Health facilities. This is in line with International Norms and Standards which state that, "inmates must have access to the same quality and range of health care services as the general public receives from the National Health System". A person's capacity to access health care services should not be compromised by reasons of incarceration since all people have the basic right to health, nutrition, clean and safe environment" as obliged by the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). The Department will continue to provide health care and support services in an integrated manner for inmates irrespective of gender and disability status and in line with the health priorities set by Government. Measures that will be implemented in the medium to long term will include amongst others: enhancing laundry facilities to ensure maintenance of the personal hygiene of inmates, establishment, enhancement of 24-hour health care facilities and pharmacies for increased access to health care services as well as revitalisation of food service units for maintenance of nutritional needs of inmates.

Treasury Transversal Contracts and National Department of Health's pharmaceutical contracts will be maintained in order to ensure access to medical supplies and pharmaceuticals. The health care workers entrusted with the responsibility to provide quality health care to inmates will be capacitated to ensure that they stay abreast with the latest policy and guideline developments. Given the limited human, material and financial resources, the Department will continue to identify and maintain strategic partnerships with various stakeholders in Government sector, including the Department of Health (DoH), Department of Women, Youth and PWDs, South African National AIDS Council (SANAC), and Non-Profit Organisations (NGOs) to strengthen the capacity to provide health care services to inmates.

In an effort to reverse the negative impact of COVID-19 on programme outcomes the Department will continue to implement measures to improve the health outcomes of communicable and non-communicable diseases thus contributing to increased life expectancy in line with the United

Nations Sustainable Development Goal (SDG) 3 which strive for healthy lives and promotion of well-being for all at all ages. The targets for offender viral load suppression rate and offenders TB new pulmonary cure rate will be increased to meet the United Nations 95-95-95 targets.

Figure 94: Viral load suppression rate and TB cure rate from 2019/20 to 2023/24



The Department will further ensure that inmates’ medical conditions are managed as per dietary requirements through the review and prescription of therapeutic diets. Early detection and treatment of non-communicable diseases will aid in the reduction of morbidity and mortality which further contributes to the goals of the National Development plan, Chapter 10.

Correctional facilities, as a congregate setting, can experience challenges to implement Infection Prevention Control (IPC) measures thus increasing the risk of spreading communicable diseases resulting in negative health outcomes. Strengthening governance structures such as the Infection Prevention and Control (IPC) Forums, Food Service Management Forums and Pharmaceutical and Therapeutics Committees will ensure effective administrative processes, minimise risk, improve compliance to legislative prescripts and result in efficiencies for the Department. Mental health disorders remain one of the priority programmes globally and the Department is not spared. The closed environment

further warrants the need for intensifying mental health care services. There is a strong correlation between mental disorders and communicable diseases like HIV/AIDS, TB and non-communicable diseases like diabetes and hypertension with the comorbidity negatively influencing health seeking behaviour, delaying diagnosis and treatment which lead to poor prognosis.

According to the NDoH, the most prevalent mental disorders are anxiety disorders, substance use disorders and mood disorders which may be exacerbated by the congregate setting and the separation from the family and support structures. The Mental Health Care Act, 2002 (Act No 17 of 2002) provides a framework for the delivery of mental health services in the country. Chapter VI of the Mental Health Care Act, 2002 (Act No 17 of 2002), indicates that State Patients must be transferred to designated Mental Health Institutions within 14 days, this is however not possible due to the limited number of beds and the continuous demands for bedspaces at the designated mental health facilities. This therefore results in some State Patients

remaining in correctional facilities as stipulated by the Criminal Procedure Act, 1977 (Act No. 51 of 1977), which makes provision for State Patients to remain in correctional facilities whilst waiting for a bed at the designated mental health institution. The number of

State Patients in the Regions as at 31 March 2024 was 204. The Region with the highest number of State Patients was EC with 91, FS/NC with 52, LMN with 38, KZN with 12 and lastly Gauteng with 11 State Patients.

Table 14: State Patients as at 31 March 2024

State patients as at 31 March 2024								
Region	Children		Juveniles		Adults		Total	
	(Less than 18 years)		(18-20 years)		(21 years and older)			
	Females	Males	Females	Males	Females	Males	Females	Males
Eastern Cape	0	0	0	0	0	91	0	91
Gauteng	0	0	0	0	1	10	1	10
KwaZulu-Natal	0	0	0	0	0	12	0	12
Limpopo, Mpumalanga and North West	0	0	0	1	2	35	2	36
Free State / Northern Cape	0	0	0	1	1	50	1	51
Western Cape	0	0	0	0	0	0	0	0
Total	0	0	0	2	4	198	4	200

Constant collaboration with the Department of Health at all levels ensures that care, treatment and support are provided to State Patients whilst accommodated in correctional facilities. The Department will continue to enhance and establish 24-hour health facilities in line with the ideal clinic to ensure access to 24-hour provision of health care services to all inmates and babies of incarcerated mothers.

The disease burden in correctional facilities mirrors that of the general population. Factors such as overcrowding, leading to poor ventilation, sedentary lifestyles and poor hygiene standard may exacerbate some of the communicable (TB) and non-communicable diseases (Mental health). Given the vast variance in population demographics among inmates, many health conditions are experienced. The most common conditions in no order of priority include non-communicable disease such as hypertension, diabetes, epilepsy asthma, cardiac conditions and communicable diseases such as TB and HIV. Furthermore, the high mobility of RDs

poses a challenge which affects health outcomes negatively. The Department will strengthen health services management and delivery through capacity building of the existing officials. The comprehensive management of communicable diseases such as HIV and TB will put emphasis on health promotion, screening and testing services and timeous provision of treatment among others to reduce the burden of disease.

The impact of non-communicable diseases in the health system will be mitigated by the provision of healthy diets to inmates and therapeutic diets were required. Interventions inclusive of early diagnosis and provision of treatment aimed at improving the quality of mental health services will be implemented. Furthermore, the Department will work towards enhancing the functionality of 24-hour primary health care facilities for comprehensive health service provision which is in line with Government's Ideal Clinic Model. The Department will further contribute towards reducing maternal, child and infant mortality levels by capacitating correctional facilities that

house women. The Department will continue to work collaboratively with the Department of Health and all relevant stakeholders in the provision of quality health care to all inmates.

6.5 Internal Environment

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, including completion of infrastructure projects, i.e. Emthonjeni Youth Centre, launching of a Gender Responsive Correctional Centre for incarcerated women, in Atteridgeville, Pretoria; and implementation of the COVID-19 vaccination programme managed by medical professionals, in conjunction with the NDoH.

The Department is facing many challenges with rising number of inmates in custody resulting in an increasing demand for services; addressing the mental health needs of state patients in correctional centres and maintaining correctional facilities whilst having to implement cost containment measures. 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 Strategic Plan 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 the service delivery to inmates, making them more accessible and continued collaboration with stakeholders to progress corrections and public service reform.

Digitalisation of services, from admission procedures to release will enable transparent, tailored services, prioritising both efficiency and effectiveness in a cohesive and holistic manner. 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 technologies 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. Emerging innovative technologies provides the opportunity to shape the narrative for modernisation of correctional facilities and its services. The Department will continue to build on its development of an operational reporting and analysis capability to support being a data-driven service delivery. Improved capability of data analytics will facilitate improving management information in relation to trend analysis and the identification and management of risks across the Department as well as supporting the broader policy objectives of the Criminal Justice System through the provision of quality data and metrics that will inform and support policy decision making.

Attracting and retaining the best officials for the Department formed part of the Strategic Plan under the Outcome: A capable, professional and ethical Department and the commitments to recruit and retain officials will continue. Recruiting and retaining professionals across operations and health care to implement appropriate strategies for a correctional setting is a cornerstone for service delivery. Successfully providing appropriate services, through officials, and service providers, is crucial to ensure that offenders are in safe and rehabilitative places, that support them to live crime-free lives thus creating beneficial outcomes for the individuals and society. To attract and retain talented motivated officials in today's labour market including people that reflect the broader profile of people in South Africa (e.g. women, youth and PWDs), the Department aims to provide a safe and meaningful work environment; continuously review recruitment strategies and ensure there are learning, development and career progression opportunities for officials.

The Department recognises that the organisational culture can be the strongest driver for positive change.

The Department is facing a significant change agenda with its endeavours to modernise correctional facilities and services which can only be achieved through its greatest asset being the correctional officials. Correctional facilities are a unique environment and embedding a strong positive organisational culture that will positively reinforce efforts to renew the organisation at this pivotal time. Initiatives such as the National Framework Towards the Professionalisation of the Public Sector, published in 2022, codifies the values that support the organisation, to work through complex, challenging situations and will assist to implement change. Careful strategic planning, aligned with the overarching CJS programme, will develop a person centred innovative, collaborative and transparent culture, which will benefit all stakeholders, inmates, their families and officials.

By recognising and reinforcing positive outcomes for inmates, the Department will foster commitment from officials and support individuals and teams to deliver good practice consistently in person-centred planning. The Strategic Plan supports evidence led approach to the development of policies, identification of emerging trends and issues, as well as decision making, while maximising synergies to build a cohesive Criminal Justice System that upholds human rights, builds public confidence and trust to support a safer South Africa. 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 Department needs to operate within an ethical framework which pervades the business from the top down. This requires respect for the inherent dignity of all human beings, whatever their personal or social status. One of the greatest tests of this respect for humanity lies in the way in which a society treats those who have broken, or are accused of having broken, the criminal law. These are people who may well have themselves shown a lack of respect for the dignity and rights of others. Officials have a special role on behalf of the rest of society in respecting their dignity,

despite any crime which they may have committed. 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. Officials generally work in an enclosed and isolated environment which, over time, can make them narrow and inflexible. The way they are trained and managed needs to be designed to guard against this insularity. Officials need to remain sensitive to changes in the wider society from which inmates come and to which they will return.

In pursuing accountability and transparency, the Department is committed to upholding the principles of good governance. 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. The misalignment of the organisational structure and the financial management functions continues to be challenging. This is further exacerbated by inadequate financial management capacity at the coalface. Financial management functions at the centre level continue to be rendered by security officials, who at times, alternate between performing financial and security functions. Technology is a critical factor in supporting the delivery of financial management services. Challenges continue to be experienced concerning the information technology infrastructure and network negatively affecting the availability of financial systems. Most of the accounting processes are not completely digitised.

The budget envelope has been cut significantly in the past Medium-Term Expenditure Framework (MTEF) years, with the most being in 2021 MTEF of R11 billion followed by the recent budget cut of R2,5 billion in 2024 MTEF. These budget cuts are implemented against very constrained baseline allocations for the Compensation of Employees (CoE) and Goods

and Services. Earmarked funds constitute 33% of the non-personnel budget of the Department. These earmarked funds are for the Capital Works Programme, the Judicial Inspectorate for Correctional Services, and the Devolution of Funds from the Department of Public Works and Infrastructure (DPWI). The earmarked devolved funds from caters for the Accommodation Charges, Municipal Services, and Leases for offices. The shrinking operational budget of the Department is evidenced, in the main, by a continued overspending of the Goods and Services budget over the past several financial years.

The CoE budget is highly constrained with the Cost of Living Adjustment not fully funded in the 2023/24 financial year. The shortfall in funding has a negative ripple effect on the future MTEF budget performance of CoE. The overtime expenditure continues to rise due to personnel shortages experienced at the coalface. The Department of Public Service and Administration's (DPSA) analysis of overtime expenditure in government indicated that Department's expenditure is the highest in the national sphere of government.

Revenue collection has increased over the past two financial years due to the implementation of the housing allowance for officials who reside in the terrains. The official accommodation rentals were accordingly increased. An area that still needs more focus is revenue generated by utilising inmate labour. To address this gap, more officials need to be appointed in the various disciplines of security, various artisanries, and agriculture.

It is critical that in the medium-term spending be revised through strategic reprioritisation of funds. This is based on the baseline projections and the fact that in the medium term, it is not anticipated that a significant budget increase will be realised, the Department continues to tighten financial controls and cost containment measures with the view of instilling a cost-conscious culture ensuring the delivering of correctional services within the allocated budget. Robust digitised processes for budgeting and forecasting need to be explored and

introduced to manage the financial impacts of new initiatives and unforeseen expenditures.

Measures need to be introduced to reduce Fruitless and Wasteful Expenditure and litigation expenditure, as these expenditures have no contribution to the service delivery outputs. Effective prioritisation is vital for addressing immediate financial pressures and planning for long-term financial sustainability. As long as the fiscal constraints remain, operational efficiencies to streamline processes, and adopt new technologies in how the various mission-critical core services are rendered will need a collaborative effort from all internal components across the different spheres of the Department.

SCM is important to addressing current structural economic imbalances. The Department remains committed to creating an environment that ensures that previously disadvantaged groups benefit from its preferential procurement policies. This will include the breaking down of larger services (tenders) into smaller components to afford designated groups an opportunity to participate as main contractors, service providers or suppliers. The implementation of the National Development Plan and the role that SCM must play in job creation is still a priority in the Department by ensuring that opportunities are for all legitimate service providers. The implementation of Broad Based Economic Black Economic Empowerment is still implemented in line with National Treasury prescripts.

The Department will continue enhancing the understanding of regulatory environment and improve internal control maturity by conducting internal control workshops and indabas. Circulars and directives will be issued on a continuous basis to guide management on operational issues to be managed to address audit outcomes, including the prevention of audit findings.

6.5.1 Stakeholder Management

Government institutions must lead the process of ensuring that Government's constitutional

imperatives and commitments are translated into measurable and meaningful programmes through improved partnerships with sister government institutions, private sector and civil society, as well as strengthened monitoring of the advancement of the rights of PWDs. Through private public partnerships and promotion of empowerment, real opportunities for people are created. Empowerment involves investing in people - in jobs, health, nutrition, education and social protection. When people are empowered, they are better prepared to take advantage of opportunities, they become agents of change and can more readily embrace their civic responsibilities. Corrections is a societal responsibility; hence the Department requires the involvement of other stakeholders to perform its function successfully.

The Department will enhance existing strategic partnerships and establish new partnerships with government departments and entities, business sector and civil society organisations, non-profit organisations and tertiary institutions to advance its projects and programmes. Active engagement of the community in the rehabilitation process of the offender as a collective responsibility strengthens partnerships in the correcting, development and care of the offender and leads to a change in the community's attitude towards offenders, parolees and probationers. No single entity has the responsibility or the capacity to do it alone. In an ideal transition process, offenders' needs are assessed to direct them to the appropriate programming and thereby increase their chances of success. Partnerships between the Department and NPO, Non-Governmental Organisation, Community Based Organisation (CBOs) and FBO can to a large extent mitigate the financial and human resource constraints that the Department faces in delivering on its mandate. The collaboration of correctional facilities and community providers is a prerequisite to a safe and successful transition from incarceration to the community. Offenders have immediate needs that they must address after leaving correctional facilities, such as mental and physical health care, housing, financial, family and parental support, transportation, and connection to a community of supportive people. Community providers can facilitate and

help offenders to navigate complex service delivery systems and provide needed assistance. Community providers are uniquely qualified to activate assistance for offenders before they are released through the provision of mentors, pre-release planning, and other activities that can help make their transition and re-entry more successful.

In order to provide increased rehabilitation programmes for offenders over the medium term, the Department aims to improve its marketing of rehabilitation services to other government departments and Non-Governmental Organisations (NGOs), and to strengthen formal partnerships with the community. The White Paper on Corrections in South Africa (2005) encourages engagement with the community in the rehabilitation process because this is a societal responsibility particularly at a time of severe financial constraints. It further pronounces that rehabilitation is achieved through holistic sentence planning – addressing all human needs of offenders (in a secure environment). The Department will prioritise and enhance partnerships with tertiary institutions, government departments and other stakeholders Sector Education and Training Authorities (SETAs) in upskilling offenders, parolees and probationers in programmes such as agriculture, so that those under the care of the Department can be self-sustainable and employable upon their lawful release. Parolees, probationers and community members participating in the programmes are eligible for a stipend. The programme is also designed to bring offenders closer to their communities in preparation for their successful reintegration.

Partnerships with the DHET, through the NSF, SETAs, SASSETA, MERSETA and Services SETA, INDLELA, the QCTO, public Technical and Vocational Education and Training (TVET) colleges and Umalusi, ensure that skills training offered to offenders are accredited. The DHET and the DBE have committed to support the Department through its partnership agreements by training educators as well as to supplement the Learner, Teacher Support Material (LTSM) provided by the Department. Through the partnership with DHET, the Department is able to access NSF funding to

provide accredited skills training to eligible offenders. The same partnership also affords access to online e-learning opportunities and availing of officials to train offenders. The partnership with DBE amongst others provides educators at some schools that are on the payroll of DBE, offering of training, etc. Partnerships with different SETAs are critical, especially for accreditation of DCS skills training facilities and offering of market related skills programmes.

Partnerships will be strengthened with the DoH, National Institute for Communicable Diseases (NICD) and Centre for Disease Control to ensure that the Department is kept abreast with the latest developments particularly with the possible emergencies of infectious diseases. These partnerships are key to safeguarding health in a correctional facility. Parolees and probationers face significant barriers to accessing primary health care as individuals often lack the financial and family supports needed to continue long-term medication regimens. To help mitigate this challenge, offenders should be provided with a limited supply of prescribed medication upon release and linkage to the DoH facilities should be strengthened. The release process must provide connections to psychosocial and crisis support, potentially prioritising those with known mental health conditions.

The prevailing economic conditions have exerted pressure on the economy hindering informal trades where parolees and probationers are employed and reliant on for survival. The initiative to involve offenders, parolees and probationers in community initiatives and enhance the employment of parolees and probationers has to be a collective effort across government and society at large. The Department will strengthen partnerships with relevant government departments and business sector, in particular prospective employers to facilitate economic opportunities for parolees and probationers. The prolonged engagements and outdated policies by government departments pertaining to strict eligibility criteria and conditions of criminal record expungement may have dire consequences for probationers and paroles to secure job opportunities

due to their criminal record status. Successful and effective reintegration of offenders will further be enhanced through the integrated district and regional model with stakeholders to ensure social cohesion and safer communities. Improving public education on the mandate of correctional services will ensure a common understanding and support for effective social reintegration so that citizens play their role as stakeholders in crime prevention.

The Department operates in an environment which requires involvement of stakeholders that assist in responding to security risks and threats that are currently experienced within correctional facilities. Recognising the impediments and the risks brought about by a constrained fiscal environment, it is critical to explore new delivery models as well as technological advancements in the field of corrections that leverage strategic partnerships with stakeholders that can reduce overcrowding. The Department will work with the National Joint Operational and Intelligence Structures and National Intelligence Coordinating Committee in order to develop a dynamic and integrated approach to conduct a threat analysis to gather information on gang-related activities, conduct awareness training for officials on gangs and roll out gang management strategy to be able manage gangs. The Department is committed to strengthening its partnership with stakeholders within the JCPS Cluster in fighting crime and corruption and rebuilding the economy to ensure that all people in South Africa are and feel safe. Vulnerable groups should enjoy equal protection and fear of crime should be eradicated through active citizenry, an efficient criminal justice system, and co-ordinated partnerships between the SAPS, DOJ&CD, correctional services, business, civil society and communities. The SAPS assist with management of criminal record information and screening of personnel while the State Security Agency assists with vetting of personnel and service providers. The JICS inspect, monitor and report treatment of inmates and conditions of correctional facilities to ensure that inmates are safe, secure and in humane environment. Research Institutions (Council for Scientific and Industrial Research & ARMSCOR) assist

the Department with research regarding security specification on systems and equipment.

Collaboration between corrections and community providers is vital for facilitating positive outcomes with offenders, during the transition and re-entry phase, and once offenders return to their community post-release. The Department will continue to involve Traditional Leaders such as the National House of Traditional and Khoisan Leaders (NHTKL) to underpin service delivery, successful reintegration and enhance compliance with set conditions. This will contribute to the implementation of Community Corrections Forums as Traditional Leaders are reagents that can accommodate and convince the community to accept offenders once they are released from correctional facilities. The Department remains committed to work with traditional leaders to ensure that traditional councils become points of contact for on-going services rendered by parolees and probationers. In addition to supporting a safe and secure facility that adequately addresses the needs of offenders, successful partnerships can minimise the potential duplication of services (and increase the range of services available), minimise preventable health and mental health crises and costs, promote sobriety, and support offenders' healthy engagement with their children and families. They can also help to prevent offenders from returning to unsafe environments in their communities or ensure that adequate safeguards are in place. Lastly, such partnerships can increase the potential for offenders to access financial and other basic living supports and support overall wellness and success. In turn, these partnerships are critical to preventing offenders from returning to custody and avoiding all the associated costs to the taxpayers, the criminal justice system, children and families, and the offenders themselves.

The JICS is mandated by the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) is to inspect or arrange for the inspection of correctional centres and remand detention facilities in order to report on the treatment of inmates in correctional centres and on conditions and any corrupt or dishonest practices in correctional centres and remand detention facilities. This includes the two Public-Private Partnership (PPP) Correctional Centres. JICS evaluates the safety of custody in a particular correctional facility by impartially inspecting, investigating, reporting and make recommendations on the conditions in correctional centres as well as at remand detention facilities and on the treatment of inmates in order to ensure the protection of the human rights of inmates. The Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) makes it obligatory for the Department to report to JICS certain incidents that occur in the correctional facilities (referred to as "Mandatory Reports.") Independent Correctional Centre Visitors (ICCVs) also visit correctional facilities on a daily basis to monitor complaints resolution on behalf of the Inspecting Judge. JICS has been constituted a National Government Component by Presidential Proclamation with effect from 1 April 2024, decoupled from the Department.

The following figures represent the stakeholder analysis conducted for each core business programme. Stakeholders were evaluated based on their interest in the Department's operations, their influence over its activities and programmes, and their capacity to support the Department. These factors are illustrated on a stakeholder matrix, with the size of each bubble indicating capacity. A key assumption in these stakeholder maps is that stakeholders positioned in the top-right quadrant require significant engagement, interaction, and involvement to ensure the Department's activities and programmes are successfully implemented.

Figure 95: Stakeholder Analysis – Incarceration

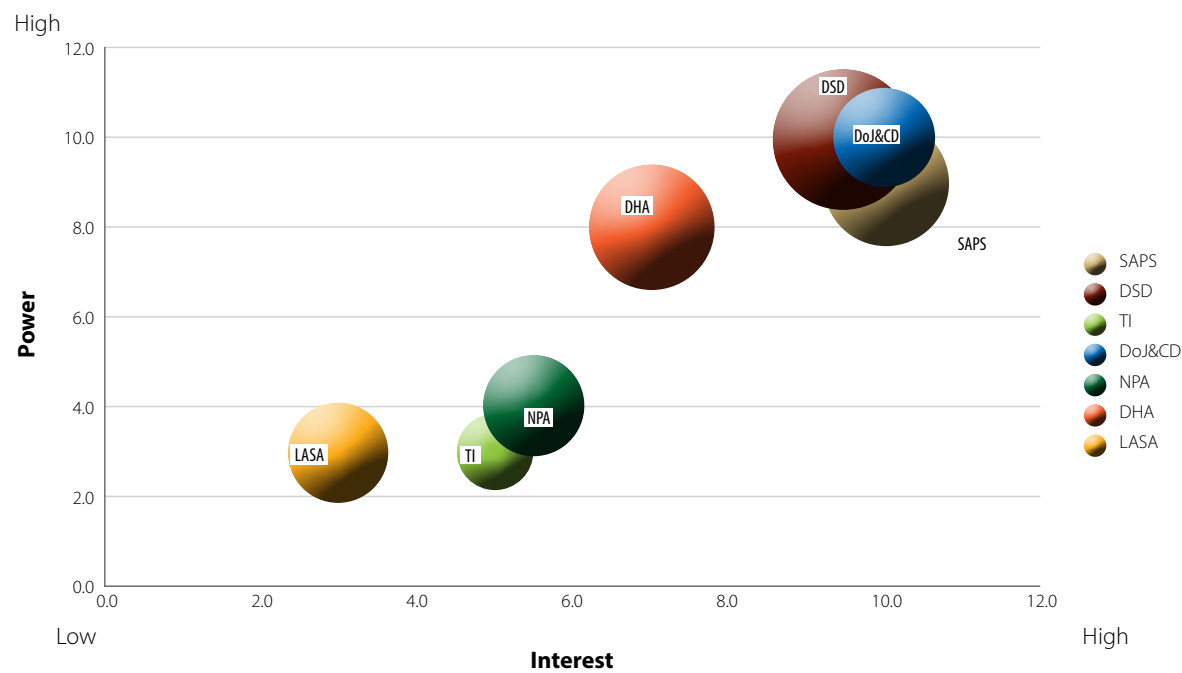


Figure 96: Stakeholder Analysis – Rehabilitation

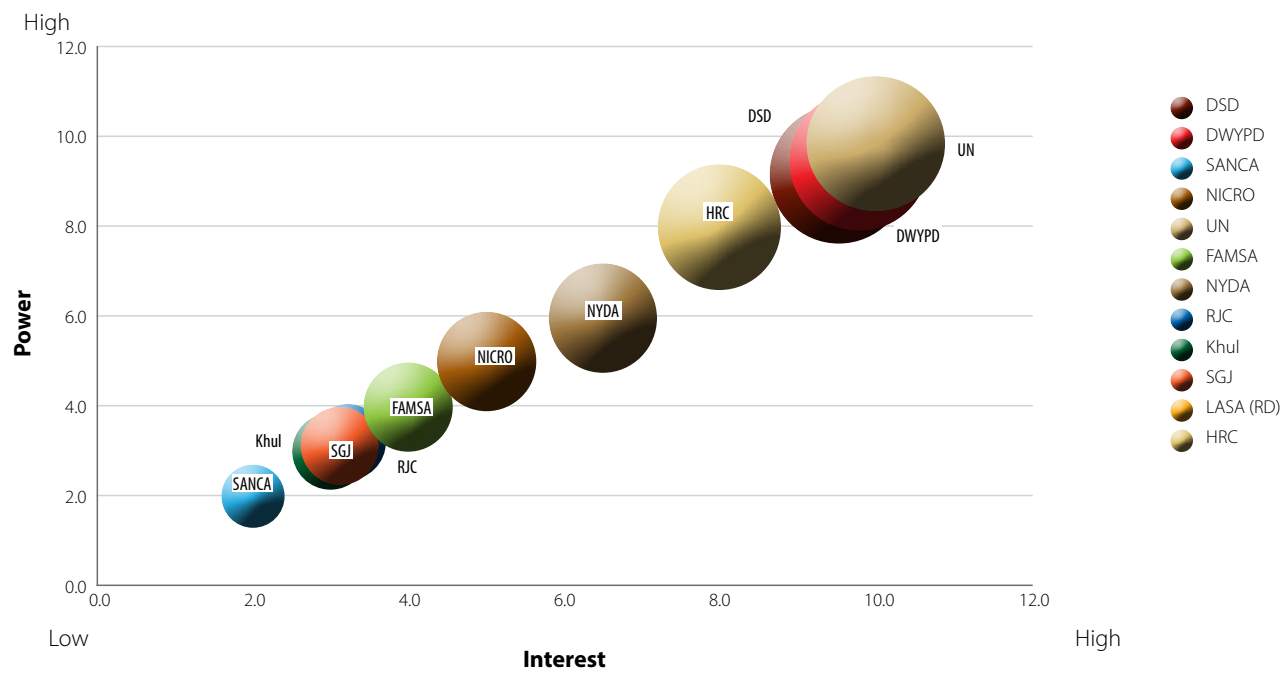


Figure 97: Stakeholder Analysis – Rehabilitation (2)

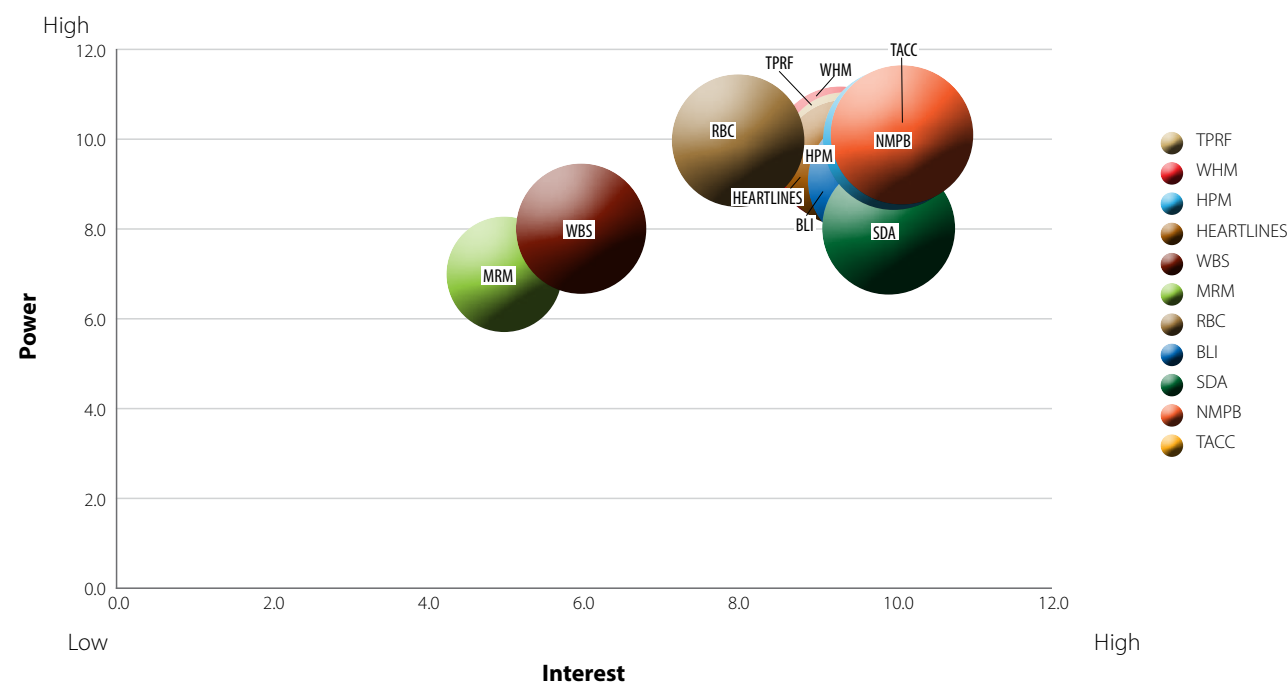


Figure 98: Stakeholder Analysis - Security

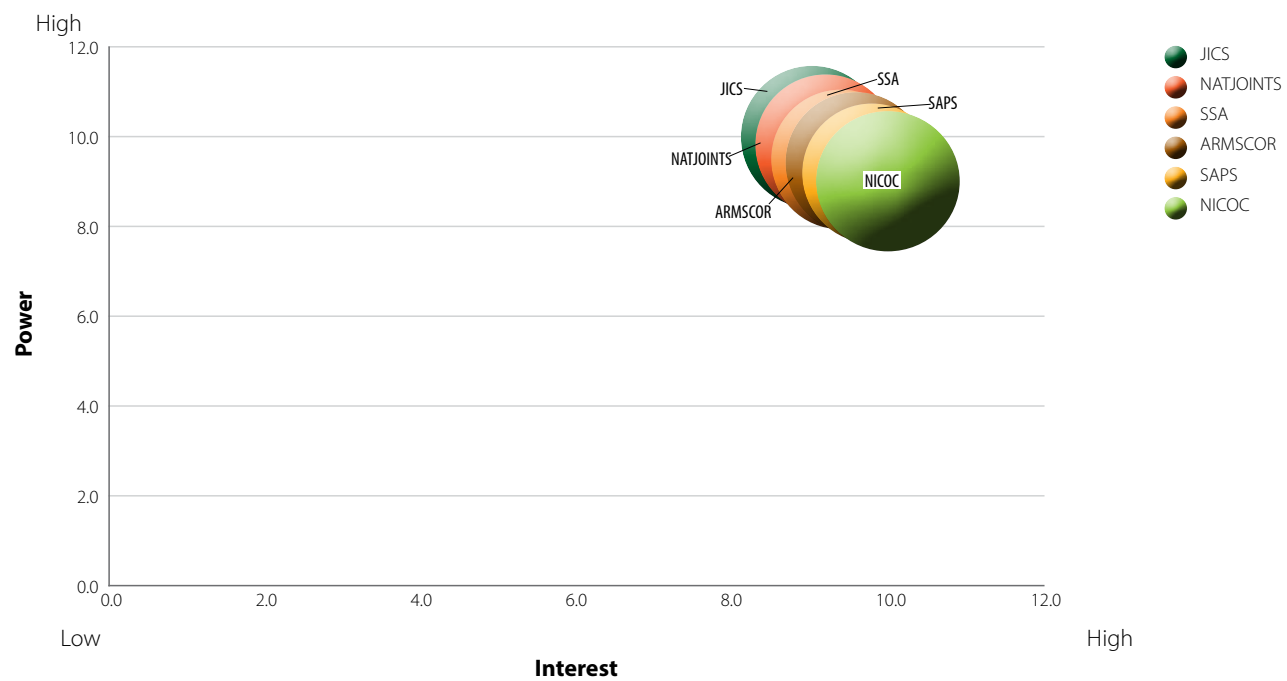


Figure 99: Stakeholder Analysis – Social Reintegration

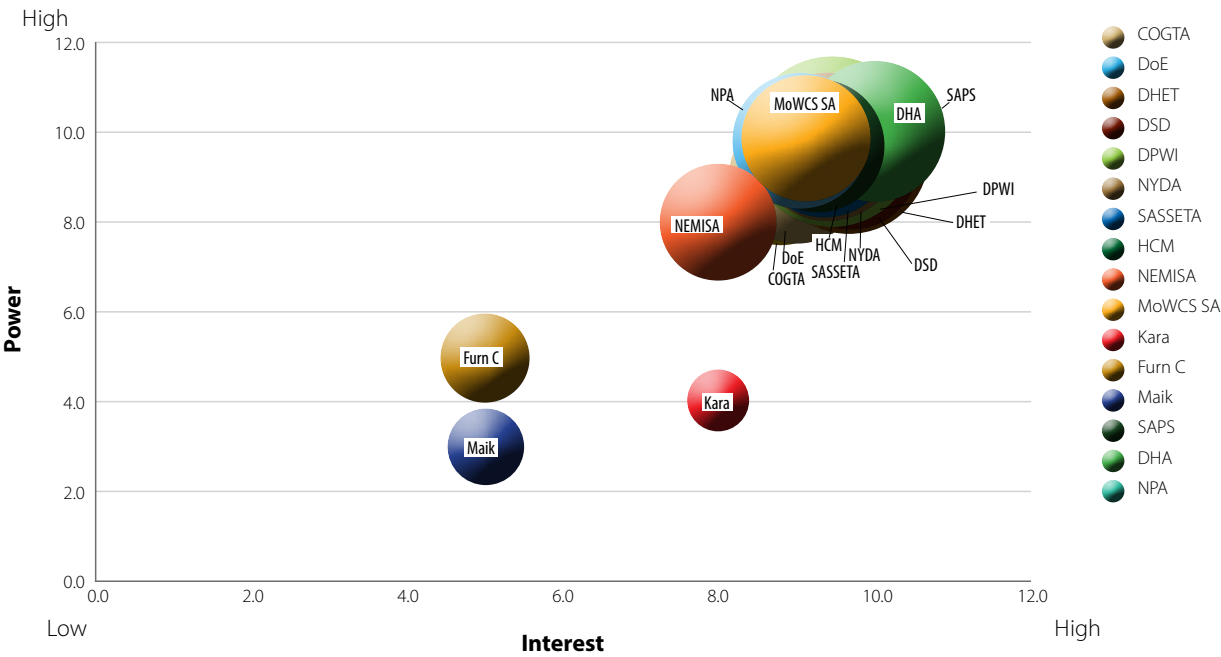
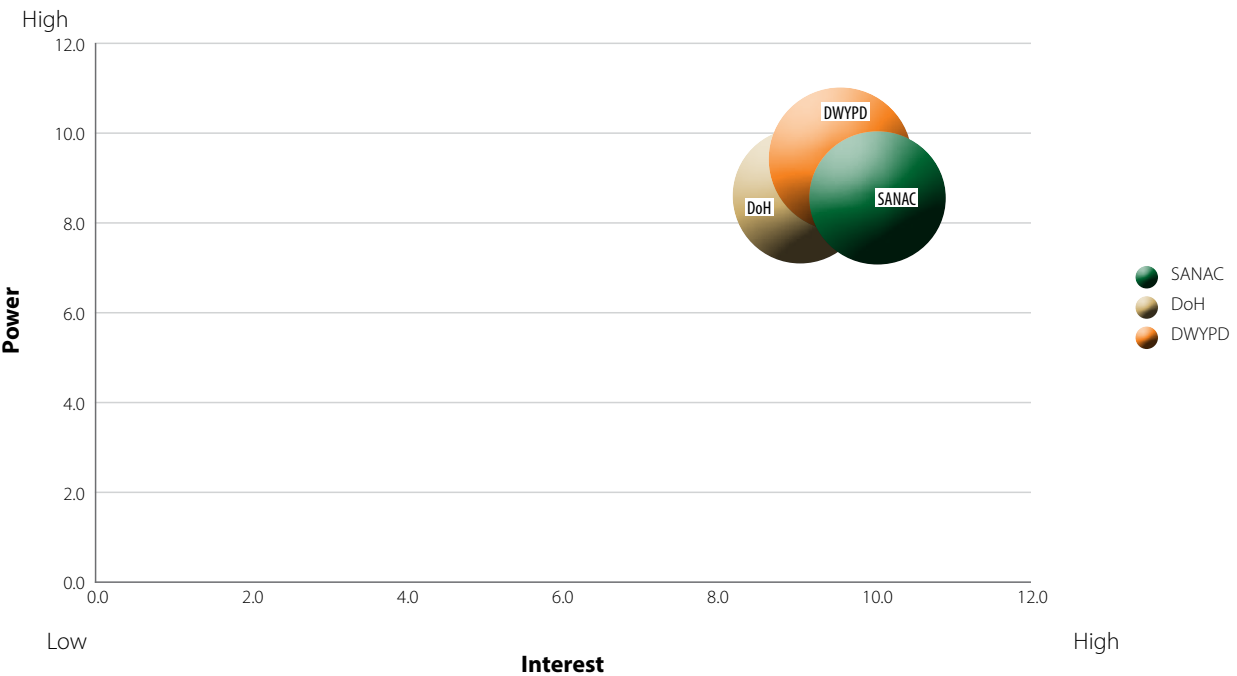
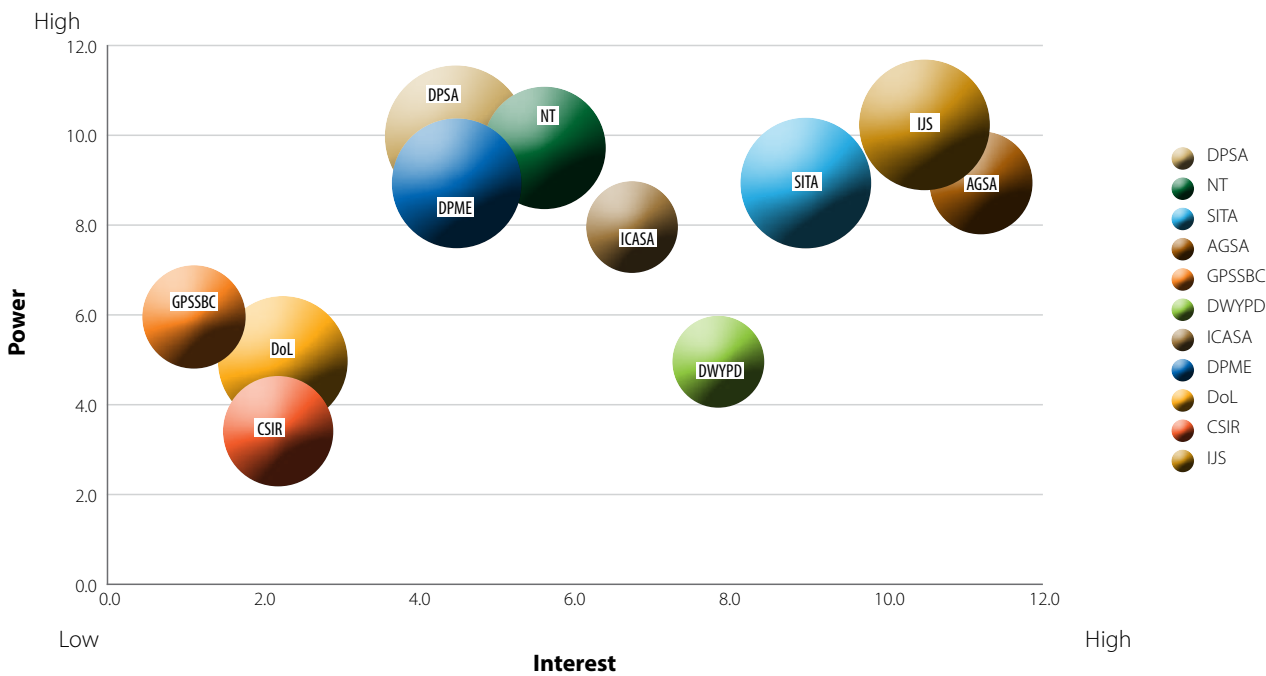


Figure 100: Stakeholder Analysis - Care



The following figure represent the stakeholder analysis conducted for the support services programme. Stakeholders were evaluated based on their interest in the Department's operations, their influence over its activities and programmes, and their capacity to support the Department

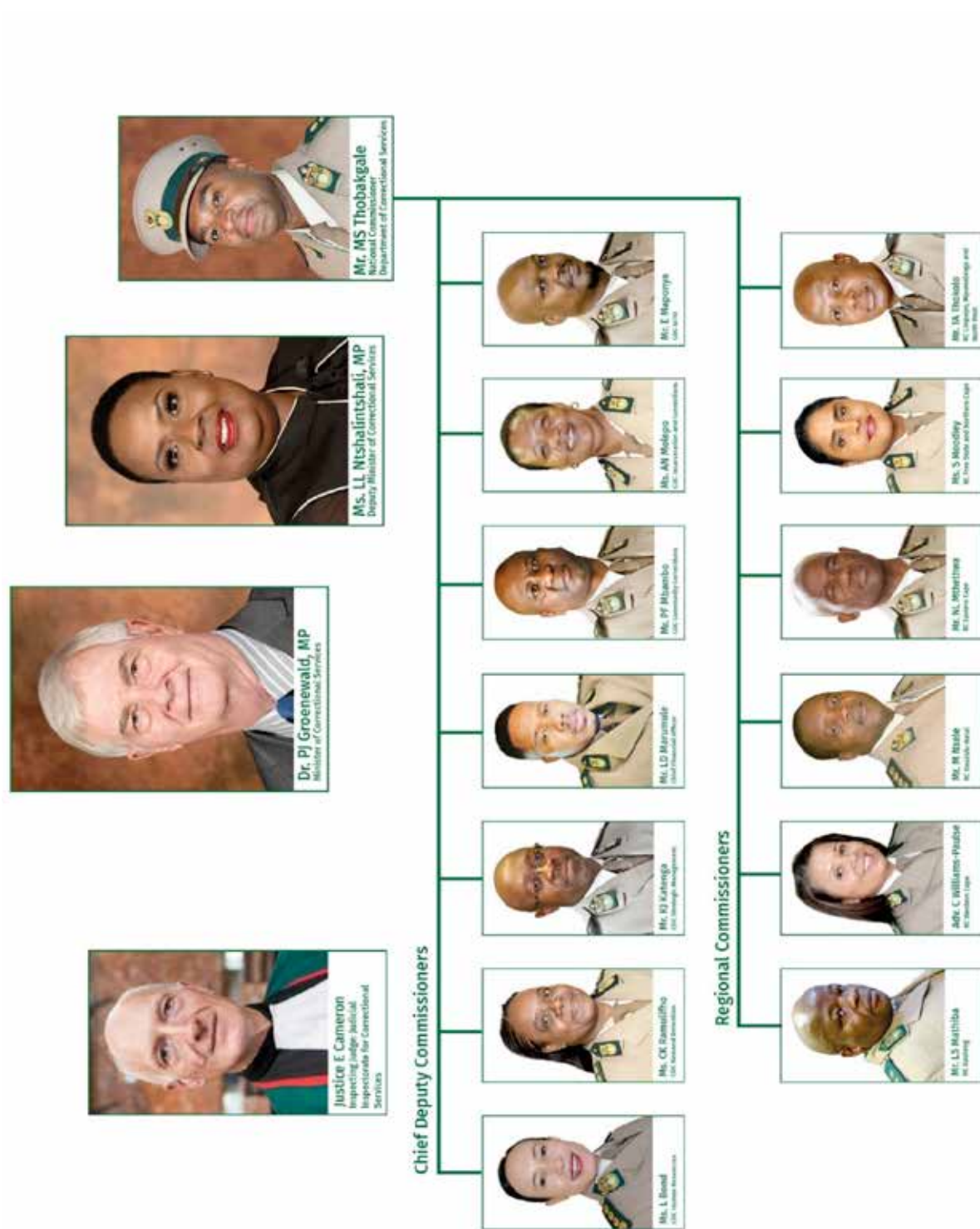
Figure 101: Stakeholder Analysis – Support Services



(Annexure C provides a summary of stakeholders contributing to the Strategic Plan of the Department)

6.5.2 Organisational environment

Figure 102: High Level Organisational Structure



South Africa has been implementing the NDP since 2012. The goal is to guide government planning for the upcoming years and mobilise society around a common vision. Through the implementation of the NDP, government aims to take the economy onto a high growth trajectory, create decent employment, sustainable livelihoods and eradicate poverty and income inequality. The capacity of the state is crucial in the implementation of the NDP. This calls for faster progress, more action and improved implementation, in order for South Africa to achieve the NDP objectives. In the post COVID-19 pandemic South Africa has found itself characterised by economic decline, downgrades by rating agencies, loss of investor confidence lingering impact of the pandemic, violent strikes resulting from failure to deliver services, rising joblessness, poverty and inequality). The impact of COVID-19 was unremitting, particularly on correctional facilities which juggled COVID-19 affected patients

alongside related staff shortages and the existing (and growing) health needs of the inmate population. Health care professionals were required to balance the patient needs against staffing shortfalls, but with additional strains unique to the inmate population. Such strains included drastic lockdown regimes and prolonged isolation, the need to consider health alongside security, known health inequalities within inmate groups, and a diverse population.

The foregoing combined with the lingering impact of COVID-19 on the economy, are still being felt, especially in as far as the budget for the required human resource capacity is concerned. The total filled post established has been reduced from 38 723 in 2020/21 to 37 110 in 2023/24 whereas the total number of inmates has increased from 140 948 in 2020/21 to 154 158 in 2023/24.

Table 15: Employment and vacancies by salary band as on 31 March 2024

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment
Lower skilled (Levels 1-2)	1	1	0.0	0
Skilled (Levels 3-5)	33 602	29 886	11.1	0
Highly skilled production (Levels 6-8)	3 534	2 937	16.9	0
Highly skilled supervision (levels 9-12)	5 080	4 136	18.6	0
Senior management (levels 13-16)	216	150	30.6	0
Contract (Levels below 1)	0	0	0.0	209
Contract (Levels 1-2)	0	0	0.0	2
Contract (Levels 3-5)	0	0	0.0	1 058
Contract (Levels 6-8)	0	0	0.0	4
Contract (Levels 9-12)	0	0	0.0	142
Contract (Levels 13-16)	0	0	0.0	6
Total	42 433	37 110	12.5	1 421

The Department is expected to deliver the same services to an increased number of inmates with a reduced number of staff. The shortage of staff has resulted in increased pressure on officials and this has manifested in the Department's inability to implement intervention programmes aimed at resolving problems. The situation is further exacerbated by the increase in the recruitment on the part of the SAPS

without the concomitant investment in the human resources of the Department that is the end recipient in the criminal justice value chain, resulting in the widening of the offender member ratio.

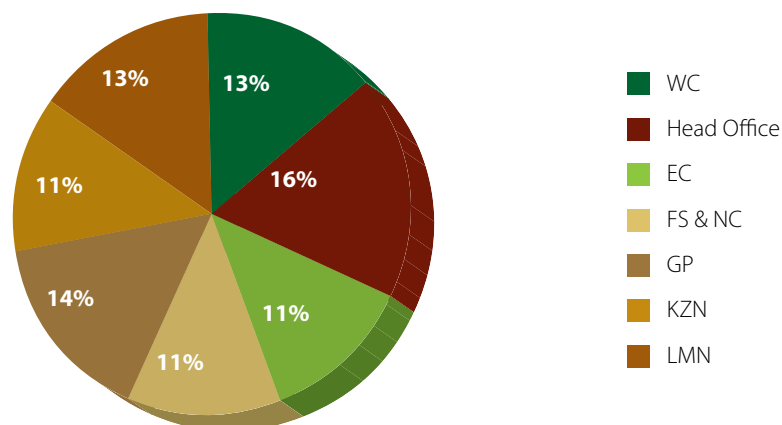
The severely constrained fiscal environment continues to constrict the compensation of employee budget with further reductions expected during

the strategic period. The National Treasury and the Department of Public Service and Administration have instructed Departments to freeze the filling of vacancies and to only fill those positions which are regarded as critical. This, together with the mooted early retirement proposal will have dire consequences for the Department. The Department currently has 3 872 permanently employed officials over the age of 55 with many officials opting for the early retirement without penalty option. The Department has not been able to replenish lost resources over a period of time since the rate at which recruitment and appointments takes place does not compensate for the lost human capital. The Department will therefore have to carefully manage the terminations over the strategic period, to mitigate the risks associated with the imminent loss of talent and experience due to the early retirement or normal retirement. Injecting talent at entry level in terms of employing qualified youth will be essential. 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 shortage of staff will continue to severely affect the Department's ability to offer corrections, rehabilitation, and wellness services over the MTEF period. 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. The continued budget cuts further weakens the implementation of the SSS Programme as posts required to deliver on the strategy cannot be funded and filled. The figure below, represents the anticipated mandatory retirements under the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) for the next five-year (2025 – 2030) period:

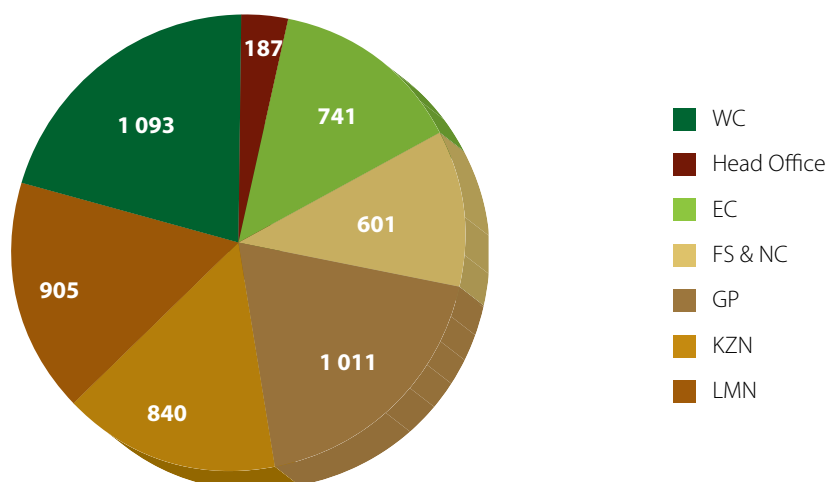
Figure 103: Mandatory retirements for the five - year period (2025 – 2030)



The Gauteng Region will experience the highest number of retirements which constitute 14%; the Western Cape and LMN Regions have the second highest retirements with 13% followed by the Eastern Cape, FS/NC and KwaZulu-Natal Regions with 11% of retirements. Head Office will experience the most retirements at 16%. In response to this challenge, the Department will develop and implement relevant

strategies such as Succession Planning, Coaching and Mentoring in order to retain and share the skills or practices with emerging managers or management. During the strategic period, the Department will focus of the implementation of the reviewed HR strategy, that will amongst others, facilitate the speedy provisioning of human resources.

Figure 104: Employees 35 years and below per Region as at 31 March 2024



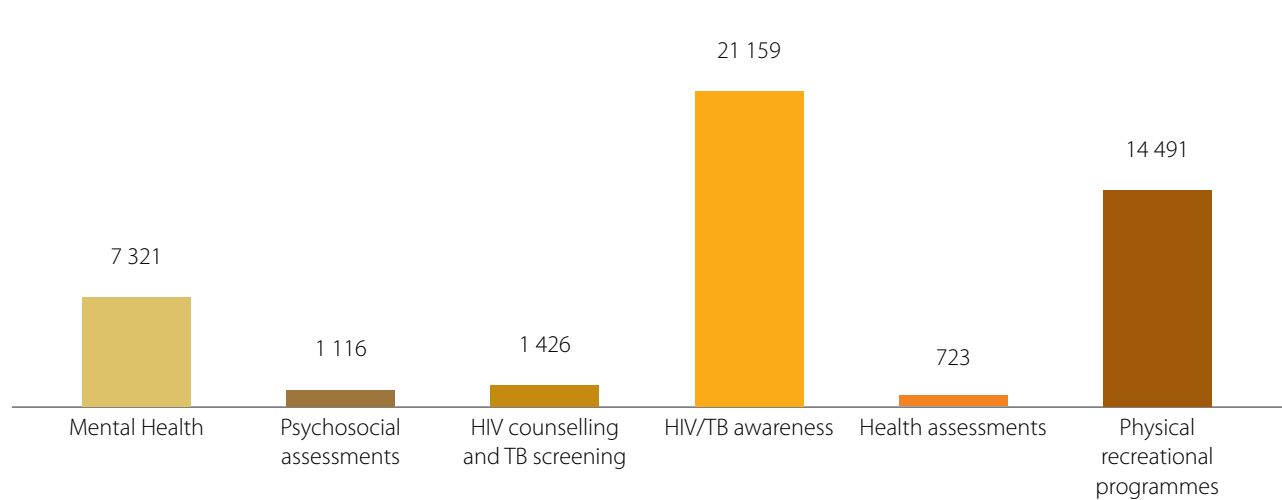
The figure above reflects 5 378 youth employees currently appointed within the Department per Region. The Western Cape Region has the highest number of youth employees with a total of 1 093 which constitute 20,3% of the total number of employees in this category. The Gauteng Region is the second highest in relation to the employment of youth employees with a total of 1 011 which constitutes 18,8% while Head Office has the lowest representation of youth employees with a total number of 187 and only constitutes 3,5%.

The macro structure of the Department has been approved and is in the process of being implemented in a phased-in approach. Measures are in place to develop a micro structure and its supporting post establishment geared towards increasing capacity for the improved provision of incarceration, rehabilitation, care and social reintegration services. During this process the Department will reorganise available human resources whilst the capacitation at correctional facilities would incorporate finalisation of the shift pattern system which requires additional funding from National Treasury. In pursuit of efficient and effective human resource interventions, the Department will also explore the extent at which it will take advantage of the 4th industrial revolution (4IR) to achieve optimal human resources utilisation

and continuous development of human resources. A number of opportunities have also been identified covering the need to take advantage of the 4th IR, automation of human resources process including E-recruitment, enhanced employee engagement etc.

In an institutional environment such as the correctional services, which borders on higher risks, versus higher strategic outputs against reduced resources, it is imperative to ensure a workforce that is strengthened continuously, developed programmatically with enhanced capabilities thus increasing its resilience and ensuring a higher threshold against the magnitude of stressors and risks faced. The key commodity in the correctional environment is human resources which is the overarching resource needed to achieve the Departments mandate. There are various macro environmental stressors affecting employee's mental health and wellness which has resulted in an organisation's workforce facing many physical and mental ailments which in turn impacts on their level of productivity and efficiency. Recent surveys and research conducted to gain insight on the development of an Employee Health and Wellness (EHW) Strategy, with an envisaged output of shaping a well-defined workforce, has uncovered various factors which has impacted on healthy human capital.

Figure 105: Analysis of EHW Programmes for the 2023/24 financial year



An analysis of the 2023/24 Employee Health and Wellness Programmes and services rendered, has demonstrated an improvement in the national workforce that has accessed programmes over the five-year period. The national statistics demonstrate that there has been a total of 1 116 officials that sought psychosocial assistance, while 7 321 officials accessed mental health programmes during 2023/24. These statistics demonstrate an incline in the national workforce seeking mental and psychosocial assistance. The EHW statistics demonstrate a recognition by the national workforce to verify their HIV/AIDS and TB status. The contributory factor towards a need to monitor their health could be attributed to the recent scourge of pandemics and infectious diseases such as the COVID-19 pandemic, swine flu outbreak and monkey pox cases. The 2023/24 EHW statistics recorded a total of 14 491 officials who participated in either physical or recreational activities of the national workforce. The EHW strategy of 2024/29 aims to increase the participation of the workforce by at least 10%. The strategic focus of the Department is to create a workforce that is well balanced both mentally and physically.

The need for EAP services demonstrates the psychosocial status of the workforce and the trends towards seeking help in order to maintain a healthy work-life balance. The approach towards employee wellbeing adopted by the Department is the foundation of the organisational culture and supports the physical, mental, emotional, social and financial health of the workforce. The strategic outlook of the Department for the 2024-2029 leans towards a growth in need for EAP services due to the challenges both in fiscal and human resources within the environment. The high attrition rate, slow recruitment rate and cost containment measures introduced to state entities due to budget constraints will therefore require a resilient workforce. The EHW Strategy aims to create a healthy productive workforce by providing safe working conditions in an enabling environment which will lead to a capable, professional and ethical Department. The EHW Strategy 2024-2029 outlines the four pillars as follows:

Figure 106: Focus areas impacting on the health and wellness



Each pillar consists of the objectives and sub-objectives to operationalise the pillars within the Department. The strategic focus of the EHW Strategy is the overall holistic wellness of the workforce utilising the following key operatives:

Figure 107: Key objectives within the Wellness Strategy



The HIV/AIDS & TB Management Pillar of the EHW Strategy will focus on newly approved policies, a reduction of HIV/AIDS infections through capacitating employees on pre-exposure prophylaxis. A sports recruitment strategy (5% per sporting code) will be implemented over the next strategic period. In addition, the Department will focus on reducing workplace incidents and accidents over the 2024-2029 period. The Department has numerous stakeholders that contribute to achieving the planned outcomes such as the DPSA, Department of Labour, Department of Health Centre for Diseases Control and Prevention (CDC), Financial institutions, Department of Sports, Arts and Culture and SASCO.

The Department has embarked in the process of developing a new Employment Equity Plan (EEP) 2024-2027 which is an important tool for mainstreaming equity programmes in the Department. The EEP in harmony with the Employment Equity Act, 1998 (Act No. 58 of 1998) seeks to promote equal opportunity and participation in the workplace. The Department facilitates the integration of women empowerment, youth development and disability mainstreaming considerations into all plans, policies and day-to-day implementation decisions of the Department. The information and guidance on the implementation of the EEP 2024-2027 will be provided to officials together with the application and interpretation of the new Employment Equity (EE) progress report which caters to both Occupational Specific Dispensation (OSD), CSA, and PSA appointments.

As part of institutional accountability, the Department has a responsibility to implement and report on transformation matters to various oversight bodies in the country. The Department plays a crucial role in the empowerment of key demographic groups in the country. This is implemented through transformation, mainstreaming, advocacy, inclusivity, accessibility, M&E. The Department has developed transformation policies, in line with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) with an aim to upscale innovation in the field of women empowerment, youth development and disability mainstreaming, and are being implemented to

translate the goals and objectives of policy into action, thus addressing the policy problem.

The Department has a policy on PWDs that protects every employee against discrimination based on disability. The Department furthermore, has a Disability-Friendly Recruitment Strategy which is one of the tools that has been developed to assist in effectively implementing disability management in the workplace. The Strategy ensures that PWDs are employed and are fairly represented in all occupational levels of the workforce. It captures and summarises the Department's intention and willingness to meet the 2% disability as set by Cabinet in 2015. The operational plan on Disability Frameworks has been developed to enhance the implementation of the White Paper on the Rights of PWDs. The Department will develop a Harassment Policy including the rights of the LGBTQIA+ community based on the directive received from the Department of Public Service and Administration (DPSA). The EEP will also be reviewed during the strategic period as required by Section 23 of the Employment Equity Act, 1998 (Act No. 55 of 1998).

6.5.3 Women, youth and persons with disabilities

The purpose of the Employment Equity Act, 1998 (Act No. 55 of 1998) is to achieve equity in the workplace by promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination; and implementing affirmative action measures to redress the disadvantages in employment experienced by designated groups to ensure their equitable representation in the workplace. The Department has developed transformation policies, i.e. Gender Policy, Disability Policy, EEP and Youth Development Framework, in line with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) with an aim to create an enabling environment where a new diverse organisational culture can develop. The Department has embarked in the process of developing a new EEP 2024-2027 which is an important tool to mainstreaming equity programmes

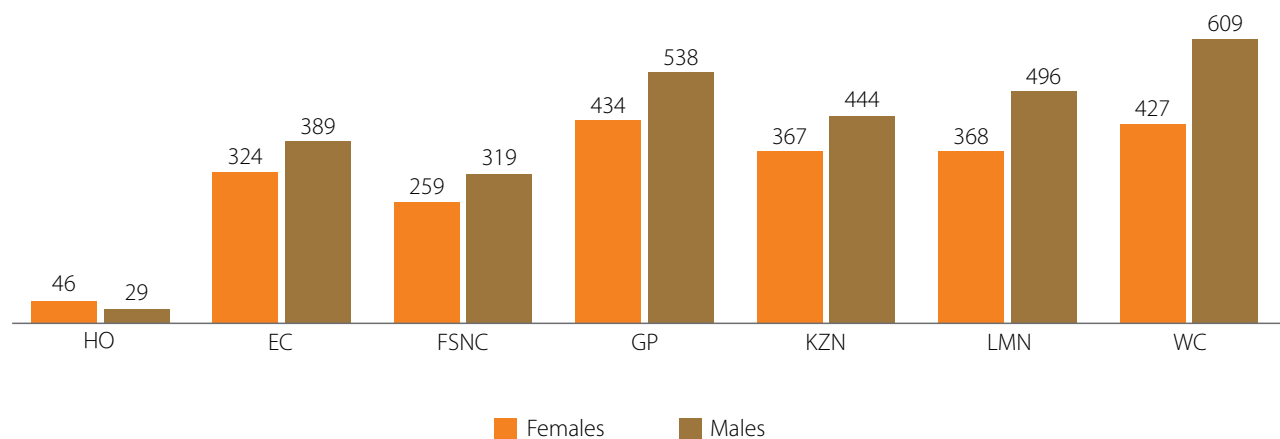
in the Department. The EEP, in harmony with the Employment Equity Act, 1998 (Act No. 55 of 1998), seeks to promote equal opportunity and participation in the workplace with specific emphasis on Section 2 of the Act. The Department facilitates the integration of women empowerment, youth development and disability mainstreaming considerations into all plans, policies and operational decisions of the Department.

Guidance on the implementation of the EEP 2024-2027 will be provided through the development of EE Circular based on the principles of transformation, transparency, equity, diversity, representativity, equity and empowerment. These principles underpin the Department's commitment to ending discrimination and achieving equity and empowerment through affirmative action and skills development and transformation through managing diversity and creating an organisational culture where all officials can reach their full potential. The EE Circular seeks to bring to the attention of officials the critical provisions included in the EEP as well as the application and interpretation of the new EE progress report which caters to both OSD, CSA, and PSA appointments. As part of institutional accountability, the Department has a responsibility to implement and report on

transformation matters to various oversight bodies in the country. Transparency will ensure that all stakeholders are informed on a quarterly basis about the progress of the Department in relation to its targets.

In South Africa, the youth constitute more than a third of the population, with those within the age group of 15 to 34 years constituting of 34,7% of the population (2020 Stats SA Mid Term Population Survey). Bearing this in mind, young people continue to face serious challenges and key amongst them is the problem of structural unemployment. While many more young people have access to education than the generation before them, they have been unable to access the economy at the required scale. South Africa's challenge of youth unemployment cannot be meaningfully delinked from the country's growth trajectory. Since democratisation in 1994, this trajectory has been characterised by significant structural change, alongside stubbornly high levels of poverty and growing inequality. These socioeconomic trends have been exacerbated by the impact of the global economic recession in 2009, which resulted in the economy contracting and a significant number of jobs being lost.

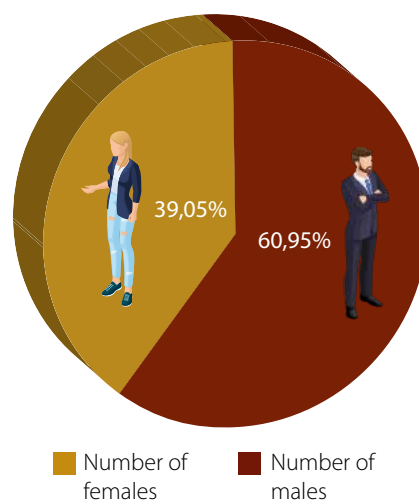
Figure 108: Youth demographics per Region



The Department's Learnership Programme is meant to equip the learners with the right skills and position them as potential entry level employees for the corrections profession. The Learnership provides youth with the skills and knowledge to be an ideal correctional official. The Department had a national workforce consisting of 5 049 youth employees as at 31 March 2024 out of the total of 37 110 staff composition. There were 2 824 male youth employees recorded against 2 225 female youth employees. The Western Cape Region employed the most youth employees with 1 036 youths employed. The priority over the 2024-2029 period will be to increase the employment of youth in the Department. The Department forecasts a younger workforce due to the high attrition rate in the next 5 years.

Gender equality refers to the equal treatment, rights and opportunities for all individuals, no matter what their gender identity is. It is a notion that challenges gender disparity and places emphasis on the importance of breaking down gender bias, stereotypes and norms that confine individuals based on their gender. Gender equality also means fostering an environment free from harassment and gender discrimination, where officials feel safe, comfortable and respected. By supporting gender equality, the Department can drive innovation, benefiting from a diverse and inclusive workforce. However, for its appropriate implementation and achievement, versatile approaches must be employed, where policies and education are involved. The Department's workforce per gender and race group as at 31 March 2024 reflects that 22 619 males form part of the workforce compared to 14 491 females. This reflects 60.95% and 39.05% respectively of the 37 110 employees of the Department. The 2024-2029 strategy aims for more inclusivity in the workforce in line with the priorities of the NDP.

Figure 109: Representation of the national workforce according to gender.

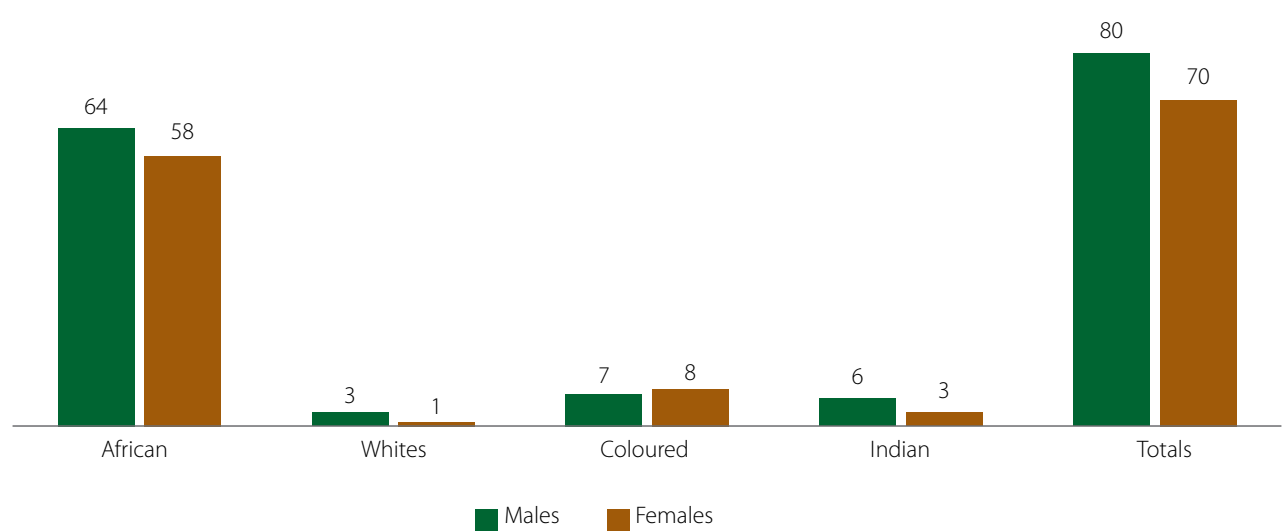


The figure below represents the SMS establishment per race group and gender. The data analysis depicts that there are 150 employees belonging to the Senior Management Services (SMS), of which 80 are male SMS members and 70 are female SMS members. There are a total of 122 SMS belonging to the African race group, 5 belonging to the white race group, 15 belonging to the coloured race group and 9 to the Indian race group. Racial equity acknowledges the challenges posed by historical oppression, exclusion, and power differentials for officials and seeks to create an environment that empowers and levels the playing field. This means that all officials, regardless of race or ethnicity, have equal opportunities, access, and support to grow within the Department and succeed in their careers. Racial equity in the workplace can manifest in micro- and macro-policy shifts, such as striving for representation of officials of color at all levels of the Department; policies and training that address anti-racism and embed cultural sensitivity and inclusivity in the Department, and recruitment and exit policies that are progressive

and vigilant in monitoring any negative cultural shifts. There have been improvements in increasing the female workforce demographics, however, there will be greater focus in the 2024-2029 human resource strategy. The strategy will monitor targets of equity, which is primarily focused at addressing

gender-based discrimination and promoting equal opportunities in education, employment, and political representation while empowering women and supporting women’s autonomy, decision-making and leadership development.

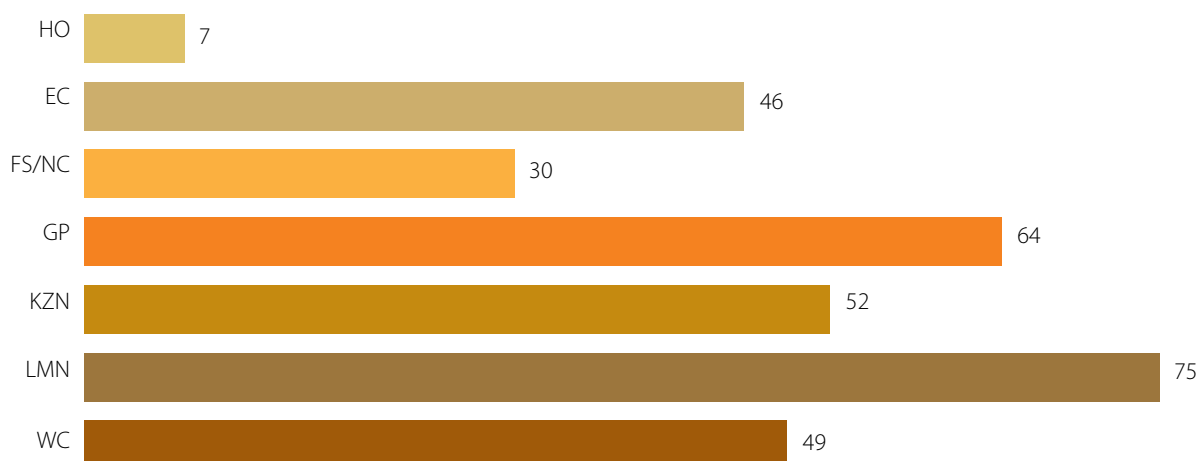
Figure 110: SMS Members per race



The figure below represents the PWDs per Region as at 31 March 2024. Statistical data demonstrates that out of a total workforce of 37 110 as at March 2024, a total of 323 PWDs are employed in the Department. Section 15(2)(c) of the Employment Equity Act, 1998 (Act No. 55 of 1998) provides that a designated employer’s affirmative action measures must include, amongst other things, making reasonable accommodation for people from designated groups. An employer’s obligation to provide reasonable accommodation may arise as a result of an employee’s voluntary disclosure of a disability-related accommodation or where such a need is reasonably self-evident to the employer. Reasonable accommodation is defined in the Employment Equity Act, 1998 (Act No. 55 of 1998) as “any modification or adjustment to a job

or to the working environment that will enable a person from a designated group to have access to or participate or advance in employment”. In this regard, item 6.9 of the Code of Good Practice on Employment of PWDs (“Disability Code”) provides that reasonable accommodation includes, but is not limited to adapting existing facilities to make them accessible; adapting existing equipment or acquiring new equipment including computer hardware and software; reorganising workstations; changing training and assessment materials and systems; restructuring jobs so that non-essential functions are re-assigned; adjusting working conditions, including working time and leave; and providing specialised supervision, training and support in the workplace.

Figure 111: People living with disabilities per Region



The population of PWDs , as at 31 March 2024, is represented in the workforce in all Regions inclusive of Head Office with seven (7) PWDs employed at Head Office. The National statistics reflects 46 PWD's in Eastern Cape Region, FS/NC has 30 PWD's, Gauteng has 64 PWD's, Kwa-Zulu Natal reflects 52 PWD's, Limpopo, Mpumalanga and Northern Cape has 75 PWD's and Western Cape has 49 PWD's. There are 323 PWDs employed nationally.

The Department has a Disability-Friendly Recruitment Strategy which is one of the tools that has been developed to assist in effectively implementing disability management in the workplace. The Strategy ensures that PWDs are employed and are fairly represented in all occupational levels of the workforce. It also captures and summarises the Department's intention and willingness to meet the 2% disability target required by Cabinet. The operational plan on Disability Frameworks has been developed to enhance the implementation of the White Paper on the Rights of PWDs .

The 4th Industrial Revolution marks an era where people are using smart, connected and converged cyber, physical and biological systems and with this, there are more options available to employers to promote and support disability-related inclusivity in

the workplace. As part of the Department's strategy, the targets for PWDs are specified and is translated into policy (to inform recruitment processes) and also into the EE Plan. The strategic focus of PWDs in the 2024-2029 strategic period, is to ensure accessibility and inclusion, ensuring equal access to education, employment, health care, and social services while strengthening legal frameworks and enforcement to prevent discrimination and promote equal opportunities of the smaller representative group of the workforce. As part of its strategic focus and desired outcomes, the Department will promote representation and participation of PWDs in the decision-making processes.

The Department has not achieved the required targets for women in the SMS level at 50% and for PWDs at 2%. The 2024-2029 human resource plan aims to address the non-achievement by monitoring interventions and mechanisms during the recruitment processes, filling of vacant positions and transferring of officials, strict adherence to EE Plan targets and compliance to the Barnard Principle. The Department continues to successfully submit Employment Equity Annual Reports to the Department of Employment and Labour since 2006. The Department features in the National Employment Equity Public Register published annually by the Commission for Employment Equity.

The strategic focus of the Department includes the development of the Harassment Policy including the rights of the LGBTQIA+ community once the directive from the Department of Public Service and Administration (DPSA) is received, including the development of the New EEP as required by Section 23 of the Employment Equity Act, 1998 (Act No. 55 of 1998). Stakeholders that contribute to the Department's planned outcomes are DPSA, DWYPD, Labour, DPME, Commission on Employment Equity and Gender Equity and the Disability Sector.

6.5.4 Information and Communication Technology

The Department utilises Information and Communication Technology (ICT) to streamline operations, improve security measures, enhance communication networks, and manage data effectively within correctional facilities. IT plays a crucial role in maintaining the safety and security of inmates, staff, and the public by providing tools and systems for efficient record-keeping, inmate management, facility monitoring, and incident response.

IT systems within the Department are used to track inmate information, manage visitation schedules, monitor surveillance cameras, control access to restricted areas, and facilitate communication between staff members. Additionally, IT solutions help in automating processes such as inventory management, resource allocation, and administrative tasks, leading to increased efficiency and reduced human error.

The Department supports the rehabilitation and reintegration of offenders by providing educational resources, vocational training programmes, and communication platforms for inmates to connect with their families and access support services. ICT plays a pivotal role in enhancing operational efficiency, maintaining security, supporting rehabilitation efforts, and improving overall management within correctional facilities.

Digital transformation and the 4th Industrial Revolution are the main consideration in the development of the Master Information Systems and Security Technology Plan (MISSTP) which is a critical component of the 2068 Vision of the Department.

- The MISSTP is a technology lifecycle and application portfolio management towards the effective and efficient management, governance and execution of correctional services. This contextualisation applies to all active systems and technologies as well.
- MISSTP will impart visibility of the technology landscape of the Department by aligning the business and its operations with technology and bridging the gap between the current state and its desired future state.

The MISSTP will focus on providing support in correctional services related technologies to improve the effectiveness of systems within the Department as cost effective work enablers.

The implementation of Fourth Industrial Revolution (4IR) technologies in corrections, with a specific focus on electronic monitoring and cellphone use prevention, presents a transformative opportunity to enhance security measures and operational efficiencies within correctional facilities.

To incorporate electronic monitoring effectively, the plan involves deploying advanced tracking devices and GPS technologies to monitor the movements and activities of offenders on probation or parole. These technologies can provide real-time location tracking, curfew enforcement, and geofencing capabilities to ensure compliance and improve supervision practices.

Simultaneously, the plan to integrate cellphone use prevention technologies includes metal detectors and scanner technologies to detect and block unauthorised cellphone usage within correctional facilities. These technologies aim to mitigate illicit communications, prevent criminal activities orchestrated from within correctional facilities,

and enhance overall security by reducing the risks associated with contraband cellphone use. By strategically integrating these 4IR technologies, the Department of Correctional Services can bolster security protocols, streamline monitoring processes, and mitigate potential risks associated with electronic communications, ultimately fostering a safer and more controlled correctional environment.

The Department is currently grappling with a series of internal obstacles that are impeding their ability to adequately maintain the Department's technology infrastructure. These hurdles encompass:

1. **Skills Disparity:** Various IT team members possess differing levels of proficiency, potentially resulting in a shortage of specialised skills in cutting-edge technologies like cybersecurity, data analytics, or cloud computing. This skills disparity hampers the execution of new IT projects and the resolution of intricate technical challenges.
2. **Resource Constraints:** Scarce IT personnel resources are generating strain on workloads and causing deficient assistance in keeping current systems operational, handling user queries, and initiating fresh projects. This shortage can lead to delays, ineffectiveness, and substandard IT service provision.
3. **Technical Hurdles:** IT professionals may confront technical issues associated with dated infrastructure, legacy systems, software compatibility concerns, or network interruptions. Overcoming these technical obstacles demands time, resources, and specialised expertise.
4. **Inadequate Training Opportunities:** Insufficient avenues for training and professional growth for IT personnel are hindering their professional advancement, knowledge expansion, and capacity to keep pace with evolving technologies and industry best practices.

5. **Resistance to Change:** Resistance to change with the adoption of new technologies, procedures, or IT governance structures is impeding forward movement and creativity within the Department. Conquering this resistance necessitates the implementation of effective change management strategies and communication.
6. **Financial Restraints:** Restricted IT budgetary allocations may limit the procurement of essential tools, software licenses, security measures, or infrastructure enhancements. This limitation could impede the Department's ability to address evolving technological needs and uphold a resilient IT environment.

A comprehensive strategy is essential to effectively overcome these internal challenges. This strategy should involve investments in staff training and development, bolstering IT capabilities through recruitment or external sourcing, prioritising technical support and infrastructure enhancements, cultivating a culture of ongoing learning and innovation, and advocating for sufficient IT budget allocations to effectively support the Department's objectives.

6.5.5 Infrastructure Investment

Correctional facilities are responsible for maintaining a safe and orderly environment however the Department faces unique challenges in fulfilling this objective due to the fluid population and conditions that are consistently under strain. Over the last two decades, there has been increasing recognition that the architecture of correctional facilities can be an important catalyst for rehabilitation. It is well documented that infrastructure delivery and maintenance operations in the public sector have difficulty in achieving a balance between cost, quality and time. As a result, Infrastructure Maintenance is based on a 'reactive management approach', as opposed to the world-wide accepted 'proactive approach', in line with the dictates of Total Quality Management (TQM). The ageing infrastructure requires urgent replacement, upgrade, refurbishment and frequent maintenance to ensure that

correctional facilities are safe, humane, cost-efficient and appropriately secure. The task of developing and maintaining a comprehensive infrastructure management strategy for the Department that integrates the financial perspective, operations perspective, continuous improvement perspective and corporate image perspective is complex.

Correctional facilities should have the physical infrastructure to promote a safe environment that supports the rehabilitation of offenders. This includes providing them with access to work, education, family visits, and other activities and programmes to advance rehabilitation.

Table 16: Overview of the number of correctional facilities nationally

Specific Categories of Correctional Facilities	Total
Female facilities	10
Juvenile and youth facilities	16
Remand Detention facilities	21
Maximum correctional facilities (incl. PPPs)	22
Mixed facilities (either housing males, females, sentenced offenders and unsentenced inmates)	170
Closed facilities	04
Total number of correctional facilities	243
Mother and Baby Units (units within the various correctional facilities)	18

The Department reviewed its National Bedspace Programme by re-focusing on areas of spatial priority and functional development in regions where crime is prevalent, overcrowding is reaching extreme levels, location and distance of Remand Detention Centres to Magistrate Courts and High Courts and prioritising the guidelines of the National Spatial Development Framework (NSDF) Plan and guidelines of Chapter 12 of the White Paper on Corrections in South Africa (2005) to achieve the desired spatial vision and developmental goals. The Infrastructure Master Plan was developed with special consideration to the National Spatial Development Framework (NSDF) which aims to transform South Africa's spaces and to reach the objective of the Reconstruction and

Development Programme of breaking down the spatial geography of apartheid. The Department is currently in the process of revising the Facilities Management Framework and the Asset Management Standard Operating Procedure Manual, in line with the relevant Construction Industry Development Board Act, 2000 (Act No. 38 of 2000) to guide internal processes applicable to infrastructure development. The decisions made at the front end of the design process of a correctional facility will have far reaching implications throughout the operational life cycle of a correctional facility, with significant impact upon its functionality and the ability of officials to conduct safe, secure, and humane corrections as enunciated in the Bill of Rights.

Table 17: Number of correctional facilities per Region:

Region	No. of Management Areas	Correctional Facilities		
		Temporarily Closed	Active Facilities	Total
Eastern Cape	6	0	45	45
Gauteng	8	0	26	26
Free State / Northern Cape (Inc 1 PPP: Mangaung)	7	Parys	47	48
KwaZulu-Natal	7	0	42	42
Western Cape	10	Swellendam	43	44
Limpopo/Mpumalanga/ Northwest (Incl. 1 PPP: Kutama Sinthumule)	8	Brits Geluk	36	38
Total	46	4	239	243

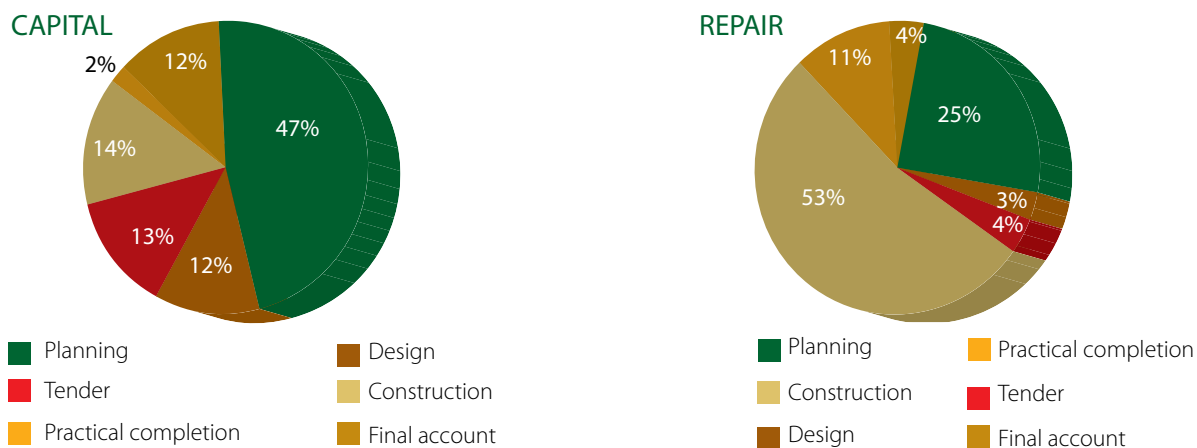
Table 18: Overall condition of correctional facilities

Condition Rating	Percentage of correctional facilities	Percentage of correctional facilities	Number of correctional facilities
Good	4%	4 % (unchanged)	10
Fair to Good	15%	15 % (unchanged)	36
Fair	16%	17 % (improvement by 1%)	41
Fair to Poor	58%	58 % (unchanged)	141
Poor	7%	6 % (improvement by 1%)	15

The infrastructure strategy is an overarching, long-term plan of integrated operational infrastructure goals, activities, actions and responsibilities that will contribute to achieving the objectives of the MTDP. The Department identified the need for an integrated delivery management capacity (processes and supporting systems) to ensure accelerated service delivery and in particular for the creation of additional bedspaces. The implementation of the infrastructure plan is based on the Infrastructure

Delivery Management System (IDMS) designed by the National Treasury to capacitate the public sector's infrastructure implementing units in order to enhance the delivery of infrastructure. Strategies to expand physical infrastructure and facilities are likely to be hampered by inhibiting factors related to budget constraints, which causes the inability to implement, manage and complete infrastructure development and maintenance programmes.

Figure 112: Summary of Capital and Repair Infrastructure Projects



Creation of new bedspaces

The Department has a total of 243 correctional facilities with an average overcrowding rate of 48% which by implication requires an increased bedspace of 49 884. This implies that the Department should be in a financial and operational position to construct approximately 100 new correctional centres with a bedspace of 500 per correctional facility in order to alleviate overcrowding, on condition that the exiting bed-space capacity does not decrease. Considering the estimated cost of the currently constructed correctional centres at Parys and Burgersdorp, an estimated capital allocation of R30,6 billion will be required. The Department plans to increase the number of bedspaces to address overcrowding with the following projects:

Burgersdorp Correctional Centre. The project for the construction of a 500 bedspace Correctional Centre at Burgersdorp was handed over to a contractor in April 2022, and it is anticipated that construction will be finalised in 2027.

Parys Correctional Centre. The initial contract for the construction of the Parys Correctional Centre was terminated due to the poor performance of the contractor. The project was approximately 85% completed at the time of terminating the contract. The project for the construction of a 250 bedspace Correctional Centre (replacement of the old Correctional Centre) was handed over to the new completion contractor during March 2024. Rework is needed at various roofing sections, walk-ways, wall plastering, painting and window frames. It is anticipated that construction will be finalised in 2027.

Lichtenburg Correctional Centre: The planning and design stages are finalised. The construction of the proposed 500 bedspace correctional centre is delayed due to the unavailability of bulk water provisioning by the Municipality. The possibility of alternative water supply, such as drilling of boreholes are under investigation. The construction is anticipated to commence once the availability of bulk infrastructure and funding are confirmed.

Kirkwood Correctional Centre: The project is in planning and design stages for the construction of a 500 bedspace correctional centre. Site Clearance was issued during May 2022. It is anticipated that the construction is anticipated to commence during the 2026/27 financial year, subject to the availability of funding.

Nigel Correctional Centre: The project is currently in the planning and design stages. The procurement strategy was submitted to the DPWI National Bid Adjudication Committee (NBAC) on the 27 of May 2024 for consideration. The construction of the proposed 1 500 bed Correctional Centre is anticipated to commence during the 2027/28 financial year, subject to the availability of funding.

Leeuwkop Correctional Centre: The project is currently at site clearance stage for the construction of a 1 500 bedspace correctional centre. The detailed planning will commence once a suitable Town Planning Professional is appointed. It is anticipated that construction will be finalised by 2030 subject to confirmation once detailed planning is completed.

George Correctional Centre: The project is currently in site clearance stage for the construction of a 500 bedspace correctional centre. DPWI is undertaking a feasibility study. Completion date to be confirmed subject to outstanding matters being finalised.

Voorberg Correctional Centre: The project is currently in site clearance stage for the construction of a 1000 bedspace correctional centre. The detailed planning will commence once a suitable Town Planning Professional is appointed. It is anticipated that construction will be finalised by 2030 subject to confirmation once detailed planning is completed.

Richards Bay Correctional Centre: The project is currently in site clearance stage for the construction of a 500 bed Correctional Centre. The Environmental Impact Assessment and Traffic Impact Assessment are still outstanding. It is anticipated that construction will be finalised by 2031 subject to confirmation once detailed planning is completed.

New National Head Office: The Department has embarked on a process to construct alternative accommodation at a state-owned property at Salvokop, Pretoria, within a government precinct. The project was registered with Government Technical Advisory Centre (GTAC) on 25 April 2016. The National Treasury was requested to facilitate the procurement process for the construction of a new building through the assistance of the GTAC. The GTAC appointed the Transactional Advisors in order to facilitate and to manage the process. The Environmental Impact Assessment has reached an advanced stage, with minor outstanding issues. In view of the lack of adequate funding and time-consuming processes related to the design and construction stages, the construction of the new facility will extend beyond the strategic period.

Construction of and maintenance of educational facilities: The Department requires additional infrastructure for the provisioning of Skills Development and Formal Education programmes to increase the percentage of offenders participating in skills development programmes and formal education programmes. The provision of education and training programmes and services are dependent on the availability of classrooms and training facilities, e.g. welding and carpentry workshops within the correctional environment. Current operations cannot meet the increased demand for the provision of education and skills training opportunities for offenders due to the unavailability of sufficient and adequate classroom and training infrastructure. Most Correctional Centres are not conducive to render tuition/ training in terms of the full curriculum spectrum and in many instances, classrooms and training facilities are not available. Centres improvise in utilising cells, dining halls, passages, court yards etc. The National Skills Development Strategy (NSDS III) requires the integration of education and skills development programmes in the Department. This can only be realised if infrastructure supports the required training to ensure the implementation of education and training initiatives. The availability of classroom infrastructure is required as a priority to comply with the prescribed curricula requirements

for formal education, Technical and Vocational Education and Training (TVET) College programmes and skills training to increase offender participation in rehabilitation programmes. The procurement of prefabricated classrooms is proposed to address this immediate dire need due to the time it takes to get approval to build classrooms.

Infrastructure Statutory Compliance

The DPWI renders technical support and professional environmental expertise in terms of the Government Immovable Asset Management Act No19 of 2007(GIAMA). Clause 10.1.6 of the Intergovernmental Service Level Agreement (SLA) between the Department of Correctional Services (“user”) and the National Department of Public Works and Infrastructure (“custodian”) dated November 2019 stipulates the DPWI must; “ensure statutory compliance to documented legislation, processes, procedure and policies.” In the absence of such technical support the Department has commenced on a programme to ensure that all incinerators fully comply with National Environmental Management: Air Quality Act 39 of 2004 and other regulations. The Department will invest approximately R 5 000 000 over the MTEF on obtaining atmospheric licenses.

The Infrastructure Plan includes the day-to-day management of immovable assets pertaining to facilities planning, property management and engineering infrastructure management, all of which will require maintenance, costing and budgeting. The Department implemented an industry recognising operational strategy to manage the infrastructure lifecycle by:

- **Recognise and Accept Assets:** The purpose of this process is to recognise the immovable assets into the Asset Register and accounting system. In this regard the Department conducted a land audit during the 2023/24 financial year to verify and confirm land parcels where correctional centres are situated.
- **Mobilisation for Facilities Management:** The purpose of the process is to prepare a new facility

for occupation and to ensure that all internal processes are in place to occupy the newly refurbished and/or constructed correctional facility. In support of the strategic outlook to provide an appropriate and cost-effective infrastructure, emphasis is given on technology advances in terms of ISS. During the strategic period the Department will continue to invest in security upgrades and maintenance.

- **Operations of assets:** This phase entails the operational management of immovable assets and includes facilities management, engineering infrastructure management, property management, technical condition assessment surveys, maintenance of assets and remaining life cycle costing.
- **Maintain assets:** This sub-process refers to the execution of maintenance plans, primarily preventative maintenance, and also the repair and breakdowns.
- **Demobilisation (disposal) of facilities management:** Demobilisation of Facilities Management is required for immovable assets that will be disposed of as well as assets earmarked for upgrades, refurbishments or renovations. There are no immovable assets identified for demolition during the strategic period.

There are only 6,1% (15/242) of correctional facilities that conform to new generation design. Infrastructure related challenges affect service delivery in all the key pillars of correctional services which are the provision of primary health services, rehabilitation programmes, social integration and security. The majority of infrastructure projects are implemented by the DPWI, under the devolved capital budget. In addition to this agreement, the Department contracted the Independent Development Trust (IDT) to implement various infrastructure projects. The majority of construction and maintenance projects are delayed due to extensive cost and time overrun. Projects are delayed during the planning stages, with various projects remaining in the planning and design stages for extensive periods in excess of seven years. The Department is unable to create adequate

accommodation and unable to adequately maintain infrastructure in support of key strategic outcomes. The DPWI is unable to maintain boilers as required by Regulation 11 of the relevant health and safety standards. In order to overcome this challenge, the Department intends to adopt this responsibility from the DPWI in order to comply with the relevant regulation and to ensure adequate services related to hot water and preparing of nutritional services.

During the 2023/24 financial year the Department funded the installation of three new boilers at the Durban Westville Management Area, and subsequently the DPWI failed to implement the required operator and service contract to maintain this investment. Other boiler plant installation such as at the Mthatha Management Area is also challenged in this regard. The Department will require an additional R 30 000 000 to maintain these plant installations of the MTEF period.

Implementation of Advanced Security Technology

During the 1994/95 financial year the Department moved towards the introduction of security technology systems in order to enhance the security capacity at correctional facilities, with the strategic shift to functional unit management and through the implementation of Integrated Security Systems (ISS). One of the contributing factors which led to the weakening of security systems infrastructure can be attributed to the lack of in-house technical capacity to maintain and repair these systems and the failure of the DPWI to implement maintenance contracts.

The Department has entered into a Memorandum of Agreement (MoA) with the Independent Development Trust (IDT) to act as an Implementing Agent (IA) for various infrastructure related projects. The Department is in process to devolving this function from the DPWI, and it is worth noting the implementation of ISS maintenance contracts at 38 correctional facilities is yielding results. This process will include the transfer of skills to officials and youth employment as part of all new contracts to implement remedial actions which in turn will

improve ISS system functionality and reliability. The skills transfer will include 16 officials for in-service training, pre-trade test external training and artisan trade certification in the Millwright trade.

The Department will participate in the Security Maintenance control room support contracts of the Department of Justice. Control room operators will be employed under the auspices of the contract to man control rooms and to deliver support related to security systems. In terms of the contract control rooms operators will be supplied on a 24/7 basis. This will provide much needed human resources support. An allocation of approximately R600 million will be needed over the period of five years to upgrade and maintain currently installed security infrastructure.

Procurement Strategy for delivery of infrastructure

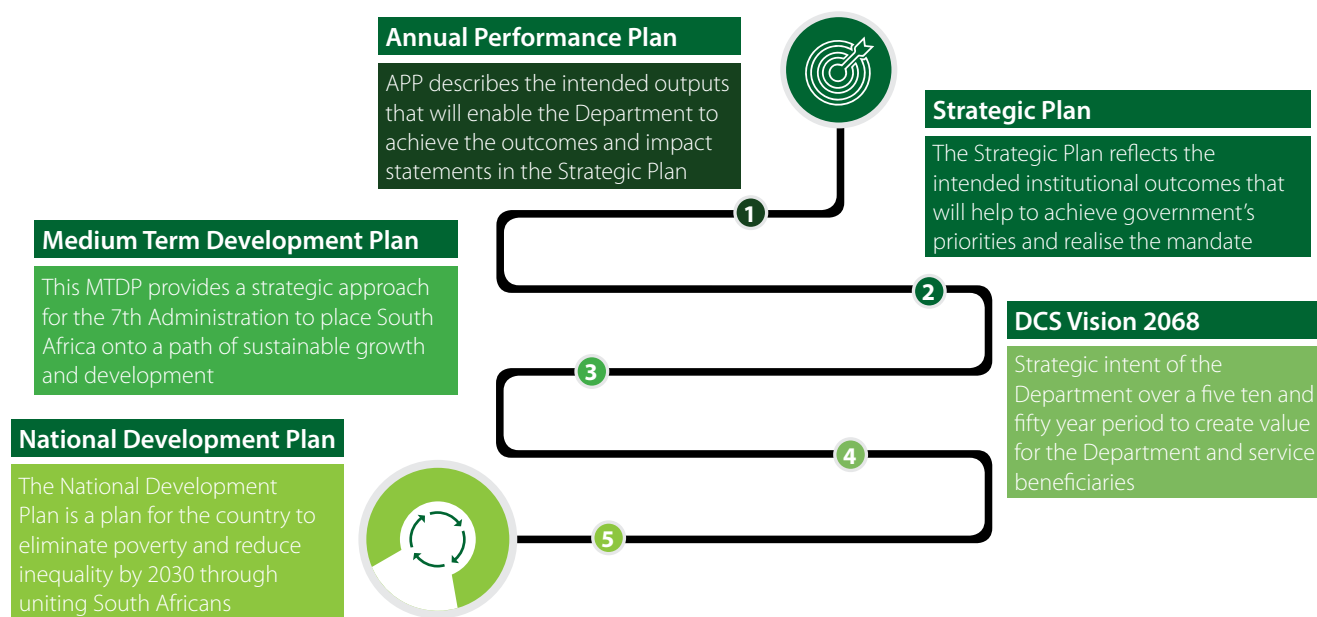
During the 2020/21 financial year the infrastructure procurement strategy of the Department was revised in order to limit “over-reliance” on the DPWI to deliver and maintain infrastructure. The appointment of the Independent Development Trust (IDT) and the Development Bank of Southern Africa (DBSA) enhanced the capacity to deal with the maintenance backlog. The Department further enhanced inhouse capacity by implementing own resources projects and will continue to build this capacity in this regard. Positive progress was achieved in terms of immovable asset maintenance, through the delivery of DCS implemented maintenance contracts.

6.5.6 Description of the strategic planning process

Strategic planning within government is statutorily mandated by various legislation and regulations,

including Chapter 5 of the Treasury Regulations (issued in terms of the Public Finance Management Act, 1999) and Public Service Regulations (Part 3 of the Public Service Regulation issued in terms of the Public Service Act, 1994). The structure and contents of the Department’s Strategic Plan and Annual Performance Plan are thus informed by the Revised Framework for Strategic Plans and Annual Performance Plans (2019). The responsibility for the Annual Performance Plan is that of the Accounting Officer (National Commissioner). Public policy is the premise for strategic planning and for budgeting and provides a context and basis for strategic planning. Strategic planning does not take place in a policy vacuum, instead it is informed by policy goals of the government. The policy goals are translated into policy through functional and systematic management stages. Strategic planning is used to convert policy intentions into tangible functional planning with necessary budget provision. Strategies as part of planning should be based on key legislative, policy and regulatory documents – giving direction to the achievement of national priorities and outcomes described in the NDP and MTDP. In implementing the Strategic Plan, the Department prepares an Annual Performance Plan on an annual basis, which captures what would be done in a particular financial year in order to make in-roads in the implementation of the Strategic Plan. It is also informed by the Auditor-General’s Report, Annual Report and the Mid-Year Review report, as well as policy pronouncements. All these documents serve as a guide for subsequent year being planned for. In developing this strategy, the Department undertook a review of the operating environment to identify the internal and external factors which could significantly impact upon future of the Department’s capacity, priorities, strategy, implementation and delivery.

Figure 113: Strategic planning process of the Department

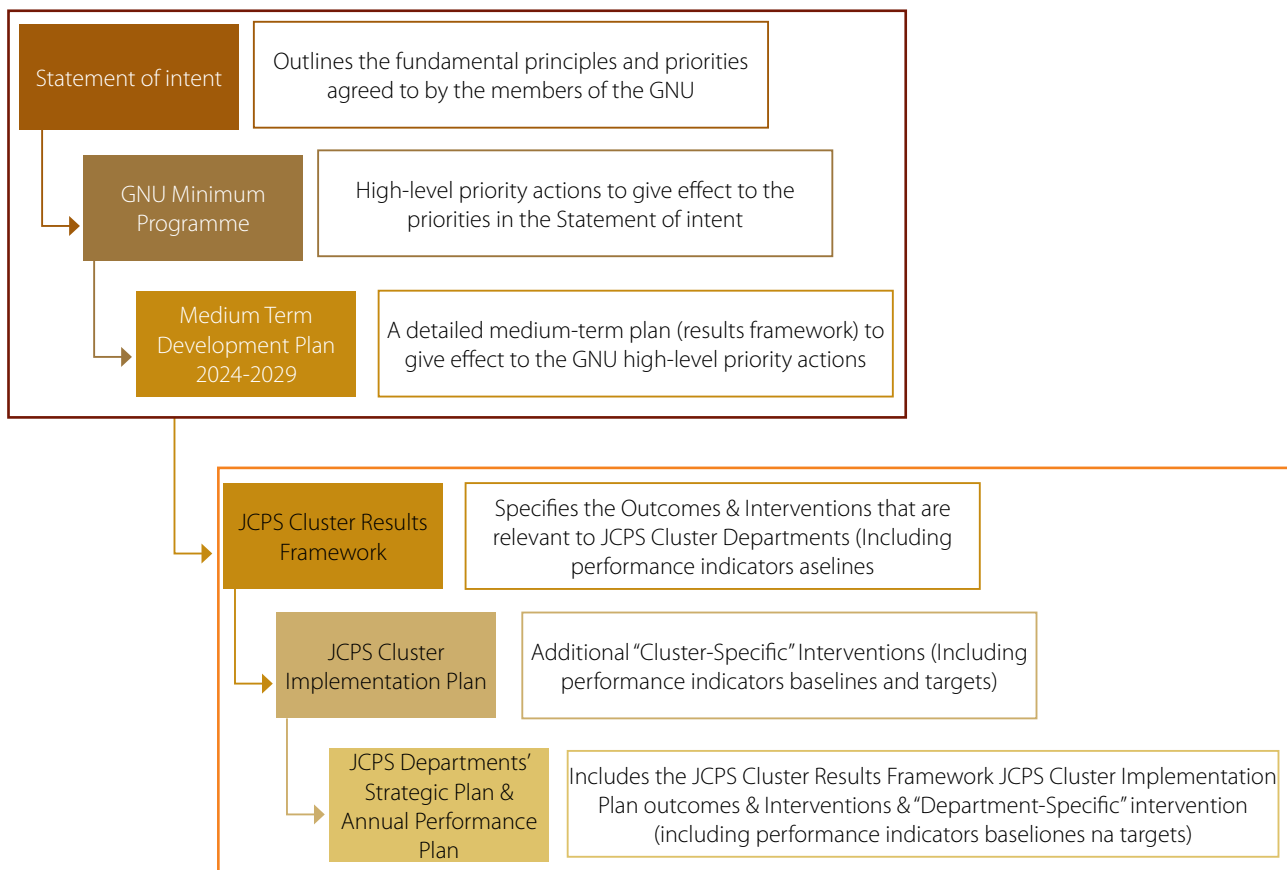


The 50 Year Strategic Intent for the Department for the period 2018 to 2068 covers a critical period in the country's development as a democracy and a force in the CJS. The Vision 2068 anticipates foreseeable and unforeseeable developments that will place significant demands on the Department's ability and readiness to provide the best correctional services for a safer South Africa. In terms of the content of the Strategy, the focus remains the apex priorities of safe and humane incarceration, self-sufficiency and sustainability, rehabilitation, social reintegration, integrated smart technology, appropriate, secure and cost effective facilities. This focus will be augmented by the emphasis on a professional and ideal correctional environment with a competent and innovative workforce.

The national elections which were held in South Africa on 29 May 2024 saw the formation of the Government of National Unity (GNU) which is the first GNU in the 30 years of democracy. The Statement

of Intent binds the GNU and lays the foundation of principles and minimum programme of priorities. In line with the principles underpinning the Statement of Intent, the Seventh Administration is characterised by transparency and accountability, integrity and good governance. Adherence to these principles is crucial for the implementation of the Medium-Term Development Plan (MTDP) priorities. The MTDP is a high-level strategic document to guide the five-year implementation and monitoring of the NDP. It sets targets for implementation of the priorities and interventions for the five-year period, and states the Outcomes and Indicators to be monitored. The MTDP 2024-29 continues to support the goals of the NDP towards 2030 and integrates the commitments of the GNU statement of intent, with a prioritised focus on the economy. The Social Reintegration Programmes contributes to the attainment of Outcome 1: Increased feelings of safety in communities under Strategic Priority Three: A capable, Ethical and Developmental State.

Figure 114: Alignment of planning for the Seventh Administration



The Department is responsible for the facilitation of acceptance and social reintegration of offenders into their respective communities and the creation of conducive environment for the successful reintegration of offenders. Community corrections places emphasis on ensuring that other stakeholders are involved in the social reintegration of parolees and probationers into the society. Introducing alternatives to incarceration will not only address the problem of overcrowding in correctional centres but reflect a fundamental change in the approach to crime, offenders and their place in society, changing the focus from punishment and isolation, to restorative justice and reintegration. When accompanied by adequate support for offenders, it would assist some of the most vulnerable members of society to lead a life without having to relapse back into criminal behaviour patterns.

The strategic planning process also involved defining the Department's vision, mission, values as well as developing an impact statement and outcomes. The impact and outcome statements, outlined in the five-year Strategic Plan will become the drivers for institutional management to ensure that the Department is achieving its set priorities. Alignment with the budget is required to ensure that sufficient resources are available to achieve outcomes. During the period covered by this strategy, the Department will modernise its operations and practices and ramp up its outputs, from value added activities through effective use of production workshops, agriculture and offender labour to improved social reintegration through partnerships. The Department is undertaking to deepen stakeholder relations and engage directly with communities and key constituencies in society and economy. Corrections is seen as more than just crime prevention, but also as a societal responsibility to which all sectors and institutions of society should contribute.



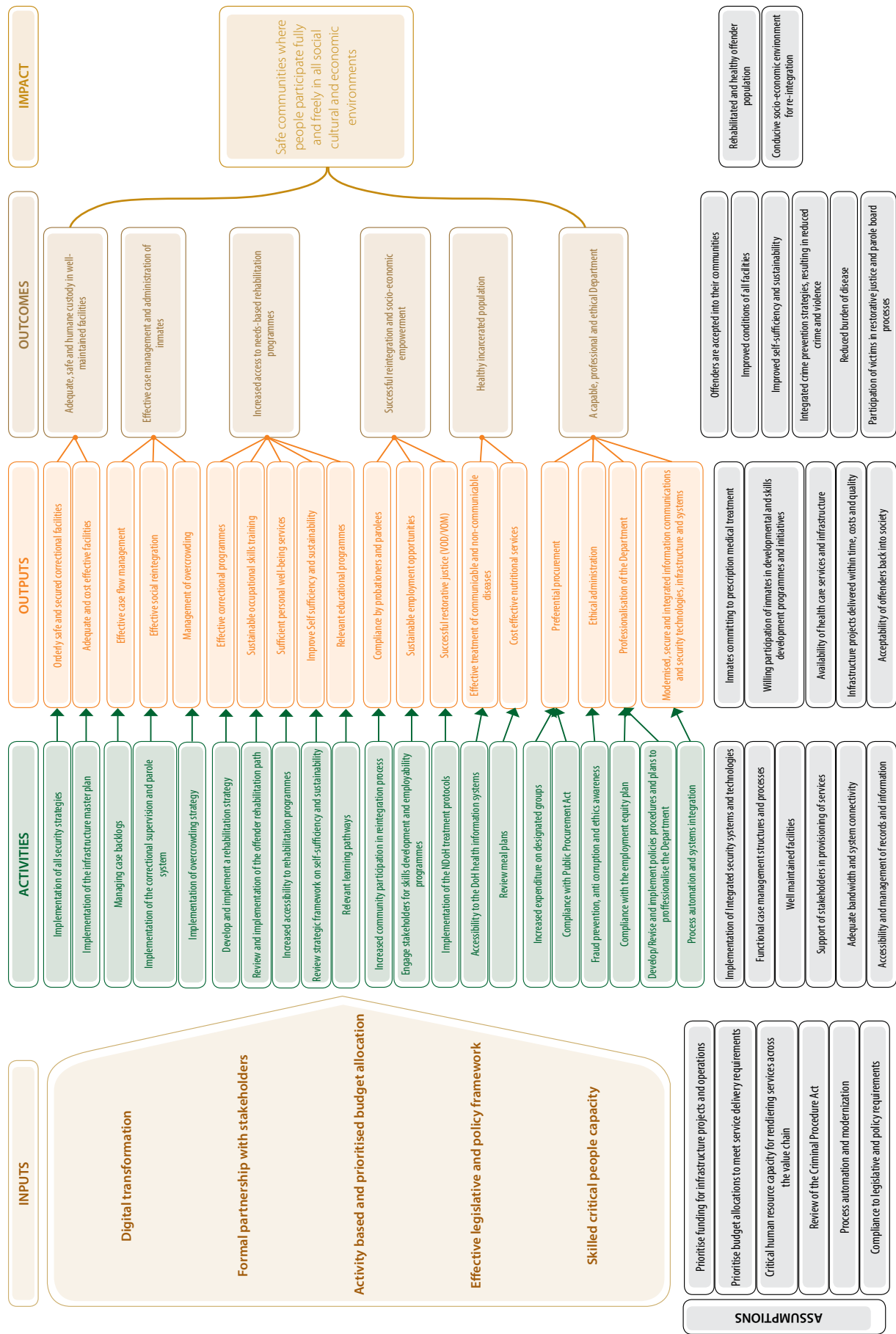
Part C: Measuring our Performance

7. Institutional Performance Information

7.1 Theory of Change

The figure below shows how the Department will apply the Theory of Change in the planning moving towards the attainment of the Impact – expressing the long term change the Department required to achieve the identified outcomes. The outcomes can only be achieved when the outputs are established based on the activities performed by utilising all inputs (systems, processes, people and adequately utilised financial resources).

Figure 115: Theory of Change



8. Impact statement

Table 19: Impact Statement Table: Safe Communities

Impact title	Safe communities where people participate fully and freely in all social, cultural and economic environments
Impact statement	A supportive and equitable correctional environment safe for inmates and officials in which all members of the community are treated with fairness and justice; and in which offenders have the opportunity to participate in constructive rehabilitation activities which prepare them for release as law abiding citizens
Description	<p>Safe and secure communities that encourage economic growth and transformation by providing an environment conducive to employment creation, improved education and health outcomes, and strengthened social cohesion. This requires that people both feel, and are safe and have meaningful opportunities to participate in decision-making processes. Crime prevention and the need to address factors of economic, political, and social inequality that lie at the root of crime, victimisation and fear is of critical importance to realising safer communities. This means working to reduce risks for reoffending and addressing the vulnerability of individuals and communities.</p> <p>Successful offender reintegration as a crime reduction strategy must be the overall purpose of the criminal justice system. All programmes and services offered to support offenders in the pre- and post-release phase to ensure that they become law-abiding citizens constitute offender reintegration. During reintegration, it is critical that professionals, families and communities support offenders in their quest to find their footing and avoid re-offending. Reintegration is not regarded as an event; rather it is a long-drawn process which is complex and must be addressed holistically. Positive reintegration outcomes are more likely to be generated when factors predisposing offenders to criminal behaviour are confronted and their physical and social needs are addressed in a continuous and holistic manner both during and after incarceration.</p> <p>Restorative Justice is part of a holistic initiative that allows the rebuilding of relationships by allowing offenders, victims and their families to interact. This helps offenders to assume responsibility and acknowledge the consequences of their actions on others. Where possible, restitution is made and this strengthens the likelihood of reform. This will also smoothen the re-entry of an offender back into society upon release.</p> <p>The Criminal Justice System regards rehabilitation and reintegration of offenders as a collective responsibility of society. The White Paper on Corrections in South Africa (2005) notes that, the successful rehabilitation and reintegration of offenders into the society can only be made effective and meaningful by allowing the participation of multiple stakeholders. To this end, at a policy level, multi-stakeholder processes are an integral component of reintegration initiatives. Thus, institutions such as the courts, police, communities, voluntary organisations and municipalities are seen as vital in supporting and facilitating the successful reintegration of offenders. Working with community groups, faith-based organisations or volunteers will assist helping offenders connect with the community while managing any potential safety or security risks.</p>

9. Measuring our Outcomes

Table 20: Strategic Outcome 1: Adequate, safe, secure and well maintained facilities

MTDP Priority	MTDP Priority 3: Build a capable, ethical and developmental state
Outcome	Adequate, safe and humane custody in well-maintained facilities
Outcome Statement	Safe, secure and humane conditions for all inmates, parolees, probationers, stakeholders and officials in well maintained facilities consistent with their human dignity including assets and information. Preventing security breaches, further criminal acts, promote the rule of law and Criminal Justice System to enable offenders, probationers and parolees benefiting from rehabilitation activities.
Outcome indicator	<ul style="list-style-type: none"> Percentage good condition rating of correctional facilities Percentage security breaches in the corrections environment (correctional centres, remand detention facilities and community corrections).
Rationale for the choice of outcome indicator	Safety, security and prevention of further criminal activities remain the core business of Correctional Services informed by the strategic imperatives of correcting offending behaviour, rehabilitation and correction as a societal responsibility.
Baseline (2023/24)	<ul style="list-style-type: none"> 4% good condition rating of correctional facilities 2.42% security breaches at correctional centres
Five year target	<ul style="list-style-type: none"> 5% good rating in the condition at correctional facilities. 2.17% security breaches at correctional facilities.
Enablers to achieve the five year target	<ul style="list-style-type: none"> Adequate physical security, procedural and dynamic security. Reduced inmate population (overcrowding) to improve the ratio of inmates to custodial officials. Appropriate and cost-effective facilities that support a safe and secure environment. Availability of skilled and trained security officials. Availability of adequate security resources Strengthening the coordination and streamlining of cluster department activities within the criminal justice system
Contribution of the outcome to the achievement of the impact	Incarceration of inmates limits the basic rights of an individual. The aim is to ensure safe and secure custody of inmates in well maintained facilities consistent with human dignity and to protect society against crime by removing perpetrators from society. Ensuring a safe environment for officials, stakeholders and persons visiting correctional facilities.
Contribution of the outcome to the achievement of the mandate of the Department	The objective of safe custody and ensuring control can best be achieved within a well-ordered environment which is safe for inmates and officials, in which all perceive themselves to be treated with fairness and justice, and in which offenders have the opportunity to participate in constructive activities and to prepare themselves for release. While safety and security remains at the heart of the Department, it is informed by the strategic imperatives of correcting offending behaviour, rehabilitation and corrections as a societal responsibility.
Contribution to achieving the Medium-Term Development Plan (MTDP Priority) and other national priorities	Priority 3 : Build a capable, ethical and developmental state Outcome: Safer communities and increased business confidence NDP Chapter 12: Building safer communities Integrated Criminal and Violence Prevention Strategy (ICVPS) National Strategic Plan on Gender-based Violence and Femicide
Justification	According to section 36 of the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended) the correctional system is designed to protect the public, promote social responsibility and enhance human development in order to prevent offending behaviour or recidivism in well maintained facilities.

Table 21: Outcome 2: Effective case management and administration of inmates

MTDP Priority	MTDP Priority 3: Build a capable, ethical and developmental state
Outcome	Effective case management and administration of inmates
Outcome statement	<p>To increase in the number of victims who participated through physical attendance or representations (e.g. written or Audio-Visual System (AVS)) in the Correctional Supervision and Parole Board (CSPB) meetings where offenders are considered for possible placement on parole. Victims are given a platform to provide the victim impact statement, statement of opposition and the opportunity to contribute towards setting of placement conditions for a successful social reintegration.</p> <p>Reduce overcrowding in correctional facilities through the timely referral of qualifying Remand Detainees to the respective courts for the review of bail and length of detention.</p>
Outcome indicator	<ul style="list-style-type: none"> • Number of victims who participated in the CSPB meetings. • Percentage successful court outcomes for the containment of Remand Detainees
Rationale for the choice of outcome indicator	<p>Section 299A(1) of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) read with section 75(4) of the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended) provides for facilitation of participation of victims in the CSPB meetings. The mentioned legislation provide for the right of victims of certain crimes to make representations with regards to the placement of offenders on parole, medical parole, day parole and correctional supervision and relates to offenders sentenced for murder, intentional killing, rape, robbery where wielding of a fire-arm or any other dangerous weapon or infliction of grievous bodily harm or the robbery of a motor vehicle is involved; sexual assault, compelled sexual assault or compelled self-sexual assault as contemplated in section 5,6 or 7 of the Criminal Law (Sexual Offences and Related matters) Amendment Act, 2007, respectively; kidnapping, any conspiracy, incitement or attempt to commit any offence contemplated in the offences above and GBV&F.</p> <p>In line with the White Paper on Remand Detention Management in South Africa (2014), the Department has two measures available to reduce the number of Remand Detainees who are detained at correctional facilities: Section 63A, together with section 63(1), of the Criminal Procedure Act, 1977 (Act No.51 of 1977) ("Bail Review"); and Section 49G of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) Section 63A entails referring to court the Remand Detainees with the option of bail while Section 49G involves referring Remand Detainees to court for consideration of their length of detention before completing a period of 24 months in detention.</p>
Baseline (2023/24)	<ul style="list-style-type: none"> • 1 730 • 9.63% (5 371/55 776)
Five-year target	<ul style="list-style-type: none"> • 3 344 of victims who participated in the CSPB meetings. • 14.63% successful court outcomes for the containment of Remand Detainees
Enablers to achieve the five-year target	<ul style="list-style-type: none"> • Registration of victims for participation in CSPB meetings. • Availability of structures for victim tracing. • Timely involvement of victims in VOD/VOM processes. • CSPBs capacitated and quorate to facilitate the meeting. • Collective responsibility and management of Remand Detainees within the CJS (i.e. SAPS, the DoJ&CD, the NPA, the DSD) • Effective functioning of the CJS through the implementation of protocols regarding the flow of Remand Detainee cases

MTDP Priority	MTDP Priority 3: Build a capable, ethical and developmental state
Contribution of the outcome indicator to the achievement of the impact	<p>Case management ensures that offenders actively participate in intervention programmes and services to be timeously considered for parole which must include the participation of victims for successful social reintegration. The participation of victims of crime may serve to strengthen ties in the community and to facilitate the development of community based capacities to assist offenders. This will reduce the likelihood of an offender relapsing into criminal behaviour and at increase the offender's chances of social reintegration, taking into account the needs of the victim.</p> <p>Case administration processes allow for RDs to comply with court appearances, ensures that RDs are treated humanely and with respect for their dignity, regardless of the reason for their detention. The effective release of RDs can contribute significantly both to the reduction of the inmate population and to the social reintegration of inmates.</p>
Contribution of the outcome indicator to the mandate of the Department	<p>The successful social reintegration of offenders, and therefore the prevention of reoffending and return to correctional facilities, is an important factor that can contribute to the reduction of the offender population. Statutory structures such the CSPBs exist to ensure that victims' concerns form part of the parole processes. This will assist offenders to reintegrate back into society under controlled circumstances in order to become responsible law-abiding citizens.</p> <p>The Department was at the front end of the Criminal Justice System through the detention of Remand Detainees, and at its tail end through the detention and eventual release of sentenced offenders. The Department does not have control over the population of RDs, however, the Department can contribute to the containment of the RD population in correctional facilities through implementing measures that are within its control. The Department has concluded protocols in terms of: (i) the referral of Remand Detainees to court for consideration of their length of detention; (ii) referral of terminally ill or severely incapacitated Remand Detainees to court; (iii) bail; (iv) temporary release of Remand Detainees to the SAPS for further investigation and early arrivals in court; and (v) a protocol on placing Remand Detainees on electronic monitoring systems. The effective implementation of the RD protocols requires coordination from all criminal justice stakeholders, including the SAPS, DoJ&CD, NPA and the DSD to ensure the containment of RDs as required by the White Paper on Remand Detention Management in South Africa (2014).</p>
Contribution to achieving the Medium-Term Development Plan (MTDP Priority) and other national priorities	<p>Priority 3 : Build a capable, ethical and developmental state</p> <p>Outcome: Safer communities and increased business confidence</p> <p>NDP Chapter 12: Building safer communities</p> <p>Integrated Criminal and Violence Prevention Strategy (ICVPS)</p>
Justification	<ul style="list-style-type: none"> Section 299A(1) of the Criminal Procedure, 1977 (Act No. 51 of 1977) read with section 75(4) of the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended provide for facilitation of participation of victims in the CSPB meetings. The mentioned Acts provide for the rights of victims/complainants of certain crimes to make representations with regard to the placement of offenders on parole, medical parole, day parole and correctional supervision. This will create a platform for victims to participate in person, through written representation as well as Audio Visual Systems. Victims will also be offered an opportunity to submit the impact statement as well as the statement of opposition. Section 63A of the Criminal Procedure Act, 1977 (Act No 51 of 1977) grants the Head of a Correctional Centre or Remand Detention Facility (RDF), under certain circumstances and with regard to certain crimes, the discretion to either seek the release of a Remand Detainee or to request amendment of the conditions of such a person's bail. Section 49G of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) makes provision for the DCS to refer the RDs to court before completing a period of two years for consideration of their detention and thereafter annually if the RD remains in detention after the initial referral.

Table 22: Outcome 3: Increased access to needs-based offender rehabilitation programmes

MTDP Priority	MTDP Priority 2: Reduce poverty and tackle the high cost of living
Outcome	Increased access to needs-based offender rehabilitation programmes
Outcome statement	Provide offenders with rehabilitation programmes and services to contribute to their rehabilitation so that they have the necessary education, skills and competencies to become law-abiding citizens
Outcome indicator	Number of offenders enrolled in education and training programmes
Rationale for the choice of outcome indicator	The Department's core business is rehabilitation through correction and human development in a secure, safe and humane environment or under community-based correctional system (White Paper on Corrections in South Africa (2005). The Department is implementing the SSS Programme to increase self-sufficiency through agricultural productivity and manufacturing that takes place at correctional centre farms and production workshops. Key to rehabilitation, is empowering offenders to function effectively upon their release but, equally important, is to ensure that offenders are involved in productive activity while they serve their sentences.
Baseline (2023/24)	42 501 (Formal Education: 7 197 and Skills Development: 35 304)
Five-year target	46 925 offenders enrolled in education and training programmes
Enablers to achieve the five-year target	<ul style="list-style-type: none"> • Strategic partnerships with relevant stakeholders (e.g. government departments, SETAs, NSF, NPOs, NGOs, FBOs, and private sector). • Integrated and operational IT Systems • Discretionary Grant allocation • Approved and funded organisational structure to meet rehabilitation needs. • Infrastructure that is suitable for rehabilitation purposes • Professionals to support rehabilitation programmes, including, amongst others, Psychologists, Artisans, Agriculture Technicians, Social Workers, Spiritual Care Workers and Educators. • Classification and allocation of offenders to work places as per the need. • Machinery and equipment
Contribution of the outcome indicator to the achievement of the impact	The provision of meaningful rehabilitation programmes in correctional facilities is crucial to achieving the ultimate purpose of a sentence of incarceration, namely to reduce re-offending and to improve public safety.
Contribution of the outcome indicator to the achievement of the mandate of the Department	The Department's core business is rehabilitation through correction and human development in secure, safe and humane detention or under community-based correctional supervision. In aiming to achieve its core objective of rehabilitation within a humane and secure environment, the Department focuses on needs-based interventions. This type of intervention balances the common features of an offence with the offence-specific factors unique to the case of the individual offender. The aim of needs-based rehabilitation is to influence the offender to adopt a positive and appropriate norms and value system, alternative social interaction options, to develop life-skills, social and employment-related skills, in order to equip him/her holistically and thus eliminate the tendency to return to crime.

MTDP Priority	MTDP Priority 2: Reduce poverty and tackle the high cost of living
Contribution to achieving the Medium-Term Development Plan (MTDP Priority) and other national priorities	<p>Priority 1: Inclusive growth and job creation Outcome: Increased employment opportunities.</p> <p>Priority 2: Maintain and optimise the social wage Outcome: Enhancing education and linking skills needed for the economy.</p> <p>NDP: Chapter 3 - Economy and employment</p> <p>NDP: Chapter 5 - Ensuring environmental sustainability and an equitable transition to a low-carbon economy</p> <p>NDP: Chapter 6 - An integrated and inclusive rural economy</p> <p>NDP: Chapter 9 - Improving education, training and innovation</p> <p>SDG Goal No 4 - Ensure inclusive and equitable quality education and promote lifelong learning, opportunities to all.</p> <p>SDG's Goal No 8 - Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.</p>
Justification	<p>Correctional Services Act, 1998 (Act No. 111 of 1998, as amended),</p> <ul style="list-style-type: none"> • Section 3(2)(b) "the department must as far as practicable be self-sufficient and operate according to business principles" • Section 40(1)(a) "Sufficient work must as far as is practicable be provided to keep sentenced offenders active for a normal working day and a sentenced offender may be compelled to do such work". <p>According to Chapter IV, Section 41 of the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended), Treatment, development and support services, the Department must provide or give access to a full range of programmes and activities, including needs-based programmes, as is practicable to meet the educational and training needs of sentenced offenders</p> <p>The White Paper on Corrections in South Africa (2005), Chapter 9, focuses on correcting offending behaviour, enhancing human development, and promoting social responsibility and positive social values. among offenders</p> <p>The White Paper on Corrections in South Africa (2005), Chapter 4, Par 4.4.8, provides that "Enhancement of the productive capacity of offenders: Employment and contributing to the wealth of the community by means of production is a key component to rehabilitation and the prevention of recidivism." "This will enable offenders to take their place in the economically active and gainfully employed sector of society upon their release".</p>

Table 23: Outcome 4: Successful reintegration and socio economic empowerment

MTDP Priority	MTDP Priority 3: Build a capable, ethical and developmental state
Outcome	Successful reintegration and socio-economic empowerment
Outcome statement	Create a conducive environment for the reintegration of parolees and probationers through supervision, monitoring and rehabilitation and ensure that parolees and probationers comply with conditions of parole and correctional supervision.
Outcome indicator	Percentage revocations of parolees and probationers.
Rationale for the choice of outcome indicator	Offenders are considered for placement under Community Corrections when they have completed the stipulated minimum of the sentence as per the Correctional Services Act, 1998 (Act No.111 of 1998, as amended). Community Corrections is a component of offender management where probationers and parolees serve their sentences in the community under the control and supervision of the Department. Reintegration of offenders under the system of Community Corrections provides offenders with an opportunity to lead a socially responsible and crime-free life within their communities.
Baseline (2023/24)	10.87% revocations (5 848/53 804) of parolees and probationers
Five-year target	5.87% revocations of parolees and probationers
Enablers to achieve the five-year target	<ul style="list-style-type: none"> • Automated integrated system for the management of inmates and offenders • Collaboration with all relevant stakeholders (government departments, NPOs, NGOs, FBOs, business) • Automation of case management processes • Comprehensive risk profiling (assessment, profiling and sentence planning) of offenders • Regular review of offenders' progress by supervision committee • Socio economic empowerment projects • Restorative Justice Programme • Outreach programmes
Contribution of the outcome indicator to the achievement of the impact	In ensuring successful reintegration of offenders back into communities, parole considerations include victim participation that provides a platform for dialogue which in turn contributes to healing and rebuilding the lost trust. Reintegration of offenders under the system of Community Corrections provides offenders with an opportunity to lead a socially responsible and crime-free life within their communities.
Contribution of the outcome indicator to the achievement of the mandate of the Department	The objective of the Department is to rehabilitate offenders and to ensure their successful reintegration into their communities. Social Reintegration seeks to monitor non-custodial offenders and facilitate the reintegration of offenders and ex-offenders into society. The main objective of Social Reintegration is to rebuild and nurture the relationships between offenders and their victims, the communities of the victims, the communities of origin of the offenders and the society at large. The Department assists the parolees and probationers to secure employment by establishing partnerships with potential and relevant stakeholders.
Contribution to achieving the Medium-Term Development Plan (MTDP Priority) and other national priorities	<p>MDTP Priorities</p> <ul style="list-style-type: none"> • Priority 1: Inclusive growth and job creation (Outcome: Increased employment opportunities) • Priority 2: Reduce poverty and tackle the high cost of living (Outcome Social cohesion and nation-building) • Priority 3: Build a capable, ethical and developmental state (Outcome Safer communities and increased business confidence) <p>NDP Chapter 15: Nation building and social cohesion</p> <p>Integrated Criminal and Violence Prevention Strategy (ICVPS)</p>

MTDP Priority	MTDP Priority 3: Build a capable, ethical and developmental state
Justification	<p>According to the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended), Chapter VI, Section 50 the objectives of Community Corrections are to afford sentenced offenders an opportunity to serve their sentences in a non-custodial manner; to enable persons subject to community corrections to lead a socially responsible and crime-free life during the period of their sentence and in future; to enable persons subject to community corrections to be rehabilitated in a manner that best keeps them as an integral part of society; and to enable persons subject to community corrections to be fully integrated into society when they have completed their sentences.</p> <p>The Correctional Services Act, 1998 (Act No. 111 of 1998, as amended), Chapter VI Sec 61: Seeking employment stipulates that a person subject to community corrections who is required in terms of section 52 (1) (c) to seek employment, must make a reasonable effort to find employment and must furnish evidence to the National Commissioner of the attempts that he or she has made in this regard. The National Commissioner must assist in the attempt to find employment.</p> <p>The White Paper on Corrections in South Africa (2005) requires the Department to encourage restoration between victims, offenders and the communities, in consultation or in partnership with other stakeholders. Concerted efforts will be made to engage government departments, NGOs, FBOs and CBOs, communities and society at large where offenders reside as partners in the reintegration process to accept that changing criminal behaviour is a shared responsibility.</p>

Table 24: Outcome 5: Healthy incarcerated population

MTDP Priority	Priority 2: Reduce poverty and tackle the high cost of living
Outcome	Healthy Incarcerated population.
Outcome statement	Provide a comprehensive package of primary health care Services to all categories of inmates and babies of incarcerated mothers.
Outcome indicator	Percentage of inmates who accessed primary health care services on the basis of need.
Rationale for the choice of outcome indicator	Primary Health Care is a whole-of-society approach to health that aims at ensuring the highest possible level of health and well-being and their equitable distribution by focusing on people's needs and as early as possible along the continuum from health promotion and disease prevention to treatment, rehabilitation and palliative care, and as close as feasible to people's everyday environment. In terms of Section 35(2)(e) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) inmates are entitled to medical treatment at state expense, dependant on the availability of resources.
Baseline (2023/24)	101.82% (159 450 /156 600) inmates accessing Primary Health care (PHC) Services on the basis of need
Five-year target	90% inmates accessing primary health care services on the basis of need
Enablers to achieve the five-year target	<ul style="list-style-type: none"> • Availability of health infrastructure; health commodities; skilled human resources for health; and • Stakeholder collaboration.
Contribution of the outcome indicator to the achievement of the impact	The provision of comprehensive primary health care services inclusive of prevention, early detection, early treatment and effective monitoring of patients diagnosed with non-communicable (e.g. diabetes mellitus and hypertension), communicable (e.g. HIV and TB) as well as other emerging and re-emerging infectious diseases will reduce related morbidity and mortality thus ensuring a healthy incarcerated population. The immediate and long term impact of primary health care for inmates should safeguard not only the health of the inmate and other inmates within the correctional facility, but also the health of the community upon release.
Contribution of the outcome indicator to the achievement of the mandate of the Department	The State has a duty of care under the Correctional Services Act, 1998 (Act No 111 of 1998) as amended to provide inmates with access to health care and treatment necessary for the preservation of health. The Department's goal is for inmates to realise health outcomes that are equivalent to health outcomes of the wider community wherever possible. The Department aims to improve the mental and physical health of inmates and facilitate continuum of care post release to the community. To ensure health services are accessible, safe, integrated and meet the needs of inmates, health service providers must work collaboratively with other relevant Departments, including the Department of Health.
Contribution to achieving the Medium-Term Development Plan (MTDP Priority) and other national priorities	<p>Priority 2 (Reduce poverty and tackle the high cost of living)</p> <p>Outcome: Improved access to affordable and quality health care.</p> <p>United Nations Sustainable Development Goals:</p> <ul style="list-style-type: none"> • Goal 2 (zero hunger): "End hunger, achieve food security and improved nutrition...." • Goal 3 (good health and wellbeing): "Ensure healthy lives and promote well-being for all at all ages" • Goal 6 (clean water and sanitation): "Ensure availability and sustainable management of water and sanitation for all" • Goal 17 (partnerships for the goals): "Strengthen the means of implementation and revitalise the Global Partnership for Sustainable Development" <p>United Nations Standard Minimum Rules for the treatment of Prisoners (Nelson Mandela Rules):</p> <ul style="list-style-type: none"> • Rule 18: Personal hygiene. • Rules 19-21: Clothing and bedding. • Rule 22: Food. • Rules 24-35: Health-care services. <p>National Development Plan, 2030:</p> <p>Chapter 10 (Promoting health).</p>

MTDP Priority	Priority 2: Reduce poverty and tackle the high cost of living
Justification	<p>Correctional Services Act, 1998 (Act No 111 of 1998) as amended:</p> <ul style="list-style-type: none"> • Section 8 (Nutrition): Each inmate must be provided with an adequate diet to promote good health, as prescribed in the regulations. • Section 9 (Hygiene): Every inmate must keep his or her person, clothing, bedding and cell clean and tidy. • Section 10 (Clothing and bedding): The Department must provide every inmate with clothing and bedding sufficient to meet the requirements of hygiene and climatic conditions. • Section 12 (Health care): The Department must provide, within its available resources, adequate health care services, based on the principles of primary health care, in order to allow every inmate to lead a healthy life. <p>Constitution of the Republic of South Africa, 1996 (Act 108 of 1996):</p> <ul style="list-style-type: none"> • Section 27 (Health care, food, water): Everyone has the right to have access to - • (a) health care services, including reproductive health care; • (b) sufficient food and water; and • Section 35 (2) (e) stipulates that “everyone who is detained including sentenced prisoner has the right to conditions of detention that are consistent with human dignity, including at least exercise and the provision of adequate accommodation, nutrition and medical treatment”. <p>National Strategic Plan (NSP) for HIV, TB and STI's (2023-2028).</p> <p>National Mental Health Policy Framework and Strategic Plan (2023-2030).</p> <p>National Strategic Plan for the Prevention and Control of Non-Communicable Diseases (2022-2027).</p>

Table 25: Outcome 6: A capable, professional and ethical Department

MTSF Priority	MTDP Priority 3: Build a capable, ethical and developmental state
Outcome 6	A capable, professional and ethical Department
Outcome statement	Application of technology tools to streamline even enhance the efficiency of operations within the Department. The automation of repetitive, rule-based tasks such as data entry, document processing and request approvals is meant to reduce errors, saving costs and improving service delivery.
Outcome indicator	Number of processes automated
Rationale for the choice of outcome indicator	Automation of key processes will create a more efficient, transparent, and responsive Department that can provide faster, more accurate, and more convenient services to internal and external stakeholders. Streamlining processes with automation eliminates the possibility of human error and ensures consistency and accuracy across the Department. Automation enables adherence to regulatory requirements and internal policies.
Baseline (2023/24)	19 processes automated
Five-year target	5
Enablers to achieve the five-year target	<ul style="list-style-type: none"> • Adequate bandwidth to ensure that the maximum amount of data that a network or communication channel can transmit in a given period • Adequate funding for the implementation of identified module • Readiness of business to automate
Contribution of the outcome indicator to the achievement of the impact	The Department will automate identified processes to better manage the operations at correctional facilities to ensure citizens' safety while creating new futures for offenders. Better data collection and analysis will address problems quickly and further generate new data for comparison and analysis. This feedback loop will allow for faster improvements and better insights into the correctional facility performance that were left unobserved when only manual, human-driven data collection was possible.
Contribution of the outcome indicator to the achievement of the mandate of the Department	The main purpose of automating manual processes in the Department is to create a safe and secure environment for officials and wider society, and to promote inclusiveness and productivity for those incarcerated. This can improve efficiency by reducing the need for manual labour and human error. An automated system can provide real-time monitoring of inmates, which can help officials identify and address potential issues before they escalate. The Department will further prioritise the automation of processes for support functions so that they are consistent and aligned, making it easier to identify and resolve issues, and improve efficiency overall. Automation of support processes can also benefit compliance by allowing for the implementation of checks and controls.
Contribution to achieving the MTDP and other national priorities	<p>MTDP Priority 3 : Build a capable, ethical and developmental state (Outcome: A capable and professional public service)</p> <ul style="list-style-type: none"> • NDP: Chapter 13 • Section 195 (1) of the Constitution of the Republic of South Africa of 1996 • Public Service Act, 1994 (No. 103 of 1994), as amended • Public Service Amendment Bill (2021) • Public Administration Management Amendment Bill (2021) • National Framework towards the Professionalisation of the Public Sector

MTSF Priority	MTDP Priority 3: Build a capable, ethical and developmental state
Justification	<p>Inmate records in logbooks or manually fed electronic forms do not keep up with the needs of reliability and accessibility that the management, analysis, and reporting required, and bring about inefficiencies, communication breakdown, and uncertainty about important aspects, including measuring compliance with routines and norms by inmates and officials. Automation of processes within a correctional facility will assist in the capturing and management of inmates' information such that it can be easily updated and retrieved when needed. This will provide facility-wide real-time intelligence and the means to take efficient action – whether manual or automated. Automated processes will 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.</p>



10. Strategic Risks and mitigations

Table 26: Strategic Risks for the 2025-2030 strategic period

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
SR 1	A capable, professional and ethical Department	Inadequate Information Communication Technology (ICT) enables the Department to have reliable, secured, integrated business systems and Infrastructure	<ol style="list-style-type: none"> 1. Old IT Infrastructure (cabling, switches, routers and servers) 2. Outdated and vulnerable ICT software 3. Under-utilisation of business systems results in unreliable system reports, information or data 4. Inadequate provisioning (e.g. identify, develop) of ICT business applications 5. Delays in the provision of an Integrated Inmate Management System (IIMS) 6. Inadequate data backups 7. Ineffective ICT security tools to prevent ICT security incidents (Cyber-attacks, viruses and information hack) 	<ol style="list-style-type: none"> 1. Poor ICT service delivery 2. Unreliable systems Information/data integrity 3. Data breaches and data security compromise 4. Data loss and theft 	25	<ol style="list-style-type: none"> 1. Replacement of old infrastructure on the prioritised sites. 2. Rolling out the IIMS project 3. Implementation of cyber security strategy. 4. Monthly and bi-monthly database backups 	20	<ol style="list-style-type: none"> 1. Sites installed or upgraded with ICT Infrastructure (25) 2. Implementation of secure zero trust solutions (Endpoint, Servers) 3. Conduct two successful Disaster Recovery Tests per annum. 4. Conduct at least two backups restore tests per annum. 5. Sites installed with smart technologies. (25) 6. Sites rolled out with Integrated Inmate Management System. (10.8%)

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
SR 2	Adequate, safe and humane detention in well- maintained facilities	Inadequate security strategies and safety systems for inmates, officials and stakeholders	<p>8. Inadequate testing of disaster recovery plan for non-transversal system (ANetwork, (AD), A&R, CCS, IIMS, BDS)</p> <p>1. Ineffective implementation of gang combating strategy</p> <p>2. Dilapidated infrastructure does not meet the security and rehabilitation standards</p> <p>3. Dysfunctional security systems due to lack of maintenance</p> <p>4. Inappropriate official to inmate ratio (shift pattern placing further burden on security resources)</p> <p>5. Ineffective vetting of officials</p> <p>6. Non-compliance with security prescripts</p> <p>7. Inadequate security intelligence</p> <p>8. Poor capacity building (training and awareness)</p>	<p>1. High security breaches and incidents such as escapes, assaults, unnatural deaths</p> <p>2. Increase in smuggling of contrabands into correctional facilities</p> <p>3. Uncontrolled access to correctional facilities, offices and information systems</p> <p>4. Unauthorised access to DCS premises</p> <p>5. Reputational damage and litigation</p>	25	<p>1. Deployment of National Response teams and RTT Area Management team at identified hotspots to provide support, cleanup and search operations. (Emergency Support Team (EST))</p> <p>2. Regular visits are conducted at Head Office, Regional Office Management Areas to monitor security compliance</p> <p>3. Usage of body scanners</p> <p>4. Procurement of security equipment</p> <p>5. Training, monitoring and evaluation of security policies and procedures</p> <p>6. Conduct the threat and risk assessment</p>	20	<p>1. Continuous vetting of DCS officials</p> <p>2. Continuous implementation of the Threat Risk Assessment recommendations</p> <p>3. Continuous issuing of DCS cards to old and new officials.</p> <p>4. Conduct continuous regular visits to provide support and guidance to ensure security effectiveness</p> <p>5. Conduct security awareness with officials nationally</p> <p>6. Review Gang Management Strategy and optimise utilisation of technology to enhance safety and security (CCTV) cameras, body scanners, drones etc.</p>

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
			9. Shortage of officials			7. Attendance of quarterly Security Meetings (current control) 8. Annual monitoring of security policies and procedures. 9. Compliance on OHS requirements and physical security		7. Redesign security model and resuscitate Integrated Security System project and put in place maintenance contracts for security installations. 8. Review and approve the appropriate shift systems after sufficient staffing has been provided.
SR 3	Successful reintegration and socio-economic empowerment	Inadequate systems for successful reintegration of offenders into communities as law abiding citizens	1. Non-availability of proper integrated departmental, stakeholder strategy on re-integration of offender 2. Poor awareness and marketing strategy on re-integration of offenders 3. Inadequate social reintegration programmes. (Inconsistencies in rendering programmes) 4. Inadequate implementation of disaster management strategies.	1. Reoffending results in overcrowding 2. Dysfunctional families 3. Offender behavior relapses 4. Increase absconding and violations 5. Communities are not feeling safe/loss of lives 6. Parolees and probationers do not complete programmes as scheduled	25	1. Formalised partnership with communities, traditional leaders, NGO's, stakeholders and other government departments 2. Usage of internal structures to provide rehabilitation to inmates 3. Policy and Policy Procedures available 4. Social Reintegration programmes 5. Availability of stakeholder management	20	1. The draft Community Corrections Forum Policy to be consulted with relevant stakeholders for review 2. Implementation of Imbizo guidelines in all Regions 3. Implementation of the guidelines on management, prevention and tracing of absconders in the system of community corrections 4. Review of the departmental security strategy to include COMCOR

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
			5. Lack of proper resources (infrastructure, human resources, budget, vehicles, technical infrastructure, tools of trade) for effective operations 6. Inadequate strategy on utilisation of stakeholders 7. Uncoordinated integrated security strategy that includes COMCOR	7. Ineffective monitoring which leads to unsuccessful reintegration of some parolees and probationers 8. Reputational damage to the Department 9. Rejection of offenders by families and communities		6. Guidelines for management, prevention and tracing of absconders developed and implementation available 7. Social Reintegration Framework developed 8. Implementation and monitoring of Social Reintegration Framework 9. Awareness campaigns are held (VOD, Imbizos etc.)		5. Effective implementation of risk classification of probationers and parolees to ensure compliance to conditions 6. Capacity building of officials within the Regions 7. Conduct M&E for support and guidance 8. Review of Social Reintegration Policy 9. Approval and implementation of the manual for Social Workers based at Community Corrections
SR 4	Increased access to needs-based offender rehabilitation programmes	Inadequate provision and access to needs-based rehabilitation programmes and services	1. Lack of integrated planning with external stakeholders 2. Non-conducive and insufficient infrastructure to align resources to rehabilitation programmes	1. Offenders trained in programmes not addressing the market/ economic/ criminogenic needs 2. High unemployment rate and poverty 3. Shortage of entrepreneurs 4. Offenders not reintegrated into society	25	1. Alignment of available resources to current curriculum/ programmes 2. Formalise partnerships with external stakeholders to improve delivery of service	20	1. Develop/capacitate officials to render new occupational programmes 2. Submit and register needs for review and alignment of the micro-organisational structure

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
			<p>3. Misalignment of qualified personnel to provide rehabilitation programmes to offenders</p> <p>4. Disproportionate ratio of offenders to professionals</p> <p>5. Environment (infrastructure) not conducive for the implementation/ provision of rehabilitation programmes</p> <p>6. Shortage of security personnel available to escort and guard offenders to attend rehabilitation and development programmes</p> <p>7. Poor integrated coordination with internal stakeholders to avail resources (Space and tools of trade) (HR, Finance, COMCOR, Facilities, INCOR, Legal and GITO)</p> <p>8. High staff turnover</p>	<p>5. Reoffending</p> <p>6. Poor service delivery</p> <p>7. Reputational damage</p> <p>8. Failure to implement and fully complete Correctional Sentence Plans</p> <p>9. Inadequate profiling of offenders due to lack of profiling documentation</p>		<p>3. Formalise partnerships with external stakeholders, e.g. communities, traditional leaders, NGO's, tertiary institutions, other government departments, etc.</p> <p>4. Using of internal structures to provide rehabilitation to offenders</p> <p>5. Monitor and evaluate the provision of rehabilitation programmes</p> <p>6. Develop/capacitate officials to render rehabilitation programmes</p> <p>7. Apply for donor funding with NSF and SETAs</p> <p>8. Accreditation of offender training sites</p> <p>9. Maintain the database to align skills development programmes with available resources (human, infrastructure, budget)</p>		<p>3. Develop generic adverts for advertising/ placing technical posts</p> <p>4. Provide support to accredited sites to optimise utilisation</p> <p>5. Facilitate the accreditation of new earmarked sites</p> <p>6. Monitor and evaluate implementation of programmes and services, analyse reports</p> <p>7. Capacitate officials to render rehabilitation programmes</p> <p>8. Virtual training for professionals to gain CPD points</p> <p>9. Submit and register needs for review and alignment of the Organisational Structure</p> <p>10. Avail marketing materials to distribute to inmates at Management Areas for awareness purposes</p>

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
			9. Misaligned organisational structure 10. Delay in filling of vacant funded posts 11. Lack of interest and minimum requirements and incentives to attend rehabilitation programmes by offenders 12. Lack / inadequate funding. 13. Poor participation in formal education programmes 14. Irrelevant / formal education programmes offered			10. Avail marketing materials at Management Areas for awareness purposes 11. Participate in career fares at tertiary institutions to promote marketing and awareness of rehabilitation programmes		11. Participate in career fare at tertiary institutions to promote marketing and awareness of rehabilitation programmes 12. Virtual training on newly approved guiding documents (policy, procedures, etc.) 13. Conduct research on current youth population (qualifications) 14. Conduct and commission research on relevance of rehabilitation programmes

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
SR 5	Healthy incarcerated population.	Inadequate provision of a comprehensive package of health care services to inmates	<ol style="list-style-type: none"> Infection Prevention and Control (IPC) <ol style="list-style-type: none"> Inadequate infection prevention and control to limit the transmission of infections Inadequate laundry facilities Unavailability of Environmental Health Practitioners Access to continuous provision of health care services <ol style="list-style-type: none"> Poor state (e.g. inadequate space, lack of maintenance, equipment shortage, etc.) of existing clinics Limited access to 24-hour provision of health care services Limited number of pharmacy facilities for improved access to medicines and medical supplies 	<ol style="list-style-type: none"> Increased spread of communicable diseases which may result in complications and possible mortalities (deaths) Complications of communicable and noncommunicable diseases resulting in poor quality of life, increased referrals to external health facilities, possible mortalities (deaths) and litigations Serving of prohibition orders; wastage of resources (food items and equipment); injuries; malnutrition and related complications Lack of credible data due to manual data collection and reporting Delayed delivery of planned health care infrastructure upgrades 	20	<ol style="list-style-type: none"> Maintenance of established Governance Fora [Infection Prevention and Control (IPC) Fora as well as Sanitary Dignity Committees at National Regional and Management Area levels Health care and pharmaceutical services policies, procedures and guidelines in place, continuous awareness on communicable diseases, programme reviews (Communicable Diseases and Non-Communicable as Pharmaceutical); Maintenance of established Governance Fora [Pharmaceutical and Therapeutics Committees (PTCs)] at National Regional and Management Area; 	13	<ol style="list-style-type: none"> Infection Prevention and Control (IPC) <ol style="list-style-type: none"> Revitalisation of laundry facilities at Bethal, Thohoyandou, Kgoši Mampuru II, Johannesburg, Durban, Pollsmoor, Grootvlei and St Albans Management Areas Access to continuous provision of health care services <ol style="list-style-type: none"> Revitalisation of existing clinics at Ladysmith, Glencoe, Atteridgeville and Devon Correctional Centres Revitalisation of 24-hour health facilities (inclusive of mother-baby and palliative care units) at Bethal, Thohoyandou, Kgoši Mampuru II, Johannesburg, Durban, Pollsmoor, Grootvlei and St Albans Management Areas

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
			<p>2.4 Shortage of human resources in critical positions e.g. Pharmacists, Medical Practitioners and Nurses</p> <p>2.5 Shortage of skills in maternal and neonatal health</p> <p>3. Access to nutrition services</p> <p>3.1 Non-compliance with R638 in food service units</p> <p>3.2 Unavailability of certain categories of health care workers e.g. qualified food service officials</p> <p>4. Unavailability of an integrated electronic health information system</p> <p>5. Cost containment and inadequate funding of health service delivery needs</p>			<p>Referral to Department of Health for secondary and tertiary levels of health care; Utilisation of existing pharmacies in other Management Areas</p> <p>3. Nutritional services policies and procedures in place; maintenance of established Governance Fora (Food Service Management Forums at National, Regional and Management Area); capacity building of officials</p> <p>4. Utilisation of manual health information system, Tier.Net and Integrated TB/HIV System (THIS)</p> <p>5. Budget reprioritisation to fund critical health care infrastructure projects. Monitoring and oversight of health care infrastructure projects</p>		<p>2.3 Establishment of pharmacies at identified Management Areas (Sada, Kirkwood, Baviaanspoort and Overberg)</p> <p>2.4 Skills training in basic maternal and neonatal health services</p> <p>3. Access to nutrition services</p> <p>3.1 Revitalisation of food service units at Modimolle, Polokwane, Rooigrond, Thohoyandou, Baviaanspoort, Durban, Oudtshoorn, Groenpunt and Mthatha to ensure compliance with R638</p> <p>4. Consult with GITO on the development of a streamlined integrated health information system for decision making</p>



Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
						6. Collaboration with internal and external stakeholders to strengthen health care service delivery		5. Consult with HR on the development of a comprehensive strategy and plan to address human resource requirements including filling vacant critical posts for health care workers
SR 6	A capable, professional and ethical Department	Budget overspending and misalignment	1. Inadequate forecasting 2. Inadequate budget controls 3. Inadequate monitoring of budget by procurement before approving	1. Unauthorised expenditure 2. Reduced service delivery 3. Reputational damage	25	1. Monthly monitoring of revenue collection, recording, reconciliation and centralisation to the National Revenue Fund 2. Weekly/monthly budget and expenditure monitoring 3. Monthly monitoring of compensation of employees' budget at lowest item level. Monitoring progress of alignment of funded establishment on PERSAL vs ENE as per HRBP tool	16	1. Enhance utilisation of services from partners rendering some programmes 2. Alternative sources of funds from SETAs, NSF, CARA, IJS, The Global Fund (Health) 3. Continuous stringent budget management and approved reprioritisation

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
						<p>4. In Year monitoring of budget and spending plans</p> <p>5. Implementation of budget reprioritisation and circulars.</p> <p>6. Monitoring the compensation of employees' ceiling in line with provisions in the HRBP tool and ENE</p> <p>7. Utilisation of other sources of funding available to the Department, both domestic and foreign, to supplement voted funds.</p> <p>8. Utilisation of services from partners by rendering some programmes.</p>		

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
SR 7	A capable, professional and ethical Department.	MTEF budget cuts on vote allocations of the Department	<ol style="list-style-type: none"> 1. Insufficient tax revenues to fund government spending, as a result of slow economic growth 2. Increase in the country's borrowing costs 3. Poor internal controls within the supply chain processes 	<ol style="list-style-type: none"> 1. Inability to meet financial obligations 2. Insufficient budget allocations for programmes and projects 3. Reduced compensation of employees' budget resulting in reduced post establishment 	20	<ol style="list-style-type: none"> 1. In Year monitoring of budget and spending plans 2. Implementation of budget reprioritisation and circulars 3. Monitoring the compensation of employees' ceiling in line with provisions in the HRBP tool and ENE 	16	<ol style="list-style-type: none"> 1. Monthly monitoring of revenue collection, recording, reconciliation and centralisation to the National Revenue Fund 2. Stringent budget management and approved reprioritisation

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
			4. Poor spending capacity			4. Utilisation of other sources of funding available to the department, both domestic and foreign, to supplement voted funds 5. Utilisation of services from partners by rendering some programmes		3. Monthly and quarterly budget and expenditure monitoring reports and meetings 4. Monthly monitoring of compensation of employees' budget at lowest item level. Monitoring progress of alignment of funded establishment on PERSAL vs ENE as per HRBP tool 5. Enhance utilisation of services from partners rendering some programmes 6. Alternative sources of funds from SETAs, NSF, CARA, IJS, The Global Fund (Health)
SR 8	A capable, professional and ethical Department	Misaligned/ Inadequate Organisational structure to support the departmental needs and mandate	1. Misalignment between organisational structure and operational needs 2. Budget constraints	1. Poor service delivery 2. Inability to achieve the set strategic goals 3. Reputational damage and increased litigations	25	1. Usage of contract workers to augment the current operational needs 2. Usage of partners and other stakeholders in the interim on critical services	16	1. Alignment of Organisational Structure in accordance with operational needs through consultations with the stakeholders

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
SR 9	Adequate, safe and humane detention in well-maintained facilities	Inadequate and inhabitable physical infrastructure for inmates, stakeholders and officials	<ol style="list-style-type: none"> 1. Dysfunctional National Building Advisory Committee (NBAC) 2. Lack/Poor maintenance of infrastructure by Department of Public Works and Infrastructure (DPWI) 3. Late and non-completion of planned infrastructure projects by implementing agents/DCS 	<ol style="list-style-type: none"> 1. Unsafe facilities for incarceration 2. Litigation due to increased diseases infections caused by overcrowding 3. Overcrowding of remand detention facilities 4. Non-compliance with OHS Act 5. Increase in gang activities, escapes and assaults 6. Inhumane conditions in correctional facilities 7. Ageing infrastructure 	25	<ol style="list-style-type: none"> 1. Utilisation of own resources for maintenance projects 2. Utilisation of DPWI contracts for maintenance and facilities 3. Implementing Agencies are allocated projects 4. Allocation of limited budget to regions for own resources projects 	20	<ol style="list-style-type: none"> 1. Implementation of the Integrated Infrastructure Master Plan to improve the planning and implementation of infrastructure projects and maintenance of facilities 2. Consultation with National Treasury to secure additional funding for new posts as informed by the newly approved structure

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
			<p>4. Restrictions of devolution policy by the Accountant General on Property procurement and maintenance</p> <p>5. Unaccounted funds allocated to DPWI for planned and unplanned maintenance</p> <p>6. Inadequate budget allocation</p>					<p>2. Allocation of budget and utilisation of implementing agencies (Department of Public Works and Infrastructure, IDT and DBSA) to assist with new construction, repairs and maintenance of facilities</p> <p>3. Regular meetings with the implementing agencies, for review of progress on allocated projects</p> <p>4. Development facilities-maintained strategies (Cost benefit analysis)</p> <p>5. Revise current Service Level Agreements with Implementing Agents to enhance maintenance</p> <p>6. Revive and Implement the current dysfunctional NBAC</p>

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
SR 10	Increased access to need based rehabilitation programmes	Inadequate implementation of the self-sufficiency and sustainability framework	<ol style="list-style-type: none"> 1. Inconsistent implementation of the strategic programme on self-sufficiency and sustainability across Regions 2. Inadequate resources and skills (Human, shift pattern, (institutional challenges and Financial) for implementation of self-sufficiency and sustainability projects 3. Inadequate coordination/sharing of resources inter or intra-regional (e.g. machinery, equipment and biological assets) 4. Inadequate integration with internal stakeholders (HR, Finance, COMCOR, Facilities, INCO, Legal, Strategic Management and GITO) 	<ol style="list-style-type: none"> 1. Non-implementation of the strategic programme on self-sufficiency and sustainability 2. Under-utilisation of resources (infrastructure, machinery, equipment, personnel, offenders, land, etc.) as well as lack of improvement on self-sufficiency and sustainability 3. Deterioration of infrastructure, resulting in an increase of theft, vandalism of property, land degradation, depletion of natural resources, e.g. soil erosion, water run-off, subsequently, flooding and damage of infrastructure 4. An increase on expenditure of externally purchased products 	25	<ol style="list-style-type: none"> 1. Utilising the available resources in order to sustain productivity 2. Formalise partnerships with relevant stakeholders i.e., other government departments as well as training institutions for training and development of agriculture and workshops officials 3. Monitoring and evaluation to ensure compliance with policies, procedures and SSS Programme 4. Monitor the commercialisation of arts and crafts 5. Development of the Master Schedule for production workshops manufacturing items submitted to SCM for the placement of orders to production workshops nationally 6. Analyse and report on the revenue generated (SRAC) 	16	<ol style="list-style-type: none"> 1. Opening of arts and crafts galleries 2. Review SRAC cost and pricing tariff guidelines 3. Finalise approval of MOU with DSAC to offer support for personal development of offenders 4. Implementation of the NLSA MOU 5. Engagement with HR on the review of SSS HR Strategy and implementation 1. Monitor the progress of upgrading or replacing equipment in existing bakeries

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
			<p>5. Inadequate integrated engagement with external stakeholders (e.g. other Government Departments, Non-Governmental Organizations, Communities)</p> <p>6. Inadequate enablers like water supply, shortage of power supply/load-shedding, dilapidated/lack of infrastructure</p> <p>7. Natural disasters-el-nino (drought), la-nina (flooding), fire-outbreak, disease outbreak/pandemic, global warming</p> <p>8. Land claims and invasions against departmental farms/land, by beneficiaries/communities</p> <p>9. Theft of livestock, machinery, equipment, agriculture produce, fuel and arts and crafts, vandalism of infrastructure</p>	<p>5. Limited work/developmental opportunities for offenders and idleness of offenders</p> <p>6. Food-insecurity, which might impact on food prices/ an increase on price of commodities in the open market (due to an increase in demand)</p> <p>7. Non-compliance with applicable legislations, and closure of regulated food production and preparation premises (e.g. abattoirs, bakeries, dairies)</p> <p>8. Illegal occupation / settlements/ land invasion</p>		<p>7. Market and mobilise the SSS Programme to Regions and external stakeholder</p> <p>8. Establishment of bakeries</p>		

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
SR 11	Effective case management and administration of inmates	Inadequate case management systems and processes	<ol style="list-style-type: none"> 1. Shortage of staff 2. Delay in the renewal of the contract of parole board members (PRR) 3. Delay in the submission of qualifying offenders' profiles for consideration to relevant authority 4. Delay and poor quality of reports submitted by professionals (Social Workers and Psychologists) 5. Unavailability of family support system (e.g. confirmation of addresses) 6. Shift pattern 7. Outdated Admission and Release system (utilisation of manual system) 8. Lack of integrated criminal justice information and management systems (SAP 62, SAP 69C and sentence remarks) 	<ol style="list-style-type: none"> 1. Organisational structure that does not support case management, security and rehabilitation 2. Inadequate assessment of offenders 3. Important data inaccessible resulting in administrative delays 4. Inadequate inmate information system in the Department 5. Increased workload for officials 6. Delayed consideration of offenders for parole placement and litigation 7. Non-compliance to Regulations, Policies and procedures -Erroneous releases 8. Delayed submission of critical reports by professionals (social workers and Psychologists)- Litigations-Offender complaints 	25	<ol style="list-style-type: none"> 1. Utilisation of the interim Organisational structure 2. Manual processes (where applicable) in place 3. Manual requests 4. Case Management processes in place to manage offenders (Admission, Detention, Placement and Release) 5. Training (where possible) of officials conducted 6. Monitoring the monthly APP and use of Action plans 7. Conducting training sessions to the CMC/ CSPB in Regions 8. Engaging with Chief Directorate Personal Well-being during Quarterly NOTT meetings 	16	<ol style="list-style-type: none"> 1. Prioritisation filling of vacancies 2. Engagement with GITO to automate case management process (inmate information) 3. Engage with GITO on the improvement of the case management processes of inmates (admission, detention, placement and release) - automation of business processes 4. Improve collaboration with JCPS Cluster partners including participation in case flow structures (bail review S63A, S63(1) of the Criminal Procedure Act, 1977 and S49G of the Correctional Services Act, 1998) 5. Prioritisation of filling of vacancies 6. Monitoring and evaluation support visits 7. Continuous training conducted

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
			9. Lack of integrated planning within the JCPS Cluster 10. High inmate population vs offender-staff ration 11. High inmate population 12. Shortage of professionals (Criminologists, Social Workers and Psychologists) 13. Lack of resources such as tools of trade (printers, computers) 14. Lack of training	9. Delays with preparation of offender profile reports 10. Overcrowding 11. Inconsistencies in decision making by CSPBs 12. Erroneous releases 13. Litigations		9. Mid Term Expenditure Framework (MTEF) for estimates of the cost of existing plans and spending programmes - Demand Management Plans in order to accurately forecast and plan for future resource allocation to meet the needs 10. Monitoring and Evaluation support visits conducted (where possible)		8. Encourage effective use of MTEF and Demand Management Plans 9. Engagement with HR on the revision of contracts of CSPB members and timeous filling of vacancies 10. Engage/ consult with HR on the inclusion of CMC posts in the Micro Structure

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
SR 12	Effective case management and administration of inmates	Inadequate implementation of strategies to reduce overcrowding	<ol style="list-style-type: none"> 1. Lack of automation of inmate information 2. High influx of inmates. (Growth in inmate population) 3. Limited control over criminal justice processes and court orders 4. Infrastructure not aligned to inmate population as per classification categories 5. Lack of integrated Criminal Justice System for distribution of inmate information 6. Organisational structure that does not support case management, security and rehabilitation 7. Inadequate infrastructure. 8. Inadequate inmate information system in the Department 9. Length in sentences 	<ol style="list-style-type: none"> 1. Ineffective inmate management 2. Delay in rendering timeous rehabilitation interventions and preparation of offender profile reports 3. Unreliable inmate information/ data/ reports. 4. Inhumane detention of inmates 5. Increase in further profiles 6. Overcrowding 	25	<ol style="list-style-type: none"> 1. Consultation and collaboration with JCPs Cluster on solution for reduction of overcrowding within DCS system 2. Submission of qualifying offenders' profile for consideration to relevant authority 3. Implementation of the Overcrowding Reduction Strategy <ol style="list-style-type: none"> 3.1 Transfer between correctional centres 3.2 Special remission 3.3 Monitoring of sentence expiry date 4. Management Area, Regional and National level Overcrowding Task Teams (NOTT) 	20	<ol style="list-style-type: none"> 1. Continuous implementation and monitoring of the direct and indirect measures for managing overcrowding as contained in the Overcrowding Reduction Strategy 2. Consolidate and monitor the quarterly performance of direct and indirect measures to implement the Overcrowding Reduction Strategy 3. Engage with GITO to enhance the automated case management processes system/ inmate information 4. Follow up with GITO on the Implementation of an Integrated Inmate Management System (IIMS) 5. Compilation and implementation of an Integrated JCPs Overcrowding Reduction Strategy

Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
SR 13	A capable, professional and ethical Department	Inadequate strategies to prevent and detect irregular, fruitless and wasteful expenditure	<ol style="list-style-type: none"> Non-adherence to procurement regulations and prescriptions of goods and service processes by officials Skills gap from officials performing supply chain management functions within the Department Non-availability of internal control structure at the Regions to certify orders and conduct the pre-audits Lack of segregation of duties due to non-availability of staff within SCM environment 	<ol style="list-style-type: none"> Increase in Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFW) Audit qualifications Reputational damage Inability to meet the mandate of the Department 	25	<ol style="list-style-type: none"> Utilisation of SCM Policies, circulars and available procedure manuals Conduct virtual awareness workshops to Supply Chain Management Officials to improve and prevent Unauthorised, Irregular, Fruitless and Wasteful Expenditure (UIFW) Departmental Procurement Control Committee (DPPC) in place and functional Adherence to approved Delegations of Authority SCM checklist approved and in place Engagement letters with State Information Technology Agency Enquires about transversal contracts or non-deliveries of contracts with National Treasury 	16	<ol style="list-style-type: none"> Analyse past incidents of irregular expenditure to understand the root causes and common issues Ensure that the training programme aligns with existing policies and procedures related to supply chain management and expenditure approval processes; introduce blended learning approach that includes in-person workshops and the training delivered by experienced professionals in supply chain management and compliance



Risk No.	Outcome	Risk Title	Root Cause/ Contributing Factor	Consequence	Inherent Risk Exposure	Existing Current Controls	Residual Risks Exposure	Action Plan/ Improvement to Controls
								<p>3. Ensure effective monitoring of Departmental Procurement Control Committee are in place at Head Office, Regions and Management Areas and adherence to approved delegations (The role of the DPCC is to approve policies and statistics of UIFW)</p> <p>4. Reinforce the importance of compliance with regulations and organisational policies throughout the training</p> <p>5. Centralise the responsibility or resources to the Management Area</p> <p>6. The UIFW Policy is in draft and has been recommended</p>

11. Public Entities

There are no Public Entities reporting to the Department of Correctional Services.

12. Service Delivery Improvement Plan

Table 27: Service Delivery Improvement Plan

Key service	Service beneficiaries	Performance Areas	Current quantity 2023/24 (Baseline)	Desired quantity year 2025/26	Desired quantity year 2026/27	Desired quantity year 2027/28	Desired quantity year 2028/29	Desired quantity year 2029/30
Increase participation of Youth Offenders in Skills Development programmes.	Sentenced youth offenders who meet the entry requirements to participate in skills development programmes.	Number of Youth Offenders who participated in Skills Development programmes	7 654	8 037	8 419	8 802	9 185	9 568
Increase Victim participation in the Correctional Supervision and Parole Board (CSPB) meetings.	Victims, families, communities and offenders.	Number of Victims who participated in the Correctional Supervision and Parole Board (CSPB) meetings.	2 633	2 765	2 896	3 028	3 186	3 344





Part D: Technical Indicator Descriptions

Outcome 1(a): Adequate, safe, secure and well-maintained facilities.

Impact	Safe communities where people participate fully and freely in all of its environments
Outcome	Adequate, safe, secure and well-maintained facilities.
Indicator	Percentage security breaches in the corrections environment
Definition	<p>The indicator is measuring the reduction in security breaches (inmates who escaped from DCS custody, inmates injured while in the custody of DCS as a result of reported assaults and confirmed unnatural deaths of inmates due to unnatural causes) at correctional facilities.</p> <p>The objective is to provide adequate safety and security for all people (inmates, parolees, probationers, stakeholders, officials and persons visiting correctional facilities) consistent with their human dignity in well maintained facilities, as well as the integrity of assets and information.</p>
Source of data	<p>Escape register</p> <p>Injury register (G336) as per Health Care Policy and Procedure</p> <p>Deaths register as per Health Care Policy and Procedure</p> <p>Unlock certificate G253</p>
Data collection	<p>Correctional Facilities</p> <p>Information on security breaches is collected, captured and validated at correctional facility level using the registers as source documents and forwarded to the Management Area.</p> <p>Management Areas</p> <p>The Management Area checks, validates and consolidates then forwards the information to Regional Office.</p> <p>Regional Offices</p> <p>Information at Regional Office is checked, validated and consolidated and then forwarded to Head Office.</p> <p>Head Office</p> <p>Information received from Regional Office is checked, consolidated and reported by Security Operations: Head Office annually.</p>
Method of calculation/assessment	$\frac{\text{Number of escapes} + \text{number of injuries} + \text{number of confirmed unnatural deaths}}{\text{Average inmate population for the same reporting period}} \times 100$
Unit of measure	Percentage
Data limitation	Manual system is utilised to collate the data that may result in recording inaccurate data in the source documents.
Assumptions	<ul style="list-style-type: none"> Reduced inmate population (overcrowding) to improve the ratio of inmates to custodial officials. Well-equipped and adequate correctional facilities. Availability of skilled and trained security officials. Coordination and streamlining of cluster department activities within the criminal justice system
Disaggregation of beneficiaries	0.05% reduction in security breaches at correctional facilities per annum inclusive of special categories of offenders
Spatial transformation	The indicator is calculated nationally for all correctional facilities across the country.
Calculation type	Non-cumulative (Separate targets for each financial year).
Reporting cycle	Annual
Desired performance	Reduction and ultimate elimination of security breaches at Correctional Facilities.
Outcome owner	Deputy Commissioner: Chief Security Officer
Outcome updater	Director: Security Management Services

Baseline 2023/24	2.42% (3 785 / 156 600) Security breaches				
Annual Targets	2025/26	2026/27	2027/28	2028/29	2029/30
	2.37%	2.32%	2.27%	2.22%	2.17%
Admissible Evidence for Annual Targets	<ul style="list-style-type: none"> • Escape Register • Injury Register (G366) as per Health care Policy and Procedure • Death Register as per Health care Policy and Procedure • Unlock Total 				

Outcome 1(b): Adequate, safe, secure and well-maintained facilities.

Impact	Safe communities where people participate fully and freely in all of its environments				
Outcome	Adequate, safe, secure and well-maintained facilities.				
Indicator	Percentage good condition rating of correctional facilities.				
Definition	The indicator measures the improvement in the condition rating of correctional facilities to ensure that the inmates and Remand Detainees experience are accommodated in a safe, secure and humane environment. Certain correctional facilities currently experience extreme overcrowding and inhumane living conditions, including: poor ventilation; inadequate ablution facilities; lack of sanitation and privacy; a shortage of beds. Through the upgrading and refurbishment of infrastructure projects, correctional facilities will operate as rehabilitation centres				
Source of data	User Asset Management Plan (Condition Rating)				
Data collection	Data is obtained from the updated User Asset Management Plan of DCS and reported annually.				
Method of calculation/assessment	$\frac{\text{Number of correctional facilities in good condition}}{\text{Number of active correctional facilities}} \times 100$				
Unit of measure	Percentage				
Data limitation	Incomplete or inaccurate User Asset Management Information provided by the Department of Public Works and Infrastructure				
Assumptions	<ul style="list-style-type: none"> • Availability of infrastructure budget to implement projects • Performance of implementing agents • Completion of infrastructure projects within time, cost and quality 				
Disaggregation of beneficiaries	The improvement of conditions in correctional facilities will benefit youth, females and PWDs				
Spatial transformation	Correctional facilities are planned nationally across all provinces				
Calculation type	Non-cumulative (Separate targets for each financial year).				
Reporting cycle	Annual				
Desired performance	Overall improvement in the condition rating of correctional facilities across the country				
Outcome owner	Deputy Commissioner: Facilities				
Outcome updater	Director: Facilities				
Baseline 2023/24	4% (10/243)				
Annual Targets	2025/26	2026/27	2027/28	2028/29	2029/30
	-	-	4.5%	-	5%
Admissible Evidence for Annual Targets	User Asset Management Plan (Condition Rating)				

Outcome 2(a): Effective case management and administration of inmates

Impact	Safe communities where people participate fully and freely in all of its environments
Outcome	Effective case management and administration of inmates
Indicator	Number of Victims who participated in Correctional Supervision and Parole Board (CSPB) meetings.
Definition	This indicator measures the number of victims who participated through physical attendance or representations (e.g. written or Audio-Visual System (AVS)) in the CSPB meetings where offenders are considered for possible placement on parole. This process is crucial in ensuring that voices of the victims are heard and considered by the Parole Board during parole consideration. Victims are given a platform to provide the victim impact statement, statement of opposition and the opportunity to contribute towards setting of placement conditions for a successful social reintegration. In some cases, victim participation may not be a criteria for parole consideration and in other cases the crimes committed may be victimless crimes hence victim participation is not a requirement.
Source of data	Correctional Supervision and Parole Board (CSPB) victim registers
Data collection	<p>Correctional Supervision and Parole Board (CSPB)</p> <p>Data is collected at the CSPB using the victim register for participation in CSPB meeting and captured on the reporting template.</p> <p>Management Area</p> <p>Data is verified by the Management Areas and reasons captured on the reporting template.</p> <p>Regions</p> <p>Data is verified by the Regional Office and reasons captured on the reporting template.</p> <p>Head Office</p> <p>Data is verified by Head Office (Directorate Pre-Release Resettlement) and reasons captured annually.</p>
Method of calculation/assessment	<p>Simple count of the number of victims who participated physically or through representations (e.g. written or Audio-Visual System (AVS)) in the CSPB meetings where offenders are considered for possible placement on parole.</p> <p>NB: Only the number of victims who participated physically or through representations (e.g. written or Audio-Visual System (AVS)) should be reported.</p>
Unit of measure	Number
Data limitations	Manual recording of information that is subject to human error.
Assumptions	<p>VOD/VOM was conducted prior to offenders becoming eligible for parole consideration.</p> <p>Victims have registered their interest to participate in the CSPB meetings in advance.</p> <p>Victims are notified or invited 30 days prior to the day of the meeting as prescribed.</p> <p>Victims and offenders are prepared for the process.</p> <p>CSBPs are capacitated and quorate to consider offenders placement.</p>
Disaggregation of beneficiaries (where applicable)	Victims of all crimes listed in the section 299A of Criminal Procedure Act, 1977 (Act No 51 of 1977) and those who have registered to participate in the CSPB meetings will benefit.
Spatial transformation (where applicable)	National
Calculation type	Non-cumulative (Separate targets for each financial year).
Reporting cycle	Annual
Desired performance	To have an increase in the victims who participate in CSPB meetings
Outcome owner	Chief Deputy Commissioner: Incarceration and Corrections

Outcome updater	Deputy Commissioner: Personal Corrections				
Baseline 2023/24	1 730				
Annual Targets	2025/26	2026/27	2027/28	2028/29	2029/30
	2 765	2 896	3 028	3 186	3 344
Admissible Evidence for Annual Targets	Victim register for participation in the CSPB meetings				

Outcome 2(b): Effective case management and administration of inmates

Impact	Safe communities where people participate fully and freely in all of its environments								
Outcome	Effective case flow management and administration of inmates								
Indicator	Percentage successful court outcomes for the containment of Remand Detainees								
Definition	Chapter 9 (Par 9.5.1) of the White Paper on Remand Detention Management in South Africa (2014) states that while DCS does not have control over the RD population, the DCS can manage (contain) the RD Population through implementing measures that are within its control. The indicator measures the increase in positive court outcomes for qualifying inmates in terms section 63(1) and 63 (A), 62(F) of Criminal Procedure Act, 1997 (Act No 51 of 1977) and Section 49 (G) and 49 (E) of the Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) to the respective courts for consideration.								
Source of data	<p>J7 (Warrants of detention), generated cleaned data (Annexure A of 49G) ,Annexure B referral letter for s63 A and s63 (1) and bail review affidavit , name list extracted from Admission and Release (A&R) and IIMS system, LOD, RD Tool and Manual list, Referral form to court.</p> <p>NB: Name list extracted from IIMS provides the names all RDs with bail regardless of whether the applications were previously submitted to court or not, hence the name list must be filtered.</p> <p>63(A) applications: crime filtering to be done for excluding those charged for crimes that are not classified as schedule 7 crimes. High court to be excluded in the submission of applications.</p> <p>All 49G Court Referrals reports (with name lists) extracted from A&R system or IIMS.</p> <p>NB: Name list extracted from IIMS provides the names all RDs detained for 21 months and above regardless of whether the applications were previously submitted to court or not, hence the name list must be filtered.</p> <p>Manual register on 49G referrals</p> <p>Consolidated unlock totals of inmate population (G253)</p> <p>Feedback from the courts</p>								
Data collection	<p>Remand Detention Facility / Mixed Centre level</p> <ul style="list-style-type: none"> Record the list of names of RDs who qualify for court referral in the RD tool and another name list of those that are referred to court separate from the qualifying ones. The RDs whose applications were previously submitted to court should be excluded from the qualifying RDs. Applications are referred once to court for each qualifying RD. The outcome of the court must be recorded in the RD tool at the correctional center by the CMA official when feedback is received from court The completed RD tool must be submitted to the Area Coordinator Corrections <p>Management Level: Validate, consolidate and forward the RD Tool to the Regional Head Corrections.</p> <p>Regional Level: Validate, consolidate and forward the information to Head Office (Remand Detention)</p> <p>National Level: Verify, consolidate and analyze the submission from the Regions on the Performance Information Reporting Tool.</p>								
Method of calculation/ assessment	<table> <tr> <td>Numerator</td><td>Number of successful court outcomes of RD applications</td></tr> <tr> <td>Denominator</td><td>Daily average of the Remand Detainee population</td></tr> </table> <p>Average RD Population</p> <table> <tr> <td>Numerator</td><td>Add the daily RD population for the financial year</td></tr> <tr> <td>Denominator</td><td>365</td></tr> </table>	Numerator	Number of successful court outcomes of RD applications	Denominator	Daily average of the Remand Detainee population	Numerator	Add the daily RD population for the financial year	Denominator	365
Numerator	Number of successful court outcomes of RD applications								
Denominator	Daily average of the Remand Detainee population								
Numerator	Add the daily RD population for the financial year								
Denominator	365								
Unit of measure	Percentage								

Data limitations	Data uploaded onto the Remand Detention tool not accurate. Manual filtering of qualifying RDs to exclude those that do not meet section 49G criteria Unreliable electronic system				
Assumptions	Timeous responses from courts on referred matters				
Disaggregation of beneficiaries (where applicable)	All qualifying Remand Detainees including special categories will be considered for a court referral				
Spatial transformation (where applicable)	National				
Calculation type	Non-cumulative (Separate targets for each financial year).				
Reporting cycle	Annually				
Desired performance	Contribute to the containment in the total of Remand Detainees population				
Outcome owner	Chief Deputy Commissioner: Remand Detention				
Outcome updater	Deputy Commissioner: Remand Detention				
Baseline 2023/24	9.63% (5 371/55 776)				
Annual Targets	2025/26	2026/27	2027/28	2028/29	2029/30
	10,56%	11,56%	12,56%	13,56%	14,63%
Admissible Evidence for Annual Targets	Section 63(A) 63(1) register Section 49G register, 49E register , S62F CPA , Unlock total of the first day of each month RD Tool J7 (Warrants of detention), generated cleaned data (Annexure A of 49G), Annexure B referral letter for s63 A and s63 (1) and bail review affidavit, name list extracted from A&R and IIMS system, LOD, RD Tool and Manual list, Referral form to court				

Outcome 3: Increased access to needs-based offender rehabilitation programmes.

Impact	Safe communities where people participate fully and freely in all environments
Outcome	Increased access to needs-based offender rehabilitation programmes
Indicator	Number of offenders enrolled in education and training programmes.
Definition	The indicator measures the offender enrolments in development programmes offered at correctional facilities to support the reintegration of offenders into society as law abiding citizens. Development programmes offered to offenders include occupational skills development programmes, TVET college programmes, GET and FET programmes. Increased participation in development programmes is based on offender's education and training needs which is guided by the offender's level of education prior to admission to the correctional facility.
Source of data	<ul style="list-style-type: none"> Formal Education Enrolment Register and Daily Attendance Register. Skills Development Enrolment Register and Daily Attendance Register.
Data collection	<p>Correctional Centre</p> <p>Information on the education and skills programmes is collected manually and captured at the Correctional Centre level using the Attendance Registers and Enrolment Registers and forwarded to the Management Area.</p> <p>Management Area</p> <p>The Management Area validates consolidates and forwards information to the Regional Office.</p> <p>Regional Office</p> <p>Information is checked, validated and consolidated by the Regional Office and forwarded to Head Office</p> <p>Head Office</p> <p>Information received from the Regional Offices is verified and consolidated by Head Office.</p>
Method of calculation/assessment	<p>To calculate the enrolment for the financial year:</p> <p>Skills:</p> <p>Number of offenders enrolled in Long Occupational Skills Programme + Short Occupational Skills Programme + TVET College Programmes for the respective financial year</p> <p>Formal Education</p> <p>Number of offenders enrolled in GET + FET for the respective academic year</p> <p>Total = skills + formal education enrolments</p>
Unit of Measure	Number
Data limitations	Manual systems used that are subjected to human error
Assumptions	<p>All eligible offenders meet the education and training entry requirements to be enrolled on the identified development programme.</p> <p>Availability of education and training resources for the identified programme to be enrolled in.</p>
Disaggregation of beneficiaries (where applicable)	10% increase in offenders enrolled in education and skills development programmes inclusive of women, youths and PWDs
Spatial transformation (where applicable)	Formal Education and Skills Development Programmes are available at selected Management Areas.
Calculation type	Non-cumulative (Separate targets for each financial year).
Reporting cycle	Annual
Desired performance	All eligible offenders participating in developmental programmes
Outcome owner	Chief Deputy Commissioner: Incarceration and Corrections
Outcome updater	Deputy Commissioner: Personal Development

Baseline 2023/24	42 501 (Formal Education: 7 197 and Skills Development: 35 304)				
Annual Targets	2025/26	2026/27	2027/28	2028/29	2029/30
	43 351	4 4218	45 103	46 005	46 925
Admissible Evidence for Annual Targets	<ul style="list-style-type: none"> • Regional Reports • Formal Education Enrolment Register and Daily Attendance Register. • Skills Development Enrolment Register and Daily Attendance Register. 				

Outcome 4: Successful reintegration and socio-economic empowerment.

Impact	Safe communities where people participate fully and freely in all of its environments				
Outcome	Successful reintegration and socio-economic empowerment				
Indicator	Percentage revocations of parolees and probationers				
Definition	The indicator measures the reduction in revocations of parolees and probationers which will lead to successful reintegration to communities as a law-abiding citizen. Violation of the conditions imposed on a parolee is addressed in Section 70(1) of the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended). Revocation is when a parolee or probationer violates conditions and the investigation assessment by the CSPB proves the violation to be legitimate, the parolee is returned back to the correctional centre for the remainder of the sentence and may appear before the CSPB or HCC (Head of Correctional Centre) to be evaluated for parole again.				
Source of data	Community Corrections system				
Data collection	<p>Community Corrections Offices</p> <p>Information on the parolees and probationers under Community Corrections is collected and captured on the Community Corrections System and forwarded to the Management Area.</p> <p>Management Area</p> <p>The Management Area validates, consolidates and forwards information to the Regional Office</p> <p>Regional Office</p> <p>Information is checked, validated and consolidated by the Regional Office and forwarded to Head Office</p> <p>Head Office</p> <p>Information received from the Regional Office is verified and consolidated by Head Office and reported annually.</p>				
Method of calculation/ assessment	<table> <tr> <td>Numerator</td><td>Number of parolees and probationers under the system of community corrections who violated the set conditions and were revoked.</td></tr> <tr> <td>Denominator</td><td>Average number of parolees and probationers under the system of community corrections</td></tr> </table> $\text{Denominator} = \frac{\text{Caseload of the last day of each month for the financial year}}{12}$	Numerator	Number of parolees and probationers under the system of community corrections who violated the set conditions and were revoked.	Denominator	Average number of parolees and probationers under the system of community corrections
Numerator	Number of parolees and probationers under the system of community corrections who violated the set conditions and were revoked.				
Denominator	Average number of parolees and probationers under the system of community corrections				
Unit of measure	Percentage				
Data limitations	Lack of an integrated system and IT Infrastructure to collect, record and store Community Corrections information				
Assumptions	Community involvement in supporting offenders after release. Functional Correctional Supervision and Parole Boards				
Disaggregation of beneficiaries (where applicable)	1% reduction in revocations of parolees and probationers including women, youth and persons with disabilities.				
Spatial transformation (where applicable)	Reintegration of offenders into their communities across the country.				
Calculation type	Non-cumulative (Separate targets for each financial year).				
Reporting cycle	Annual				
Desired performance	Decreased percentage in revocations which leads to successful reintegration into the communities.				
Outcome owner	Chief Deputy Commissioner: Community Corrections				

Outcome updater	Deputy Commissioner: Social Reintegration				
Baseline 2023/24	10.87% revocations (5 848/53 804)				
Annual Targets	2025/26	2026/27	2027/28	2028/29	2029/30
	9.87%	8.87%	7.87%	6.87%	5.87%
Admissible Evidence for Annual Targets	Summary of the revocation register				
	Summary of the caseload from the Community Corrections System				

Outcome 5: Healthy incarcerated population.

Impact	Safe communities where people participate fully and freely in all of its environments				
Outcome	Healthy incarcerated population.				
Indicator	Percentage of inmates who accessed Primary Health Care services on the basis of need.				
Definition	The indicator measures the provision of comprehensive primary health care services as the first level of care to inmates (inclusive of nutrition, environmental health and personal hygiene services) and babies of incarcerated mothers based on the stipulations of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), all applicable legislation, international and national policies, guidelines and protocols.				
Source of data	Primary Health Care Register. Average unlock inmate population template.				
Data collection	<p>Correctional Facility Information on the primary health care services is collected manually and captured at the Correctional Centre level and forwarded to the Management Area.</p> <p>Management Area The Management Area validates, consolidates and forwards information to the Regional Office.</p> <p>Regional Office Information is checked, validated and consolidated by the Region and forwarded to Head Office.</p> <p>Head Office Information received from the Regional Offices is checked and consolidated by Head Office annually.</p>				
Method of calculation/ assessment	NB: Inmates should be counted only once per annum.				
Unit of measure	Percentage				
Data limitations	Manual system of recording inmates accessing primary health care services can lead to human error.				
Assumptions	Inmates in need of care must be willing to seek health care services. Availability of primary health care resources.				
Disaggregation of beneficiaries (where applicable)	Primary health care services provided to all inmates including babies of incarcerated mothers on the basis of need, inclusive of women, youth and PWDs				
Spatial transformation (where applicable)	Primary health care services provided at all correctional facilities.				
Calculation type	Non-cumulative (Separate targets for each financial year).				
Reporting cycle	Annual.				
Desired performance	90%.				
Outcome owner	Chief Deputy Commissioner Incarceration and Corrections.				
Outcome updater	Deputy Commissioner Health Care Services.				
Baseline 2023/24	101.82% (159 450/156 600)				
Annual Targets	2025/26	2026/27	2027/28	2028/29	2029/30
	90%	90%	90%	90%	90%
Admissible Evidence for Annual Targets	Primary Health Care Register (supported by health record). Unlock certificate G253 (01 April of the new financial year)				

Outcome 6: A capable, professional and ethical Department

Impact	Safe communities where people participate fully and freely in all of its environments				
Outcome	A capable, professional and ethical Department				
Indicator	Number of processes automated				
Definition	Automate identified manual processes within the Department from correctional facility level to Head Office repetitive, such as rule-based tasks such as data entry, document processing and request approvals is meant to reduce errors, saving costs and improving service delivery.				
Source of data	Business Process Maps per DCS value chain				
Data collection	Data is collected by GITO and reported annually.				
Method of calculation/assessment	Simple count of the process automated in the Department				
Unit of measure	Number				
Data limitation	Not Applicable				
Assumptions	Business readiness for automation of identified processes				
Disaggregation of beneficiaries (where applicable)	n/a				
Spatial transformation (where applicable)	Automation will be implemented across all correctional facilities, Management Areas and Regions				
Calculation type	Cumulative-year-to end (previous financial year added to the next financial year to eventually add up to the five-year target)				
Reporting cycle	Annual				
Desired performance	Identified business processes automated to enable faster response times and reduce service delivery errors				
Outcome owner	Chief Deputy Commissioner: GITO				
Outcome updater	Deputy Commissioner: GITO				
Baseline 2023/2024	19				
Annual target	2025/26	2026/27	2027/28	2028/29	2029/30
	1	2	3	4	5
Admissible evidence for annual target	Acceptance certificates sign-off				



Part E: Annexures to the Strategic Plan



Annexure A (District Development Model)

The District Development Model (DDM) was approved by Cabinet in August 2019 as an operational model for improving cooperative governance in relation to integrated planning, budgeting, implementation and reporting. The DDM has to be implemented according to the DDM Implementation Framework and One Plan Guidelines. The DDM rests on the development of a 'One Plan' for each identified district and metro. This long-term plan of action is developed in collaboration with key stakeholders, communities and the private sector. It sets out the service delivery challenges and opportunities for growth and development in each area. One of the key strategic objectives of the DDM is to address the current horizontal and vertical silos prevalent across the three spheres of government by improving joint planning, budgeting and implementation to ensure sustainable

development that will result in poverty reduction, increased employment and improved equality in the 52 district and metropolitan spaces. The final one plans and first generation one plans have been completed in 50 districts and metros respectively. The Department has identified four catalytic projects which are strategic capital projects geared to address the significant social, economic, institutional and spatial developmental needs as expressed in the One Plan Vision, Strategies and Transformation Focal Areas of People Development and Infrastructure Engineering. The identified projects align to the three reporting elements appropriate within the DDM context namely: 1) project size, 2) business and development impact and 3) technical and implementation complexity.

Table 28: District Development Model Projects

Project Name	Area of intervention	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners	Longitude (East/West/+X)	Latitude (North/South/-Y)
1. Upgrading of Burgersdorp Correctional Centre	Upgrading of infrastructure	Provision of additional bedspaces to approximately 500 bedspaces, support amenities, and development and care facilities; and upgrade of existing dilapidated structures	R634 891 238	Joe Gqabi	30.9941° S 26.3093° E	Regional Commissioner Eastern Cape	Department of Public Works and Infrastructure	26.3093° E	30.9941° S

Project Name	Area of intervention	Project description	Budget allocation	District Municipality	Location: GPS coordinates	Project leader	Social partners	Longitude (East/West/+X)	Latitude (North/South/-Y)
2. Upgrading of Parys Correctional Centre	Upgrading of infrastructure	Provision of additional bedspaces to approximately 250 bedspaces, support amenities, and development and care facilities; and upgrade of existing dilapidated structures	R 283 507 062	Fezile Dabi	-26° 54' 11.88" S 27° 27' 26.17" E	Regional Commissioner Free State & Northern Cape	Department of Public Works and Infrastructure	27° 27' 26.17" E	-26° 54' 11.88" S
3. Upgrading of Port Shepstone Correctional Centre	Upgrading of infrastructure	Provision of additional bedspaces to approximately 260 bedspace	R 120 000 000	Greater Kokstad Municipality	-30.73938, 30.45273	Regional Commissioner KZN	Development Bank South Africa	-30.741389 S	+30.453056 E
4. New DCS Head Office building	Building of new infrastructure	Building of new DCS Head Office	R 100 000 000	City of Tshwane Metropolitan Municipality	-25.761743, 28.186824.	DCS National Commissioner	Department of Public Works and Infrastructure	-25.7593674 S	28.1892252 E

Annexure B (Policies and Strategies continued and initiated)

(a) Our Policies

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

Policy name	Aim/Purpose	Key impact	Responsibility
Security Operations Policy	Provide safe and secure working environment and to minimise crime-related losses that can impact negatively on the Department	Integrity of sensitive information, assets and services. Safety and security of inmates, officials on duty, service providers and the public.	Security
Unit Management	To facilitate rehabilitation through a decentralised approach to correctional centre and offender administration, through an integrated multi-disciplinary approach, needs based interventions managed through the Correctional Sentence Plan dependent on the individual offender risks and needs.	Effective offender and correctional centre administration through a multi-disciplinary approach and close supervision.	Personal Corrections
Special Remission	To guide, regulate, facilitate and coordinate remission of sentence for sentenced offenders, probationers, day parolees and parolees, when requested of or instructed by the President.	Special remission of sentence provides a unique opportunity for offenders to reconcile with their families and communities while also manifesting positive outcomes of the rehabilitation and skills development programmes	Prerogative of President of the Republic of South Africa
Offender Privilege System	To regulate access to offender privilege system, promote social responsibility and positive behaviour in offenders.	Promotion of uniformity in the treatment of offenders.	Personal Corrections
Marriages of Inmates	To regulate the marriages of offenders within the correctional system.	To uphold the constitutional right to association, healthy family relations and facilitated offender rehabilitation and successful reintegration	Personal Corrections
Policy on Correctional Programmes	The policy on Correctional Programmes will form part of the Department's efforts to rehabilitate offenders with the purpose of influencing change in their behaviour to become law – abiding citizens.	Successful reintegration of offenders into society.	Personal Corrections
Complainants' involvement in the Correctional Supervision and Parole Boards	To facilitate the involvement of victims and complainants in the parole processes when offenders are considered for parole placement.	To give recognition and opportunity to victims / complainants to contribute towards the decision of the CSPB when the release of offenders is considered.	Personal Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
Correctional Supervision and Parole Board Policy	To provide practical guidelines on the implementation of the Placement and release Policy. To provide a framework for effective and efficient Parole Boards,	To ensure responsible consideration of offenders for possible placement on parole and correctional supervision.	Personal Corrections
Formal Education Policy	This policy is aimed at providing an enabling framework for educational programmes and services to inmates based on internal DCS practices, DBE and DHET processes as well as developments in terms of e- learning.	The provisioning of educational programmes and services will contribute to the rehabilitation and reintegration of offender.	Formal Education
Offender Skills Development Policy	Provides an institutional framework to plan and implement skills development strategies to develop and improve skills of offenders	The provisioning of skills development programmes and services will contribute to the rehabilitation and reintegration of offenders.	Skills Development
Social Work Policy	The Policy is developed to ensure that social work services are rendered and streamlined in DCS to enhance needs-based interventions that contribute to the rehabilitation of offenders, parolees and probationers. Furthermore, the Policy seeks to guide and set standards and develop mechanisms to ensure effective practice of social work within the DCS based on the basic principles of the Social Service Professions Act and other relevant legislations	To ensure the quality, efficiency and sustainability including relevance of social work services with the aim of addressing offenders, parolees and probationers needs, including assisting them to deal with factors that impact negatively in their daily lives	Social Work Services
Spiritual Care Policy	The policy creates an opportunity and encourages offenders to practice their religion according to the specific prescriptions of their religion, subject to administrative practicability of facilities and the maintenance of good order.	The policy is designed to facilitate the provision of needs-based spiritual care services and programmes to inmates towards their rehabilitation and successful reintegration as well as building their moral and ethical values which are acceptable to society.	Spiritual Care Services
Psychological Services Policy	The policy enables psychologists and counsellors within the Department of Correctional Services to promote the emotional well-being of those entrusted in its care to facilitate the healing and reconciliation of interpersonal relationships.	The implementation of the policy will assist inmates, probationers and parolees to lead law-abiding and productive lives while in correctional centres and community corrections as well as after completion of their sentences.	Psychological Services
Health Care Policy	Provides guidance on the provision of health care services for the inmate population in accordance with the relevant legislative prescripts, norms and standards.	Healthy incarcerated population.	Health Care Services

Policy name	Aim/Purpose	Key impact	Responsibility
Pharmaceutical Services Policy	Provides guidelines for equitable access to and provision of adequate and uninterrupted supply of quality, safe, effective and affordable essential medicines for inmates and care for babies who are with their incarcerated mothers.	Availability and accessibility of essential medicines to the inmate population.	Health Care Services
Nutritional Services Policy	Provides guidance on the management of nutrition for the inmate population in accordance with National and International norms and standards.	Meeting the nutritional requirements of the inmate population.	Health Care Services
Mental Health Care Policy	Provide guidelines for the identification and provision of mental health care to the inmate population.	The delivery of the best possible care, treatment and rehabilitation services in an equitable, efficient, and in the best interest of the mental health care users within the limits of the available resources.	Health Care Services
Medical Parole Policy	Provides standardised guidelines in terms of the processes to be followed when recommending the placement of offenders on medical parole based on medical evidence by the appointed Medical Parole Advisory Board to the delegated authorities for further management.	Affording offenders who are terminally ill or incapacitated a humane dignified end stage of life.	Health Care Services
Policy for the Control of Tobacco and Smoking in Correctional Centres	Provides guidance for establishing a healthy and smoke free environment.	Reduction in incidences of diseases related to tobacco and smoking.	Health Care Services
Infection Prevention and Control Policy	Provides guidance on the management and administration of Infection, Prevention and Control in Correctional Services.	Reduction in the spread of communicable diseases.	Health Care Services
Revised Procedure Manual: Supervision (Unit 1-8) Volume 5	Ensure compliance to parole and supervision conditions	Effective supervision and facilitation of social acceptance and reintegration of offenders into the community in collaboration with relevant stakeholders.	Community Corrections
Prevention, Management of absconders' guidelines	Effective management, tracing and prevention of absconders.	Management and prevention of absconders to ensure safer community	Community Corrections
Integrated Court Manual	Compliance to prescripts in terms of alternative sentence	Consideration and placement of offenders under correctional supervision as an alternative sentence. Guiding principles and strategies for court proceedings available	Community Corrections

Policy name	Aim/Purpose	Key impact	Responsibility
Social Reintegration Policy	Provides guidance in the implementation of social reintegration programmes for victims, parolees and probationers in preparation of for release and effective supervision and facilitation of social acceptance and reintegration of offenders in the community.	Ensuring successful reintegration of parolees and probationers in their communities	Community Corrections
Halfway house Policy	Provides accommodation as an alternative support for offenders who qualify for parole but lack a support system.	Reintegration of parolees and probationers back into the community	Community Corrections
Restorative Justice Policy	Promotes healing and restoration of relationships amongst offenders, families, victims and communities whilst correcting the offending behaviour.	Afford the victim an opportunity to engage and find closure on the crime committed upon him/her and subsequently lead to successful reintegration of the offender into the community.	Community Corrections and Incarceration and Corrections
Community Participation Policy	Provide broad framework on community participation in the strengthening and enhancement of rehabilitation of offenders into society	Successful reintegration of offenders into the society as the law-abiding citizens	Community Corrections

(excludes support services)

(b) Our Strategies

The Department will continue implementing the core strategies as tabled below:

Strategy name	Aim/ Purpose	Key impact	Responsibility
Escape Prevention Strategy	Enhanced safety, security and humane conditions for all inmates, parolees, probationers, stakeholders and officials in well maintained facilities consistent with their human dignity including assistance and information.	Humane safe and secure detention	Security
Assault Prevention Strategy	Enhanced safety, security and humane conditions for all inmates, parolees, probationers, stakeholders and officials in well maintained facilities consistent with their human dignity including assistance and information.	Humane safe and secure detention	Security
Death Prevention Strategy	Enhanced safety, security and humane conditions for all inmates, parolees, probationers, stakeholders and officials in well maintained facilities consistent with their human dignity including assistance and information.	Humane safe and secure detention	Security
Gang Combating Prevention Strategy	Enhanced safety, security and humane conditions for all inmates, parolees, probationers, stakeholders and officials in well maintained facilities consistent with their human dignity including assistance and information.	Humane safe and secure detention	Security
Overcrowding Reduction Strategy	The purpose of the strategy is guiding the management of population levels in correctional facilities through different governance structures. The strategy launches a Strategic Framework to guide the multi-layered management of overcrowding in DCS facilities	Humane safe and secure detention	DCS Cluster stakeholders
Compulsory Education	To compel youth offenders 30 years and below who have not as yet achieved their Grade 9 or AET level 4 to attend education programmes.	Increased numbers of youth attending education programmes	Formal Education
Develop and review health care policies	Keeping abreast with the latest policy developments	Effective and efficient management of health conditions	Health Care Services
Capacity building of human resources for health	Enhance knowledge and skills of health care professionals	Competent work force with the ability to implement innovative methods of improving service delivery to the inmate population	Health Care Services

Strategy name	Aim/ Purpose	Key impact	Responsibility
Establishment/ maintenance of National Governance structures [Pharmaceutical and Therapeutics Committee (PTC), Infection Prevention and Control Forum (IPCF) and Food Service Management Forum (FSMF)]	Structures provide strategic leadership and direction on PTC, IPCF and FSMF activities, across the Department to ensure that risks are managed	Quality health care provided to the inmate population to enable them to lead a long and healthy life	Health Care Services
Establishment of pharmacies in identified management areas	Increase access to medicines and supplies to the inmate population	Effective and efficient medicine and supplies management	Health Care Services
Revitalisation and resourcing of primary health care clinics, 24-hour health facilities, mother-baby units, food service units and laundry facilities in identified management areas	Provision of a comprehensive package of health care services to inmates	Quality health care provided to the inmate population to enable them to lead a long and healthy life	Health Care Services
Monitor compliance to legislative prescripts	Identify service delivery gaps and facilitate quality improvement	Compliance with applicable legislative prescripts	Health Care Services
Social Reintegration Framework	Outline the core functions of Social Reintegration and forecast the intended programmes and services	Coordinated service and programmes for effective reintegration of offenders	Community Corrections
Concept document on the decentralisation of community corrections offices	Delineate /outline the intention of decentralising offices within the community	Accessibility, visibility and availability of centralised offices for effective social reintegration	Community Corrections
Concept Document on Social Workers based at Community Corrections	Distinguishing the scope and fundamentals of Social Workers based at Community Corrections.	Adopt a model that is in line with Community Corrections' core business, to reinforce the reintegration process encompassing all the functions and roles for Social Reintegration.	Community Corrections
Revocation tool	Mitigation of potential risks prior to parole /supervision revocation.	Uniformity and consistency for informed decisions by delegated authority	Community Corrections
Concept document on Management, Prevention and Tracing of absconders	Provide an understanding of absconders' phenomena within the Department context	Informed background on absconder's management to minimise the risk and ensure tracing	Community Corrections

(excludes support services)

Annexure C (Core stakeholders contributing to the Strategic Plan)

Stakeholder	Contribution to outcomes	Responsibilities within the strategy
Provincial Departments of Community Safety	Successful reintegration of parolees and probationers	<ul style="list-style-type: none"> The Department of Community Safety assist in mobilising communities to work with the DCS i.e. Imbizos, public VOD, compliance to parole/supervision, eliminate the high rate of crime committed by those entrusted within the system of community corrections. Data base of parolees and probationers serving non-custodial sentences to assist in monitoring and ensuring compliance to set conditions. Managing offenders' risk in terms of their risk profiles. Community Policing Forums (CPF) assist in reducing reoffending, tracing of absconders, dealing with crime rooted areas, ensure safety of correctional officials during monitoring. Promote relations between correctional officials and structures with the relevant communities including specific government structures dealing security issues. Provide pertinent information in terms of crime committed and previous convictions (SAP 69). Mobilising the community and other relevant stakeholders to build relations to deal with the scourge of crime and reoffending.
Department of Social Development (DSD)	Successful reintegration of parolees and probationers	<ul style="list-style-type: none"> Trace, prepare and provide aftercare services and programmes to victims, families, communities. Provide rehabilitation programmes, reintegration and after care services to parolees and probationers. Provide welfare and support to parolees and probationers through a referral system Provide social relief of distress to parolees and probationers. Provision of programmes and services to children in conflict in the law
South Africa Police Services (SAPS)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> Accreditation of shooting ranges Investigation of cases and transportation of Remand Detainees between courts and correctional facilities. SAPS database is utilised to obtain information on the criminal records of officials and screening of personnel Registration of all firearms on the national database utilised by the Department.
National Prosecuting Authority (NPA)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> Reviews evidence provided by SAPS and determines whether to infer formal charges. Section 59A of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) makes provision for bail to be given by prosecutors' subject to the nature of crimes (Schedule 7)

Stakeholder	Contribution to outcomes	Responsibilities within the strategy
Department of Justice and Constitutional Development (DOJ&CD)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> • Conduct assessments and managing children in conflict with the law in line with Child Justice Act, 2008 (Act No. 75 of 2008) who are detained in correctional facilities • Provide sentence remarks on court records for sentenced offenders. • Promote the use of restorative justice, victim-offender mediation and rehabilitation processes • Consideration of correctional supervision as an alternative sentence • Diversion programmes and conversion of sentence in line with Criminal Procedure Act, 1977 (Act No. 51 of 1977). • Presentation of Presentence or Court Report
Legal Aid South Africa	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> • Provide legal representation at State expense, as set out in the Constitution of the Republic of South Africa, 1996 (the Constitution) and relevant legislation giving content to the right to legal representation at State expense to Remand Detainees and sentenced offenders with further charges.
Department of Home Affairs (DHA)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> • Issuing of Identity Documents, Passports and other relevant documents. • Establishing of citizenship of foreign nationals and issuing of Deportation Orders.
Department of Cooperative Governance and Traditional Affairs (COGTA)	Successful Reintegration of parolees and probationers	<ul style="list-style-type: none"> • Community involvement with National House of Traditional and Khoisan Leaders (NHSTKL) • Networking and influential role played by traditional leaders • Assist to restore relations between the communities, victims and offenders • Assist to provide technical skills and opportunities to ex-offenders to increase their employability beyond the community work projects • Collaboration with various stakeholders in ensuring that the management and prevention of re-offending and tracing of absconders • Data sourced and investigation conducted through the involvement of key stakeholders (COGTA, SASSA, DHA, SAPS and National Criminal Record Centre).
Judicial Inspectorate for Correctional Services (JICS)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> • JICS is the primary body tasked with monitoring and oversight of South Africa's correctional system. This includes inspecting, monitoring and reporting on the treatment of inmates and the conditions of correctional facilities.
National Joint Operational Intelligence Structure (NATJOINTS)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> • NATJOINTS provide training of EST officials, information on operational security threats and risks, strategies and information management.
National Intelligence Co-ordinating Committee (NICOC)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> • NICOC is an independent Organ of State providing intelligence information regarding national security threats and risks to the Department.
State Security Agency (SSA)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> • SSA supports the Vetting Fieldwork Unit within the Department by evaluating applications for security clearances and issues clearance certificates.

Stakeholder	Contribution to outcomes	Responsibilities within the strategy
Council for Scientific and Industrial Research (CSIR) Armaments Corporation of South Africa (ARMSCOR)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> Research institutions provide required research to inform the development of security specifications on scalable security technology, systems and equipment Modernisation & innovation of facilities and construction practices
Quality Council for Trades and Occupations (QCTO)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> QCTO set the standards for compliance in the implementation of occupational related programmes in support of Correctional Services Act, 1998 (Act No. 111 of 1998 as amended) To quality assure, assess and monitor N4-N6 TVET programmes and occupational related qualifications Accreditation of occupational programmes offered at Offender Training Facilities and workplaces
Safety and Security Sector Education and Training Authority (SASSETA)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provisioning of accredited skills programmes to officials, offenders, parolees, probationers and victims of crime Quality assurance of skills development programmes Allocation of discretionary grants
Department of Employment and Labour (DEL)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Subsidise skills training for parolees and probationers. Provide service training to parolees and probationers to increase their employability. Maintain a database of skilled parolees and probationers
Department of Public Works and Infrastructure (DPWI)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> Custodian of State Immovable Asset portfolio and property management for accommodation in terms of Government Immovable Asset Management Act, 2007 (Act No 19 of 2007) Delivery of site clearances, property acquisitions, new, upgraded facilities, maintenance activities, leased facilities, property disposals, payment of municipal and other utilities accounts Involve offenders, parolees and probationers in EPWP programmes and other community based programmes.
Independent Development Trust (IDT) and Development Bank of South Africa (DBSA)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> Implementing agent for capital and repair and maintenance projects and fast-tracking of infrastructure delivery
Municipalities / Water boards, ESKOM and Department of Water and Sanitation (DWS)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> Provision of bulk services and connections, provision of land and / or utilities and other services to correctional facilities
Professional Firearm Training Council (PFTC)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> Ensure adherence to the Firearms Control Act, 60 of 2000 National standards regulation on Firearm Training
National Regulator for Compulsory Specifications (NCRS)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> Regulation of compulsory specifications that fall within the scope of various industry sectors, including personal protective equipment, firearms and shooting ranges

Stakeholder	Contribution to outcomes	Responsibilities within the strategy
Department of International Relations and Cooperation (DIRCO) National Organised Crime Prevention Management Joint Task Team (NOCPM-JTT)	Safe, secure and humane incarceration of inmates	<ul style="list-style-type: none"> Joint task team with matters related to peace keeping missions Developing officials through attendance of training programmes and deployment
Cape Town Drug Counselling Centre (CTDCC UNISA)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Support DCS with the education and counselling of offenders on use and abuse of substances
Department of Basic Education (DBE)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provide DCS learners with Learner Teacher Support Material Support to implement FET curriculum Provision of Grade 10 to 12 Programmes Provision of prescribed ECD Curriculum Curriculum management Sharing of information with regard to datasets Management of examinations Registration of full-time schools DCS teacher development Grade 12 teacher development ECD Practitioner development SA-SAMS – teacher development Provide DCS results of grade 12 learners. Establishment of school gardens for food security and self sufficiency Provide platform for crime prevention session with school learners
Department of Higher Education and Training (DHET)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Registration of AET Centres and TVET Examination Centres to offer programmes Secondment of AET Facilitators to DCS centres Administration and management of AET and TVET examinations HR development support for officials. Students assist to conduct community profiles
National Skills Fund (NSF)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Funding training Programmes through the National Skills Fund
University of South Africa (UNISA)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Supports in providing Correctional Ministry Course and Theology Courses to Spiritual Care Managers, Spiritual and Moral Development Coordinators, Spiritual Care Workers, Volunteers and Inmates Cooperate with relevant research to develop programmes

Stakeholder	Contribution to outcomes	Responsibilities within the strategy
Boksburg Witpoort Recovery Centre Alma Mater Akademie on Substance Abuse	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Education and counselling to offenders on use and abuse of substances
The Prem Rawat Foundation	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Rendering rehabilitation programmes called Peace Education in correctional centres
Bible League International	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Rehabilitating and developing offenders to improve their value system, regenerate morale and enhance social reintegration
Heartlines	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Rehabilitating and developing offenders to improve their value system, regenerate morale and enhance social reintegration
Agriculture Research Council (ARC)	Self-sufficiency and sustainability	<ul style="list-style-type: none"> Consultation on the selection of breeding animals and the compilation of specifications for machinery and equipment as well as agricultural technical advice.
Department of Agriculture, Land Reform and Rural Development (DALRRD)	Self-sufficiency and sustainability	<ul style="list-style-type: none"> Provide agricultural extension support services, technical support services on plant health and protection, animal health, veterinary public health and strategic direction on agriculture.
National Society for the Prevention of Cruelty against Animals (NSPCA)	Self-sufficiency and sustainability	<ul style="list-style-type: none"> Monitor compliance with the Animal Health Protection Act, 1964 (Act No. 71 of 1962).
National Treasury (NT)	Self-sufficiency and sustainability	<ul style="list-style-type: none"> Facilitate transversal contracts for production inputs and raw material.
South African Bureau of Standards (SABS)	Self-sufficiency and sustainability	<ul style="list-style-type: none"> Provide testing services to the Department
Department of Sports, Arts and Culture (DSAC)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provide support in the implementation of sports rehabilitation programmes
National Library of South Africa (NLSA)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provide support in the implementation of library programmes and services. Improved culture of reading, writing and publishing in all official languages
South African Football Association (SAFA)	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provide support in the implementation of football related programmes
Sports Federations	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provide support in the implementation of sports related programmes
District Municipalities	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provide support in the implementation of sports, arts and crafts programmes
National Youth Development Agency	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provision of NYDA programme and services to youth parolees, probationers and victim of crime

Stakeholder	Contribution to outcomes	Responsibilities within the strategy
Human Capital Learning Solution	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provision of education and training to parolees, probationers and victims of crime
NEMISA	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provision of digital literacy to parolees, probationers and community members
Meals on Wheels Community Service	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provision of digital literacy to parolees, probationers and community members
Kara Heritage Institution	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provide training of parolees, probationers and victims of crime
Furniture World Private College	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provision of artisan development training for parolees and probationers
Maiktronix CC	Rehabilitation and development of offenders	<ul style="list-style-type: none"> Provision of aluminium glass and steel training for parolees and probationers

Annexure D (Acts referenced in the Correctional Services Act, 1998)

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

TITLE OF THE ACT	PURPOSE OF THE ACT
South African Police Service Act, 1995 (No. 68 of 1995)	To provide for the establishment, organisation, regulation and control of the South African Police Service; and to provide for matters in connection therewith
Public Service Act, 1994 (No. 103 of 1994, as Amended)	To provide for the organisation and administration of the public service of the Republic, the regulation of the conditions of employment, terms of office, discipline, retirement and discharge of members of the public service, and matters connected therewith
Public Finance Management Act, 1999 (No. 1 of 1999)	<p>To regulate financial management in the national government and provincial governments; to ensure that all revenue, expenditure, assets and liabilities of those governments are managed efficiently and effectively; to provide for the responsibilities of persons entrusted with financial management in those governments</p> <p>Section 27(4) of the PFMA makes provision for the development of measurable objectives which must be included in the annual budgets of national and provincial institutions. While Section 40 (3) (a) and 55 (2) (a) makes provision for the reporting of performance against predetermined objectives in institutions' Annual Reports.</p> <p>Section 38 (d) of the PFMA states that the Accounting Officer has responsibility to manage, safeguard and maintain assets and manage the liabilities of the department or entity, and Section 38 (a) (iv) and (c) (iii) makes a provision for a systems for evaluating capital projects and managing available working capital efficiently and economically.</p>
The Promotion of Equality and Prevention of Unfair Discrimination Act, 2000 (PEPUDA or the Equality Act, Act No. 4 of 2000)	To give effect to the letter and the spirit of the Constitution, in particular the promotion of equality, the value of non-racialism and non-sexism; the prevention of unfair discrimination and protection of human dignity as contemplated in sections 9 and 10 of the Constitution.
Promotion of Administrative Justice Act, 2000 (No. 3 of 2000)	To ensure fair Procedure in terms of Promotion of Administrative Justice Act is discussing as follows; Sections 3 (1) provides that an administrative action which materially and adversely affects the rights or legitimate expectations of any person must be procedurally fair
Probation Services Act, 1991 (No. 116 of 1991)	To provide for the establishment and implementation of programmes aimed at the combating of crime; for the rendering of assistance to and treatment of certain persons involved in crime; and for matters connected therewith
Prevention and Combatting of Torture of Persons Act, 2013 (No. 13 of 2013)	To prevent and combat the torture of persons within or across the borders of the Republic; and. to provide for matters connected therewith.
Pharmacy Act, 1974 (No. 53 of 1974, as amended)	To provide for the establishment of the South African Pharmacy Council and for its objects and general powers; to extend the control of the council to the public sector; and to provide for pharmacy education and training, requirements for registration, the practice of pharmacy, the ownership of pharmacies and the investigate
Nursing Act, 2005 (No. 33 of 2005)	To protect the public from unsafe practitioners, and the ultimate goal is competent, quality nursing care provided by qualified practitioners

TITLE OF THE ACT	PURPOSE OF THE ACT
National Health Act, 2003 (No. 61 of 2003)	To provide a framework for a structured uniform health system within the Republic, considering the obligations imposed by the Constitution and other laws on the national, provincial and local governments with regard to health services; and to provide for matters connected therewith
National Archives Act, 1996 (No. 43 of 1996)	To provide for a National Archives; the proper management and care of the records of governmental bodies; and the preservation and use of a national archival heritage; and to provide for matters connected therewith
Mental Health Care Act, 2002 (No. 17 of 2002, as amended)	To make provisions that allows those with such impairments, others to act in their best interest and make decisions on their affairs. In this regard legislation provides for involuntary or compulsory admission to mental health facilities and involuntary treatment.
Medical, Dental and Supplementary Health Service Professions Amendment Act, 1974 (No. 56 of 1974, as amended)	To provide for the establishment of the Health Professions Council of South Africa and professional boards for health professions; to abolish the Interim National Medical and Dental Council of South Africa; to provide for control over the education, training, registration and practices of health professionals; and to provide for matters connected therewith.
Labour Relations Act, 1995 (No. 66 of 1995, as amended)	The purpose of the labour relations act is not only to protect everyone in the workplace but to also promote economic development, fair labour practices, peace, democracy and social development.
Judicial Matters Amendment Act, 2002 (No. 55 of 2002)	To amend the Magistrates' Courts Act, 1944, so as to further regulate the rescission of judgments; to amend the Stock Theft Act, 1959, so as to repeal certain obsolete provisions; to amend the General Law Further Amendment Act, 1962, so as to make further provision for access to children under custodianship; to amend the South African Law Commission Act, 1973, so as to effect a change of name; to further regulate the appointment of members of the Commission; and to further regulate requirements in respect of the reports of the Commission; to amend the Companies Act, 1973, so as to further regulate the examination of directors and others during and after the winding-up of a company; to amend the Criminal Procedure Act, 1977 (Act No 51 of 1977), so as to bring certain provisions in line with the Mental Health Care Act, 2002; to amend the Attorneys Act, 1979, so as to authorise the Attorneys Fidelity Fund Board of Control to enter into contracts for the provision of professional indemnity insurance cover; and to further regulate payments to and refunds from the Fidelity Fund; to amend the Correctional Services Act, 1998 (Act No. 111 of 1998) as amended, so as to effect a technical correction; to amend the Mental Health Care Act, 2002, so as to amend a definition; and to provide for matters connected therewith.
Judges' Remuneration and Conditions of Employment Act, 1989 (No. 88 of 1989)	To amend the Judges' Remuneration and Conditions of Employment Act, 1989, in order to provide for the remuneration and conditions of employment of the President and judges of the Constitutional Court; and to provide for incidental matters
Institutional of Legal Proceedings against certain organs of state Act, 2002 (No. 40 of 2002)	To regulate the prescription and to harmonise the periods of prescription of debts for which certain organs of state are liable; to make provision for notice requirements in connection with the institution of legal proceedings against certain organs of state in respect of the recovery of debt; to repeal or amend certain laws; and to provide for matters connected therewith.
Inquests Act, 1959 (No. 58 of 1959)	To provide for the holding of inquests in cases of deaths or deaths alleged to have occurred from other than natural causes and for matters incidental thereto, and to repeal the Fire Inquests Act, 1883 (Cape of Good Hope) and the Fire Inquests Law, 1884 (Natal)
Immigration Act, 2002 (No. 13 of 2002)	To provide for the regulation of admission of persons to, their residence in, and their departure from the Republic; and for matters connected therewith
Health Professions Act, 1974 (No. 56 of 1974)	To establish the Health Professions Council of South Africa and professional boards; to provide for control over the education, training and registration for and practising of health professions registered under this Act; and to provide for matters incidental thereto

TITLE OF THE ACT	PURPOSE OF THE ACT
Government Immovable Asset Management Act (No. 19 of 2007)	To provide for a uniform framework for the management of an immovable asset that is held or used by a national or a provincial department; to ensure the coordination of the use of an immovable asset with the service delivery objectives of a national or provincial department
Health Act, 1977 (No. 63 of 1977) *	To provide for measures for the promotion of the health of the inhabitants of the Republic; to that end to provide for the rendering of health services; to define the duties, powers and responsibilities of certain authorities which render health services in the Republic; to provide for the co-ordination of such health services; to repeal the Public Health Act, 1919; and to provide for incidental matters.
Extradition Act, 1962 (No. 67 of 1962)	To provide for the extradition of persons accused or convicted of certain offences and. for other incidental matters.
Criminal Procedure Act, 1977 (No. 51 of 1977)	To make provision for procedures and related matters in criminal proceedings.
Commissions Act, 1947 (No. 8 of 1947)	To make provision for conferring certain powers on commissions appointed by the Governor-General for the purpose of investigating matters of public concern, and. to provide for matters incidental thereto
Chiropractors, Homeopaths and Allied Health Service Professions Act, 1995 (No. 40 of 1995)	To provide for the control of the practice of [the professions of chiropractor and homeopath and] allied health professions, and for that purpose to establish [a Chiropractors, Homeopaths and] an Allied Health [Service] Professions [Interim] Council of South Africa and to determine its functions; and to provide for matters connected therewith
Children's Act, 2005 (No. 38 of 2005)	The Children's Act governs the laws relating to the care, contact and the protection of children. It defines the parental responsibilities and rights. The Act also regulates the establishment of places of safety, orphanages and the rights of orphans and it sets out the laws for their adoption.
Child Justice Act, 2008 (No. 75 of 2008)	To establishes a Criminal Justice System for child accused, separate from the Criminal Justice System which continues to apply for adult accused in South Africa. The Act aims to keep children out of detention and away from the formal criminal justice system, mainly through diversion
Social Work Act, 1989 (No. 110 of 1989)	To provide for the establishment of a South African Council for Social Service Professions and to define its powers and functions; for the registration of social workers, student social workers, Social Auxiliary Workers (SAWs) and persons practising other professions in respect of which professional boards have been established; for control over the professions regulated under this Act; and for incidental matters.

Glossary

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

NOTES

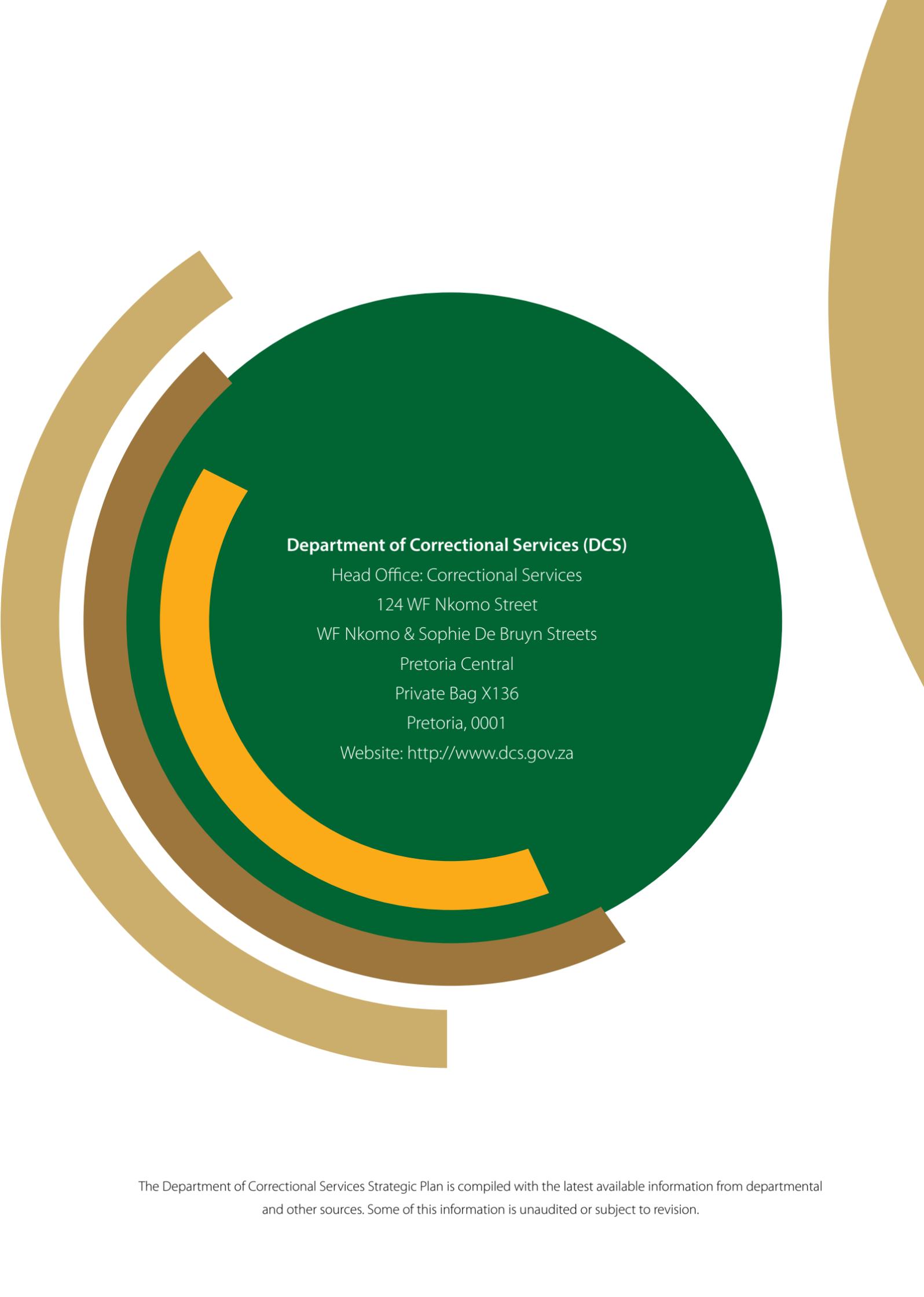
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