



## **HIS MAJESTY'S CORRECTIONAL SERVICES**

### **STRATEGIC PLAN DOCUMENT**

**2016 - 2021**





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## **ACRONYMS AND DEFINITIONS OF TERMS**

**ACSA** – African Correctional Services Association

**AIDS**- Acquired Immune Deficiency Syndrome

**BEST PRACTICE** – A best practice is a successful, goal oriented correctional initiative that has documented its effectiveness, and impact in everyday operations

**CASE MANAGEMENT** - is a system that enables governments to improve their justice systems by automating court processes, monitoring case activities, and supporting decision-making through the use of real-time data and analytics. It also strengthens the accessibility and integrity of the justice system by enabling citizens to interface electronically with judicial bodies and services.

**CBO**-Community-Based Organization

**CRIMINOGENIC NEED** -

**CSC** – Civil Service Commission

**CTA** – Central Transport Administration

**DIVT** – Directorate of Industrial and Vocational Training

**EPE**- Extra-mural Penal Employment

**FBO** – Faith-Based Organization

**HMCS** – His Majesty's Correctional Services

**HIV** - Human Immune-Deficiency Virus

**HTC/VCT**- HIV Counseling and Testing/ Voluntary Counseling and Testing





**INCARCERATION RATE** – an indicator that represents the number of inmates in Correctional Centres per 100,000 population per calendar year.

**ICT-** Information and Communications Technology

**INDICATOR** – A measure to quantify the services provided e.g. number of workshops run

**LED**– Light Emitting Diode

**NGO** – Non Governmental Organization

**OUTCOME** – (Long-Term Results) are the results or impact of activities or services of an Organization

**OUTPUT** – (Short-Term Results) services, activities or intervention provided in a short-term period

**PESTEL-** Political, Economic, Social, Technological and Ecological Analysis

**PPCU** – Public Policy Coordination Unit

**PMS** –Performance Management System

**PRO-** Public Relations Officer

**RDP-** Research, Development and Planning

**RISK** –unanticipated and distressing lines of development

**NEED/RISK ANALYSIS TOOL**– measures offenders' criminal risk factors and specific needs that if addressed will reduce the likelihood of future criminal activity.

**SACRO** – Swaziland Association of Crime Prevention and Rehabilitation of Offenders

**STRATEGY**–a detailed plan of achieving success in a situation .i.e. how we accomplish our goals





**SWOT**- Strengths, Weaknesses, Opportunities and Threats

**UN** – United Nations

**UNICEF** – United Nations International Children's Emergency Fund

**UNIT MANAGEMENT** -Unit Management is a personalized and decentralized approach to inmate management in which the total inmate population is subdivided into smaller groups, which operate semi-autonomously. Attached to each unit is a staff consisting, disciplinary officials, educationists, social workers, psychologists, religious care workers and nurses

**WORLD CLASS** – among the best in the world





## EXECUTIVE SUMMARY

This is the second Comprehensive Strategic Plan for His Majesty's Correctional Services draws new horizons which have to be pursued by the department in the corrections sphere. The document shapes and informs on innovative strategies aimed at improving the dispensation of the corrections agenda in line with the aspirations of the country, regional and international expectations.

The document seeks to implement the next best practices in Corrections aimed at improving the standards, processes, competences and the programmes aimed to reform offenders and to equip them with requisite vocational skills for use after release from custody. The communities will be educated on ground breaking options of handling former offenders instead of stigmatizing them as it leads to relapses and continued distress in the community.

The Strategic Plan has been crafted amid the economic breakdown and the drought currently being experienced in the region. The document seeks to effectively and efficiently provide the corrections solutions to improve on service delivery, attain strategic objective sand deliver on the mandate.

HMCS is looking forward to work harmoniously with all stakeholders in shaping the destiny of correction in the country in an effort to reduce the re-offending rate and making our communities safe. Innovative strategies in security, rehabilitation, reintegration and community corrections will be relied upon to achieve the expected goals and objectives.





## CHAPTER ONE

### 1.0 Introduction

His Majesty's Correctional Services is a department under the ministry of Justice and Constitutional Affairs. It is tasked with enforcing criminal justice. The department is established by the following legal frameworks.

The Constitution of Swaziland of 2005, Prisons Act of 1964 (currently under review – see Correctional Services Bill No. 20 of 2015), and International & Regional Instruments, empower His Majesty's Correctional Services to perform its core functions which are:

- Safe containment of all persons committed to custody;
- Administration of sentences imposed by legal courts;
- Facilitating the administration of justice by the production of offenders to legal courts for trial;
- Rehabilitation and reformation of offenders through training, education and counselling;
- Promoting offenders' opportunities for social reintegration through after-care programmes;
- Provision of Community Corrections to deserving offenders

### 1.1 Rationale for the Strategic Plan

Strategic planning is the proactive process of developing a vision, mission, formulating overall goals and identifying key strategies to be pursued. It entails the allocation of resources to achieve the organizational goals & objectives, and analyzing an organization's external and internal environments. Through strategic planning, an organization seeks to position itself as it becomes better able to deal effectively with environmental opportunities and threats as they relate to the organization's strengths and weaknesses. Thoughtful planning shapes and guides an organization for the future. Its purpose is to help the organization do a better job, to focus its goals and to







work together towards those goals. (Adapted from Bryson's Strategic Planning in Public and nonprofit organization)

His Majesty's Correctional Services (HMCS) is mandated to provide service delivery in Security, Rehabilitation & Reintegration, and Community Corrections. As the needs and expectations of HMCS' clients have grown, so has HMCS' organizational capacities and expectations. The increasing demand for HMCS' services, dictates that HMCS reaffirms her mission and also address fundamental questions such as:

- What strategic objectives should HMCS prioritize to make the best use of her skills and resources so as to improve organizational performance?
- What kind of organizational structure best allows HMCS to fulfill her mission?
- How best can HMCS craft her identity and message to maximize understanding and effectiveness?

To address these core questions HMCS has put forth this strategic plan to help define who they are and where they are going as an organization.

## **1.2 Driving Forces for HMCS Strategic Plan**

### **1.2.1 Elapse of previous strategic plan:**

The previous strategic plan of the Department played a major role in the improvement of service delivery within the department with most of the objectives achieved despite the challenge of inadequate resources. The Department was therefore seen it important to develop this strategic plan document which will be the roadmap for the period of 2017-2021. The purpose of this document is to outline the strategic direction of the department in line with Governments goals and priorities





### **1.2.2 Changing trends in corrections world wide**

As a country which is a signatory to many international treaties and protocols the department of HMCS has realized that in order for them to be recognized internationally there is need to ensure that the department keeps abreast with the changes in corrections thus the call to develop this strategic plan which helps to ensure that the objectives and strategies do not deviate from the internationally recognized trends in corrections.

### **2.1.3 Sustainable development goals (SDG's)**

Sustainable development goals build upon the millennium development goals (MDG's). The SDG agenda responds to some of the critical shortcomings of the MDG's. While HMCS is a major contributor to ensure the achievement of all seventeen sustainable development goals, they play a major role in contributing towards goals one to five, nine and goal sixteen. The ultimate aim of HMCS is to achieve sustainable improvement in the quality of life of offenders and its officers. Therefore the department strives to achieve some level of good governance.

### **2.1.4 Vision 2022**

For the country to be amongst the first world status countries in 2022 it calls for it to ensure that it renders services effectively and efficiently. The work of HMCS cannot be overlooked toward the attainment of Vision 2022. The strategic plan will play a critical role in enhancing effective and efficient service delivery by the department of His Majesty's Correctional Services.





## CHAPTER TWO: VISION MISSION AND CORE VALUES

### 2.0 Introduction

In order for HMCS to fully operate and ensure commitment to service delivery it has crafted the following Vision, Mission, Motto and Core Values:

#### 2.1 VISION

To be a world-class service provider of integrated security and Corrections for a safer society

#### 2.2 MISSION STATEMENT

To professionally contribute to public safety by exercising best practices in Corrections

#### 2.3 MOTTO

**“Excellence in the provision of the best practices in Corrections.”**

#### 2.4 CORE VALUES

The values that will drive the future of the His Majesty's Correctional Services shall be:

- Discipline
- Respect
- Loyalty
- Integrity
- Confidentiality
- Professionalism
- Excellence
- Customer care
- Team-work
- Compliance with universal Human Rights Laws
- Equity





- Timeliness
- Compliance with Environmental Standards
- Innovation





## CHAPTER THREE: SITUATIONAL ANALYSIS

### 3.0 Introduction

This document sets the Department on course to achieving its vision of “Being a World-Class Service provider of Integrated Security and Corrections for a safer society” during the planned period (2016 – 2021).

An environmental analysis of HMCS to identify internal and external critical factors that influence achievement of the Department’s mission and objectives during the strategic plan’s period was carried out using SWOT and PESTEL.

### 3.1SWOT Analysis

This is an environmental analysis tool that enables an organization to identify internal and external factors that could impact (positive or negative) on the organization. SWOT stands for Strengths, Weaknesses, Opportunities and Threats. Internal factors (Strengths and Weaknesses) are within the control of an organization whereas external factors (Opportunities and Threats) are out of an organization’s control.

#### 3.1.1 Internal Factors

Internal Factors	
Strengths	Weaknesses
<ol style="list-style-type: none"> <li>1. Visionary and committed leadership</li> <li>2. Available land with high agricultural potential</li> <li>3. Loyal workforce bound by service oath of allegiance</li> <li>4. The department has a healthy relationship with stakeholders</li> </ol>	<ol style="list-style-type: none"> <li>1. Delayed review of Prisons Act of 1964</li> <li>2. Inadequate and dilapidated infrastructure</li> <li>3. Inadequate use of ICTs</li> <li>4. Inadequate transportation</li> <li>5. Weak collaboration and networking with criminal justice partners</li> <li>6. Inefficient monitoring and evaluation</li> </ol>





5. Para-military formation system 6. Fair network of correctional services facilities countrywide 7. Presence of experienced, energetic and skilled officers 8. Being a member of international and Continental professional bodies 9. Existing staff training college 10. The department has an occupational operational organogram 11. A school for the juveniles 12. Embracing modern technologies 13. Implementation of cost saving projects 14. Recreational unit for inmates and officers	mechanism 7. Lack of functional policies 8. Information gaps 9. Insufficient resources for addressing the criminogenic needs of offenders 10. Bureaucratic bottlenecks
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### 3.1.2 External Factors

External Factors	
Opportunities	Threats
1. Political stability 2. Political willpower 3. International collaboration 4. Social partners 5. E-Governance 6. Case Management	1. Climate change 2. Communicable and non-communicable diseases 3. Gangsterism 4. Recidivism 5. Economic meltdown





7. Recreational unit that addresses wellness for inmates and officers	6. Overcrowding
8. Favourable climate	7. Stigmatization
	8. Inelastic infrastructure
	9. Unemployment and poverty
	10. Socioeconomic factors
	11. Fingerprints
	12. Limited sentencing alternatives
	13. Delayed review of Prisons Act of 1964
	14. Lack of legislations to support ICTs
	15. Inadequate transportation
	16. Inadequate donor support

### **3.2 Political, Economic, Socio-Cultural, Technological, Legal, and Environmental (PETSEL) Analysis**

This is an environmental analysis tool which is used to assess the openings and challenges that exist within the environment in which Correctional Services Department operates. It analyzes the Political, Economic, Socio-cultural, Technological, Legal, and Environmental factors that can impact on HMCS.

#### **3.2.1 Political Factors**

As a government department, His Majesty's Correctional Services operates within the political and legal framework.

##### **Positive**

- Political climate is favorable
- No political prisoners
- Political will



**Negative**

- Bureaucratic organizational structure

**3.2.2 Economic Factors****Positive**

- Government's commitment in financing operations of the department
- NGO's
- Faith-Based Organizations
- Community-based Organizations
- Civic Society
- UN agencies
- Development Partners

**Negative**

- Economic melt down
- Escalating costs of food, clothing and utilities.
- High CTA charges
- Exchange rate fluctuation
- Unemployment

**3.3.3 Social Factors****Positive**

- Successful reintegration of offenders
- Improved family/victim visits
- Christianity as a major religion
- Outreach programmes: skills, health, charity, recreational activities, and sponsorships





**Negative**

- Perception by the public
- Limited employment opportunities for ex-offenders
- Inadequate accommodation for officers
- Breakdown of social moral fibre
- HIV/AIDS pandemic
- TB pandemic
- Other Communicable and Non communicable diseases

**3.2.4 Technical Factors****Positive**

- Integrated Security System (radio communication, CCTV, Biometric)
- Fibre-based bandwidth
- Centre Pivots, Dairy processing plants

**Negative**

- Unskilled personnel on internet utilisation (email)
- Slow pace in implementation of E-Governance

**3.2.5 Ecological Factors****Positive**

- Adequate arable land

**Negative**

- Unfavourable weather condition
- Climate change
- Unsuitable clothing against weather elements
- Lack of proper waste management system





### **3.2.6 Legal Factors**

#### **Positive**

- Existing legal frameworks
- Existing policy mandate
- Existing organizational framework

#### **Negative**

- Delays in finalizing due diligence in the Correctional Services Bill
- Absence of internal legal frameworks supporting new developments/initiatives





## CHAPTER FOUR: STAKEHOLDER ANALYSIS

### 4.0 Introduction

The strategic plan recognizes the importance of stakeholders in the criminal justice system in ensuring that the department operates in an effective and efficient manner. The stakeholders were consulted in the development of this plan as shown in the table below.

Stakeholder	Role	Relationship
<b>1. Ministry of Justice and Constitutional Affairs</b>	Provides oversight	<ul style="list-style-type: none"> <li>Offers administrative support to the department</li> </ul>
<b>2. Judiciary</b>	To provide administration and timely delivery of justice	<ul style="list-style-type: none"> <li>Commits offenders to HMCS</li> </ul>
<b>3. Attorney General</b>	Provides legal services	<ul style="list-style-type: none"> <li>Arbitrates</li> </ul>
<b>4. Royal Swaziland Police</b>	Brings committed offenders to Correctional Centres	<ul style="list-style-type: none"> <li>Law enforcement</li> </ul>
<b>5. Ministry of Finance</b>	Provides budgetary support  Produces annual estimates	<ul style="list-style-type: none"> <li>Controls the fiscus</li> <li>Releases warrants to incur expenditure.</li> </ul>
<b>6. Ministry of Economic Planning and Development</b>	Approves the budget for capital projects	<ul style="list-style-type: none"> <li>Influences the allocation of capital budget</li> </ul>





<b>7. Ministry of Health</b>	Provides health care services	<ul style="list-style-type: none"> <li>• Provides medical supplies</li> <li>• Regulates medical services</li> <li>• Enhances capacity building initiatives</li> </ul>
<b>8. Ministry of Education and Training</b>	Provides educational services	<ul style="list-style-type: none"> <li>• Provides educational support</li> </ul>
<b>9. Sebenta National Institute</b>	Promotes literacy amongst the illiterate	<ul style="list-style-type: none"> <li>• Rolls out non-formal education</li> </ul>
<b>10. Deputy Prime Minister's Office</b>	Provides social work support	<ul style="list-style-type: none"> <li>• Collaboration on social-work services</li> </ul>
<b>11. Ministry of Tinkhundla Administration and Development</b>	Provides entrepreneurship opportunities	<ul style="list-style-type: none"> <li>• Assists in the social reintegration of offenders</li> </ul>
<b>12. Ministry of Agriculture</b>	Offers technical agricultural advice	<ul style="list-style-type: none"> <li>• Provides technical support</li> </ul>
<b>13. Computer Services department.</b>	Facilitates procurement of ICT paraphernalia  Provides ICT services i.e. ICT	<ul style="list-style-type: none"> <li>• Provides ICT technical support and solutions</li> </ul>





	support and Solutions to government departments	
<b>14. United Nations</b>	Sets standards for prison's governance	<ul style="list-style-type: none"> <li>• Influences improvement of conditions in all Correctional Centres</li> </ul>
<b>15. Non-Governmental Organizations, UNICEF, SACRO, Macmillan</b>	Helps in the rehabilitation and reintegration of offenders	<ul style="list-style-type: none"> <li>• Provides support in improving detention conditions</li> </ul>
<b>16. Community/Churches/Relatives/Friends</b>	Provides spiritual, psychological and material support	<ul style="list-style-type: none"> <li>• Rehabilitates and provides community corrections</li> <li>• Accepts and reintegrates offenders to society</li> </ul>
<b>17. Directorate of Industrial and Vocational Training (DIVT)</b>	Grade testing in various trades	<ul style="list-style-type: none"> <li>• Provision of vocational certificates</li> </ul>
<b>18. Media</b>	<ul style="list-style-type: none"> <li>- Disseminates information to the public</li> <li>- Educates/ informs the public about the department's operations</li> </ul>	<ul style="list-style-type: none"> <li>- Influences improvement of conditions in all Correctional Centres</li> </ul>





## CHAPTER FIVE: STRATEGIC OBJECTIVES

### 5.0 Introduction

To effectively achieve its mission and vision the Department has identified the following objectives together with strategies to meet the challenges outlined in chapter two.

### 5.1 List of Strategic Objectives:

#### **5.1.1 Strategic Objective One (1): To Intensify Security Measures In Correctional Centres** **Strategies:**

- 5.1a. Refurbish Correctional Centres
- 5.1b. Implement fully the Integrated Security Systems
- 5.1c. Reinforce existing rules and regulations
- 5.1c. To collect, analyze and action information
- 5.1d. To utilize new approaches in corrections
- 5.1e. To provide an effective communication system for improved service delivery

#### **5.2 Strategic Objective Two (2): To Ensure Safe and Humane Containment of All Persons Committed To Custody**

##### **Strategies**

- 5.2a. Provide comprehensive health care
- 5.2b. Provide quality and adequate food supplies
- 5.2c. To ensure adequacy of physical and technological resources





### **5.3 Strategic Objective Three (3): To Enhance Rehabilitation of Offenders through Psycho-Social Intervention, Education, Skills and Training**

#### **Strategies**

- 5.3a. To improve Corrections programmes
- 5.3b. To enhance skills development

### **5.4 Strategic Objective Four (4): To Facilitate Social Reintegration of Offenders**

#### **Strategies:**

- 5.4a. Strengthen EPE Programme
- 5.4b. Effect other Community Corrections' orders (Community Service, Curfew, Parole)
- 5.4c. Enhance Victim Offender Mediation (VOM) and Reconciliation

### **5.5 Strategic Objective Five (5): To Enhance Human Capacity**

#### **Strategies**

- 5.5a. Align organizational structure with available human capacity
- 5.5b. Develop schemes of service
- 5.5c. Recruit, select and retain
- 5.5d. Develop a Performance Management System (PMS)
- 5.5e. Strengthen Wellness Programmes
- 5.5f. Capacitate officers on leadership and management skills

### **5.6 Strategic Objective 6: To Improve the Efficiency of Operational Obligations**

#### **Strategies**

- 5.6a. To establish a comprehensive a customer management system





## **5.7 Summary on the Strategic Objectives**

**The objectives of HMCS can be summarized into 5 key thematic areas**

- (a) Security and infrastructural development
- (b) Human capacity
- (c) Rehabilitation and reintegration of offenders
- (d) Comprehensive health care







## **CHAPTER SIX: ORGANIZATIONAL STRUCTURE**

### **6.0 Introduction**

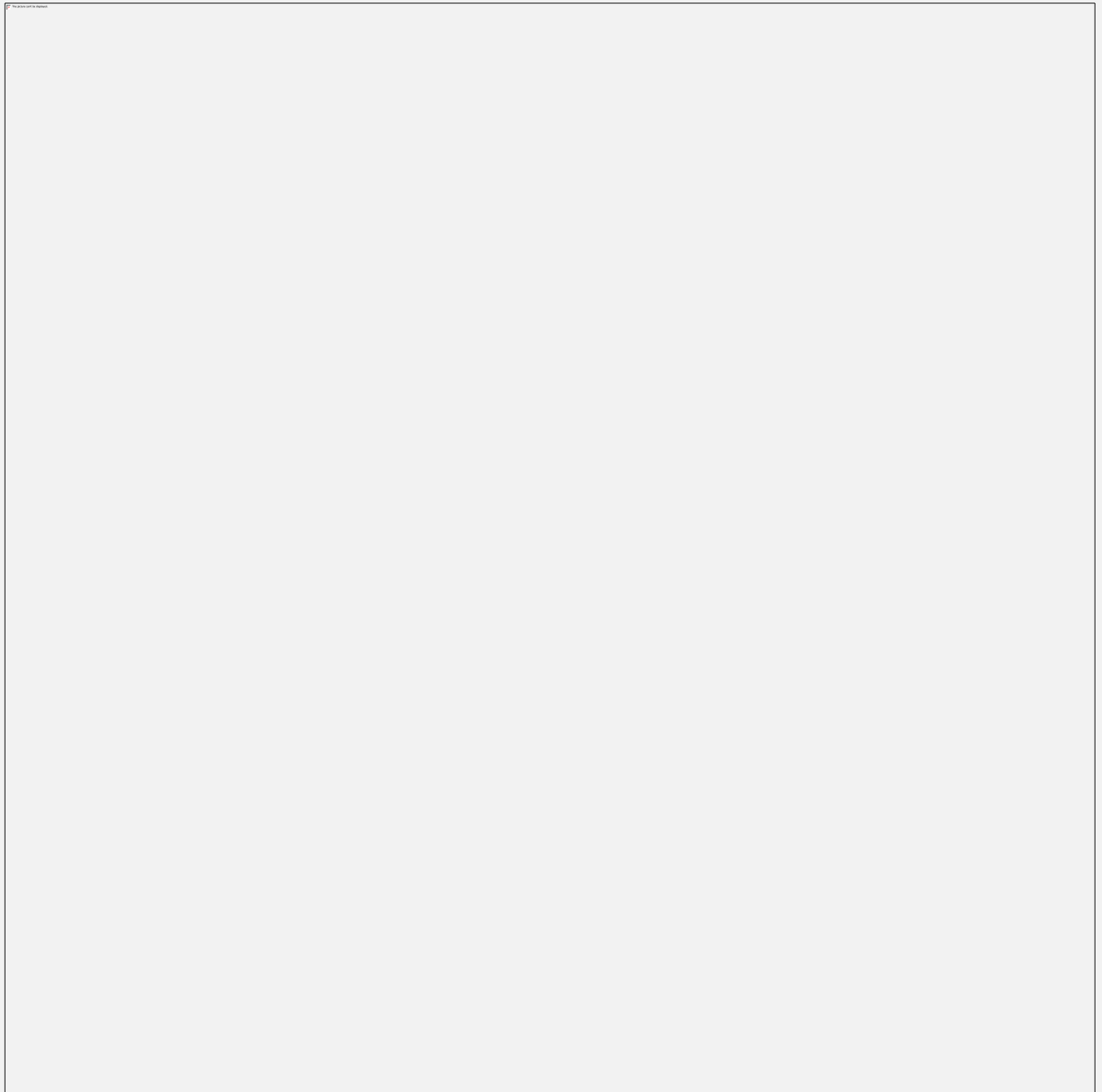
An organizational structure is the method by which an organization communicates, distributes responsibility and adapts to change.

In order for HMCS to deliver efficient and effective programs, projects and services it has proposed the following organizational structure which they believe it will help the department achieve its vision and meet its objectives as articulated in the strategic plan.





## 6.1 Proposed Organizational Structure attached as Appendix A





## CHAPTER 7: RESOURCE MOBILIZATION

### 7.0 Resource Requirements (Projected)

The key strategic issues identified in Chapter Six and tabulated in the following implementation matrix cost a total of E..... which is the budget of His Majesty's Correctional Services Strategic Plan 2016 -2021. The cost of implementing each strategic option is hereby summarized:

Strategic Objective	BUDGET REQUIREMENTS IN (E) MILLIONS					
	2016/17	2017/18	2018/19	2019/20	2020/21	TOTAL
To Intensify Security Measures In Correctional Centres						
To Ensure Safe and Humane Containment of All Persons Committed to Custody						
To Enhance Rehabilitation of Offenders through Psycho-Social Intervention, Education, Skills and Training						
To Facilitate Social Reintegration of Offenders						
To Enhance Human Capacity						
To Improve the Efficiency of Operational Obligations						





## **7.1 Strategies for Resource Mobilization**

In implementing this strategic plan, the department will solicit funds from:

- (i) Government of Swaziland
- (ii) Donors and other Developmental Partners

### **7.1.1 Government Funding**

The department will allocate funds to areas of priority. The allocation will be guided by the finance policy to ensure that funds are properly utilized and accounted for.

### **7.1.2 Donors and Development Partners Support**

The department works closely with donors and other development partners. The department will solicit funds by submitting proposals requesting for finance from these agencies





## CHAPTER EIGHT: IMPLEMENTATION PLAN

### 8.0 Introduction

During the strategic plan period a number of activities will be undertaken so as to facilitate the achievement of the strategic objectives. The achievement will be measured by the indicators outlined in chapter eight (8) of the strategic plan.

For the successful implementation of the strategic plan it is of paramount importance that each employee of HMCS understands the role he/she plays and take ownership of the strategic plan and also get support from all stake holders

### 8.1 Key players in the Implementation of the strategic plan

All the employees of His Majesty's Correctional Services (HMCS) have a role in implementing the Strategic Plan. Collaboration within departments and management will be required to successfully implement the plan and realize its benefits.

Below are some of the ways that will assist in working together to implement the strategic plan.

Responsible Office	Role and Responsibility
<b>Commissioner General</b>	<ul style="list-style-type: none"> <li>• Maintain focus on achieving the Strategic Plan objectives according to the values of HMCS.</li> <li>• Apply clear accountability and measurement principles to ensure the delivery of the strategic plan</li> <li>• Encourage transparency and excellence in the execution of Strategic Plan initiatives</li> </ul>





	<ul style="list-style-type: none"> <li>• Has a clear vision, identified goals and measurable outcomes for the change initiative</li> <li>• Use data and performance reports effectively to make critical decisions</li> </ul>
<b>Commissioner and Deputy Commissioners</b>	<ul style="list-style-type: none"> <li>• Create a sense of inspired leadership through vision and innovation.</li> <li>• Provide clear and consistent communication throughout HMCS</li> <li>• Be transparent, fair and collaborative in decision making.</li> <li>• Strengthen relationships with stakeholders and partners</li> </ul>
<b>Directors</b>	<ul style="list-style-type: none"> <li>• Strengthen teamwork</li> <li>• Set priorities for departmental objectives and align them to the strategic plan</li> <li>• Facilitate across all areas of service to achieve effective outcomes.</li> <li>• Create and promote opportunities for staff development</li> <li>• Establish effective performance measurement and reporting methodologies to support decision making</li> <li>• Maximize utilization of staff</li> </ul>





<p><b>HMCS Officers</b></p>	<ul style="list-style-type: none"> <li>• Participate in the implementation of the strategic Plan objectives</li> <li>• Strengthen staff communication</li> <li>• Embrace a work culture that is in line with the strategic plan</li> </ul>
<p><b>Support Services</b></p>	<ul style="list-style-type: none"> <li>• Explore and capitalize on alternate service delivery methods</li> <li>• Support those who provide core services</li> <li>• Maintain a clean and safe environment for staff and clients</li> </ul>
<p><b>Monitoring and Evaluation function</b></p>	<ul style="list-style-type: none"> <li>• Keep track of the progress of the programmes and projects</li> <li>• Maximize use of resources</li> <li>• Steer appropriate services</li> <li>• Communicate regularly through a variety of mediums</li> </ul>





## 8.2 RECOMMENDATIONS

In order for the strategic plan to be implemented fully the following has been recommended;

1. In order for the Strategic Plan to be effectively implemented, there is a need for Strategic Plan Drivers to be in place to fully and rigorously drive the Strategic Plan so that it achieves the intended objectives.
2. The Strategic Plan Drivers should ensure that the Strategic Plan is continuously **monitored and evaluated** so that it serves the intended objectives. The monitoring and evaluation tool should be built-in the Strategic Plan
3. There should be a review of the strategic Plan at least twice per year to boost the momentum of the implementation process. The Strategic Plan Drivers should collect data from all the relevant Heads of Directorates and report on progress as well as challenges during the review period.
4. The Team should ensure that mobilization and utilization of relevant resource by persons responsible in the Action Plan is meticulously followed and strictly monitored to avoid wastage of resources.
5. Once a year, the Strategic Plan Drivers would need to prepare and present an Annual Performance Report to the Commissioner General based on the progress of the Strategic Plan with recommendations depicting a way forward.
6. The Organization Structure of His Majesty's Correctional Services should be quickly revisited and finalized so that it is in congruent with Strategic plan







### **8.3 Action Plan (attached as APPENDIX B)**



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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### Strategic Objective 1 : To intensify security measures in Correctional Centres

#### Strategy 1 : Refurbish Correctional Centres

<b>Installation of aerial lighting system and rewiring of cell blocks in all Centres</b>	Human, financial and physical resources, material	April 1, 2017- March 31, 2018	Building and Maintenance	Number of high mast lights installed and number of Centres rewired	2 Centres with high mast lights installed and rewired	Enhanced physical security. Reduction in escapes.	Financial constraints Shortage of expertise
<b>Refurbishment of security fence and lock System</b>	Human, financial and physical resources, material	April 1, 2017- March 31, 2018	Building and Maintenance	Number of Centres with security fence and lock system installed	2 Centres with security fence upgraded security locked system	Reduction in escapes. Upgraded lock system	Financial constraints



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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						Safer conditions for inmates in cell blocks.	
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### Strategy 2: Implement fully the integrated security systems

<b>Install Remote remand system and Case Management System in all Centres</b>	Equipment, housing, high sites and masts	April 2017- March 2021	Communications, Correctional Management & Operations	Number of Correctional Centres systems installed	Fully functional and operational system	Enhanced security measures	Financial constraints
<b>Install Biometric</b>	Equipment, housing,	April 2017- March	Communications, Correctional	Number of Correctional	Fully functional	Enhanced security	Financial constraints



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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system in all Centres	high sites and masts	2021	Management & Operations	Centres systems installed	and operational system	measures	
Install digital communication access links and subscribers	Equipment, housing, high sites and masts	April 2017- March 2021	Communications, Correctional Management & Operations	Number of Correctional Centres systems installed	Fully functional and operational system	Enhanced security measures	Financial constraints
Install towers, stand-by generators and solar panel systems for	Equipment, housing, high sites and masts	April 2017- March 2021	Communications, Correctional Management & Operations	Number of masts solar panels, towers and stand-by generators	Fully functional and operational system	Enhanced security measures	Financial constraints



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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high sites							
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### Strategy 3: Reinforce existing Rules and Regulations

Strengthen lecture sessions and accessibility of rules and regulations to all Officers	Stationery, Projectors and laptops	April 1, 2016-March 31, 2020	Officer-In Charge, staff Officer, Director Legal Affairs	Number of lectures conducted and response from participants	Increased awareness and adherence to rules and regulations	Knowledgeable officers to ensure professionalism	Financial Constraints
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### Strategy 4: To collect, analyze and action information

Equip Intelligence Unit	Stationery, funds, security gadgets	April 2017 – March 2021	Finance, Operations and Correctional Management	Reports submitted	Early warnings on security issues	Enhanced security measures	Financial constraints
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### Strategy 5: To utilize new approaches in Corrections



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>Install motion detectors and provide security support units (Mounted and K9 Unit)</b>	Equipment, expertise, Dog and Horse food, medication, Kennels & stables.	April 2016 – March 2021	Finance, Operations and Correctional Management	Installed motion detectors  Functional Mounted and Dog units in Centres	Reduced incidents of escape	Reduced escape rate	Limited land, financial constraints
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**Strategic Objective 2: To ensure safe and humane containment of all person committed to custody**

**Strategy 1: Provide comprehensive Health Care Services**

<b>Improve access to information on communicable/non-communicable</b>	Stationery, drugs and equipment	April 1, 2016-March 2021	Health, Finance,	Total number of clients educated on communicable/non communicable	Improved health status  Informed clientele	Changed behavior  Decreased morbidity and mortality rate  Productive	Resistance, and shortage of education materials  Drugs shortage, stigmatization, defaulting clients and refusal of treatment intake
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Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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e				diseases		workforce	
<b>Provision of clinical and psychological services</b>	Stationery, human capital, equipment and physical infrastructure	April 1, 2016-March 2021	Health, HR, Finance and Rehabilitation	Number of clients receiving mental health care services	Compliance to treatment and mental condition improvement	Mental stability	Defaulting, stigmatization and refusal of treatment intake
<b>Improve screening for Hypertension and Diabetes</b>	Equipment, stationery, drugs and Human Resource	April 2016-March 2021	Health-care Services, Finance	Number of clients screened and receiving treatment	Improved health status	Changed behavior Decreased morbidity and mortality rate Productive workforce	Defaulting and refusal of treatment
<b>Provide early diagnosis</b>	Medication, equipment,	April 2016- March 2021	Health-care Services, Finance	Reduce mortality rate	Early diagnosis of	Healthy and productive inmate and offender	Opting out of treatment



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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and treatment of diseases/ ailments/ illnesses	and transport				illnesses	population	
Provide referral for those needing further assessment and treatment	Transport,	April 2016	Healthcare Services, Officer-in-Charge	Number of referrals	Prompt specialized treatment	Healthy and productive clientele	Inadequate transport, funds, bureaucracy, opting out of treatment
Provide weekly educational sessions	Stationery	April 2016 – March 2021	Health Care Services, Finance, Correctional Management and Operations	Sessions conducted	Behavioral change	Improved sanitary conditions	Unwilling and reluctant clientele





Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>Provision of smoking zones in all Centres</b>	Signage, infrastructure	May 2016- March 2021	Health Care Services	Signs for smoking zones, directives, memoranda prohibiting smoking outside the smoking zones in Correctional Centres	Protecting non-smoking inmates and officers from the smoke that causes diseases	Reduced diseases related to smoking	Resistance to change, trafficking,
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### **Strategy 2: Provide quality and adequate food supplies**

<b>Construction of dams</b>	Heavy plants, Survey maps,	April, 2019 - March, 2021	Clerk of works, finance	Number of constructed	Availability of water for	Adequate irrigation water supply	Climate change and financial constrain
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Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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	Building material, labor			dams	irrigation		
<b>Implement content of production plan</b>	Stationery Technicians	April 2016 – March 2021	Agriculture	Developed work plan	Adequate food supply	Adherence to a uniform designed plan	Failure to adhere
<b>Implement food quality standards requirements</b>	Hazard Analysis Critical Control Point (HACCP)	April 2016	Health Care Services (nutritionists)	Food management system in place	Improved food safety management	Healthy and productive clientele  Minimized complaints on food quality	Failure to adhere to the system
<b>Construction of food storage</b>	Building Material	April 2017-March 2018	Building, finance and Agriculture	Properly constructed food storage	Proper food storage facilities	Enhanced food security	Financial constraints, Food losses



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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facilities				facilities			
<b>Installation of cold storage facilities and acquisition of food driers</b>	Vegetable drier, freezers and cold rooms	April 2017 - March 2018	Agriculture, finance	Installed cold storage facilities and vegetable driers	Properly installed storage facilities	Continuous supply of vegetables, dairy products, meat and meat products	Limited budget allocation
<b>Formation of food committees in all the Centres</b>	Funds, equipment, inputs, hand-tools	April 2016	Finance, Agriculture, Rehabilitation	Formed food committees	Required menu developed	Food security	Financial constraints, drought, global warming
<b>Develop, implement and monitor production plan</b>	Funds, equipment, inputs, hand-tools	April 2016 – March 2021	Finance, Agriculture, Rehabilitation	Developed production plan	Production according to plan	Food security	Financial constraints, drought, global warming



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>Produce in-house commodities</b>	Equipment and material, funds, land	April 2016	Cereal crop Production, Rehab,	Production of commodities	Self sufficiency	Food secured	Climate change, inadequate resources, capacity
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### **Strategy 3: Ensure adequacy of physical and technological resources**

<b>Construction of regional offices</b>	Building material Labour and land	April, 2016- March, 2021	Clerk of works	Constructed structures	Completed offices	Reduced overcrowding, increased office space and adequate classrooms	Climate change, inadequate resources, capacity
<b>Construction of Correctional Centres: Hluthi, Langa, and a mini referral hospital in Matsapha</b>	Building material Labour and land	April, 2016- March, 2021	Clerk of works	Constructed structures	Completed clinic	Reduced overcrowding, increased office space and adequate classrooms	Climate change, inadequate resources, capacity
<b>Construction of security walls, workshops in all the Centres</b>	Building material and Labour	April, 2016- March, 2021	Clerk of works	Constructed structures	Completed workshops	Reduced overcrowding, increased office space and adequate classrooms	Climate change, inadequate resources, capacity
<b>Construction of Agriculture</b>	Building material and	April, 2016- March, 2021	Clerk of works	Constructed	Completed	Reduced overcrowding,	Climate change, inadequate



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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laboratory and dining hall at Vulamasango, and security towers.	Labour			structures	laboratory, classrooms and dining hall	increased office space and adequate classrooms	resources, capacity
Storeroom equipment at college, offices for development programmes, classrooms	Building material and Labour	April, 2016- March, 2021	Clerk of works	Constructed structures	Completed offices and classrooms	Reduced overcrowding, increased office space and adequate classrooms	Climate change, inadequate resources, capacity
Construction of new dormitories at Mankayane and Mawelawela, division of cell blocks in all Centres	Building material and Labour	April, 2016- March, 2021	Clerk of works	Constructed structures	Completed Blocks of flats, and dormitories	Reduced overcrowding, increased office space and adequate classrooms	Climate change, inadequate resources, capacity

### Strategic Objective 3: To enhance Rehabilitation of offenders through psycho-social Intervention, education, skills and training

#### Strategy 1 : To improve Corrections programmes

Establish unit management	Human	April 1, 2016 -	Officers in Charge,	Unit management	Offenders profiled and	Proper implementation of	Financial constraints
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Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>system</b>	Resource  Financial resources  Classification software, consultant	March 31 2017	Rehabilitation	and classification systems	classified accordingly	developmental programmes	Shortage of expertise
<b>Formulate policies (education, Rehabilitation, wellness, training)</b>	Stationery, Human, and Resource financial resources	April 1, 2016 - March 31 2019	Research, Rehabilitation, human Resource	Formulated Policies	All sections having functional policies in place	Smooth running sections guided by policies	Financial constraints



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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## Strategy 2: To enhance skills development

<b>Decentralize vocational programmes to all Correctional Centres</b>	Human, financial and physical resources, material	April 1, 2016-March 31, 2021	Human Resource, Rehabilitation	3 vocational programmes introduced in 2 Centres per year	Increased enrolment	More offenders trained in vocational skills	Budget constraints  inadequate expertise
<b>Incorporate entrepreneurs hip component into vocational training</b>	Human Resource,	April 1, 2016-March 31, 2018	Rehabilitation	Number of vocational programmes with entrepreneurship component	delivery of entrepreneurial skills	inclusion of entrepreneurial skills and vocational programmes	inadequate expertise
<b>Empower community members with</b>	Equipment, transport, funds	April 2016	Rehabilitation	Number of trained community	delivery of entrepreneurial and vocational skills for	Reduced crime rate	inadequate expertise and equipment



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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life skills				members	community members		
<b>Provide leadership courses for management</b>	Stationery, workshops,	April 2016 – March 2021	Human resource	Number of workshops held	Effective and efficient use of resources	Improved management of Correctional Centres	Resistance to change
<b>Review drafts and source stakeholders' input</b>	Funds, stationery,	April 2016 – March 2021	Research Development and Planning, Rehabilitation, Finance	Finalized policies	Adherence to policies	Improved productivity and professionalism	Financial constraints

#### **Strategic Objective 4: To facilitate Social Reintegration of offenders**

#### **Strategy 1 : Strengthen E.P.E Programmes**





Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>Increase the catchment area by increasing the length of sentence to two (2) for EPE potential clients.</b>	Correctional Services Act, transport, personnel.	September, 2016.	Legal, Rehabilitation	Correctional Services Bill adopted as an Act of Parliament.	Correctional Services Act in place	Decreased overcrowding in correctional centres	Shortage of personnel under the social work cadre.
<b>Interviewing all offenders who have been sentenced by courts to years and below, or have failed to</b>	Stationery, personnel	September, 2016 – March, 2021.	Rehabilitation	Number of offenders interviewed	Knowing all the offenders who have been interviewed.	Number of offenders interviewed increased	Shortage of social workers



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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pay affine of E2000.00 or below.							
<b>Conducting home visits and negotiate work placements</b>	Transport	September, 2016 – March, 2021	Rehabilitation, HR	Homesteads, schools and former employees visited and negotiated work placements.	Compile social enquiry reports	Compiled Social enquiry reports.	Shortage of transport and social workers
<b>Releasing EPE clients onto EPE scheme.</b>	Transport	September, 2016 – March, 2021.	Rehabilitation, HR	Clients released onto EPE at their work placements.	Place clients at work placements and make them sign EPE contract	Files for current EPE clients.	Shortage of transport and social workers



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>Monitoring Current EPE clients</b>	Transport	September, 2016 – March, 2021.	Rehabilitation, HR	Number of EPE clients at work placements.	Visiting work placements once per fortnight and telephoning supervisors when necessary.	Signed contract in the EPE files	Shortage of transport and social workers.
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**Strategy 2 : Effect other Community Corrections' orders (Community Service, Curfew, Parole)**

<b>Include Community Service, Curfew and Parole in the Community Corrections orders.</b>	Transport, Personnel	September, 2016 – March, 2021	Legal, Rehabilitation	Correctional Services Bill being an Act of Parliament	Lobby members of parliament to pass the Correctional Services Bill	Correctional Services Act in place.	Delay in the Correctional Bill becoming an Act of Parliament.
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Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>Make community service a sentencing option by courts.</b>	Stationery, personnel, transport	September, 2016 – March, 2021	Legal, Rehabilitation	Courts using community service as a sentencing option.	Lobby MPs to pass the bill	Act in place; court-ordered assessment reports taken to presiding officers to determine the fate of the offenders.	Financial constraints, shortage of transport and social workers.
<b>Implementing Parole</b>	Personnel, finances, transport, transport	September, 2016 – March, 2021	RDP, Rehabilitation, HR.	Parole Board in place	Lobby MPs to pass the Bill into Act of Parliament	Parole Board in place	Financial constraints and delay in enacting the bill into Act of parliament

### **Strategy 3 : Enhance Victim Offender Mediation (VOM) and Reconciliation**

<b>Compile list of offenders for VOM</b>	Stationery, transport, telephone	April, 2016 – March, 2021	Rehabilitation	Number of victims visited	Visiting victims	Case assessment form/periodic reviews (RRC 4) report in the offender's files filled	Shortage of transport
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Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>Reconcile offenders who have challenges with their families</b>	Telephone, transport, stationery	April, 2016 – March, 2021	Rehabilitation	Number of families invited	Telephoning and/or visiting offenders	Visiting book having all offenders being visited	Shortage of transport and developmental programs officers

#### **Strategic Objective 5: To enhance human capacity**

#### **Strategy 1: Align organizational structure with available human capacity**

<b>Conduct skills audit</b>	Transport, stationery and funds	April 1, 2016- March, 31, 2017	Human Resources	Number of officers with the required skills placed in relevant	Improved productivity	Improved performance	Shortage of posts
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Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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				positions			
Re-deploy officers accordingly							Office space

### Strategy 2: Develop Scheme of Service

Engage a consultant	Transport, stationery	April 1, 2017- March, 31, 2018	Human Resources	Completed document of scheme of service	Improved productivity Improved working and living conditions	Improved performance	Shortage of funds
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### Strategy 3: Recruit, Select, and Retain

Selection	Office equipment,	April 1, 2017- March, 31, 2018	Human Resources	Number of officers	Improved productivity	Improved performance	Shortage of posts
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Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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	Venues			recruited			Financial constraints
<b>Advertise posts</b>	Advertisement fees, rental machinery	April 1, 2017-March, 31, 2018	Human Resources	Number of posts advertised			Shortage of posts Financial constraints
<b>Conduct interviews</b>	Stationery, Venues	April 1, 2017-March, 31, 2018	Human Resources	Number of interviews conducted			Shortage of posts Financial constraints
<b>Vetting</b>	Transport, stationery,	April 1, 2017-March, 31, 2018	Human Resources	Number of qualifying officers for selection			Shortage of posts Financial constraints
<b>Recruit</b>	uniform, stationery	April 1, 2017-March, 31, 2018	Human Resources	Number of officers recruited			Shortage of posts Financial constraints
<b>Strategy 4: Develop a Performance Management System (PMS)</b>							



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>Engage a consultant</b>	Funding, stationery	April 1, 2017- March, 31, 2018	Human Resources and Research, development and Planning	Well- developed performance management system in place	Improved productivity	Improved performance Motivated workforce	Shortage of funds
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### **Strategy: 5 Strengthen Wellness Programme**

<b>Establish Training committees</b>	Transport, stationery	April, 2016 – March 31, 2021	Health -Care services	Number of functional wellness units	Improved wellbeing amongst officers	Productive workforce	Officers ignoring the programme
<b>Roll-out wellness programme in all Centres</b>	Wellness policy						





Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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### Strategy 6: Capacitate officers on management and leadership skills

<b>Attend local and international conferences, meetings, and workshops.</b>	Stationery, funds and venues	April 2016 – March 2021	Human resource	Number of workshops attended	Officers equipped with management and leadership skills within the department	Effective and efficient Correctional workforce	Financial constraints
<b>Benchmarking on best practices</b>	Stationery, funds, equipment and material	April 2016 – March 2021	Research Development Planning	Best practices adopted	Continuous improvement and development	Improved competencies	Financial constraints

### Strategic Objective 6: To improve the efficiency of operational obligations

### Strategy 1: Establish a comprehensive Customer Management System



Activity	Resource	Time frame	Responsible entity	Indicator	Output	Outcome	Foreseeable Challenges/Risks
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<b>Engage consultants, Conduct stations' visits for charter presentation</b>	Funding, stationery, Transport	April, 2017 – March, 2018	Research Development and Planning and Legal Affairs	Customer management system in place	Improved customer perceptions towards HMCS	Improved customer awareness about HMCS	Financial constraints
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### **Strategy 2: Design programmes to cater for those with special needs**

<b>Benchmarking exercises</b>	Transport, stationery	April, 2017- March, 2018	Health Care Services, Research Development and Planning, Legal Affairs and Human Resource	Established special needs programmes	Offenders' special needs catered for	Equal accessibility to services	Shortage of Funds
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## **CHAPTER NINE : MONITORING AND EVALUATION**

### **9.0 Introduction**

A monitoring and evaluation system is a pre-requisite to ensure proper implementation of the strategic plan. The department will develop and enhance both internal and external monitoring and evaluation mechanisms to be on track and focused on the strategic plan.

### **9.1 Monitoring and Evaluation**

**This will comprise:**

**9.1a. Visits to projects and programmes locations**

**9.1b. Monthly, quarterly and annual reports on activities undertaken**

**9.1c. Timely feedback on reports**

**9.1d. Remedial actions taken**

**9.1e. Availing records to government auditors**

**9.1f. Liaising with stakeholders**

**9.1g. Collaboration with International Organizations**





### 9.1.2. Indicators

**Monitoring and evaluation will be based on the following indicators:**

1. Performance targets to monitor the physical progress in relation to the drawn work plan	2. Restructured PR and Production Office
3. Financial statements	4. Functional facility
5. Incarceration rate	6. Structured flow of information
7. Crowding levels in the Centres	8. Constructed structures
9. Proportion of offenders participating in rehabilitation and community service programmes;	10. Number of officers with the required skills placed in relevant positions
11. Number of Centres with pylons installed	12. Completed document of scheme of service
13. Number of Centres with security fence and lock system installed	14. Number of officers recruited
15. Number of capacity building initiatives undertaken	16. Well-developed performance management system in place
17. Number of functional motion detectors	18. Memorandum of Understanding
19. Functional Mounted and Dog units in Centres	20. Number of organizations partnered with.





21. Unit management and classification systems	22. Number of functional wellness units
23. Number of vocational programmes introduced per Centres per year	24. Number of workshops attended
25. Number of vocational programmes with entrepreneurship component	26. Best practices adopted
27. Number of trained community members	28. System in place to manage fleet
29. Number of workshops held	30. Number of vehicles taken for service and repairs
31. Finalized policies	32. Number of clients educated on treatment of HIV/AIDS and TB
32. Number of clients receiving mental health care services	33. Number of clients screened and receiving treatment
33. Reduced morbidity rate	34. Number of referrals
35. Availability of transit ward in Centres	36. Numbers of weekly health education sessions conducted
37. Signs for no smoking, directives, memoranda prohibiting smoking in Correctional Centres	38. Number of constructed dams





39. Approval for Authority for a trading account	40. Developed work plan
41. Number of hectares planted with drought resilient crops	42. Food management system in place
43. Number of gadgets installed	44. Properly constructed food storage facilities
45. Installed technological equipment	46. Installed cold storage facilities and vegetable driers
47. Number of Centres with access to e-governance	48 Formed food committees
49. Customer management system in place	50. Developed production plan Developed production plan
51. Established special needs programmes	52. Production of commodities
53. Draft policy in place	54. Increased viewership and listenership





### **9.1.3 Periodic Reports**

Reports will be compiled by the Monitoring and Evaluation Unit and forwarded to the office of the Commissioner General. The Regional Commissioner in whose region a project will be undertaken shall submit regular reports to the office of the Commissioner General.

The Monitoring and Evaluation Team shall, upon visiting project site or assessing a programme, compile a comprehensive report with a copy made available to the site manager within a week after a visit. The report shall point out the specific actions to be taken to keep the planned project or programme on course.

