

# STRATEGIC PLAN

2012/13- 2016 /17

Department of Correctional Services



**correctional services**

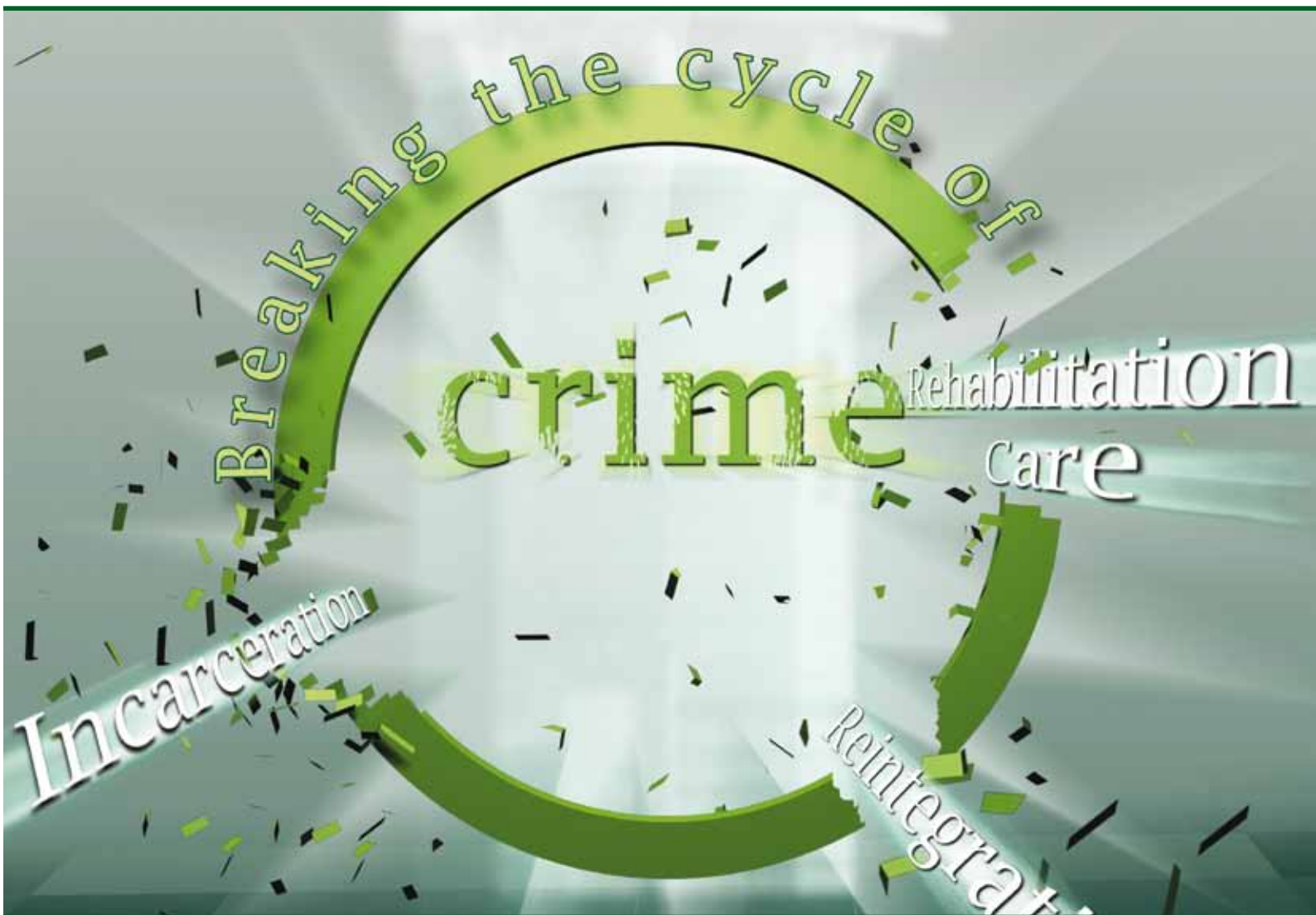
Department:  
Correctional Services  
REPUBLIC OF SOUTH AFRICA



Department of Correctional Services

# Strategic Plan For the Fiscal Years

2012/13 – 2016/17





ing the cycle of  
crime  
Rehabilitation  
Care



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# INTRODUCTION

## Foreword by the Minister of Correctional Services, Ms Nosiviwe Mapisa-Nqakula MP

The strategic plan of the department presented here has been refined to reflect the department's priorities and their link to government-wide priorities. In developing this strategic plan we had to ensure that these priorities are incorpo-



Minister of Correctional Services, Ms. Nosiviwe Mapisa-Nqakula MP

rated, funded and sufficiently resourced in terms of human resources. The plan is presented in the new approved budget programme structure that ensures that funding for the plan is channelled correctly. One of the government's pressing issues is the management of remand detainees. In this plan, remand detention has been established as a sub-programme. This will allow for the creation of an appropriate structure to deliver on this priority.

I would like to provide some feedback on some of the projects that were part of the previous plans. The project on electronic monitoring is progressing well and we envisaged to tag 150 parolees as a pilot. Considerable progress has been made on the Halfway House and as this plan is presented, the pilot has taken-off and the first house in Naturena is completed; accommodating 6 juvenile parolees as a pilot. The mother and baby facilities is progressing well and has been established in various centres around the country. There is an initiative for the manufacturing of sanitary towels. The project on the body scanning machines

is in progress. The project timelines have been reviewed and we will provide progress report on this. This demonstrates that I and the department's management are determined to move the department towards fulfilling its mandate. I must however point out that executing the strategic plan has been an arduous task. It required re-prioritization of funding, shifting the timelines for projects and in instances developing extra capacity to ensure delivery.

Our challenge though remains in ensuring that we work towards a clean audit in relation to asset management and performance information. While much work has been done in these areas to improve the performance of the department, there are hurdles that will not be overcome easily. The issue of information technology in the department has been given high priority and a Chief Deputy Commissioner GITO has been appointed to make the required improvements, additions and adjustments to our IT infrastructure. The appointment of Deputy Commissioner Internal Control and Compliance will assist in improving management of performance information and take the department out of the adverse findings of the last two financial years.

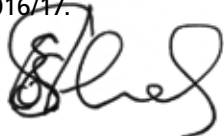
We have been deliberate in ensuring that our plan is not scattershot but aligned and focused. It is a plan based on government's priorities. Therefore this strategic plan lays the basis for all other plans in the department including budgets and human resource plans. I therefore remain confident that, despite the challenges we face such as the filling of vacant posts, we have a plan that is deliverable.


A handwritten signature in black ink, appearing to read 'Nosiviwe Mapisa-Nqakula'.

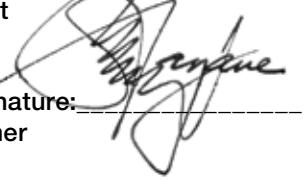
Ms N Mapisa-Nqakula MP  
Minister of Correctional Services

## Official sign-off

It is hereby certified that this Strategic Plan:  
 Was developed by the management of the Department of Correctional Services under the guidance of Minister Nosiviwe Mapisa-Nqakula.  
 Takes into account all the relevant policies, legislation and other mandates for which the Department of Correctional Services is responsible.  
 Accurately reflects the strategic outcome-oriented goals and objectives which the Department of Correctional Services will endeavour to achieve over the period 2012/13 to 2016/17.

ES Sokhela      Signature:   
 Chief Financial Officer

JA Schreiner      Signature:   
 Head of Planning Unit

TS Moyane      Signature:   
 National Commissioner

Approved by:   
 N Mapisa-Nqakula MP      Signature: \_\_\_\_\_  
 Executive Authority



## Part A: Strategic Overview

### 1. Vision

To be one of the best service providers in the world by delivering correctional services with integrity and commitment to excellence.

### 2. Mission

To contribute to maintaining and protecting a just, peaceful and safe society by enforcing decisions and sentences of courts in the manner prescribed in legislation, by detaining all inmates in safe custody while ensuring their human dignity, and by promoting the rehabilitation, social responsibility and human development of all offenders.

### 3. Values

#### *Development*

- Enablement and empowerment
- Faith in the potential of people
- Providing opportunities and facilities for growth

#### *Integrity*

- Honesty
- Disassociating yourself from all forms of corruption and unethical conduct
- Sound business practices

#### *Recognition of Human Dignity*

- Accepting people for who they are
- Humane treatment of offenders
- Recognising the inherent human rights of all people

#### *Efficiency*

- Productivity
- The best work methods
- Excellent services

#### *Accountability*

- Desire to perform well
- Accepting accountability for your behavior
- Commitment

#### *Justice*

- Fair treatment
- Justice for all
- Fairness and equality before the law

#### *Security*

- Safety of employees, offenders and the community

#### *Equity*

- Non-discrimination
- Affirmative action
- Gender equality
- Integration of disability issues

## 4. Legislative and Other Mandates

### 4.1 Constitutional Mandates

The Constitution of the Republic of South Africa (Act No. 108 of 1996) lays the basis for the mandate of the Department of Correctional Services. The Constitution compels the department to comply with the following sections in terms of the treatment of offenders:

- Section 9 - Equality
- Section 10 - Human dignity
- Section 12 - Freedom and security of the person
- Section 27 - Right to health care services
- Section 28 - Children's rights
- Section 29 - Right to education
- Section 31 - Freedom of religion
- Section 35 - Rights to humane treatment and to communicate and be visited by family, next of kin etc.

### 4.2 Legislative Mandates

#### *Correctional Services Act (No.111 of 1998) as amended*

To provide for a correctional system; the establishment, functions and control of the Department of Correctional Services; the custody of all offenders under conditions of human dignity; the rights and obligations of sentenced offenders; the rights and obligations of unsentenced offenders; a system of community corrections; release from correctional centres and placement under correctional supervision, on day parole and parole; a National Council for Correctional Services; a Judicial Inspectorate; Independent Correctional Centre Visitors; an internal service evaluation; officials of the Department; joint venture correctional facilities; penalties for offences; the repeal and amendment of certain laws; and matters connected therewith.

#### *Correctional Services Amendment Act (No. 25 of 2008)*

Makes further provision for the manner in which inmates are detained and the manner in which correctional centres are managed; to authorise the National Council to determine, under certain conditions, the period before an offender may be placed on parole; to make further provision for matters relating to Correctional Supervision and Parole Boards and the Judicial Inspectorate; to



provide 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 to provide for matters connected therewith

#### **Correctional Matters Amendment Act (Act. 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 (Act 25 of 2008).

#### **Criminal Procedure Act (No. 51 of 1977)**

The following sections of the Criminal Procedure Act, 1977 (Act No 51 of 1977) are of particular importance to 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 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 in 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 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, 1998 (Act No 111 of 1998). Finally, section 299A of the CPA regulates victim involvement in the decisions of parole boards.

#### **4.3 Policy Mandates**

*The White Paper on Corrections in South Africa (2005) obliges management to*

- capacitate the Department of Correctional Services to play its role as a security institution responsible for promotion of public safety through breaking the cycle of crime
- develop the Department of Correctional Services into an institution of rehabilitation and social reintegration
- promote corrections as a societal responsibility

The Draft White Paper on Remand Detention which has been approved by Cabinet for consultation with stakeholders and Parliament is relevant in relation to the mandate on remand detention and is consistent with the Correctional Matters Amendment Bill

#### **4.4 Relevant Court Rulings**

Significant developments in terms of court rulings that have ongoing impact on operations of correctional services in the past year include two rulings that confirm that there are two systems of parole applicable to lifers sentenced before 1 October 2004. No offender has a right to parole, offenders have a right to be considered for parole and all the judgments handed down in 2011 merely provide them with the right to be considered but the granting of parole is not guaranteed. In terms of the DCS Act the Minister has the final decision as to the placement on parole of offenders sentenced to terms of life imprisonment.

**First System: Van Vuuren Judgment** On 31 March 2011, the Constitutional Court handed down judgment in the Van Vuuren case. [Paul Francois Van Vuuren v Minister of Correctional Services and Others [2010] ZACC 17] As a result of this judgment, the minimum detention period for inmates sentenced to life before 1 October 2004 is no longer a blanket 20 year period. The Court held that in order for the provisions of the Act to be constitutional it must be interpreted as stating that inmates sentenced to life before 1 October 2004 must be considered for placement on parole in accordance with the legislative provisions and policies applicable on the date of sentencing. Therefore all lifers sentenced between 1 August 1987 and 1 March 1994 (according to the policies applicable at the time): immediately qualified for consideration for parole. This judgment of the Constitutional Court also excluded the role of the NCCS and meant that recommendations of the parole board came straight to the Minister for lifers falling in this category.

- A total of 370 lifers fall within the category sentenced between 1 August 1987 and 1 March 1994
- The Minister has since 1 April 2011 considered 361 lifers out of the total of 370
- The Minister's decisions in these 361 cases can be summarised as follows
  - 2 – deportation
  - 47 – parole
  - 93 – day parole
  - 216 – parole not granted
  - 1 – parole withdrawn (day parolee who absconded)

- 3 – referral to mental health institution
- 9 – decision pending with Minister
- It must be noted that the Minister would normally have processed about 60 lifers in a year and now she has processed 361 lifers in 8 months. The pressures placed on the parole boards as well as the Minister must be appreciated.

**Second System: Van Wyk Judgment** - In line with the principle that sentenced offenders must be treated in accordance with the parole system applicable at the time of sentencing, the North Gauteng High Court ruled on 25 July 2011, in the matter of Van Wyk, that the credit system was/is applicable to lifers sentenced between 1 August 1993 and 30 September 2004. [Cornelius Johannes Van Wyk v Minister of Correctional Services and Others; Case Nr 40915/10; North Gauteng High Court] This means that all offenders sentenced to life imprisonment between 1 August 1993 and 30 September 2004 must be allocated the maximum of six (6) years and eight (8) months credits. This period of 6 years and 8 months must be deducted from the minimum of 20 years to determine the new consideration date. The minimum detention dates for these offenders will therefore now be calculated as 13 years and 4 months. This means that lifers who have served 13 years and 4 months qualify for consideration for placement on parole.

- A plan has been rolled out to fast track consideration for lifers falling in this category since a total of 423 lifers were immediately eligible for consideration for parole as a result of the Van Wyk judgment. Each day more lifers qualify once they reach the 13 years and 4 months mark.
- The consideration for placement on parole of this category of lifers goes through the following process: Parole Board – makes a recommendation to the NCCS; NCCS then makes a recommendation to the Minister and the Minister has the final decision.
- Since these lifers would not have been considered for another 7 years it must be appreciated that no paper work was in place and in many instances the necessary reports such as social worker and psychological reports have not been compiled.

#### 4.5 Planned Policy Initiatives

- White Paper on Remand Detention
- Foreign National Transfer Protocol
- New Medical Parole Policy
- Halfway House Policy
- Electronic Monitoring Policy
- Planning and Performance Monitoring Policy
- HR Policy Review

## 5. Situational Analysis

### 5.1 Performance Environment

The Strategic Plan and performance environment of the Department of Correctional Services are rooted in moving towards the realisation of the ideals of the White Paper on Corrections in South Africa (2005), the draft White Paper on Remand Detention and contributing to government's outcome approach to service delivery.

The department remains committed to place humane and safe detention and rehabilitation at the centre of service delivery and to promote corrections as a societal responsibility and in that sense contributing to enhanced public safety and reduced re-offending. In this regard there is a close link with Outcome 3 – All people in South Africa are and feel safe - where the department is a key stakeholder in the justice, crime prevention and security cluster. The strategic focus of the department in contributing to this Outcome is situated in four key deliverables, viz.: the reduction of the average length of time in remand detention, the increase of offenders in rehabilitation programmes, the increase of victims who participate in parole hearings and the increase of parolees without parole violations.

In addition, the Minister is signatory to Delivery Agreements that relate to Outcome 11 - Creating a better South Africa and contributing to a better and safer Africa in a better World and Outcome 12 - An efficient, effective and development oriented public service and an empowered, fair and inclusive citizenship. Outcomes 1, 2 and 5 are still being deliberated upon in preparation for the Minister's engagement and signing-off. These Outcomes are: Improved quality of basic education, A long and healthy life for all South Africans, and A skilled and capable workforce to support an inclusive growth path. This process is important to ensure that the department is positioned to contribute optimally.

The department finalised and approved a Logic Model in its endeavors to improve service delivery. The model provides, schematically, the link between the Strategic Plan and the Annual Performance Plan. It further illustrates the linkage with government-wide outcomes in the following manner: Ultimate Outcomes (Presidential), Intermediate (Cluster) and Immediate Outcomes (Departmental).

The Logic Model

Government Level Outcome / Department of Correctional Services Impact									
ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE									
Ultimate Outcome									
THERE IS ENHANCED PUBLIC SAFETY AND REDUCED RE-OFFENDING									
Intermediate Outcomes									
1 There is effective criminal justice through effective management of remand processes					2. Society is protected through incarcerated offenders being secure and rehabilitated				
3 Society is protected by offenders being reintegrated into the community as law abiding citizens									
Immediate Outcomes									
1.1	Remand detainees are held in secure, humane conditions	1.2	Remand detainees have conducive conditions for participation in court processes	1.3	Remand detainees social and family needs are supported	1.4	Remand detainees are healthy	2.1	Offenders are held in safe, secure and humane custody
						2.2	Correctional Plans are managed	2.3	Offending behaviour is corrected
						2.4	Offender literacy, education, skills competency is improved	2.5	Offenders are healthy
						3.1.	Probationers are rehabilitated, monitored and accepted by communities	3.2	Offenders under community correctional supervision are rehabilitated, monitored and accepted by communities
						3.3	Parolees are rehabilitated, monitored and accepted back into communities		

# PART A: STRATEGIC OVERVIEW

After the department tabled its Strategic Plan for the period 2011/12 – 2015/16 a new budget programme structure for the department was approved. This new budget programme structure is reflective of the core business of the department. It further reduced the current seven budget programmes to five and in some instances sub-budget programmes have been shifted from one programme to another. This required adjustments to be made in the current plans. These adjustments affected areas relating to performance indicators and target setting inter alia. The necessary changes have been made in the Estimates of National Expenditure for 2012, the Strategic Plan for the period 2012/13 – 2016/17 and the Annual Performance Plan of the department for the period 2012/13.

The department has outlined key strategic drivers of the DCS transformation agenda and hence the strategy of the Department. The strategy of the Department is focused on both addressing key delivery-limiting circumstances and addressing enhancement of core business delivery through policy improvement, through innovation, improved planning and monitoring. The key strategies of the department are cross cutting strategies that require contributions of various Budget Programmes.

The strategy to down manage **Overcrowding** involves the reduction of the length of detention of remand detainees, the improved management of conversion of custodial sentences to community correctional supervision, the introduction of electronic monitoring, the effective functioning of the parole system, the piloting of Halfway Houses for parolees without monitorable addresses, the creation of additional bed space through centre upgrades and through building of new facilities.

The strategy to address the **Inadequate State of DCS facilities** involves the rationalisation of small centres, the upgrade of centres to equip them with White Paper related minimum facilities requirements, the renovation of facilities and improvement of daily maintenance of facilities. To this effect, a long term – 10 year – building plan is in the process of being developed and a partnership has been developed with the IDT to enhance DCS's ability to deliver on infrastructural needs.

The strategy to address the **Ineffective leadership and management** in the Department entails the restructuring of the department to align structure to function to put in place an **appropriate organisational structure**. The **Improvement in People Management** through the filling of posts

with staff with appropriate competencies, the training of staff and managers, the career pathing of staff within line functional responsibilities, including identification of posts as public service posts, and the disaggregation of custodial staff into security personnel and rehabilitation personnel and remand detention personnel is also integral to this strategy.

The strategy to address the **Professionalising of Correctional Services** envisages the establishment of a Corrections Professional body, the establishment of a virtual **Corrections Academy** and partnerships with existing academies within the Cluster. More over the strategy addresses the **Standardisation and Management of DCS performance information and measurement** of indicators and adequate resourcing of strategy through **the efficient and effective spending of public money**. To this effect a key focus has been on the improvement of the management of contracts within DCS. The professionalising of DCS is also embodied in the work to ensure an **appropriate Correctional Services image and adequate branding**.

The strategy of the Department to **improve the delivery of core business services** involves a number of dimensions – strengthening the **partnerships for delivery of rehabilitation** and to this effect a number of Memoranda of Agreement have been signed in 2011/12. Through the development of the Logic Model and the Vision and Design Project there has been an improved **common understanding of the Core Business** of the department.

The offender rehabilitation path strategy includes interventions to ensure effective **management of Correctional Sentence Plans**, the restructuring of the Management Area and Centre levels of the department, the deliberate increase in the **involvement of Offenders in correctional programmes**, the **involvement of offenders in Development programmes**, in particular in educational programmes and in skills development, in production workshops and agriculture. The infrastructural programme of the department also underpins the ability of the department to effectively deliver on the offender rehabilitation path and the plans to improve the capacity of the departmental offender schools and skills training facilities, the production workshops, to align centres to the minimum facilities requirements are relevant in this regard.

The Department strategy to ensure effective **Security** is a multi-pronged strategy addressing the five pillars of centre and operations security, addressing the improvement of the management

of information security within the Department, and addressing improved management of physical security within the Department as a whole.

The five pillars of operations security are –

- *personnel security* through vetting of personnel, the anti-corruption strategy, identity cards for staff and service providers and training of security personnel;
- *management of security information*, including the management of inmate identification through the automated personal identification system (APIS) for inmates, the establishment of a gang management unit, the establishing of appropriately capacitated Emergency Security Teams, and improved incident management and reporting;
- *standard operating procedures for security* in centres and ensuring training on these and compliance with them;
- improved and appropriate use of *security technology* such as body scanners, CCTV, inmate tracking; and
- *physical security* through the improvement of perimeter security fencing, improved access control.

The strategy to ensure the appropriate **protection of Human Rights of inmates, particularly of special categories of inmates** - children, women, mentally ill inmates and inmates with disabilities is again a strategy that cuts across budget programmes. The relationship the department has with the Judicial Inspectorate for Correctional Services is of particular importance in the protection of human rights of inmates. The strategy to establish a functionally distinct Remand Detention system is premised on the different set of rights that pertain to a remand detainee from a sentenced offender. The Department has and continues to focus on inmates with mental illnesses in partnership with the Department of Health. The development of appropriate facilities, appropriate programmes and appropriate care for special categories of inmates is also part of this strategy and this has seen work on the establishment of mother and baby units, the identification of particular centres for the accommodation of women inmates with a view to aligning them to the facility, care and rehabilitation requirements of women inmates.

The budget programme plans of the Department, reflected in this Strategic Plan and in the Annual Performance Plan, support the transformation agenda of the Correctional Services and these cross cutting strategies, by turning problem statements into positive areas of delivery, so that DCS is appropriately geared for delivery on remand detention, security, rehabilitation, care services and social reintegration. The transformation

agenda of the Department embodies the service delivery improvement plan of the Department and has been projectised to ensure effective and timeous interventions to turn around key strategic challenges in DCS

## 5.2 Organisational Environment

There are currently 243 correctional facilities with bed capacity of approximately 118 500 that is currently accommodating approximately 159 000 inmates. It is projected that in the 2012/13 financial year there will be an inmate population of 157 410 and available bed space to the amount of 119 545. The department intends to down manage the level of overcrowding to the extent that by 2016/17 the inmate population should be 151 208 with available bed space to the amount 122 167.

At the end of April 2011 the department's staffing capacity was at 40 017 against the funded staffing level of 41 911. The vacancy rate as at June 2011 was 3.54% based on the financed establishment of 41 911. There is some progress that the department has made in addressing vacant posts, particularly at senior management level. A number of key functions were under capacitated and these included Finance, Internal Audit and GITO. In Finance, the Chief Directorate Internal Control and Compliance has been created and the post filled, Chief Deputy Commissioner, GITO and the Chief Audit Executive were filled in early 2012. A number of other vacant senior posts have been filled in 2011/12. These included Regional Commissioner Eastern Cape, Regional Commissioner Limpopo/Mpumalanga/North West, Regional Commissioner Free State/Northern Cape, Regional Commissioner Gauteng, Deputy Regional Commissioner Gauteng, Deputy Regional Commissioner Eastern Cape, Deputy Commissioner Human Resource Management, Deputy Commissioner Communications and Director Human Resource Planning. Processes are also underway to ensure alignment between the new budget programme structure and organisational structure.

During the 2011/12 mid-year review it was evident that there was misalignment between the Strategic Plan and Integrated Human Resource Strategy. In order to ensure alignment between the Strategic Plan and the human resources, the department has reviewed the Integrated Human Resource Strategy that was developed in 2007.

The establishment of the Remand Detention Branch will require the department to ensure that it provides the necessary and appropriate capacity for effective management of remand

# PART A: STRATEGIC OVERVIEW

detention. This will include the recruitment and training of officials to manage remand detention facilities.

The strategy of the department is dependent on an effective information and communications technology system that underpins the ability of the department to communicate across a very decentralized organisation, to effectively manage data collection and information management across the department's correctional centres, remand detention facilities and the community corrections offices. The past 18 months has seen the Department investing energy in the development of an IT turn-around strategy to address basic ICT infrastructural weaknesses. The strategy consists

of an ICT infrastructure renewal project, a project aimed at improved IT security. The implementation of various information system solutions and the review of the Master Information Systems Plan is predicated on the achievement of an effective architecture enterprise and an effective basic ICT infrastructure.

The Budget of the department over the medium terms is R17 804 963. The new budget programme structure comes into effect at the beginning of the 2012/13 Financial Year. The new budget programme structure is illustrated in the table below:

<b>NEW BUDGET PROGRAMMES</b> 2012/13 financial year	<b>NEW SUB-PROGRAMMES</b> 2012/13 financial year	<b>PREVIOUS BUDGET PROGRAMMES</b> 2011/12 financial year	<b>PREVIOUS SUB PROGRAMMES</b> 2011/12 financial year
Administration	Ministry	Administration	Ministry
	Management		Management
	Finance		Corporate Services
	Internal Audit		Finance
	Corporate Services		Central services
	Office Accommodation		Office Accommodation
	Residential accommodation		Staff Accommodation
Incarceration	Security Operations	Security	Security
	Facilities		
	Remand Detention		
	Offender Management		
Rehabilitation	Correctional Programmes	Corrections	Personal Corrections
	Offender Development		
	Psychological, Social and Spiritual Services		
Care	Nutritional Services	Care	Personal Well being
	Health Services	Development	Personal Development of Offenders
	Hygienic Services		
Social Reintegration	Parole Administration	Social Reintegration	Community Liaison
	Restorative Justice	Facilities	Public Private Partnership Prisons
	Supervision		Facilities Planning
	Community Reintegration		Building and Maintenance
	Office Accommodation : Community Corrections		

### 5.3 Description of the Strategic Planning Process

The 2011/12 Strategic and Annual Performance Plans were produced through a series of executive management sessions in 2010, and early 2011. These plans drew from the previous strategies of DCS that were partially developed, from the 12 Government Outcomes, from the vision of the Minister of Correctional Services since her appointment in 2009 and as reflected in her 2011 Budget Vote Speech, the vision of the National Commissioner appointed in 2010 and the transformation strategy developed under his leadership in May 2011. The publication of another Strategic Plan at this point in time is caused by the introduction of a new budget programme structure in the Department of Correctional Services as from 1 April 2012.

This Strategic Plan of the department for the period 2012/13 – 2016/7 is based on the Government Outcomes as presented by the Presidency, the reviewed Logic Model of Correctional Services, the transformation agenda of DCS and the previous departmental plans for this electoral mandate period.

There are a number of Government Outcomes that the department contributes to and these are outcomes 1, 2, 3, 5, 11 and 12, but with the major focus being on the contribution of the Department to achievement of outcome 3. The starting point in the drafting of the Strategic Plan was the presentation of the departmental outcomes using the Logical Framework Approach (Logic model). In 2011, the Logic Model for the department, first developed in 2007/08, was reviewed and approved and it is the basis of the Strategic Plan. The approval of the new Budget Programme Structure to address both National Treasury standardisation requirements and alignment of budget programme structure with core business functions was another element that informed the drafting of Strategic Plan.

During the period 14 – 18 November 2011, the Executive Management of the Department of Correctional Services had its strategic mid-year review and the outcome of that process further informed the strategic direction for the period starting 2012/13. The draft Strategic Plan is internally submitted to Internal Audit for quality assurance and externally to National Treasury and the Presidency for comments. These comments are incorporated into the final draft that is then presented to executive management for inputs, and then to the National Commissioner and the Executive Authority for input and final approval. Once the document has been approved, it is submitted for tabling in the National Assembly during March 2012.

## 6. Strategic Outcome Oriented Goals

The department is committed to the following three core functions:

- To contribute to enhanced public safety through effective management of remand detention
- To contribute to reduced re-offending through offender management and rehabilitation interventions
- To contribute to social reintegration of offenders through management of non-custodial sentences and parole.

# PART B: STRATEGIC OBJECTIVES

The following three strategic outcome oriented goals will contribute to the department's fulfilling of the above core functions:

Strategic Outcome Orientated Goal 1	There is effective criminal justice through the effective management of remand processes
Goal Statement	Establish effective management of remand processes by ensuring that remand detainees are held in secure, safe and humane conditions, have conditions conducive for participation in court processes, that their social and family needs are supported and that they are healthy
Strategic Outcome Orientated Goal 2	Society is protected through incarcerated offenders being secure and rehabilitated
Goal Statement	To provide services and interventions that will contribute to the safety and rehabilitation of offenders by ensuring that offenders are held in secure, safe and humane conditions, correctional sentence plans are managed, offending behaviour is corrected, offender literacy, education, skills competency is improved and that they are healthy
Strategic Outcome Orientated Goal 3	Society is protected by offenders being reintegrated into the community as law abiding citizens
Goal Statement	To provide services and interventions that will contribute to the reintegration of offenders as law-abiding citizens into communities by ensuring that probationers are rehabilitated, monitored and accepted by communities, offenders under community correctional supervision are rehabilitated, monitored and accepted by communities and parolees are rehabilitated, monitored and accepted back by communities



Programme 1: Administration						
Programme purpose	Provide the administrative, management, financial, information and communication technology, research, policy coordination, office accommodation and good governance support functions necessary for all service delivery by the department and in support of the functions of the ministry.					
Strategic Objectives	Build capacity for improved service delivery Professionalisation of Department of Correctional Services Provide ICT infrastructure using international security standards					
Immediate Outcomes	Performance indicator	Target Year 1 2012/13	Target Year 2 2013/14	Target Year 3 2014/15	Target Year 4 2015/16	Target Year 5 2016/17
<b>Integrated Human Resourcing Strategy Implemented</b>	Percentage of funded posts filled  Functional professional body for corrections	97% of funded vacant posts filled  Business Case finalised and Drafting of legislative framework work	97% of funded vacant posts filled  Presentation of Correctional Professional Council Bill to Parliament	97% of funded vacant posts filled  Legislation on Correctional Professional Council for Corrections enacted	97% of funded vacant posts filled	97% of funded vacant posts filled
<b>Integrated ICT Systems through phased implementation of the CJS Business Information System</b>	Structure aligned to the functions of the DCS and White Paper imperatives:  End Point to enable interoperability between DCS Core Business Systems and other JCPS Departments' Systems established	Implementation of the approved structure and post establishment  End Point established and functional	Maintain approved structure	Maintain approved structure	Project completed	Project completed
<b>Improve ICT network infrastructure using international security standards</b>	Basic ICT Infrastructure Renewed	VPN established; Bandwidth upgraded; Infrastructure implemented; Servers and operating systems migrated	Unified communications and 100% of cabling, server room and network infrastructure upgraded	Project completed	Project completed	Project completed
<b>Aligned ICT and Business Strategy</b>	Disk Storage and Data retrieval  Enterprise Architecture (EA) Roadmap	Information Systems Security Strategy and Plan  Work to start in year 2	Backup Solution implementation and Disaster Recovery Plans.  IT Strategy and Enterprise Architecture	Backup Solution implementation and Disaster Recovery Plans.  IFMS and prioritised solutions Implementation	Project completed	Project completed

# PART B: STRATEGIC OBJECTIVES

<b>Programme 1: Administration</b>						
<b>Programme purpose</b>	Provide the administrative, management, financial, information and communication technology, research, policy coordination, office accommodation and good governance support functions necessary for all service delivery by the department and in support of the functions of the ministry.					
<b>Strategic Objectives</b>	Build capacity for improved service delivery Professionalisation of Department of Correctional Services Provide ICT infrastructure using international security standards					
<b>Immediate Outcomes</b>	<b>Performance indicator</b>	<b>Target Year 1 2012/13</b>	<b>Target Year 2 2013/14</b>	<b>Target Year 3 2014/15</b>	<b>Target Year 4 2015/16</b>	<b>Target Year 5 2016/17</b>
<b>Enhanced African Agenda and sustainable development on security and stability</b>	Deepened contribution to Regional and Continental security and stability	Mainstreaming corrections and Criminal Justice System in relation to SADC, AU and UN governance	Mainstreaming corrections and Criminal Justice System in relation to SADC, AU and UN governance	Mainstreaming corrections and Criminal Justice System in relation to SADC, AU and UN governance.	Mainstreaming corrections and Criminal Justice System in relation to SADC, AU and UN governance	Mainstreaming corrections and Criminal Justice System in relation to SADC, AU and UN governance
	Strengthened contribution to peace missions and Post-Conflict Reconstruction and Development	Established mechanisms to capacitate DCS involvement in peace missions and Post-Conflict Reconstruction and Development	Strengthened contribution to peace keeping missions and Post-Conflict Reconstruction and Development (PCRD) through partnership with South Sudan	Strengthened contribution to peace keeping missions and Post-Conflict Reconstruction and Development (PCRD) with identified countries.	Strengthened contribution to peace keeping missions and Post-Conflict Reconstruction and Development (PCRD) with identified countries	Strengthened contribution to peace keeping missions and Post-Conflict Reconstruction and Development (PCRD) with identified countries
	Deepened Technical and Development cooperation	A developed five year plan in relation to technical and development cooperation in the field of agriculture, production workshops, social rehabilitation, social reintegration and human resource development	Technical and development cooperation in the field of agriculture, production workshops and Human Resource Development (HRD) implemented in identified countries	Technical and development cooperation in the field of agriculture, production workshops and Human Resource Development (HRD) implemented in identified countries.	Technical and development cooperation in the field of Human Resource Development, social reintegration implemented in identified countries	Technical and development cooperation in the field of Human Resource Development, social reintegration implemented in identified countries

All People in South Africa are and feel safe						
Programme 2: Incarceration						
Programme purpose	Provide appropriate services and well maintained physical infrastructure that support safe and secure conditions of detention consistent with human dignity of inmates, personnel and the public, and provide for profiling of inmates and compilation of needs-based correctional sentence plans, administration and interventions					
Strategic Objectives	Reduce escapes, assaults and unnatural deaths Reduce overcrowding Ensuring that all offenders with a sentence of longer than 24 months have correctional sentence plans Reduce the length of time that remand detainees spend in correctional facilities Provide facilities that will contribute to humane incarceration					
Intermediate Outcome 1	There is effective criminal justice through effective management of remand processes					
Immediate Outcomes	Performance indicator	Target Year 1 2012/13	Target Year 2 2013/14	Target Year 3 2014/15	Target Year 4 2015/16	Target Year 5 2016/17
1.1 Inmates are held in safe, secure and humane custody	Percentage of inmates who escape from correctional and remand detention facilities	0.034% (54/157 410)	0.032% (50/155 836)	0.030% (46/154 278)	0.027% (42/152 735)	0.026% (40/151 208)
	Percentage of inmates assaulted in correctional and remand detention facilities	2.2% (3 463/157 410)	2% (3 117/155 836)	1.9% (2 931/154 278)	1.7% (2 597/152 735)	1.6% (2 420/151 208)
	Percentage of unnatural deaths of inmates in correctional and remand detention facilities	0.028% (44/157 410)	0.027% (42/155 836)	0.026% (40/154 278)	0.024% (37/152 735)	0.023% (35/151 208)
	Percentage of overcrowding in correctional and remand detention facilities	32% (37 865/119 545)	30% (36 255/119 581)	28% (33 658/120 620)	27% (33 143/121 689)	24% (29 041/122 167)
1.2 Correctional Sentence Plans are managed	Percentage of offenders serving sentences longer than 24 months who have correctional sentence plans	80% (79 334/99 168)	90% (88 358/98 176)	95% (92 334/97 194)	100% (96222/96222)	All (100%) sentenced offenders longer than 24 months have correctional sentence plans

# PART B: STRATEGIC OBJECTIVES

<b>Programme purpose</b>	Provide appropriate services and well maintained physical infrastructure that support safe and secure conditions of detention consistent with human dignity of inmates, personnel and the public, and provide for profiling of inmates and compilation of needs-based correctional sentence plans, administration and interventions					
<b>Strategic Objectives</b>	Reduce escapes, assaults and unnatural deaths Reduce overcrowding Ensuring that all offenders with a sentence of longer than 24 months have correctional sentence plans Reduce the length of time that remand detainees spend in correctional facilities Provide facilities that will contribute to humane incarceration					
<b>Intermediate Outcome 1</b>	There is effective criminal justice through effective management of remand processes					
<b>Immediate Outcomes</b>	<b>Performance indicator</b>	<b>Target Year 1 2012/13</b>	<b>Target Year 2 2013/14</b>	<b>Target Year 3 2014/15</b>	<b>Target Year 4 2015/16</b>	<b>Target Year 5 2016/17</b>
1.3 Remand detainees have conditions conducive for participation in court processes	Reduce average length of time in remand detention.	177 days	165 days (reduction by 12 days)	153 days (reduction by 12 days)	141 days (reduction by 12 days)	129 days (reduction by 12 days)
<b>Programme 3: Rehabilitation</b>						
<b>Programme purpose</b>	Provide offenders with needs-based programmes and interventions to facilitate their rehabilitation and enable their social reintegration					
<b>Strategic Objectives</b>	Address factors that led to offending behaviour Provide offenders with opportunities for personal development Provision of psychological services to inmates in need of such service Provide access to social work services to all offenders and remand detainees in need of such services Provide access to spiritual services to inmates					
<b>Intermediate Outcome 2</b>	Society is protected through incarcerated offenders being secure and rehabilitated					
<b>Immediate Outcomes</b>	<b>Performance indicator</b>	<b>Target Year 1 2012/13</b>	<b>Target Year 2 2013/14</b>	<b>Target Year 3 2014/15</b>	<b>Target Year 4 2015/16</b>	<b>Target Year 5 2016/17</b>
2.1 Offending behaviour is corrected	Percentage of Offenders with correctional sentence plans who complete Correctional Programmes	30% (29 750/99 168) of sentenced offenders with correctional sentence plans complete correctional programmes	40% (39 270/98 176) of sentenced offenders with correctional sentence plans complete correctional programmes	50% (48 597/97 194) of sentenced offenders with correctional sentence plans complete correctional programmes	50% (48 111/96 222) of sentenced offenders with correctional sentence plans complete correctional programmes	50% (47630/95260) of sentenced offenders with correctional sentence plans complete correctional programmes

Society is protected through incarcerated offenders being secure and rehabilitated						
Intermediate Outcome 2	Performance indicator	Target Year 1 2012/13	Target Year 2 2013/14	Target Year 3 2014/15	Target Year 4 2015/16	Target Year 5 2016/17
2.1 Offending behaviour is corrected	Percentage of Offenders with correctional sentence plans who complete Correctional Programmes	30% (29 750/99 168) of sentenced offenders with correctional sentence plans complete Correctional Programmes	40% (39 270/98 176) of sentenced offenders with correctional sentence plans complete Correctional Programmes	50% (48 597/97 194) of sentenced offenders with correctional sentence plans complete Correctional Programmes	50% (48 111/96 222) of sentenced offenders with correctional sentence plans complete Correctional Programmes	50% (47 630/95 260) of sentenced offenders with correctional sentence plans complete Correctional Programmes
2.2 Offenders are developed	Percentage of eligible offenders who participate in literacy training as stipulated in their sentence plans	Establish baseline of rate of illiteracy and decrease rate of illiteracy by 2%	Decrease baseline of previous year by 2%	Decrease baseline of previous year by 2%	Decrease baseline of previous year by 2%	Decrease baseline of previous year by 2%
	Percentage of eligible offenders who participate in skills development programmes	Establish baseline of eligible offenders who participated in skills development programmes and increase by 1%	Increase baseline of previous year by 1%	Increase baseline of previous year by 1%	Increase baseline of previous year by 1%	Increase baseline of previous year by 1%

<b>Programme 4: Care</b>						
<b>Programme purpose</b>	<b>Provide needs-based care services aimed at maintaining the well-being of inmates in the Department's custody</b>					
<b>Strategic Objectives</b>	Provide appropriate nutritional services to inmates Provide access to health services Improve the treatment for inmates who have been diagnosed with mental illness Increasing access to medical treatment for inmates diagnosed with communicable diseases, hypertension and diabetes Effective procurement of appropriate waste management services Provision of necessary requirements for personal hygiene					
<b>Immediate Outcomes</b>	<b>Performance indicator</b>	<b>Target Year 1 2012/13</b>	<b>Target Year 2 2013/14</b>	<b>Target Year 3 2014/15</b>	<b>Target Year 4 2015/16</b>	<b>Target Year 5 2016/17</b>
4.1 Inmates are healthy	Percentage of inmates tested for HIV	45% (70835/157410)	50% (77918/155836)	55% (84853/154278)	60% (91641/152735)	65% (98285/151208)
	Percentage of inmates diagnosed with mental illness and placed under treatment	75% (1402/1870)	80% (1646/2057)	85% (1924/2263)	90% (2240/2489)	95% (2601/2738)
	Percentage of inmates on medical treatment for communicable diseases, hypertension and diabetes	9% (14167/157410)	10% (15584/155836)	11% (16971/154278)	11% (16801/152735)	12% (18145/151208)

<b>Programme 5: Social Reintegration</b>						
<b>Programme purpose</b>	<b>Provide services focused on offenders' preparation for release, on the effective supervision of offenders placed under the system of community corrections and on the facilitation of their social reintegration into their communities</b>					
<b>Strategic Objectives</b>	Rehabilitation of parolees, probationers and offenders under community correctional supervision Reintegration of offenders as law-abiding citizens into communities Monitoring of parolees, probationers and offenders under community correctional supervision					
<b>Immediate Outcomes</b>	<b>Performance indicator</b>	<b>Target Year 1 2012/13</b>	<b>Target Year 2 2013/14</b>	<b>Target Year 3 2014/15</b>	<b>Target Year 4 2015/16</b>	<b>Target Year 5 2016/17</b>
5.1 Parolees are rehabilitated, monitored and accepted back into communities	Percentage of parolees without violations per year	78.5% (35075/44682)	79.6% (38768/48703)	80.01% (42469/53086)	81.5% (47160/57865)	82.0 (52748/65935)

## PART C: Links to other Plans

### DCS Plans:

- Annual Performance Plan
- Master Information Systems Plan (MISP)
- Spending Plan
- HR Strategic Plan
- Procurement Plan
- Work Place Skills Plan
- Service Delivery Improvement Plan
- Strategic Risk Register
- Information Management Plan
- Research Agenda

[www.dcs.gov.za/publications/linkto-otherplans](http://www.dcs.gov.za/publications/linkto-otherplans) <<http://www.dcs.gov.za/publications/linkto-otherplans>>

### Acronyms

<b>CJS</b>	Criminal Justice System
<b>DCS</b>	Department of Correctional Services
<b>GITO</b>	Government Information Technology Office
<b>HIV</b>	Human Immunodeficiency Virus
<b>HR</b>	Human Resource
<b>HRD</b>	Human Resource Development
<b>ICT</b>	Information and Communications Technology
<b>IDT</b>	Independent Development Trust
<b>IT</b>	Information Technology
<b>JCPS</b>	Justice Crime Prevention and Security
<b>MISP</b>	Master Information Systems Plan
<b>SDIP</b>	Service Delivery Improvement Plan

