



Service Delivery Improvement Plan

2020/2025



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA



Table of Content

LIST OF TABLES.....	2
LIST OF FIGURES.....	3
OFFICIAL SIGN OFF	4
ABBREVIATIONS.....	5
1. INTRODUCTION	7
1.1 OUTLINE OF THE PLANNING PROCESS	7
1.2 PROCESS FOLLOWED IN DEVELOPING THE DCS SDIP	7
1.3 PARTICULARS OF THE TEAM RESPONSIBLE FOR DEVELOPMENT OF THE SDIP.....	9
1.4 TERMS OF REFERENCE.....	10
2. CONSTITUTIONAL AND LEGISLATIVE MANDATES	11
2.1 CONSTITUTIONAL MANDATE.....	11
2.2 LEGISLATIVE MANDATE.....	12
2.3 POLICY MANDATE	13
3. LISTED SERVICES OF THE DEPARTMENT OF CORRECTIONAL SERVICES (DCS)	15
4. VISION, MISSION AND VALUE STATEMENT	16
4.1 VISION	16
4.2 MISSION.....	16
4.3 VALUE STATEMENTS	16
5. SITUATIONAL ANALYSIS	17
5.1 CURRENT STATUS OF CORRECTIONAL SERVICE’S OVERALL PERFORMANCE.....	17
5.2 KEY SERVICE 1: INCREASE PARTICIPATION OF FEMALE OFFENDERS IN FORMAL EDUCATION AND SKILLS DEVELOPMENT	30
5.3 KEY SERVICE 2: INCREASE VICTIM PARTICIPATION IN PAROLE BOARDS.....	43
6. THE FIVE YEAR SDIP	49
6.1 BACKGROUND.....	49
6.2 THE IDENTIFIED KEY SERVICES AND THE SERVICE BENEFICIARIES.....	49
6.3 CURRENT AND DESIRED QUANTITIES OF THE KEY SERVICES	50
7. SDIP ALIGNED TO THE MEDIUM TERM EXPENDITURE FRAMEWORK	114
8. IMPLEMENTATION PLAN	114
9. MONITORING AND EVALUATION PLAN	114
10. REPORTING: PER KEY SERVICE	116
11. REVIEW OF THE SDIP	117
12. COMMUNICATION PLAN	117
13. CONCLUSION	117

List of Tables

TABLE 1: PROCESS TO DEVELOP SDIP.....	7
TABLE 2: SDIP DEVELOPMENT TEAM.....	9
TABLE 3: TERMS OF REFERENCE.....	10
TABLE 4: LIST OF MAIN SERVICES.....	15
TABLE 5: NUMBER OF INMATES: 31 MARCH 2020 PER REGION.....	20
TABLE 6: CLOSED CORRECTIONAL CENTRES.....	22
TABLE 7: NUMBER OF FEMALE OFFENDERS WHO RECEIVED FORMAL EDUCATIONAL TRAINING.....	30
TABLE 8: PROBLEM AREAS ON PROCESS MAP.....	33
TABLE 9: IDENTIFIED CAUSES.....	34
TABLE 10: RESULT CHAIN FOR CURRENT RESULTS.....	35
TABLE 11: RESULT CHAIN FOR DESIRED RESULTS.....	36
TABLE 12: COMPARISON OF CURRENT AND DESIRED LEVELS OF PERFORMANCE.....	36
TABLE 13: PERCENTAGE OF ALL OFFENDERS WHO RECEIVED SKILLS DEVELOPMENT TRAINING.....	37
TABLE 14: PROBLEM AREAS ON PROCESS MAP.....	39
TABLE 15: IDENTIFIED CAUSES.....	40
TABLE 16: RESULT CHAIN FOR CURRENT RESULTS.....	41
TABLE 17: RESULT CHAIN FOR THE DESIRED (2020/2025) RESULTS.....	42
TABLE 18: COMPARISON OF THE CURRENT AND DESIRED LEVELS OF PERFORMANCE.....	42
TABLE 19: NUMBERS OF INCREASE VICTIM PARTICIPATION IN PAROLE BOARDS.....	44
TABLE 20: PROBLEM AREA ON PROCESS MAP.....	46
TABLE 21: IDENTIFIED CAUSES.....	47
TABLE 22: RESULT CHAIN FOR CURRENT RESULTS.....	47
TABLE 23: RESULT CHAIN FOR THE DESIRED (2020/2025) RESULTS.....	48
TABLE 24: COMPARISON OF THE CURRENT AND DESIRED LEVELS OF PERFORMANCE.....	48
TABLE 25: IDENTIFIED KEY SERVICES AND THE SERVICE BENEFICIARIES.....	49
TABLE 26: CURRENT AND DESIRED QUANTITIES OF KEY SERVICE 1.....	50
TABLE 27: FEMALE OFFENDER POPULATION.....	51
TABLE 28: SENTENCED FEMALE OFFENDER PROFILE.....	54
TABLE 29: QUALITIES OF THE CURRENT AND PROJECTED TARGETS OF KEY SERVICE 1.....	55
TABLE 30: CURRENT AND DESIRED BATHO PELE PRINCIPLES OF KEY SERVICE 1.....	56
TABLE 31: CURRENT AND DESIRED RESOURCES OF KEY SERVICE 1.....	87
TABLE 32: CURRENT AND DESIRED QUANTITIES OF KEY SERVICE 2.....	96
TABLE 33: QUALITIES OF THE CURRENT AND PROJECTED TARGETS OF KEY SERVICE 2.....	96
TABLE 34: CURRENT AND DESIRED BATHO PELE PRINCIPLES OF KEY SERVICE 2.....	98
TABLE 35: CURRENT AND DESIRED RESOURCES OF KEY SERVICE 2.....	110
TABLE 36: PLANNED M&E ACTIVITIES.....	115

List of Figures

FIGURE 1: CONSTRUCTIONAL MANDATE.....	11
FIGURE 2: PURPOSE OF THE CORRECTIONAL SERVICE ACT	12
FIGURE 3: NEW VALUE CHAIN	15
FIGURE 4: CORE VALUES	16
FIGURE 5: FISHBONE CAUSE AND EFFECT ANALYSES	33
FIGURE 6: PROBLEM TREE CAUSE AND EFFECT ANALYSES	39
FIGURE 7: PROBLEM TREE CAUSE AND EFFECT ANALYSES	46

Official Sign Off

It is hereby certified that this Service Delivery Improvement Plan (SDIP) was developed by the management of the Department of Correctional Services (DCS) under the guidance of the Minister of Correctional Services.

The SDIP was prepared in line with the Revised Strategic Plan (2020/21-2024/25) and the Revised Annual Performance Plan (2020/2021) of the Department of Correctional Services and the latest available information from departmental business units and other statutory sources was used.

Endorsed by:

KJ Katenga

Chief Deputy Commissioner:
Strategic Management

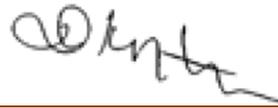
Signature:



DKN Ligege

Chief Financial Officer

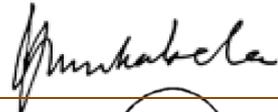
Signature:



JM Mkabela

Chief Operations Commissioner

Signature:



A Fraser

National Commissioner

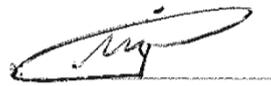
Signature:



Nkosi Phathekile Holomisa, MP

Deputy Minister

Signature:



Approved by:

RO Lamola, MP

Minister

Signature:



Abbreviations

AET	Adult Education & Training
AG	Auditor General
AR	Annual Report
ASD	Assistant Director
BPM	Business Process Management
CC	Correctional Centre
CDC	Chief Deputy Commissioner
CJS	Criminal Justice System
CMC	Case Management Committee
CPA	Criminal Procedure Act
CRA	Continuous Risk Assessment
CSO	Community Service Orders
CSPB	Correctional Service Parole Board
CSP	Correctional Sentence Plan
DBE	Disadvantaged Business Enterprise
DC	Deputy Commissioner
DCS	Department of Correctional Services
DD	Deputy Director
DHET	Department of Higher Education and Training
Dir	Director
DoJ	Department of Justice
DOJ&CD	Department of Justice and Constitutional Development
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
Dr	Doctor
EC	Eastern Cape
ECD	Early childhood development
EST	Emergency Services Team
FE	Formal Education
FS/NC	Free State / Northern Cape
FY	Financial Year
GDP	Gross Domestic Product
GP	Gauteng Province
HIV/AIDS	Human Immunodeficiency Virus / <i>Acquired Immunodeficiency Syndrome</i>
HPCSA	Health Professions Council of South Africa
HR	Human Resources
HTS	HIV Testing Services
JCPS	Justice, Correctional Services and Police Services
KZN	KwaZulu-Natal

LMN	Limpopo, Mpumalanga and North West
LTSM	Learning and Teaching Support Material
M&E	Monitoring and Evaluation
MOTT	Management Area Overcrowding Task Teams
MRM	Moral Regeneration Movement
MTEF	Medium Term Expenditure Framework
NATMANCO	National Management Committee
NC	National Commissioner
NGO	Non-Governmental Organisation
NOTT	National Overcrowding Task Team
NPA	National Prosecuting Authority
NPO	Non-profitable organisation
OMF	Operations Management Framework
PHC	Primary Health Care
PRI	Penal Reform International
QCTO	Quality Council for Trades and Occupations
RD	Remand Detainee
ROTT	Regional Overcrowding Task Teams
SAPS	South African Police Services
SASSETA	Safety and Security Sector Education and Training Authority
SCO	Senior Correctional Officer
SD	Skills Development
SDI	Service Delivery Improvement
SDIP	Service Delivery Improvement Plan
SDM	Service Delivery Model
SDP	Skills Development Practitioners
SETA	Sector Education and Training Authority
SRAC	Sports, Recreation, Arts and Culture
STATSSA	Statistics South Africa
SPMM	Strategic Planning, Management and Monitoring
TB	Tuberculosis
TVET	Technical Vocational and Training
UNAIDS	Joint United Nations Programme on HIV and AIDS
UN	United Nations
UTT	Universal Test and Treat UTT
WC	Western Cape

1. Introduction

1.1 Outline of the planning process

The planning process followed is described hereunder:

- During 2017 there were discussions at National Management Committee (NatManCo) level regarding the implementation of the OMF in support of the strategic planning processes of the Department. The structured development of the different building blocks of the OMF was subsequently approved.
- The first building block was to develop a Service Delivery Model (SDM) that is credible, effective and realistic. The SDIP was identified by Management as a tool to bridge the gap between strategy and delivery of services and that the SDM should be properly communicated with employees to help them to institutionalise operations management. The SDM was developed and approved during June 2019 and used as basis for the other building blocks of which the SDIP is one. The information gathered during the development of the SDM was used in the development of the SDIP.
- The Chief Deputy Commissioner Strategic Management and the Deputy Commissioner Strategic Planning and Management have been appointed as the champions to oversee the development of the SDIP and the setting of revised standards within Correctional Services.
- The SDIP that was developed is focusing on the key services where performance can be increased to better meet the needs of service beneficiaries.

1.2 Process followed in developing the DCS SDIP

The following process was followed in developing the Service Delivery Improvement Plan:

Table 1: Process to develop SDIP

Step	Action	Date
1	Officials from the Service Delivery Improvement Directorate liaised with officials from DPSA to obtain a better understanding of the Operations Management Framework (OMF).	January 2017
2	Officials from the Service Delivery Improvement Directorate attended a number of SDIP workshops that were presented by DPSA.	During 2018 and 2019
3	The National Commissioner appointed the Chief Deputy Commissioner Strategic Management and the Deputy Commissioner Strategic Planning & Management as the champions for the development of the building blocks of the OMF.	05 September 2017
4	The National Commissioner appointed a Team that is responsible for the development of the building blocks of the OMF which includes the SDIP.	05 September 2017
5	An OMF policy was developed to cover all the building blocks including the SDIP.	During 2019 but must still be approved
6	At the first Task Team meeting, the DPSA made a presentation to explain the OMF concept and to advice on the way forward. Most of the discussions concentrated on the mandates and the identification of the high level services.	10 October 2017

Step	Action	Date
7	There were continues consultation with different role-players at all levels of the Department to list all the services and to identify the service beneficiaries.	March 2019 – February 2020
8	A new value chain was developed for the Department and it was approved with the SDM forming the basis for the development of the SDIP.	11 June 2019
9	Officials from the Service Delivery Improvement Directorate and the Strategic Planning Directorate collected data from the Annual Reports (ARs) of the previous four financial years and from the reports from the Auditor General (AG)	July 2019
10	The OMF Team convened and the following actions took place: <ul style="list-style-type: none"> • Content of DPSA guidelines on the development of a SDIP was discussed and training was provided to the team members. • The Terms of Reference were confirmed. • The list of services was scrutinised and prioritised with the focus on the key services where performance can be increased to better meet the needs of service beneficiaries. • The service beneficiaries were identified. • A situational analysis was compiled. • The problem statement was formulated. • Two key services to be focussed on in the SDIP were identified. • The gaps in service delivery were described. 	August 2019
11	Initial consultations regarding the result from the analysis took place with the managers in the following three core branches: <ul style="list-style-type: none"> • Incarceration & Corrections. • Remand Detention. • Community Corrections. 	September 2019
12	A first draft SDIP was compiled to be used as template during the follow-up meetings.	October 2019
13	Officials from the Service Delivery Improvement Directorate attended administratively to the draft SDIP and version 2 was produced.	November 2019
14	A next round of consultations with the management team of the core branches took place to obtain a buy-in on the two identified key services. Additional data was included in the draft SDIP and version 3 was produced.	December 2019
15	A number of work sessions with officials from the different directorates related to the identified key services took place and versions 4-7 of the SDIP were produced. The objective was to set realistic timelines for service delivery during the next five years.	January and February 2020
16	The draft SDIP was consulted during the two Heads of Centres and Area Commissioners work sessions: <ul style="list-style-type: none"> • KZN, GP and LMN group held in Durban Westville • WC, EC and FS/NC group held in Grootvlei 	10 February 2020 and 24 February 2020
17	The updated version of the SDIP was circulated to the task team on the development of OMF building blocks.	March and April 2020
18	The final version of the SDIP was submitted to the National Commissioner and the Deputy Minister for their endorsements.	May 2020
19	The endorsed SDIP was approved by the Minister of Justice and Correctional Services.	June 2020

1.3 Particulars of the team responsible for development of the SDIP

During September 2017 the National Commissioner appointed a cross-cutting team to develop the building blocks of the OMF. The team was also tasked to identify the key services on which the Department was not performing to be included in a SDIP. The team comprised of the following officials:

Table 2: SDIP development team

Branch / Region	Post Name	Name	Contact Number
Strategic Management	CDC Strategic Management (Chairperson)	Mr KJ Katenga	012 307 2407
	DC Strategic Planning and Management	Ms A Naicker	012 305 8672
	Dir Service Delivery Improvement	Mr SKS Moukangwe	012 305 8485
	DC Policy Coordination and Research	Ms ND Sihlezana	012 307 2895
	Director SPMM	Ms NE Mafenya	012 305 8131
Incarceration and Corrections	DC Personal Corrections	Ms TM Motlonye	012 307 2297
	DC Personal Wellbeing	Ms RST Sello	012 307 2220
	DC Personal Development	Dr MF Plaatjies	012 307 2507
	DC Health Care Services	Ms KM Mabena	012 307 2310
	Acting DC Facilities	Mr R Botha	012 307 2130
	Chief Security Officer	Mr NL Mthethwa	012 307 2035
Remand Detention	DC Remand Support Services	Mr W Damons	012 305 8255
	Acting DC Remand Support Services	Ms P Majozi	012 305 8255
	DC Remand Operations Management	Ms V Mlomo-Ndlovu	012 305 8020
Community Corrections	DC Social Reintegration	Ms V Mvandaba	012 307 2066
GITO	DC Applications Management	Mr J Mekgwe	012 307 2165
Human Resources	DC HR Management	Mr E Khoza	012 205 8785
	Director: HR Planning	Mr T Hlongwane	012 307 2699
	DC: HR Projects	Ms T Marah	012 307 2699
National Commissioners Office	Acting DC Legal Services	Ms PD Kekana	012 307 2962
Regions	Deputy Regional Commissioner GP	Mr T Thokolo	012 420 0109
	Acting Deputy Regional Commissioner FS/NC	Mr G Wilson	051 404 0254

Branch / Region	Post Name	Name	Contact Number
	Acting Deputy Regional Commissioner KZN	Mr B Mchunu	033 355 7302
	Regional Head (seconded by the Deputy Regional Commissioner EC)	Mr Andre Castle	043 706 7802
	Deputy Regional Commissioner WC	Mr F Engelbreght	021 558 7316
	Acting Deputy Regional Commissioner LMN	Mr T Mashamba	012 306 2051
Management Area	Area Commissioner Kgoši Mampuru II	Mr E Khoza	012 334 3417
Secretarial Services were provided by the Service Delivery Improvement Directorate: Mr HPL Moruka, Mr FJ Venter and Ms MD Chuene.			012 305 8485 012 307 2520

All the documentation that was provided by DPSA during the SDIP workshops was provided to the team members for perusal. During the different team meetings, the officials from the Service Delivery Improvement Directorate trained the team members on the development of the SDIP.

1.4 Terms of reference

The following terms of reference were compiled for the OMF team:

Table 3: Terms of reference

Activity	Description
Membership and appointment	The incumbents of the following post will be permanent members of the task team: CDC Strategic Management (Champion), DC Strategic Planning and Management, Dir Service Delivery Improvement, 2 x DDs from the Directorate Service Delivery Improvement, DC Policy Coordination and Research, Director SPMM, DC Personal Corrections, DC Personal Wellbeing, DC Personal Development, DC Health Care Services, Acting DC Facilities, Chief Security Officer, DC: Remand Support Services, DC Remand Operations Management, DC: Social Reintegration, DC HR Management, Director: HR Planning, DC: HR Projects, Acting DC Legal, the DRCs from all the regions and Area Commissioner Kgoši Mampuru II. If an identified key service is from a chief directorate that is not represented by a permanent member then the Relevant DC and Director will be co-opted as part of the task team. The duration of the task team will be for a five year period.
Chairing by SDIP Champion	The CDC Strategic Management is the chairperson of the meeting and in his/her absence the DC Strategic Planning and Management will chair the meeting.
Roles and Responsibilities	The task team will be responsible for the following: <ul style="list-style-type: none"> Develop all the building blocks of the OMF. One of the building blocks is the develop the SDIP for a five year cycle and the team is also responsible for analysing the quarterly reports, evaluating the AR before submission to DPSA and review the SDIP annually or when needed.
Frequency of meetings and quorum	The task team will meet regularly to develop the building blocks of the OMF: <ul style="list-style-type: none"> The task team will meet quarterly to evaluate the progress reports on dates to be communicated;

Activity	Description
	<ul style="list-style-type: none"> The task team will meet at the end of each financial year to evaluate the AR to be submitted to DPSA. During this meeting the content of the SDIP will be reviewed.
Record of meetings	Minutes of the task team meetings will be kept and draft documents will be reviewed during the meetings. Officials from the Directorate SDI will be the secretariat.
Functions of the Secretariat	<p>The Secretariat will be responsible for the following:</p> <ul style="list-style-type: none"> Obtain administrative approvals to arrange meetings; Distribute documents to the task team members before the different meetings; Train OMF team members; Keep minutes of meetings; Provide administrative support to task team members after the meetings to finalise documentation; Consolidate inputs received during and after the meetings; Circulated updated documents to the task team members for final confirmation. Submit final written versions of all documents and reports to the applicable level of authority within the prescribed timeframes.

2. Constitutional and Legislative Mandates

The following mandates give the Department the authority to exist:

2.1 Constitutional Mandate

Public administration must be governed by the democratic values and principles enshrined in the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996). The Constitution dictates that all citizens have enshrined rights. 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 compels the Department to comply with the following sections in terms of the treatment of inmates and principles governing the public administration:

Figure 1: Constructional Mandate

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 & Social Security	35 (1) – (5)	Right to humane treatment
		36 (1)	Limitation of rights

Section 195.
Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles

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

195(2)-(6)

Section 197.

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

2.2 Legislative Mandate

2.2.1 Correctional Services Act (No.111 of 1998)

To provide for a correctional system; the establishment, functions and control of the Department of Correctional Services; the custody of all prisoners under conditions of human dignity; the rights and obligations of sentenced prisoners; the rights and obligations of un-sentenced detainees; 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 Prison Visitors; an internal service evaluation; officials of the Department; joint venture prisons; penalties for offences; the repeal and amendment of certain laws; and matters connected therewith.

Figure 2: Purpose of the Correctional Service Act

Purpose of the correctional system	<p>The purpose of the correction 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 recidivism, 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 a 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, whilst maintaining their human dignity and 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 outlines:</p>	<p>3(2) the Department must –</p> <ul style="list-style-type: none"> (a) Fulfil the purpose of the correction system in terms of this Act; (b) As far as practicable, be self-sufficient and operate according to business principles; (c) Perform all work necessary for its effective management (d) Manage remand detainees <p>3(3) – 3(6)</p>

2.2.2 Correctional Services Amendment Act (No. 25 of 2008)

This Act makes further provision for the manner in which inmates are detained and the manner in which correctional centres are managed; provides authorisation for the National Council for Correctional Services to determine, under certain conditions, the period after which an offender may be placed on parole; to make further provision for matters relating to Correctional Supervision and Parole Boards and the Judicial Inspectorate provides for compliance management and monitoring of relevant prescriptions, a Departmental Investigation Unit and a unit dealing with the institution of disciplinary procedures; to further regulate matters relating to officials of the Department of Correctional Services and the powers of the Minister to make regulations; and provides for matters connected therewith.

2.2.3 Correctional Services Matters Amendment Act (No. 5 of 2011)

The main elements of the amendment are the introduction of a chapter that deals with remand detainees as a category of inmates on its own and the medical parole provisions. The Act repeals the incarceration framework introduced by the Correctional Services Amendment Act (No. 25 of 2008).

2.2.4 Correctional Service Regulations

The Correctional Service Regulations provide a further breakdown of the responsibilities of the Department in relation to the people entrusted in the correctional centres.

2.2.5 Criminal Procedure Act (No. 51 of 1977)

The following sections of the Criminal Procedure Act (No. 51 of 1977) are of particular importance to the DCS, namely, section 63A, Chapter 28 and section 299A. Section 63A of the CPA, provides for a procedure in terms of which the Court may, on application by a Head of a Correctional Centre and if not opposed by the Director of Public Prosecutions concerned, order the release of certain accused on warning in lieu of bail or order the amendment of the bail conditions imposed by that court on the accused. Section 63A also forms the basis of a protocol between the JCPS departments to encourage the utilization of this provision to assist accused who do not pose a danger to society to be released from detention under circumstances where the bail set by the court cannot be afforded by the accused or his or her family. Chapter 28 of the CPA deals with sentencing and the whole Chapter is applicable to the DCS's mandate. 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 (No. 111 of 1998). Finally, section 299A of the CPA regulates victim involvement in the decisions of parole boards.

2.3 Policy Mandate

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

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

- A fundamental break with the past penal system towards a correctional centre for rehabilitation. It presents a dynamic approach towards a correction-focused system that positions the family as the primary level of restoration, with community institutions at a secondary level, and highlights the importance of links between these two.
- A value chain of correction, security, facilities, care, development and aftercare. It provides a historical perspective of the transformation challenges of the correctional system in South Africa and addresses the contextualised imbalances of the past. It introduces a human rights culture away from the institutionalised prison culture that was prominent in the historical context by introducing the concept of corrections, espoused within Constitution, and rehabilitation, thereby framing correction and development instead of punishment and treatment.
- The strategic realignment of the Department toward correction instead of just crime prevention.

- A focus on needs-based interventions, proposed by the decentralised management of correctional centres within a safety and security framework.
- The specific nature of crime in South Africa and establishes principles for productive work for offenders and their involvement in community upliftment projects. It also presents the contribution toward corrections on the African continent and international arena, within the legal and administrative framework of South Africa.

2.3.2 Draft White Paper on Remand Detention

The White Paper on Remand Detention Management in South Africa (2014) is consistent with the Correctional Matters Amendment Act (Act No. 5 of 2011) and other relevant national and international legislation and protocols. The purpose of the White Paper on Remand Detention Management is to “communicate the principles driving the management of all categories of un-sentenced persons in DCS facilities... [and] awaiting further action by a court”. Among the principles informing the White Paper is that the purpose of remand detention is not to penalise or punish, but to ensure due process in the court of law at which the detainee is to be tried. In such circumstances, minimal limitation of an individual's basic human rights is obligatory "while ensuring secure and safe custody". These rights include uninterrupted medical care throughout the custody process where necessary; access to family and friends; adequate legal advice in preparing for trial; and appropriate treatment in situations of vulnerability (including terminal illness, pregnancy, and when a mother is detained with a child). The White Paper points to the fundamental importance of correctly classifying remand detainees in order to ensure that time spent in custody is managed appropriately.

3. Listed services of the Department of Correctional Services (DCS)

The Department provides a range of services as per its legal mandate and in line with the mission statement that are reflected in the latest approved value chain:

Figure 3: New Value Chain

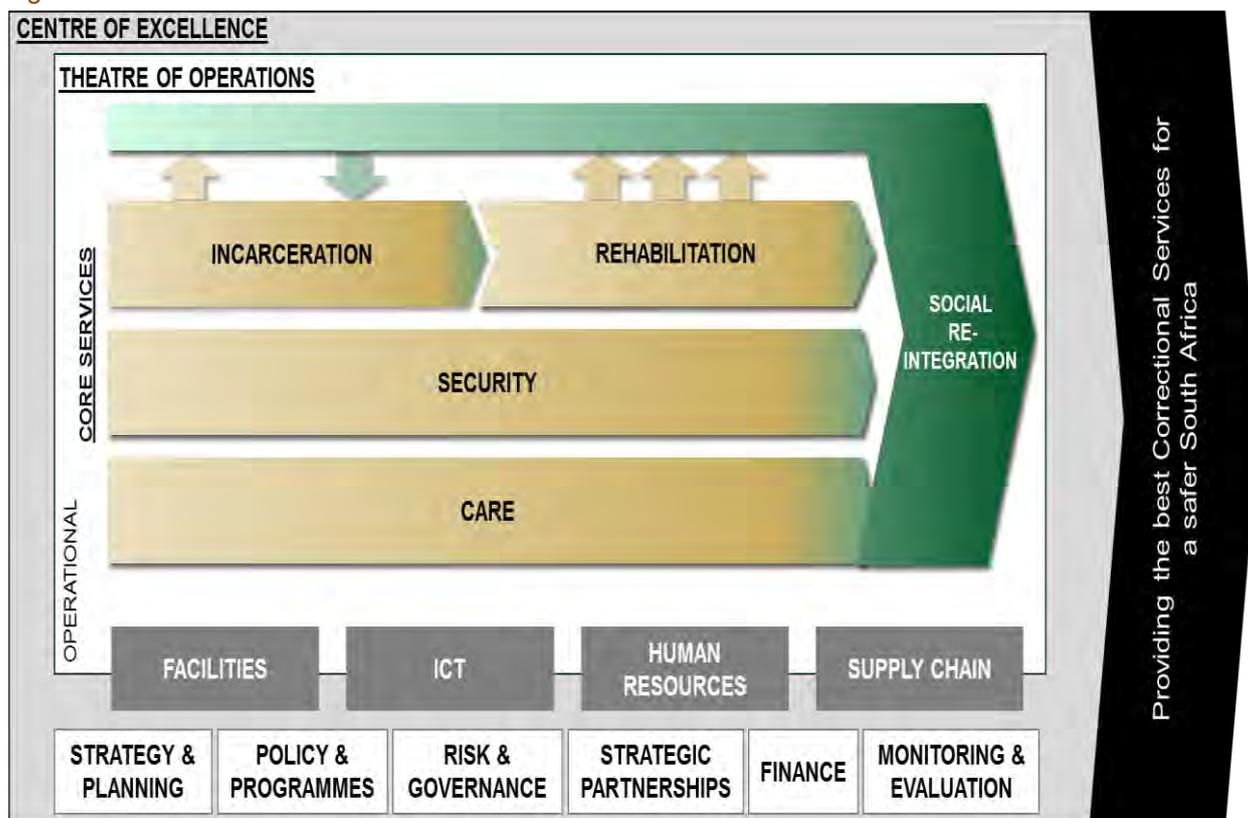


Table 4: List of main services

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

4. Vision, Mission and Value Statement

4.1 Vision

Providing the best Correctional Services for a safer South Africa

4.2 Mission

Contributing to a just, peaceful and safer South Africa through effective and humane incarceration of inmates and the rehabilitation and social reintegration of offenders.

4.3 Value Statements

The core values that underpin the culture of the Department are encapsulated below:

Figure 4: Core Values

Value	Behavioural Statement
 <p>Development</p>	<p>We will endeavour to ensure that staff members are able to do the tasks they are appointed to do, that they internalise the values of correctional services, and that they always strive for excellence.</p> <p>We will treat staff members as more than just workers and value them as people.</p> <p>We will create workplaces that are inclusive of our skills and talents</p>
 <p>Integrity</p>	<p>We will be honest, show respect, and practise positive values.</p> <p>We will act with integrity at all times and in all instances, ensuring that we remain corruption free.</p> <p>We will build sound business practices by creating policies and procedures that govern our activities</p>
 <p>Excellence</p>	<p>We will deliver on our outcomes and targets with quality work, within budget, and on time.</p> <p>We will continuously seek new opportunities for service delivery improvement</p> <p>We will strive to achieve the best results in the service of all the people</p>
 <p>Accountability</p>	<p>We will remain committed to delivering all agreed outputs on time.</p> <p>We will hold each other accountable in a spirit of mutual trust in honouring all our commitments.</p> <p>We will take responsibility for and ownership of our outcomes and accept the consequence of failure to do so.</p>

5. Situational Analysis

5.1 Current status of Correctional Service's overall performance

Significant progress was made in the implementation of programmes aimed at maintaining and promoting a just, peaceful and safe society by correcting offending behaviour in a safe, secure and humane environment, thus facilitating optimal rehabilitation and reduced repeat offending. The Department continues to strive to find innovative ways to deliver on its mandate in an environment characterised by high levels of climate change impacts, rising input costs, economic volatility, socio-economic challenges such as the high levels of unemployment, poverty and substance abuse that continue to have an impact on crime and safety. High population density and rapid rates of urbanisation are contributing factors especially in those areas most affected by crime. This influences the way in which the Department has carries out its mandate and strategic outcomes.

5.1.1 Overview of the operations of the Department

Correctional Services is a non-current function department and assumes full responsibility for policy development, programme design and direct delivery of corrections across the country. The delivery of correctional services is a labour intensive enterprise that survives and thrives, through its officials who ensure that correctional centres are manned seven days a week for 24 hours every day. The officials are the catalyst in correcting offending behaviour to help build a safer society.

The high crime rate in South Africa has resulted in a gradual growth in the inmate population and requires the Department to give greater attention to rehabilitation programmes to change and improve the lives of the offenders. During the period of incarceration, offenders have access to services and programmes in line with their CSP for optimal rehabilitation and social reintegration. While adhering to its mandate, the Department acknowledges the fundamental rights of inmates, which are embodied in the law and in particular the Constitution and the Correctional Services Act (Act No. 111 of 1998). The Department is also committed to maintaining universally acceptable standards and norms with regard to the treatment of inmates as set out in The Mandela Rules (also known as the *Standard Minimum Rules for the Treatment of Prisoners*). The criminal justice legislation and policy that influences inmate populations include the affordability of the bail amount set, case flow management, and minimum sentencing provisions. The figure below represents the average inmate population over the period 2014/15 to 2019/20.

Figure 5: Inmate population growth

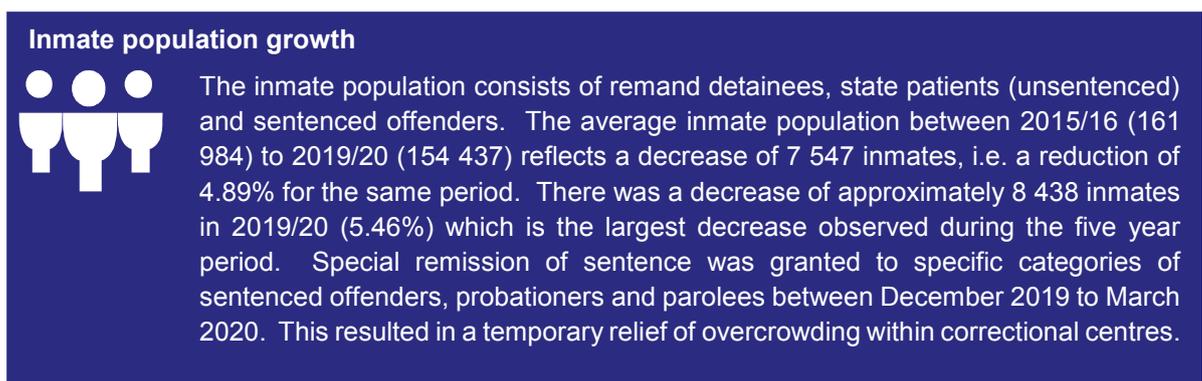


Figure 6: Inmate population growth (male and female)



The overall sentenced offender population has decreased by 13.5% between the 2015/16 and 2019/20 financial years, with the female offender population reflecting a higher decrease, as compared to the male offender population. There are 244 correctional centres in the country, with nine dedicated female centres. The Department will continue to prioritise rehabilitation programmes, including formal education, which focuses specifically on the needs of female offenders. The objective is to create awareness and empower female offenders in areas such as general life skills, relationships, addictive behaviour and career building. There are seven halfway houses established by the Department, i.e. two in the Limpopo, Mpumalanga and North West Region, one in Gauteng, two in the Western Cape, one in KwaZulu Natal, and one in the Free State Northern Cape Region. The Beauty for Ashes halfway house in the Western Cape focuses mainly on women parolees and probationers who are vulnerable and lack a support system. Social support is crucial to successfully returning women offenders to the community because of the stigma attached to incarcerated women and the damage to their reputation.

The final revised allocations for the Department for 2020/21 to the 2022/23 financial year are as follows:

- 2020/21 R26,800 billion
- 2021/22 R28,566 billion
- 2022/23 R29,779 billion

Cabinet has approved budget reductions to the Department’s baseline of R397.2 million in 2020/21, R418.9 million in 2021/22 and R308.1 million in 2022/23, mainly on the allocations for compensation of employees. As a result, the number of personnel in the Department is expected to decrease from 37 709 in 2019/20 to 36 996 in 2022/23 through the gradual termination of contracts and natural attrition, including early retirement. The work of the Department remains labour intensive, and, as such, an estimated 70% (R59.6 billion) of total expenditure over the MTEF period is earmarked for compensation of employees. Within the available budget the Department will ensure access to the following correctional services:

5.1.1.1 Incarceration services

Correctional Administration is part of the integrated process to adequately record and track admissions, custodial and non-custodial sentenced offenders and release information. Case Management Committee (CMC) administration plays an important role during the release process.

During and after admission a holistic risk assessment approach is followed for each offender sentenced for longer than 24 months with the help of a Correctional Sentence Plan. This takes into account the developmental needs, well-being needs, correction needs, social reintegration need/risks, security needs and facility needs. The comprehensive assessment team consists of the different components responsible for the assessment of the offender. The components involved are: psychological services, social work services, spiritual care services, health care services, security offender profiling, formal education, skills development, sports, arts, culture and social reintegration.

Overcrowding has a direct impact on the security at correctional centres. This is a global phenomenon that undermines all the efforts by any correctional system to change the lives of inmates. The high inmate population at the correctional centres has been identified as a key challenge, which negatively affects the ability of the Department to guarantee the rights of inmates and to create an environment that is conducive for rehabilitation. The down-management of the inmate population has been managed against external factors that have directly influenced the inmate population levels such as: crime tendencies in society, increasingly effective measures to combat and prosecute crime, the unemployment rate, slow economic growth economy and impeding legislation such as mandatory minimum sentences.

The dramatic increase in the inmate population, from 95 070 during 1991/92 to 185 501 during 2004/05 (95% increase) compelled the Department to revisit its strategy to alleviate overcrowding. Consequently, a multi-pronged strategy was developed and implemented from 2006 to combat the risk of overcrowding. In order to prevent the fragmented management of the various dimensions within the multi-pronged strategy, it was decided to establish a National Overcrowding Task Team (NOTT), Regional Overcrowding Task Teams (ROTTs) and Management Area Overcrowding Task Teams (MOTTs) to facilitate and monitor progress in this regard. These governance structures focus mainly on the managing of overcrowding at an operational level by monitoring e.g. the transfer of offenders to achieve some level of evenness. The multi-pronged strategy to manage overcrowding has not effectively reduced the number of inmates. Although certain interventions such as special remission of sentence will have a positive impact, the relief will be temporary. The Department will, therefore, continue to prioritise the creation of additional inmate accommodation (for especially maximum classified offenders and remand detainees) in the medium term.

The Department is committed to finding lasting solutions to the challenges of overcrowding in the country's correctional facilities through its continuous engagement with JCPS Cluster departments and greater use of alternative, non-custodial sentences, such as those contained in section 276(1)(h) and (i) of the Criminal Procedure Act (1977, as amended). The population of Remand Detainees remains a major contributor to overcrowding. The White Paper on Remand Detention was developed as a cluster policy to guide the detention management of Remand Detainees. Several operational policies were developed to give effect to the proposals made in the White Paper such as the policy procedures on disciplinary processes and privilege system. The Continuous Risk Assessment (CRA) was rolled out to all the centres that detain Remand Detainees. Due to limited information available to the Department,

a draft risk assessment tool was developed for completion by SAPS for communicating key risks to the Department. The framework on provision of services and programmes to Remand Detainees, which was approved in July 2017, provides guidance on the programmes applicable to RDs since the remand detention population is fluid one.

The Standard Minimum Rules for the Treatment of Prisoners (referred to as the Nelson Mandela Rule) which was adopted by the United Nations (UN) National Assembly in December 2015 was launched on 24 July 2018 at Drakenstein Correctional Centre in Paarl. The parole boards continue to ensure that offenders are timeously considered for placement on parole.

Table 5: Number of inmates: 31 March 2020 per Region

Region	Sentenced Offenders			Unsentenced Inmates			Total number of Inmates
	Males	Females	Total Number of Sentenced Offenders	Males	Females	Total number of Unsentenced Inmates	
Eastern Cape	13981	238	14219	6221	119	6340	20559
Gauteng	21412	661	22073	13662	477	14139	36212
Free State & Northern Cape	15382	349	15731	5221	91	5312	21043
KwaZulu-Natal	17779	400	18179	6784	157	6941	25120
Western Cape	14464	512	14976	11394	470	11864	26840
Limpopo, Mpumalanga and North West	17289	374	17663	6879	121	7000	24663
TOTAL	100307	2534	102841	50161	1435	51596	154437

Source: Daily unlock

The total number of inmates as at 31 March 2020 was 154 437, against the approved bed space of 118 572 of the inmate population. The un-sentenced population constituted 33.40%, whilst the sentenced offender population formed 66.60% of the total inmate population. The male were almost 97%, while the total females were less than 3%. The regions with the highest percentage of inmates in a descending order are Gauteng Region (23.45%), Western Cape Region (17.38%), Kwazulu Natal Region (16.27%), Limpopo/Mpumalanga/North West Region (15.97%), Free State/Northern Cape Region (13.63%) and Eastern Cape (13.31%). The continuous growth in the offender populations creates challenges, pressures and demands in the corrections operating environment.

Summary of service delivery challenges relating to incarceration services:

- Inappropriate balance between the elements of physical, technology and operations regarding incarceration administration.
- The multi-pronged strategy to manage overcrowding has not effectively reduced the number of inmates.
- Overcrowding negatively impacts service delivery.
- There is a need for competent, confident empowered staff that are appropriately and adequately equipped to deal with incarceration services.
- The lack of capacity to profile sentenced offenders, absence of correctional programmes for short term offenders, lack of appropriate facilities for inmates with mental illnesses.

5.1.1.2 Security and Facility services

Safety and security is the result of a careful, dynamic balance between three elements — physical, technology and operations. Security is a central pillar of the Department to ensure the safety of officials, offenders and the citizenry at large, whilst creating an enabling environment for the rehabilitation and social reintegration to occur unhindered. Safety and security require officials to actively supervise and manage inmate behaviour, while understanding the differences between observation and supervision. Safety and security at correctional facilities has remained a priority for the Department. A National Security Committee was established in 2018 to deal with, among others, emergency security issues. One of the focus areas of the Security Committee is to analyse trend data, advise the National Commissioner on identified security risks and immediately respond to mitigate risks.

Escapes from correctional facilities can largely be attributed to overcrowding, dilapidated infrastructure and officials not complying with basic security policies. The decrease in inmates injured as a result of reported assaults was mainly due to management involvement and supervision in the form of leadership and guidance creating security awareness, M&E, special operations (clean up and surprise search operations), deployment of ESTs to hotspot areas. The successful implementation of this initiative will inform the establishment and review of the security philosophy based on the preventative and responsive approach. The Department convened a Security Indaba as part of its efforts to further improve the quality of security services and ensure that all people in South Africa are and feel safe. The Indaba focused on, among others, the safety of officials with a view to regain their trust and confidence in placing security at the helm in the performance of their duties.

Summary of service delivery challenges relating to security services:

- Overcrowding negatively impacts security aspects.
- Gang activities physically endanger inmates and officials.
- There is a need for competent, confident empowered staff that are appropriately and adequately equipped to deal with day to day security matters.
- A hard and soft security posture not in place.
- Contrabands are still in circulation in correctional facilities.
- Escapes, incidents of assaults and unnatural deaths within facilities are still taking place.
- Optimal, integrated smart technology security systems to make security work less cumbersome not available.

The Department will, therefore, continue to prioritise the creation of additional inmate accommodation (for especially maximum classified offenders and remand detainees) in the medium term.

Table 6: Closed Correctional Centres

Region	Number of Management Areas	Number of correctional centres		
		Number of centres temporarily closed	Number of active centres	Total number of centres
Eastern Cape	6	1	44	45
Gauteng	8	0	26	26
Free State / Northern Cape	7	0	47	47
KwaZulu-Natal	7	1	41	42
Western Cape	10	1	42	43
Limpopo/Mpumalanga/ North West	8	2	36	38
PPPs in FS/NC (1) and LMN (1)	0	0	2	2
Total	46	6	237	243

Summary of service delivery challenges relating to facility services:

- Overcrowding which leads to the over utilisation of correctional facilities.
- There is a need for professional services that are appropriately and adequately equipped to deal with the challenges regarding acquiring of additional infrastructure and maintaining of current structures.
- Optimal, integrated smart technology security systems not available in the correctional facilities.
- The upgrading and modernisation of infrastructures to provide for the changing needs of a diverse inmate population; together with integrated and effective information management system for offender development .

5.1.1.3 Rehabilitation Services

The purpose of the correctional system is not punishment, but protection of the public, promotion of social responsibility and enhancing human development to prevent repeat offending or the return to crime. Offenders are given new hope and encouragement to adopt a lifestyle that will result in a second chance towards becoming ideal citizens. The offence focused programmes offered help to develop life skills, provide counselling and support, and help build constructive days, routines and reinforce good habits. It is designed to ensure that people who leave correctional centres have appropriate attitudes and competencies for them to successfully integrate back into society as law-abiding and productive citizens. Correctional programmes that are offered to offenders deal with various aspects of rehabilitation, and are mandatory for offenders serving more than two years. However, it is emphasized that rehabilitation must ultimately come from the offender's willingness to acknowledge that he/she has done something wrong and desire to change.

The Department still experiences challenges with offenders who are unwilling to participate in the programme however, continuous efforts are being made to ensure that offenders have a better understanding of the importance of the programme. Implementation of rehabilitation-focused correctional services requires the Department to provide needs-based interventions that are specific to each offender. Through the use of custodial staff, the Department implements correctional programmes on an interim basis, in the absence of a dedicated structure for this function. Efforts to manage the

challenges encountered included the continuous orientation of custodial officials to facilitate correctional programmes and continuous monitoring visits that were conducted.

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

Significant progress has also been made in the delivery of spiritual services due to the support received from chaplains and spiritual and moral development co-ordinators as well as the involvement of external role-players, spiritual workers and volunteers who deliver programmes and services on a sessional basis. Consultative meetings are held with the national leadership of churches to intensify rehabilitation and reintegration. This initiative culminated with the signing of three Memoranda of Understanding (MoUs) with the Roman Catholic Church, the United Presbyterian Church in Southern Africa and the Anglican Church of Southern Africa, in the 2018/19 financial year. Successful Moral Regeneration Round-table Dialogues targeting correctional officials and inmates were conducted by Spiritual Care in the Gauteng region as well as the Free State/Northern Cape region. Over 250 people comprising of departmental officials, offenders, Heartlines, Moral Regeneration Movement (MRM), representatives of other State departments, MRM co-ordinators from the offices of the Premiers and other community members participated. This project was able to identify challenges faced in correctional centres which triggered discussions on moral regeneration and motivated broader society to support the rehabilitation and reintegration of offenders back into society.

The Department continues to prioritise education and skilling of offenders as part of rehabilitation aiming that, upon release, offenders should return to their communities as changed and law-abiding citizens who can contribute positively within their communities. Key to rehabilitation is ensuring that offenders are involved in productive activity while they serve their sentences. The departmental production workshops continue to manufacture offender garments, as well as wood and steel products, while the bakeries are producing bread for offender ration. Farms are producing milk, butter, eggs, vegetables, fruits, pork, chicken and red meat for offender ration despite the prevailing financial constraints. During the manufacturing and production process, offenders acquire workplace learning and various trades. On average per day, there are 1500 offenders that are working in production workshops and an average of 3 000 offenders per day are working in agriculture.

The Department partnered with various stakeholders to facilitate the rehabilitation and human development of offenders. The Department signed an Implementation Protocol Agreement with DHET for training of offenders between the 2018/19 to 2021/22 financial years. The National Skills Fund (NSF) has funded training for 5 480 offenders on various vocational and occupational skills programmes; in partnership with the Services Sector Education and Training Agency (SETA) the Department has trained 44 female offenders on hairdressing level three at the Johannesburg Management Area and with funding received from SASSETA trained 560 offenders to address the needs and gaps in skills training. In partnership with UNISA, the Department has managed to bridge the gap between formal and informal

learning through Change 2 Advance Programme for 540 offenders and parolees during 2018/19 financial year. These programmes include Entrepreneurship, Start Small Business, Organic Gardening and Food Security, HIV and Aids as well as Active Citizenship. The aim of these programmes is to promote lifelong learning and contribute to the reintegration of offenders into their respective communities. In addition, in partnership with Tshwane North Technical Vocational and Training (TVET) College, the Department has contributed to the Community Outreach Project, through the implementation of learnerships for parolees, community members and offenders. A total of 150 offenders, parolees and community members were trained on Agriculture (plant production), Cabinetmaking, Panel Beating, Welding and ECD at the Zonderwater Management Area. The Department in partnership with DHET trained 124 Technical Educators and Skills Development Practitioners on the administration and management of TVET College examinations. The Department, Umalusi and the Quality Council for Trades and Occupations (QCTO) conducted TVET examination monitoring visits at registered DCS TVET Examination Centres to ensure compliance to DHET examination standards.

Summary of service delivery challenges relating to rehabilitation services:

- Rehabilitation programmes not successfully and effectively implemented.
- Non-compliance to guidelines and procedures for the effective implementation of rehabilitation programmes.
- Conducive and secure environment not created for the successful implementation of rehabilitation programmes.
- Inadequate mechanisms in place to encourage community participation with the view of strengthening and enhancing offender rehabilitation and reducing recidivism.
- Negative attitude of offenders towards rehabilitation programme.
- There are policy gaps that hinder effective and full implementation.
- There is not sufficient research initiatives that contribute the provisioning of evidence based interventions.
- The upskilling and professionalising the Department to be able to deliver needs based services is negatively affected by the current economic situation.
- There is a need for competent, confident empowered staff members that are appropriately and adequately equipped.
- Optimal, integrated smart technology training systems not available.

5.1.1.4 Care related services

All people have a basic right to health, nutrition, clean and safe environment as obliged by the Constitution of the Republic of South Africa hence a person's capacity to access these services should not be compromised by reasons of incarceration. According to international norms and standards, inmates must have access to the same quality and range of health care services as the general public receives from the National Health System. Incarcerated persons represent a small proportion (approximately 0.3%) of the total South African population.

The Department provides needs-based health care programmes and services aimed at maintaining the wellbeing of inmates in its custody. There is at least one primary health care (PHC) clinic per correctional centre and one in-patient facility / sickbay with beds ranging from 5 – 120 per Management Area. An in-patient facility is defined as a facility that has been established for the purpose of accommodating inmates that are ill or recovering from post-operative procedures and cannot be accommodated in the general/communal cells whilst on treatment. These facilities do not meet the requirements for being classified as a hospital. Furthermore, the Department successfully insourced food service provision in eight management areas where this service was previously outsourced to an external service provider.

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

COVID-19 belongs to a large family of viruses causing a wide spectrum of illness, ranging from very mild to severe diseases like pneumonia, Middle East Respiratory Syndrome (MERS). It contributes to increased morbidity and mortality especially in those with comorbidities such as non-communicable diseases (e.g. hypertension, diabetes and asthma). In a confined environment such as the correctional facilities the spread of COVID-19 may be exacerbated by overcrowding and limited dedicated health care professionals, limited quarantine and isolation facilities, lack of laundry facilities and dedicated cleaning facilities for dishes used by inmates in the food service unit facilities as well as limited pharmaceutical facilities for ensuring timely access and availability of medicines and other pharmaceutical supplies for the inmate population. As an urgent intervention to effectively mitigate the impact of COVID-19 in the correctional facilities, the Department activated infection prevention control measures at all Management Areas including the sanitisation of reception areas, cells, offices, vehicles and ablution facilities. The Department has focused on increasing critical health human resources, equipping of the isolation and quarantine as well as inpatient facilities including the establishment of pharmaceutical facilities in Management Areas. These will facilitate implementation of integrated comprehensive health care services to the inmate population and avert serious impacts of COVID-19 as well as facilitating the humane detention of inmates.

Summary of service delivery challenges relating to Care services:

- There is room to improve strategic partnering for integrated government-wide service delivery and the use of strategic intergovernmental framework of partnerships to deliver across services functions, e.g. health checks for HIV/AIDS and TB screening and treatment.
- There is a need to develop Departmental specific staffing norms for Health Care Professionals / Providers.
- An integrated electronic health information system not available.
- The provision of nutritional services as prescribed by nutritional minimum standards is still a challenge at some correctional centres.
- The provision of environmental health services as prescribed in the scope for environmental health practitioners by the HPCSA is hampered by the overcrowded conditions in the correctional centres.

5.1.1.5 Social Reintegration

Community Corrections is a method of sentencing which allows offenders to serve their sentences in the community under the supervision of correctional officials. There are certain minimum requirements that an offender has to meet before being considered for a sentence or conversion of sentence to correctional supervision. Community Corrections include activities such as supervision, community-based sanctions and services directed at offenders who have committed crimes and have been placed under supervision by the Court/ Correctional Supervision and Parole Board/ Commissioner. In an effort to ensure that parolees and probationers comply with their parole conditions, the Department has established 218 community corrections offices nationally (across nine provinces/six regions) for the effective monitoring of parolees and probations, to promote greater community involvement and confidence in non-custodial measures with the judiciary and communities. The existence of these offices encouraged the acceptance of offenders within the communities, which led to 99% compliance to adherence to conditions set by the delegated authorities.

During 2019/20, a total of 67 098 people were placed under community corrections. From the daily caseload of 53 257 parolees and 12 604 probationers, 99% complied with the conditions set by the delegated authority. The caseload for 2019/20 has reduced when compared to the previous year due to the 2019 special remission. The Department has worked with the communities to strengthen partnerships with external service providers (NPOs, NGOs etc.) in order to change lives of the people and to make them aware that corrections is a societal responsibility. The Department has established service points throughout the country by formalising partnerships with external service providers in order to bring access of services closer to communities. There are approximately 201 service points that have been established through partnerships with external stakeholders. In addition the Department has managed to procure suitable vehicles for community corrections officers to monitor inaccessible (mountainous) areas.

Keeping offenders qualifying for parole longer than necessary within a correctional centre has been a challenge within the Department. Most of offenders have not been released on parole as they do not have monitorable addresses and support systems. The Department has, therefore, formed partnerships with NPOs to support those offenders by establishing halfway houses within regions to support families and released offenders for successful reintegration. Since inception of halfway houses, the Department has managed to establish seventeen halfway houses in five regions.

During 2019/2020 financial year a total of three thousand four hundred and forty-two (3 442) parolees and probationers were trained and employed by external stakeholders through partnerships. Partnerships with NPOs and relevant stakeholders is assisting the Department in determining interventions required for creating conducive environment for reintegration of parolees and probationers back into their communities.

Restorative Justice

Restorative Justice is an approach to justice aimed at promoting reconciliation through dialogue of all parties involved (victims, offenders, parolees, probationers, families concerned and community members) and affected by the harm caused by criminal behaviour. It creates an atmosphere conducive for restoring the relationships between offenders, victims, families and communities. It is also meant to be cross-cutting, including all the Department's core programmes in its implementation as well as to ensure a multi-disciplinary approach. Restorative Justice ensures that there is a platform between

offenders, parolees, probationers and their victims/communities to talk about the impact/damage of the crime committed. This approach also ensures that as offenders are reintegrated back to their communities, the people are and feel safe. The successful delivery of the Restorative Justice is also dependent on various stakeholders. The CJS has cluster departments that interact with the victims of crime in different ways. The Department experiences delays with the Restorative Justice processes should victims not receive any psychosocial services from the time at which the crime was committed against him/her. As a result, the victim is less willing to participate in the Restorative Justice process several years down the line. The collaboration of different stakeholders through platforms like the Victim Empowerment Programmes has become key to better managing services to the victims of crime and also to ensure that services are not compromised because of matters which should have been dealt with earlier.

Summary of service delivery challenges relating to Social Reintegration:

- Rehabilitating and developing offenders to improve their value system, regenerate morale and enhance social integration are restricted by the weak economy and lack of proper infrastructures.
- Improving strategic partnering for integrated government-wide service delivery and elevating partnership with other government departments: NPA; DoJ; SAPS needs managerial interventions. The reluctance of magistrates towards the statutory provisions of non-custodial sentences as the judiciary has tendency to be more punitive as demonstrated by the number of offenders serving long sentences. Engagements with NPA, Justice SAPS in the review of minimum sentences for most low-level, non-violent or non-serious crimes should be prioritised.
- Promoting additional options of non-custodial sentences, e.g. Community Service Orders (CSO) or Penal Reform International (PRI) with respect to a community service sentencing programme needs more attention.
- The objective should be to enhance reintegration programmes to the needs of the economy, i.e. skills development; entrepreneurship skills, regionally relevant education; the training of offenders should include interpersonal skills.
- The establishment of best practices and knowledge on the design, development and implementation of restorative justice programmes should be attended to.
- Compulsory Programmes on Restorative Justice are not currently included in the assessment and sentence plan and the Restorative Justice Orientation programme should be compulsory for all offenders.
- Offenders should be encouraged to voluntarily request dialogue/mediation between their victims/families/communities whilst they are in custody. Offenders should be thoroughly educated about the benefits of restorative justice to themselves, victims and communities.
- The current Social Auxiliary Workers appointed at Community Corrections for restorative justice must be incorporated permanently into the Department.
- No funding and structure to assist with the tracing of victims or to assist with transport and accommodation of victims during the Restorative Justice/ Parole Board processes.

- The Department experiences delays from other sister Departments with the Restorative Justice processes should victims not receive any psychosocial services from the time at which the crime was committed against him/her. As a result, the victim is less willing to participate in the Restorative Justice / Parole Board process several years down the line.

5.1.1.6 Service Delivery Environment

According to Stats SA, GDP growth for 4Q19 was recorded at -1.4%, leading South Africa into a technical recession over the period, following a decline of 0.6% in the third quarter. A technical recession is defined as two successive quarters of economic decline. This is the second such recession in two years, after experiencing the first one in 2018. Taking the latest data into account, year-on-year (4Q18 vs 4Q19) South Africa's economic growth declined 0.5%, and growth for the year overall was recorded at 0.2%. The annual real GDP growth rate of 0.2% was primarily led by economic activity in finance, real estate and business services.

According to the 2018/19 crime statistics report that was released by SAPS (September 2019) in collaboration with StatsSA, a total of 2.01 million crimes were recorded between 01 April 2018 and 30 March 2019. The murder rate increased by 3.4% compared to the previous financial year. A total of 21 022 murder cases were reported in 2018/19, most of which were committed between Saturday and Sunday, suggesting that weekends are the most violent and deadly periods in South Africa. Sexual offences have, according to SAPS, increased by 4.6% compared to the previous financial year. SAPS further revealed that a total of 52 420 sexual offences (including crimes such as rape, assault and contact sexual offences) were reported, an increase of 2 312 in the 2018/19 financial year as compared to 2017/18. Common robberies increased by 2%, robberies with aggravating circumstances increased by 1.2%, while robberies at residential premises increased by 0.8%. The biggest increase in crime was seen in commercial crime, which was up 14.4%.

There is a close correlation between the changing nature of crime in the country and the changing profile of the inmate population. This profile influences factors such as the type and amount of accommodation required for different categories of offenders, and the needs-based rehabilitation programmes they require. The execution of the Department's mandate, and in particular the treatment of offenders within the correctional service system, must occur in accordance with various sections of the Constitution of the Republic of South Africa (1996) as well as the Correctional Services Act (1998) as amended, among others.

The Department is affected by a number of cross-cutting change drivers that influence the safety and security of the country. An increase in crime leads to an increase in both awaiting trial and sentenced offenders, which in turn affects the numbers of inmates in the system. The efficiency of the CJS also influences the time that it takes to bring cases to court and therefore the length of time that awaiting-trial detainees are detained for. The Department has a role to play in both the front and the back end of the value chain. The front end includes the incarceration of remand detainees and the management of accused placed under supervision by the correctional official, in line with section 62(f) of the Criminal Procedure Act (Act No. 51 of 1977). The back end entails the implementation of court sentences through the detention of sentenced offenders. A delay with any one of the key actors and stakeholders in the process causes negative impacts downstream. Several JCPS cluster protocols were developed in order to ensure a coordinated approach in rendering services that required cooperation among the various role players. The use of protocols is supported by the Intergovernmental Relations Framework Act (Act

No. 13, 2005), which was developed to give effect to principles of cooperative government set out in Chapter 3 of the Constitution of the Republic of South Africa. The Department continues to reform in tandem with the rest of the CJS. The Department is among the key role players and drivers of the CJS, together with the SAPS, Department of Justice and Constitutional Development (DOJ&CD) and National Prosecution Authority (NPA), particularly with regard to addressing the systemic weaknesses within the CJS that hamper the effective management of cases.

The Department has made progress in addressing systemic weaknesses, promoting ethical behaviour, and shaping the character and culture of the Department. This has been a continuous process with notable setbacks and, therefore, continues to form part of the Department's strategic direction. The performance of the Department has steadily improved over the medium term with an average performance of 62% recorded in 2015/16 increasing to 82% in 2018/19. The Department has managed to maintain a safe and secure environment at correctional facilities, to effectively manage the cases of offenders to increase placements on parole or correctional supervision, as well as to improve the occupational skills, education and personal well-being of offenders under its care. An improvement in healthcare facilities in the correctional services system has enhanced the management of communicable diseases resulting in improved health conditions of inmates during their incarceration. This can be improved through timely involvement of offenders in rehabilitation programmes. There has also been a high level of compliance by parolees and probationers with the set conditions. The Department has also successfully increased the participation of offenders and victims in the restorative justice processes.

Like all other public sector institutions, the Department continues to deal with extensive, multi-pronged and inter-related challenges in the delivery of services. Overcrowding is one of the most serious challenges facing the correctional services system that has a direct impact on the security at correctional facilities, and it negatively affects the ability of the Department to guarantee the rights of inmates and to create an environment that is conducive for rehabilitation. In March 2020, overcrowding at correctional facilities was recorded at 130%. The situation varies over time and from one facility to another, with certain facilities having been utilised at up to 300% of the intended capacity at times. The allocation of resources for delivering on the mandate does not match the demands posed by overcrowding. Hence prioritisation is necessary to ensure that the basic needs of the inmates are not compromised. The Department also struggles with chronic under-staffing with high vacancy rates and inadequate skills. Career pathing has been inadequate and the organisational structure does not always match its functional requirements. Theft, fraud and corruption are still a concern in the Department where most offences take the form of the provision of prohibited items (such as cell phones and contraband) to inmates.

5.1.1.7 Identification of main services areas to be approved

Different methods were used to evaluate the Department's performance in an effort to identify the main service areas to be improved through service delivery improvement interventions and the following two key services were selected:

- Increase participation of female offenders in formal education and skills development.
- Increase victim participation in Parole Boards.

The identified key services were selected as an increase in these areas will assist to better meet the needs of service beneficiaries. Their identification is meant to increase focus by ensuring a proper analysis of the challenges and inform efforts towards ensuring that the situation is turned around. The information in paragraphs 5.2 to 5.3 will provide detail information regarding the two identified key services.

5.2 Key Service 1: Increase participation of Female Offenders in Formal Education and Skills Development

5.2.1 Formal Education for Female Offenders:

5.2.1.1 Background

The provision of educational services, particularly to female offenders is critical in the rehabilitation process as it assists them acquire an education that many of whom do not possess. It is for this reason that in 2011 the Department of Correctional Services declared that formal education for offenders is critical and this was subsequently supported by amending Correctional Services Regulations making formal education compulsory for specific categories of offender. The specific section reads:

“Further in terms of section (10)(2)(f), all sentenced offenders who have not obtained the ninth grade as contemplated in section (3)(1) of the South African Schools Act, 1996 (Act No. 84 of 1996), must attend educational programmes until such offender reaches the age of 25 years or the ninth grade or adult education and training level 4, as registered on the National Qualifications Framework Act (No 67 of 2008), whichever comes first.”

The section above outlines the position of compulsory education to all offenders up to the age of 25 years or who should at least have grade nine; however, the reality is that compulsory education in the Department is not yet implemented. The Department is currently updating and reviewing the relevant policy and procedures in this regard.

Progress thus far in 2020 is that the Gauteng region has registered females offenders in Literacy and AET programmes and to date 30 Females learners are registered at Johannesburg Female CC. A total of 564 Female Offenders participated in Literacy and AET programmes during 2019.

The tables below contain the performance of the targets over the past three financial years:

Table 7: Number of female offenders who received formal educational training

Number of female offenders who received formal educational training		
2016/2017 financial year	2017/2018 financial year	2018/2019 financial year
Not available	Not available	486

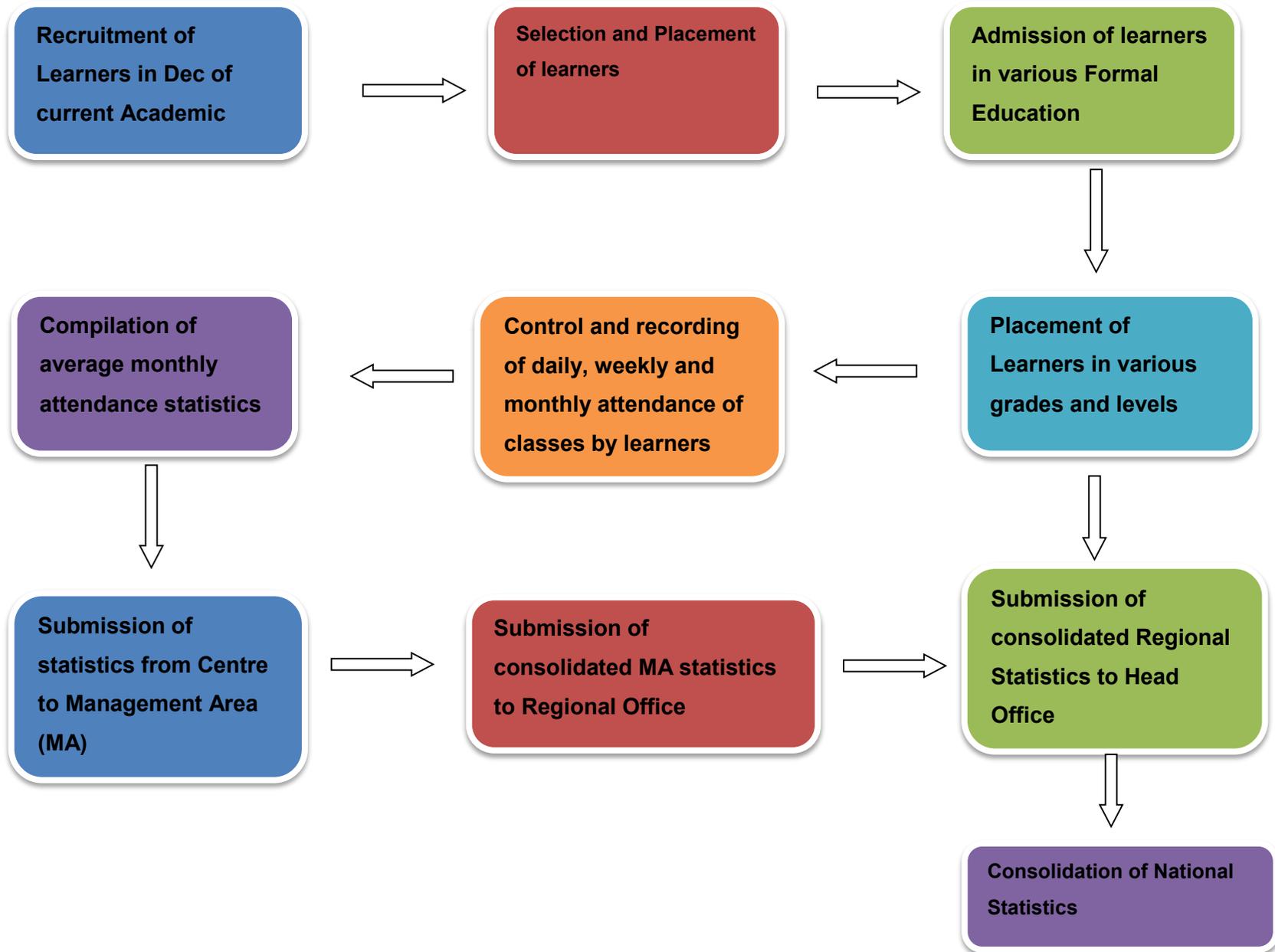
During the 2016/2017 and 2017/2018 financial years no specific statistics were kept regarding formal education of female offenders. The 486 female offenders that participated during 2018/2019 represent 4.32% of all offenders that participated in formal education programmes (11 233).

5.2.1.2 Business Map: Formal Education

The following formal education process map provides a broad framework within which the Department contributes in improving educational levels and enhance the provision of educational skills, values,

attitudes and knowledge within a safe, secured and humane environment for the correction of offenders including female offenders.

Process Flow of Formal Education Programmes



5.2.1.3 Problem Areas: Formal Education

The following problem statement was identified on the process map as the reasons for underperformance:

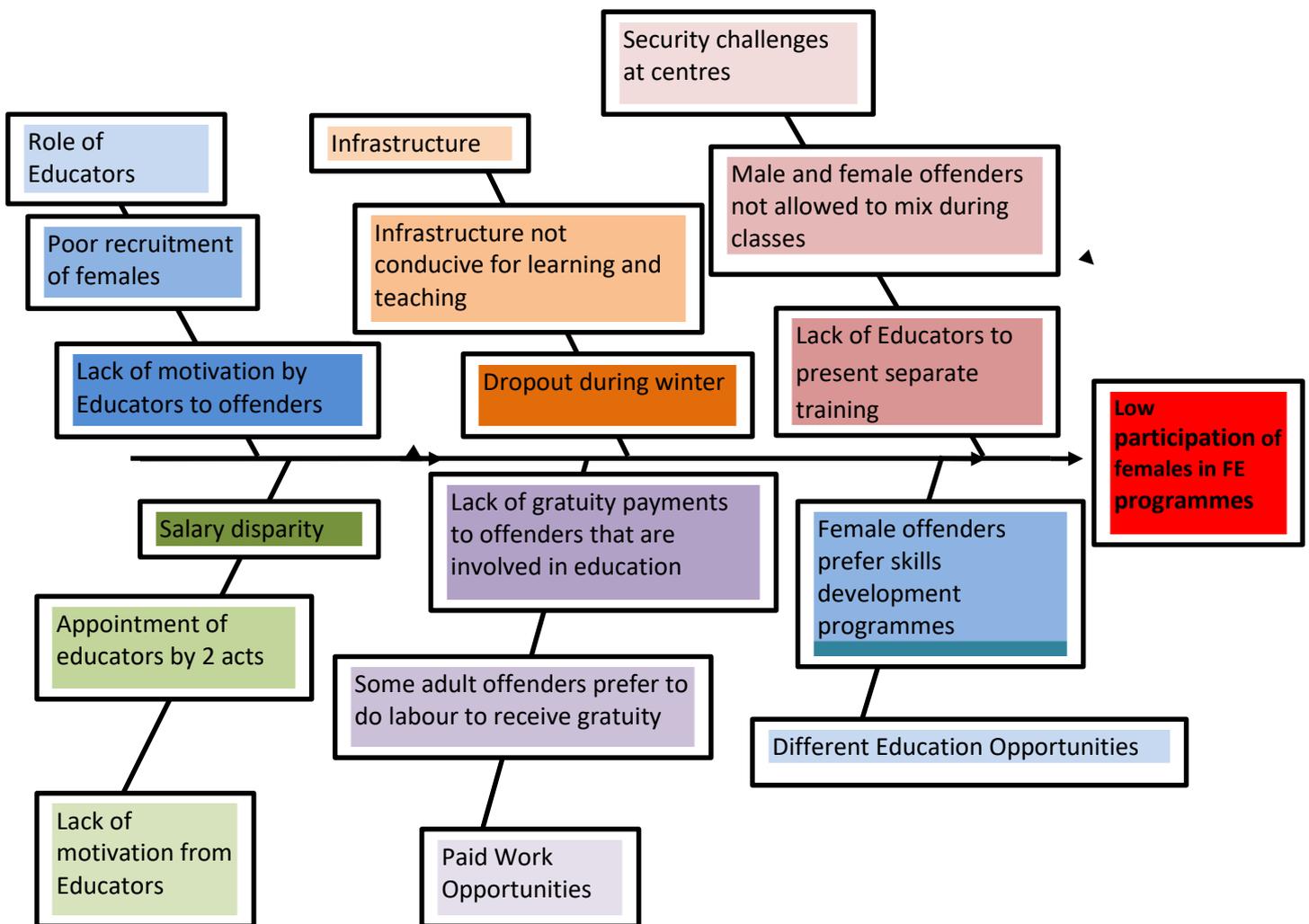
Table 8: Problem Areas on Process Map

No	Problem area on process map	Description
1	Recruitment of female offenders to participate in formal education programmes	There is limited access and opportunities for female offenders and the recruitment of female offenders is inhibited by infrastructure and policy deficiencies.

5.2.1.4 Cause and Effect Analyses

The problem area was analysed with the help of the following fishbone diagram:

Figure 5: Fishbone cause and effect analyses



5.2.1.5 Analysis of the causes

The main cause is the availability of paid work opportunities where female offenders get gratuity (payment). Learners who attend school do not qualify for gratuity.

Different Education Opportunities are available to female offenders but they prefer skills development programmes.

Another cause for the problem area is that the infrastructure is not conducive for teaching and learning because of the cold winter conditions in the classes. This is causing offenders to drop out. Most of the correctional centres were not built with any educational facilities.

The role of the educators is very important to motivate offenders to participate in formal educational programmes. The recruitment process is negatively influenced where motivation of educators is low.

The low motivation of some educators is the result of salary disparities based on appointment under two different acts (Correctional Services Act and Public Service Act). Educators appointed under the Correctional Service Act receive higher compensation.

Security challenges at centres come in different forms. Male and female offenders are not allowed to mix during classes. There are not sufficient Educators to present programmes for separate male and female offenders. Lack of security officials to escort female offenders to formal education programmes.

5.2.1.6 Problem Statement

5.2.1.6.1 The table below contains all the identified causes:

Table 9: Identified causes

No	Causes	Can be resolved in 2020/2025 Yes / No
1	The main cause is the availability of paid work opportunities where female offenders get gratuity (payment). Learners who attend school do not qualify for gratuity.	No
2	Different Education Opportunities are available to female offenders but they prefer skills development programmes.	Yes
3	Another cause for the problem area is that the infrastructure is not conducive for teaching and learning because of the cold winter conditions in the classes. This is causing offenders to drop out. Most of the correctional centres were not built with any educational facilities.	Yes
4	The role of the educators is very important to motivate offenders to participate in formal educational programmes. The recruitment process is negatively influenced where motivation of educators is low.	Yes
5	The low motivation of some educators is the result of salary disparities based on appointment under two different acts (Correctional Services Act and Public Service Act). Educators appointed under the Correctional Service Act receive higher compensation.	Yes
6	Security challenges at centres come in different forms. Male and female offenders are not allowed to mix during classes. There are not sufficient Educators to present programmes for separate male and female offenders. Lack of security officials to escort female offenders to formal education programmes.	Yes

5.2.1.6.2 The significant challenges facing the effective educational programmes to female offenders in correctional centres are:

- Female offenders not interested in educational programmes because they do not receive gratuity.
- Female offenders have choices to participate in formal education programmes and skills development programmes. Females Offenders prefer informal type of environment as compared to formal teaching set up (Seating in a classroom).
- The non-performance of this target has been occasioned by poor infrastructure.

5.2.1.7 Results-chain and measurement framework

There was a need to use the results-chain and measurement framework to determine the current and desired impact.

5.2.1.7.1 The Result Chain for current results (2018/2019):

The following result chain diagram indicates the **current** results:

Table 10: Result Chain for current results

Resources		Results 		
Inputs	Activities	Outputs	Outcomes	Impact
Insufficient educators in line with the 2003 establishment	Female offenders who enrolled and participate in formal education programmes	Only a low percentage of female offenders enrol and participate in formal education programmes	Educational empowerment is only achieved by the offenders who finish the annual programme while the dropouts are still not empowered	Unable to actively participate in the economy.
Insufficient classrooms				Unable to be independent/employable.
Insufficient budget for: <ul style="list-style-type: none"> • Equipment • Machinery • LTSM • Stationary 				Not successfully reintegrated back to community.
				Recidivism

Analysis of the current results

The current results indicate low participation of female offenders in formal education programmes due to:

- Insufficient educators and that some of the available educators are not motivated.
- Insufficient classrooms limit the number of offenders that can be educated.
- Insufficient budget for education of female offenders.

5.2.1.7.2 The Result Chain for the desired (2020/2025) results:

The following result chain diagram indicates the **desired** results:

Table 11: Result Chain for desired results

Resources		Results 		
Inputs	Activities	Outputs	Outcomes	Impact
Sufficient educators	Female offenders who enrolled and participate in formal education programmes	High female percentage of female offenders enrol and participating in formal education programmes	Educational empowerment will be achieved by all female offenders who finish the programme	Actively participate in the economy.
Sufficient classrooms				Independent/ employable.
Sufficient budget for: <ul style="list-style-type: none"> • Equipment • Machinery • LTSM • Stationary 				Successfully reintegrated back to community.
		Decreased in recidivism		

Analysis of the desired results

The desired results can only be achieved if:

- All the posts for educators are filled.
- All educators appointed with the same act and salary scales corrected.
- Sufficient and well equipped classrooms are available.
- Each region having one full time school for females' offenders.
- Each Correctional Centre hosting females' offenders having formal education programmes running.

5.2.1.7.3 Comparison of current and desired levels of performance

The table below contains a comparison of the current and desired levels of performance:

Table 12: Comparison of current and desired levels of performance

No	Current performance level (2018/2019)	Desired performance level
1	Only a certain number of female offenders are able to enrol because of institutional challenges	All female offenders should be able to enrol for educational programmes.

The desired performance can be obtainable if the following can be done:

- New recruitment mechanisms to be developed that will encourage female offender participation in formal education programmes.
- Involvement of all stakeholders at centre level in formal education programmes.
- Compulsory Education for all female offenders will be the best solution once it is approved.
- Better infrastructure will also lead to a higher interest in formal education programmes.
- Demerit system in terms of formal educational programmes.
- Implementation and monitoring of what the CSP indicates in terms of programmes.
- Involvement of Offenders in Formal Education Programmes to be one of conditions of release or parolee.

- Appointment of Educators with same act and disparity of salaries to be corrected.
- Offenders assigned to workplaces by the CMC to have at least Grade 9 or AET level 4.

5.2.2 Skills Development for Female Offenders:

5.2.2.1 Background:

Skills development programmes are among a number of rehabilitation services that the Department of Correctional Services (DCS) provides to offenders. The provision of these programmes is in line with the constitutional mandates requiring that education and training be provided to all citizens. It is within the context of the constitutional mandates and the framework of Correctional Services Act 111 of 1998 as amended, that the Skills Development Policy for offenders in DCS is in line with the education and skills development landscape in the country.

Skills Development Act No 37 of 2008, National Qualifications Framework Act, No 67 of 2008, Adult Education and Training Act (No. 52 of 2000 as amended), Quality Council for Trades and Occupations (QCTO) has changed the face of education and training in South Africa. The provision of skills development programmes and services need to be aligned with both national legislation as well as the strategic direction of the DCS.

The provision of skills development programmes and services aims not only to equip offenders with marketable skills and knowledge but also to inculcate positive attributes and attitudes which would encourage offenders to abandon undesirable behaviour and embrace norms and morals acceptable in the society.

The tables below contain the performance of the past three financial years:

Table 13: Percentage of all offenders who received skills development training

Percentage of ALL offenders who received skills development training		
2016/2017 financial year	2017/2018 financial year	2018/2019 financial year
10 099 inclusive of 5% female offenders	11 163 inclusive of 5,5% female offenders	17 345 inclusive of 6% female offenders

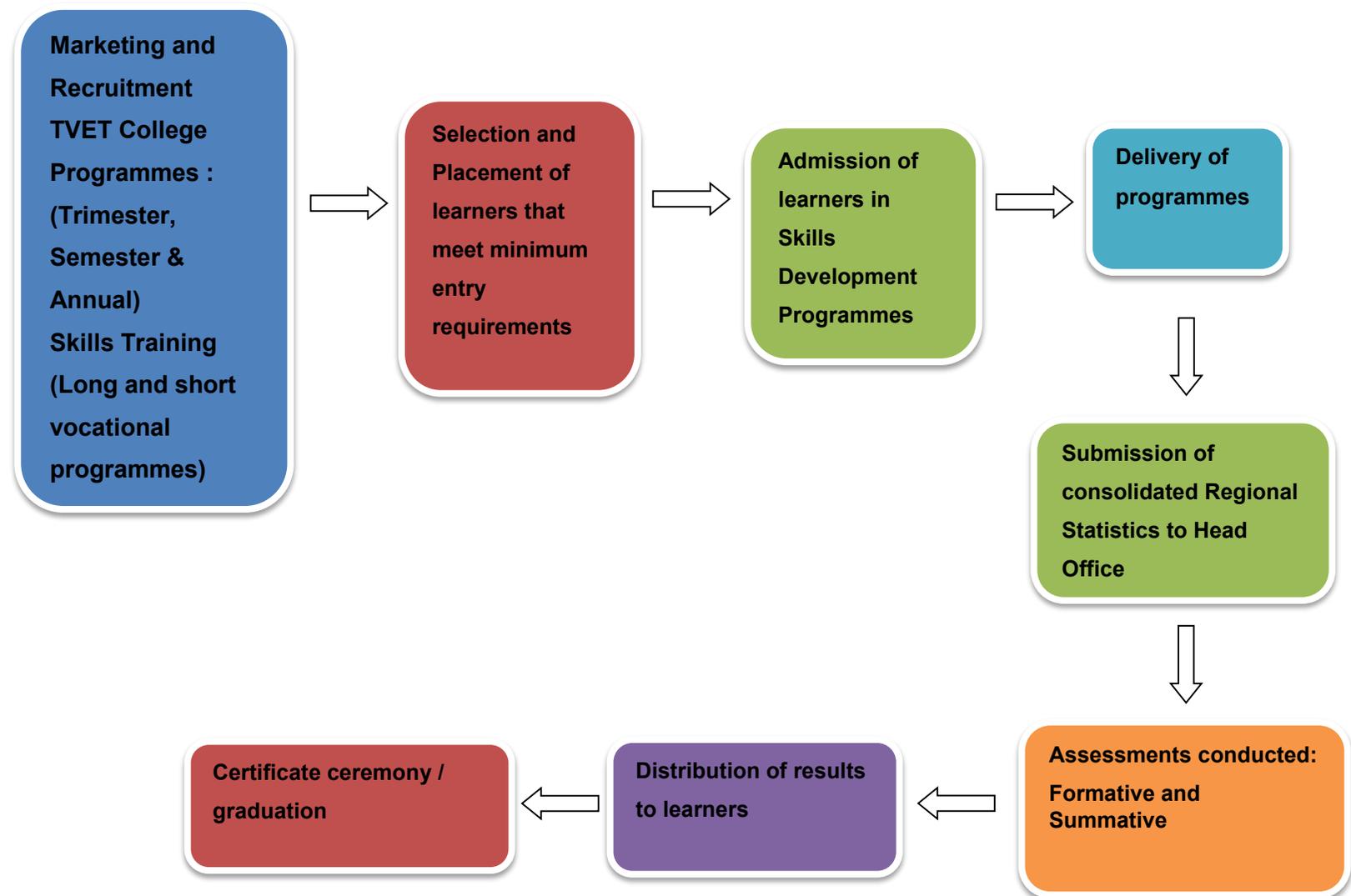
The participation of female offenders in accredited skills development programmes is critical in the rehabilitation process as it increases their chances toward employment or entrepreneurship upon release.

In the past female offenders were not exposed to vocational/ occupational skills programmes as compared to male offenders due to limited resources.

5.2.2.2 Business Map: Skills Development

The following skills developing process map provides a broad framework within which the Department contributes in improving skills levels and knowledge within a safe, secured and humane environment.

Process Flow of Skills Development Programmes



5.2.2.3 Problem Areas: Skills Development

The following problem areas were identified on the process map as the reasons for underperformance:

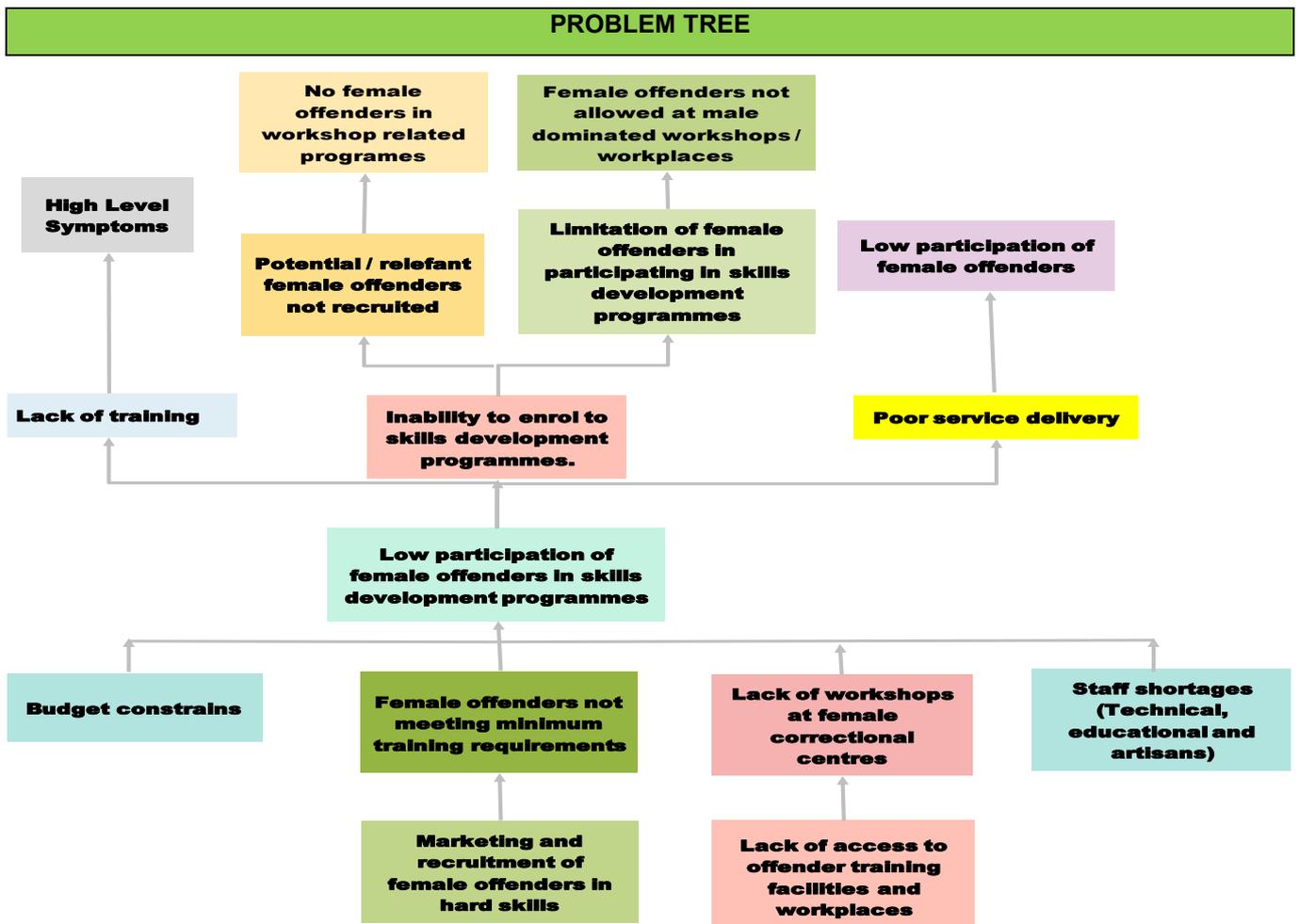
Table 14: Problem areas on Process Map

No	Problem Areas on Process map	Description
1	Marketing and recruitment	Marketing and recruitment of vocational skills programmes not adequately done at female centres.
2	Selection and placement	Female offenders not meeting minimum entry requirements such as ID, required educational qualification/ s. Training of female offenders on vocational skills. Placement of female offenders in DCS work places such as Agriculture, Production Workshops etc. Less exposure of female offenders on vocational skills (paradigm shift).

5.2.2.4 Cause and Effect Annalise

The problem areas were analysed with the help of the following problem tree diagram:

Figure 6: Problem tree cause and effect analyses



5.2.2.5 Analysis of causes

- Female offenders not meeting minimum training entry requirements:
 - Participation of female offenders on Skills Development Programmes is dependent on meeting the set minimum entry requirements such as Valid ID and Grade 9/ Std 7/ AET Level 4 and as per unit standard requirements.
- Marketing and recruitment of female offenders on vocational skills:
 - Injustices of the past purported that vocational skills are only meant for males (“women’s place in the kitchen”) mentality led to poor / lack of marketing of vocational skills to female offenders.
- Lack of workshops at female correctional centres:
 - In the past female correctional centres were not build with rehabilitation mandate and for that reason training workshops were not part of the structure.
- Lack of access to offender training facilities and workplaces:
 - Incorrect interpretation of security related policies on mixing of female and male offenders for provision of skills development programmes and services.
- Budget Constraints
 - Inadequate allocation of funds for training of offenders that is further restricted by the current cost containment measures.
- Staff shortages
 - Current remuneration not attracting and retaining qualified artisans and technical educators to train offenders on vocational skills.
 - Lack of recruitment and appointment of qualified personnel to train offenders.
 - Irresponsive structure for provision of skills development towards attainment of competencies or critical and scarce skills needed.
 - Post Establishment not purified and as a result there are officials remunerated under training of offenders but not rendering skills development programmes.

5.2.2.6 Problem Statement

5.2.2.6.1 The table below contains all the identified causes:

Table 15: Identified causes

No	Causes	Can be resolved in 2020/2025 Yes / No
1	Female offenders not meeting minimum training entry requirements	Yes
2	Marketing and recruitment of female offenders on vocational skills	Yes
3	Lack of workshops at female correctional centres	No
4	Lack of access to offender training facilities and workplaces	Yes
5	Budget Constraints	Yes
6	Staff shortages	Yes

5.2.2.6.2 The significant challenges facing the effective skills development programmes to female offenders in correctional centres are:

- Lack/ poor participation of female offenders on skills development programmes.

- Weather conditions have an impact on attendance of skills development programmes (winter months).
- Lack of human resource and conducive infrastructure for the provision of skills development programmes.
- Limited / insufficient budget allocated to procure training related resources.

5.2.2.7 Results-chain and measurement framework

There was a need to use the results-chain and measurement framework to determine the current and desired impact.

5.2.2.8 The Result Chain for current results (2018/2019):

The following result chain diagram indicates the **current** results:

Table 16: Result Chain for current results

Resources		Results 		
Inputs	Activities	Outputs	Outcomes	Impact
Insufficient technical educators, Artisans and Skills Development Practitioners (SDP) in line with the 2003 establishment. Insufficient classrooms and offender training facilities and work places. Insufficient budget for: <ul style="list-style-type: none"> • Equipment • Machinery • LTSM • Stationary • Services 	Training of female offenders registered for TVET College and Skills Training Programmes.	Only a certain number of female offenders registered TVET College Programmes complete the programmes.	Low participation in skills development programmes results in the release of female offenders without market related skills.	Unable to actively participate in the economy.
		Normally female offenders registered for Skills Training Programmes complete the programmes.		Unable to be independent/ employable
		Not successfully reintegrated back to community.		
				Unable to become entrepreneurs or employers.
				Recidivism

Analysis of the current results

The current results indicate low participation of female offenders in skills development programmes due to:

- Insufficient technical educators, Artisans and Skills Development Practitioners (SDP).
- Insufficient classrooms and offender training facilities and work places which limits learning opportunities for female offenders.
- Insufficient budget for training of offenders.

5.2.2.7.1 The Result Chain for the desired (2020/2025) results:

The following result chain diagram indicates the **desired** results:

Table 17: Result Chain for the desired (2020/2025) results

Resources		Results 		
Inputs	Activities	Outputs	Outcomes	Impact
Sufficient technical educators, Artisans and Skills Development Practitioners (SDP)	Increased number of female offenders trained on TVET College and Skills Training Programmes.	All female offenders registered for TVET College Programmes complete the programmes.	Increased exposure of female offenders to skills development programmes results in the release of female offenders with market related skills.	Actively participate in the economy.
Sufficient classrooms and offender training facilities and work places.		All female offenders registered for Skills Training Programmes complete the programmes.		Independent and/ employable
				Become entrepreneurs or employers.
				Successfully reintegrated back to community.
				Decreased in recidivism.

Analysis of the desired results

The desired results can only be achieved if:

- Sufficient technical educators, Artisans and Skills Development Practitioners (SDP) are available.
- Sufficient classrooms and offender training facilities and work places which limits learning opportunities for female offenders are available.
- Sufficient budget allocated for training of offenders.

5.2.2.7.2 Comparison of current and desired levels of performance

The table below contains a comparison of the current and desired levels of performance:

Table 18: Comparison of the current and desired levels of performance

No	Current performance level (2018/2019)	Desired performance level
1	Low participation of female offenders in skills development programmes.	Significantly increase participation of female offenders in skills development programmes.

The desired performance is obtainable if:

- More female offenders can be exposed to skills development programmes.
- Increased access to existing workplaces for learning will increase participation and work opportunities upon release.
- Provision of additional and conducive offender training facilities for training of female offenders

5.3 Key Service 2: Increase Victim participation in Parole Boards

5.3.1 Background

- 5.3.1.1 In line with international trends to give more recognition to victims and in support of the National policy guidelines for Victim Empowerment, the Department of Correctional Services has developed procedures to facilitate and promote the involvement of complainants in Parole Board meetings when the release of offenders is considered.
- 5.3.1.2 In order to facilitate the involvement of complainants in Parole Board meetings, provision has been made in both Section 75 (4) of the Correctional Services Act, 1998 (Act 111 of 1998) as amended, as well as Section 299A of the Criminal Procedure Act, 1977 (Act 51 of 1977) to regulate matters in this regard. In terms of the latter, the Commissioner of Correctional Services issued directives regarding the manner and circumstances in which a complainant or relative contemplated in may exercise their rights in this regard. In addition, the Department of Justice published the Minimum Standards on Services for Victims of Crime as well as the Service Charter for Victims of Crime in South Africa which also deals with the rights of victims.
- 5.3.1.3 The current DCS policy on Complainant Involvement on Parole Boards stipulates that; "...all complainants have the following rights:
- To make a representation when the possible placement of the offender is being considered by the Parole Board
 - To attend the Parole board meeting when the possible placement of such an offender is being considered if they so wish."
- 5.3.1.4 A Victim may also request to be informed of the developmental programmes the offender has undergone and/or is undergoing to improve his or her behaviour. Such a request may however only be adhered to if the offender gave written consent to this effect.
- 5.3.1.5 The representation should preferably be in writing but may also consist of an audio or visual (DVD, video, etc.) recording which will be subjected to verification to ensure its authenticity. In addition, the complainant may deliver a verbal representation in person at the Parole Board meeting. A victim is responsible for his or her own arrangements and costs incurred in attending a meeting of a Parole Board, including travel and accommodation. This also includes the costs incurred if a complainant makes use of a representative. The Parole Board should provide victims with information on non-governmental organisations in their regions that can render support to victims in this regard. This adds a limitation on participation of victims in Parole Board meetings.
- 5.3.1.6 The Department created awareness to the public about their rights as victims of crime to participate and make representations to the Parole Board sitting if they so wish. To assist the victims in this process and to limit travelling cost the Audio-Visual System was installed in all 53 Parole Boards offices (through Criminal Assets Recovery Accounts funding) for victims to make representations irrespective of their location and where their offenders are incarcerated.

5.3.1.7 The Department is taking cognisance of the victim’s involvement in Parole Board meetings when the release of offenders is considered. The table below contains the performance over the past three financial years:

Table 19: Numbers of Increase Victim participation in Parole Boards

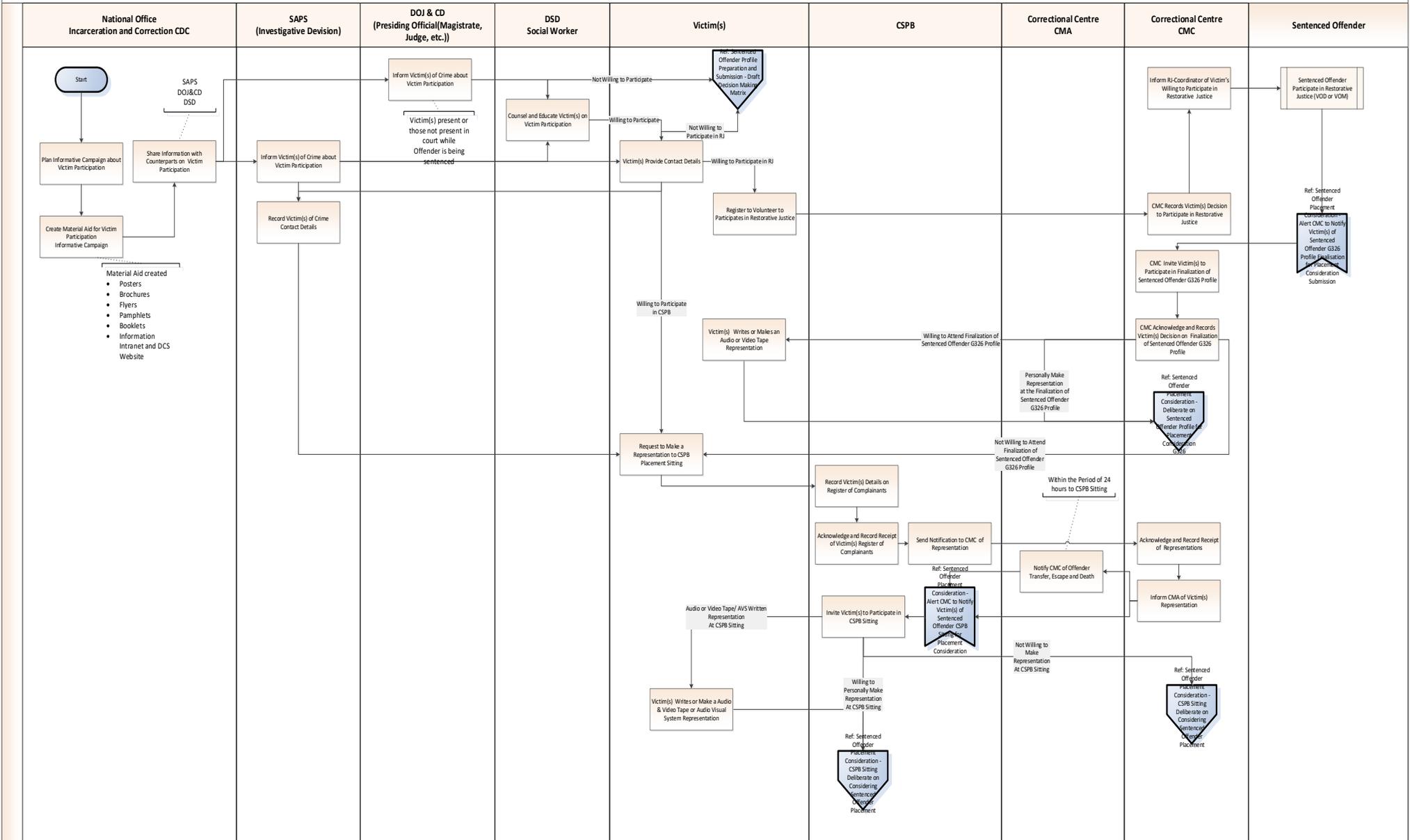
Numbers of Increase Victim participation in Parole Boards		
2016/2017 financial year	2017/2018 financial year	2018/2019 financial year
1943	1856	1832

5.3.1.8 Victims participation in Parole Boards declined by 4.5% in 2017/18 and 1.3% in 2018/19 financial years due to cost associated to travelling and other financial necessities, lack of IT infrastructure in some Parole Boards, lack of structure to trace victims, lack of information on contacts details of victims and refusal from some of the victims to partake in Parole Boards meetings.

5.3.2 Business Map

The following process map form part of the Department’s efforts to enable victims of crime to have easy access to CSPB offices to make representation when offenders are considered for placement:

Victim Participation Parole Participation (Level 3) – IIMS



5.3.3 Problem Areas

The following problem area was identified on the process map as the reasons for low participation of victims in Parole Boards:

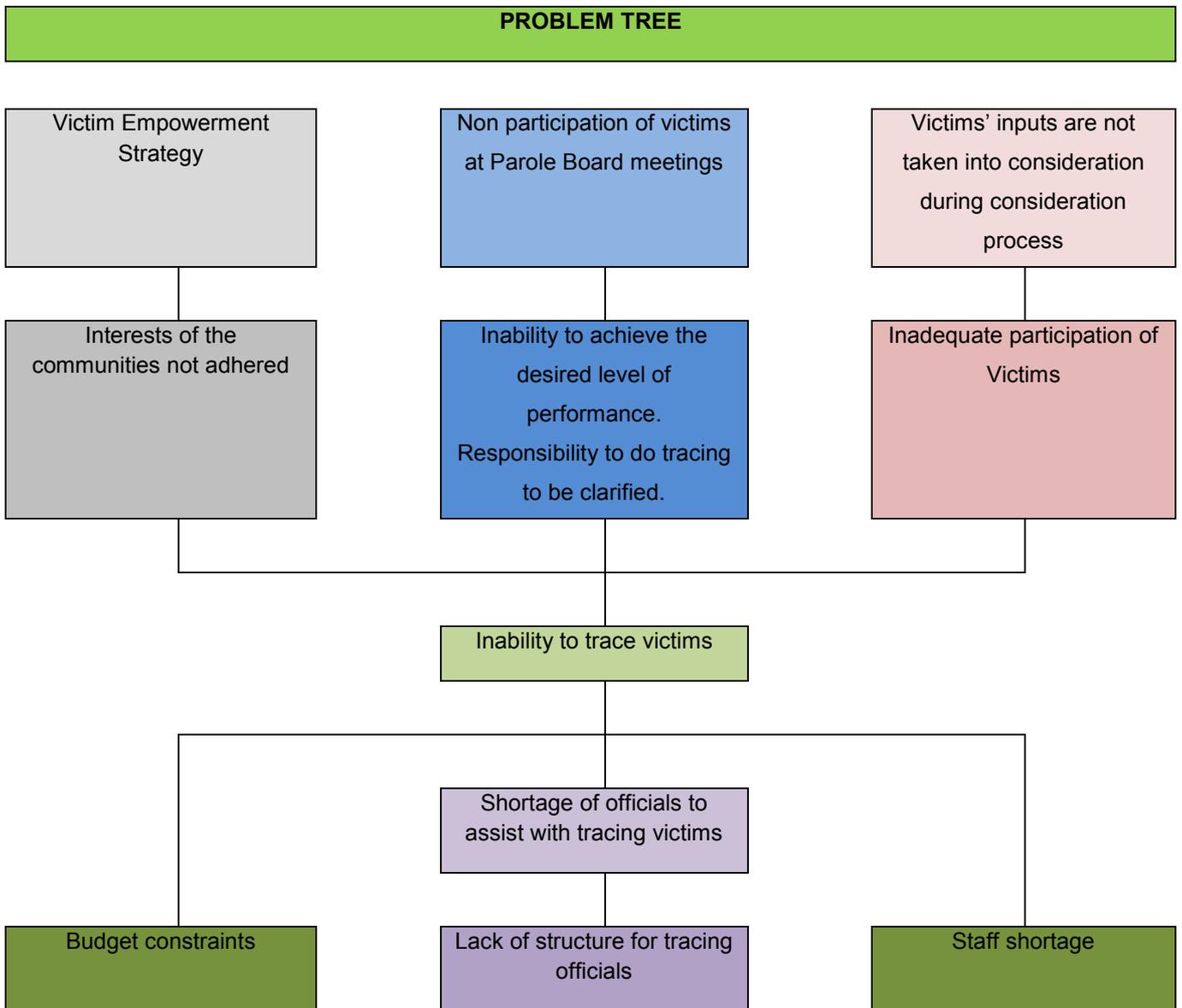
Table 20: Problem Area on Process map

No	Problem Area on Process map	Description
1	Small number of victims are participating in Parole Boards	<p>The process of victim tracing is done later only before consideration of offenders instead of upon admission.</p> <p>Some victims are not informed of their rights to participate in Parole Boards meetings by the courts as stipulated in 299A of the Criminal Procedure Act 51 of 1977.</p> <p>Lack of sharing of victim information by SAPS and DOJ.</p>

5.3.4 Cause and Effect Annalise

5.3.4.1 The problem area was analysed with the help of the following problem tree diagram:

Figure 7: Problem tree cause and effect analyses



5.3.4.2 Analysis of the causes

The main causes for the victims not involved in Parole Board meetings are as follows:

- Staff shortage: Tracing of victims is an additional task and no extra resources were provided to elevate the already overloaded officials.
- Lack of structure for tracing officials: No structure exists and leading to no budget allocated for this responsibility.
- Budget constraints: Non allocation of budget resulted in the task performed haphazardly

5.3.5 Problem Statement

5.3.5.1 The table below contains all the identified causes:

Table 21: Identified causes

No	Causes	Can be resolved in 2020/2025 Yes / No
1	Staff shortage	No (Tracing of victims is still an additional task and no plans has being made to create structure for this task as yet)
2	Lack of structure for tracing officials	Yes. Posts to be included in the new Micro Structure
3	Budget constraints	Yes. Through reprioritisation of allocated budget in the MTEF

5.3.5.2 The significant challenges facing the effective participation of victims at Parole Boards meetings are:

- The absence of a structure for tracing officials;
- Cost applicable to establish new structure
- Cost for victims travel and accommodation.
- Receiving victim's information from SAPS and DOJ upon admission of offenders into the Department system.
- Establish a structure and procedure for tracing officials.

5.3.5.3 The ideal situation would be that every victim or family of diseased victims should have the opportunity to participate in the process as early as from sentencing by the Magistrate right through until consideration by the Parole Board for possible placement.

5.3.6 Results-chain and measurement framework

There was a need to use the results-chain and measurement framework to determine the current and desired impact.

5.3.6.1 The Result Chain for current (2018/2019) results:

5.3.6.1.1 The following result chain diagram indicates the **current** results:

Table 22: Result Chain for current results

Resources		Results 		
Inputs	Activities	Outputs	Outcomes	Impact
CSPB Secretary, Victim register	Victim participation in Parole Boards	1832 of victims participated in parole Boards	The effective participation of victims in placement consideration	Successful reintegration of offenders in to the community

5.3.6.1.2 Analysis of the current results

The performance information for victims' participation in Parole Boards for 2018/19 financial year is 1832 as compared to 1856 of 2017/18 which led to a decline of 1.3%

5.3.6.2 The Result Chain for the desired (2020/2025) results:

5.3.6.2.1 The following result chain diagram indicates the **desired** results:

Table 23: Result Chain for the desired (2020/2025) results

Resources		Results 		
Inputs	Activities	Outputs	Outcomes	Impact
CSPB Secretary, Victim register	Victim participation in Parole Boards	20/21- 1887 21/22- 1981 22/23- 2120 23/24- 2311 24/25- 2565 victims participated in parole Boards	The effective participation of victims in placement consideration	Successful reintegration of offenders in to the community

5.3.6.2.2 Analyses of the desired results

The desired results can only be achieved if there is a financed structure that is filled with trained officials.

5.3.6.3 Comparison of current and desired levels of performance

5.3.6.3.1 The table below contains a comparison of the current and desired levels of performance:

Table 24: Comparison of the current and desired levels of performance

No	Current performance level (2018/2019)	Desired performance level
1	1832 of victims participated in parole Boards	20/21- 1887 victims participated in parole Boards 21/22- 1981 victims participated in parole Boards 22/23- 2120 victims participated in parole Boards 23/24- 2311 victims participated in parole Boards 24/25- 2565 victims participated in parole Boards

5.3.6.3.2 The desired performance will only be achieved if the sufficient budget is allocated and if the staff shortage is being addressed.

6. The Five Year SDIP

6.1 Background

The objective of this SDIP is to address the challenges and provide a plan of action, over a five year period, to increase the chances of successfully achieving on the targets set by the department. The development of this SDIP provided an opportunity to reflect on the work of the department with the specific focus on the mandate of the department, the practical challenges experienced in carrying out the mandate and development of a plan to mitigate the challenges.

6.2 The Identified Key Services and the Service Beneficiaries

It is a requirement that the identified and selected key services must be consulted with the beneficiaries. In the case of the department the services provided are mandatory as stipulated in the Correctional Services Act, (Act 111 of 1998) and the White Paper on Corrections in South Africa, 2005. The service beneficiaries of the two key services listed are as follows:

Table 25: Identified Key Services and the Service Beneficiaries

Key services	Beneficiaries
Increase participation of Female Offenders in Formal Education and Skills Development programmes	All female offenders sentenced for more than twenty-four months and as per developmental need
Increase Victim participation in Parole Boards	Victims, families, communities and offenders

6.3 **Current and Desired Quantities of the Key Services**

6.3.1 **Key Service 1: Increase participation of Female Offenders in Formal Education and Skills Development**

6.3.1.1 The following table is focussing on the current and desired **quantities of Key Service 1:**

Table 26: Current and desired quantities of Key Service 1

Key service	Service beneficiaries	Performance Areas	Current quantity 2018/19	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
Key Service 1: Increase participation of Female Offenders in Formal education and Skills Development	Female offenders	Participation of Female Inmates in Formal education	486	535 (10% increase)	588 (10% increase)	647 (10% increase)	712 (10% increase)	783 (10% increase)
		Participation of Female Offenders in Skills Development programmes	570	627 (10% increase)	690 (10% increase)	828 (20% increase)	994 (20% increase)	1193 (20% increase)

6.3.1.2 The following table gives more detail about the female offender population (sentenced and un-sentenced), available schools and skills development facilities:

Table 27: Female offender population

Region	Female Centre	Average Lock Up Total	Schools		Skills		Male Centres with designated Units for Female offender	Average Lock Up Total	Schools		Skills		Accumulative Total
			Y	N	Y	N			Y	N	Y	N	
EC	East London Medium. C (279 Bed space)	267		X	X								267
							Port Elizabeth	16		X		X	283
							Mthatha Remand Detention Facility	69		X		X	352
GP	Kgosi Mampuru II Female(166 Bed space)	249		X	X								601
	Johannesburg Female (613 Bed space)	983		X	X								1584
KZN	Durban Female (251 Bed space)	350		X	X								1934
							Eshowe	54		X		X	1988
							Kokstad Med	29		X	X		2017
							Vryheid	32		X		X	2049
							New Hanover	10		X		X	2059
							Newcastle	73		X	X		2132
LMN							Nelspruit	95		X		X	2227
							Bethal	120		X		X	2347
							Potchefstroom	104		X		X	2451
							Polokwane	55		X		X	2506
							Middleburg	30		X		X	2536
		Thohoyandou Female & Youth (134 Bed space) 98 male and 86 female	86		X	X			86				

Region	Female Centre	Average Lock Up Total	Schools		Skills		Male Centres with designated Units for Female offender	Average Lock Up Total	Schools		Skills		Accumulative Total
			Y	N	Y	N			Y	N	Y	N	
FSNC							De Aar Female	31		X	X		2739
							Uppington Female	32		X	X		2771
							Kimberley	89		X	X		2860
	Bizza Makhate C (216 Bed space)	289		X	X								3149
WC	Pollsmoor Female (485 Bed space)	494		X	X								3643
	Worcester Females (143 Bed space)	266		X	X								3909
	Oudtshoorn Med B (78 Bed space)	114		X	X								4023
							Vanrhynsdorp Females	28		X		X	4051
Total		3098					953						4051

- On 31 March 2020 a total of 4051 females were incarcerated nationally. This number includes sentenced and un-sentenced females.
- The data in the next table indicates that of the sentenced offenders were 2506.
- There are 9 female correctional centres and 16 designated units for female offenders at male correctional centres.
- **Formal education:**
 - At the female correctional centres there are no schools registered with the Department of Basic Education as a full time school for provision of Grade 10 – 12.
 - However AET level 1-4 are presented to female offenders in whatever venues that can be utilised.
 - The intention with the Service Delivery Improvement Plan is to establish one full time school for female offenders per region and to expand the formal education programmes to include the following:
 - Grade 10-12
 - Computer Based Training (Computer Literacy)
 - There are schools registered with the Department of Basic Education as a full time school for provision of Grade 10 – 12 at some of the male correctional centres with designated units for female offenders at but only male offenders attend the classes and female offenders are excluded.

- However AET level 1-4 are presented to female offenders in whatever venues that can be utilised.
- The intention with the Service Delivery Improvement Plan is to find workable solutions to make it possible for female offenders to receive formal education at the available schools that include the following:
 - Grade 10-12
 - Computer Based Training (Computer Literacy)
- **Skills Development:**
 - At the 9 Female Correctional Centres various skills development programmes are available. The following programmes are presented as per available resources:
 - TVET College programmes with the focus on Business Studies
 - Hairdressing
 - Nail technology
 - End user computing
 - Beading
 - The intention with the Service Delivery Improvement Plan is to expand the skills development programmes to include the following:
 - Building and plastering
 - Welding
 - Carpentry
 - Assistant Chef
 - Cloth manufacturing
 - New Venture Creation (Entrepreneurship)
 - At the designated units for female offenders at male Correctional Centres skills development programmes are available. The following programmes are presented as per available resources:
 - Hairdressing
 - Nail technology
 - End user computing
 - Beading
 - The intention with the Service Delivery Improvement Plan is to expand the access to skills development programmes to include the following:
 - TVET College programmes with the focus on Business Studies

- Building and plastering
- Welding
- Assistant Chef
- Cloth manufacturing
- New Venture Creation (Entrepreneurship)

6.3.1.3 The following table indicates the sentence profile of female offender population:

Table 28: Sentenced Female Offender Profile

Length of sentence	Maximum	Medium	Minimum	Unclassified	Total
> 10 - 15 Years	91	246	27	1	365
Life Sentence	123	75			199
> 7 - 10 Years	45	331	53	1	430
> 15 - 20 Years	54	116	12		182
> 20 Years	40	34	1		75
> 3 - 5 Years	4	300	84	6	394
> 5 - 7 Years	2	202	48		252
> 2 - 3 Years	3	156	50	2	211
0 - 6 Months	1	135	43	30	209
> 6 - 12 Months	1	59	17	4	81
> 12 - < 24 Months	1	25	12	8	46
2 Years		40	6	1	47
Habitual Criminal		12	1		13
Ordered By Court As Dangerous	2				2
Day Parole					
Reformatory					
Total	367	1731	354	54	2 506

On 31 March 2020 there were 2506 sentenced female offenders in DCS correctional centres. 383 offenders were sentenced for 0 to 24 months and normal circumstances they will not be exposed to formal education programmes but some will benefit from short skills development programmes. The 2123 female

offenders that were sentenced for longer than 24 months will have Corrections Sentence Plans (CSP) that will guide their participation in educational and skills development.

6.3.1.4 The following table is focussing on the **qualities** of the current and projected targets of **Key Service 1**:

Table 29: Qualities of the current and projected targets of Key Service 1

Key service	Standards	Current standard	Desired changes 2020/21	Desired changes 2021/22	Desired changes 2022/23	Desired changes 2023/24	Desired changes 2024/25
Key Service 1: Increase participation of Female Offenders in Formal education and Skills Development	Professional standards: Formal education	All Formal Education programmes are offered in in line with DBE & DHET requirements.	None	None	None	None	None
	Professional standards: Skills Development	Market related skills development programmes offered in accordance to industry requirements by DHET, Umalusi and the Quality Council for Trades and Occupations as well as DHET assessment standards for offering TVET College programmes	None	None	None	None	None
	Legal standards including Standing Operating Procedures: Formal education	The Constitution of South Africa	None	None	None	None	None
		Correctional Services Act 111 of 1998 as amended (Correctional Services Amendment Act 32 of 2001)	None	None	None	None	None
		Correctional Services Regulation, as Amended (2012)	None	None	None	None	None
		Formal Education Policy	None	None	None	None	None
		Policy Procedures on Formal Education	None	None	None	None	None
	Legal standards including Standing	The Constitution of South Africa	None	None	None	None	None
		Correctional Services Act 111 of 1998 as amended (Correctional	None	None	None	None	None

Key service	Standards	Current standard	Desired changes 2020/21	Desired changes 2021/22	Desired changes 2022/23	Desired changes 2023/24	Desired changes 2024/25
	Operating Procedures:	Services Amendment Act 32 of 2001)					
	Skills Development	Correctional Services Regulation, as Amended (2012)	None	None	None	None	None
		Skills Development Act, NQF Act	None	None	None	None	None
		Skills Development Policy for offenders	None	None	None	None	
		Policy Procedures on Skills Development	None	None	None	None	

6.3.1.5 The following table is focussing on the current and desired **Batho Pele principles of Key Service 1:**

Table 30: Current and desired Batho Pele principles of Key Service 1

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
Key Service 1: Increase participation of Female Offenders in Formal education and Skills Development	Consultation: Formal education	Currently there are no means of consultation utilized in relation to formal education programmes to female offenders	During the first quarter develop a survey form to determine the formal education needs of all female offenders.	No related activities	No related activities	No related activities	No related activities
			During the second quarter develop a survey project plan that will guide and outline the activities to be performed	No related activities	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			During the third quarter conduct a survey at all the female correctional centres.	No related activities	No related activities	No related activities	No related activities
			During the fourth quarter analyse the findings from the survey and make recommendations to NC.	No related activities	No related activities	No related activities	No related activities
			No related activities	During the first quarter conduct consultative intervention workshops/ meetings with all female offenders in LMN and GP	No related activities	No related activities	No related activities
			No related activities	During the second quarter conduct consultative intervention workshops/ meetings with all female offenders in FS/NC and KZN	No related activities	No related activities	No related activities
			No related activities	During the third quarter conduct	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
				consultative intervention workshops/ meetings with all female offenders in WC and EC			
			No related activities	During the fourth quarter, consolidate the findings from the consultative intervention workshops/ meetings with female offenders in the six regions and use it for the work in the next FY	No related activities	No related activities	No related activities
			No related activities	No related activities	During the first quarter develop a survey form to determine the possibility of establishing schools of specialisation for female offenders.	No related activities	No related activities
			No related activities	No related activities	During the second quarter develop a survey project	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
					plan that will guide and outline the activities to be performed		
			No related activities	No related activities	During the third quarter conduct a survey at all the female correctional centres.	No related activities	No related activities
			No related activities	No related activities	During the fourth quarter analyse the findings from the survey and make recommendations to NC.	No related activities	No related activities
			No related activities	No related activities	No related activities	During the first quarter conduct consultative intervention workshops/ meetings with all female offenders in LMN and GP	During the first quarter conduct consultative intervention workshops/ meetings with all female offenders in LMN and GP
			No related activities	No related activities	No related activities	During the second quarter conduct consultative intervention workshops/ meetings with all female	During the second quarter conduct consultative intervention workshops/ meetings with all female

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
						offenders in FS/NC and KZN	offenders in FS/NC and KZN
			No related activities	No related activities	No related activities	During the third quarter conduct consultative intervention workshops/ meetings with all female offenders in WC and EC	During the third quarter conduct consultative intervention workshops/ meetings with all female offenders in WC and EC
			No related activities	No related activities	No related activities	During the fourth quarter conduct consultative intervention workshops/ meetings with educators responsible for female offenders' schools	During the fourth quarter conduct consultative intervention workshops/ meetings with educators responsible for female offenders' schools
	Consultation: Skills Development	Currently there are no means of consultation utilized in relation to skills development programmes to female offenders	During the first quarter develop a survey form to determine the skills development needs of all female offenders.	No related activities	No related activities	No related activities	No related activities
			During the second quarter	No related activities	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			develop a survey project plan that will guide and outline the activities to be performed				
			During the third quarter conduct a survey at all the female correctional centres.	No related activities	No related activities	No related activities	No related activities
			During the fourth quarter analyse the findings from the survey and make recommendations to NC.	No related activities	No related activities	No related activities	No related activities
			No related activities	During the first quarter conduct consultative intervention workshops/ meetings with all female offenders in LMN and GP	No related activities	No related activities	No related activities
			No related activities	During the second quarter conduct consultative	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
				intervention workshops/ meetings with all female offenders in FS/NC and KZN			
			No related activities	During the third quarter conduct consultative intervention workshops/ meetings with all female offenders in WC and EC	No related activities	No related activities	No related activities
			No related activities	During the fourth quarter, consolidate the findings from the consultative intervention workshops/ meetings with female offenders in the six regions and use it for the work in the next FY	No related activities	No related activities	No related activities
			No related activities	No related activities	During the first quarter develop a survey form to determine the improvement obtained during the previous two FY.	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			No related activities	No related activities	During the second quarter develop a survey project plan that will guide and outline the activities to be performed	No related activities	No related activities
			No related activities	No related activities	During the third quarter conduct a survey at all the female correctional centres.	No related activities	No related activities
			No related activities	No related activities	During the fourth quarter analyse the findings from the survey and make recommendations to NC.	No related activities	No related activities
			No related activities	No related activities	No related activities	During the first quarter conduct consultative intervention workshops/ meetings with all female offenders in LMN and GP	During the first quarter conduct consultative intervention workshops/ meetings with all female offenders in LMN and GP

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			No related activities	No related activities	No related activities	During the second quarter conduct consultative intervention workshops/ meetings with all female offenders in FS/NC and KZN	During the second quarter conduct consultative intervention workshops/ meetings with all female offenders in FS/NC and KZN
			No related activities	No related activities	No related activities	During the third quarter conduct consultative intervention workshops/ meetings with all female offenders in WC and EC	During the third quarter conduct consultative intervention workshops/ meetings with all female offenders in WC and EC
			No related activities	No related activities	No related activities	During the fourth quarter conduct consultative intervention workshops/ meetings with skills educators responsible for female offenders	During the fourth quarter conduct consultative intervention workshops/ meetings with skills educators responsible for female offenders
			Courtesy : Formal education	Currently all complaints from female offenders are registered on a	During the first quarter develop a reporting template and communication to determine the	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		<p>daily basis in the official</p> <p>Complaints Register (G365). Complaints regarding formal education is also registered here</p> <p>Feedback are given to female offenders within 7 days</p> <p>Critical satisfaction levels was not yet determined</p>	<p>number of complaints from female offenders regarding formal education.</p> <p>Distribute the communication to the regions to start reporting at the end of the first quarter</p>				
			<p>During the second quarter analyse the reported 1st quarter information and capture the findings in a database</p> <p>Regions report at the end of the second quarter</p>	No related activities	No related activities	No related activities	No related activities
			<p>During the third quarter analyse the reported 2nd quarter information and capture the findings in a database</p> <p>Regions report at the end of the third quarter</p>	No related activities	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			<p>During the fourth quarter analyse the reported 3rd quarter information and capture the findings in a database</p> <p>Regions report at the end of the fourth quarter</p>	No related activities	No related activities	No related activities	No related activities
			No related activities	<p>During the first quarter analyse the reported 4th quarter information and capture the findings in a database</p> <p>During the first quarter consolidate the finding of the previous FY and use the information in correlation with the results from the survey that was done during the previous FY as mentioned under Consultations to</p>	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
				address courtesy issues			
			No related activities	During the second quarter implement the amended complains mechanisms regarding formal education in all the regions	No related activities	No related activities	No related activities
			No related activities	During the third quarter monitor the results of the new complaints mechanisms	No related activities	No related activities	No related activities
			No related activities	During the fourth quarters monitor the results of the new complaints mechanisms	No related activities	No related activities	No related activities
			No related activities	No related activities	During the first quarter monitor the results of the new complaints mechanisms	During the first quarter monitor the results of the new complaints mechanisms	During the first quarter monitor the results of the new complaints mechanisms
			No related activities	No related activities	During the second quarter monitor the results of the new complaints mechanisms	During the second quarter monitor the results of the new complaints mechanisms	During the second quarter monitor the results of the new complaints mechanisms
			No related activities	No related activities	During the third quarter monitor	During the third quarter monitor	During the third quarter monitor

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
					the results of the new complaints mechanisms	the results of the new complaints mechanisms	the results of the new complaints mechanisms
			No related activities	No related activities	During the fourth quarter monitor the results of the new complaints mechanisms	During the fourth quarter monitor the results of the new complaints mechanisms	During the fourth quarter monitor the results of the new complaints mechanisms
	Courtesy: Skills Development	Currently all complaints from female offenders are registered on a daily basis in the official Complaints Register (G365). Complaints regarding skills development is also registered here Feedback are given to female offenders within 7 days Critical satisfaction levels was not yet determined	During the first quarter develop a reporting template and communication to determine the number of complaints from female offenders regarding skills development. Distribute the communication to the regions to start reporting at the end of the first quarter	No related activities	No related activities	No related activities	No related activities
			During the second quarter analyse the reported 1 st quarter information and capture the findings in a database	No related activities	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			Regions report at the end of the second quarter				
			During the third quarter analyse the reported 2 nd quarter information and capture the findings in a database Regions report at the end of the third quarter	No related activities	No related activities	No related activities	No related activities
			During the fourth quarter analyse the reported 3 rd quarter information and capture the findings in a database Regions report at the end of the fourth quarter	No related activities	No related activities	No related activities	No related activities
			No related activities	During the first quarter analyse the reported 4 th quarter information and capture the	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
				findings in a database During the first quarter consolidate the finding of the previous FY and use the information in correlation with the results from the survey that was done during the previous FY as mentioned under Consultations to address courtesy issues			
			No related activities	During the second quarter implement the amended complains mechanisms regarding formal education in all the regions.	No related activities	No related activities	No related activities
			No related activities	During the third quarter monitor the results of the new complaints mechanisms	No related activities	No related activities	No related activities
			No related activities	During the fourth quarters monitor the	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
				results of the new complaints mechanisms			
			No related activities	No related activities	During the first quarter monitor the results of the new complaints mechanisms	During the first quarter monitor the results of the new complaints mechanisms	During the first quarter monitor the results of the new complaints mechanisms
			No related activities	No related activities	During the second quarter monitor the results of the new complaints mechanisms	During the second quarter monitor the results of the new complaints mechanisms	During the second quarter monitor the results of the new complaints mechanisms
			No related activities	No related activities	During the third quarter monitor the results of the new complaints mechanisms	During the third quarter monitor the results of the new complaints mechanisms	During the third quarter monitor the results of the new complaints mechanisms
			No related activities	No related activities	During the fourth quarter monitor the results of the new complaints mechanisms	During the fourth quarter monitor the results of the new complaints mechanisms	During the fourth quarter monitor the results of the new complaints mechanisms
			Access: Formal education	Female offenders are accessing Formal Education programmes during recruitment drives,	During the first quarter analyse the current status of female offenders accessing Formal Education programmes.	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		interviews and during placement Placements are done in line with set requirements Formal Education programmes are accessed by the 486 student female offenders from 8H00 until 13H00 (Monday to Friday).	During the second quarter compare female offenders accessing formal education programmes against those who are expected to access formal education programmes as per CSP	No related activities	No related activities	No related activities	No related activities
			During the third quarter Determine the possible reasons for those not accessing formal education programmes	No related activities	No related activities	No related activities	No related activities
			During the fourth quarter make recommendations to address the gap of female offenders not accessing formal education programmes as per CSP	No related activities	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			No related activities	During the first quarter implement the policy directions to ensure that all female offenders access formal education programmes as per CSP	No related activities	No related activities	No related activities
			No related activities	During the second quarter monitor the results	No related activities	No related activities	No related activities
			No related activities	During the third quarter monitor the results	No related activities	No related activities	No related activities
			No related activities	During the fourth quarter monitor the results	No related activities	No related activities	No related activities
			No related activities	No related activities	During the first quarter monitor the results	During the first quarter monitor the results	During the first quarter monitor the results
			No related activities	No related activities	During the second quarter monitor the results	During the second quarter monitor the results	During the second quarter monitor the results
			No related activities	No related activities	During the third quarter monitor the results	During the third quarter monitor the results	During the third quarter monitor the results
			No related activities	No related activities	During the fourth quarter	During the fourth quarter	During the fourth quarter

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
					monitor the results	monitor the results	monitor the results
	Access: Skills Development	<p>Female offenders are accessing skills development programmes during recruitment drives, interviews and during placement.</p> <p>Placements are done in line with programme requirements</p> <p>570 female offenders have access to Skills development programmes from 09H00 until 14H00 (Monday to Friday).</p>	During the first quarter analyse the current status of female offenders accessing skills development programmes	No related activities	No related activities	No related activities	No related activities
			During the second quarter compare female offenders accessing skills development programmes against those who are expected to access skills development programmes as per CSP	No related activities	No related activities	No related activities	No related activities
			During the third quarter Determine the possible reasons for those not accessing skills development programmes	No related activities	No related activities	No related activities	No related activities
			During the fourth quarter	No related activities	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			make recommendations to address the gap of female offenders not accessing skills development programmes as per CSP				
			No related activities	During the first quarter implement the policy directions to ensure that all female offenders access skills development programmes as per CSP	No related activities	No related activities	No related activities
			No related activities	During the second quarter monitor the results	No related activities	No related activities	No related activities
			No related activities	During the third quarter monitor the results	No related activities	No related activities	No related activities
			No related activities	During the fourth quarter monitor the results	No related activities	No related activities	No related activities
			No related activities	No related activities	During the first quarter monitor the results	During the first quarter monitor the results	During the first quarter monitor the results

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			No related activities	No related activities	During the second quarter monitor the results	During the second quarter monitor the results	During the second quarter monitor the results
			No related activities	No related activities	During the third quarter monitor the results	During the third quarter monitor the results	During the third quarter monitor the results
			No related activities	No related activities	During the fourth quarter monitor the results	During the fourth quarter monitor the results	During the fourth quarter monitor the results
	Information: Formal education	Information regarding formal education programmes (curriculum , necessary requirements and career opportunities) offered in a particular centre to female offenders are disseminate through different	During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		platforms e.g. requirement drives, interviews and placement The DCS Annual report performance information regarding formal education programmes and printed copies on request.	During the third term female offenders will be helped with information to make career choices with the support of external stakeholders during open days initiatives	During the third term female offenders will be helped with information to make career choices with the support of external stakeholders during open days initiatives	During the third term female offenders will be helped with information to make career choices with the support of external stakeholders during open days initiatives	During the third term female offenders will be helped with information to make career choices with the support of external stakeholders during open days initiatives	During the third term female offenders will be helped with information to make career choices with the support of external stakeholders during open days initiatives
	Information: Skills Development	Female offenders are provided with information on available skills development programmes and career guidance.	To provide career guidance to female offenders if requested twice a year.	To provide career guidance to female offenders if requested twice a year.	To provide career guidance to female offenders if requested twice a year.	To provide career guidance to female offenders if requested twice a year. twice a year.	To provide career guidance to female offenders if requested twice a year.
		Information is provided to female offenders through tuition, interviews, brochures and posters	During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
				various programmes	various programmes	various programmes	various programmes
			Additional information will be provided to female offenders through daily tuition.	Additional information will be provided to female offenders through daily tuition.	Additional information will be provided to female offenders through daily tuition.	Additional information will be provided to female offenders through daily tuition.	Additional information will be provided to female offenders through daily tuition.
			Twice a year career guidance and counselling will be provided to female offenders	Twice a year career guidance and counselling will be provided to female offenders	Twice a year career guidance and counselling will be provided to female offenders	Twice a year career guidance and counselling will be provided to female offenders	Twice a year career guidance and counselling will be provided to female offenders
			Organise career expo once per year				
		Performance information on the provisioning of skills development programmes to female offenders is published in the annual report.	Performance information on the provision of skills development programmes to female offenders published in the annual report.	Performance information on the provision of skills development programmes to female offenders published in the annual report.	Performance information on the provision of skills development programmes to female offenders published in the annual report.	Performance information on the provision of skills development programmes to female offenders published in the annual report.	Performance information on the provision of skills development programmes to female offenders published in the annual report.

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
	Openness and transparency: Formal education	During recruitment drives female offenders are informed about all approved formal education programmes offered. All enquiries and questions are responded too in line with policy directives.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.	The following activities will be intensified: During the annual recruitment drives brochures and leaflets will be distributed to all female offenders to inform them about the various programmes.
		Formal education programmes in each centre has its own budget to accommodate the education needs for female offenders. The total DCS budget for Formal education programmes was R230,102,642.	Formal education programmes in each centre will have its own budget to accommodate the education needs for female offenders. The total DCS budget for Formal education programmes will increase with 7% per FY	Formal education programmes in each centre will have its own budget to accommodate the education needs for female offenders. The total DCS budget for Formal education programmes will increase with 7% per FY	Formal education programmes in each centre will have its own budget to accommodate the education needs for female offenders. The total DCS budget for Formal education programmes will increase with 7% per FY	Formal education programmes in each centre will have its own budget to accommodate the education needs for female offenders. The total DCS budget for Formal education programmes will increase with 7% per FY	Formal education programmes in each centre will have its own budget to accommodate the education needs for female offenders. The total DCS budget for Formal education programmes will increase with 7% per FY

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings
	Openness and transparency: Skills Development	Information of programme offering is published annually to ensure openness and transparency.	Information of programme offerings will be published quarterly and annually to ensure openness and transparency.	Information of programme offering will be published monthly, quarterly and annually to ensure openness and transparency.	Information of programme offering will be published monthly, quarterly and annually to ensure openness and transparency.	Information of programme offering will be published monthly, quarterly and annually to ensure openness and transparency.	Information of programme offering will be published monthly, quarterly and annually to ensure openness and transparency.
		Female offenders are continuously orientated on the skills development programmes and services	Female offenders will continuously be orientated on the skills development programmes and services.	Female offenders will continuously be orientated on the skills development programmes and services.	Female offenders will continuously be orientated on the skills development programmes and services.	Female offenders will continuously be orientated on the skills development programmes and services.	Female offenders will continuously be orientated on the skills development programmes and services.
			Improve advocacy on skills development programmes and services per quarter.	Improve advocacy on skills development programmes and services per quarter.	Improve advocacy on skills development programmes and services per quarter.	Improve advocacy on skills development programmes and services per quarter.	Improve advocacy on skills development programmes and services per quarter.

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			Change in the information on education and training from DHET and other relevant stakeholders provided to female offenders, continuously.	Change in the information on education and training from DHET and other relevant stakeholders provided to female offenders, continuously.	Change in the information on education and training from DHET and other relevant stakeholders provided to female offenders, continuously.	Change in the information on education and training from DHET and other relevant stakeholders provided to female offenders, continuously.	Change in the information on education and training from DHET and other relevant stakeholders provided to female offenders, continuously.
			Monitor and evaluate complaints and requests regarding the provision of skills development programmes and services, quarterly.	Monitor and evaluate complaints and requests regarding the provision of skills development programmes and services, monthly.	Monitor and evaluate complaints and requests regarding the provision of skills development programmes and services, monthly.	Monitor and evaluate complaints and requests regarding the provision of skills development programmes and services, monthly.	Monitor and evaluate complaints and requests regarding the provision of skills development programmes and services, monthly.
		Skills development programmes in each centre have its own budget to accommodate the needs for female offenders. The total DCS budget for skills development programmes was	Skills development programmes in each centre will have its own budget to accommodate the Skills development needs for female offenders. The total DCS budget for Skills development	Skills development programmes in each centre will have its own budget to accommodate the Skills development needs for female offenders. The total DCS budget for Skills development	Skills development programmes in each centre will have its own budget to accommodate the Skills development needs for female offenders. The total DCS budget for Skills development	Skills development programmes in each centre will have its own budget to accommodate the Skills development needs for female offenders. The total DCS budget for Skills development	Skills development programmes in each centre will have its own budget to accommodate the Skills development needs for female offenders. The total DCS budget for Skills development

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		R82,057,000. (2019/2020)	programmes will increase with 7% per FY				
		Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings	Openness and transparency regarding the utilisation of the funds is demonstrated during monthly Financial meetings
	Redress: Formal education	All complaints and request regarding formal education programmes off female offenders are registered in the G365 register. The educator will then address or handle the complaint/ request within 7 working days by providing feedback. Detail of feedback is recorded in the G365 register.	Current redress mechanisms are sufficient.				

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		Not all correctional centres with female offenders have formal education programmes	Initiate the process to establish one school per region for female offenders. All female offenders who wants to participate in formal education programmes to be transferred to the CC where the school has been established	Continue to obtain approval to establish one school per region for female offenders. All female offenders who wants to participate in formal education programmes to be transferred to the CC where the school has been established	Continue to obtain approval to establish one school per region for female offenders. All female offenders who wants to participate in formal education programmes to be transferred to the CC where the school has been established	Establishment of one school per region (LMN and FS/NC) for female offenders. All female offenders who wants to participate in formal education programmes to be transferred to the CC where the school has been established	Establishment of one school per region (KZN and GP) for female offenders. All female offenders who wants to participate in formal education programmes to be transferred to the CC where the school has been established
		Not all CC with Female offenders have teaches to offer formal education programmes	All female offenders at CCs where there are no teachers and who wants to participate in formal education programmes to be transferred to the nearest CC where there are school	All female offenders at CCs where there are no teachers and who wants to participate in formal education programmes to be transferred to the nearest CC where there are school	All female offenders at CCs where there are no teachers and who wants to participate in formal education programmes to be transferred to the nearest CC where there are school	All female offenders at CCs where there are no teachers and who wants to participate in formal education programmes to be transferred to the nearest CC where there are school	All female offenders at CCs where there are no teachers and who wants to participate in formal education programmes to be transferred to the nearest CC where there are school
	Redress: Skills Development	Provision of skills development programmes	Recruit 10% female offenders in hard and	Recruit 15% female offenders in hard and	Recruit 20% female offenders in hard and	Recruit 25% female offenders in hard and	Recruit 30% female offenders in hard and

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		and services to address the inequalities of the past.	technological skills programmes				
		Measure/ analyse the dropout rate in the skills development programmes quarterly.	Measure/ analyse the dropout rate in the skills development programmes quarterly.	Measure/ analyse the dropout rate in the skills development programmes quarterly.	Measure/ analyse the dropout rate in the skills development programmes quarterly.	Measure/ analyse the dropout rate in the skills development programmes quarterly.	Measure/ analyse the dropout rate in the skills development programmes quarterly.
		Measure/ analyse the completion rate of female offenders in the skills development programmes, quarterly using a statistical tool.	Measure/ analyse the completion rate of female offenders in the skills development programmes, quarterly using a statistical tool.	Measure/ analyse the completion rate of female offenders in the skills development programmes, quarterly using a statistical tool.	Measure/ analyse the completion rate of female offenders in the skills development programmes, quarterly using a statistical tool.	Measure/ analyse the completion rate of female offenders in the skills development programmes, quarterly using a statistical tool.	Measure/ analyse the completion rate of female offenders in the skills development programmes, quarterly using a statistical tool.
	Value for money: Formal education	Budget is allocated for the provisioning of formal education programmes for 486 female offenders. Female offenders receive free education from AET level 1- 4 to grade 12.	Increase the budget with 7% for the provisioning of formal education programmes for 535 female offenders. Female offenders receive free education from AET level 1- 4 to grade 12.	Increase the budget with 7% for the provisioning of formal education programmes for 588 female offenders. Female offenders receive free education from AET level 1- 4 to grade 12.	Increase the budget with 7% for the provisioning of formal education programmes for 647 female offenders. Female offenders receive free education from AET level 1- 4 to grade 12.	Increase the budget with 7% for the provisioning of formal education programmes for 712 female offenders. Female offenders receive free education from AET level 1- 4 to grade 12.	Increase the budget with 7% for the provisioning of formal education programmes for 783 female offenders. Female offenders receive free education from AET level 1- 4 to grade 12.

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		At the end of every year female offenders are given reports / certificates indicating their performance/ achievements.	At the end of every year female offenders are given reports / certificates indicating their performance/ achievements.	At the end of every year female offenders are given reports / certificates indicating their performance/ achievements.	At the end of every year female offenders are given reports / certificates indicating their performance/ achievements.	At the end of every year female offenders are given reports / certificates indicating their performance/ achievements.	At the end of every year female offenders are given reports / certificates indicating their performance/ achievements.
		Educated and empowered female offenders when released become better law abiding citizens and have higher possibility of employment	Educated and empowered female offenders when released become better law abiding citizens and have higher possibility of employment	Educated and empowered female offenders when released become better law abiding citizens and have higher possibility of employment	Educated and empowered female offenders when released become better law abiding citizens and have higher possibility of employment	Educated and empowered female offenders when released become better law abiding citizens and have higher possibility of employment	Educated and empowered female offenders when released become better law abiding citizens and have higher possibility of employment
	Value for money: Skills Development	Budget is allocated for the provisioning of skills development programmes for 570 female offenders.	Increase the budget with 7% for the provisioning of skills development programmes for 627 female offenders.	Increase the budget with 7% for the provisioning of skills development programmes for 690 female offenders.	Increase the budget with 7% for the provisioning of skills development programmes for 828 female offenders.	Increase the budget with 7% for the provisioning of skills development programmes for 994 female offenders.	Increase the budget with 7% for the provisioning of formal skills development programmes for 1193 female offenders.
		Trained and empowered female offenders when released become better law abiding	Trained and empowered female offenders when released become better law abiding	Trained and empowered female offenders when released become better law abiding	Trained and empowered female offenders when released become better law abiding	Trained and empowered female offenders when released become better law abiding	Trained and empowered female offenders when released become better law abiding

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		citizens and have higher possibility of employment					

6.3.1.5 The following table is focussing on the current and desired **resources of Key Service 1:**

Table 31: Current and desired resources of Key Service 1

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
Key Service 1: Increase participation of Female Offenders in Formal education and Skills Development	Human resources: Formal education	<u>Head Office</u> 8 posts of which 6 are filled: 1 X Director 2 X Deputy Directors (Vacant) 3 X Assistant Directors 1 X Secretary 1X Administration Clerk	<u>Head Office</u> All post to be filled Obtain approval for 1 x ASD post	<u>Head Office</u> All post to be filled Fill 1 additional ASD post	<u>Head Office</u> All post to be filled	<u>Head Office</u> All post to be filled	<u>Head Office</u> All post to be filled
		<u>RC Offices</u> 6 post of which 6 are filled: 6 X Regional Coordinators (same coordinator that support FE, SRAC and SD)	<u>RC Offices</u> Obtain approval for 1 x SCO Post per Regional Coordinator to attend to the work of formal education programmes	<u>RC Offices</u> Fill 1 x SCO Post per Regional Coordinator at LMN and FS/NC	<u>RC Offices</u> Fill 1 x SCO Post per Regional Coordinator at EC and WC	<u>RC Offices</u> Fill 1 x SCO Post per Regional Coordinator at GP and KZN	<u>RC Offices</u> All post to be kept filled

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		<u>Management Area</u> 48 posts of which 48 are filled: 48 x Managers Education and training (same Manager that support FE, SRAC and SD)	<u>Management Area</u> All post to be kept filled	<u>Management Area</u> All post to be kept filled	<u>Management Area</u> All post to be kept filled	<u>Management Area</u> All post to be kept filled	<u>Management Area</u> All post to be kept filled
		<u>Correctional Centres</u> 642 Teachers Posts of which 533 are filled and 109 vacant	<u>Correctional Centres</u> Filling of 22 post of the 109 vacant teachers posts	<u>Correctional Centres</u> Filling of 22 post of the 109 vacant teachers posts	<u>Correctional Centres</u> Filling of 22 post of the 109 vacant teachers posts	<u>Correctional Centres</u> Filling of 22 post of the 109 vacant teachers posts	<u>Correctional Centres</u> Filling of 22 post of the 109 vacant teachers posts
			Obtain approval to establishment one school per region for female offenders Additional 9 X Teachers post at each new regional school for female offenders	Obtain approval to establishment one school per region for female offenders Additional 9 X Teachers post at each new regional school for female offenders	Obtain approval to establishment one school per region for female offenders Additional 9 X Teachers post at each new regional school for female offenders	Appoint 9 X Teachers at new regional school for female offenders in GP Region and 9 teachers in FS/NC	Appoint 9 X Teachers at new regional school for female offenders in LMN Region and 9 teachers in KZN (The schools for EC and WC will established in 2025/2026)

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		42 weeks allocated for formal education programmes per annum 6 Hours per week day	42 weeks allocated for formal education programmes per annum 6 Hours per week day	42 weeks allocated for formal education programmes per annum 6 Hours per week day	42 weeks allocated for formal education programmes per annum 6 Hours per week day	42 weeks allocated for formal education programmes per annum 6 Hours per week day	42 weeks allocated for formal education programmes per annum 6 Hours per week day
	Human resources: Skills Development	<u>Head Office</u> 8 posts of which 7 are filled: 1 X Director 2 X Deputy Directors 4 X Assistant Directors (1 x Vacant) 1 X Secretary	<u>Head Office</u> All post to be filled	<u>Head Office</u> All post to be filled	<u>Head Office</u> All post to be filled	<u>Head Office</u> All post to be filled	<u>Head Office</u> All post to be filled
		<u>RC Offices</u> 6 post of which 6 are filled: 6 X Regional Coordinators (same coordinator that support FE, SRAC and SD)	<u>RC Offices</u> Obtain approval for 1 x SCO Post per Regional Coordinator to attend to the work of Skills development programmes	<u>RC Offices</u> Fill 1 x SCO Post per Regional Coordinator at LMN and FS/NC	<u>RC Offices</u> Fill 1 x SCO Post per Regional Coordinator at EC and WC	<u>RC Offices</u> Fill 1 x SCO Post per Regional Coordinator at GP and KZN	<u>RC Offices</u> All post to be kept filled

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		<u>Management Area</u> 48 posts of which 48 are filled: 48 x Managers Education and training (same Manager that support FE,SRAC and SD)	<u>Management Area</u> All post to be kept filled	<u>Management Area</u> All post to be kept filled	<u>Management Area</u> All post to be kept filled	<u>Management Area</u> All post to be kept filled	<u>Management Area</u> All post to be kept filled
		<u>Correctional Centres</u> Nationally there are 52 Technical Educators Posts of which 44 are filled and 8 vacant and it is all allocated to Male Correctional Centres There are currently no approved posts for Technical Educators or Skills Practitioners at Female	<u>Correctional Centres</u> Obtain approval for the creation of Technical Educators and Skills Practitioners posts for female offenders. (3 X 9 = 27) Female Correctional Centres (1 X 16 = 16) Female Units at Men's Correctional Centres Total 43	<u>Correctional Centres</u> Appointment of Technical Educator / Skills Practitioners under Correctional Services Act posts at each Female Correctional Centres (1 X 9) and 1 per Female Unit (1 X 16)	<u>Correctional Centres</u> Appointment of Technical Educator / Skills Practitioners under Correctional Services Act posts at each Female Correctional Centres (1 X 9)	<u>Correctional Centres</u> Appointment of Technical Educator / Skills Practitioners under Correctional Services Act posts at each Female Correctional Centres (1 X 9)	<u>Correctional Centres</u> All post to be kept filled

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		Correctional Centres					
	Cost: Formal education	The DCS budget for formal education programmes for 2018/2019 was R230,102,400	The DCS budget for formal education programmes for 2020/2021 is R280,776,500	The total DCS budget for Formal education programmes will increase with 7% per FY	The total DCS budget for Formal education programmes will increase with 7% per FY	The total DCS budget for Formal education programmes will increase with 7% per FY	The total DCS budget for Formal education programmes will increase with 7% per FY
If the additional ASD post at Head Office is approved then an additional budget will be needed to fill the post during the next FYs			If the additional ASD post at Head Office is approved then and additional R390,000 will be needed	Keep the post filled	Keep the post filled	Keep the post filled	
If the additional 6 SCO posts at Regional Level are approved then an additional budget will be needed to fill 6 posts per FY during the next 3 FYs			If the additional 6 SCO posts are approved then 2 posts at LMN and FS/NC will be filled and additional R640,000 will be needed	If the additional 6 SCO posts are approved then 2 posts at EC and WC will be filled and additional R684,800 will be needed	If the additional 6SCO posts are approved then 2 posts at GP and KZN will be filled and additional R732,700 will be needed	All post to be kept filled	

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			If approval is obtained to establish the 6 regional schools for female offenders then 2 schools will be operational in 2023/2024, 2 schools in 2024/2025 and 2 schools in 2025/2026	Await approval	Await approval	Appoint 9 X Teachers at new regional school for female offenders in GP Region and 9 teachers in FS/NC. Additional R4,900,000 will be needed	Appoint 9 X Teachers at new regional school for female offenders in LMN Region and 9 teachers in KZN. Additional R5,234,000 will be needed (The schools for EC and WC will established in 2025/2026)
						Goods and services: R500,000	Goods and services: R700,000
	Cost: Skills Development	The DCS budget for Skills development programmes was R82,057,000 (2019/2020)	The DCS budget for Skills development programmes for 20/21 is : Compensation of employees: R81,105,100 Goods & S: R9,432,900 Total: R90,538,000	The total DCS budget for Skills development programmes will increase with 7% per FY	The total DCS budget for Skills development programmes will increase with 7% per FY	The total DCS budget for Skills development programmes will increase with 7% per FY	The total DCS budget for Skills development programmes will increase with 7% per FY

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			If the additional 6 SCO posts are approved then an additional budget will be needed to fill 6 posts per FY during the next 3 FYs	If the additional 6 SCO posts are approved then 2 posts at LMN and FS/NC will be filled and additional R640,000 will be needed	If the additional 6 SCO posts are approved then 2 posts at EC and WC will be filled and additional R684,800 will be needed	If the additional 6 SCO posts are approved then 2 posts at GP and KZN will be filled and additional R732,700 will be needed	All post to be kept filled
			If the additional 43 posts of Technical Educators/ Skills practitioners are approved then the filling of the posts will be spread over the next 3 financial years	If the additional 43 posts are approved then 25 posts will be filled and additional R7,500,000 will be needed	If the additional 43 posts are approved then 9 posts will be filled and additional R2,889,000 will be needed	If the additional 43 posts are approved then 9 posts will be filled and additional R3,091,200 will be needed	All post to be kept filled
		The 2019/2020 Skills Development budget for machinery and equipment is = R87 000	The skills development Directorate will require a total of R175 000 to procure machinery and equipment for the workplaces to meet SETA and QCTO set standards	The skills development Directorate will require a total of R190 000 to procure machinery and equipment for the workplaces to meet SETA and QCTO set standards	The skills development Directorate will require a total of R210 500 to procure machinery and equipment for the workplaces to meet SETA and QCTO set standards	The skills development Directorate will require a total of R230 750 to procure machinery and equipment for the workplaces to meet SETA and QCTO set standards	The skills development Directorate will require a total of R250 500 to procure machinery and equipment for the workplaces to meet SETA and QCTO set standards

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		External partnerships can yield financial support for the training of offenders. Donor funding received from the National Skills Fund (NSF) for the 2019 – 2023 financial years to support the training of female offenders is R6 057 040	The skills development programmes will use a total of R 1,514,300 of the support to train female offenders in the hard and technology related skills programmes to address the gaps of the past.	The skills development programmes will use a total of R 1,514,300 of the support to train female offenders in the hard and technology related skills	The skills development programmes will use a total of R 1,514,300 of the support to train female offenders in the hard and technology related skills	Explore further external funding initiatives to augment limited voted funds	Explore further external funding initiatives to augment limited voted funds
		No budget allocated for procurement of classrooms/ training facilities	The skills development programmes will require a total of R1,000,000 for procurement of refurbished classrooms and training centres.	The skills development programmes will require a total of R1,100,000 for procurement of refurbished classrooms and training centres.	The skills development programmes will require a total of R1,200,000 for procurement of refurbished classrooms and training centres.	The skills development programmes will require a total of R1,310,000 for procurement of refurbished classrooms and training centres.	The skills development programmes will require a total of R1,331,000 for procurement of refurbished classrooms and training centres.
	Time: Formal education	42 weeks allocated for formal education programmes per annum	42 weeks allocated for formal education programmes per annum	42 weeks allocated for formal education programmes per annum	42 weeks allocated for formal education programmes per annum	42 weeks allocated for formal education programmes per annum	42 weeks allocated for formal education programmes per annum

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		6 Hours per week day but it can be less when abnormal security situations develop in the CC	6 Hours per week day				
	Time: Skills Development	42 weeks allocated for skills development programmes per annum	42 weeks allocated for formal education programmes per annum	42 weeks allocated for formal education programmes per annum	42 weeks allocated for formal education programmes per annum	42 weeks allocated for formal education programmes per annum	42 weeks allocated for formal education programmes per annum
		5 Hours per week day but it can be less when abnormal security situations develop in the CC	6 Hours per week day				

6.3.2 Key Service 2: Increase Victim participation in Parole Boards

6.3.2.1 The following table is focussing on the current and desired quantities of Key Service 2:

Table 32: Current and desired quantities of Key Service 2

Key service	Service beneficiaries	Performance Areas	Current quantity 2018/19	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
Key Service 2: Increase Victim participation in Parole Boards	Victims, families, communities and offenders	Participation of Victims at Parole Board meetings	1832	1887 (3% increase)	1981 (5% increase)	2120 (7% increase)	2311 (9% increase)	2565 (11% increase)

6.3.2.2 The following table is focussing on the qualities of the current and projected targets of Key Service 2:

Table 33: Qualities of the current and projected targets of Key Service 2

Key service	Standards	Current standard	Desired changes 2020/21	Desired changes 2021/22	Desired changes 2022/23	Desired changes 2023/24	Desired changes 2024/25
Key Service 2: Increase Victim participation in Parole Boards	Professional standards	None	None	None	None	None	None
	Legal standards including Standing Operating Procedures	Constitution of South Africa.	None	None	None	None	None
		Correctional Services Act, Correctional Services Regulation, as amended (2012),	None	None	None	None	None
		Promotion of Administrative Justice Act, 3 of 2000	None	None	None	None	None
		Promotion of Access to Information Act, 2 of 2000	None	None	None	None	None

Key service	Standards	Current standard	Desired changes 2020/21	Desired changes 2021/22	Desired changes 2022/23	Desired changes 2023/24	Desired changes 2024/25
		Criminal Procedure Act, 51 of 1977	None	None	None	None	None
		Victim Charter	None	None	None	None	None
		Minimum Standards on Victims of Crime in south Africa, 2004	None	None	None	None	None
		Directives regarding complainant participation in Correctional Supervision and Parole Boards	Amend paragraph 10 to make provision that victims can claim for traveling costs in line with the current court processes.	None	None	None	None
		Guidelines on victim participation in Parole Board	Amend paragraph 11 to make provision that that victims can claim for traveling costs in line with the current court processes..	None	None	None	None

6.3.2.3 The following table is focussing on the current and desired **Batho Pele principles of Key Service 2:**

Table 34: Current and desired Batho Pele principles of Key Service 2

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
Key None Service 2: Increase Victim participation in Parole Boards	Consultation	Currently no consultations are taking place	Each of the CSPBs to have 1 consultative / marketing intervention quarterly with communities where victim participation is discussed	Each of the CSPBs to have 2 consultative / marketing intervention quarterly with communities where victim participation is discussed	Each of the CSPBs to have 3 consultative / marketing intervention quarterly with communities where victim participation is discussed	Each of the CSPBs to have 3 consultative / marketing intervention quarterly with communities where victim participation is discussed	Each of the CSPBs to have 3 consultative / marketing intervention quarterly with communities where victim participation is discussed
	Courtesy	Currently no tools are used to measure the needs/ complains of Victims	During the first quarter Develop, consult and implement a Victims Complains and Compliments register template of 20/21	No related activities	No related activities	No related activities	No related activities
			During the first quarter develop, consult and distribute guidelines to all Parole Boards on how to deal with registered complains Cover the following: Who do what, when, where and reporting procedure to Head office	No related activities	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			During the second quarter compile and consult a customer satisfaction survey list to determine possible problem areas experienced by victims	No related activities	No related activities	No related activities	No related activities
			During the third quarter communicate with the Regions the customer satisfaction survey list to determine possible problem areas experienced by victims and conduct customer satisfaction surveys with all victims that participate at all the Parole Boards in Gauteng as a pilot	No related activities	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			During the fourth quarter analyse the customer satisfaction surveys of all victims that participate at all the Parole Boards in GP and compile a report to the National Commissioner	No related activities	No related activities	No related activities	No related activities
			No related activities	During the first quarter conduct customer satisfaction surveys with all victims that participate at all the Parole Boards in LMN and KZN	No related activities	During the first quarter conduct customer satisfaction surveys with all victims that participate at all the Parole Boards in LMN and KZN	No related activities
			No related activities	During the second quarter conduct customer satisfaction surveys with all victims that participate at all the Parole Boards in EC and WC	No related activities	During the second quarter conduct customer satisfaction surveys with all victims that participate at all the Parole Boards in EC and WC	No related activities
			No related activities	During the third quarters conduct customer satisfaction surveys with all	No related activities	During the third quarters conduct customer satisfaction surveys with all	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
				victims that participate at all the Parole Boards in FS/NC and GP		victims that participate at all the Parole Boards in FS/NC and GP	
			No related activities	During the fourth quarter Analyse the customer satisfaction surveys of all victims that participate at all the Parole Boards in the six regions and compile a report to the National Commissioner	No related activities	During the fourth quarter Analyse the customer satisfaction surveys of all victims that participate at all the Parole Boards in the six regions and compile a report to the National Commissioner	No related activities
		There is currently no indicator for the needs/ complains of Victims to be used	20 of complaints against 1887 of victims participating in the Parole Board	15 of complaints against 1981 of victims participating in the Parole Board	10 of complaints against 2120 of victims participating in the Parole Board	5 of complaints against 2311 of victims participating in the Parole Board	2 of complaints against 2565 of victims participating in the Parole Board
		Critical satisfaction levels was not yet determined for Victim participation in Parole Board sittings	During the second quarter identify and consult the critical satisfaction levels that should be in place at each Parole Board.	Ensure that the critical satisfaction levels are maintained at each Parole Board through M&E visits once a year in line with M&E plan	Ensure that the critical satisfaction levels are maintained at each Parole Board through M&E visits once a year in line with M&E plan	Ensure that the critical satisfaction levels are maintained at each Parole Board through M&E visits once a year in line with M&E plan	Ensure that the critical satisfaction levels are maintained at each Parole Board through M&E visits once a year in line with M&E plan

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			During the third quarter implement the critical satisfaction levels that should be in place at each Parole Board.	No related activities	No related activities	No related activities	No related activities
	Access	1832 victims register the need to participate in placement consideration in CSPB through written representation/ emails / consultation with DCS officials and direct visits to CSPB Offices	Victims have the right to register the need to participate in placement consideration in CSPB through written representation/ emails / consultation with DCS officials and direct visits to CSPB Offices but 1887 victim participation are expected.	Victims have the right to register the need to participate in placement consideration in CSPB through written representation/ emails / consultation with DCS officials and direct visits to CSPB Offices but 1981 victim participation are expected.	Victims have the right to register the need to participate in placement consideration in CSPB through written representation/ emails / consultation with DCS officials and direct visits to CSPB Offices but 2120 victim participation are expected.	Victims have the right to register the need to participate in placement consideration in CSPB through written representation/ emails / consultation with DCS officials and direct visits to CSPB Offices but 2311 victim participation are expected.	Victims have the right to register the need to participate in placement consideration in CSPB through written representation/ emails / consultation with DCS officials and direct visits to CSPB Offices but 2565 victim participation are expected.
		The main challenge is that the victims must bear the full cost to participate in Parole Board Sitings	Amendments to current directives to make provision that victims can claim for traveling costs in line with the current court processes will improve access to CSPB.	Amendments to current directives to make provision that victims can claim for traveling costs in line with the current court processes will improve access to CSPB.	Amendments to current directives to make provision that victims can claim for traveling costs in line with the current court processes will improve access to CSPB.	Amendments to current directives to make provision that victims can claim for traveling costs in line with the current court processes will improve access to CSPB.	Amendments to current directives to make provision that victims can claim for traveling costs in line with the current court processes will improve access to CSPB.

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
	Information	<p>The following information is provided to victims on the DCS Website and in hard copies where needed:</p> <ul style="list-style-type: none"> • One page brochure where there is reference to Complainants involvement on Parole Board Hearings • A two page brochure where the Complainant and Victim involvement in Parole Board Hearings is explained in more detail • Contact details of the Parole Boards 	<p>The current information is complete and it is not necessary to change anything unless there is a change in legislation during the 5 year period</p> <p>If the amendments regarding the reimbursement of traveling costs are approved then the implementation thereof will be published on the DCS Website</p>	No related activities	No related activities	No related activities	No related activities
		<p>24 hour access to DCS Website for guidance on Victims participation process within DCS is available but the current rate of access was not determined</p>	<p>The access to DCS Website for guidance on Victims participation process within DCS will be continually determined during the FY</p>	No related activities	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			with help of the customer satisfaction surveys mentioned under Courtesy				
			No related activities	During the first quarter consult as broad as possible on methods to inform victims about the availability of guidance on Victim Participation on the DCS Website and other methods to reach victims who don't have access to the internet. The full implementation of IIMS will provide access to information of a larger number of victims that will be consulted.	No related activities	No related activities	No related activities
			No related activities	During the second and third quarter implement the methods to inform current	No related activities	No related activities	No related activities

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
				victims about the availability of guidance on Victim Participation on the DCS Website and use other methods to reach victims who don't have access to the internet			
			No related activities	During the fourth quarter analyse the increase in the use of the DCS Website related to Victim Participation and measure the successes of the other methods to reach victims who don't have access to the internet	No related activities	No related activities	No related activities
			No related activities	No related activities	During the first to third quarter implement the methods and inform new victims about: 1. The availability of guidance on Victim Participation on the DCS Website 2 Other methods to	During the first to third quarter implement the methods and inform new victims about: 1. The availability of guidance on Victim Participation on the DCS Website 3 Other methods to	During the first to third quarter implement the methods and inform new victims about: 1. The availability of guidance on Victim Participation on the DCS Website 4 Other methods to

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
					access information on Victim Participation	access information on Victim Participation	access information on Victim Participation
			No related activities	No related activities	During the fourth quarter analyse the increase in the use of the DCS Website related to Victim Participation and use other methods to reach victims who don't have access to the internet	During the fourth quarter analyse the increase in the use of the DCS Website related to Victim Participation and use other methods to reach victims who don't have access to the internet	During the fourth quarter analyse the increase in the use of the DCS Website related to Victim Participation and use other methods to reach victims who don't have access to the internet
			Openness and transparency	The Guidelines for Victim Complainant Involvement in Parole Boards forms the basis of all actions. It was broadly consulted with internal and external stakeholders and a sample of victims. All applications for victim participation are gauged against the guidelines and all decisions arrived at can be justified	Information on victim participation at CSPB to be displayed quarterly and annually on the DCS Website for public perusal.	Information on victim participation at CSPB to be published quarterly and annually on the DCS Website for public perusal.	Information on victim participation at CSPB to be published quarterly and annually on the DCS Website for public perusal.
			Formal answers will be provided to all enquiries and complains.	Formal answers will be provided to all enquiries and complains.	Formal answers will be provided to all enquiries and complains.	Formal answers will be provided to all enquiries and complains.	Formal answers will be provided to all enquiries and complains.
			Information about high profile cases will be provided to national media	Information about high profile cases will be provided	Information about high profile cases will be provided	Information about high profile cases will be provided	Information about high profile cases will be provided

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		<p>to be in line with the guidelines.</p> <p>No specific budget is allocated for support to the victims</p> <p>The actual cost of delivery of services is outlined & publicised</p> <p>There are related indicators in the Strategic Plan which is also available on the DCS Website for all who want to peruse it. The reported information is internally and externally audited.</p> <p>Information is updated on a quarterly and annually basis.</p>	<p>to report on.</p> <p>There are related indicators in the APP which is also available on the DCS Website for all who want to peruse it. The reported information is internally and externally audited.</p> <p>Information is updated on a monthly, quarterly and annually basis.</p>	to national media to report on.			
	Redress	The formal redress mechanism is through the Review Board after approval by the relevant authority	The review procedure to be marketed amongst victims in the communities on the quarterly basis by the 53 CSPB.	The review procedure be marketed amongst victims in the communities on the quarterly basis by the 53 CSPB.	The review procedure be marketed amongst victims in the communities on the quarterly basis by the 53 CSPB.	The review procedure be marketed amongst victims in the communities on the quarterly basis by the 53 CSPB.	The review procedure be marketed amongst victims in the communities on the quarterly basis by the 53 CSPB.

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		There is currently no redress issues that needs need attention	The results of the actions mentioned under all the other Batho Pele principles will be used to determine possible redress issues. There will be collaboration and partnerships with other key strategic enablers	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY
	Value for money	Administrative support Services are rendered by DCS Officials to victims within the general approved budget. The AVS was installed to lower travelling cost for victims. However there is no allocated budget to cover the expenses of victims and many victims who want to participate cannot afford it.	Ensure that all AVS at all CSPB are in working condition. Consult with SAPS / DoJ&CD and Social Development to compile and submit proposals on financial support to victims are able to participate in Parole Board settings.	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY

Key Service	Batho Pele principles	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		Currently it is not possible to calculate the benefits against the costs incurred by both the beneficiaries and the department as there is no allocated budget	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY

6.3.2.4 The following table is focussing on the current and desired **resources of Key Service 2:**

Table 35: Current and desired resources of Key Service 2

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
Key Service 2: Increase Victim participation in Parole Boards	Human resources	5 members for each CSPB x 53 nationally = 265	Obtain approval for two additional officials per management area for tracing victims (2 x 48= 96 additional posts)	Appoint 24 of the additional 96 victim tracing officials	Appoint 24 of the additional 96 victim tracing officials	Appoint 24 of the additional 96 victim tracing officials	Appoint 24 of the additional 96 victim tracing officials
		52 weeks per annum	The impact of the new contracts regarding working hours of members at the 53 CSPBs must still be determined	Will be addressed during the review process at the end of the first FY	Will be addressed during the review process at the end of the first FY	Will be addressed during the review process at the end of the first FY	Will be addressed during the review process at the end of the first FY
	Cost	No budget allocated for tracing of victims	If the amendments regarding the reimbursement of traveling costs are approved then the implementation thereof will cost DCS the following: 50% of the expected 1887 Victims will	If the amendments regarding the reimbursement of traveling costs are approved then the implementation thereof will cost DCS the following: 50% of the expected 1981 Victims will	If the amendments regarding the reimbursement of traveling costs are approved then the implementation thereof will cost DCS the following: 50% of the expected 2120 Victims will	If the amendments regarding the reimbursement of traveling costs are approved then the implementation thereof will cost DCS the following: 50% of the expected 2311 Victims will	If the amendments regarding the reimbursement of traveling costs are approved then the implementation thereof will cost DCS the following: 50% of the expected 2565 Victims will

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			<p>qualify for a R50 lunch: R47175</p> <p>1887 victims will claim for traveling to the nearest CSPB or to the CSPB where the hearing will take place. The tariffs of the Taxi Associations will be utilised for the victims using taxi as well as the tariffs approved by Dept of Transport for private vehicles users. The average per victim is R220 x 1887 = R415150</p> <p>A budget of R462400 will be needed</p>	<p>qualify for a R50 lunch: R49525</p> <p>1981 victims will claim for traveling to the nearest CSPB or to the CSPB where the hearing will take place. The tariffs of the Taxi Associations will be utilised for the victims using taxi as well as the tariffs approved by Dept of Transport for private vehicles users. The average per victim is R220 x 1981 = R435820</p> <p>A budget of R485345 will be needed</p>	<p>qualify for a R50 lunch: R53000</p> <p>2120 victims will claim for traveling to the nearest CSPB or to the CSPB where the hearing will take place. The tariffs of the Taxi Associations will be utilised for the victims using taxi as well as the tariffs approved by Dept of Transport for private vehicles users. The average per victim is R250 x 2120 = R530000</p> <p>A budget of R583000 will be needed</p>	<p>qualify for a R60 lunch: R69330</p> <p>2311 victims will claim for traveling to the nearest CSPB or to the CSPB where the hearing will take place. The tariffs of the Taxi Associations will be utilised for the victims using taxi as well as the tariffs approved by Dept of Transport for private vehicles users. The average per victim is R250 x 2311 = R577750</p> <p>A budget of R647080 will be needed</p>	<p>qualify for a R60 lunch: R76950</p> <p>2565 victims will claim for traveling to the nearest CSPB or to the CSPB where the hearing will take place. The tariffs of the Taxi Associations will be utilised for the victims using taxi as well as the tariffs approved by Dept of Transport for private vehicles users. The average per victim is R270 x 2565 = R692550</p> <p>A budget of R769500 will be needed</p>
		Emanating from the process map it is obvious there is a need for 2 additional officials in each Management	The total number of man-hours/days/weeks/months per service is outlined based on process mapping	The total number of man-hours/days/weeks/months per service is outlined based on process mapping	The total number of man-hours/days/weeks/months per service is outlined based on process mapping	The total number of man-hours/days/weeks/months per service is outlined based on process mapping	The total number of man-hours/days/weeks/months per service is outlined based on process mapping

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
		area who will be responsible for the tracing of victims and to help them to register to participate on Parole Board Meetings	No related activities	Additional two officials that will help with tracing of victims will work 8 hours a day, 5 days a week.	Additional two officials that will help with tracing of victims will work 8 hours a day, 5 days a week.	Additional two officials that will help with tracing of victims will work 8 hours a day, 5 days a week.	Additional two officials that will help with tracing of victims will work 8 hours a day, 5 days a week.
			<u>Compensation:</u> If the additional 96 posts of victim tracing officials are approved then an additional budget will be needed to fill 24 posts per FY during the next 4 FYs	<u>Compensation:</u> If the additional 96 posts are approved then 24 posts will be filled and additional R4,800,000 will be needed <u>Goods and Services</u> $R25,000 \times 24 = R600,000.$ A budget of R5,400,000 will be needed	<u>Compensation:</u> If the additional 96 posts are approved then 24 posts will be filled and additional R5,136,000 will be needed <u>Goods and Services</u> $R25,000 \times 48 = R1,200,000 .$ A budget of R6,336,000 will be needed	<u>Compensation:</u> If the additional 96 posts are approved then 24 posts will be filled and additional R5,495,500 will be needed <u>Goods and Services</u> $R37,500 \times 48 = R1,800,000.$ A budget of R7,295,500 will be needed	<u>Compensation:</u> If the additional 96 posts are approved then 24 posts will be filled and additional R5,880,200 will be needed <u>Goods and Services</u> $R50,000 \times 48 = R2,400,000.$ A budget of R8,280,200 will be needed
	Time	Not possible to determine the turnaround time at this point	None at this point. All the interventions during the FY will have an impact on time. Will be addressed	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY	None at this point. Will be addressed during the review process at the end of the first FY

Key Service	Resources	Current quantity Compliance level 2018 /2019	Desired quantity year 2020/21	Desired quantity year 2021/22	Desired quantity year 2022/23	Desired quantity year 2023/24	Desired quantity year 2024/25
			during the review process at the end of the first FY				

7. SDIP aligned to the Medium Term Expenditure Framework

This SDIP is aligned with the Medium Term Expenditure Framework that is in line with the National Treasury Regulations.

Attached as **Annexure A** is a summary of the financial implications to implement the SDIP over the MTEF period. The costing does not include the infrastructure related expenditure and it will be addressed with Facilities when the SDIP is approved.

The cost to implement the SDIP is justified by the following:

- The findings and recommendations of the Service Delivery Model (SDM) that was approved during 2019. One of the findings was that the correctional centres are not aligned with the mandates of DCS. Female offenders are not equally treated as male offenders when it comes to the provision of formal education programmes and skills development programmes.
- The recommendations on the findings of the business process mapping project is also in support of the expansion of the educational and skills development establishment to ensure that female offenders are provide with the necessary knowledge and skill to be successful reintegrated into society when released.
- The SDM is also emphasising the need for strong partnerships with other departments and external organisations. Currently there is a partnership in place with the National Skills Fund (NSF) for the 2019 – 2023 financial years to support the training of female offenders to the amount of **R6 057 040**. In future resourcing will be realised through strategic partnerships with relevant stakeholders.

8. Implementation Plan

The key services under discussion are already infused into the day to day operational activities of the department. However an implementation plan will be used to help the applicable officials and units to effect the additional actions that are required in the process to implement change and to obtain the desired results.

9. Monitoring and Evaluation Plan

- 9.1 The key services included in this SDIP resort under the Branch: Incarceration & Corrections and will implement the plan as per the function and will provide monthly reports on progress made to the Branch: Strategic Management. Additional monitoring will take place on NATMANCO level where the achievements will be deliberated with the objective to ensure that desired results are obtained.
- 9.2 The Service Delivery Improvement Directorate will analyse the monthly and quarterly reported results as submitted to the Branch Strategic management to determine the progress or delay of the assessed key services, so that action can be taken to correct the deficiencies as quickly as possible. Monitoring visits by the same directorate to different Correctional Centres in line with a monitoring programme will also take place.
- 9.3 Evaluation will take place at the end of financial years 2020/2021, 2021/2022, 2022/2023, 2023/2024 and 2024/2025 with the objective to determine how adequate was the SDIP and how well was the SDIP implemented and how sustainable & valuable was the outcomes. The evaluation report will also be utilised for planning purposes as well as determining future service delivery improvement initiatives.

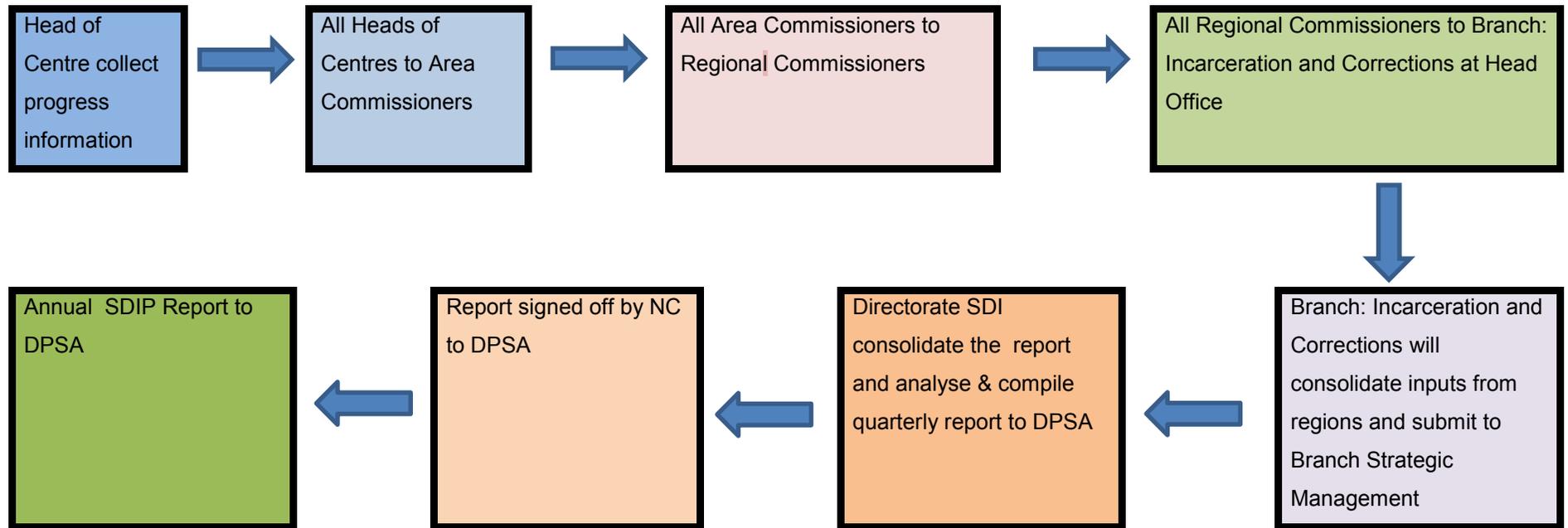
The following table is a summary of the planned M&E activities:

Table 36: Planned M&E activities

Activities	Monitoring	Evaluation
Timing	Monthly / quarterly basis throughout the 2020/2021 period	Periodic review at the end of financial years 2020/2021, 2021/2022, 2022/2023, 2023/2024 and 2024/2025
Scope	Day to day activities, outputs, indicators of progress and change	Assess overall delivery of outputs and progress towards improved service delivery
Main participants	Operational Officials and Managers working at the Correctional Centres, Regional Offices, Branch Incarceration & Corrections and Branch: Strategic Management	Officials from the Directorate Service Delivery Improvement at Head Office, DPSA, DPME and other External evaluators like Public Service Commission
Process	Regular meetings, interviews, monthly, quarterly reviews, etc.	Extraordinary meetings, additional data collection exercises etc.
Written outputs	Monthly reports, quarterly reports and minutes of meetings	Written report with recommendations for changes to SDIP – presented in workshops/ meetings to different stakeholders. Quarterly evaluation reports and Annual Reports.

10. Reporting: Per Key Service

10.1 Monthly reporting on the SDIP will be done in the following way:



11. Review of the SDIP

The SDIP will be reviewed annually as part of the strategic planning and review process. Depending on the circumstances at the time of the review the SDIP will be amended and this shall be done to ensure that the plan remain relevant and responds to current circumstances.

12. Communication Plan

To ensure that the approved SDIP is well known by all members of the department it will be communicated widely using internal e-mails, placement on the departmental website and intranet. Notice boards will also be used to disseminate the approved plan. Approved SDIP to be placed on Internet and posters made available for service recipients to take note and utilise. The Executive to constantly convene DCS Services at Izimbizo and during interaction with DCS stakeholders

13. Conclusion

The DCS is committed to delivering on its mandatory obligations and continuously strive to improve its services to its beneficiaries and appropriately account to its stakeholders. There is a deliberate intent from the Top Management to see to the successful implementation of the improvement plan and achieve the objectives set out in this document.

The 2020-25 Department of Correctional Services Service Delivery Improvement Plan is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

Department of Correctional Services (DCS)

**Head Office: Correctional Services
124 WF Nkomo Street
WF Nkomo and Sophie De Bruyn Streets
Pretoria Central
Private Bag X136
Pretoria
0001**

Website: www.dcs.gov.za