



SERVICE DELIVERY MODEL



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

TABLE OF CONTENTS

Table of Contents	2
Table of Figures	4
List of Tables	5
Official Sign-Off	7
Definitions	8
Abbreviations	11
Executive Summary	13
1. Introduction	16
2. Approach and Methodology	16
2.1. Project Management Approach	16
2.2. Public Service Operations Management Process	17
2.3. Adopted Framework	19
3. Governance Structures	20
3.1. Governance Structures towards the development of DCS Operations Management Framework Building Blocks	20
4. Situational Analysis	22
4.1. Constitutional Mandate	23
4.2. Correctional Services Act, 1998 (No. 111 of 1998, as amended)	24
4.3. Correctional Services Regulations, 1998 as amended in 2012	26
4.4. Legislation referenced with the Correctional Services Act, 1998 (No. 111 of 1998, as amended)	28
4.5. General Mandate	28
4.6. Strategic Overview	29
4.6.1. Vision	29
4.6.2. Mission	29
4.6.3. Values	30
4.6.4. Strategic Objectives	30
4.7. Findings	32
4.7.1. Environment	32
4.7.1. Institutional Review	37
4.7.1. Mandate-derived services	38
4.7.2. Current Value Chain	40
5. Value Chain	41
5.1.1. Incarceration	43
5.1.2. Rehabilitation	47

5.1.3.	Social Reintegration	52
5.1.4.	Security.....	56
5.1.5.	Care.....	59
5.1.6.	Facilities.....	63
5.1.7.	ICT	66
5.1.8.	Human Resources & Supply Chain	70
5.1.9.	Strategic Administration.....	75
6.	Service Delivery Model.....	80
6.1.	Considerations.....	80
6.1.1.	Methodology	80
6.2.	Findings & Recommendations	83
6.2.1.	Findings.....	83
6.2.2.	Recommendations.....	109
6.2.3.	Summary of Recommendations.....	117
7.	Change Management and Implementation Plan	120
7.1.	Implementation Framework and Plan.....	120
7.1.1.	Implementation Plan	124
7.2.	Change Management Plan.....	130
7.2.1.	Implementing Change	131
7.2.2.	Change Management Plan.....	133
8.	Conclusion.....	137
	Annexure 1 – Proposed High-level Workflows.....	138
	Annexure 2 – Abbreviated Service Delivery Model.....	140
	Annexure 3 – Proposed Communications	164

TABLE OF FIGURES

Figure 1: Proposed Value Chain.....	13
Figure 2: Proposed Serviced Delivery Model.....	14
Figure 3: Project Plan	16
Figure 4: Public Service Operations Management Framework	17
Figure 5: SDM Framework.....	18
Figure 6: Operations Management Framework - Service Delivery Analysis	18
Figure 7: Adopted SDM Framework.....	19
Figure 8: Derivation of the DCS Mandate.....	22
Figure 9: Relations between White Paper, Legislation, Regulations and Operations.....	22
Figure 10: Extract of Chapter 2, section 196 and section 197 of the Constitution	23
Figure 11: Legislative and key strategic shifts from Prisons to Correctional Services in South Africa.....	24
Figure 12: Purpose of Correctional Services	24
Figure 13: Service Recipients.....	25
Figure 14: Values of DCS	30
Figure 15: DCS Strategic Objectives.....	31
Figure 16: Strategic Intent and Intended Impacts of DCS.....	32
Figure 17: DCS Environment	34
Figure 18: Criminal justice value chain.....	35
Figure 19: Challenges faced between Head Office and Regions.....	36
Figure 20: Summary of findings from Situational Analysis	37
Figure 21: Strategic and Tactical Considerations.....	38
Figure 22: Services derived from Section 2(a) and related clauses of the CSA, 1998 (No. 111 of 1998, as amended).....	39
Figure 23: Services derived from Section 2(b) and related clauses of the CSA, 1998 (No. 111 of 1998, as amended).....	39
Figure 24: Services derived from Section 2(c) and related clauses of the CSA, 1998 (No. 111 of 1998, as amended).....	40
Figure 25: Services derived from Section 3 and related clauses of the CSA, 1998 (No. 111 of 1998, as amended).....	40
Figure 26: Current Value Chain of DCS.....	41
Figure 27: Value Chain.....	42
Figure 28: Strategic and operational considerations relative to SDM Design	80
Figure 29: SDM Options.....	81
Figure 30: Four Operating Model Considerations.....	81
Figure 31: Control versus Coordination Spectrum of analysis	82
Figure 32: Proposed DCS Value Chain	83
Figure 33: Rehabilitation Proposed Model.....	85
Figure 34: Care Proposed Model.....	88
Figure 35: Social Reintegration Proposed Model.....	90
Figure 36: Security Proposed Model.....	93
Figure 37: Facilities Proposed Model.....	96
Figure 38: ICT Proposed Model	98
Figure 39: HR Proposed Model.....	100

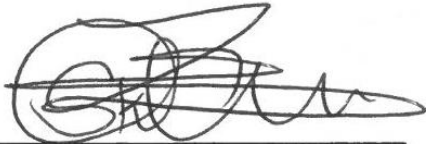
Figure 40: Supply Chain Proposed Model	102
Figure 41: Strategic Administration Proposed Model	105
Figure 42: Incarceration Recommendation	109
Figure 43: Rehabilitation Recommendation	109
Figure 44: Care Recommendation	110
Figure 45: Social Reintegration Recommendation	111
Figure 46: Security Recommendation	112
Figure 47: Facilities Recommendation	112
Figure 48: ICT Recommendation	113
Figure 49: HR Recommendation	114
Figure 50: Supply Chain Recommendation	115
Figure 51: Strategic Administration Recommendation	116
Figure 52: Proposed SDM Short, Medium- and Long-Term Summary	117
Figure 53: Proposed SDM Conceptual Summary	119
Figure 54: Organisational Alignment Framework	120
Figure 55: DPSA 2016 Operations Management Framework	121
Figure 56: SDM Implementation Framework	122
Figure 57: PMO Objectives	123
Figure 58: Implementation Workstreams	124
Figure 59: Governance Considerations	124
Figure 60: Implementation Plan: Short-Medium Term	126
Figure 61: Public Service Operations Management Framework – Post-Implementation Planning	130
Figure 62: Contextualizing Change Management	130
Figure 63: Change Management Framework	131
Figure 64: Change Management Focus Pre- and Post- Implementation	132
Figure 65: DCS Change Management Requirements and Tools	132
Figure 66: Change Management and Implementation Plan	133
Figure 67: Communication Framework	136

LIST OF TABLES

Table 1: Summary of Core Mandate Applicable to the Department of Correctional Services	23
Table 2: Advantages, Disadvantages, Risks & Assumptions- Incarceration Function	83
Table 3: People, Technology, Facilities and Culture Considerations for Proposed Incarceration Model	84
Table 4: Advantages, Disadvantages, Risks & Assumptions- Rehabilitation Function	86
Table 5: People, Technology, Facilities and Culture Considerations for Proposed Rehabilitation Model	87
Table 6: Advantages, Disadvantages, Risks & Assumptions- Care Function	88
Table 7: People, Technology, Facilities and Culture Considerations for Proposed Care Model	90
Table 8: Advantages, Disadvantages, Risks & Assumptions- Social Reintegration Function	91
Table 9: People, Technology, Facilities and Culture Considerations for Proposed Social Reintegration Model	92
Table 10: Advantages, Disadvantages, Risks & Assumptions- Security Function	94
Table 11: People, Technology, Facilities and Culture Considerations for Proposed Security Model	95
Table 12: Advantages, Disadvantages, Risks & Assumptions- Facilities Function	96
Table 13: People, Technology, Facilities and Culture Considerations for Proposed Facilities Model	97

Table 14: Advantages, Disadvantages, Risks & Assumptions- ICT Function	98
Table 15: People, Technology, Facilities and Culture Considerations for Proposed ICT Model	99
Table 16: Advantages, Disadvantages, Risks & Assumptions- HR Function	100
Table 17: People, Technology, Facilities and Culture Considerations for Proposed HR Model	102
Table 18: Advantages, Disadvantages, Risks & Assumptions- Supply Chain Function	104
Table 19: People, Technology, Facilities and Culture Considerations for Proposed Supply Chain Model	105
Table 20: Advantages, Disadvantages, Risks & Assumptions- Strategic Administration Function	106
Table 21: People, Technology, Facilities and Culture Considerations for Proposed Strategic Administration Model	107
Table 22: Summary of DCS Functional Area Operating Model Migrations over short, medium and long term	118
Table 23: Implementation Plan	126
Table 24: Implementation Plan	134

OFFICIAL SIGN-OFF



S. ZIKALALA

ACTING CDC STRATEGIC MANAGEMENT

DATE: 10/01/2019



JM MKABELA

CHIEF OPERATIONS COMMISSIONER

DATE: 2019-01-14



A FRASER

NATIONAL COMMISSIONER

DATE: 2019/06/11

DEFINITIONS

TERM	DEFINITION
Bespoke	Made for a particular customer or user
Child	<p>Defined as an individual under the age of 18 according to the Children's Act, No. 38 of 2005.</p> <p>According to the Child Justice Act, No. 75 of 2008, a child means any person under the age of 18 years and, in certain circumstances, means a person who is 18 years or older but under the age of 21 years whose matter is dealt with in terms of section 4 (2)</p>
Child and youth care centre	According to the Child Justice Act, No. 75 of 2008, means a child and youth care centre referred to in section 191 of the Children's Act
Community Corrections Office	Means a place designated by the Commissioner for the administration and management of community corrections
Correctional Centre	Means any place established under the Correctional Services Act, 1998 as a place for the reception, detention, confinement, training or treatment of persons liable to detention in custody or to placement under protective custody, and all land, outbuildings and premises, outstations, camps, buildings, premises or places to which any such persons have been sent for the purpose of incarceration, detention, protection, labour, treatment or otherwise, and all quarters of correctional officials used in connection with any such correctional centre, and for the purpose of sections 115 and 117 includes every place used as a police cell or lock-up.
Correctional Official	Means an employee of the Department appointed under section 3(4) of the CORRECTIONAL SERVICES ACT. 1998 ;
Deportation group ¹	Consists of detainees who fall under the mandate of the Department of Home Affairs (DHA) and are not the clients of the Criminal Justice System. They are detained and released through the warrants from the DHA
Department of Correctional Services	The Department of Correctional Services in South Africa, referred to as the entity in its entirety (inclusive of Head Office and regions)
Inmate	Means any person, whether convicted or not, who is detained in custody in any correctional centre or remand detention facility or who is being transferred in custody/ is en-route from one correctional centre or remand detention facility to another correctional centre/ remand detention facility
Legislative Mandate	An order or command to do something created by legislation/the law

¹ Department of Correctional Services, Annual Performance Plan 2017-18

TERM	DEFINITION
Long Term	Long Term defined as five to ten years in duration.
Medium Term	Medium Term defined as three to five years in duration.
Monitoring & Evaluation	Monitoring is a continuous managerial function that aims to provide managers, decision makers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results and the attainment of goals and objectives. Evaluation is a time-bound exercise that systematically and objectively assesses the relevance, performance, challenges and successes of programmes and projects. Evaluation can also address outcomes or other development issues
National Policy Agenda	Incorporates political agendas and national strategies that affect one or more departments
Parolee	A sentenced offender who has been granted non-custodial correctional supervision after being incarcerated
Policy Mandate	A course or principle of action adopted or proposed by an organisation or individual that is an official order to do something
Probationer	Any person who is sentenced to non-custodial correctional supervision
Rehabilitation	Provide offenders with needs- based programmes and interventions to facilitate their rehabilitation and enable their social reintegration.
Remand Detainee ²	Means a person detained in a remand detention facility awaiting the finalisation of his or her trial, whether by acquittal or sentence, if such person has not commenced serving a sentence or is not already serving a prior sentence; and, includes a person contemplated in section 9 of the Extradition Act, 1962, (Act No. 67 of 1962), detained for the purposes of extradition
Remand Detention Centre	Means any place established under the Correctional Services Act, 1998 as a place for the reception. Detention or confinement of persons liable to detention in custody and all land, branches, outstations, camps, buildings, premises or places to which any such persons have been sent for the purpose of incarceration, detention, protection, labour, treatment or otherwise, and all quarters of correctional officials used in connection with any such remand detention facility, and for the purpose of sections 115 and 117 includes every place used as a police cell or lock-up.
Sentenced Offender	Means a convicted person sentenced to incarceration or correctional supervision
Service	A service is the action of helping or doing work for someone. It is an action that

² Correctional Services Act (No. 111 of 1998)

TERM	DEFINITION
	fulfils a function. In terms of Government, a service fulfils a need of the public by performing specific tasks or work for service beneficiaries (the general public or other governmental institutions) ³
Service beneficiary	A service beneficiary is any person, team, institution or company to whom your team provides products, services or information. They can be internal or external to the institution ³
Service provider	A service provider is any person, team, institution or company that provides your team with products, services or information. They can be internal or external to the institution ³
Service Delivery Model	A Service Delivery Model (SDM) is a document that describes how an institution will deliver on the services and products that were identified during the strategic planning process ³
Short Term	Short Term defined as one to three years in duration.
State Patients	Are un-sentenced persons who are classified as such by courts and detained in Department of Correctional Services (DCS) while awaiting placement at the designated Mental Health Institutions
Supply Chain Management	Supply chain management (SCM) is the broad range of activities required to plan, control and execute a product's flow, from acquiring raw materials and production through distribution to the final customer, in the most streamlined and cost-effective way possible.
Unsentenced Offender	Means any person who is lawfully detained in a correctional centre and who has been convicted of an offender, but who has not been sentenced to incarceration or correctional supervision
Value Chain	The set of high-level, interconnected end-to-end cross functional processes, each of which adds value to the product or service to be delivered.

³ DPSA: 2016 Operations Management Framework (page vii)

ABBREVIATIONS

ABBREVIATION	TERM
ARC	Agriculture Research Council
CBO	Community Based Organisations
CFO	Chief Financial Officer
COC	Chief Operations Commissioner in DCS
COGTA	Department of Cooperative Governance and Traditional Affairs
CSIR	Council for Scientific and Industrial Research
CSOs	Civil Society Organisations
CSP	Correctional Sentence Plan
DAC	Department of Arts and Culture
DAFF	Department of Agriculture, Forestry and Fisheries
DBE	Department of Basic Education
DCS	Department of Correctional Services
DEA	Department of Environmental Affairs
DHA	Department of Home Affairs
DHET	Department of Higher Education and Training
DMV	Department of Military Veterans
DoE	Department of Energy
DoH	Department of Health
DoJ&CD	Department of Justice and Constitutional Development
DoL	Department of Labour
DPME	Department of Planning, Monitoring and Evaluation
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DRDLR	Department of Rural Development and Land Reform
DSBD	Department of Small Business Development
DSD	Department of Social Development
DTPS	Department of Telecommunications and Postal Services
FBO	Faith Based Organisation
GCIS	Government Communication and Information System
GITO	Government Information Technology Officer
HO	Head Office
ICT	Information and Communication Technology
JCPS	Justice, Crime Prevention and Security Cluster
LT	Long Term
M&E	Monitoring & Evaluation
MT	Medium Term
NDP	National Development Plan
NGO's	Non-Governmental Organisations
NPA	National Prosecuting Authority
NPC	National Planning Commission
NPOs/ NPCs	Non-Profit Organisations
NSG	National School of Government
NT	National Treasury
NYDA	National Youth Development Agency
OCJ	Office of the Chief Justice

ABBREVIATION	TERM
PFMA	Public Finance Management Act
POPCRU	Police and Prisons Civil Rights Union
PPP	Private-Public Partnerships
PSA	Public Servants Association
SANEDI	South African National Energy Development
SAPS	South African Police Service
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDM	Service Delivery Model
SETA	Sector Education and Training Authority
SITA	State Information Technology Agency
SSA	State Security Agency
ST	Short Term
TVET	Technical and Vocational Education Training Colleges
UNISA	University of South Africa
UNCHR	United Nations Commission on Human Rights

EXECUTIVE SUMMARY

The Department of Correctional Services (DCS) operates within a complex environment and delivers upon a broad mandate that is both progressive in terms of its outlook and holistic in terms of the incarceration, rehabilitation and social reintegration of remand detainees and sentenced offenders.

The process of developing the Service Delivery Model (SDM) that responds to this mandate was aligned to the DPSA Operations Management Framework and with the application of a consistent methodology with required services identified from the legislative mandate of the DCS.

Through this process, a key outcome in determining the conceptual framework for operations included the development of a revised value chain to highlight the operational realities of the required ecosystem. Components of the value chain do not flow sequentially, but rather in parallel to one another.

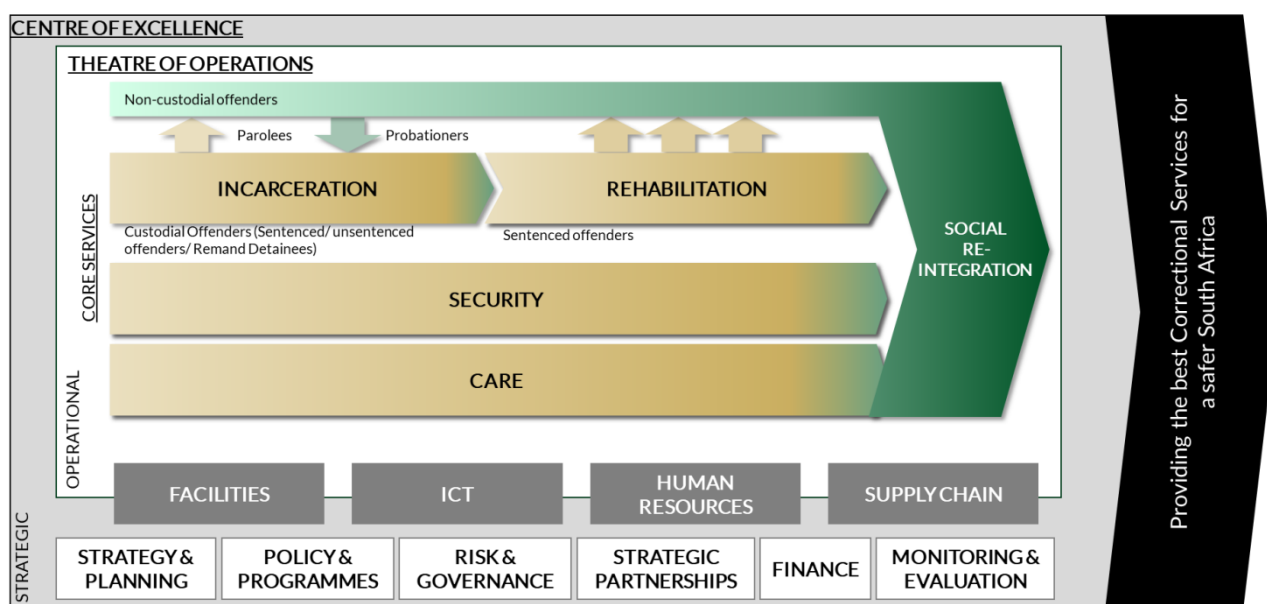


Figure 1: Proposed Value Chain

The revised value chain is composed of core and support functions in order to execute the mandate. The core components link directly to the main purpose of the organisation, and are composed of: Incarceration, Rehabilitation, Social Reintegration, Security and Care. The core components are enabled in its execution through support components. The support components operate within strategic and operational realms, with certain components being purely strategic, i.e. Strategy and Planning, Policy and Programmes, Risk and Governance, Strategic Partnerships, Finance and Monitoring & Evaluation; while others existing in both strategic and operational realms, i.e. Facilities, ICT, Human Resources and Supply Chain.

The proposed SDM applied various factors to the different components of the value chain to produce a specific SDM gearing DCS for delivery of its mandate. The complexity and uniqueness of its core functions requires a bespoke SDM design to effectively and efficiently discharge upon this mandate.

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

The recommendations for the SDM take cognisance of this unique nature and have further recommended that the migration toward the desired model will require cross-coordination across functions and between

Head Office and the regions over the short, medium and long terms with concerted change management efforts driving organisational change from existing operations is envisaged.

The proposed DCS Value Chain provides a clear focus of core services and the supporting requirements across the administrative functions. Further SDM recommendations made herein include:

- a. **Key interfaces:** Key interfaces are required between the Incarceration and Rehabilitation functions with Social Reintegration function, with Social Reintegration and the Community, and between Incarceration, Care and Security.
- b. **Partnerships:** Partnerships require strategic oversight at the Head Office and require a coordinated approach for the Rehabilitation, Social Reintegration, Care and Facilities function. Partnerships are also required to a lesser extent in the HR, ICT and SCM functions.
- c. **Culture:** Cognisance of the multi-dimensional culture dynamic within the DCS is needed in order to craft a suitable desired culture which is likely, through the professionalization of each function,
- d. **Technology:** Reliance on a fully automated operational environment is critical if the DCS is to fulfil its mandate responsibilities as well as performance monitoring and evaluation requirements.
- e. **Facilities:** A review of infrastructure design and PPP's cost benefit analysis should unlock future challenges related to overcrowding, rehabilitation effectiveness and funding challenges related to infrastructure.
- f. **Self-Sustainability:** The DCS should also take note that innovative and alternative arrangements in the form of entities and agencies may unlock further efficiency gains. These are recommended to be replicated as internal models to allow for case study analysis and business case interrogation for further consideration should they deem to be viable.

This is summarised in the figure below.

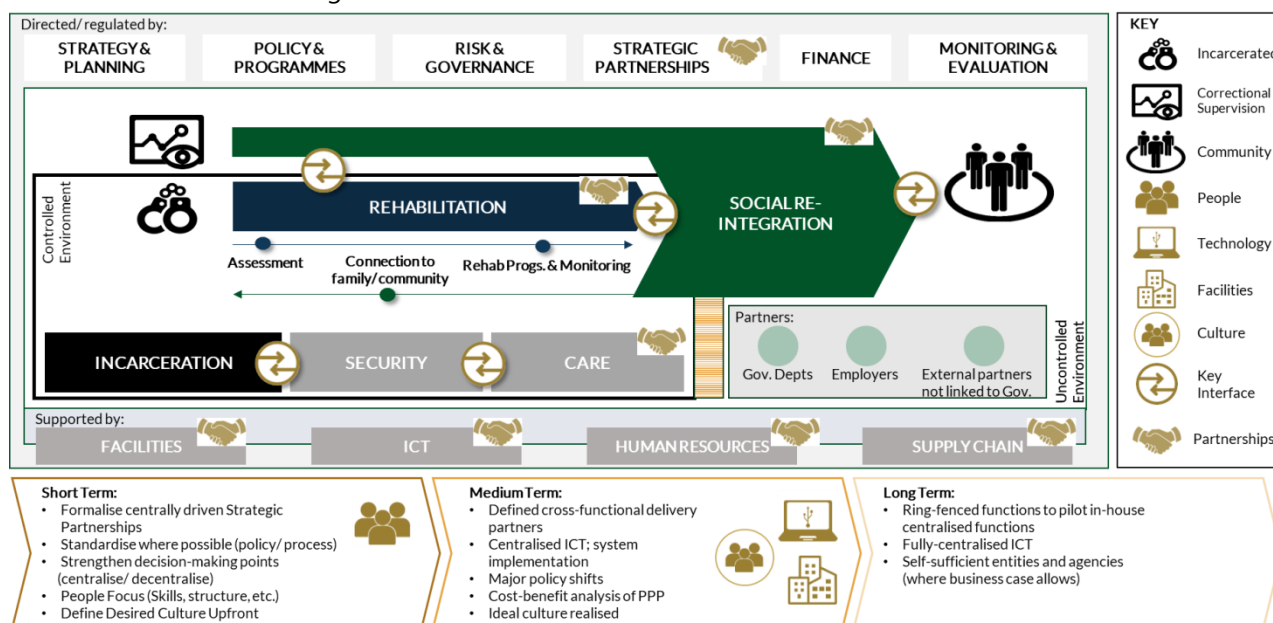


Figure 2: Proposed Serviced Delivery Model

Critical to the adoption of the proposed SDM is an internal understanding and adoption of the value chain, the proposed operational model as well the implications thereof. Tied to this process is the adoption of a clear implementation framework and change management plan which will recommend a staged implementation to enable organisational re-alignment. Implementation of this must be accompanied by dedicated resources to drive sustained change management. Similarly, within an organisation as complex

and large as the DCS, communication must commence early, be clear, and be frequent in its delivery. This is necessary to ensure buy-in from employees, the ultimate delivery agents of the model.

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

Lastly, the DCS currently operates in a somewhat disjointed and ad hoc manner. The most impactful recommendation is to centralise necessary functions to introduce necessary standardisation – and 'Centres of Excellence', while leveraging of inter-linkages at a strategic level. This must be delivered whilst providing the regions with flexibility to execute upon the mandate – effectively creating 'Theatres of Operation'.

1. INTRODUCTION

The DCS is a critical component within the Justice Value Chain of South Africa; and has a focus on the rehabilitation and basic human rights of remand detainees and sentenced offenders, whilst ensuring that the people living and working in South Africa feel safe and secure. The DCS has a progressive ideological mandate, however, required greater definition in connecting the strategy to an operational reality. The DCS therefore sought to develop a SDM as part of a broader organisational realignment process. It sought to address both current and future strategic challenges through application of a robust framework and guide the application of critical levers from the short-to-long term.

A consultative and comprehensive methodology was applied in the development of the SDM. This is detailed in the first section of the report. As per the methodology, the DCS mandate was examined in terms of its governing legislation, followed by an institutional review of the organisation. Thereafter, the value chain, a fundamental apparatus, was reviewed resulting in a proposal of a new value chain that aligns to the mandate and strategy of the organisation. With no formal SDM in place, the current value chain was used as tool to understand the current modes of delivery and corresponding challenges. Applying a combination of global factors, conducting benchmarking of comparable countries as well as carrying out financial and risk analyses, a new SDM is ultimately proposed, with guidance on short-to-long term implementation.

2. APPROACH AND METHODOLOGY

2.1. Project Management Approach

An eight-week project plan was undertaken to understand the DCS, its mandates, strategy and operational environment. The project was split into three phases, namely: Situational Analysis, Development of the Service Delivery Model and lastly, Implementation Planning. The detail of these steps is outlined in the figure below:

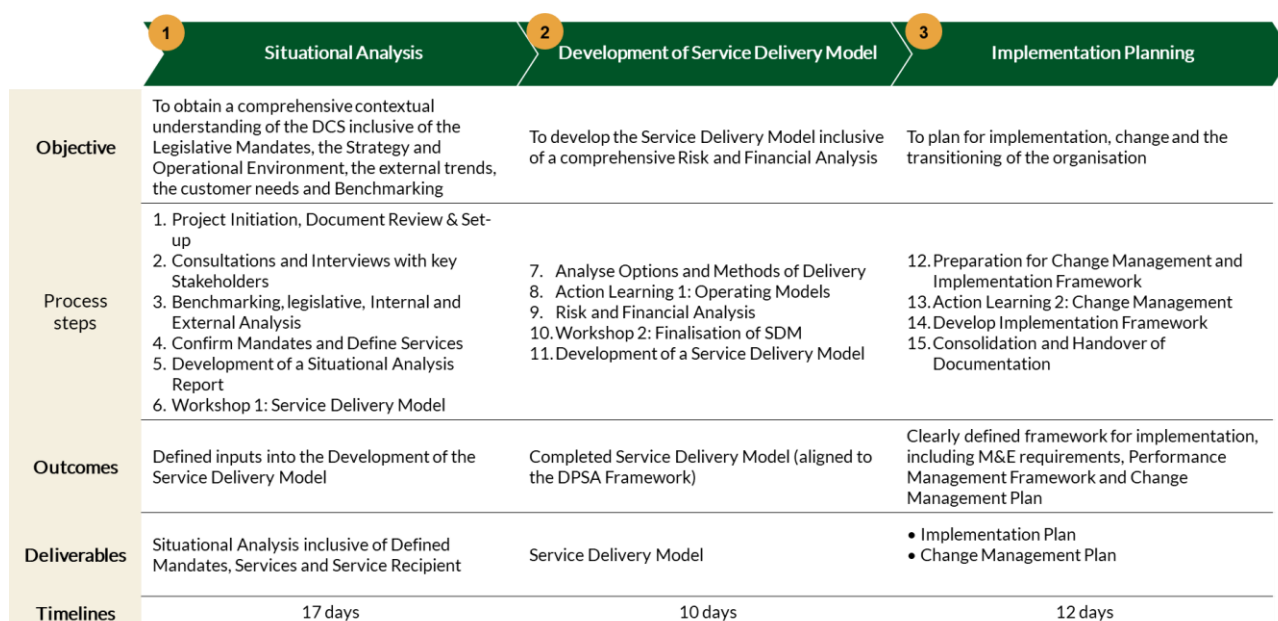


Figure 3: Project Plan

The project plan defined formal touchpoints, however, there were numerous engagements from key stakeholders across the organisation to ensure robust discussion surrounding the key challenges and proposed model.

2.2. Public Service Operations Management Process

The Minister of the Department of Public Service and Administration (DPSA) is responsible for the final approval of organisational changes made within the Department of Correctional Services (Correctional Services Act, 1998 (No. 111 of 1998); Public Service Regulations, 2016, Part 3, Section 36(a)).

Accordingly, the DPSA developed the 2016 Operations Management Framework as guideline to government institutions to assist in the processes of organisational alignment. The purpose of the Operations Framework is to provide a link between strategy and operations, enabling better operationalisation of the strategy. The Framework is depicted below.

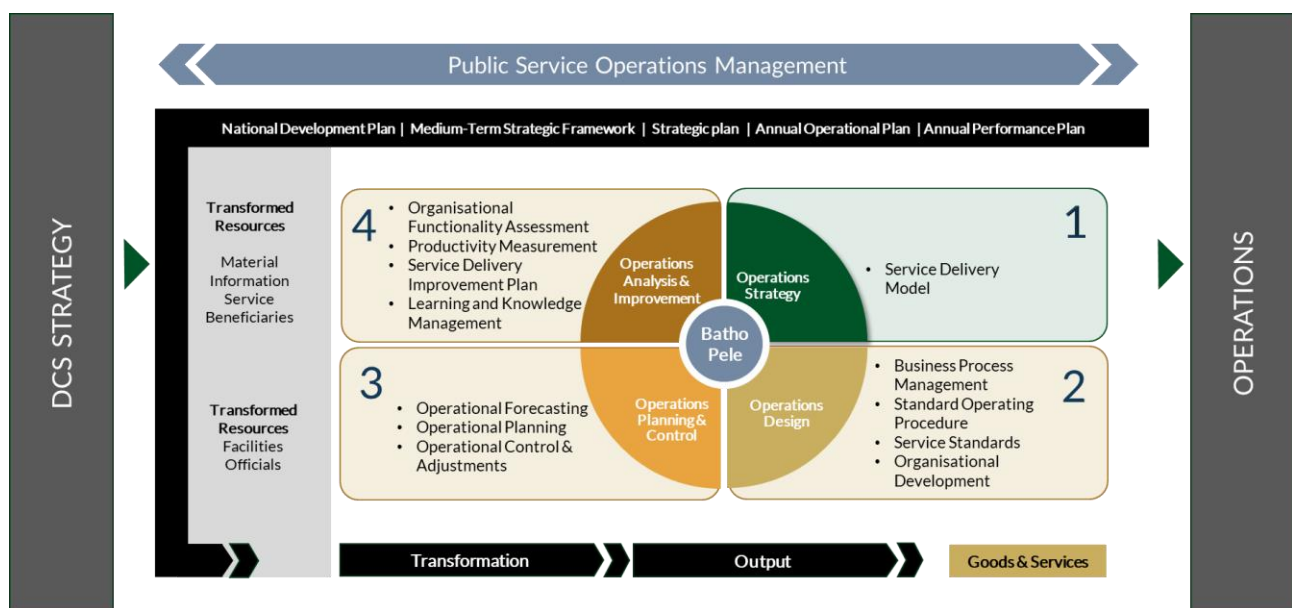


Figure 4: Public Service Operations Management Framework

The present report focuses on the SDM component of the framework.

The framework below highlights the need for a defined strategy with clear imperatives and direction prior to commencement of the present process. Prior to the development of the SDM is the identification of a representative value chain of the organisation. This will assist in a shared understanding of the mandate and summarise strategic and operational components required.

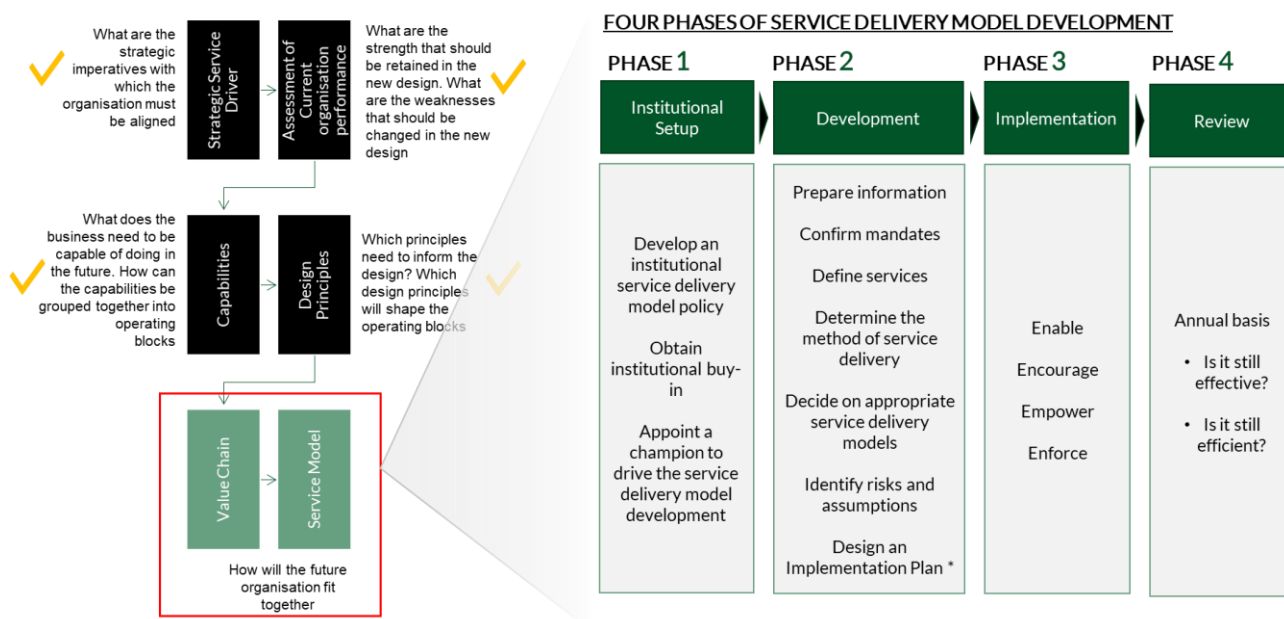


Figure 5: SDM Framework

DPSA provides a sequential outline for the development of the SDM with each phase building upon the other. The SDM is the first building block and describes how a department will deliver its services.

The first phase of this process is to prepare the DCS for development of the SDM. In the second phase the information to develop the SDM is gathered. This includes interviewing stakeholders, researching and considering developments that may have occurred throughout the year in both external and internal environments. Additional information gathering in the form of benchmarking was applied, i.e. considerations of the SDM of other countries. The third phase, the implementation phase involves empowering and encouraging the 'right' officials to use the SDM, this is to create an enabling environment for the SDM. The fourth phase is the review phase, this must be done consistently to ensure the model is still effective on an annual basis.

The approach incorporated into the adopted framework (phase 2 of the above process) is reflected below.

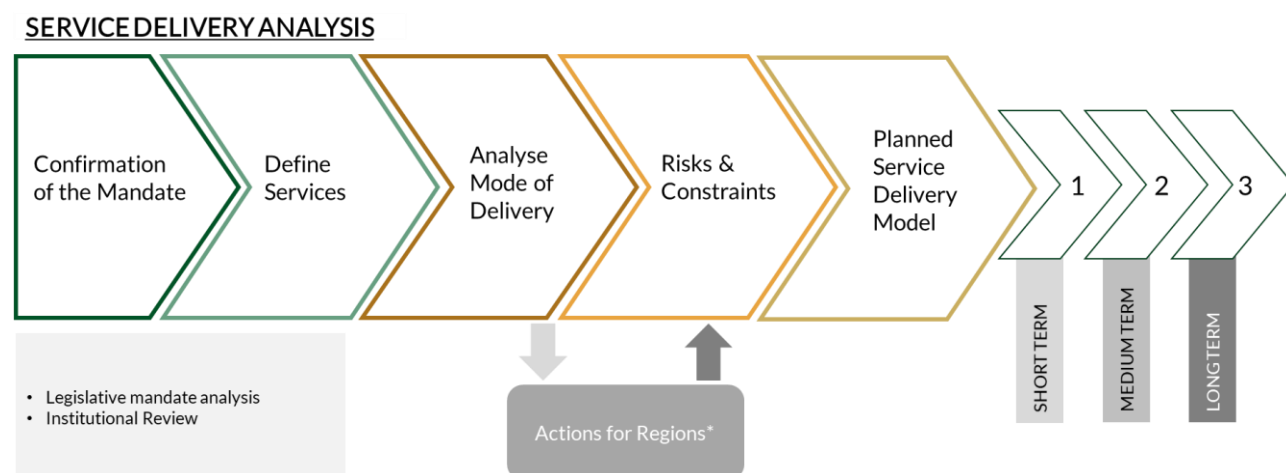


Figure 6: Operations Management Framework - Service Delivery Analysis

2.3. Adopted Framework

A robust SDM Framework was applied to determine the 'what' of the DCS as well as the most appropriate 'how'.

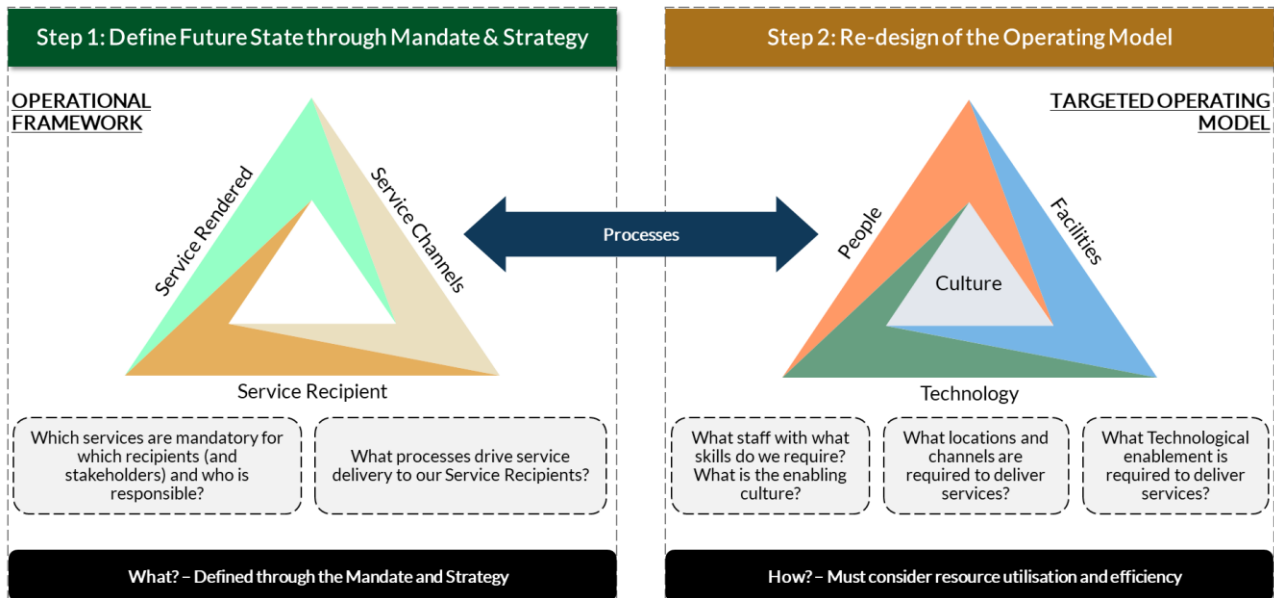


Figure 7: Adopted SDM Framework

The 'what' was derived from the mandate that governs the DCS, whereby services offered, service recipients and service channels were clearly defined; while the 'how' examined people, facilities, technology and culture levers. Other strategic considerations were included to explore medium-to-long terms solutions to future challenges.

3. GOVERNANCE STRUCTURES

3.1. Governance Structures towards the development of DCS Operations Management Framework Building Blocks

Service Delivery Champions and the National Task Team were appointed to develop the Operations Management Framework Building Blocks on 5 September 2017. The team comprised of a cross-section of the DCS' senior managers from core and support functions at Head Office, Regions and Management Areas.

The DCS Task Team comprised of the following officials:

BRANCH	POST NAME	NAME OF OFFICIAL
Strategic Management	CDC Strategic Management (Champion and Chairperson)	Mr KJ Katenga
	Dir Service Delivery Improvement	Mr SKS Moukangwe
	DC Policy Coordination and Research	Ms ND Sihlezana
	Deputy Director: Service Delivery Improvement	Mr FJ Venter
	Deputy Director: Service Delivery Improvement	Mr HPL Moruka
	Secretary: Service Delivery Improvement	Ms MD Chuene
Incarceration and Corrections	DC: Personal Corrections	Ms TM Motlonye
	DC: Personal Wellbeing	Ms RST Sello
	DC Health Care Services	Ms KM Mabena
	Acting DC Facilities Planning and Property Management	Mr R Botha
	DC: Personal Development	Dr MF Plaatjies
	Chief Security Officer	Mr L Mthethwa
Remand Detention	DC: Remand Support Services	Mr W Damons
	Acting DC: Remand Support Services	Ms P Majozi
	DC: Remand Operations Man	Ms V Mlomo-Ndlovu
Community Corrections	DC: Social Reintegration	Ms V Mvandaba
Government Information Technology Officer (GITO)	DC: Applications Management	Mr J Mekgwe

BRANCH	POST NAME	NAME OF OFFICIAL
Human Resources	DC HR Management	Mr E Khoza
	Director: HR Planning	Mr T Hlongwane
	DC: HR Projects	Ms T Marah
National Commissioner's Office	Acting DC Legal Services	Ms P Kekana
Region Limpopo, Mpumalanga and North West (LMN)	Deputy Regional Commissioner	Mr Mbambo
	Acting Deputy Regional Commissioner	Mr T Mashamba
Region Gauteng	Deputy Regional Commissioner	Mr R Ndema
	Area Commissioner: Kgosi Mampuru	Mr T Thokolo
Region Free State and Northern Cape (FS&NC)	Deputy Regional Commissioner	Mr K Mthombeni
Region Western Cape	Deputy Regional Commissioner	Mr F Engelbrecht
	Acting Regional Commissioner	Mr L Venter
Region KwaZulu-Natal (KZN)	Acting Deputy Regional Commissioner	Mr B Mchunu
Region Eastern Cape	Acting Deputy Regional Commissioner	Mr A Castle

4. SITUATIONAL ANALYSIS

The DCS Mandate is derived primarily from 'core' legislation and regulation that is reinforced by supporting legislation and policy mandates and strategies. The figure below depicts the derivation and implementation of the mandate and articulates the manner in which official documents were classified and applied.

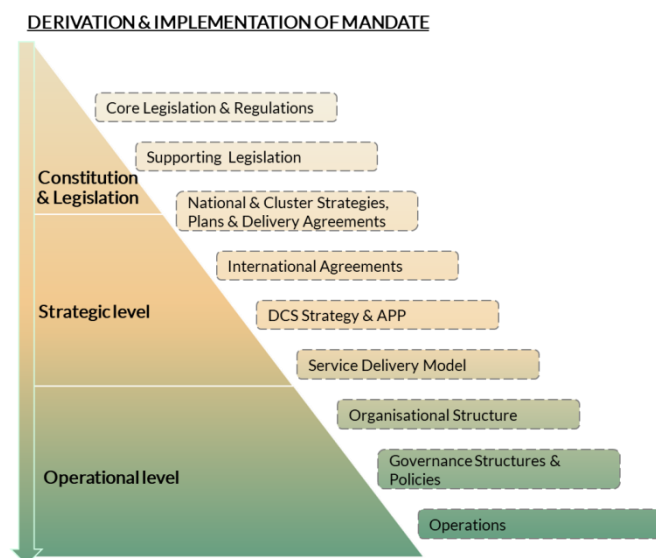


Figure 8: Derivation of the DCS Mandate

Within the public sector, the execution of any mandate is governed through legislation and regulations. These documents empower entities and role players by specifying their respective powers, authorities and accountabilities. White Papers and Green Papers are considered strategic in nature; however, do not provide legal authority to entities and should be part of the policy mandate.

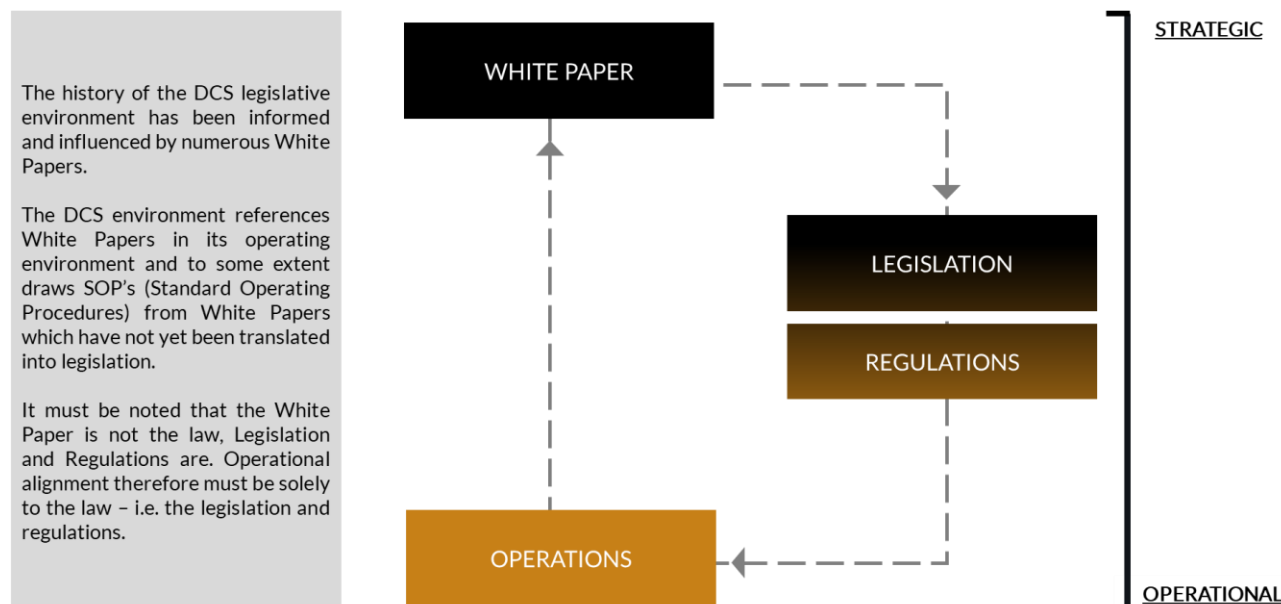


Figure 9: Relations between White Paper, Legislation, Regulations and Operations

Accordingly, the mandate categorised into the following:

- Legislative mandate: refers to legislations and regulations

- Policy mandate: refers to white papers, charters, international agreements (not ratified), frameworks and guidelines
- National Policy Agenda: refers to national plans, strategies and agreements

The table below summarises the core legislative mandate, policy mandate and national policy agenda applicable to the DCS.

Table 1: Summary of Core Mandate Applicable to the Department of Correctional Services

LEGISLATIVE MANDATE	POLICY MANDATE	NATIONAL POLICY AGENDA
CORE LEGISLATION⁴ <ul style="list-style-type: none"> • Constitution of the Republic of South Africa, 1996 • Correctional Services Act, No. 111 of 1998 as amended • Correctional Services Regulations, 1998 as amended in 2012 	<ul style="list-style-type: none"> • White Paper on Remand Detention, 2014 • White Paper on Corrections in South Africa, 2005 	<ul style="list-style-type: none"> • National Development Plan Vision 2030 • Medium Term Strategic Framework 2014-2019

4.1. Constitutional Mandate

DCS primarily derives its mandate, from the Constitution, 1996 (of 1996) with emphasis on Chapter 2, Section 195 and 197, as shown in the image below.

CHAPTER 2: BILL OF RIGHTS		Section 195. Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles: (a) A high standard of professional ethics must be promoted and maintained. (b) Efficient, economic and effective use of resources must be promoted. (c) Public administration must be development-oriented. (d) Services must be provided impartially, fairly, equitably and without bias. (e) People's needs must be responded to, and the public must be encouraged to participate in policy-making. (f) Public administration must be accountable. (g) Transparency must be fostered by providing the public with timely, accessible and accurate information. (h) Good human-resource management and career-development practices, to maximise human potential, must be cultivated. (i) Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation. 195(2)-(6) Section 197. (1) Within public administration there is a public service for the Republic, which must function, and be structured, in terms of national legislation, and which must loyally execute the lawful policies of the government of the day. (2) The terms and conditions of employment in the public service must be regulated by national legislation.
9 (1) – (5) Equality	27 (1) – (3) Health care, Food, Water & Social Security	
10 Human Dignity	29 (1) – (5) Right to Education	
12 (1) – (2) Freedom & Security of Person	31 (1) – (2) Cultural, Religious & Linguistic Communities	
28 (1) – (3) Children	35 (1) – (5) Arrested, Detained & Accused Persons	

Figure 10: Extract of Chapter 2, section 196 and section 197 of the Constitution

⁴ Note: Core Legislation refers to legislation related to the Correctional Services Act and its amendments, and includes the Constitution and Regulations

4.2. Correctional Services Act, 1998 (No. 111 of 1998, as amended)

The Correctional Services Act, 1998 (No. 111 of 1998, as amended) follows a long-line of evolving ideologies that is inclined towards a human rights-based mandate that adopts and incorporates the global shift towards restorative justice.

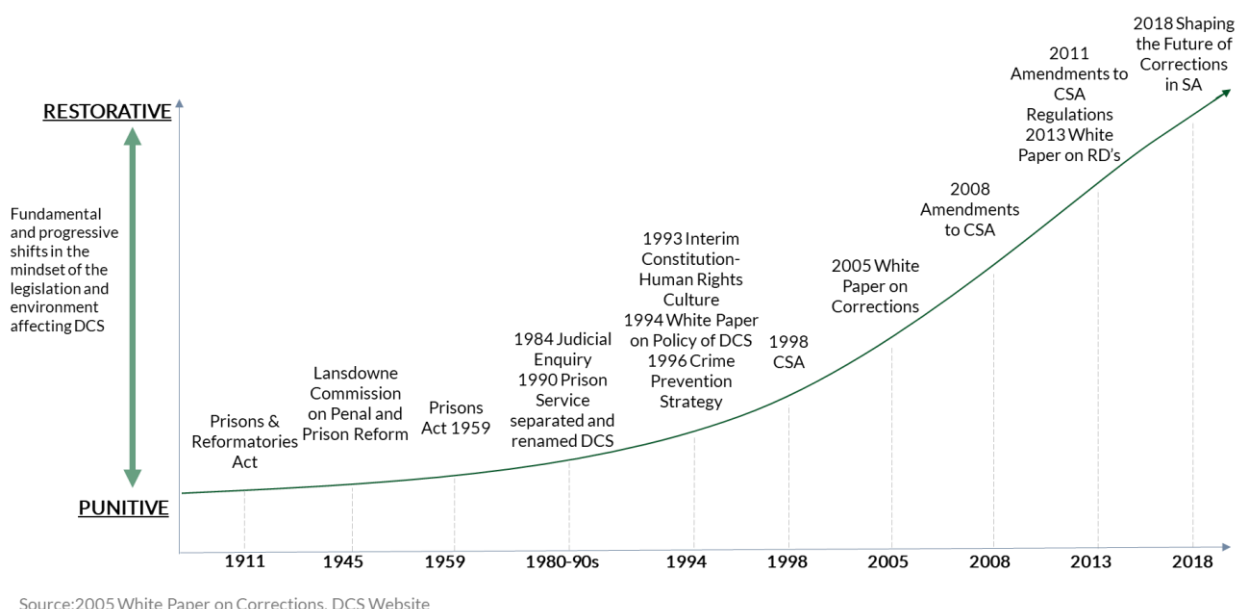


Figure 11: Legislative and key strategic shifts from Prisons to Correctional Services in South Africa⁵

The purpose of Correctional Services is outlined within Section (2) and (3) of the Act. These are summarised below.

Purpose of correctional system	<p>The purpose of the correctional system is to contribute to maintaining and protecting a just, peaceful and safe society. As such, the South African Correctional system is not punishment, but the protection of the public, promotion of social responsibility and enhancing human development in order to prevent the rate of recidivism, the correctional population continues to escalate. The correctional system aims to achieve this by:</p>	<p>(2)(a) enforcing sentences of the courts in the manner prescribed by this Act</p> <p>(2)(b) detaining all inmates in safe custody whilst ensuring their human dignity</p> <p>(2)(c) promoting the social responsibility and human development of all sentenced offenders</p>
Purpose of Department	<p>3(1) The Department of Correctional Services, establishment by section 7(2) of the Public Service Act, is part of the Public Service, established by section 197 of the Constitution</p> <p>The aim of the Department of Correctional Services is to contribute towards maintaining and protecting a just, peaceful and safe society, by enforcing court-imposed sentences, detaining inmates in safe custody, whilst maintaining their human dignity and developing their sense of social responsibility and promoting the general development of all inmates and persons subject to community corrections. Thus, the correctional services act outlines that:</p>	<p>3(2) the Department must –</p> <p>(a) Fulfil the purpose of the correctional system in terms of this Act;</p> <p>(b) As far as practicable, be self-sufficient and operate according to business principles;</p> <p>(c) Perform all work necessary for its effective management; and</p> <p>(d) Manage remand detainees</p> <p>3(3)- 3(6)</p>

Figure 12: Purpose of Correctional Services

⁵ See **Annexure A** for the history of correctional services in greater detail.

The remainder of the Act, describes, in detail the accountabilities, authorities, powers, responsibilities and functions that must be enacted by DCS. Each of these sections can fall into the categories of 2(a), 2(b), 2(c), and 3.

Critical to understanding the Acts intent, is to understand the services (derived from the purpose outlined above) and service recipients (outlined below). The DCS environment is characterised by numerous stakeholders with the primary recipients listed below.

The Act distinguishes between a Remand Detainee, Unsented Offender, Sentenced Offender and Inmate. Implicit definitions refer to Sentenced Offenders who are incarcerated as well as Sentenced Offenders that are non-custodial. Non-custodial offenders can be further categorised into Probationers and Parolees.

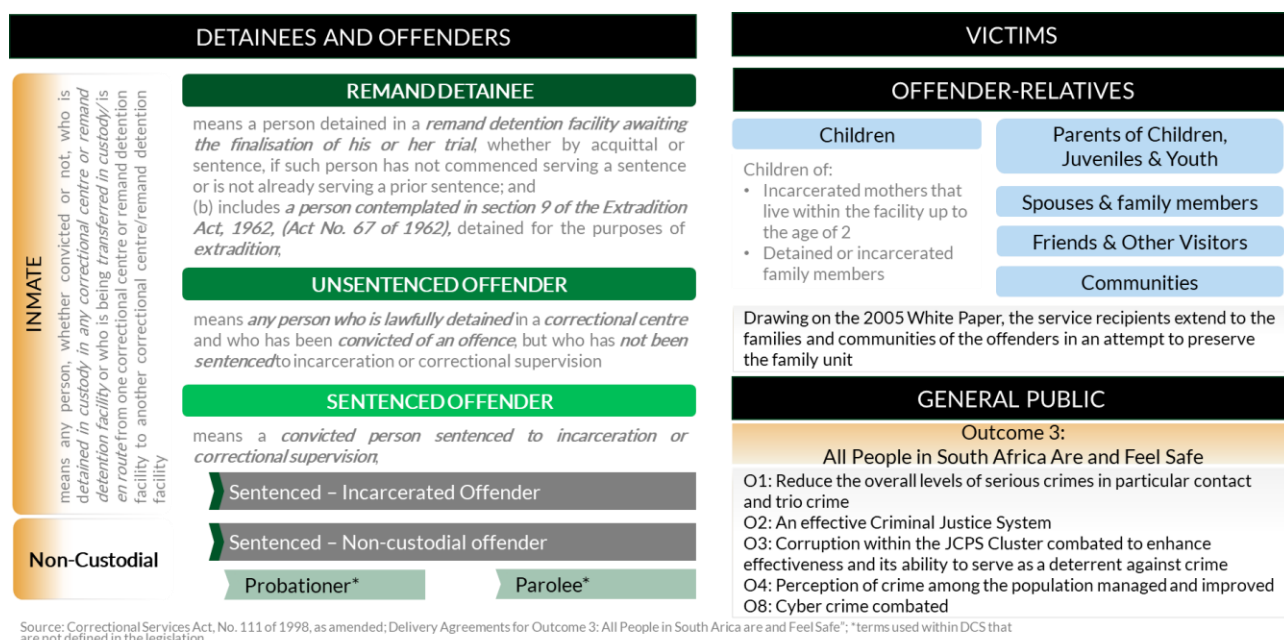


Figure 13: Service Recipients

Other indirect service recipients are victims, offender-relatives and the general public.

A summary of the Act's empowered entities, service recipients, functions and reference Acts are depicted below.

Empowered Entity & Service Recipients	Functions	CS Act Number and Directive	Reference Act	Reference Act Mandate
<ul style="list-style-type: none"> EE. National Director of public prosecutions or delegate EE. Commissioner, Provincial EE. Head of Education EE. Provincial Head of Social Development 	<ul style="list-style-type: none"> 1. Definitions- Other body 43.4 Location and transfer of sentenced offender 50.1.b Objectives of community Corrections 51.1.e Persons Subject to community corrections 52.2.b Conditions relating to community corrections 	<p>1.The National Director of Public Prosecutions or his or her delegate acting in terms of sections 41 or 53 (3) of the Child Justice Act, 2008, (Act No. 75 of 2008);</p> <p>43.4 The Commissioner may, in consultation with a provincial head of education, or a provincial head of social development, as the case may be, transfer a sentenced child to a child and youth care centre providing a programme contemplated in section 191 (2) (j) of the Children's Act, 2005 (Act No. 32 of 2005) and from the date of such transfer the provisions of section 76 of the Child Justice Act, 2008, will apply.</p> <p>50.1.b Persons subject to community corrections are: those placed under the supervision of a correctional official in terms of section 62 (f) of the Criminal Procedure Act or section 24 (4) (d), 75 or 76 of the Child Justice Act, 2008.</p> <p>51.1.e those placed under the supervision of a correctional official in terms of section 62 (f) of the Criminal Procedure Act or section 24 (4) (d), 75 or 76 of the Child Justice Act, 2008.</p> <p>52.2.b supervision by a correctional official imposed in terms of section 62 (f) or section 24 (4) (d) or 26 of the Child Justice Act, 2008, may not include the conditions referred to in subsection (1) (b) to (h);</p>	<ul style="list-style-type: none"> Children's Justice Act- No.75 of 2008 1. ref CJA. 41 1. ref CJA53(3) 43.4 ref CJA.76 50.1.b ref CJA.75 or 76 51.1.e ref CJA.75 or 76 52.2.b ref CJA26 	<ul style="list-style-type: none"> CJA 26 Safe custody CJA 41. Diversion by prosecutor before preliminary inquiry in respect of offences referred to in Schedule 1 CJA.53 Diversion options (3) Level 1 diversion options CJA.75 Sentences of correctional supervision CJA.76 Sentence of compulsory residence in child and youth care centre
SR. Sentenced Child				
Empowered Entity & Service Recipient	Functions	CS Act Number and Directive	Reference Act	Reference Act Mandate
<ul style="list-style-type: none"> EE. Medical Practitioner EE. Head of Correctional Centre 	<ul style="list-style-type: none"> 15.1 Death in Correctional Centre 	<p>15.1 Where an inmate dies and a medical practitioner cannot certify that the death was due to natural causes, the Head of the Correctional Centre must in terms of section 2 of the Inquests Act, 1959 (Act No. 58 of 1959), report such death.</p>	<p>Inquests Act, 1959 (Act No.8 of 1959)</p> <ul style="list-style-type: none"> 15.1 ref IA.2 	<ul style="list-style-type: none"> IA.2 Duty to report deaths
SR. Inmate				
<ul style="list-style-type: none"> EE. High Court Judge EE. Inspecting Judge EE. Assistant Judge 	<ul style="list-style-type: none"> 86. 1.a Inspecting Judge 88.1. Conditions of Service of Retired Judges 	<ul style="list-style-type: none"> 86.1.a a judge of the High Court who is in active service as defined in section 1 (1) of the Judges' Remuneration and Conditions of Employment Act, 1989 (Act No. 88 of 1989); 88.1 Should the Inspecting Judge or an Assistant be a judge retired from active service in terms of section 3 (1) (a) of the Judges' Remuneration and Conditions of Employment Act, 1989 (Act No. 88 of 1989), any period of service as Inspecting Judge or an Assistant shall be reckoned as service performed in terms of section 7 (1) of the said Act and the provisions of subsections (3) and (6) thereof shall apply to such appointment. 	<p>Judges' Remuneration and Conditions of Employment Act, 1989 (Act No. 88 of 1989)</p> <ul style="list-style-type: none"> 86.1.a ref JRCEA1(1) 88.1 ref JRCEA3(1)(a) 88.1 ref JRCEA7(1) 88.1 ref JRCEA3 88.1 ref JRCEA6 	<p>JRCEA 1(1) Definitions and application of act</p> <p>JRCEA3(1)(a) Discharge of Constitutional Court judges and judges from active service</p> <p>JRCEA7(1) Performance of service by Constitutional Court judges and judges discharged from active service</p> <p>JRCEA3 Discharge of Constitutional Court judges and judges from active service</p> <p>JRCEA6 Gratuity payable to Constitutional Court judges and judges after discharge from active service</p>
<ul style="list-style-type: none"> SR. High Court Judge SR. Inspecting Judge SR. Assistant Judge 				
<ul style="list-style-type: none"> EE. The Commissioner EE. Provincial Head of Education EE. Provincial Head of Social Development 	<ul style="list-style-type: none"> 43.4 Location and transfer of sentenced offenders 	<p>43.(4) The Commissioner may, in consultation with a provincial head of education, or a provincial head of social development, as the case may be, transfer a sentenced child to a child and youth care centre providing a programme contemplated in section 191 (2) (j) of the Children's Act, 2005 (Act No. 32 of 2005) and from the date of such transfer the provisions of section 76 of the Child Justice Act, 2008, will apply.</p>	<p>Children's Act, 2005 (Act No.32 of 2005)</p> <ul style="list-style-type: none"> 43.4 ref CA.19(2) (j) 	<ul style="list-style-type: none"> CA.191(2)(j) Child and youth care centre
SR. Sentenced Child				
<ul style="list-style-type: none"> EE. Inspecting Judge EE. Secretary of the Judicial Inspectorate 	<ul style="list-style-type: none"> 90.6 Powers, functions and duties of Inspecting Judge 	<p>90.(6) At a hearing, sections 3, 4 and 5 of the Commissions Act, 1947 (Act No. 8 of 1947), apply as if the Inspecting Judge and the secretary of the Judicial Inspectorate were the chairperson and secretary of a Commission, respectively.</p>	<p>Commissions Act. 1947 (Act No. 8 of 1947)</p> <p>90.6 ref CA3,4,5</p>	<p>CA 3- Commission's powers as to witnesses</p> <p>CA 4- Sitings to be public</p> <p>CA 5- Hindering or obstructing a commission</p>

4.3. Correctional Services Regulations, 1998 as amended in 2012

The Correctional Services Regulations, 1998 (as amended in 2012) further expands on functions outlined in the Correctional Services Act, 1998 (No. 111 of 1998).

Function	Empowered Entity	Reference Legislation
Custody of all Inmates under conditions of human dignity	<ul style="list-style-type: none"> Head of Correctional Centre Correctional Official (Aka Case Presenter) National Commissioner Registered Nurse Correctional Medical Practitioner Head of Community Qualified Educator/ Technical Educator Psychologist Psychometrist Legal Practitioner South African Police Service Emergency Support Teams 	<ul style="list-style-type: none"> Human Tissue Act, 1983 (65) Termination of Pregnancy Act, 1996 (92) Criminal Procedure Act, 1977 (51) section 77 or 78 Mental Care Act, 2002 (17), section 42 Social Work Act, 1978 (110) South African Council for Educators Act, 2000 (31) South African Schools Act, 1996 (84) National Qualifications Framework Act, 2008 (67) Health Professions Act, 1974 (56) National Health Act, 2003(61)
Sentenced Offenders	<ul style="list-style-type: none"> National Commissioner Case Management Committee Chair Person of Committee Correctional Supervision and Parole Board Minister Correctional Official 	<ul style="list-style-type: none"> Criminal law Amendment Act, 2007 (32) Section 50(5)(a)
Management, Safe Custody and Wellbeing of Remanded Detainees	<ul style="list-style-type: none"> Head of Remand Detention Facility Head of Correctional Facility Medical Practitioner Registered Midwife Medical Parole Advisory Board South African Police Service Investigating Officer National Commissioner 	<ul style="list-style-type: none"> Magistrates Court Act, 1944(32) Supreme Court Act, 1959(59) Criminal Procedure Act, 1977(51) National Archives and Record Service of South Africa Act, 1996 (43) Mental Healthcare Act, 2002 (17). Section 42

Function	Empowered Entity	Reference Legislation
Community Corrections	<ul style="list-style-type: none"> Supervision Committee Correctional Supervision Official Monitoring Official Social Worker Psychologist Behavioural Scientist 	NA
Release from Correctional Centre and Placement Under Correctional Supervision and on Day Parole and Parole	<ul style="list-style-type: none"> Head of Correctional Centre Employer of periodical inmate Correctional Medical Practitioner Medical Parole Advisory Board National Commissioner Supervision and Parole Board Minister Correctional Supervision and Parole Board Chairperson Vice Chairperson Members Minister of Finance 	Criminal Procedure Act, 1977. Section 285
Compliance Management	<ul style="list-style-type: none"> Departmental Inspectors, Investigators Auditors National Commissioners Correctional Officials 	NA
Human Resource and Organisation Matters	<ul style="list-style-type: none"> National Commissioner (Chairperson) Correctional Officials Medical Practitioners Medical Board Trade Union Representative Minister of Public Service and Administration Chief Deputy Commissioner Corporate Services (Deputy Chairman) Director of Facilities Fund Board Members Non-Executive Members Departmental Canteen Committee Head of Correctional Centre Employee Supervisor Employee Manager Arbitrator (Sector Bargaining Council) Chair Appeal Authority Senior Manager Deputy Regional Commissioner Regional Heads of Legal Services and Employee Relations 	<ul style="list-style-type: none"> Public Service Act, 1994 Financial Institutions Act, 2001(28) Financial Services Board Act, 1990 (97) Labour Relations Act, 1995

4.4. Legislation referenced with the Correctional Services Act, 1998 (No. 111 of 1998, as amended)

The Correctional Services Act, 1998 (No. 111 of 1998) references multiple Acts within the act itself to refer to areas governed by other acts, especially where the mandate of DCS links closely with other departments. These are:

- South African Police Service Act, 1995 (No. 68 of 1995)
- Public Service Act, 1994 (No. 103 of 1994, as Amended)
- Public Finance Management Act, 1999 (No. 1 of 1999)
- Promotion of Administrative Justice Act, 2000 (No. 3 of 2000)
- Probation Services Act, 1991 (No. 116 of 1991)
- Prevention and Combatting of Torture of Persons Act, 2013 (No. 13 of 2013)
- Pharmacy Act, 1974 (No. 53 of 1974, as amended)
- Nursing Act, 2005 (No. 33 of 2005)
- National Health Act, 2003 (No. 61 of 2003)
- National Archives Act, 1996 (No. 43 of 1996)
- Mental Health Care Act, 2002 (No. 17 of 2002, as amended)
- Labour Relations Act, 1995 (No. 66 of 1995, as amended)
- Judicial Matters Amendment Act, 2002 (No. 55 of 2002)
- Judges' Remuneration and Conditions of Employment Act, 1989 (No. 88 of 1989)
- Institutional of Legal Proceedings against certain organs of state Act, 2002 (No. 40 of 2002)
- Inquests Act, 1959 (No. 58 of 1959)
- Immigration Act, 2002 (No. 13 of 2002)
- Health Professions Act, 1974 (No. 56 of 1974, as amended)
- Extradition Act, 1962 (No. 67 of 1962)
- Criminal Procedure Act, 1977 (No. 51 of 1977)
- Commissions Act, 1947 (No. 8 of 1947)
- Children's Act, 2005 (No. 38 of 2005)
- Child Justice Act, 2008 (No. 75 of 2008)

In addition to the outdated acts above, there are sections that refer to older versions of the Correctional Services Act. This suggests that a comprehensive review of the current primary legislation is required to ensure clarity, ease of understanding and consistent application of the primary legislation.

4.5. General Mandate

The following legislation apply to all components of the value chain, whereby the core refers to Correctional Services related legislation, while general legislation refers to legislation that applies to all public entities.⁶ Additionally, corresponding policy mandate and national policy agendas are listed.

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
------------------------	----------------	------------------------

⁶ Note: This list excluded those legislation already listed in the Correctional Services Act, 1998 (No. 111 of 1998, as amended)

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
GENERAL LEGISLATION⁷ <ul style="list-style-type: none"> Public Finance Management Act, No. 1 of 1999 Public Service Regulations, 2016 Public Service Act, No. 103 of 1994 Protection of Personal Information Act, No. 4 of 2013 Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000 Promotion of Access to Information Act, No. of 2000 Promotion of Administrative Justice Act, No.3 of 2000 Occupational Health and Safety Act No. 85 of 1993, as amended Intergovernmental Relations Framework Act, No. 13 of 2005 Employment Equity Act, No. 55 of 1998, as amended Division of Revenue Act, No. 3 of 2017 Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993, as amended Broad-Based Black Economic Empowerment Act 53 of 2003, As Amended Labour Relations Amendment Act, No. 8 of 2018 Basic Conditions of Employment Act, No. 75 of 1997 as amended 	<ul style="list-style-type: none"> PFMA Checklist for Public Entities - Corporate Management 	<ul style="list-style-type: none"> National Development Plan (Agenda 2030) Medium Term Strategic Framework (2014-2019)

4.6. Strategic Overview

The following section outlines the strategy of the DCS and is inclusive of its Vision, Mission, Values and Strategic Objectives.

4.6.1. Vision

Providing the best Correctional Services for a safer South Africa

4.6.2. Mission

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

⁷ Note: General Legislation refers to legislation that is applicable to all public service organisations and governs the operation of the DCS

4.6.3. Values

DCS strives to uphold the following values:



Figure 14: Values of DCS

4.6.4. Strategic Objectives

The 2015-2020 DCS strategy outlines the following strategic objectives (aligned to respective programmes) to meet three key goals. These are reflected in the image below.

Strategic Objectives		Goals
Administration	<ul style="list-style-type: none"> • Improve the image and overall performance rating of the Department. • Root out corrupt activities within the Department. • Provide reliable, integrated and secure information and communications technology (ICT) infrastructure and business application system. • Improve organisational capacity for enhanced service delivery. • Provide effective and efficient financial and supply chain management. • Provide effective independent oversight relating to the treatment of inmates and the conditions in the correctional facilities and Public Private Partnerships (PPPs). 	<p>Goal 1:</p> <ul style="list-style-type: none"> • Remand detention processes are effectively managed by ensuring that remand detainees attend courts as determined by relevant legislation and are held in secure, safe and humane conditions, and provided with personal wellbeing programmes; and relevant services are provided to awaiting trial persons (ATPs), thus contributing to a fair and just criminal justice system. <p>Goal 2:</p> <ul style="list-style-type: none"> • All sentenced offenders are being incarcerated in safe, secure and humane facilities and are provided with healthcare needs and effective rehabilitation programmes in line with their correctional sentence plans to enable their successful placement into society after their lawful release. <p>Goal 3:</p> <ul style="list-style-type: none"> • Offenders, parolees and probationers are successfully reintegrated back into their society as law-abiding citizens through provision of social reintegration programmes.
Incarceration	<ul style="list-style-type: none"> • Provide for a safe and secure correctional environment for inmates. • Create secure and humane facilities for incarceration of remand detainees and offenders in a conducive environment. • Remand detention processes are effectively managed in accordance with relevant legislation. • Contribute towards a humane environment by managing overcrowding in correctional facilities. • Consider offenders for possible placement on parole or correctional supervision. 	
Rehabilitation	<ul style="list-style-type: none"> • Improve life skills of offenders with Correctional Sentence Plans (CSPs) through provisioning of correctional programmes targeting offending behaviour. • Improve offender's personal development through provision of literacy, education and skills competency programmes during the time of incarceration. • Offender behaviour is corrected through access to psychological, social work and spiritual services. 	
Care	<ul style="list-style-type: none"> • Provide inmates with comprehensive health and hygiene services during the period of incarceration. • Provide inmates with appropriate nutritional services. 	
Social Reintegration	<ul style="list-style-type: none"> • Improve compliance on conditions set for parolees and probationers under Community Corrections. • Improve victims/offended, parolees and probationer's participation in restorative justice programme through reintegration programmes. • Improve accessibility to Community Corrections Services, through increasing service points annually. 	

Figure 15: DCS Strategic Objectives

In 2018, DCS re-convened to formulate a long-term strategy.⁸ The session considered current and future challenges and engaged other key Departments critical to the execution of the mandate. The resulting document produced eight key strategic intents required to reach the intended impacts. These are reflected in the figure below:

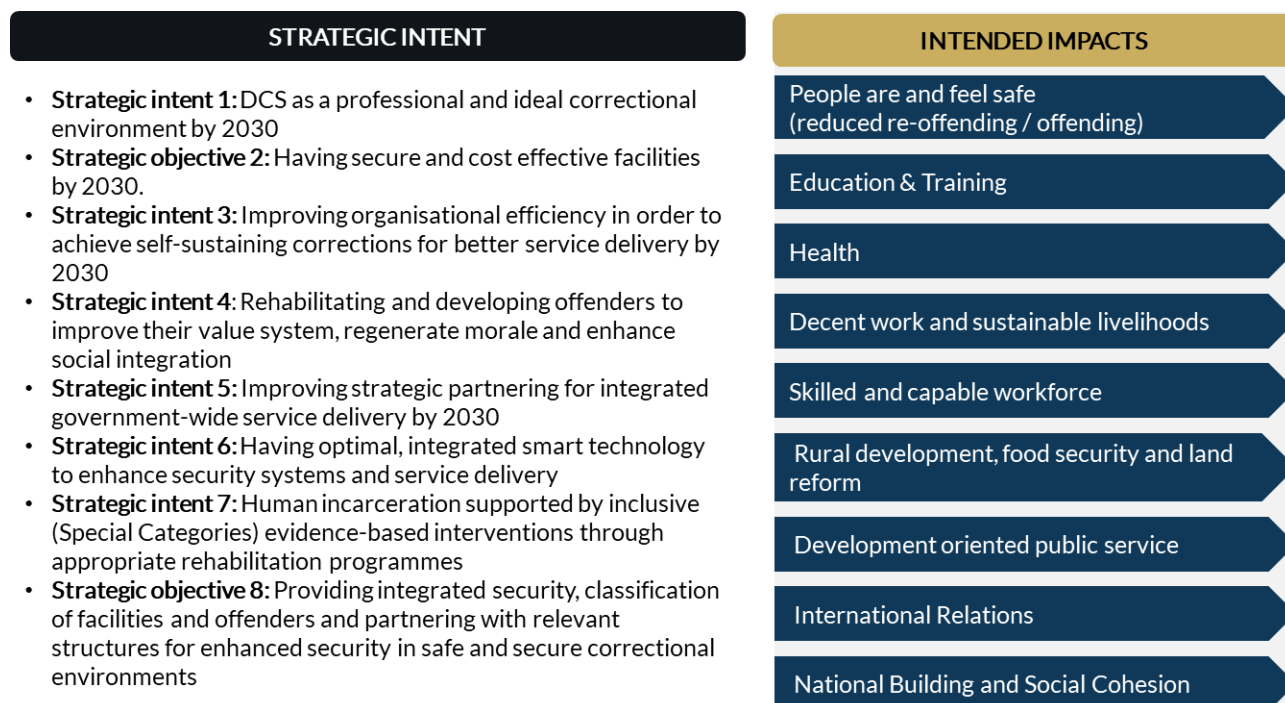


Figure 16: Strategic Intent and Intended Impacts of DCS

A key point to note is that the resultant strategic intents are not tied to specific programmes and emphasise the cross-coordination requirements across programmes.

4.7. Findings

The Situational Analysis phase yielded a number of findings which are presented in this section.

4.7.1. Environment

DCS forms part of the Justice, Crime Prevention and Security Cluster (JCPS) within the national sphere of government. Other Departments within this Cluster include: Department of Justice and Constitutional Development (DoJ&CD), Office of the Chief Justice (OCJ), Department of Defence, Department of Home Affairs (DHA), Department of State Security (DSS) and Department of Military Veterans (DMV). However, within the JCPS, the DCS is classified as a civilian organisation rather than 'security' department.

It is influenced by other Departments that serve as an input into strategy, operations and reporting and desired impact of the Department. These include Parliament, National Treasury, Department of Planning, Monitoring and Evaluation, the Department of Public Service and Administration as well as the National Planning Commission.

DCS must serve internal and external service recipients, i.e. offenders, children of female offenders, visitors to the correctional facilities (including SAPS and court officials), the general public and victims of offenders.

⁸ Strategic Planning Report 2018 – Shaping the Future of Corrections in South Africa

However, as the DCS mandate is complex, it must execute its functions in conjunction with other entities in the JCPS cluster as well as Departments with linked mandates such as Department of Social Development (DSD), Department of Higher Education and Training (DHET), Department of Health (DoH), and Department of Basic Education (DBE).

Furthermore, there are other international and national entities (governmental and non-governmental) that are role players within the environment and either affect the legislative and policy mandate of the organisation.

The environment is depicted in Figure 17 below:

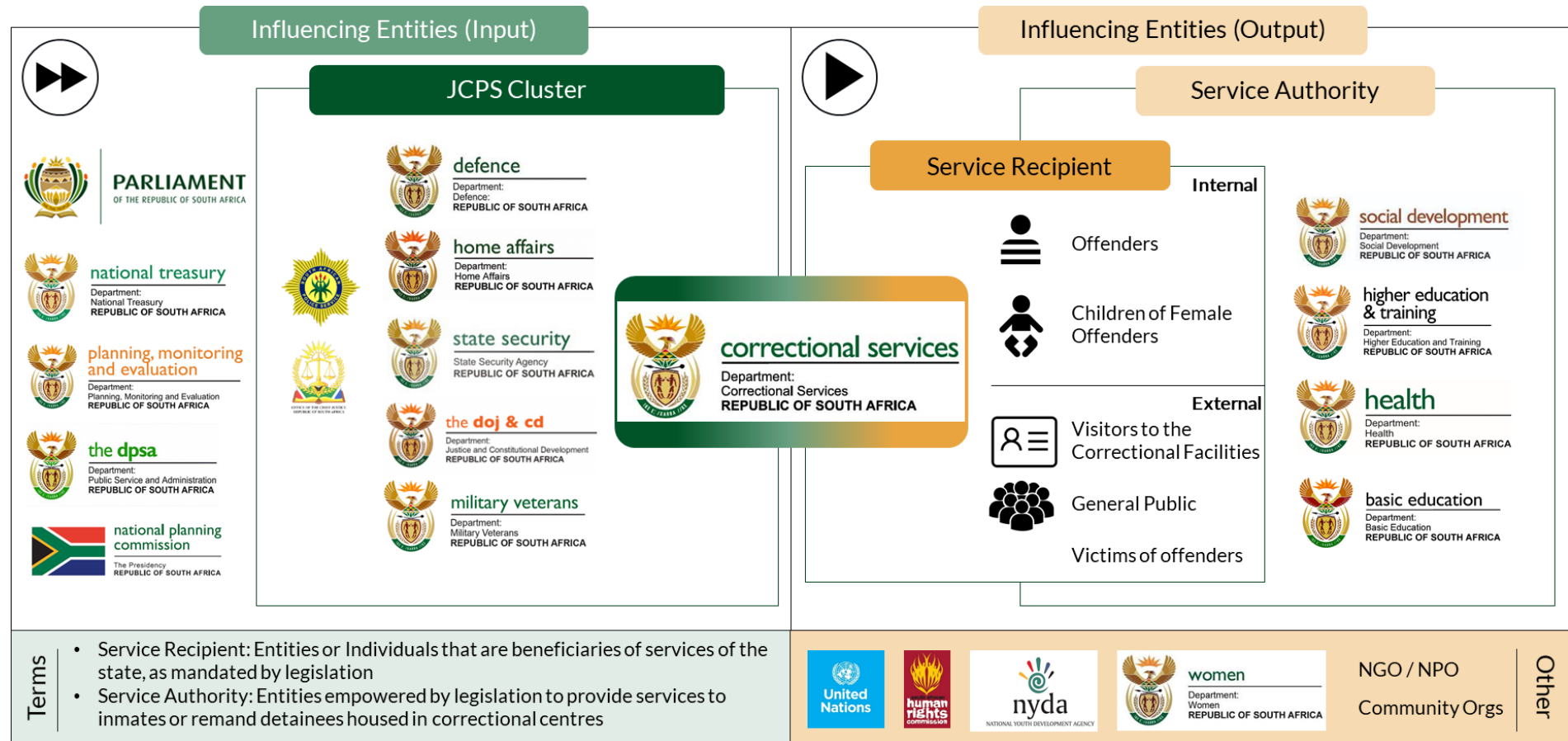


Figure 17: DCS Environment

Understanding the complexity within the present environment is key, as the DCS operates within a broader value chain, having limited control in some instances. The criminal justice value chain and the role of DCS is highlighted in Figure 18.

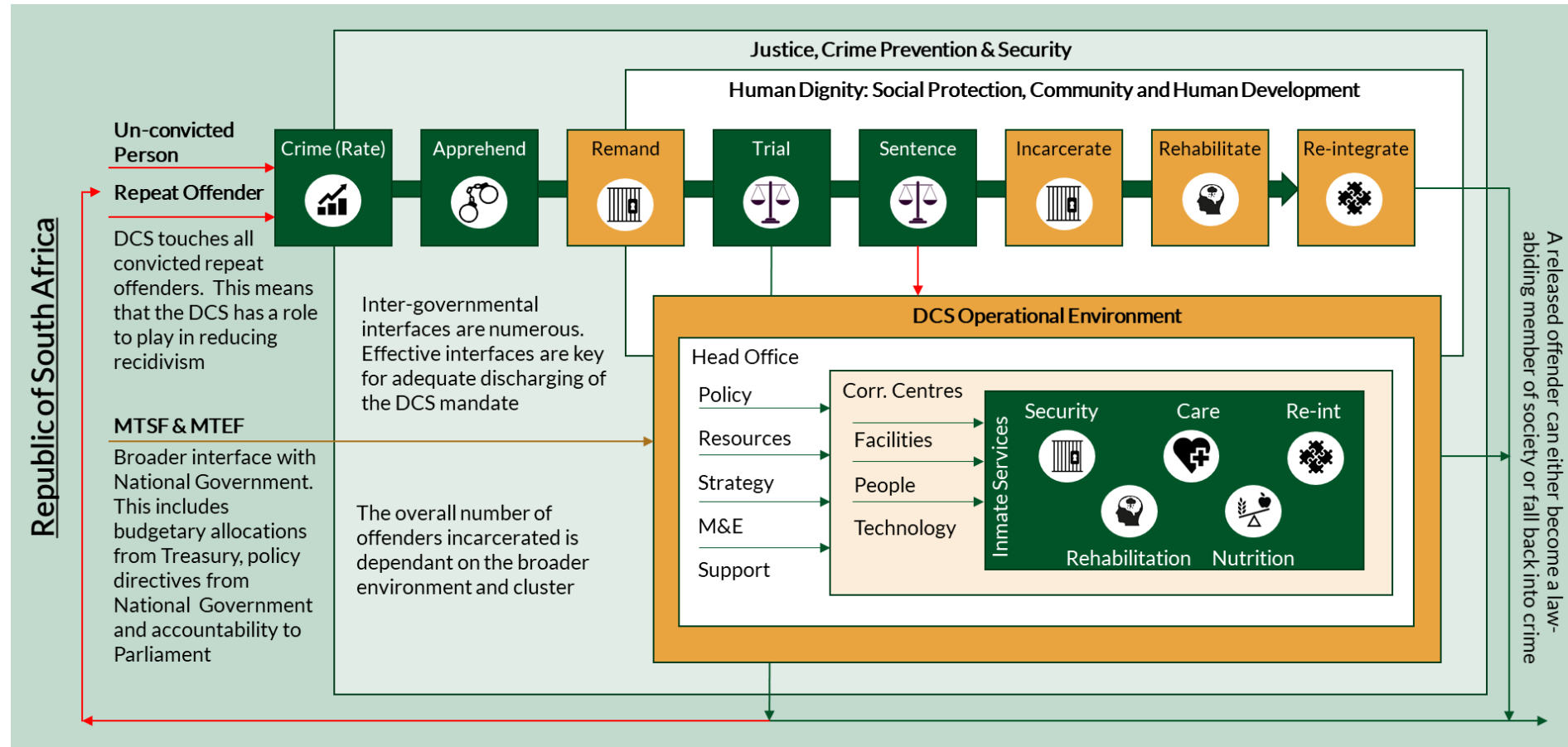
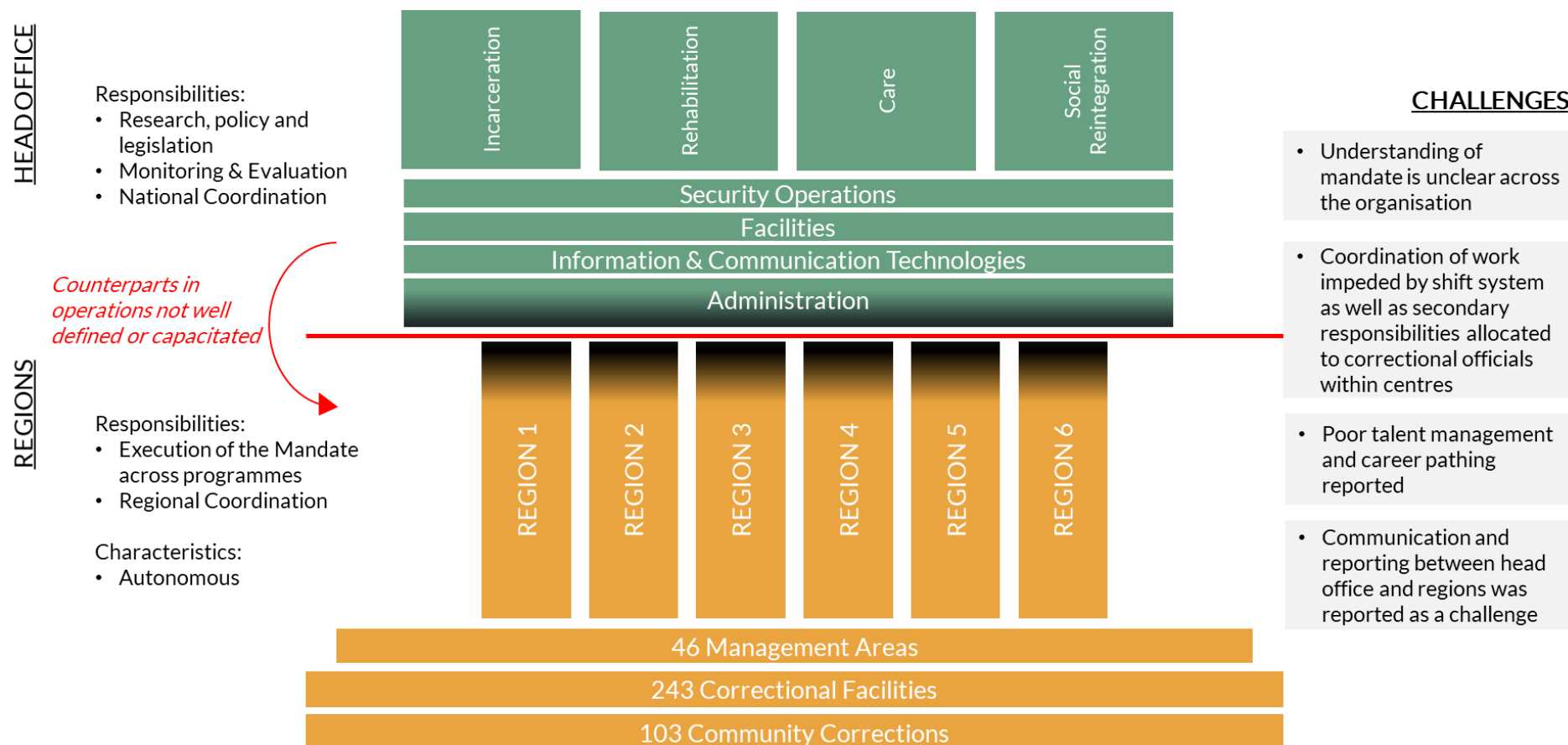


Figure 18: Criminal justice value chain

From the above, DCS is responsible for Remand Detention, Incarceration, Rehabilitation and Reintegration of remand detainees and sentenced offenders. To meet the provisions of the Correctional Services Act, 1998 (No. 111 of 1998, as amended), Head Office is responsible for Policy development and review, Resourcing, Strategic Planning and Reporting, Monitoring and Evaluation and the provision of support services to the organisation. This is enabled through facilities, people and technology.

The core of the organisation is rolled out through Regions, Management Areas, Correctional Centres and Community Corrections Offices which focus on the provision of Security, Care, Rehabilitation, Nutrition and Social Reintegration services. This is reflected in Figure 19, along with some of the critical challenges experienced in this regard.



Source: DCS Strategic Plan 2015/16 – 2019/20; Strategic Planning Report 2018 – Shaping the Future of Corrections in South Africa; Interviews

Figure 19: Challenges faced between Head Office and Regions

4.7.1. Institutional Review

Key findings from the institutional review are depicted in the figure below. These include legislative gaps that arise out of the complexity of the Correctional Services Act, 1998 (No. 111 of 1998) due to the cross-referencing and linking to other legislations and mandates; the requirement for organisational alignments from strategy to value chain to structure to policy and operations (e.g. clarity of focus on Remand Detention); as well as the need to leverage off self-sufficiency in a more impactful manner from an ecosystem perspective (as opposed to revenue-generation).

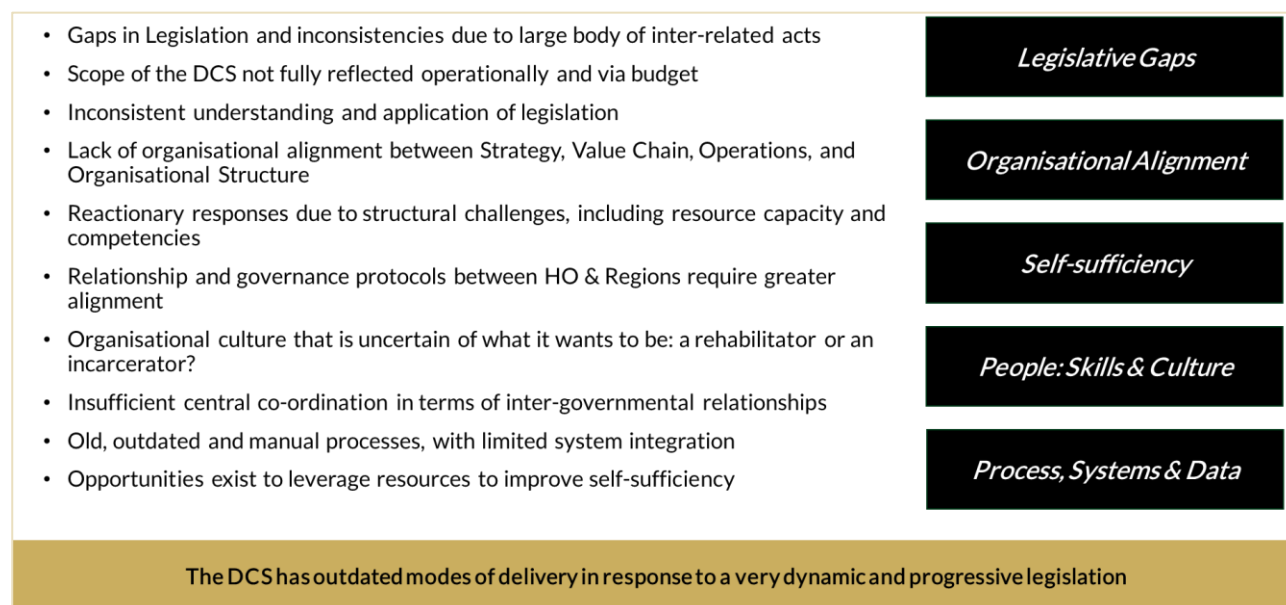


Figure 20: Summary of findings from Situational Analysis

Across the organisation, challenges pertaining to skills, culture, number of resources, budget, process, systems and data were highlighted. These findings of each are further detailed in **Section 5**.

As a result, the findings highlighted elements for consideration in the realignment of the value chain and development of the SDM. These considerations were represented on a graph to understand the strategic and operational nature of each (see figure below) and incorporated into the proceeding sections.

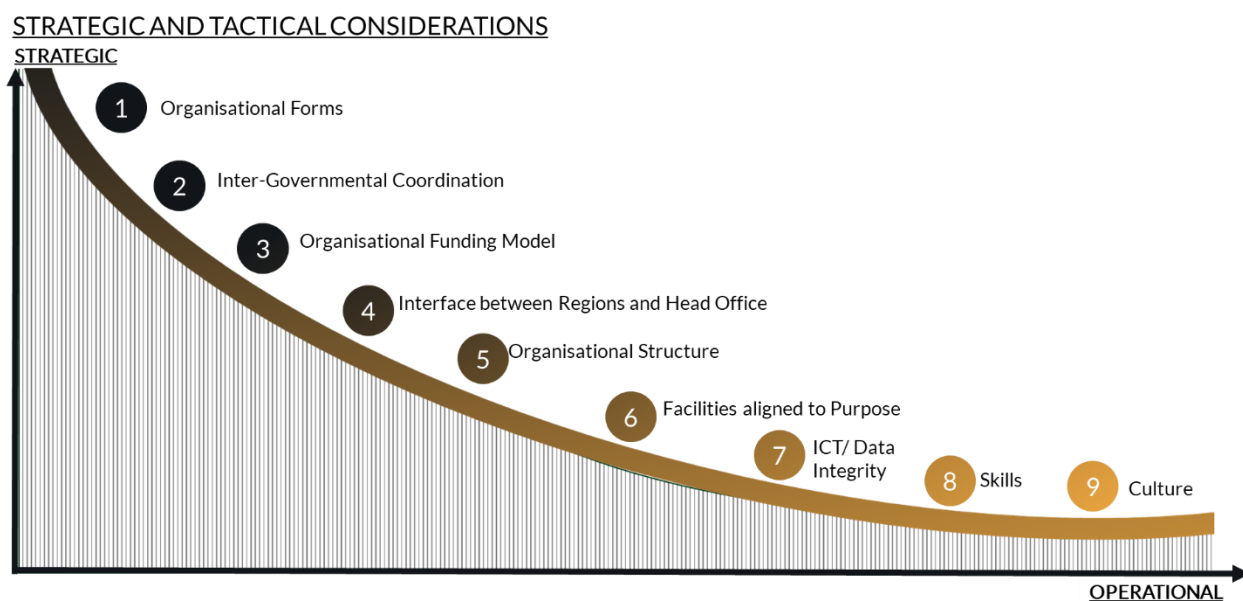


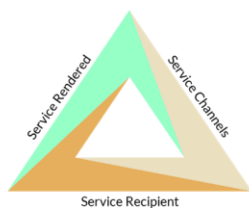
Figure 21: Strategic and Tactical Considerations

4.7.1. Mandate-derived services⁹

Overall, there is close alignment with the mandate of the organisation. All functions are performed as required; however, execution of the mandate is not optimal, and not to the extent to which the legislative and policy mandates describe. This is largely due to the organisational challenges experienced such as lack of budget, lack of skills, lack of resources, facilities, ICT infrastructure and systems. These are further expanded on within **Section 5**.

As a high-level overview, the figures below outline the 'what' required by DCS.

⁹ Information from Legislative mandates, policy mandates, national policy agendas as well as information from interviews and the institutional review undertaken. Note: the comprehensive list of stakeholders is provided under section 5.2.



Linked Purpose:
(2)(a) enforcing sentences of the courts in the manner prescribed by this Act

Linked Programme(s):
• Incarceration
• Social Reintegration

OMF Presentation for Quarter 1 Review; Correctional Services Act, No. 111 of 1998, as amended; Interviews; Annual Reports; *Strategic Planning Report 2018 – Shaping the Future of Corrections in South Africa;

Services Rendered

- **Admissions** - All functions related to the entering of the offender into the facility/ correctional services system
- **Incarceration** - The holding of offenders for a period determined by the courts, subject to parole decisions
- **Supervision** - The monitoring of offenders released (parolees) as well as the monitoring of non-custodial offenders (probationers)
- **Releases** - All functions related to the release of an offender from a facility/ parole or probation

Service Recipients

- | | | |
|--|---|---|
| <ul style="list-style-type: none"> • Inmates • Non-custodial Offenders (Probationers and Parolees) | Indirect Beneficiaries <ul style="list-style-type: none"> • Public • Visitors • Court Officials | <ul style="list-style-type: none"> • SAPS • Legal Representatives • Families and Communities • Victims of Offenders |
|--|---|---|

Service Channels

- | | |
|--|---|
| <ul style="list-style-type: none"> • Remand Detention Centres • Correctional Services Centres • Private-Public Partnership Facilities | <ul style="list-style-type: none"> • Community Corrections |
|--|---|

Figure 22: Services derived from Section 2(a) and related clauses of the CSA, 1998 (No. 111 of 1998, as amended)



Linked Purpose:
(2)(b) detaining all inmates in safe custody whilst ensuring their human dignity

Linked Programme(s):
• Security
• Facilities
• Incarceration
• Care

OMF Presentation for Quarter 1 Review; Correctional Services Act, No. 111 of 1998, as amended; Interviews; Annual Reports; *Strategic Planning Report 2018 – Shaping the Future of Corrections in South Africa;

Services Rendered

- **Security and safety** - To provide security and safety of all those incarcerated, working within the facilities, visiting the facilities. This includes ensuring security through physical structures (buildings & cells) as well as security monitoring (Security Personnel, ICT infrastructure [CCTV] and provision of weapons)
- **Detention** - To ensure that all inmates remain within the custody of DCS as per their respective sentences
- **Facilities** - To ensure that all inmates are provided with facilities which meet the minimum basic requirements for accommodation
- **Necessities** - To provide necessities derived from the right to human dignity as outlined in the act (Nutrition, Hygiene, Clothing, Accommodation, Medical Services)

Service Recipients

- | | | |
|--|---|--|
| <ul style="list-style-type: none"> • Inmates (Sentenced Offenders, Remand Detainees, Unsented Offenders) • Dignitaries | Direct/ Indirect Beneficiaries <ul style="list-style-type: none"> • DCS Employees • Public | <ul style="list-style-type: none"> • Families and Communities • Visitors • Court Officials • SAPS • Legal Representatives |
|--|---|--|

Service Channels

- | | |
|---|---|
| <ul style="list-style-type: none"> • Remand Detention Centres • Correctional Services Centres | <ul style="list-style-type: none"> • Public Hospitals (not within the control of DCS) • Private Public Partnership Facilities |
|---|---|

Figure 23: Services derived from Section 2(b) and related clauses of the CSA, 1998 (No. 111 of 1998, as amended)

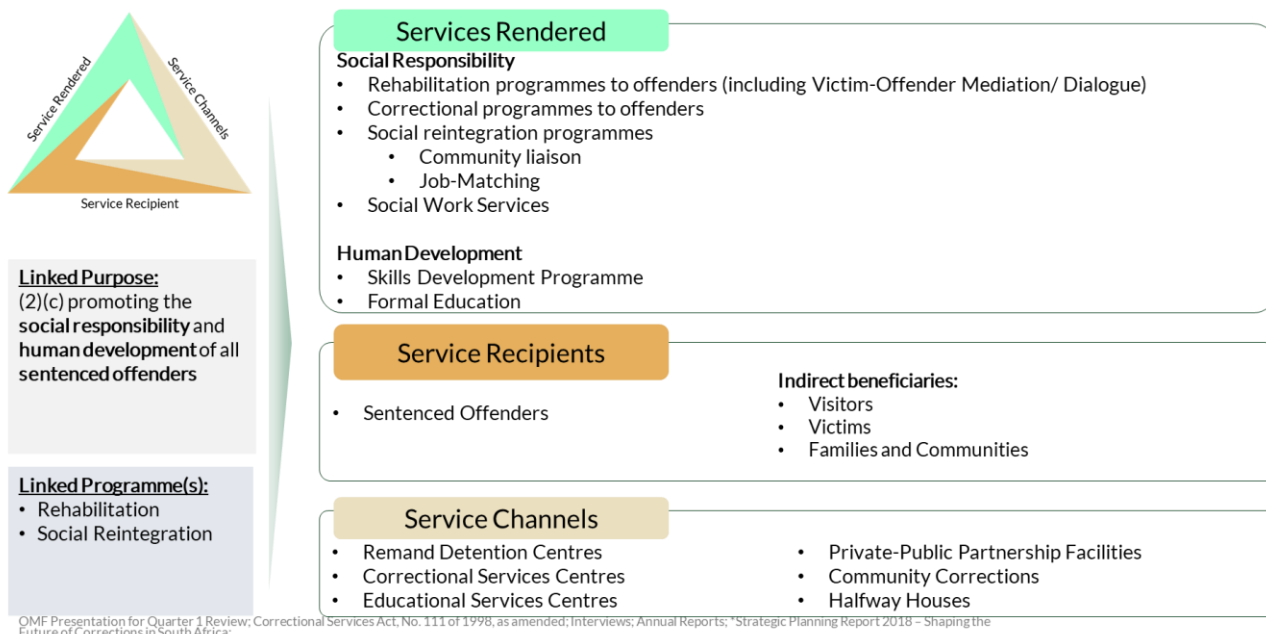


Figure 24: Services derived from Section 2(c) and related clauses of the CSA, 1998 (No. 111 of 1998, as amended)

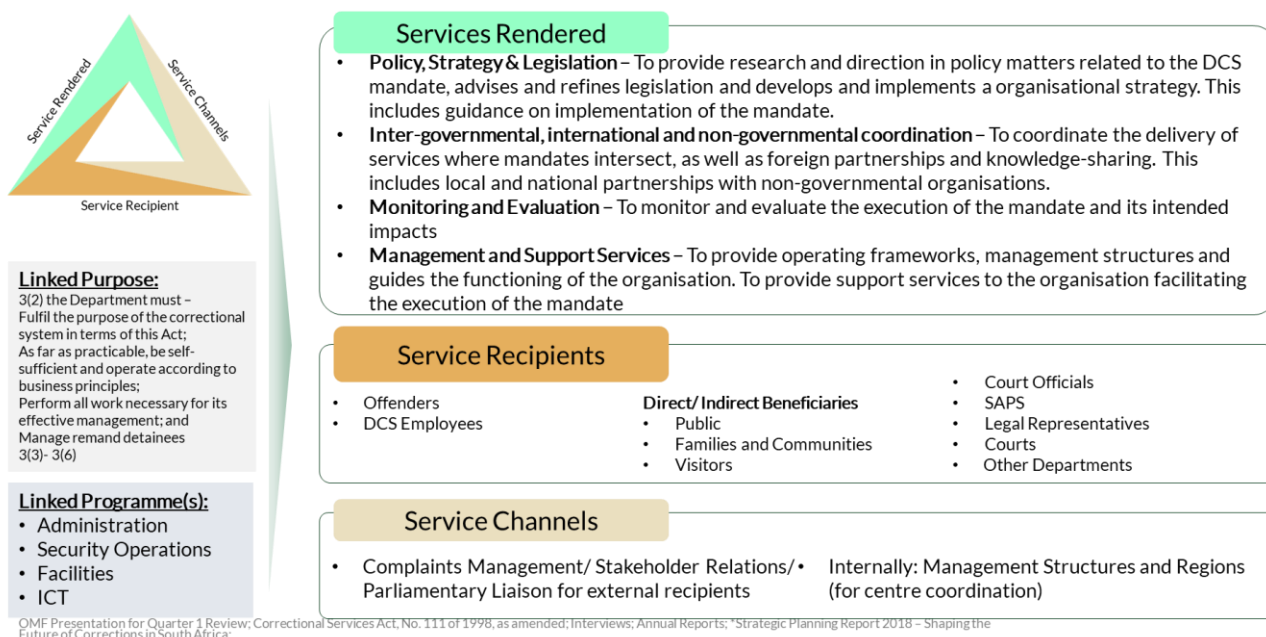


Figure 25: Services derived from Section 3 and related clauses of the CSA, 1998 (No. 111 of 1998, as amended)

At present, these services (with the exception of those highlighted as not present) are executed through the current value chain in order to reach its intended impacts.

4.7.2. Current Value Chain

The services required of the DCS were identified through a mandate perspective first, then applied to the current value chain to firstly, confirm the mandate, and secondly, to identify any gaps in delivery of the mandate.

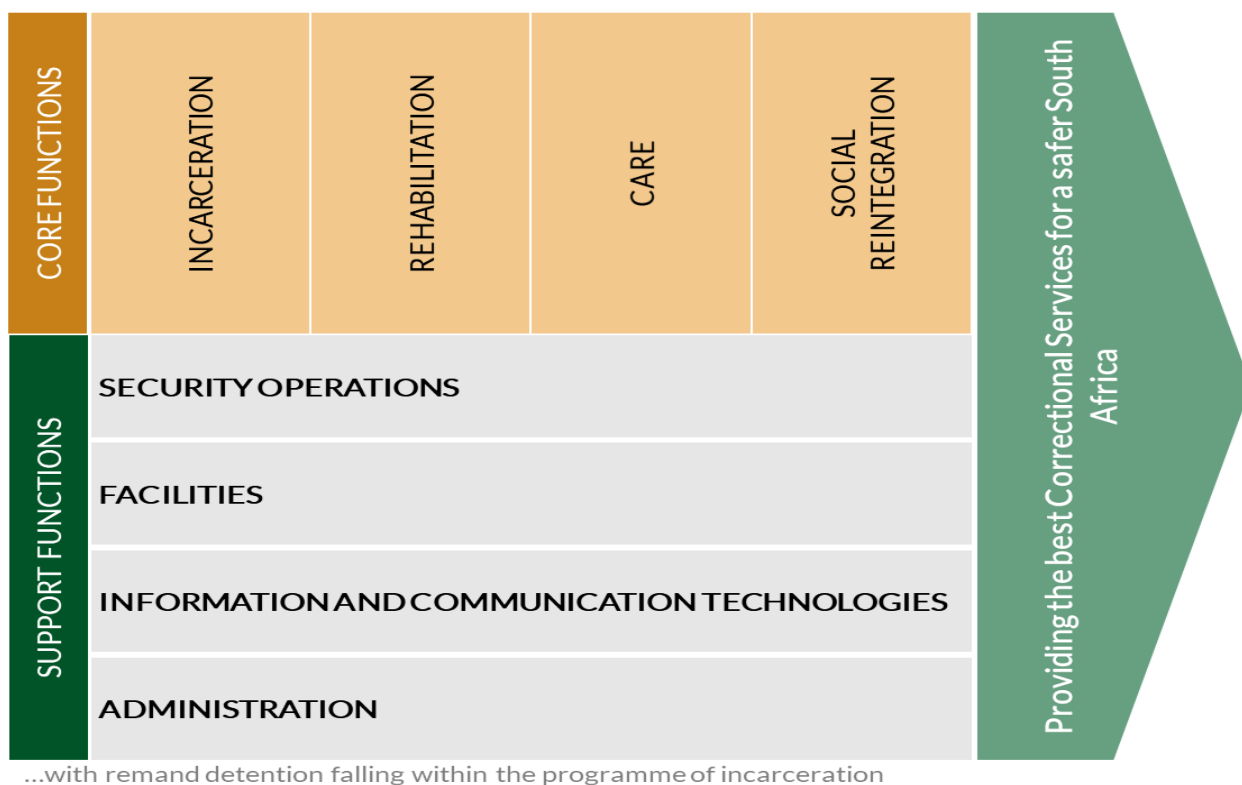


Figure 26: Current Value Chain of DCS

The present value chain highlights four core programmes, i.e. Incarceration, Rehabilitation, Care and Social Reintegration. The core is supported by Security Operations, Facilities, Information and Communication Technologies and Administration.

Two key gaps must be noted at this juncture:

- **Remand Detention:** The prioritisation Remand Detention is unclear from an organisational viewpoint and has resulted in a misalignment between the value chain, organisational structure and operations.
- **Job-Matching:** Within the CSA, 1998 (No. 11, 1998, as amended), the function of 'job-matching' is specified. However, this component has not materialised within the organisation and is a mandated service.

The proceeding section seeks to outline a new value chain that is representative of the mandate in a holistic manner and aligns the organisation's viewpoint on the core and support services as well as inter-linkages across the value chain.

5. VALUE CHAIN

As the approach drew from the mandate of the DCS, the relationships between value chain components were unveiled as inter-connected and overlapping, an element that was not well-represented in the current value chain. Operations have demonstrated this understanding in practice, though it was not formalised through a representative framework. The value chain may be described as an ecosystem with key linkages throughout.

The figure presented below outlines the value chain components as well as the interaction with primary service recipients.

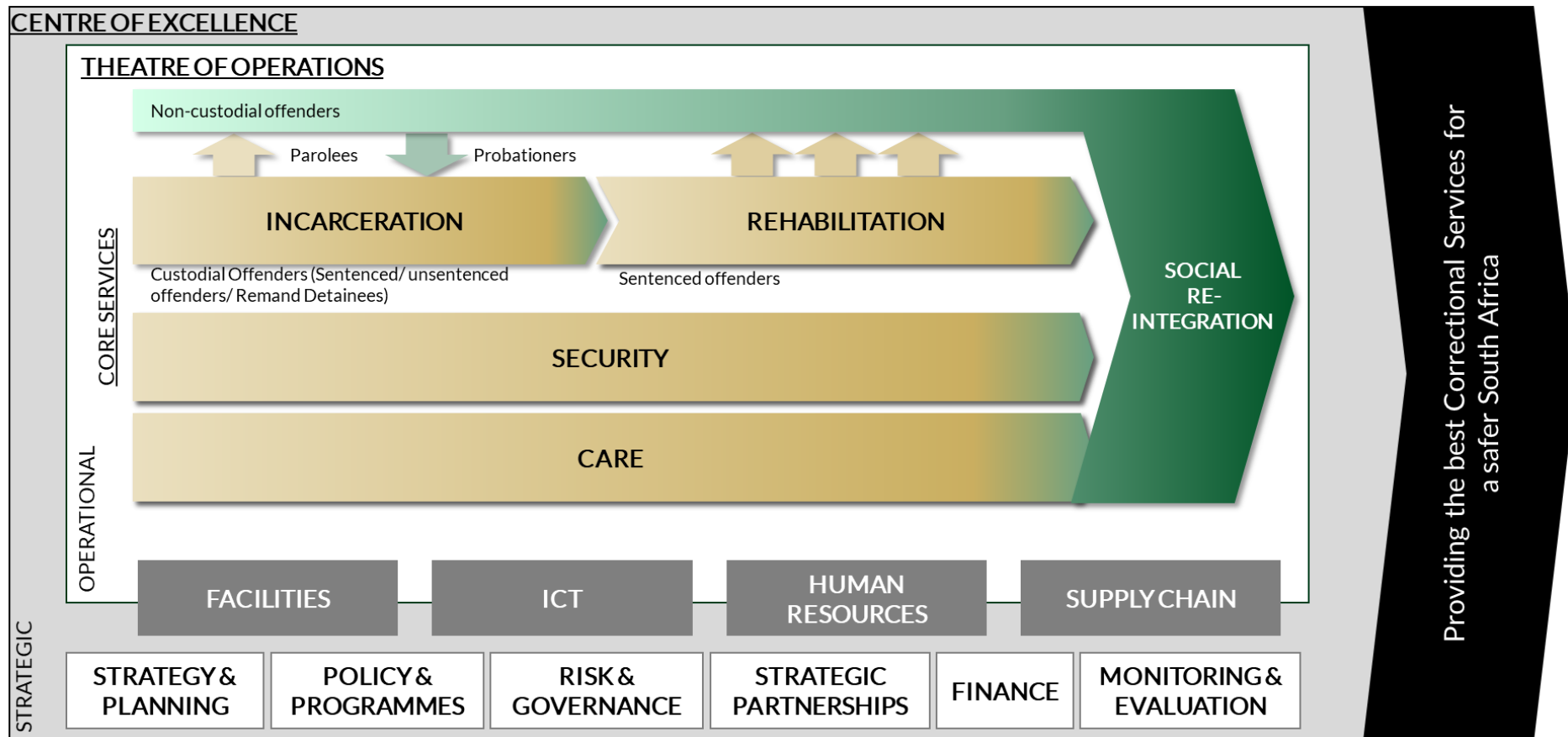
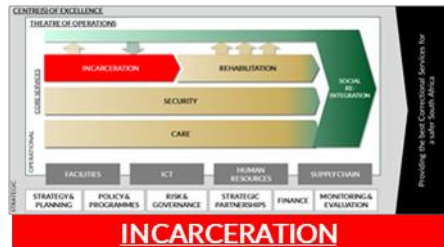


Figure 27: Value Chain

The proposed value chain is composed of core and support functions in order to execute its mandate. The core components link directly to the purpose of the DCS, and are composed of: Incarceration, Rehabilitation, Social Reintegration, Security and Care. The core components are enabled in its execution through support components. The support components operate within strategic and operational realms, with some components being purely strategic, i.e. Strategy and Planning, Policy and Programmes, Risk and Governance, Strategic Partnerships, Finance and Monitoring and Evaluation; while other components operate in both strategic and operational realms, i.e. Facilities, ICT, Human Resources and Supply Chain.

The proceeding sections highlight the relevant services, applicable legislative and policy mandates and national policy agenda. Challenges and strategic considerations are presented for each component.

5.1.1. Incarceration



Incarceration pertains to the admission, incarceration and release of offenders.

Services Offered

- **Admission**¹⁰
 - Screening
 - Profiling
- **Incarceration**
- **Release** (Unconditional or Parole)

¹⁰ Note: Assessment in terms of sentence plans and monitoring thereof, based on the legislative mandate, should be categorised as a rehabilitative effort

Mandate Review

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION¹¹ <ul style="list-style-type: none"> Public Finance Management Act, No. 1 of 1999 Criminal Procedure Act, No. 51 of 1977 Child Justice Act, No. 75 of 2008 Promotion of Administrative Justice Act, No. 3 of 2000 National Health Act, No. 61 of 2003 Mental Health Care Act, No. 17 of 2002, as amended Extradition Act, No. 67 of 1962 Public Service Act, No. 103 of 1994, as Amended Immigration Act, No. 13 of 2002 South African Police Service Act, 1995 (Act No 68 of 1995) Probation Services Act, 1991 (Act No 116 of 1991) Prevention and Combatting of Torture of Persons Act, No. 13 of 2013 Inquests Act, No. 58 of 1959 Judicial Matters Amendment Act, No. 55 of 2002 Commissions Act, No. 8 of 1947 Judges' Remuneration and Conditions of Employment Act, No. 88 of 1989 	<ul style="list-style-type: none"> United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules) Position Paper on the Revised Parole System for South Africa B-Order 	<ul style="list-style-type: none"> National Crime Prevention Strategy, 1996

¹¹ Note: Specific Other Legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

Role Players

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
<ul style="list-style-type: none"> Inmates 	<ul style="list-style-type: none"> Public Visitors Court Officials SAPS Legal Representatives Families and Communities 	<ul style="list-style-type: none"> DCS Head Office Head of Correctional Centres Correctional Officials Security Facilities ICT 	<ul style="list-style-type: none"> SAPS Office of the Chief Justice Dept. of Justice SSA NPA

Challenges

- Systems are largely manual leading to reoffenders not being detected; inadequate record keeping and reporting
- Assessment is conducted by non-professionals and non-dedicated resources jeopardising the quality of the assessments completed, and in turn, the sentence plans

Strategic Considerations

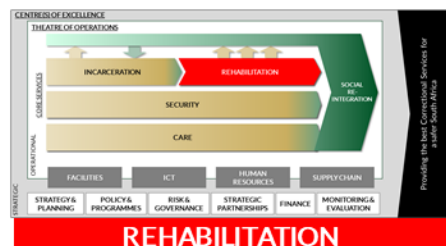
- **Strategic intent 3:** Improving **organisational efficiency** in order to achieve self-sustaining corrections for better service delivery by 2030
 - Requirement for integration of all centres to adequately record and track admissions, custodial and non-custodial sentenced offenders and release information
 - Introduction of automated modes of work will enhance efficiency and effectiveness, with implications for reduced strain on human resources
- **Strategic intent 6:** Improving **strategic partnering** for integrated government-wide service delivery by 2030
 - E.g. partnership with NATJOINTS etc. - The continued provision of operational combat training to DCS officials with focus on riot control
- **Strategic intent 7: Humane incarceration** supported by inclusive (Special Categories) evidence- based interventions through appropriate rehabilitation programmes
 - Ensuring the provision operations aligned to the ideological standpoint of the mandate

Other Considerations:

- Strategic intent 1: DCS as a professional and ideal correctional environment by 2030
- Strategic intent 2: Having secure and cost-effective facilities by 2030

- Strategic intent 8: Providing integrated security, classification of facilities and offenders and partnering with relevant structures for enhanced security in safe and secure correctional environments

5.1.2. Rehabilitation



Rehabilitation is responsible for the provision of health, social and educational services to develop sentenced offenders

Services Offered

- Development and monitoring of **Correctional Sentence Plans (CSPs)**
- Provision of **Psychological Services and Programmes**
- Provision of **Social Work Services and Programmes**
- Provision of **Spiritual Services and Programmes**
- Provision of **Correctional Programmes**
- Provision of **Educational Programmes and Skills Development Programmes**
- Provision of **Sport, Recreation, Arts, Culture and Libraries Services**

Mandate Review

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION¹² <ul style="list-style-type: none"> • South African Police Service Act, 1995 (Act No 68 of 1995) • Public Service Act, No. 103 of 1994, as Amended • Public Finance Management Act, No. 1 of 1999 • Promotion of Administrative Justice Act, No. 3 of 2000 • Probation Services Act, 1991 (Act No 116 of 1991) 	<ul style="list-style-type: none"> • United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules) • White Paper on Population for South Africa, 1998 • White Paper for Post School Education and Training (National Development Plan (NDP): Vision 2030 • White Paper on Post School Education and Training, 2013 	<ul style="list-style-type: none"> • National Crime Prevention Strategy, 1996 • National Skills Development Strategy III

¹² Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<ul style="list-style-type: none"> • Prevention and Combatting of Torture of Persons Act, No. 13 of 2013 • National Health Act, No. 61 of 2003 • National Archives Act, No. 43 of 1996 • Mental Health Care Act, No. 17 of 2002, as amended • Labour Relations Act, No. 66 of 1995, as amended • Judicial Matters Amendment Act, No. 55 of 2002 • Judges' Remuneration and Conditions of Employment Act, No. 88 of 1989 • Inquests Act, No. 58 of 1959 • Immigration Act, No. 13 of 2002 • Extradition Act, No. 67 of 1962 • Criminal Procedure Act, No. 51 of 1977 • Commissions Act, No. 8 of 1947 • Child Justice Act, No. 75 of 2008 	<ul style="list-style-type: none"> • White Paper on Batho – Pele Principles • Health Care Policy Procedures, 2010, screening on admission • B-Order • National Policy on the Conduct, Administration and Management of the Assessment of the National Certificate (Vocational), 2007 • Generic National Artisan Workplace, Data, Learner Grant Funding and Administration Policy, 2017 • National Educational Policy for Formal Technical Colleges: Report 191, 2001 • DCS' Framework on the implementation of the Child Justice Act, No. 75 of 2008 • Policy on Youth Offender, 2006 • Policy on Offenders with Disabilities, 2006 • Policy on Child Offender, 2007 • DCS Mothers and Babies Policy, 2013 • Elderly Offender Policy, 2008 • National Youth Policy 2020, 2015 • Social Work Policy, 2005 • Policy on Spiritual Care • Spiritual Care Policy Procedures • Offender Rehabilitation Plan • Psychological Services Policy and Procedures • Policy on Correctional Programmes, 2006 • National Policy for Health Act, No. 116 of 1990 • International Covenant on Civil and Political Rights • Rules of Conduct Pertaining Specifically to Psychology 	

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
	<ul style="list-style-type: none"> Public Health and Social Development Sectoral Bargaining Council Resolution 2 of 2010 	

Role Players

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
<ul style="list-style-type: none"> Sentenced Offenders 	<ul style="list-style-type: none"> Visitors Victims Families and Communities 	<ul style="list-style-type: none"> Social Workers Psychologists Medical Practitioners and related professions Educators and related professions ICT 	<ul style="list-style-type: none"> Department of Health (DoH) Sector Education and Training Authorities (SETAs) Department of Agriculture, Forestry and Fisheries (DAFF) Department of Social Development (DSD) Department of Basic Education (DBE) Department of Labour (DoL) Department of Higher Education and Training (DHET) Professional Bodies Private Sector Donor Funders Technical and Vocational Education Training Colleges (TVET) University of South Africa (UNISA) Department of Arts and Culture (DAC) SAPS

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
			<ul style="list-style-type: none"> • DoJ&CD • Department of Home Affairs (DHA) • NGOs, CBOs and Civil Society (NICRO/ FBOs) • Agriculture Research Council (ARC)

Challenges

- Offender assessments are not conducted by professionals or dedicated resources which impact the quality of assessments completed with long-term impacts (i.e. sentence plans that are not fit-for-purpose)
- The legislation refers to rehabilitation required for inmates serving a sentence for greater than 24 months. However, challenges outside the control of the DCS, as well as to reduce trends in recidivism, have fashioned the need for rehabilitative programmes targeting the various types of offenders to adopt a pro-active approach to recidivism.

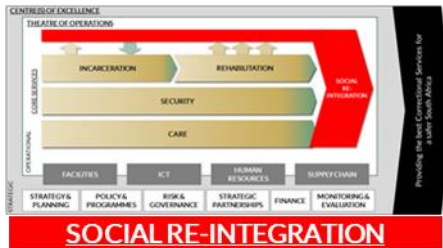
Strategic Considerations

- **Strategic intent 4: Rehabilitating and developing offenders** to improve their value system, regenerate morale and enhance social integration
 - Needs-based programmes and aligned measures of success
- **Strategic intent 3: Improving organisational efficiency** in order to **achieve self-sustaining corrections** for better service delivery by 2030
 - Contributing to **self-sufficiency** by leveraging off **rehabilitation programmes** that serve a dual purpose, i.e. reduce costs as well as provide relevant skills to offenders e.g. agriculture, fish farming, bakeries and workshops
- **Strategic intent 5: Improving strategic partnering for integrated government-wide service delivery by 2030**
 - Consideration of strategic intergovernmental partnerships to deliver cross-serviced functions
- **Strategic intent 7: Human incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes**
 - Rehabilitation efforts for detainees & offenders less than 24 months
 - Development of adequate profiling systems for various offender types

Other Considerations:

- Strategic intent 1: DCS as a professional and ideal correctional environment by 2030
- Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery
 - Application of technology in the development of offenders, e.g. computer literacy, e-learning programmes, etc.

5.1.3. Social Reintegration



Social Reintegration seeks to monitor non-custodial offenders and facilitate the reintegration of offenders (ex-) into society

Services Offered

- **Correctional supervision services**
 - **Parole Monitoring Services**
 - **Probationer Monitoring Services**
- **Reintegration services**
 - **Community Liaison services**
 - **Reintegration Programmes**

Mandate Review

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION¹³ <ul style="list-style-type: none">• Public Finance Management Act, No. 1 of 1999• Criminal Procedure Act, No. 51 of 1977• Child Justice Act, No. 75 of 2008• Promotion of Administrative Justice Act, No. 3 of 2000• National Health Act, No. 61 of 2003• Mental Health Care Act, No. 17 of 2002, as amended	<ul style="list-style-type: none">• United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules)• White Paper on Population for South Africa, 1998• B-Order• Social Work Policy, 2005	<ul style="list-style-type: none">• National Crime Prevention Strategy, 1996• National Skills Development Strategy III

¹³ Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<ul style="list-style-type: none"> Extradition Act, No. 67 of 1962 Public Service Act, No. 103 of 1994, as Amended Immigration Act, No. 13 of 2002 South African Police Service Act, 1995 (Act No 68 of 1995) Probation Services Act, 1991 (Act No 116 of 1991) Prevention and Combatting of Torture of Persons Act, No. 13 of 2013 Inquests Act, No. 58 of 1959 Judicial Matters Amendment Act, No. 55 of 2002 Commissions Act, No. 8 of 1947 Judges' Remuneration and Conditions of Employment Act, No. 88 of 1989 	<ul style="list-style-type: none"> Policy on Electronic Monitoring Position Paper on the Revised Parole System for South Africa Public Health and Social Development Sectoral Bargaining Council Resolution 2 of 2010 	

Role Players

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
<ul style="list-style-type: none"> Non-custodial Offenders (Probationers and Parolees) 	<ul style="list-style-type: none"> Public Families and Communities Victims of Offenders Families and communities 	<ul style="list-style-type: none"> Social Auxiliary Workers Psychologists and other Rehabilitation staff ICT 	<ul style="list-style-type: none"> Communities and community organisations DAC DAFF DBE DHA DHET DoH DoJ&CD DoL Donor Funders DSD Employers

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
			<ul style="list-style-type: none"> • International Communities • National Prosecuting Authority (NPA) • Private Sector • Professional Bodies • SAPS • SETAs • TVET • UNISA • NGOs, CBOs and Civil Society (NICRO/ FBOs)

Challenges

- Electronic tracking systems have been reported as discontinued
- Rural areas are more difficult to monitor and require strategic partnerships/ innovative implementation
- Manual tracking of parolees and probationers are associated with high logistical costs and increased staffing requirements
- Rejection from communities have been reported as a severe challenge hindering the social reintegration goal. Further education and facilitation between family, community and the offender are required
- Job-matching is highlighted as a function within the CSA, however, this has not become a formal departmental function. However, the DCS participates in employer forums
- Offenders provided with starter-packs when they are released. However, it has been reported that the offender-skills are not aligned to job market requirements
- Due to various reasons such as social rejection, inadequate skills and access to job security, inadequate access to health care once released, increased recidivism was reported. DCS provides a family unit when none exists outside of DCS
- The DoJ&CD & SAPS are scrapping minimum sentences for the most low-level, non-violent or non-serious crimes
- Resourcing, working hours, victim involvement, community involvement, intergovernmental partnerships, ex-offender business setup

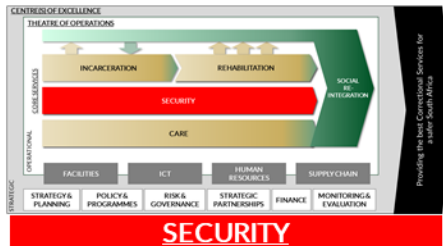
Strategic Considerations

- **Strategic intent 4:** Rehabilitating and developing offenders to improve their value system, regenerate morale and enhance social integration
- **Strategic intent 7:** Human incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes
 - Creation of **Social Reintegration Agency**; enhance the social reintegration of parolees and probationers. Exploration of hiring of ex-offenders and the operationalisation of a system thereof, e.g. hiring for two-year contracts to provide work experience and rolling system of employment
 - Next 50 Years: Use of **innovation and technology for profiling and changing/modifying behaviour**; and utilise a **global approach to Community Corrections**
- **Strategic intent 5:** Improving strategic partnering for integrated government-wide service delivery by 2030
 - “Section 13.3 provides for a need to establish a policy framework for community participation through regulated partnerships frameworks” (CSA, 1998). Foster strategic partnerships for successful reintegration
 - Linked to 10-Year Outlook for South Africa which elevates **partnership with other government departments**: NPA; DoJ&CD; SAPS and the DCS should work together
- **Exploration of additional options of non-custodial sentences**, e.g. Community Service Orders (CSO), or **Penal Reform International (PRI)** with respect to a community service sentencing programme (applied in Zimbabwe)
- **Strategic intent 1:** DCS as a professional and ideal correctional environment by 2030
 - Require skills development; entrepreneurship skills, regionally relevant education, interpersonal skills; structure and staff, staff training; norms and professionalisation of COMCOR

Other Considerations:

- Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030

5.1.4. Security



Security refers to the provision of safety and security to offenders, the public, DCS staff, centre visitors and any person interacting or in close proximity to the offender

Services Offered

- **Provision of Personal Security measures**
- **Provision of Physical Security measures**
- **Provision of Technological Security measures**

Mandate Review

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION¹⁴ <ul style="list-style-type: none"> Public Finance Management Act, No. 1 of 1999 Criminal Procedure Act, No. 51 of 1977 Child Justice Act, No. 75 of 2008 Promotion of Administrative Justice Act, No. 3 of 2000 National Health Act, No. 61 of 2003 Mental Health Care Act, No. 17 of 2002, as amended Extradition Act, No. 67 of 1962 Public Service Act, No. 103 of 1994, as Amended Immigration Act, No. 13 of 2002 South African Police Service Act, 1995 (Act No 68 of 1995) Probation Services Act, 1991 (Act No 116 of 1991) Prevention and Combatting of Torture of Persons Act, No. 13 of 2013 Criminal Law Amendment Act, No. 32 of 2007 Firearms Control Act, No. 60 of 2000 Internal Security Act, No. 74 of 1982 Control of Access to Public Premises and Vehicles Act, No. 53 of 1985 Prevention of Organised Crime Act, No. 121 of 1998 Electronic Communication Security (PTY) LTD Act, No. 68 of 2002 Electronic Communication and Transaction Act, No. 25 of 2002 	<ul style="list-style-type: none"> United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules) Minimum Security Standards for Correctional Centres Minimum Physical Security Standards Minimum Information Security Standards B-Order Security Policy and Procedures 	<ul style="list-style-type: none"> National Crime Prevention Strategy, 1996

¹⁴ Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<ul style="list-style-type: none"> Inquests Act, No. 58 of 1959 Judicial Matters Amendment Act, No. 55 of 2002 Commissions Act, No. 8 of 1947 Judges' Remuneration and Conditions of Employment Act, No. 88 of 1989 		

Role Players

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
<ul style="list-style-type: none"> Inmates Dignitaries Visitors Court Officials SAPS DCS Staff Legal Representatives 	<ul style="list-style-type: none"> Public Families and Communities 	<ul style="list-style-type: none"> Head of Correctional Centres Correctional Officials Facilities ICT 	<ul style="list-style-type: none"> Department of Public Works (DPW) Private-Public Partnerships (PPP) JCPS SAPS State Security Ministry and Agency (SSA)

Challenges

- Custodial and security personnel fulfil multiple roles with no consistent role or fulfilment of secondary role due to shift system
- Custodial and security personnel ratio to inmates low due to various reasons such as multiple movements of inmates during the day that require personnel, overcrowded centres

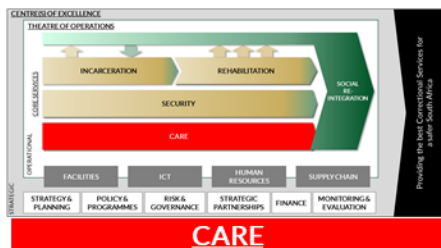
Strategic Considerations

- Strategic intent 8:** Providing integrated security, classification of facilities and offenders and partnering with relevant structures for enhanced security in safe and secure correctional environments
- Strategic intent 2:** Having **secure** and cost-effective facilities by 2030
- Strategic intent 6:** Having optimal, integrated smart technology to enhance **security** systems and service delivery
 - Integration of ICT and Facilities

Other Considerations:

- Conceptually consolidating security at Head Office and other facilities with security at regions
- **Security Key strategic intent for 5- and 10-Year Planning:**
 - Provide for a safe and secure correctional environment;
 - Down-manage overcrowding in correctional facilities; and
 - Optimise utilisation of integrated technology to enhance security
 - Establish unit management structures for effective implementation; and
 - Implement an anti-gang management strategy to improve security
- **Pronouncements for the Next 50 Years:**
 - A DCS security programme guided by the six security pillars: personnel security; physical security; technological security; information security; operational security and management security

5.1.5. Care



Care entails the provision of basic human rights to inmates. These include: healthcare, nutritional services, personal and environmental hygiene

Services Offered

- **Health Services**
 - Primary Health Care
 - Palliative Care
 - Rehabilitative Care
 - Referral Services
- **Nutrition Services**
- **Personal and Environmental Hygiene Services**

Mandate Review

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION¹⁵ <ul style="list-style-type: none"> Public Finance Management Act, No. 1 of 1999 Criminal Procedure Act, No. 51 of 1977 Child Justice Act, No. 75 of 2008 Promotion of Administrative Justice Act, No. 3 of 2000 National Health Act, No. 61 of 2003 Mental Health Care Act, No. 17 of 2002, as amended Extradition Act, No. 67 of 1962 Public Service Act, No. 103 of 1994, as Amended Immigration Act, No. 13 of 2002 South African Police Service Act, 1995 (Act No 68 of 1995) Probation Services Act, 1991 (Act No 116 of 1991) Prevention and Combatting of Torture of Persons Act, No. 13 of 2013 Medicines and Related Substances Act, No. 101 of 1996 Hazardous Substances Act, No. 15 of 1973 Dental Technician Act, No. 19 of 1979 Allied Health professions Act, No. 63 of 1982 Choice on Termination of Pregnancy Act, No. 92 of 1996 Sterilisation Act, No. 44 of 1998 Tobacco Products Control Act, No. 83 of 1993 	<ul style="list-style-type: none"> United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules) Health Care Policy Procedures, 2010, screening on admission National Services Policy and Procedures 2010 Nutritional Services Policy and Procedures B-Order Psychological Services Policy and Procedures National Policy for Health Act, No. 116 of 1990 Rules of Conduct Pertaining Specifically to Psychology Public Health and Social Development Sectoral Bargaining Council Resolution 2 of 2010 	<ul style="list-style-type: none"> National Crime Prevention Strategy, 1996

¹⁵ Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<ul style="list-style-type: none"> National Health Laboratory Service Act, No. 37 of 2000 State Information Technology Act, No. 88 of 1998 Nursing Act, No. 33 of 2005 Foodstuffs, Cosmetics and Disinfectant Act, No. 54 of 1972 Children's Act, No. 38 of 2005 Health Professions Act, No. 56 of 1974 Pharmacy Act, No. 53 of 1974 as amended Inquests Act, No. 58 of 1959 Judicial Matters Amendment Act, No. 55 of 2002 Commissions Act, No. 8 of 1947 		

Role Players

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
Inmates	<ul style="list-style-type: none"> Public Visitors Court Officials SAPS Legal Representatives Families and Communities 	<ul style="list-style-type: none"> Medical Practitioners Nurses Pharmacists Other medical and allied health professionals DCS Staff Head of Correctional Centres Correctional Officials 	<ul style="list-style-type: none"> DoH Professional bodies Civil Society Organisations (CSOs) DSD DoJ&CD Organised Labour JCPS

Challenges

- Initial assessments of offenders completed by Correctional Officials not industry professionals
- Lack of adequate resources (human, budget, medical equipment and an integrated health information system)

- Dependent on manual systems which are prone to human error
- Mentally ill patients are housed within the DCS facilities. These facilities are not designed for such a population as these patients would require greater healthcare
- Consideration regarding transgender and other LGBT limitations of inmate management
- Assistance required in the management of prevention and management of diseases

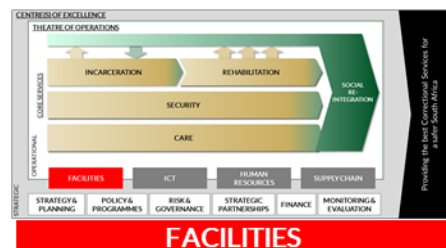
Strategic Considerations

- **Strategic intent 5:** Improving strategic partnering for integrated government-wide service delivery by 2030
 - Consider use of strategic intergovernmental framework of partnerships to deliver across services functions, e.g. health checks for HIV/AIDS and TB screening and treatment
- **Strategic intent 7:** Humane incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes

Other considerations:

- Strategic intent 1: DCS as a professional and ideal correctional environment by 2030
- Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030
- Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery
- Link to **rehabilitation programme for self-sufficiency** in the provision of clothing, bedding, produce, etc.
- Clearly define how security supports Care
- **Centralised coordination** vs **decentralised** nature of function, e.g. order systems for requirements
- **Clearly define** how **Care supports Social Reintegration**

5.1.6. Facilities



Facilities refers to all physical structures provided for the purposes of incarceration, correctional supervision, care, rehabilitation, security, ICT, and administration

Services Offered

- **Facility planning services**
- **Contract management, quality assurance and management of:**
 - **New facilities**
 - **Existing facilities**
 - **Facility maintenance** including building maintenance, mechanical maintenance, electrical maintenance; and boiler maintenance

Mandate Review

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION¹⁶ <ul style="list-style-type: none"> • Public Finance Management Act, No. 1 of 1999 • Criminal Procedure Act, No. 51 of 1977 • Child Justice Act, No. 75 of 2008 • Promotion of Administrative Justice Act, No. 3 of 2000 • National Health Act, No. 61 of 2003 • Mental Health Care Act, No. 17 of 2002, as amended • Extradition Act, No. 67 of 1962 	<ul style="list-style-type: none"> • United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules) • Minimum Security Standards for Correctional Centres • B-Order • Policy Procedures for Facilities • Norm Guidelines for Prison Facilities 	<ul style="list-style-type: none"> • National Crime Prevention Strategy, 1996

¹⁶ Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<ul style="list-style-type: none"> Public Service Act, No. 103 of 1994, as Amended Immigration Act, No. 13 of 2002 South African Police Service Act, 1995 (Act No 68 of 1995) Probation Services Act, 1991 (Act No 116 of 1991) Prevention and Combatting of Torture of Persons Act, No. 13 of 2013 National Building Regulations and Building Standards Act, No. 103 of 1977 as amended Hazardous Substance Act, No. 15 of 1973 as amended Inquests Act, No. 58 of 1959 Judicial Matters Amendment Act, No. 55 of 2002 Commissions Act, No. 8 of 1947 		

Role Players

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
<ul style="list-style-type: none"> Sentenced Offenders Remand Detainees Unsentenced Offenders Visitors Court Officials Legal Representatives 	<ul style="list-style-type: none"> Public SAPS Families and Communities 	<ul style="list-style-type: none"> DCS Staff Head of Correctional Centres Correctional officials Dignitaries 	<ul style="list-style-type: none"> DPW Private Sector International Communities DEA CSIR NT South African National Energy Development Institute (SANEDI)

Challenges

- Ageing facilities that were not built for purpose (i.e. rehabilitation purpose and military base conversions)
- Facilities are maintained through DPW, and challenges arising out of timing, budget and efficiency has been reported

- On average, facilities are overcrowded by 38%
- Presently Steering committee and project status meetings on the progress of projects with DPW are a challenge to attend due to resource constraints, impacting on the ability of DCS to have detailed oversight over project progress
- On average, facilities are overcrowded by 38%
- Due to lack of capacity within mental institutions, DCS assists with detention of the mentally ill. However, these are not the primary beneficiaries of the DCS. Additionally, identification of offenders with mental illness and the process of transferring institutions is lengthy. Incorporation of offenders with mental illness must be adopted within the legislative and policy mandate. At present, the provision falls under section 49D. Mentally ill remand detainees

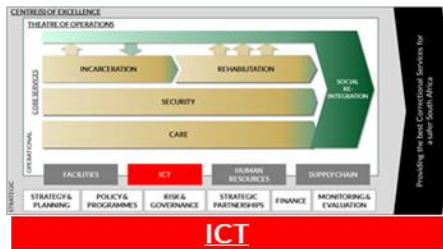
Strategic Considerations

- **Strategic intent 2:** Having secure and cost-effective facilities by 2030
- **Strategic intent 5:** Improving strategic partnering for integrated government-wide service delivery by 2030
- **Strategic intent 6:** Having optimal, integrated smart technology to enhance security systems and service delivery
- **Strategic intent 8:** Providing integrated security, classification of facilities and offenders and partnering with relevant structures for enhanced security in safe and secure correctional environments
 - Consideration of green buildings
 - Alternative costing models with respect to PPP and other partnership options
 - Enhanced delivery through inter-governmental partnerships, e.g. DPW
 - SMART facilities that reduce the workload on human resources and strengthen security
 - Provision of appropriate facilities aligned to offender classifications
 - Consideration facilities for special categories

Other Considerations:

- Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030
- Strategic intent 7: Human incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes

5.1.7. ICT



Information, Communications Technology refers to the provision of ICT services in form of infrastructure, helpdesk, systems, governance and security to DCS staff and offenders

Services Offered

- **ICT Infrastructure Services**
- **ICT Helpdesk Services**
- **ICT Systems** for the purposes of record keeping and data management ad reporting
- **ICT Governance & Security**

Mandate Review

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION¹⁷ <ul style="list-style-type: none">• Public Finance Management Act, No. 1 of 1999• Criminal Procedure Act, No. 51 of 1977• Child Justice Act, No. 75 of 2008• Promotion of Administrative Justice Act, No. 3 of 2000• National Health Act, No. 61 of 2003• Mental Health Care Act, No. 17 of 2002, as amended• Extradition Act, No. 67 of 1962• Public Service Act, No. 103 of 1994, as Amended	<ul style="list-style-type: none">• United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules)• King (IV) report on Corporate Governance	<ul style="list-style-type: none">• National Crime Prevention Strategy, 1996

¹⁷ Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<ul style="list-style-type: none"> • Immigration Act, No. 13 of 2002 • South African Police Service Act, 1995 (Act No 68 of 1995) • Probation Services Act, 1991 (Act No 116 of 1991) • Prevention and Combatting of Torture of Persons Act, No. 13 of 2013 • State Information Technology Act, No. 88 of 1998 • Electronic Communication and Transaction Act, No. 25 of 2002 • Regulation of Interception of Communications Act, No. of 2002 • Institutional of Legal Proceedings against certain organs of state Act, No. 40 of 2002 • Inquests Act, No. 58 of 1959 • Judicial Matters Amendment Act, No. 55 of 2002 • Commissions Act, No. 8 of 1947 		

Role Players

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
DCS Employees Offenders	<ul style="list-style-type: none"> • Families and communities • Visitors • Courts • SAPS • Legal Representatives 	<ul style="list-style-type: none"> • DCS Employees • Head of Correctional Centres • Correctional Officials 	<ul style="list-style-type: none"> • Service providers • SITA • National Treasury • DPSA • DoJ&CD • CJ • SSA • Council for Scientific and Industrial Research (CSIR) • DTPS • Department of Monitoring and Evaluation (DPME)

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
			<ul style="list-style-type: none"> • DPW • JCPS • Human Rights Commission

Challenges

- Outdated and dilapidated ICT and security technology infrastructure
- Lack of professional skillsets as well as number of skill sets
- Largely manually driven with systems not integrated to one another, leading to data supply and data integrity risks. Additionally, technology is not standardised across the organisation
- Current service delivery impeded by lack of electronic platforms across value chain e.g. incarceration processes at centres, etc. IIIMS system is currently underway and seeks to resolve the issues of:
 - Paper-based environment which is largely manual;
 - Internal systems that do not integrate with one another;
 - Jeopardised data integrity (e.g. removal of fingerprints of Remand Detainees and Offenders from the system),
 - Poor record keeping, and
 - Independent system to the other government departments
- ICT security monitoring of computers and internet usage by offenders is limited/ not present
- Inadequate implementation of the ICT governance and accountability structure
- Greater user access management (security and systems) is required
- Inadequate connectivity (lack of convergence)
- Lack of business intelligence & reporting
- Lack of centralised data storage
- Lack of data and information classification

Strategic Considerations

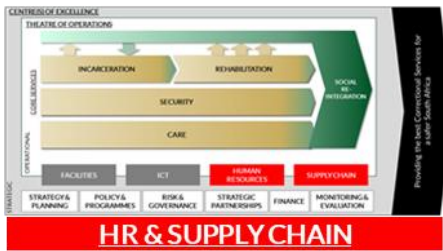
- **Strategic intent 6:** Having optimal, integrated smart technology to enhance security systems and service delivery
- **Strategic intent 2:** Having secure and cost-effective facilities by 2030

- **Strategic intent 3:** Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030
- **Strategic intent 8:** Providing integrated security, classification of facilities and offenders and partnering with relevant structures for enhanced security in safe and secure correctional environments
 - **ICT is a strategic lever that enables every element in the value chain**
 - ICT has **both strategic** and **operational components**
 - Requirement for ICT to enable the security and facilities functions through:
 - Adequate ICT infrastructure and support services
 - Digital forms of security measures, e.g. CCTV, automated controls of inmate facilities
 - Leverage of economies of scale by standard procurement of systems and ICT related products
- **Strategic intent 5:** Improving strategic partnering for integrated government-wide service delivery by 2030
- **Role within the automation of security and facilities when outsourced**, e.g. interface/ authority/ liaison with DPW

Other considerations:

- Strategic intent 1: DCS as a professional and ideal correctional environment by 2030

5.1.8. Human Resources & Supply Chain



Human Resources refer to the provision of internal Human Resource related services such as recruitment and selection, talent management, etc. to the organisation.

Supply Chain Management refers to the provision of demand planning, acquisition management and logistics management.

Services Offered

- **Human Resource Services**
 - Recruitment and Selection
 - Talent Management
 - Performance Management
 - Employee Health and Wellness
 - OD Services
- **Supply Chain Management Services**
 - Demand Planning
 - Acquisition Management
 - Logistics Management
 - Contract Management

Mandate Review

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION¹⁸ <u>HR</u> <ul style="list-style-type: none">• Public Finance Management Act, No. 1 of 1999• Criminal Procedure Act, No. 51 of 1977• Child Justice Act, No. 75 of 2008• Promotion of Administrative Justice Act, No. 3 of 2000	<ul style="list-style-type: none">• United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules)• White Paper for Post School Education and Training (National	<ul style="list-style-type: none">• National Crime Prevention Strategy, 1996• National Skills Development Strategy III

¹⁸ Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<ul style="list-style-type: none"> • National Health Act, No. 61 of 2003 • Mental Health Care Act, No. 17 of 2002, as amended • Extradition Act, No. 67 of 1962 • Public Service Act, No. 103 of 1994, as Amended • Immigration Act, No. 13 of 2002 • South African Police Service Act, 1995 (Act No 68 of 1995) • Probation Services Act, 1991 (Act No 116 of 1991) • Prevention and Combatting of Torture of Persons Act, No. 13 of 2013 • National Education Policy Act, No. 27 of 1996 • National Qualification Framework Act, No. 67 of 2008 • Continuing Education and Training Act 2006, No. 16 of 2006 • Children's Act, No. 38 of 2005 • Skills Development Act, No. 97 of 1998 • South African Qualification Authority (SAQA) Act, No. 58 of 1995 • Pension Funds Act, No. 24 of 1956 • Tax on Retirement Funds Act, No. 38 of 1996, as amended • Code of Good Practice on the Handling of Sexual Harassment Cases, 2005 • Hazardous Substance Act, No. 15 of 1973 as amended • Public Holidays Act, No. 36 of 1994 as amended • Inquests Act, No. 58 of 1959 • Judicial Matters Amendment Act, No. 55 of 2002 • Commissions Act, No. 8 of 1947 	<ul style="list-style-type: none"> • Development Plan (NDP): Vision 2030 • White Paper on Post School Education and Training, 2013 • King (IV) report on Corporate Governance • National Policy on the Conduct, Administration and Management of the Assessment of the National Certificate (Vocational), 2007 • Generic National Artisan Workplace, Data, Learner Grant Funding and Administration Policy, 2017 • National Educational Policy for Formal Technical Colleges: Report 191, 2001 	

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<p><u>Supply Chain Management</u></p> <ul style="list-style-type: none"> Public Finance Management Act, No. 1 of 1999 Criminal Procedure Act, No. 51 of 1977 Child Justice Act, No. 75 of 2008 Promotion of Administrative Justice Act, No. 3 of 2000 National Health Act, No. 61 of 2003 Mental Health Care Act, No. 17 of 2002, as amended Extradition Act, No. 67 of 1962 Public Service Act, No. 103 of 1994, as Amended Immigration Act, No. 13 of 2002 South African Police Service Act, 1995 (Act No 68 of 1995) Probation Services Act, 1991 (Act No 116 of 1991) Prevention and Combatting of Torture of Persons Act, No. 13 of 2013 Preferential Procurement Policy Framework Act, No. 5 of 2000 The Public Audit Act, No. 25 of 2004 Prevention and Combating of Corrupt Activities Act, No. 12 of 2004, as amended Revised Preferential Procurement Regulations, 2017 Inquests Act, No. 58 of 1959 Judicial Matters Amendment Act, No. 55 of 2002 Commissions Act, No. 8 of 1947 	<ul style="list-style-type: none"> Preferential Procurement Policy Framework Guidelines King (IV) report on Corporate Governance 	<ul style="list-style-type: none"> National Crime Prevention Strategy, 1996

Role Players

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
DCS Employees Offenders	<ul style="list-style-type: none"> Remand Detainees Offenders Other Departments 	<ul style="list-style-type: none"> All departments <p>External Role Players</p> <ul style="list-style-type: none"> Auditor General Internal Auditors External Auditors National Treasury Organised Labour 	<ul style="list-style-type: none"> Donors (International/ National/ Local) DPSA DPW Government Communication and Information System (GCIS) JCPS Education/ Learning Institutions National School of Government (NSG) National Treasury NT Private Sector Professional Bodies SETAs SITA Organised Labour (PSA and POPCRU)

Challenges

- Definition of ideal correctional official is unclear
- Challenges reported with respect to the current organisational structure, shift system and capacity especially within the regions
- Requirement for multi-skilling and professionalisation
- Transversal contracts resulting higher prices – undermining the low-cost self-sufficiency model

Strategic Considerations

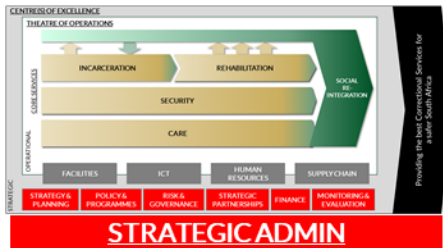
- **Strategic intent 1:** DCS as a professional and ideal correctional environment by 2030

- Definition of the **ideal correctional official** and its implementation within the centres
- Definition of the ideal **culture** and **identity** of the organisation
- Realignment of HR processes to enable DCS
- Employee benefits from other government departments, e.g. social housing and rent-to-buy
- **Strategic intent 5:** Improving strategic partnering for integrated government-wide service delivery by 2030
 - Leveraging of existing governmental partnerships, frameworks and toolkits
 - Sourcing raw materials strategically through **governmental depts./entities/ partners in regions** – consider **centralised vs decentralized** options
- **Strategic intent 3:** Improving organisational efficiency in order to achieve **self-sustaining corrections** for better service delivery by 2030

Other Strategic Intent:

- Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery

5.1.9. Strategic Administration



Strategic Administration refers to the functions that provide direction and oversight, execute policy and decision-making and monitor and evaluate on the implementation of core services. It also includes a central location from which

strategic partnerships are driven internationally and nationally. Lastly, financial services are offered to the organisation from this vantage point.

- **Policy development and review services**
- **Risk and Governance services**
 - Internal Audit
 - Risk Management
- **Strategic Partnerships** (International/ Inter-governmental and non-governmental)
- **Financial Services**
 - Budget Management and Reporting
 - Income and Expenditure Management
 - Payroll Services
- **Monitoring and Evaluation Services**

Services Offered

- **Strategic Planning and Reporting Services**

Mandate Review

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION¹⁹ <ul style="list-style-type: none">• Intellectual Property Rights from Publicly Financed Research and Development Act, 2008• National Research Foundation Act, No. 23 of 1998	<ul style="list-style-type: none">• National Treasury Framework for Managing Programme Performance Information (FMPPPI)	

¹⁹ Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<ul style="list-style-type: none"> Scientific Research Council Act, No. 46 of 1988 Consumer Protection Act, No. 68 of 2008 Public Holidays Act, No. 36 of 1994 as amended Regulation of Interception of Communications Act, No. of 2002 Institutional of Legal Proceedings against certain organs of state Act, No. 40 of 2002 National Environmental Management: Waste Act, 2008, as Amended Income Tax Act, No. 58 of 1962, as Amended Pension Funds Act, No. 24 of 1956 Preferential Procurement Policy Framework Act, No. 5 of 2000 Tax on Retirement Funds Act, No. 38 of 1996, as amended The Public Audit Act, No. 25 of 2004 Revised Preferential Procurement Regulations, 2017 National Treasury Regulations, March 2005, as Amended 	<ul style="list-style-type: none"> National Treasury Framework for Strategic Plans and Annual Performance Plans, 2010 National Treasury Guideline Draft Framework for Corporate Planning and Shareholder's Compact, 2002 Policy Framework for the Government Wide Monitoring and Evaluation (GWM&E) System, 2007" National Treasury - Circular: Contracts containing provisions relating to indemnities, limitation of liabilities and warranties, 2005 Codes of Good Practice on B-BBEE, 2016 National Treasury - Asset Management Guidelines National Treasury - Circular: Investment of Surplus Funds, 2003 National Treasury - Instruction note on enhancing compliance monitoring and improving transparency and accountability in Supply Chain Management National Treasury - Practice Note Circular (SCM), 2010 National Treasury - Practice Note 	

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
	PFMA GCC, 2010 <ul style="list-style-type: none"> National Treasury - Practice Note SBD 9, 2010 Preferential Procurement Policy Framework Guidelines Generally Recognised Accounting Practices 23 (GRAP 23) 	

Role Players

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
<ul style="list-style-type: none"> Offenders DCS Employees 	<ul style="list-style-type: none"> Public Families and Communities Visitors Courts SAPS Legal Representatives Other Departments 	<ul style="list-style-type: none"> Incarceration Rehabilitation Social Reintegration Security Care ICT Facilities HR Supply Chain Management Regions Management Areas Head of Correctional Centres Correctional Officials DCS Employees Minister Parliament 	<ul style="list-style-type: none"> ARC CSIR DAFF DBE DEA Department of Human Settlements DHET DoE DoH DoJ&CD DPME DSD GCIS Human Rights Commission International Parties JCPS Cluster Non-governmental Organisations

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
			<ul style="list-style-type: none"> • NT • South African National Energy Development Institute (SANEDI) • SAPS • Statistics SA • Tertiary Institutions • TVET • Department of Small Business Development (DSBD) • National Youth Development Agency (NYDA) • Department of Cooperative Governance and Traditional Affairs (COGTA) • Department of Rural Development and Land Reform (DRDLR) • Local Government • Government Printers • Department of Trade and Industry • SITA • South African Social Security Agency (SASSA) • Department of Telecommunications and Postal Services (DTPS) • United Nations Commission on Human Rights (UNCHR)

Challenges

- Lack of centrally coordinated, formal agreements with other gov. departments and partners
- No equivalent counterparts to execute policies/ plans/ strategies/ operations within the regions
- Challenges with communication between Head Office and regions reported
- Budget constraints impeding operations

Strategic Considerations

- **Strategic intent 2:** Having secure and cost-effective facilities by 2030
 - Inclusive of secure and cost-effective offices
 - Strategic management of rented buildings
- **Strategic intent 5:** Improving strategic partnering for integrated government-wide service delivery by 2030
 - Coordinated efforts and formal partnering for the medium-long term with government, non-governmental organisations, international organisations and the private sector, e.g. SAPS, Human Settlements, Security-organisations, Statistics SA, Dept. of Health, Dept. of Education
- **Strategic intent 6:** Having optimal, integrated smart technology to enhance security systems and service delivery
 - IIMS as a central system integrating data internally as well as externally
 - Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030

Other Strategic Intents:

- **Strategic differentiation between functions** that **direct and govern** DCS vs **enabling functions** that are operational in nature but include strategic components and implementation within operations
- **Monitoring and measurement of intended impacts**, e.g. recidivism

Aligned to the proposed value chain are proposed high-level workflows. These may be found under **Annexure 1**.

6. SERVICE DELIVERY MODEL

This section outlines the considerations, findings and recommendations as part of the design of the proposed SDM for DCS.

6.1. Considerations

The Considerations Section presents a summary of the methodology utilised, benchmarking considerations and an overview of the financial analysis conducted as part of the design of a SDM for the DCS.

6.1.1. Methodology

IMPLEMENTATION OF STRATEGIC AND TACTICAL CONSIDERATIONS

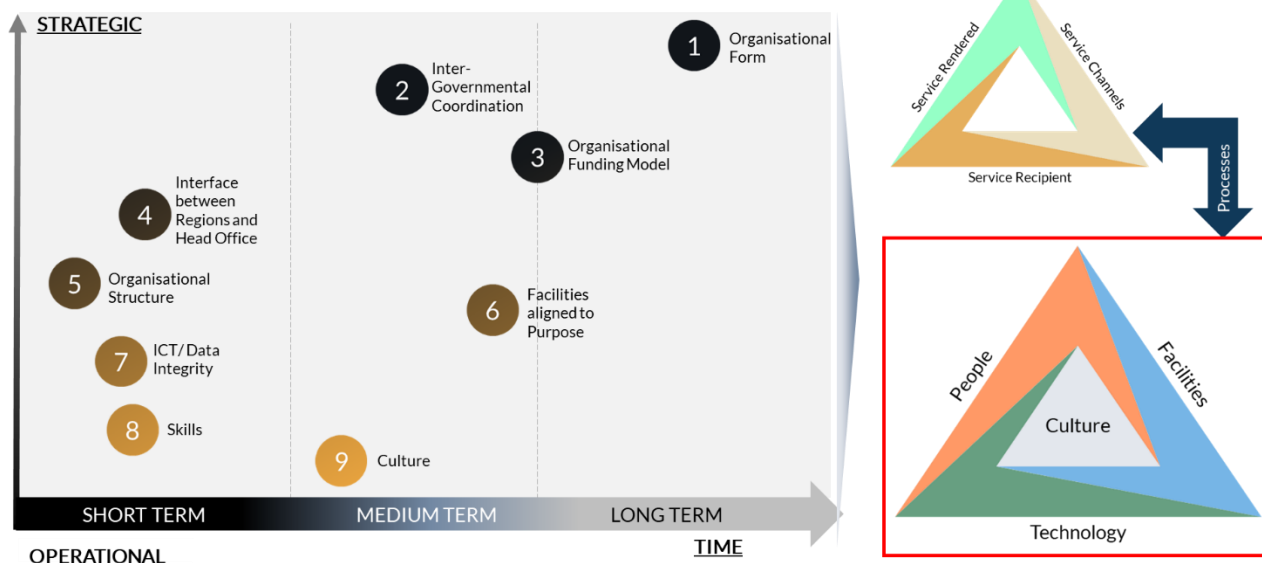


Figure 28: Strategic and operational considerations relative to SDM Design

The design of the SDM considered strategic and tactical considerations arising out of the Situational Analysis of the DCS environment. These considerations were mapped against the key services rendered, service channels and their recipients and considered against the DCS operating environment of people, facilities, culture and technology.

Various SDM options were considered utilising global frameworks and analysed against a set of test questions. Each function was viewed against these potential models given the unique nature of the services rendered thereof.

RANGE OF SERVICE DELIVERY OPTIONS

Regional	Central	Outsourcing
Insourcing	Transfer of functions	PPP
Front Office	Back office	One stop services
Multi purpose centres	Corporatisation (agencies, utilities, s 21)	Privatisation
Electronic Service Delivery	Mainstream government	Private entities (profit, not for profit)
Considered	Out of scope	

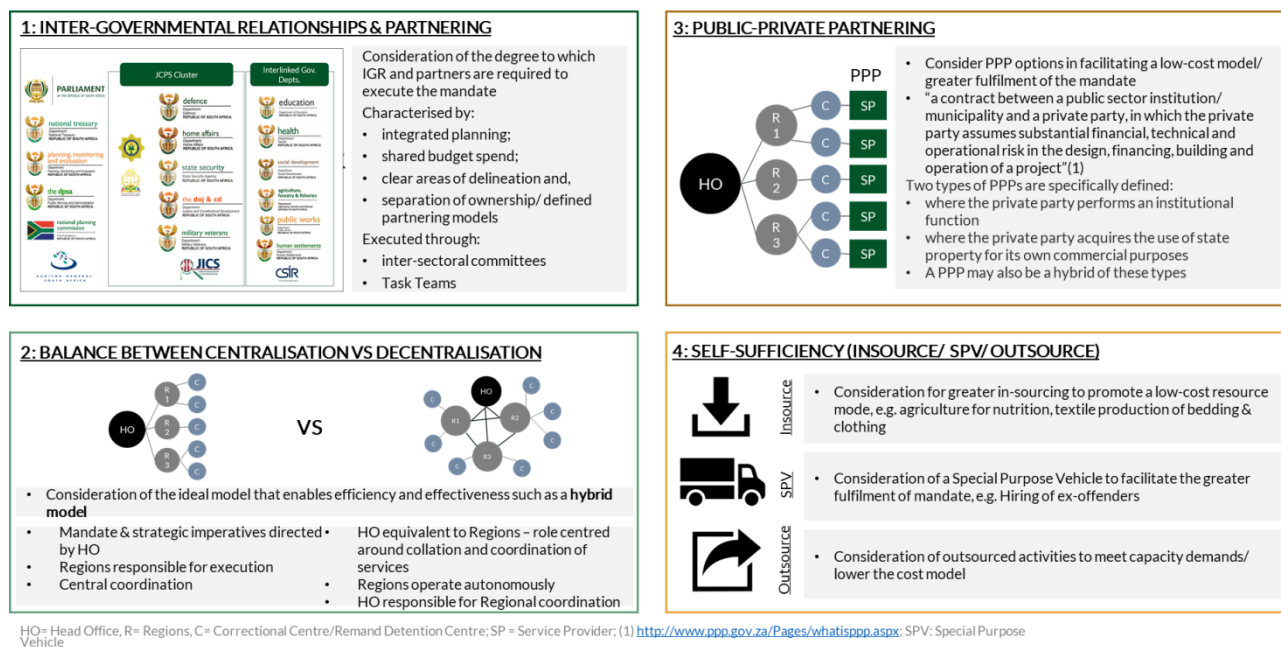
Source: DPSA Guide and Toolkit on Organisational Design, [Options for urban service delivery in South Africa with special reference to the Tshwane Metropolitan Municipality](#).
World Bank Research

SD MODEL TEST QUESTIONS

Strategic Focus	Question	
Public Interest Test	Does the program or service continue to serve a public interest?	✓
Role of Government Test	Is there a legitimate and necessary role for government in this program or service?	✓
Jurisdictional Alignment Test	Is the lead responsibility for this program or service assigned to the right government jurisdiction?	✓
External Partnership Test	Could, or should, this program or service be provided in whole or in part by the private or voluntary sector?	✓
Business Principles Test	If the program or service continues within the existing government context, how could its efficiency and effectiveness be improved?	✓
Affordability Test	Is the program or service affordable within fiscal realities?	✓
Arrangement Test	Would an alternative delivery arrangement result in improved program/service delivery?	✓

Figure 29: SDM Options

The analysis resulted in a shortlisting of four key operating model considerations. These considerations included leveraging intergovernmental relationships and effective partnering with the public and private sector, addressing centralisation versus decentralisation within the operating environment and analysing opportunity for self-sufficiency within the DCS environment.



HO= Head Office, R= Regions, C= Correctional Centre/Remand Detention Centre; SP= Service Provider; (1) <http://www.ppp.gov.za/Pages/whatisppp.aspx>; SPV: Special Purpose Vehicle

Figure 30: Four Operating Model Considerations

The range of service delivery and operating model considerations were further reduced to two key spectrums of analysis, as summarised between where control sits within the DCS environment (insourced or outsourced) and where coordination lies (centralised or decentralised). Each function would then be analysed against these two spectrums and plotted as current versus proposed model of operations.

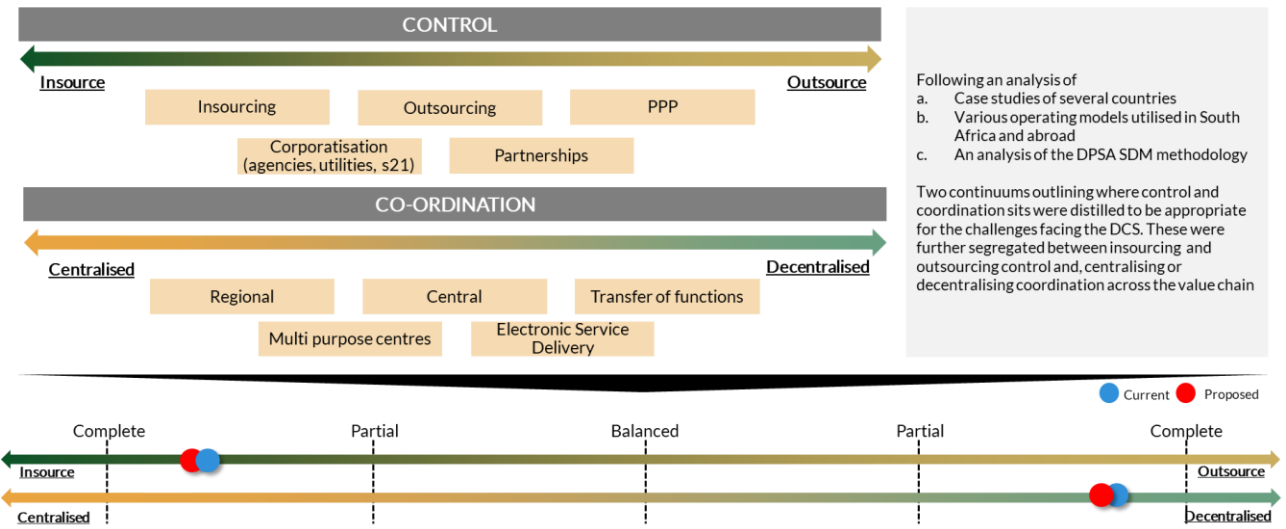


Figure 31: Control versus Coordination Spectrum of analysis

6.2. Findings & Recommendations

This section outlines the key findings and recommendations based on the analysis conducted.

6.2.1. Findings

This section outlines findings by each function presented in the proposed DCS Value Chain and include a summary description, advantages, disadvantages, risks and assumptions of the current and proposed models for consideration. Each function is then concluded with an over of the proposed models on people, technology, facilities and culture.

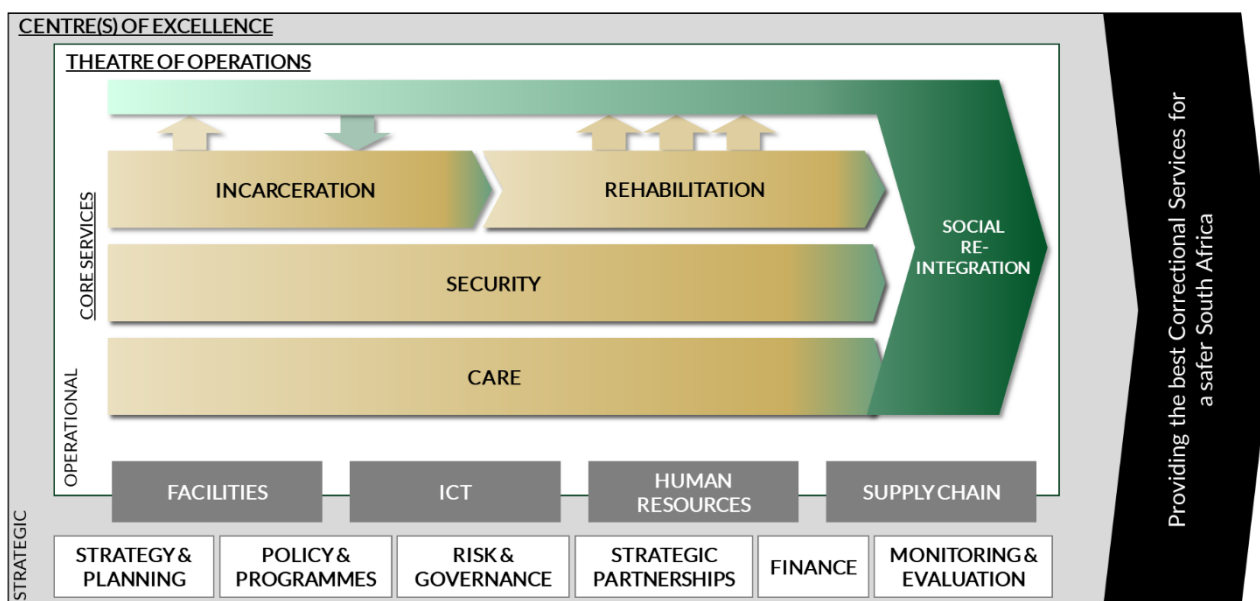


Figure 32: Proposed DCS Value Chain

As indicated in earlier, the range of service delivery and operating model considerations were reduced to two key spectrums of analysis, as summarised between where control sits within the DCS environment (insourced or outsourced) and where coordination lies (centralised or decentralised). Each function was analysed against these two spectrums and plotted as current versus proposed model of operations. This analysis is reflected in the section below.

6.2.1.1. Incarceration

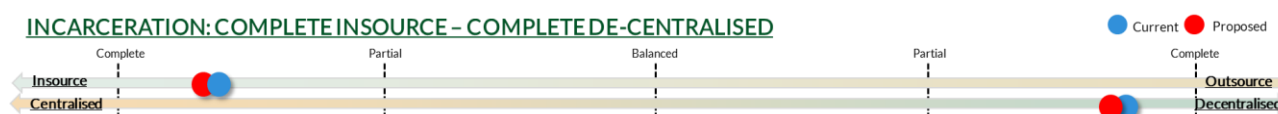


Figure 33: Incarceration Proposed Model

The Incarceration function is currently insourced and decentralised and is recommended to remain the same, i.e. insourced and decentralised. This implies that decision making regarding the services as defined within the Incarceration function will remain at the Correctional Centre and not at the Head Office and that custodial duties related to a resource perspective, will remain insourced, rather than outsourced (unless a specific arrangement exists within a Public Private Partnership centre). The current model has limitations in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications table below.

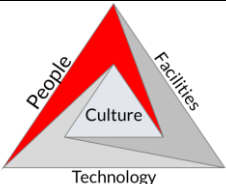

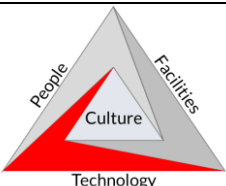

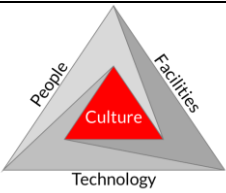
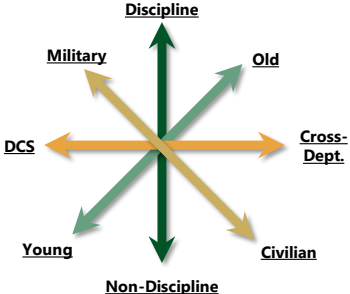
There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

Table 2: Advantages, Disadvantages, Risks & Assumptions- Incarceration Function

ADVANTAGES	DISADVANTAGES
<p><u>Current</u></p> <ul style="list-style-type: none"> • DCS correctional officials are focused towards the custodial duty and essential services required by the incarceration function • Appropriate mode of delivery through regional offices • Central control over training and professionalisation of incarceration staff <p><u>Proposed</u></p> <ul style="list-style-type: none"> • Without any major changes to decentral management or outsourcing, DCS correctional officials remain focused towards the custodial duty and essential services required by the incarceration function • Remand detention to be treated as a sub function of incarceration ensuring its requirements are met as a sub-programme 	<p><u>Current</u></p> <ul style="list-style-type: none"> • Severe resource limitations result in adjacent functions, resources, headcount as well as service delivery functions being conglomerated within the incarceration programme as well as staff • There is a mismatch of Remand Detention representation in structure between Head Office and centre level <p><u>Proposed</u></p> <ul style="list-style-type: none"> • Resource constraints will not be resolved through this model; however, alternative models would require greater resource requirements
RISKS	ASSUMPTIONS
<p><u>Current</u></p> <ul style="list-style-type: none"> • Risks associated with the current decentralised and insourced function relate to DCS not benefiting from external intelligence and innovative methods of management of the incarceration function if external partners were involved • Decentralised management without information systems that integrate all service delivery modes poses a risk to operational efficiency, adequate record keeping and reporting • Fully manual operations <p><u>Proposed</u></p> <ul style="list-style-type: none"> • Since no major changes are proposed for the centralising and outsourcing of the incarceration function, the risk remains on a fully manual, non-automated function 	<p><u>Current</u></p> <ul style="list-style-type: none"> • Current model assumes that incarceration has access to sufficient resources and skills to deliver upon its core service effectively <p><u>Proposed</u></p> <ul style="list-style-type: none"> • Proposed model recognises the severe limitations related to resources and budget and proposes that this be addressed in budget cycles and in the design of a new structure that aligns the service delivery needs of the function • Fully functional information systems

Model Implications

Table 3: People, Technology, Facilities and Culture Considerations for Proposed Incarceration Model

 <p>PEOPLE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Addressing resource and structure limitations as decentralised function Incarceration requires distinct training suited toward security and incarceration mindset and distinct from the 4 other functional areas, in order to effectively fulfil its mandate Clear understanding and implementation of the ideal correctional official Close collaboration with other areas of the value chain in an integrated manner, distinguishing between services that require a security competency set vs professionalised competency set 
 <p>TECHNOLOGY</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Despite its decentralised operations, technology as enabler will be a centralised function Full automation of all incarceration services that link to the other key services and functions within the DCS for the effective and safe custody of inmates <ul style="list-style-type: none"> This includes detainee/ offender information management including offender assessment and Correctional Sentence Plans ICT security/ cybersecurity requirements of incarceration
 <p>FACILITIES</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Infrastructure refurbishments suited toward the current vision of the DCS. This includes <ul style="list-style-type: none"> Integration of relevant automated security measures Consideration of green buildings
 <p>CULTURE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Requires a balanced, multi-faceted culture that caters to the key functions that are needed for incarceration Incarceration culture will be determined by the appropriate hiring of security and incarceration focused personnel 

6.2.1.2. Rehabilitation

REHABILITATION: BALANCE OUTSOURCE - BALANCE CENTRALISED

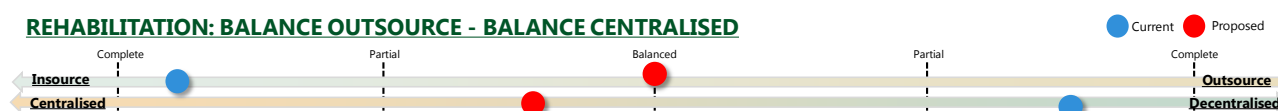


Figure 33: Rehabilitation Proposed Model

The Rehabilitation function is currently insourced and decentralised and is recommended to change towards a balanced outsourced and partially centralised function. This implies a more centralised coordinated

approach to rehabilitation activities that leverage a deeper partnership framework. There are short, medium- and long-term recommendations outlined in section 6.2.2. below which consider the appropriate timing for the establishment of a business entity to house production and workshops. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

Table 4: Advantages, Disadvantages, Risks & Assumptions- Rehabilitation Function

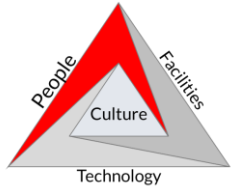

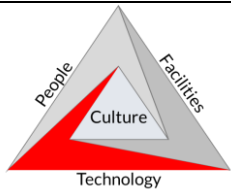
ADVANTAGES	DISADVANTAGES
<p>Current</p> <ul style="list-style-type: none"> Current rehabilitation resources are fully insourced and cross utilised allowing multi-skilling <p>Proposed</p> <ul style="list-style-type: none"> A strategic intergovernmental partnership approach which balances DCS resources with external resources would allow the DCS to focus on custodial services Outsourcing of cross-departmental mandated functions such as education, skills development, SRAC, sports arts and recreation, libraries, etc. DCS may leverage budget allocation, programmes, expertise and focused delivery from partner departments The 'mini government' delivery challenge can be distributed across other key mandated stakeholders DCS could create a self-sustaining entity for production and workshops which will feed resources back into the system 	<p>Current</p> <ul style="list-style-type: none"> Multi skilling of resources across function is proving to be detrimental to non-custodial/security functions Decentralised management of the Rehabilitation function results in mismatched strategic leveraging of skills and training appropriate to regional needs Current production and workshop outputs and revenue is not maximised within the DCS <p>Proposed</p> <ul style="list-style-type: none"> Disadvantages relating to intergovernmental partnerships could result in internal resistance and fear regarding job security Internal resistance to change may delay benefit realisation Moving toward a separate government entity would require time and resources initially to setup-cannot be leveraged in short term

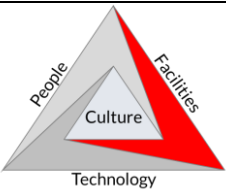
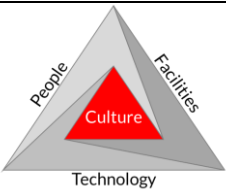
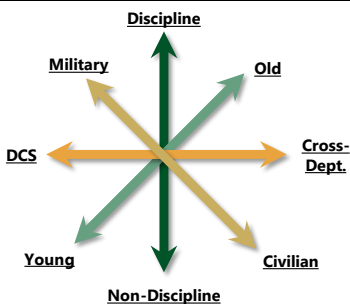
RISKS	ASSUMPTIONS
<p>Current</p> <ul style="list-style-type: none"> Current model does not maximise outputs of the production and workshop, or Skills and Development subsidisation which places 	<p>Current</p> <ul style="list-style-type: none"> Rehabilitation activities do not link to social reintegration needs Current offender employment and ex offender

RISKS	ASSUMPTIONS
<p>financial burden on DCS</p> <ul style="list-style-type: none"> Risk that the CSA act and linked acts do not reflect the “mini government concept” which requires collaboration and mandate ownership across departments Fully manual operations <p>Proposed</p> <ul style="list-style-type: none"> Disadvantages regarding self-sustaining entity relates to inherent risk of setup and DCS losing focus on core services Incorrectly calculated budget and costs allocations that should be funded results in entity failure Stakeholder and partnership collaboration may be rejected or fail internally and externally Dependency of other departments may affect service delivery if not mandated, agreed and partnered clearly 	<p>employment do not need to be the responsibility of the DCS</p> <p>Proposed</p> <ul style="list-style-type: none"> Inhouse workshops and agriculture Outsource all the other cross departments mandated cross mandated education, skills development, SRAC, sports arts and recreation, libraries Rehabilitation activities are integrated to social reintegration needs Current offender employment and ex offender employment are catered for by the DCS within a separate production and workshop entity Fully functional information systems

Model Implications

Table 5: People, Technology, Facilities and Culture Considerations for Proposed Rehabilitation Model

 <p>PEOPLE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Addressing resource and structure limitations Rehabilitation requires distinct training suited toward care, rehabilitation and psychological services which is distinct from the 4 other functional areas, in order to effectively fulfil its mandate. Rehabilitation and Social Reintegration collaboration should occur earlier on in the inmate journey through lifecycle at DCS Entity would require additional resources if functioning as a business 
 <p>TECHNOLOGY</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Full automation of all rehabilitation services that link to the other key services and functions within the DCS for the effective rehabilitation of inmates Integration of information systems to social reintegration is especially important to ensure that programs are successful as well as re-offender performance information. Entity may require bespoke technology

 <p>FACILITIES</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> • Infrastructure refurbishments suited toward the current vision of the DCS are not available at present • Infrastructure is suited toward detention and would require redesign and refurbishment to be suited for rehabilitation • Entity may require separate facility requirements
 <p>CULTURE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> • Requires a multi-faceted culture that caters to the key functions that are needed for rehabilitation • Rehabilitation culture will be determined by the appropriate hiring of rehabilitation professional staff • Entity may require a business mindset culture at strategic level to ensure success 

6.2.1.3. Care

CARE: PARTIAL OUTSOURCE - PARTIAL DE-CENTRALISED

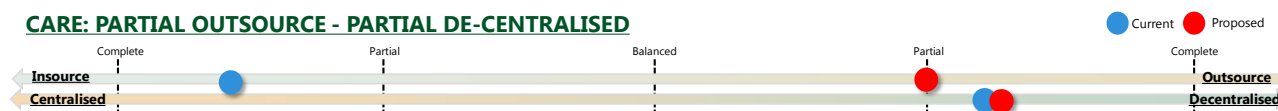


Figure 34: Care Proposed Model

The Care function is largely insourced and decentralised and is recommended to change towards a partially outsourced function. This indicates only outsourcing partial services where risk and partner profiles allow and partial de-centralisation (not full) which requires some oversight by Head Office with regard to ensuring strategic coordination and partnerships are effectively negotiated and managed. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing for the collaboration between the outputs of rehabilitation to serve as some inputs for care. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

Table 6: Advantages, Disadvantages, Risks & Assumptions- Care Function

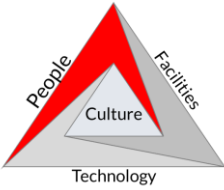
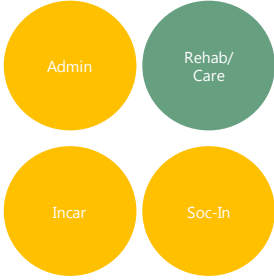
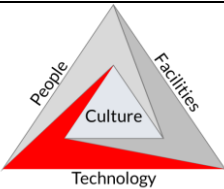
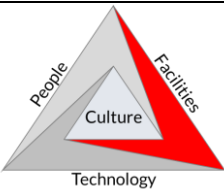
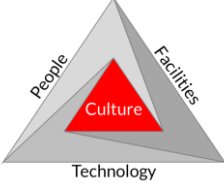
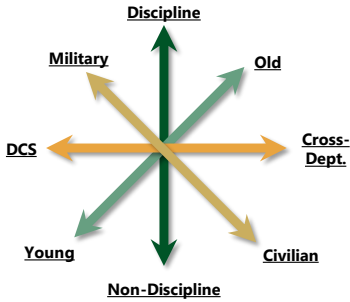
ADVANTAGES	DISADVANTAGES
<p>Current</p> <ul style="list-style-type: none"> • Currently all resources required for DCS are insourced and allows for deep knowledge on Care services except for nutritional services which are outsourced for bigger centres only <p>Proposed</p> <ul style="list-style-type: none"> • If Care is outsourced and partnered the 'mini 	<p>Current</p> <ul style="list-style-type: none"> • If all resources required for DCS are insourced, knowledge deepening on the delivery of Care services may distract the DCS from other core services relating to safe security of inmates and ignore opportunities for partnerships and outsourcing to entities whose specialisation is

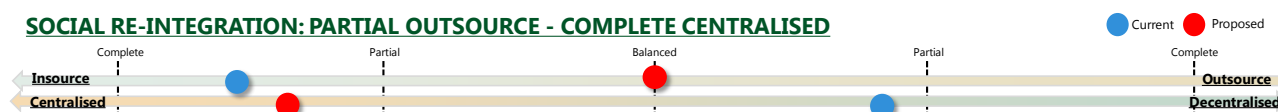
ADVANTAGES	DISADVANTAGES
<p>government' delivery challenge can be distributed across other key mandated stakeholders where sister departments take on their mandated role within correctional centres</p> <ul style="list-style-type: none"> Outsourcing opportunities exists for nutritional services and partnerships for health, psychological, Spiritual care and social work as well as psychiatric, specialized medical services –however where there is overlap between services offered in Care and Rehabilitation, outsourcing partnerships could be maximised However, not all parts of Care can be outsourced, e.g. Personal and Environmental Hygiene If a self-sustaining entity is established for production and workshops, procurement of essential care goods could rather be procured therein and thereby reduce costs 	<p>deeper in these areas.</p> <ul style="list-style-type: none"> High cost of sourcing externally mandated services internally within the DCS without subsidisation <p>Proposed</p> <ul style="list-style-type: none"> Requires structured management framework managing multiple stakeholders Internal resistance to change may delay benefit realisation Time delays if procurement of essential goods is not produced at rate of demand

RISKS	ASSUMPTIONS
<p>Current</p> <ul style="list-style-type: none"> Risk that the CSA act and linked acts do not reflect the "mini government concept" which requires collaboration and mandate ownership across departments Fully manual operations that are not automated Supply Chain risks for external procurement of essential goods and services related to Care <p>Proposed</p> <ul style="list-style-type: none"> Stakeholder and partnership collaboration may be rejected or fails internally and externally Supply and demand requirements are not effectively managed with the entity responsible for production and workshops and failure to delivery services internally results Dependency of other departments may affect service delivery if not mandated, agreed and partnered clearly 	<p>Current</p> <ul style="list-style-type: none"> Care services should be resourced and procured for internally and the DCS caters effectively for this demand. Collaboration between Care and Rehabilitation is sufficient in its present form <p>Proposed</p> <ul style="list-style-type: none"> An interlinkage between the outputs of Rehabilitation and Production could be leveraged for the inputs of basic goods for Care. A deep administration framework to manage partnerships and demand with a strong partnership agreement based on SLA turnaround times. Overlaps between Care and Rehabilitation are identified and mapped within a partnership framework

Model Implications

Table 7: People, Technology, Facilities and Culture Considerations for Proposed Care Model

 <p>PEOPLE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Addressing resource and structure limitations Care and Rehabilitation requires distinct training suited toward care, rehabilitation and psychological services which is different from the 4 other functional areas, in order to effectively fulfil its mandate If Care services are being sourced via the DCS Entity responsible for production and workshops, no additional internal skills would be needed within Care and they would interface with them as any other entity supplying services. 
 <p>TECHNOLOGY</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Full automation of all Care services that link to the other key services and functions within the DCS for the effective care of inmates Integration of information systems to Rehabilitation is important to ensure consistency of service between two overlapping functions. Linking to partners may require bespoke technology
 <p>FACILITIES</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> If nutritional service is outsourced, existing nutritional facilities can be descoped for other use, but usually leads to an upgrading of the facility for security purposes
 <p>CULTURE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Requires a multi-faceted culture that caters to the key functions that are needed for Care Care culture will be determined by the appropriate hiring of care related professional staff and is dependent on whether this service is outsourced 

6.2.1.4. Social Reintegration**Figure 35: Social Reintegration Proposed Model**

The Social Reintegration function is currently insourced and partially decentralised and is recommended to change towards a balanced outsourced and partially centralised function. The function requires centralised attention and management separate from the incarceration control and coordination in order to execute upon its mandate which is a separate (but integrated) function from Incarceration. The Social Reintegration function could also benefit from a more coordinated strategic partnership approach outsourcing functions where risk and partner profile allow. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing for the establishment of a separate entity. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

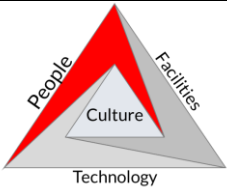
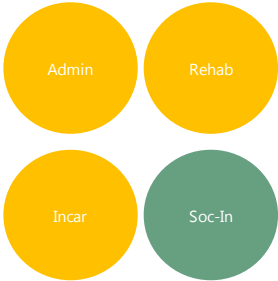
Table 8: Advantages, Disadvantages, Risks & Assumptions- Social Reintegration Function

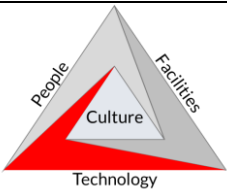
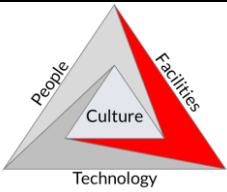
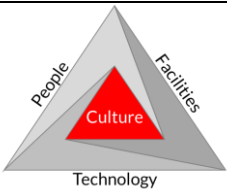
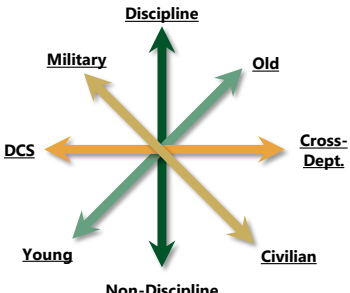
ADVANTAGES	DISADVANTAGES
<p>Current</p> <ul style="list-style-type: none"> Advantages relating to decentralised function with Correction Centre relates to delegations of authority <p>Proposed</p> <ul style="list-style-type: none"> Advantages of centralising function could provide the distinct strategic and policy focus required to leverage off intergovernmental partnerships and private sector arrangements. Partnership opportunities exist with NICRO, DSD, FBO, DoJ&CD National Treasury DPSA (i.e. SASSA/ GCIS) SAPS, DHA, DSD Centralising reduces the risk of culture dilution within the social- reintegration function Aiming toward a government agency model for COMCOR could provide increased employment for ex-offenders thereby contributing to reducing the re-offending rate 	<p>Current</p> <ul style="list-style-type: none"> Results in detention culture not suited to reintegration Does not benefit from resource allocation Does not benefit from strategic and policy changes for partnerships <p>Proposed</p> <ul style="list-style-type: none"> Change management required for strategic and operational approval of centralising functioning would result in costs Internal resistance to change may delay benefit realisation Requires Social Reintegration to be managed as a self-contained agency within the DCS to ascertain its viability for eventual agency separation
RISKS	ASSUMPTIONS
<p>Current</p> <ul style="list-style-type: none"> Social Reintegration does not fulfil its mandate effectively. Risk that the CSA act and linked acts do not reflect the “mini government concept” which requires collaboration and mandate ownership 	<p>Current</p> <ul style="list-style-type: none"> Social Reintegration does not require additional resources and can execute within current limitations of skill and resource without strategic partners and collaboration

ADVANTAGES	DISADVANTAGES
<p>across departments</p> <ul style="list-style-type: none"> Fully manual operations <p>Proposed</p> <ul style="list-style-type: none"> Stakeholder and partnership collaboration is rejected or fails internally and externally COMCOR agency results in financial losses Business Case does not include all risks and assumptions required for conceptual approval Time delays in setup result in further deviation from delivery of key services With regard to probationers there is risk- less so with regard to parolees Centralising a self-managed function within DCS results in increased risks if information is not automated and centrally managed 	<p>Proposed</p> <ul style="list-style-type: none"> Agency model can be tested within the DCS as a fully self-managed function. Will require: Underlying established and proven intergovernmental collaboration with DSD and other key government departments; Strategic agreement regarding a distinct culture for a COMCOR; Established and proven community and private sector collaboration and conceptual agreement.; National Treasury approval regarding funding requirements Fully functional information systems

Model Implications

Table 9: People, Technology, Facilities and Culture Considerations for Proposed Social Reintegration Model

 <p>PEOPLE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Addressing resource and structure limitations as decentralized function Social Reintegration requires distinct training suited to interpersonal, relationship building, community facilitation, corrections training in order to effectively fulfil its mandate. With a current ratio of 1:42 correctional officials: offenders and 1:400 social workers, where SW occupy 6% of current headcount, allocation to be addressed. Consider case growth against resource growth Ensure that Social Reintegration participates earlier on in the process journey of Rehabilitation and have sight of the monitoring of the case plan Consider reducing requirements regarding extent of time of ex-offender case management based on good behaviour. Transport related requirements are currently not catered for correctional officials to fulfil the monitoring duties and should be addressed. Look at a panel of monitoring officials in remote areas for Social Reintegration to leverage off to reduce transport costs for informal settlements 
---	---

 <p>TECHNOLOGY</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Fully automated systems with regard to the journey of an offender from the entry into the DCS world. Agreement with inter-related departments on information sharing where possible Access to mobile communication devices, laptops, phones and the necessary security identification to expedite services
 <p>FACILITIES</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> That current facilities which are not effectively suited toward social reintegration be refurbished for service use. Look at leveraging off other partner facilities example SAPS, DSD
 <p>CULTURE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> The culture of the DCS is presently a merge of multiple factors. Social Reintegration requires a distinct culture leaning toward rehabilitation and integration into community. The sub culture within the Social Reintegration function is also affected by the differing number of stakeholders involved in the integration of an offender into society and will be determined by the model adopted by DCS along with the blend of professional staffing 

6.2.1.5. Security

SECURITY: COMPLETE INSOURCE- PARTIAL CENTRALISED

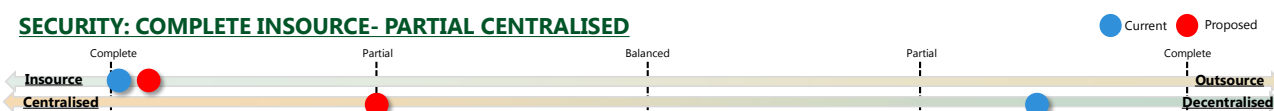


Figure 36: Security Proposed Model

The Security function is currently insourced and decentralised and is recommended to change towards a partially centralised function which remains insourced but is conglomerated across the DCS. There are presently two separate security functions within the DCS and it is proposed that these functions are consolidated. Decision control at appropriate delegated authority can still remain at regional level, however conglomeration at a strategic level will allow for a streamlined function. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing and implementation from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

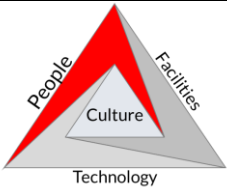
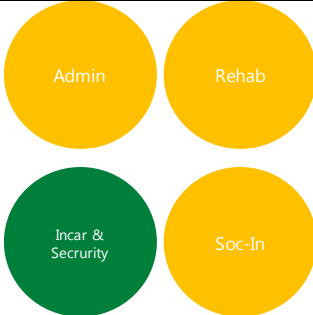
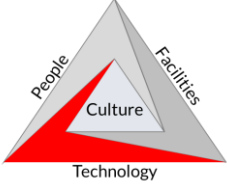
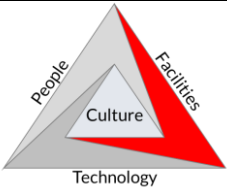
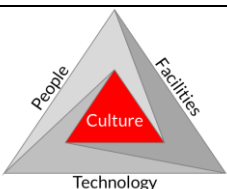
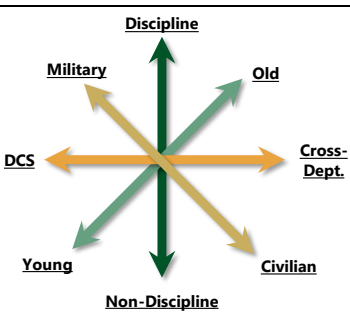
Table 10: Advantages, Disadvantages, Risks & Assumptions- Security Function

ADVANTAGES	DISADVANTAGES
<p>Current</p> <ul style="list-style-type: none"> Security determined by facility and location requirements <p>Proposed</p> <ul style="list-style-type: none"> Conglomeration of security functions across the DCS will allow for deeper knowledge professionalisation and service delivery of safely securing inmates. This will give the necessary priority and attention to security across the DCS and the linked supporting services. And enable security matters to be managed more timeously. DCS correctional officials become focused on safety and security 	<p>Current</p> <ul style="list-style-type: none"> Disjointed security function leads to an ineffective rendering of security services across the DCS Resource limitations result in adjacent functions, resources, headcount as well as service delivery functions being conglomerated within other functions not suited toward security <p>Proposed</p> <ul style="list-style-type: none"> May affect resource and structure Designs and implications on budget. Internal resistance to change may delay benefit realisation May have financial implications in the short term Change management required for strategic and operational approval of centralising functioning would result in costs
RISKS	ASSUMPTIONS
<p>Current</p> <ul style="list-style-type: none"> Risks associated with the current decentralised function relate to DCS not benefiting from conglomerated intelligence and innovative methods of management of the security function. Inherent risk to delivery of mandate to safely secure inmates is to continue with the status quo Decentralised management without information systems that integrate all service delivery modes poses a risk to operational efficiency. Fully manual operations 	<p>Current</p> <ul style="list-style-type: none"> Current model assumes that security delivers effectively on its mandate being segregated as it is and that it has access to sufficient resources and skills to do so <p>Proposed</p> <ul style="list-style-type: none"> Will require structure changes and change management Proposed model recognises the severe limitations related to resources and budget Fully functional information systems

ADVANTAGES	DISADVANTAGES
Proposed <ul style="list-style-type: none"> Internal resistance to change may delay benefit realisation Risks are key when relating to non-automated function without appropriate information systems to support delivery of function 	

Model Implications

Table 11: People, Technology, Facilities and Culture Considerations for Proposed Security Model

 <p>PEOPLE</p>	Proposed model requires: <ul style="list-style-type: none"> Addressing resource and structure limitations as centralised function Security requires distinct training suited toward security and incarceration mindset and distinct from the 4 other functional areas, in order to effectively fulfil its mandate. 
 <p>TECHNOLOGY</p>	Proposed model requires: <ul style="list-style-type: none"> Full automation of all incarceration and security services that link to the other key services and functions within the DCS for the effective and safe custody of inmates
 <p>FACILITIES</p>	Proposed model requires: <ul style="list-style-type: none"> Infrastructure refurbishments suited toward more effective securing of inmates
 <p>CULTURE</p>	Proposed model requires: <ul style="list-style-type: none"> Requires a multi-faceted culture that caters to the key functions that are needed for incarceration and security. Security culture will be determined by the appropriate hiring of security related professional staff. 

6.2.1.6. Facilities

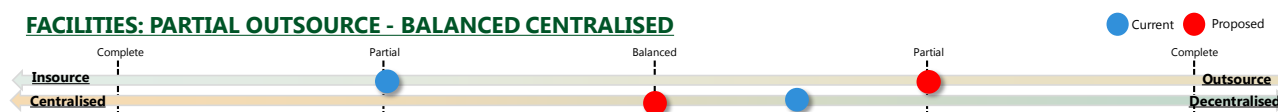


Figure 37: Facilities Proposed Model

The Facilities function is currently partially insourced and partially decentralised and is recommended to change towards a partially outsourced and balanced centralised function. This is to ensure that opportunities with PPP's on facilities as well as the management of existing infrastructure projects are operationally and strategic informed. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing for the insourcing of maintenance for existing and potential ex-offenders from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

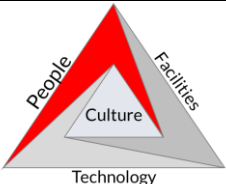
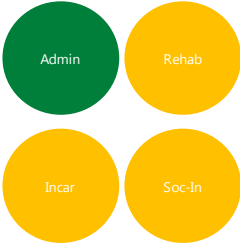
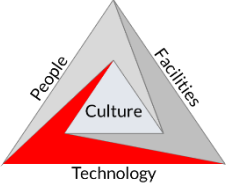
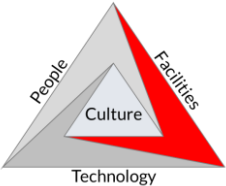
Table 12: Advantages, Disadvantages, Risks & Assumptions- Facilities Function

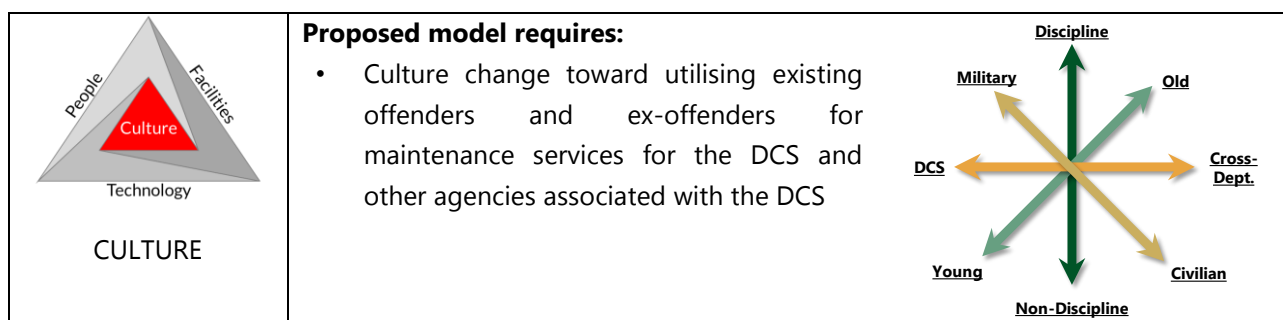
ADVANTAGES	DISADVANTAGES
<p>Current</p> <ul style="list-style-type: none"> The current facility model is outsourced to the DPW and partially to the IDT where the delivery of infrastructure projects is set to provide approximately 16k beds <p>Proposed</p> <ul style="list-style-type: none"> A model which insources maintenance by leveraging of inmates' skills could provide inmates with gainful employment opportunities in their social reintegration. The benefit is dual as the DCS will have ready occupational programmes within their environment and reduce idle time. This will result in cost savings to the DCS assuming that artisans are appropriately budgeted for. Further opportunities for outsourcing lie in PPP facilities 	<p>Current</p> <ul style="list-style-type: none"> Currently facilities are managed via the DPW and IDT are reliant on those entities and affected by operational delays and implementation challenges <p>Proposed</p> <ul style="list-style-type: none"> Need more skilled artisan staff to train and oversee the offenders and maintain their skill Culture mismatch in PPP versus DCS managed facilities
RISKS	ASSUMPTIONS
<p>Current</p> <ul style="list-style-type: none"> Perception that PPP prisons are very costly and 	<p>Current</p> <ul style="list-style-type: none"> DCS should remain in charge of core function,

ADVANTAGES	DISADVANTAGES
<p>re-consideration of BMT and BOT models is blocking a potential solution.</p> <ul style="list-style-type: none"> Cost benefit analysis of PPP has not yielded correct assumptions regarding PPP viability <p>Proposed</p> <ul style="list-style-type: none"> Not conducting detailed cost benefit analysis of PPP viability With regard to insourcing maintenance, potential operational risks around training and certifications of inmates 	<p>do not outsource the incarceration and security function</p> <p>Proposed</p> <ul style="list-style-type: none"> PPP cost benefit analysis is conducted and proves favourable for facility Training certifications for inmates and agreement with facilities regarding maintenance arrangements Internal Communication Security protocols are updated to manage offenders

Model Implications

Table 13: People, Technology, Facilities and Culture Considerations for Proposed Facilities Model

 <p>PEOPLE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Addressing resource and structure limitations as a balanced centralised function Training certifications for inmates Agreement with facilities regarding maintenance arrangements Internal Communication 
 <p>TECHNOLOGY</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Moving from fully manual operations to automated where possible
 <p>FACILITIES</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Security protocols are updated to manage offenders who offer maintenance services Agreement with facilities regarding maintenance arrangements for offenders (existing and past) Design considerations take heed of Model 1 and Model 2 for facilities <ul style="list-style-type: none"> Model 1: Correctional centres should in principle not cater for a capacity less than 500 inmates; and Model 2: Correctional centres should ideally cater for between 1000 and 1500 inmates.



6.2.1.7. ICT

ICT: PARTIAL INSOURCE - COMPLETE CENTRALISED

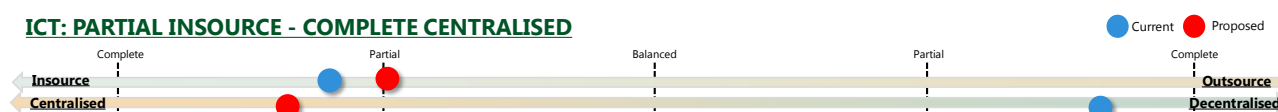


Figure 38: ICT Proposed Model

The ICT function is currently insourced and largely decentralised and is recommended to change towards a partially insourced and partially centralised function. This would require the implementation of the proposed systems which automate key service delivery functions and centralisation within the ICT function is catered for seamlessly via systems unlike other manual function. There is also opportunity to outsource or partner in a limited capacity for highly specialised or highly general functions within ICT. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

Table 14: Advantages, Disadvantages, Risks & Assumptions- ICT Function

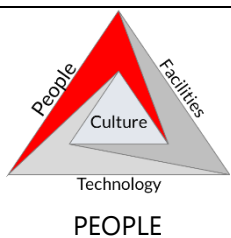
ADVANTAGES	DISADVANTAGES
<p>Current</p> <ul style="list-style-type: none"> • Insourced competencies for the development of internal software • Insourced helpdesk function <p>Proposed</p> <ul style="list-style-type: none"> • Centralise through automation and decision making • Maintain Finance, Logistics and HR as government wide systems that are transversally managed • Opportunity for SITA arrangement with partnerships and extending relationships with CSIR on technological innovation 	<p>Current</p> <ul style="list-style-type: none"> • Decentralised helpdesk is not an effective use of ICT resources and could incur higher costs for the DCS • Disparate skills mean that ICT becomes a background function amongst many other cross disciplined functions <p>Proposed</p> <ul style="list-style-type: none"> • Potentially loss of control and oversight from Head Office- but could be mitigated • Skills not deepened within DCS (areas of execution not adequately equipped with ICT skill-set)

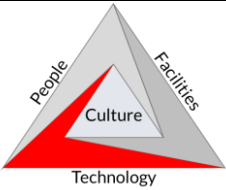
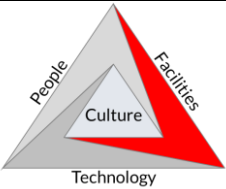
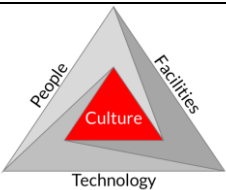
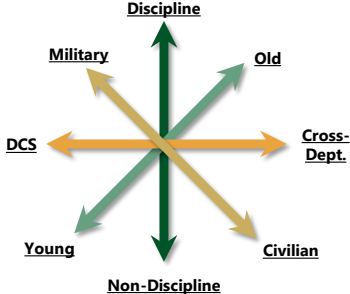
ADVANTAGES	DISADVANTAGES
<ul style="list-style-type: none"> Enterprise architecture cannot be insourced should be outsourced along with cybercrime, as this area is too specialized will require partnerships and arrangements with other entities 	

RISKS	ASSUMPTIONS
<p>Current</p> <ul style="list-style-type: none"> The risk of continuing in fully manual operations to security of inmates and to the core service delivery mandate of DCS <p>Proposed</p> <ul style="list-style-type: none"> Risk profiling on generic services that are outsourced are not done correctly Risk profiling on specialized services that are outsourced are not done correctly 	<p>Current</p> <ul style="list-style-type: none"> Assumption that decentralised ICT may be less costly <p>Proposed</p> <ul style="list-style-type: none"> That IIMS and other key automation projects are delivered on time and within budget. That data has been categorised, in terms of storage, access to information relating to inmates is secure That generic services (of low risk) will be outsourced provided they have the necessary expertise to provide and where DCS cannot deliver on that, example email hosting Highly specialised services will have to be outsourced given the DCS lack of such expertise Leverage other public sector entities including CSIR to drive technological enhancements within DCS

Model Implications

Table 15: People, Technology, Facilities and Culture Considerations for Proposed ICT Model

	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Automating all core DCS functions in an integrated manner via IIMS Addressing resource and structure limitations ICT requires distinct training suited toward its sub functions which is different from the four other functional areas, in order to effectively fulfil its mandate. <div style="display: flex; flex-wrap: wrap; justify-content: space-around;"> <div style="background-color: #008000; color: white; border-radius: 50%; width: 50px; height: 50px; display: flex; align-items: center; justify-content: center; margin: 5px;">Admin</div> <div style="background-color: #FFD700; color: black; border-radius: 50%; width: 50px; height: 50px; display: flex; align-items: center; justify-content: center; margin: 5px;">Rehab</div> <div style="background-color: #FFD700; color: black; border-radius: 50%; width: 50px; height: 50px; display: flex; align-items: center; justify-content: center; margin: 5px;">Incar</div> <div style="background-color: #FFD700; color: black; border-radius: 50%; width: 50px; height: 50px; display: flex; align-items: center; justify-content: center; margin: 5px;">Soc-In</div> </div>
---	--

 <p>TECHNOLOGY</p>	Proposed model requires: <ul style="list-style-type: none"> Fully functional and implemented IIMS system
 <p>FACILITIES</p>	Proposed model requires: <ul style="list-style-type: none"> ICT infrastructure required to integrate and automate all DCS functions across all Regions
 <p>CULTURE</p>	Proposed model requires: <ul style="list-style-type: none"> Requires a multi-faceted culture that caters to the key functions that are serviced by ICT ICT culture will be determined by the appropriate hiring of security related professional staff. 

6.2.1.8. HR

HR: BALANCE OUTSOURCE - BALANCE CENTRALISED

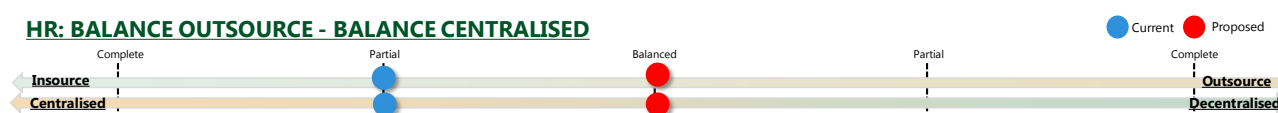


Figure 39: HR Proposed Model

The HR function is currently partially insourced and partially decentralised and is recommended to change towards a balanced insourced and balanced centralised function. This would allow coordination and control to be further decentralised and allow partnering around coaching, mentoring and training for professionalised skills across the various core service delivery functions. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

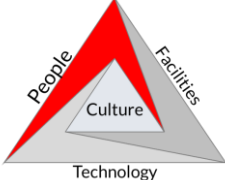
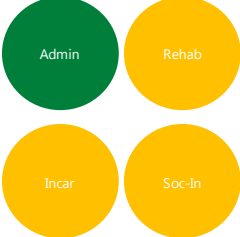


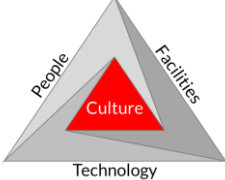
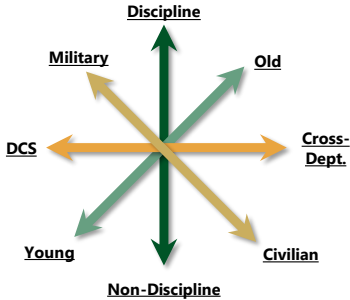
Table 16: Advantages, Disadvantages, Risks & Assumptions- HR Function

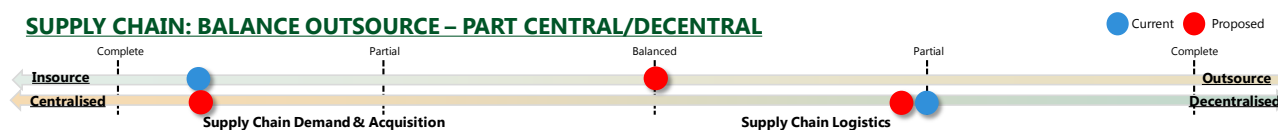
ADVANTAGES	DISADVANTAGES
Current <ul style="list-style-type: none"> Some functions are centralised and other are decentralised allowing flexibility with regard to 	Current <ul style="list-style-type: none"> Some functions are centralised and other are decentralised which may result in confusion

ADVANTAGES	DISADVANTAGES
<p>decision making where appropriate to the function</p> <p>Proposed</p> <ul style="list-style-type: none"> Aim toward balanced centralisation of HR function utilising delegation of authority where appropriate downstream. This will allow: <ul style="list-style-type: none"> HR staff regionally to remain focused on core function Further operational control downstream combined with the appropriate technology, delegations and governance Regions would take more ownership of administration and HR functions resulting in less bureaucracy and more agility Opportunity to leverage partnerships with regard to training, mentoring and coaching SETAs, international training courses 	<p>across regions and which may unnecessarily burden Head Office decision making</p> <ul style="list-style-type: none"> Heavy load on HO to currently do all appointments on admin level for CF Some regions operate differently based on hybrid model differing between regions which creates inconsistency Current delegations do not allow for balanced central/decentralisation <p>Proposed</p> <ul style="list-style-type: none"> Aiming toward balanced centralised could indicate a loss of control on quality May lead to culture resistance and fear regarding job certainty Training and upskilling will result in financial implications Headcount requirements will result in financial implications across the organogram
RISKS	ASSUMPTIONS
<p>Current</p> <ul style="list-style-type: none"> Fully manual operations Current resource limitation perpetuates a more centralised approach to HR management and is being seen as a mitigating factor to the resource sharing problem <p>Proposed</p> <ul style="list-style-type: none"> Risk of resourcing not being prioritised Risk of regions not embedding change with regard to Administration resources remaining with their profession Stakeholder and partnership collaboration for training, coaching and mentoring is rejected or fails internally and externally If upskilling/professionalisation is not part of the model it will be unsuccessful 	<p>Current</p> <ul style="list-style-type: none"> Balanced decentralising and centralising is risky for current operational reality as administration resources will be diluted for security and other functions not within HR <p>Proposed</p> <ul style="list-style-type: none"> That a phased approach is adopted and that all delegations of authority are updated accordingly. Assuming that the structure caters for in terms of headcount and budget, the resources required for the 4 keys functions separately i.e. a functional structure is required before this model can be considered i.e. professionalising admin functions Fully functional information systems Updated delegations of authority Norms, standards and prescripts, Performance management will be driven from HO

Model Implications

Table 17: People, Technology, Facilities and Culture Considerations for Proposed HR Model

 <p>PEOPLE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Addressing resource and structure limitations Administration requires distinct training suited toward its sub functions relating to HR which is different from the 4 other functional areas, in order to effectively fulfil its mandate. Recruitment and selection of senior HR staff at region by HO (level 12) could allow for subsequent decentralised decision making Professionalisation and upskilling of HR admin staff will be required 
 <p>TECHNOLOGY</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Must have technology in place with monitoring and evaluation, and automated performance management and recruitment and selection All other key manual functions that can be automated should be automated to expedite service delivery to regions and provide management information for strategic direction
 <p>FACILITIES</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> ICT infrastructure required to integrate and automate the HR function to a maximum extent
 <p>CULTURE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> HR culture will be determined by the appropriate hiring of HR related professional staff Definition of values linking to an appropriate HR culture that recognises the sub culture elements within the DCS 

6.2.1.9. Supply Chain**SUPPLY CHAIN: BALANCE OUTSOURCE – PART CENTRAL/DECENTRAL****Figure 40: Supply Chain Proposed Model**

The Supply Chain function is currently insourced and decentralised and is recommended to change towards a balanced outsourced and partially centralised function for Demand and Acquisition whilst Logistics remains

decentralised. This will largely cater for strategic sourcing, cost saving and risk mitigation. It should be noted that delegations of authority will determine which items and their relevant value will require centralised demand and acquisition versus those which can remain decentralised. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

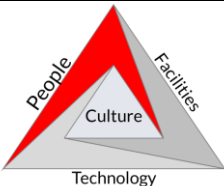
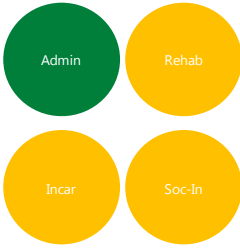
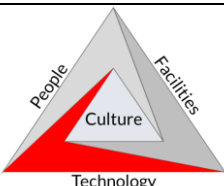
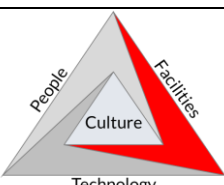
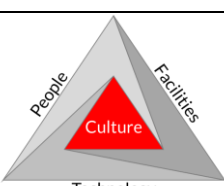
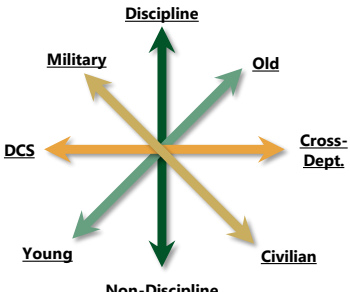
There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

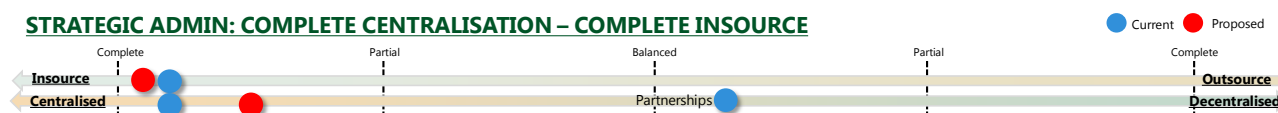
Table 18: Advantages, Disadvantages, Risks & Assumptions- Supply Chain Function

ADVANTAGES	DISADVANTAGES
<p>Current</p> <ul style="list-style-type: none"> Currently, distribution and transport of goods are coordinated by the DCS ensuring the security of goods Supply Chain Demand and Acquisition is decentralised for regional speed and efficiency <p>Proposed</p> <ul style="list-style-type: none"> Decentralised SC Logistics but centralise SC Demand and Acquisition to improve cost management and reduce corruption The DCS should look at JIT stock and warehousing to obtain process efficiency gains that can be made in adopting a uniform approach Further demand should also be leveraged out of the production and workshops entity to ensure a sustainable feed of supplies based on demand within the DCS world 	<p>Current</p> <ul style="list-style-type: none"> High cost associated with maintenance of vehicles and trucks for the distribution and transport of goods Since the Finance and Supply Chain function is conglomerated, there is a dilution of skills <p>Proposed</p> <ul style="list-style-type: none"> May result in resistance at regional level and increased pressure and load of resources at HO
RISKS	ASSUMPTIONS
<p>Current</p> <ul style="list-style-type: none"> Risk of corruption with regard to demand and acquisition of services Risk of collusion and fraud <p>Proposed</p> <ul style="list-style-type: none"> Reliance on outsourced partners to deliver goods may not be in accordance to SLA and demand requirements Resistance from Regions causes a delay in adoption 	<p>Current</p> <ul style="list-style-type: none"> All aspects of SCM are insourced and decentral <p>Proposed</p> <ul style="list-style-type: none"> Hybrid mix of decentralising logistics and centralising demand and acquisition, with outsourcing transport and distribution Assuming that DCS will have the necessary technology to support central coordination Necessary SLA in place with outsource partners in the transport and distribution of goods Leveraging off the production agency when established to maximise internal consumption of DCS related outputs

Model Implications

Table 19: People, Technology, Facilities and Culture Considerations for Proposed Supply Chain Model

 <p>PEOPLE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Addressing resource and structure limitations Training necessary staff Agreement and buy in with regional 
 <p>TECHNOLOGY</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> The necessary technology at HO to manage supply chain demand and acquisition (already in place) All other key manual functions that can be automated should be automated to expedite service delivery to regions
 <p>FACILITIES</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Current warehousing facilities may be adequate for needs
 <p>CULTURE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> SCM culture will be determined by the centralisation at HO A culture of anti-corruption with regard to SCM can be inculcated 

6.2.1.10. Strategic Administration**STRATEGIC ADMIN: COMPLETE CENTRALISATION – COMPLETE INSOURCE****Figure 41: Strategic Administration Proposed Model**

The Strategic Administration function is currently insourced and fully centralised where partnerships are in certain functions balanced decentralised. It is recommended that this function remain insourced and centralise and elevate partnerships given the strategic partnerships required across the key service delivery functions as well as elevating the Monitoring and Evaluation function. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

Table 20: Advantages, Disadvantages, Risks & Assumptions- Strategic Administration Function

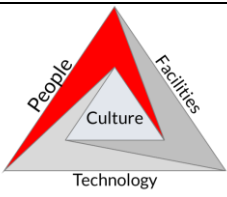
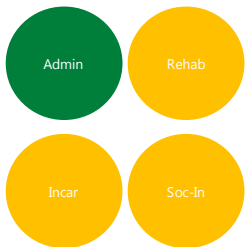
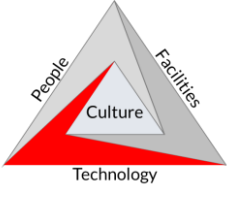
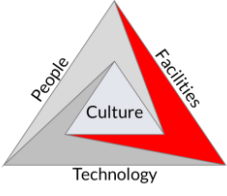
ADVANTAGES	DISADVANTAGES
<p>Current</p> <ul style="list-style-type: none"> Strategic admin is currently run centrally with execution largely driven regionally, with the exception of regional partnerships which occurs on an ad hoc basis The present model which allows for a matrix structure of reporting to ensure cross-coordination of relevant areas <p>Proposed</p> <ul style="list-style-type: none"> Strategic partnerships recommended to be driven more centrally in a concerted, coordinated effort which will formalise and address ad hoc coordination; however, there must be a degree of flexibility for localisation Clear delineation of skill-sets required for functions across the value chain Professionalised counterparts recommended within regions, i.e. within the areas of admin, incarceration and rehabilitation-social reintegration. This will address disadvantages within the current model 	<p>Current</p> <ul style="list-style-type: none"> Hybrid model in place which is currently hindered by challenges of communication, understanding of the mandate, and resource constraints All strategic admin areas do not necessarily have counterparts in the regions to execute effectively Strategic admin function reportedly operates beyond scope of work, i.e. policy development, directing and reporting to address lack of professionalised counterparts within the region Partnerships are developed on an ad hoc basis rather than coordinated formally and requires consistent application Reported dilution of skills within Finance and Supply Chain <p>Proposed</p> <ul style="list-style-type: none"> May result in greater requirement for resources due to professionalisation

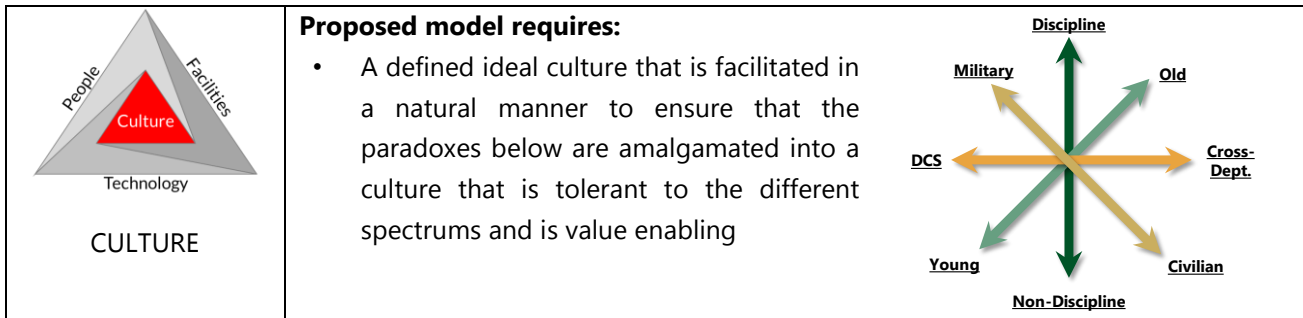
RISKS	ASSUMPTIONS
<p>Current</p> <ul style="list-style-type: none"> Lack of control of resources executing work related to specialised function e.g. HR, Finance, etc. <p>Proposed</p> <ul style="list-style-type: none"> May experience lack of control for the short term until relevant delegations, structures and shared understanding developed through the organisation May experience challenges with localised relationships if HO and Regional Offices not adequately aligned in terms of leadership, 	<p>Current</p> <ul style="list-style-type: none"> Strategic requirements are best suited within Head Office to direct and control the execution of the mandate, with provisions for autonomous decisions as per the legislation Due to lack of specialised knowledge, outsourced functions are not recommended <p>Proposed</p> <ul style="list-style-type: none"> Necessary technological requirements, i.e. systems that complement one another and interface correctly to automate currently manual processes and information flow

RISKS	ASSUMPTIONS
<p>structure, processes and technology, people and culture</p> <ul style="list-style-type: none"> Regional differentiation must be accounted for at a HO level to mitigate against the 'cookie-cutter' approach 	<ul style="list-style-type: none"> Adequate feedback loop from decentralised functions to ensure continuous development Necessary strategies, policies and programmes to be aligned to the new SDM

Model Implications

Table 21: People, Technology, Facilities and Culture Considerations for Proposed Strategic Administration Model

 <p>PEOPLE</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Greater professionalisation and delineation between areas of the value chain Adequate control/ regulation of recruitment and selection within professionalised areas <ul style="list-style-type: none"> This includes shared understanding of the competency skill-set requires across DCS A robust HR strategy that addresses key people and cultural components A robust competency framework to strengthen HR processes throughout the organisation 
 <p>TECHNOLOGY</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Integrated ICT requirements to enable: <ul style="list-style-type: none"> Adequate information flow within the organisation (including detainee/offender information from centres) Adequate interfacing of internal system with other systems utilised within DCS e.g. systems utilised within support functions Adequate interfacing with external systems within the JCPS cluster and possibly other key Departments – Dependency: strengthened IGR across governmental departments Easy reporting and collation of information across all levels of operation up and HO
 <p>FACILITIES</p>	<p>Proposed model requires:</p> <ul style="list-style-type: none"> Facilities planning to be driven centrally, with greater collaboration; greater insourcing of maintenance provided by offenders within correctional centres <ul style="list-style-type: none"> Considerations: DPW and PPP scenarios and costing HO facilities to meet SHERQ requirements <ul style="list-style-type: none"> Considerations: New HO building



6.2.2. Recommendations

6.2.2.1. Incarceration

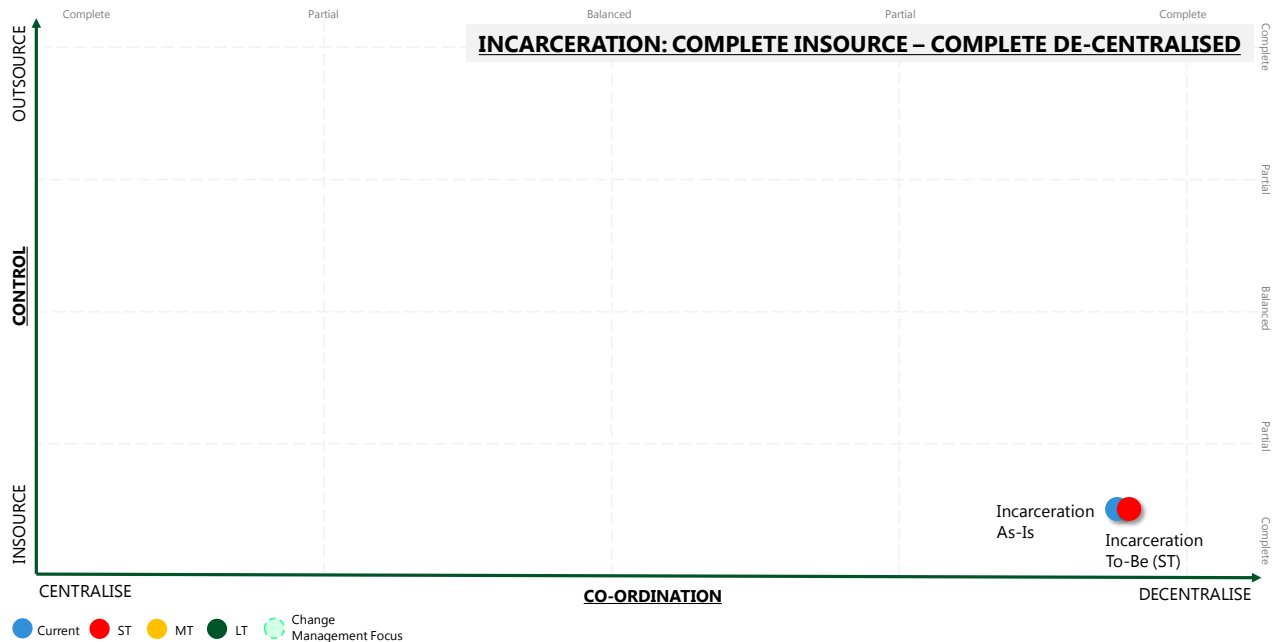


Figure 42: Incarceration Recommendation

The figure above summarises the recommendation for the Incarceration function to remain decentralised in decision making control and fully insourced in terms of staff and resources as this represents the core custodial services of the DCS.

6.2.2.2. Rehabilitation

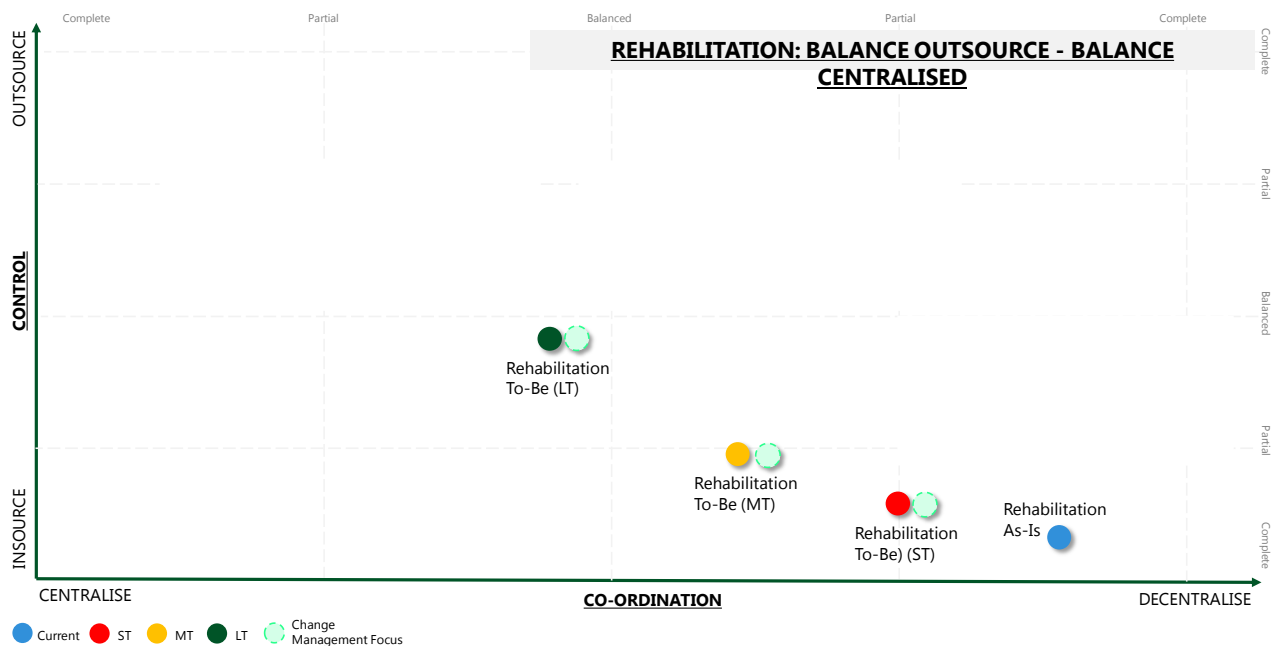


Figure 43: Rehabilitation Recommendation

The figure above summarises the recommendation for the Rehabilitation function to aim toward a balanced outsourced and balanced centralised function.

The Rehabilitation function would require strategic partnerships be established in the short term. The early internal setup considerations for an operating production workshop should begin.

Entrenching these partnerships in the medium term would require more coordination from a centralised perspective. Establishing policies regarding an internal DCS Production Workshop should be operationalised which allows for employment of ex-offenders and gratuity for current offenders.

Sufficient operational case study observations and a detailed business case would inform the DCS of the most profitable entity in which to house a Production Workshop, allowing a plug and play model. Strategic partnerships already established and working effectively for skills development and rehabilitation.

6.2.2.3. Care

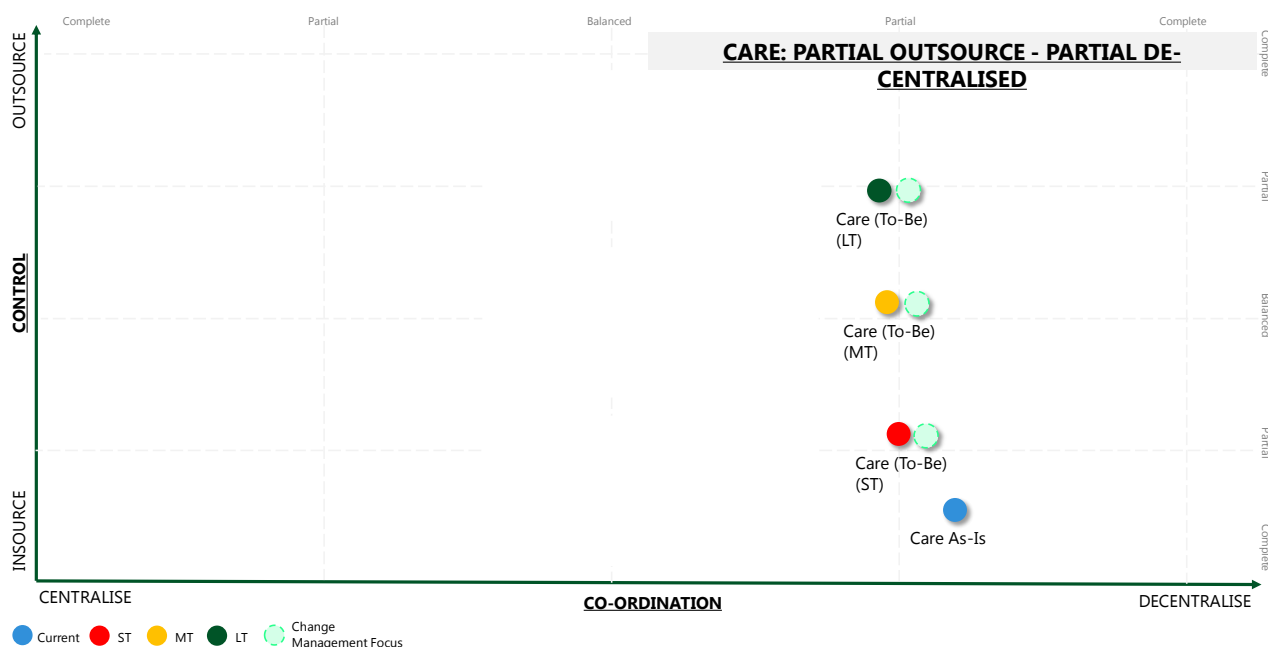


Figure 44: Care Recommendation

The figure above summarises the recommendation for the Care function to progress toward an outsourced function with partial decentralisation to allow for strategic partnerships.

The Care function would require strategic partnerships be established in the short term. Streamlining all existing partnerships and maximising future partnership principles would need to be bedded down. Ensuring that overlaps between services offered in Care and Rehabilitation, begin to be centrally coordinated.

Demand and supply needs are understood, and sister departments take on their mandated role within Correctional Centres in the medium term. Outputs of the production workshop begin to be inputs for the Care function.

If a self-sustaining entity is established for production and workshops, procurement of essential care goods would be procured therein and reduce costs. An administration framework and SLA's are in place like any other service provider.

6.2.2.4. Social Reintegration

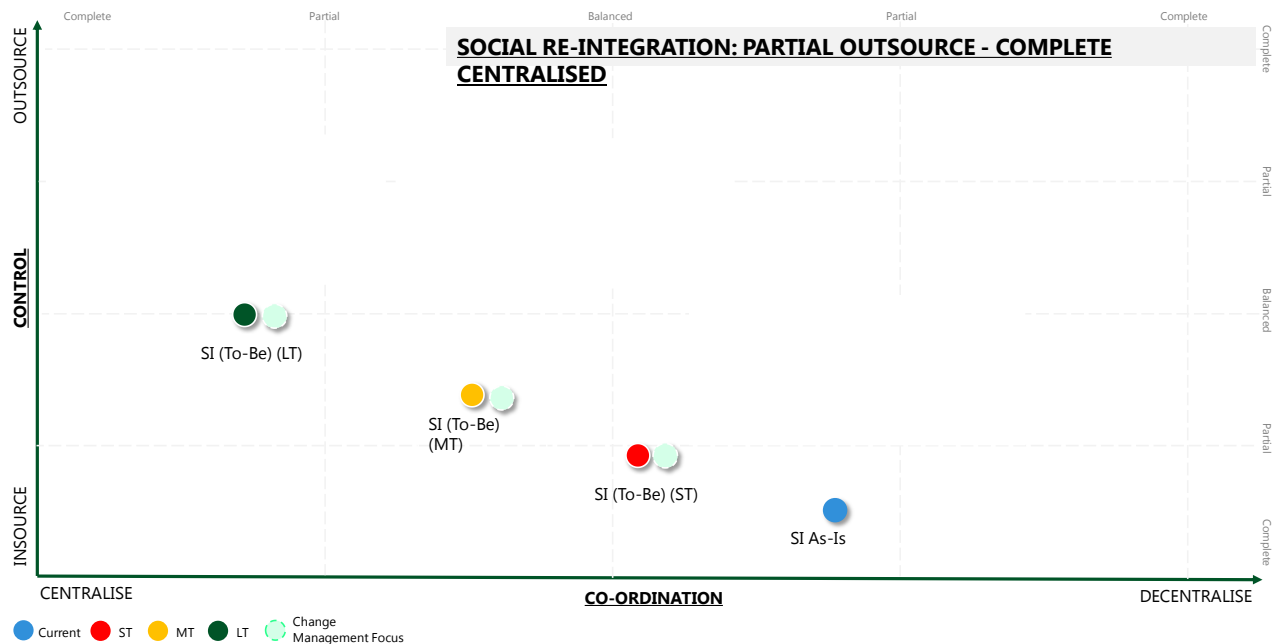


Figure 45: Social Reintegration Recommendation

The figure above summarises the recommendation for the Social Reintegration function to progress toward an outsourced and centralised function.

The Social Reintegration function would require strategic partnerships be established in the short term. Streamlining all existing partnerships and maximising future partnership principles would need to be bedded down. Moving structure toward central decision making.

Once the function is centralised, other operational streamlining can take place allowing strategic and policy focus required to leverage off intergovernmental partnerships and private sector arrangements. Policy decisions regarding hiring ex-offenders via a production workshop should be established here.

The criteria to test the success of an agency model would be tested via an inhouse 'agency' type operation along with the required business case studies. Assessment regarding what is the best entity to establish would be more effective if piloted inhouse. The vehicle chosen for the long term would require plug and play in the long term.

6.2.2.5. Security

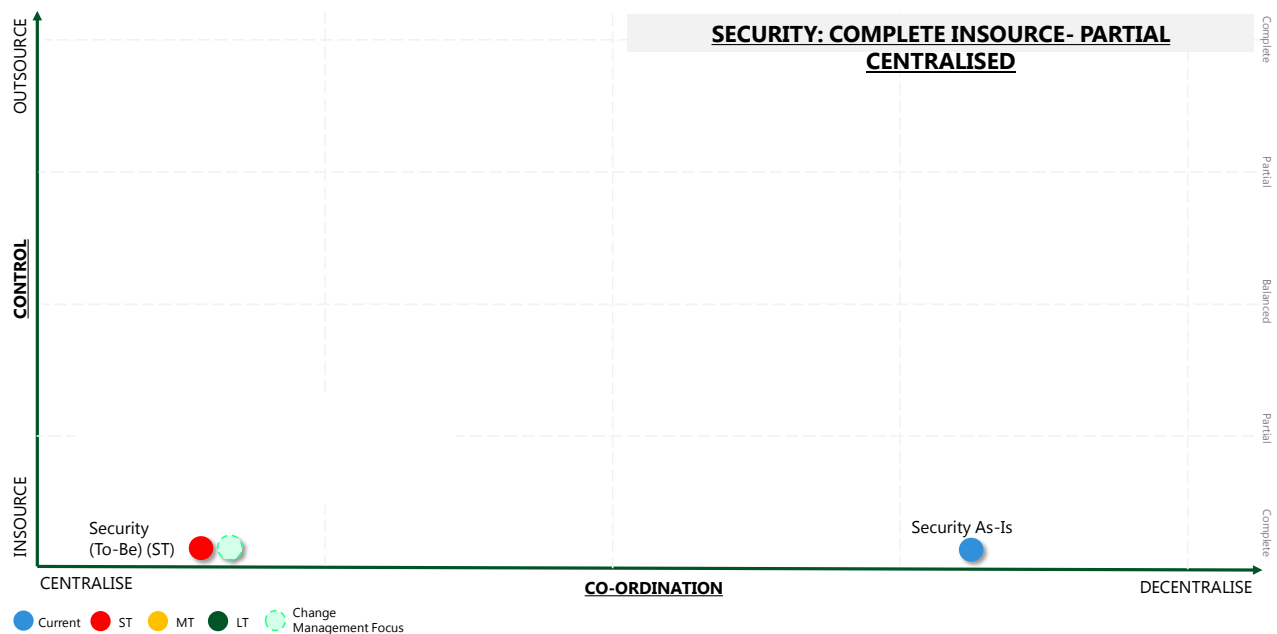


Figure 46: Security Recommendation

The figure above summarises the recommendation for the Security function to be a centralised and conglomerated function.

Partially centralising security would require structure, decision making, staff and resources and some policy and governance changes in the short term. Since Security is largely insourced at the moment, little change is required therein.

6.2.2.6. Facilities

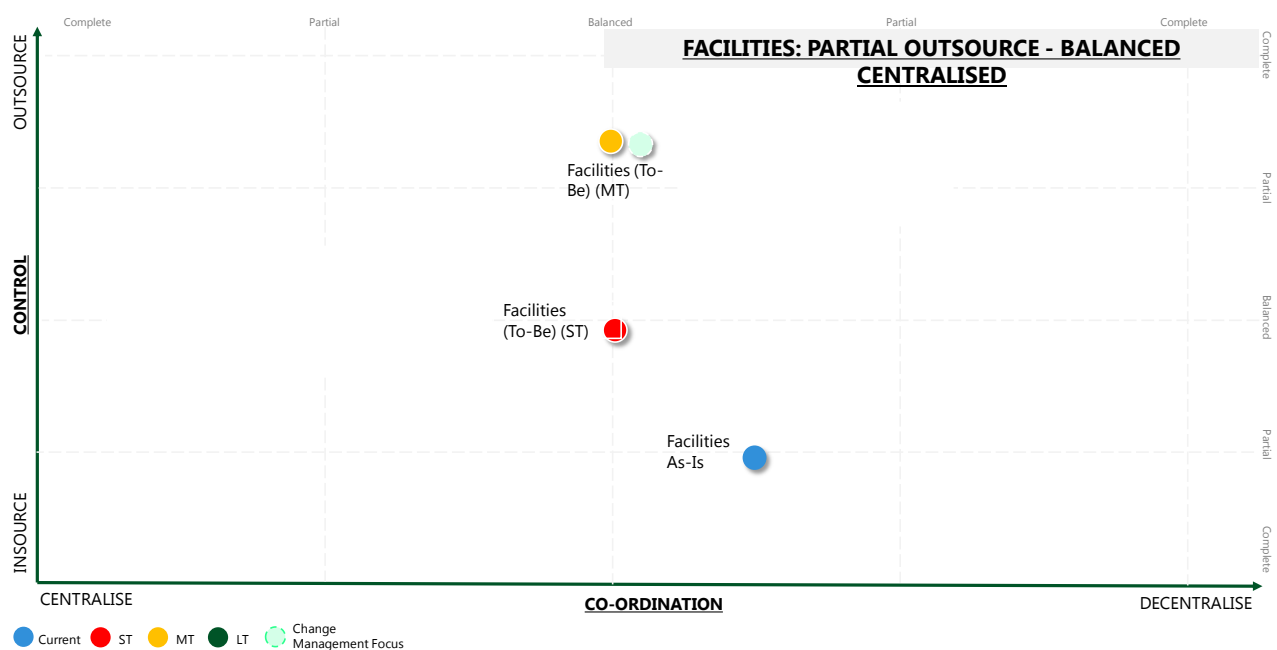


Figure 47: Facilities Recommendation

The figure above summarises the recommendation for the Facilities function to be balanced centralised with partial outsourcing allowing for insourced maintenance.

Balancing centralised decision making will allow for HO to effectively manage DPW and IDT on infrastructure projects. However, allowing for insourcing on the maintenance of infrastructure could make use of existing and ex-offenders in these trades.

Revisiting PPP cost benefit analysis and consideration of PPP facilities in the medium term could alleviate infrastructure backlogs.

6.2.2.7. ICT

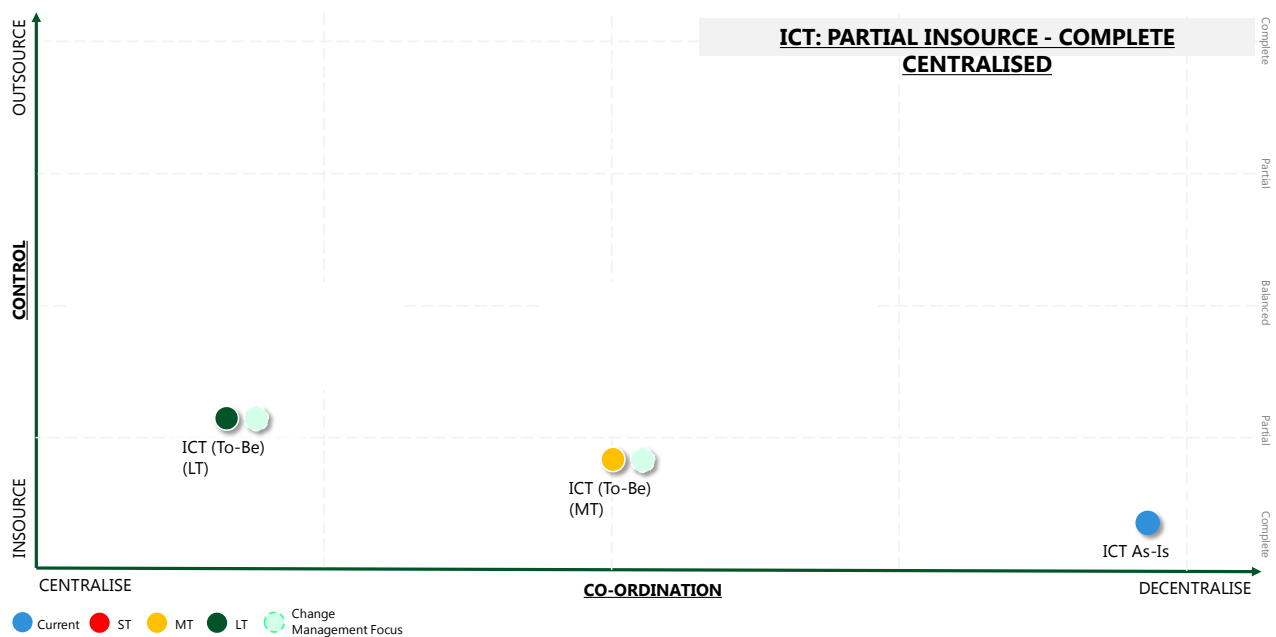
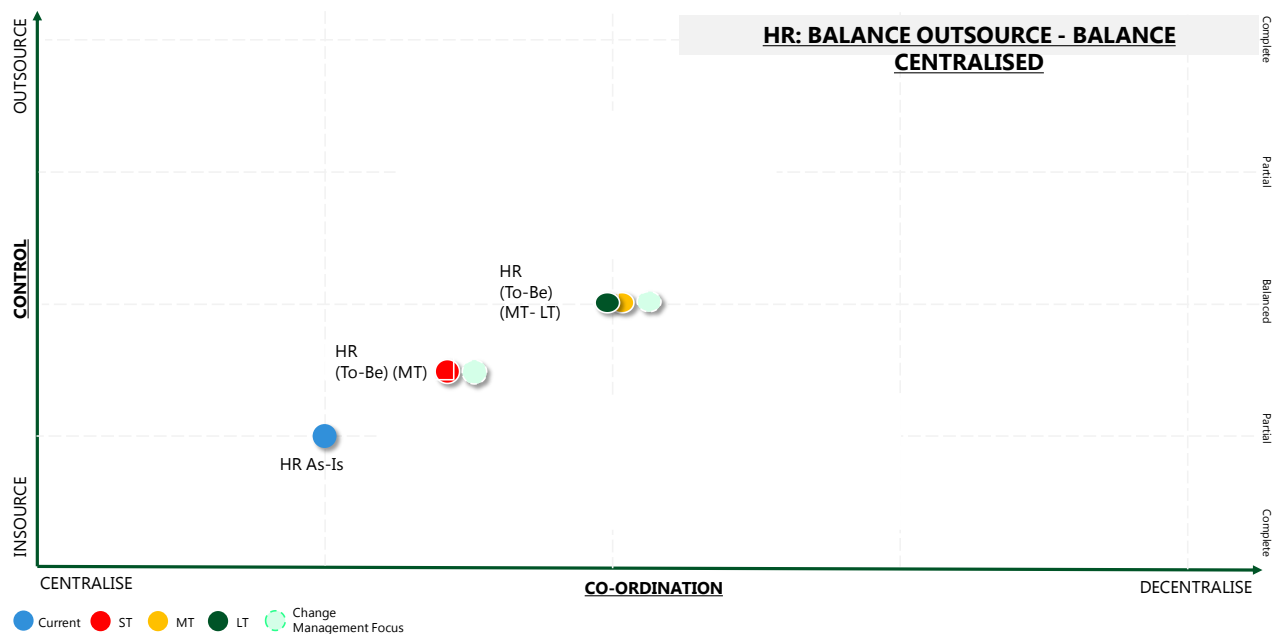


Figure 48: ICT Recommendation

The figure above summarises the recommendation for the ICT function. ICT's centralisation of control depends highly on systems implementation and integration with some outsourcing envisaged.

The ICT centralisation of control depends heavily on the implementation and integration of systems across the value chain. Some partial outsourcing of highly bespoke and highly generalised functions within ICT, relationships can begin to be formalised.

The future state of ICT as a highly centralised function is envisaged via technology in the long term, with decentralised access to systems, but centralised decision-making regarding ICT.

6.2.2.8. HR**Figure 49: HR Recommendation**

The figure above summarises the recommendation for the HR function to be more balanced in terms of centralisation and allow for greater outsourcing on training, coaching and mentoring.

HR should aim toward a balanced centralisation of HR function utilising delegation of authority where appropriate downstream. This will allow HR staff regionally to remain focused on core function with operational control downstream combined with the appropriate technology and other support functions. Partnerships with regard to training, mentoring and coaching should be identified and leveraged for professionalisation of staff.

Ultimately regions would take more ownership of administration and HR functions resulting in less bureaucracy and more agility, this depends on the professionalisation of staff within each function. By the MT-LT partnerships with regard to training, mentoring and coaching SETAs, international training courses would be fully established.

6.2.2.9. Supply Chain

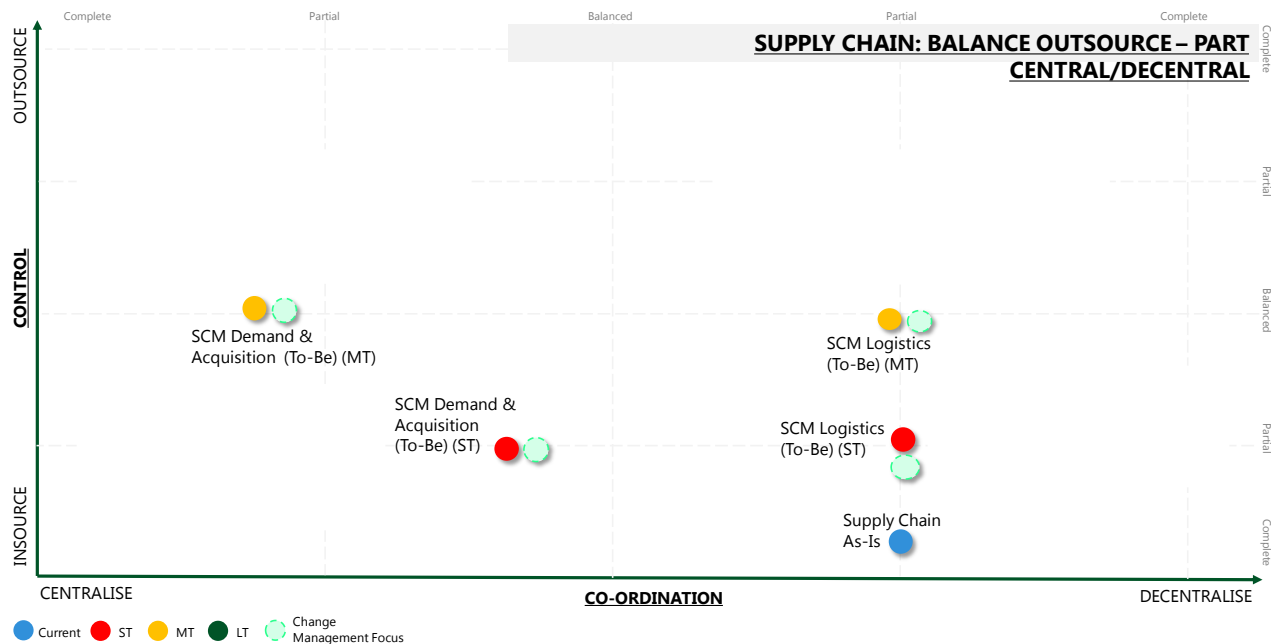


Figure 50: Supply Chain Recommendation

The figure above summarises the recommendation for the Supply Chain function to centralise demand and acquisition and decentralises logistics.

SCM Demand and Acquisition should be phased centralised allowing for Regions to focus on core mandate and benefit from centralised sourcing. This would require change management but indicate cost savings due to the leverage of strategic negotiations.

SCM Logistics would remain a decentralised function managed by regions based on the supply of goods and services required by them. Partnerships should be identified for internal functions done by DCS outside of core mandate, e.g. transport

In the MT SCM Demand and Acquisition would be fully centralised and further demand would also be leveraged out of the DCS production and workshops for goods. This function would be able to provide advisory input into other strategic demand requirements that could be scoped into the DCS workshop.

SCM Logistics would remain decentralised but with established outsources functions for transport and arrangements, where necessary with a DCS Production Workshop function where supply and demand are leveraged.

6.2.2.10. Strategic Administration

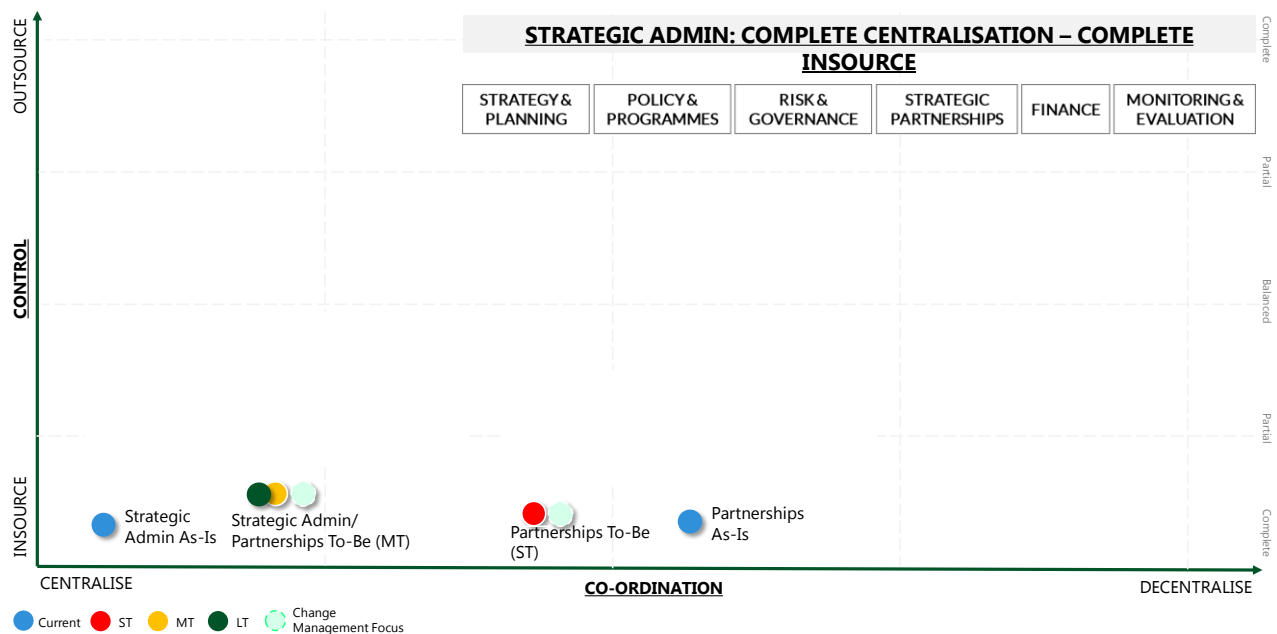


Figure 51: Strategic Administration Recommendation

The figure above summarises the recommendation for the Strategic Administration function to remain centralised focused on policy, norms, strategic partnerships and M&E.

Strategic partnerships recommended to be driven more centrally in a concerted, coordinated manner which will formalise and address ad hoc coordination. This will require a phased approach and require identification, agreement and negotiation regarding the manner in which these are concretised for the MT.

With an established partnerships framework, agreed externally, strategic partnerships can identify other areas of collaboration and streamline existing arrangements for efficiency.

6.2.3. Summary of Recommendations

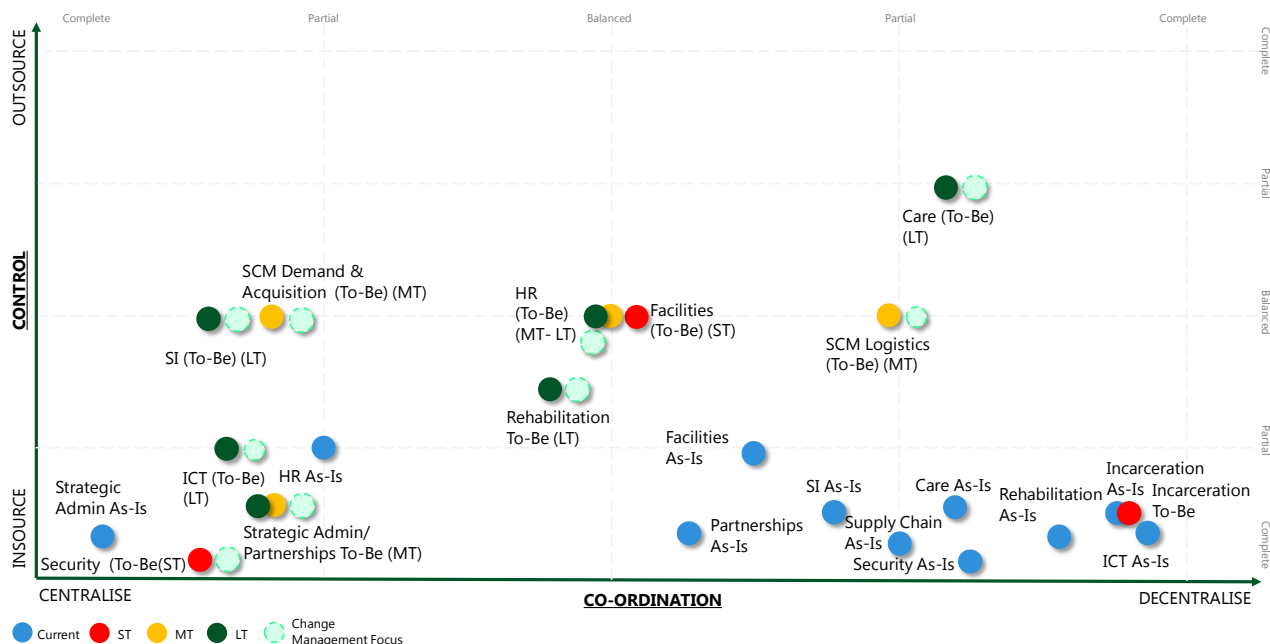


Figure 52: Proposed SDM Short, Medium- and Long-Term Summary

The DCS environment is complex and unique in its core functions and requires a bespoke SDM design to effectively and efficiently discharge upon its mandate. The recommendations contained herein take cognizance of this unique nature and has further recommended that the migration toward the desired model will require cross coordination across functions and between Head Office and the Regions over the short, medium and long terms with concerted change management efforts where a change from existing operations is envisaged.

In essence, the DCS SDM includes a unique design per individual function within the proposed DCS Value Chain across two key spectrums of coordination and control, unpacked through a decentralisation versus centralisation perspective, and an insourcing versus outsourcing perspective. Each function, analysed from these two perspectives resulted in a mixed application relevant to the key services required within those functions.

Conceptually, the proposed DCS Value Chain summarises the focus of core services and support from strategic administration. This has been depicted in light of the SDM recommendations made herein in the figure on the next page where critical success factors are highlighted

- Key interfaces:** Key interfaces are required between the incarceration and rehabilitation functions with social reintegration function, with social reintegration and the community, and between incarceration, care and security.
- Partnerships:** Partnerships require strategic oversight at the Head Office and require a coordinated approach for the Rehabilitation, Social Reintegration, Care and Facilities function. With partnerships also required to a lesser extent in the HR, ICT and SCM functions.
- Culture:** Cognizance of the multi-dimensional culture dynamic within the DCS is needed in order to craft a suitable desired culture which is likely, through the professionalisation of each function,
- Technology:** Reliance on a fully automated operational environment is critical if the DCS is to fulfil its mandate responsibilities as well as performance monitoring and evaluation requirements.

- e. Facilities:** A review of infrastructure design and PPP's cost benefit analysis should unlock future challenges related to overcrowding, rehabilitation effectiveness and funding challenges related to infrastructure.
- f. Self-Sustainability:** The DCS should also take note that innovative and alternative arrangements in the form of entities and agencies may unlock further efficiency gains. These are recommended to be replicated as internal models to allow for case study analysis and business case interrogation for further consideration should they deem to be viable.

At a summary level, the following table outlines the migration from existing to proposed operating models for the DCS functional areas, assuming that tactical and strategic interventions identified earlier in this report are implemented and which support their activation.

Table 22: Summary of DCS Functional Area Operating Model Migrations over short, medium and long term

DCS Functional Area	Current	Proposed Short term	Proposed Medium Term	Proposed Long Term
1. Incarceration	Insourced Decentralised	Insourced Decentralised		
2. Rehabilitation	Insourced Decentralised	Partial insource Partial Decentralisation	Partial outsource Partial-balance Decentralisation	Balanced centralisation Balanced outsourced
3. Care	Partial Insourced Partial decentralised	Partial insource Partial decentralised	Balanced insource/outsource Partial decentralised	Partial outsourced Partial decentralised
4. Social Reintegration	Insourced Partial decentralised	Balanced insource balanced decentralised	Partial insource Partial centralised	Balance outsourced Centralised
5. Security	Insourced Decentralised	Insourced centralised		
6. Facilities	Insourced Partial Decentralised	Balanced outsourced Balanced decentralised	Partial outsourced Balanced decentralised	
7. ICT	Insourced Decentralised		Insourced balanced decentralised	Partial insourcing Centralised
8. HR	Insourced Decentralised		Partial outsourced Partial decentralised	Balanced outsourced Balanced centralised
9. Supply Chain (demand and acquisition)	Insourced Decentralised	Partial insource Partial Centralised	Balanced insource/outsource centralised	
10. Strategic Administration	Insourced Partial decentralised	Insourced balanced centralised	Insourced partial centralised	
	Consideration for innovative entity or agency establishment or cross functional input/output use between functions requiring business case and cost benefit analysis.			

Therefore, the SDM can be summarised as follows with key milestones for the short-to-medium term.

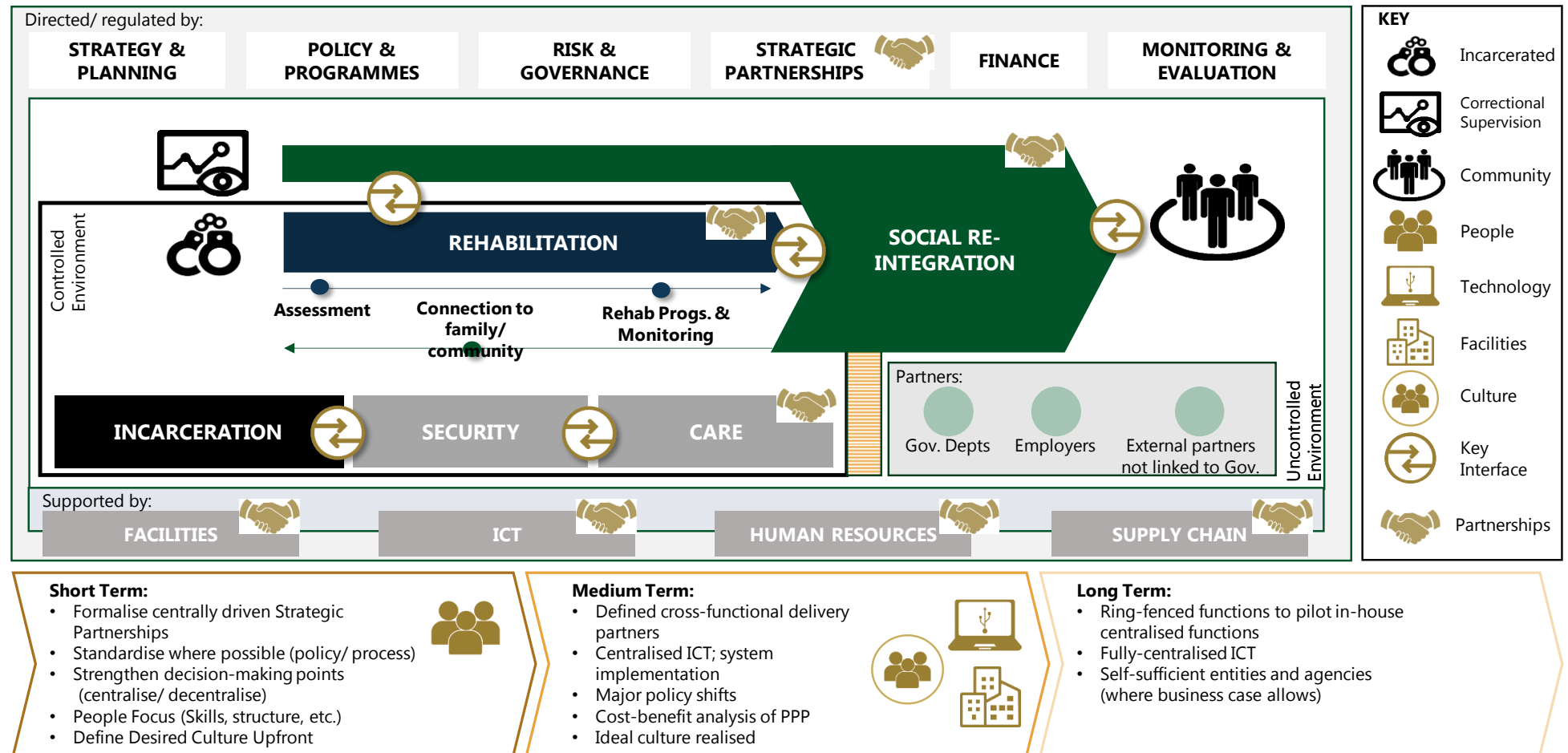


Figure 53: Proposed SDM Conceptual Summary

This model is culminated within Abbreviated SDM as per the DPSA Operations Management Framework and is included under **Annexure 2**.

7. CHANGE MANAGEMENT AND IMPLEMENTATION PLAN

7.1. Implementation Framework and Plan

Flowing from the SDM is the requirement to re-examine the organisational design of DCS as well as strengthening and amending governance frameworks and documents to ensure alignment to the SDM.

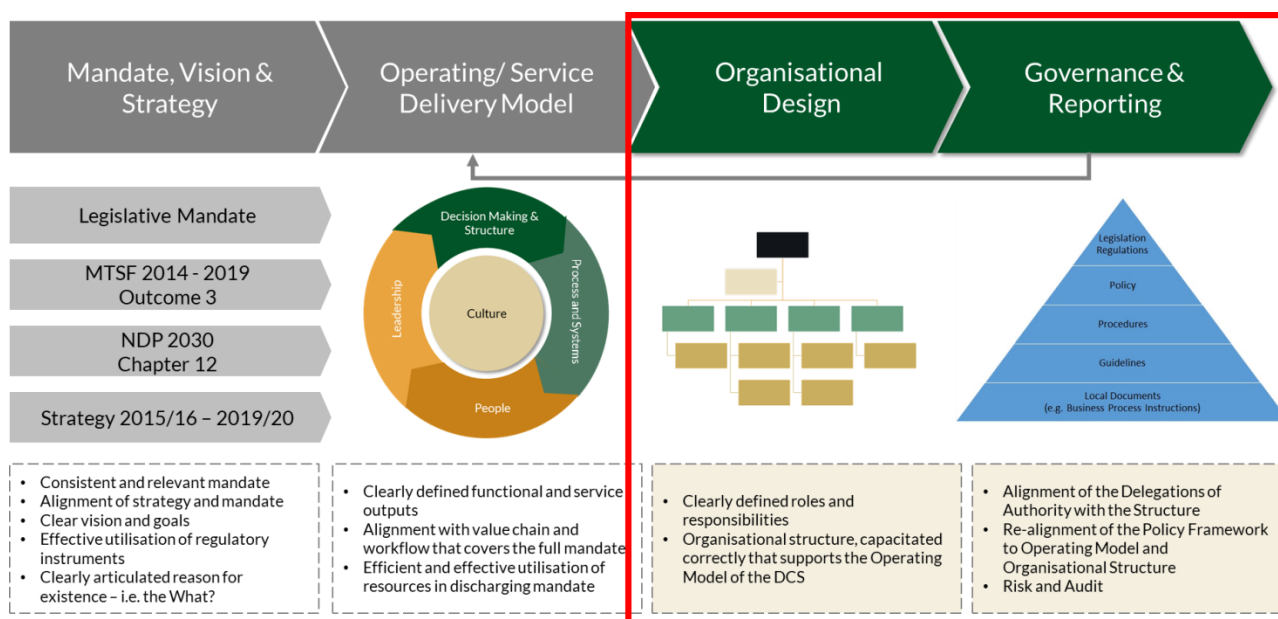
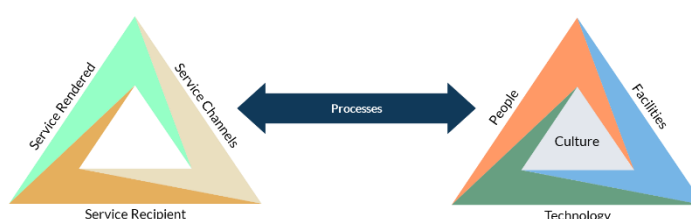


Figure 54: Organisational Alignment Framework

The Delegations of Authority (DoA), A-Order, B-Order and ORP are some of the governing documents that require alignment. The DoA, for example, must reflect greater centralisation in the strategic elements of the value chain as indicated within the SDM.

The implementation framework must ensure the re-alignment of the elements considered to deliver the 'what' through the 'how', i.e. implementing changes with processes, people, facilities, technology and culture.



In addition, the DPSA 2016 Operations Management Framework, outlines four key quadrants of steps necessary to operationalise the strategy.

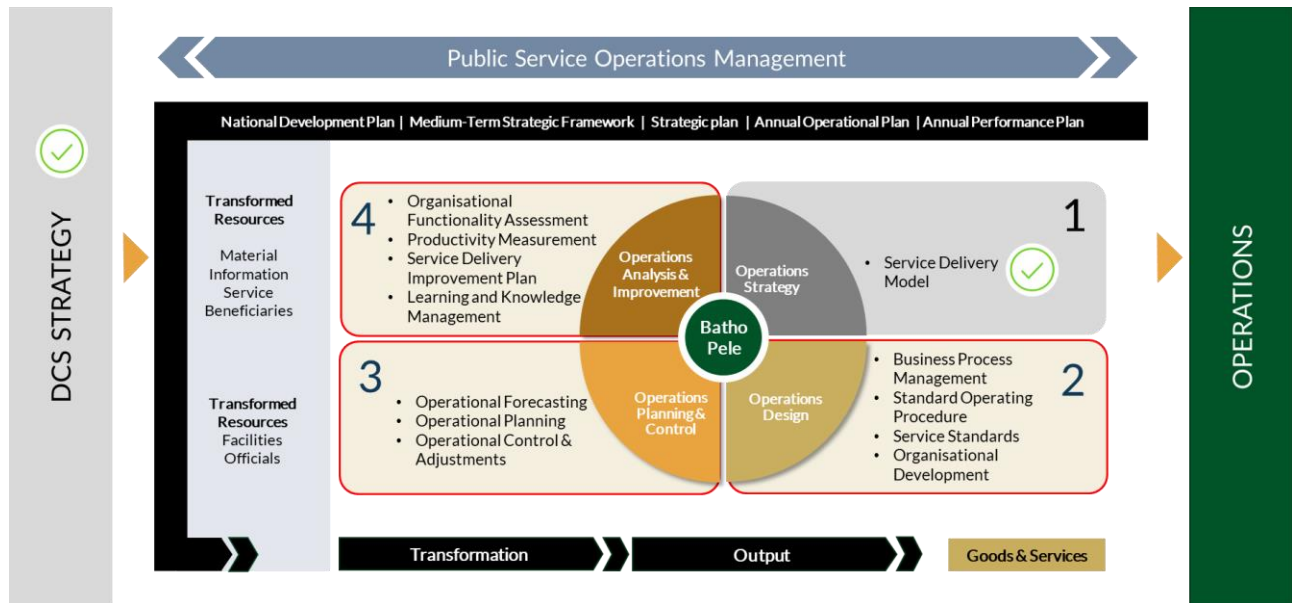


Figure 55: DPSC 2016 Operations Management Framework

These are (1) Development of an Operations Strategy; (2) Development of Operations Design; (3) Conducting Operations Planning and Control; and, (4) Conducting Operations Analysis and Improvement.

The completed SDM resides within the Operations Strategy quadrant. Next steps, as per the framework, include “designing the form, shape and processes, and is crucial to the operation’s activities”²⁰. This includes the development of business process maps and standard operating procedures aligned to the SDM and service standards defined within the service delivery charter. This will be followed by operational planning, forecasting and implementation of operational controls and adjustments. Lastly, operational implementation is continuously monitored and evaluated in terms of productivity, organisational alignment with SDM improvements.

Incorporating the above frameworks, and in consideration of the complexity of the organisation, the following implementation framework is proposed:

²⁰ DPSC, 2016 Operations Management Framework

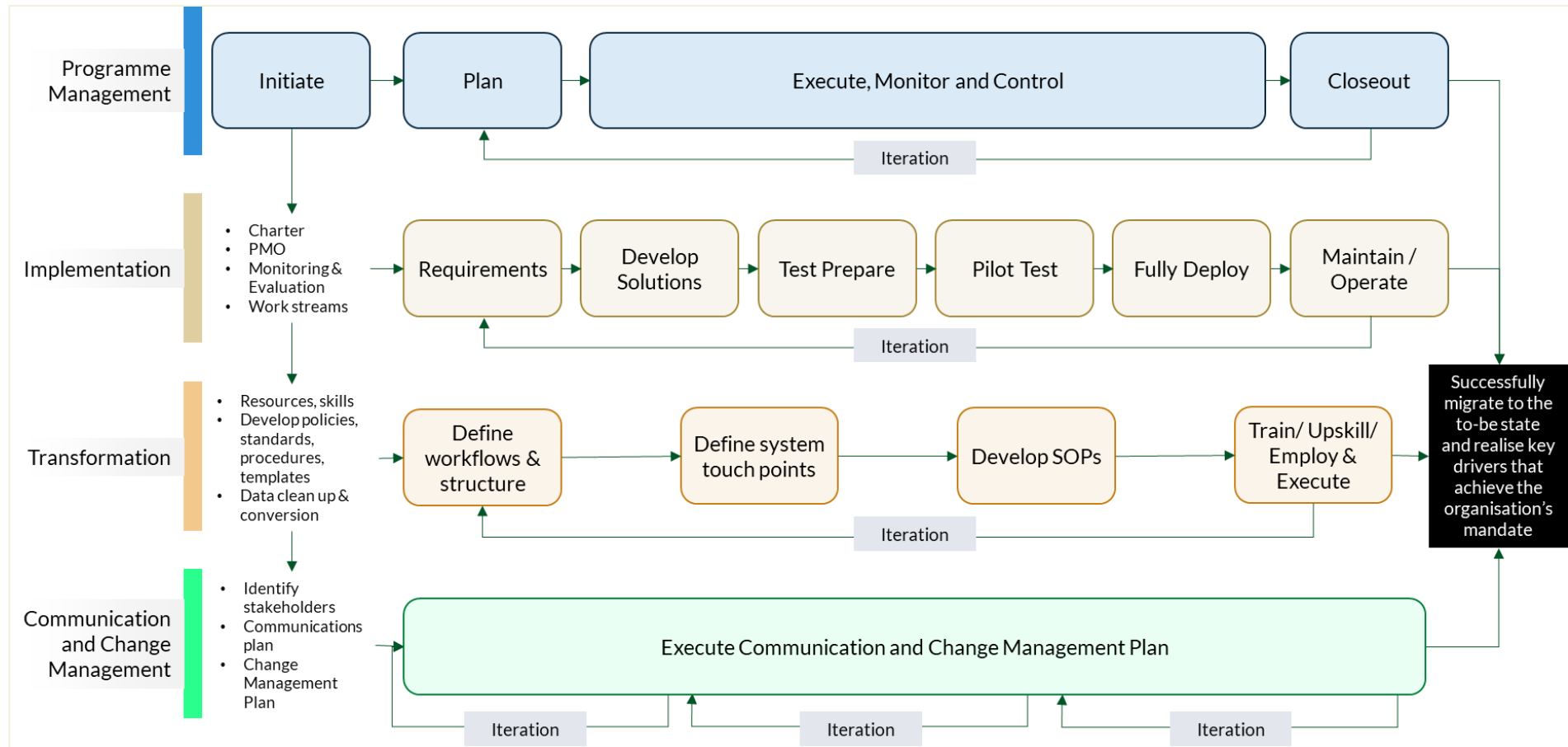


Figure 56: SDM Implementation Framework

The framework is characterised by:

Creation of a Project Management Office (PMO): A PMO is recommended for the establishment and management of several workstreams required to operationalise the strategy.

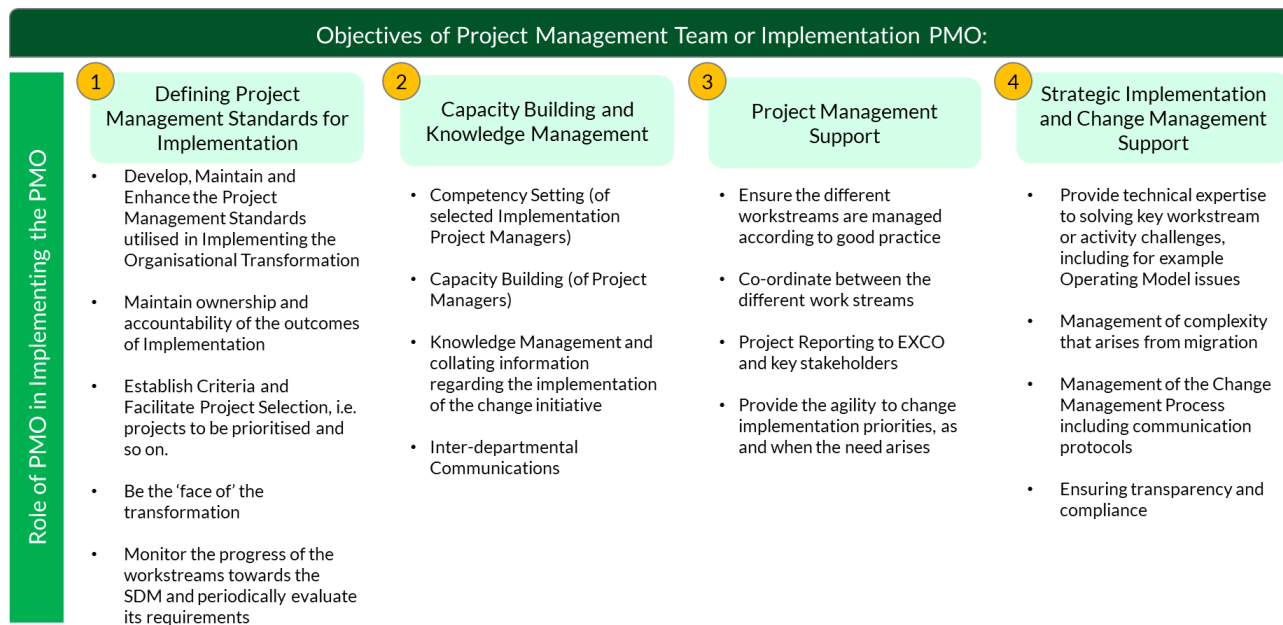


Figure 57: PMO Objectives

The PMO will be responsible for the close management, coordination and alignment of work produced across workstreams. Within each workstream, an agile process of piloting, iterations, and full implementation is required. However, workstreams will have pilot interventions collaboratively as the environment is complex and requires integrated deployment.

Ideally, the M&E function would need to reside permanently within the organisation; however, a key function of the PMO would be to carry out Monitoring and Evaluation of the workstreams and their respective purposes towards implementing the SDM.

Transformation efforts: Implementation of the SDM requires detailed workflows of the organisation. This will firstly, inform the required organisational structure, document required business processes and enable business process management, the documentation of service standards, standards operating procedures and operational planning components.

Additionally, governance frameworks and policies must be realigned to the developed re-aligned structure, giving adequate power and authority as per the SDM. Organisational development interventions that tackle people and culture, technology (alignment of the systems to the workflows), planned facility management must be instituted within the planned short, medium and long-term.

Workstreams may run in parallel to one another, with key dependencies and milestones clearly articulated up front. The proposed workstreams are indicated in the figure below.

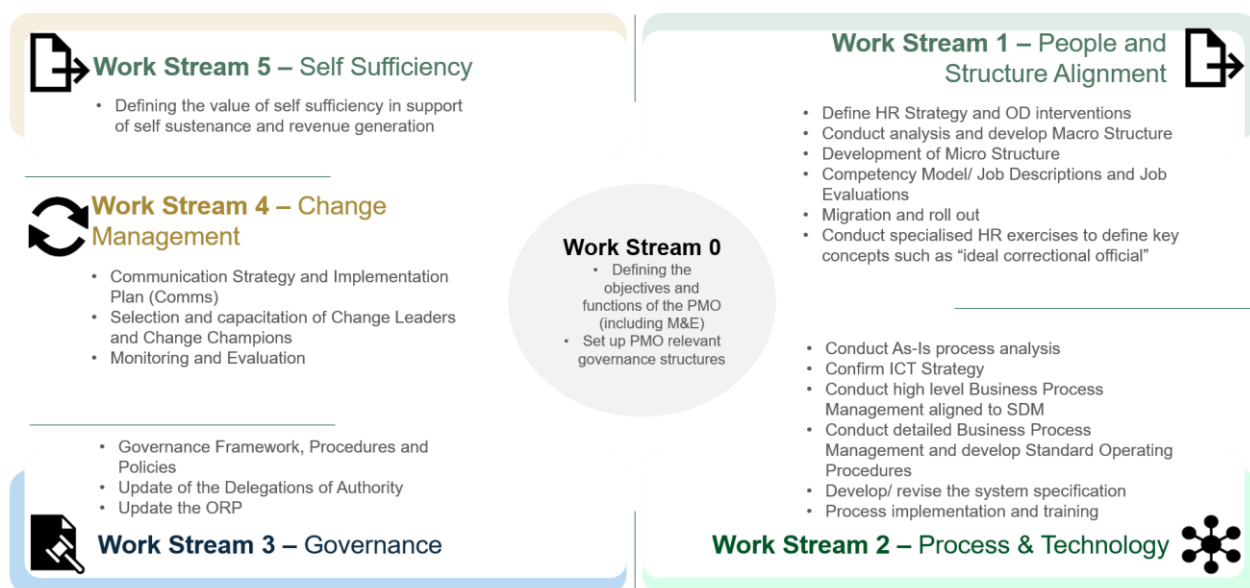


Figure 58: Implementation Workstreams

Governance is a critical component of the process that links the work of all other workstream and provides power and authority to the new modes of work through documents such as the Delegations of Authority and the B-Order. The figure below highlights governance considerations from the relevant work streams.

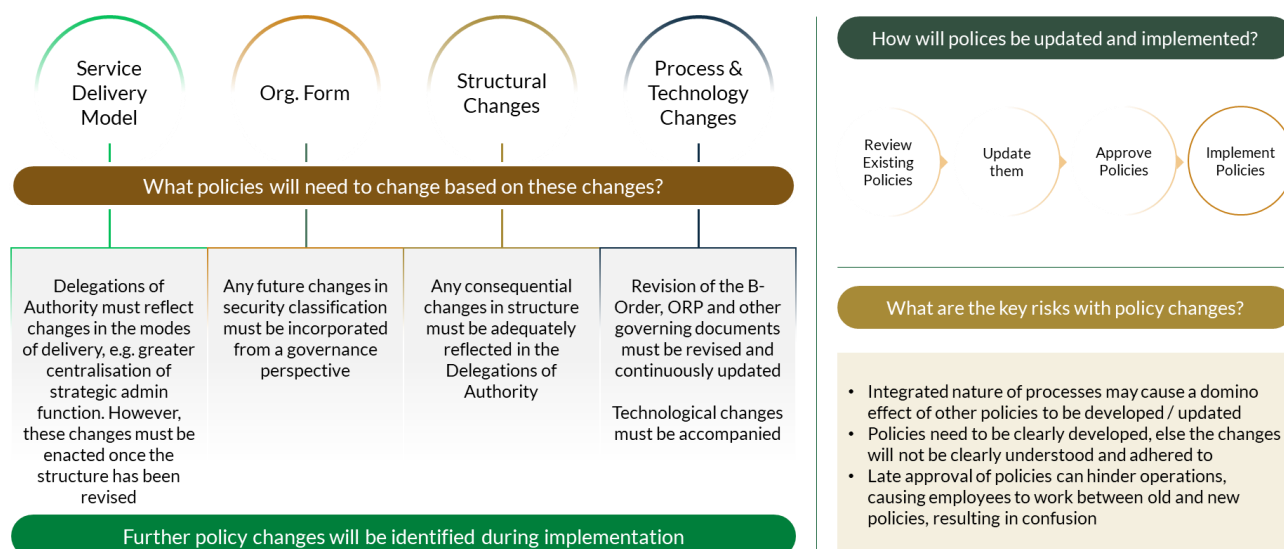


Figure 59: Governance Considerations

Change Management and Communication: The transition must be underpinned by strong change management efforts that manage change at individual, unit, region and institutional levels.

7.1.1. Implementation Plan

The proposed implementation plan provides a breakdown of tasks required (linked to the workstreams) over the next three years or less. Conservative timeframes were applied given the size and complexity of the DCS.

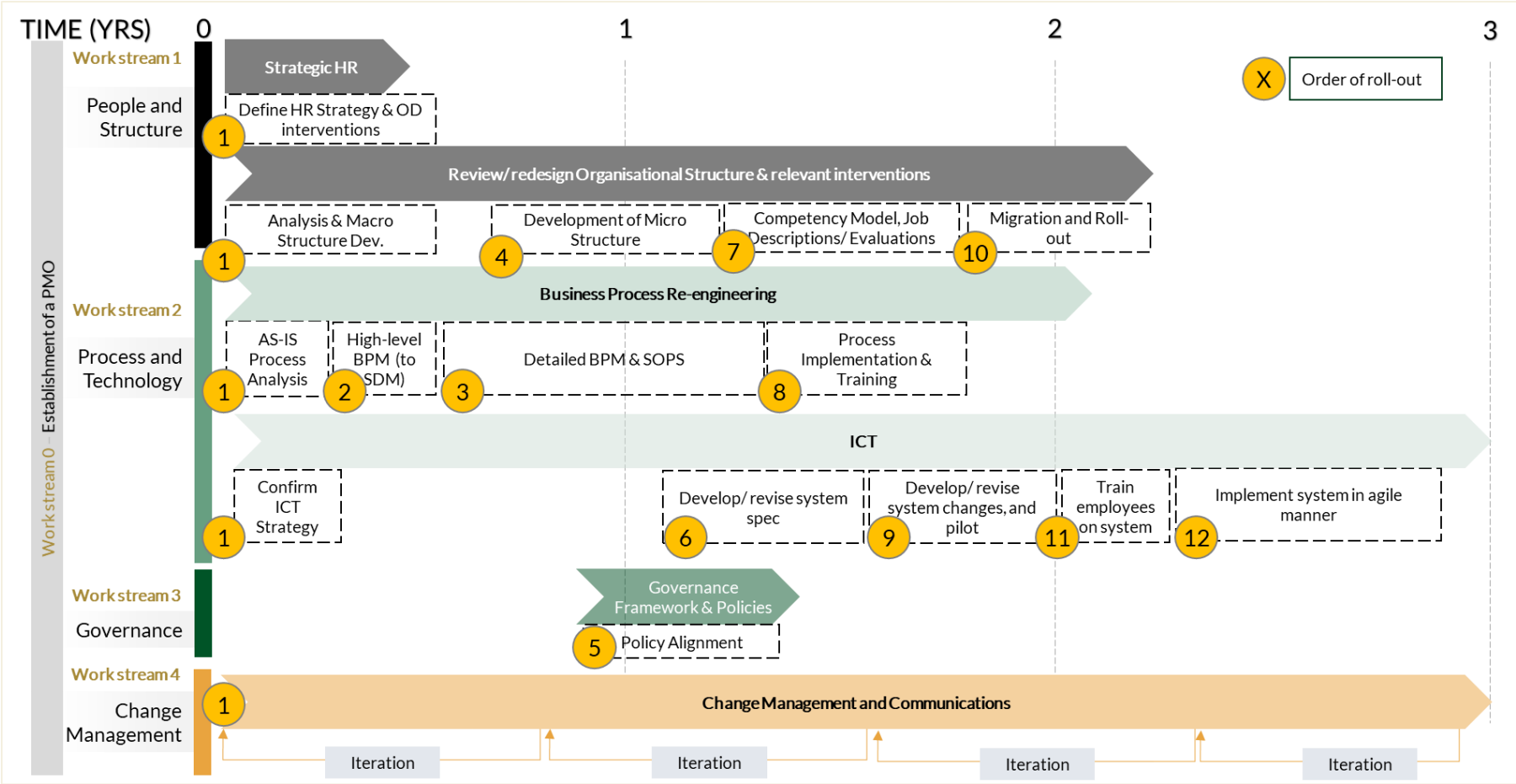


Figure 60: Implementation Plan: Short-Medium Term²¹

Largely, all workstreams may work in parallel of one another (to minimise a lengthy process); however, there are key dependencies between the steps provided, and therefore the order of roll-out is provided.

Table 23: Implementation Plan**HIGH LEVEL IMPLEMENTATION PLAN: TIMELINES ARE INDICATED IN THE PROJECT CHARTER**

STEP	WORKSTREAM	RESPONSIBILITY
(0) Set up PMO and relevant governance structures	0. Project Management Office	SDI
(1) Define HR Strategy and OD interventions Strategic HR elements such as a defined HR strategy aligned to the SDM. Interventions for culture will be designed here and included within this work stream.	1. People and Structure	HR
(1) Conduct Analysis and Develop Macro Structure Informed by process maturity, strategy, the value chain and SDM , an ideal Macro structure should be developed in consultation with key stakeholders	1. People and Structure	HR

²¹ Size of boxes of tasks is not to be equated with timelines, however, broadly represents the process and overall timelines. Please refer to Implementation Plan table for estimated timeframes.

STEP	WORKSTREAM	RESPONSIBILITY
(1) Conduct AS-IS Process Analysis Steps here entail gauging the process maturity of the organisation and understanding the processes that are in existence as well as critical gaps. This include assessing the process maturity of the organisation.	2. Process and Technology	PMO lead
(1) Confirm ICT Strategy Confirm ICT strategy in relation to desired SDM Model	2. Process and Technology	PMO lead
(3) Conduct Detailed analysis on benefits of self-sufficiency and sustainability Detailed process design and modelling will take place, to firstly, standardise processes across the DCS Production workshops, Agriculture, building and maintenance.	5. Self Sufficiency	PMO lead
(2) Conduct High-Level Business Process Management (BPM) (aligned to SDM) Following process analysis, a high-level workflow of the organisation is required, with up to level three processes developed and aligned to changes posed in the SDM. The high-level processes will confirm the feasibility of Macro structure	2. Process and Technology	SDI

STEP	WORKSTREAM	RESPONSIBILITY
<p>(3) Conduct Detailed Business Process Management and Develop Standard Operating Procedures</p> <p>Detailed process design and modelling will take place, to firstly, standardise processes across the organisation, optimise them and communicate them in an easier understandable manner to guide employees during implementation</p> <p>Value Add: Conducting work- study at this juncture will inform number of positions required in the micro structure. However, work-study is a lengthy process, and estimates can be applied and once operationalised, capacity requirements can be evaluated</p>	<p>2. Process and Technology</p>	<p>PMO lead and work streams</p>
<p>(4) Development of the Micro Structure</p> <p>Flowing from the detailed BPM of the organisation, micro-structures can be developed. This is the ideal manner in which micro-structures are developed, as it's informed by process requirements. However, micro-structures also inform the processes. Therefore, these workstreams must work closely together leaving room for iterations.</p>	<p>1. People and Structure</p>	<p>PMO and work streams</p>
<p>(5) Governance Framework and Policies</p> <p>Define the Governance Framework as well as key policy documents aligned to the approved organisational structure and processes developed</p>	<p>3. Governance</p>	<p>PMO and work streams</p>

STEP	WORKSTREAM	RESPONSIBILITY
(6) Develop/ revise the System Specifications Processes are a necessary component in informing system requirements. To a degree, system specifications commence in parallel to the processes, especially where the proposed system will inform processes (in terms of automation), processes are iterative.	2. Process and Technology	PMO works streams
(7) Competency Model/ Job Descriptions and Job Evaluations Flowing from the microstructures, an organisational competency model, job descriptions and/or job evaluations may commence on new/ positions with 50% or more change.	1. People and Structure	PMO and work streams
(8) Process Implementation and Training Once processes have been signed off, they can be implemented in a staged manner unit by unit/ correctional centre by correctional centre. Mass coordination, training and change management is required here. The process is extended to ensure new process adoption	2. Process and Technology	PMO and work streams
(10) Migration and roll-out In positions that have substantially changed, migration of individuals in the current establishment must be moved into new positions in a fair and transparent manner, either through job-matching and placement or job advertising. This process will require substantial change management.	1. People and Structure	PMO and work streams

Following implementation, Operations Planning and Control and Operations Analysis and Improvement (as per the Public Service Operations Management Framework) must occur on a continuous basis, i.e. annually.

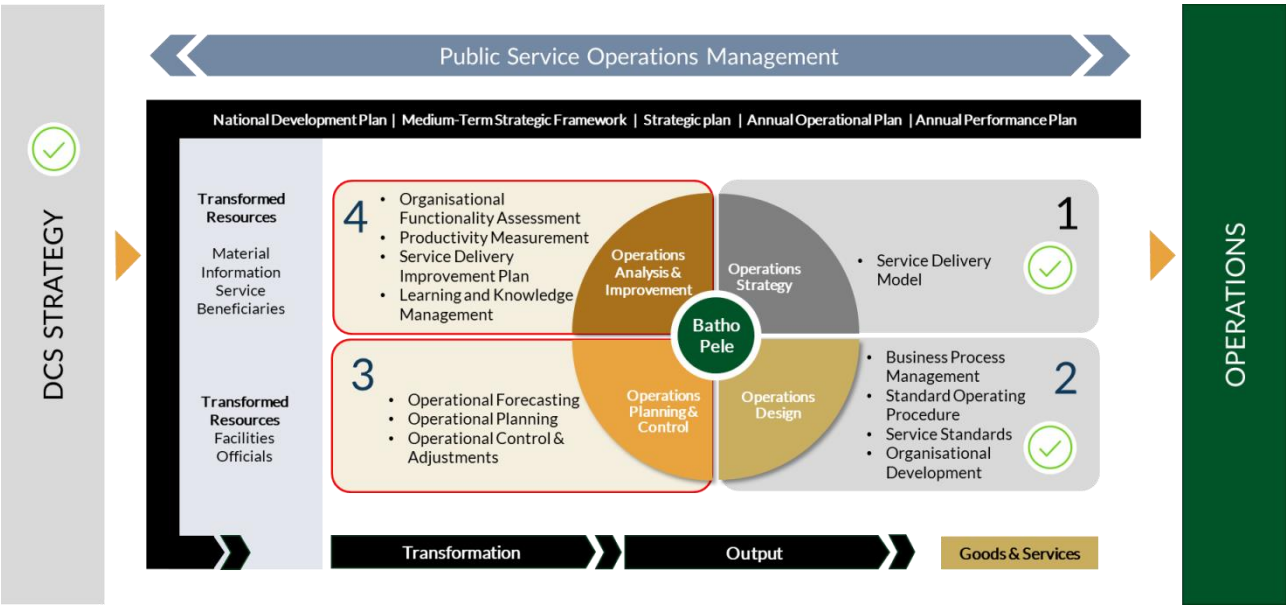


Figure 61: Public Service Operations Management Framework – Post-Implementation Planning

7.2. Change Management Plan

Change Management is a systematic approach to managing change within an organisation. It caters for various levels beginning with the individual, up to group (organisational) level. It is a critical process towards ensuring the success of any intervention, be it affecting people, processes, technology or culture. With proposals to amend all four of these components within the SDM, Change Management is an essential workflow for the implementation of the SDM. The framework below, outlines the typical role of change management during organisational alignment processes.

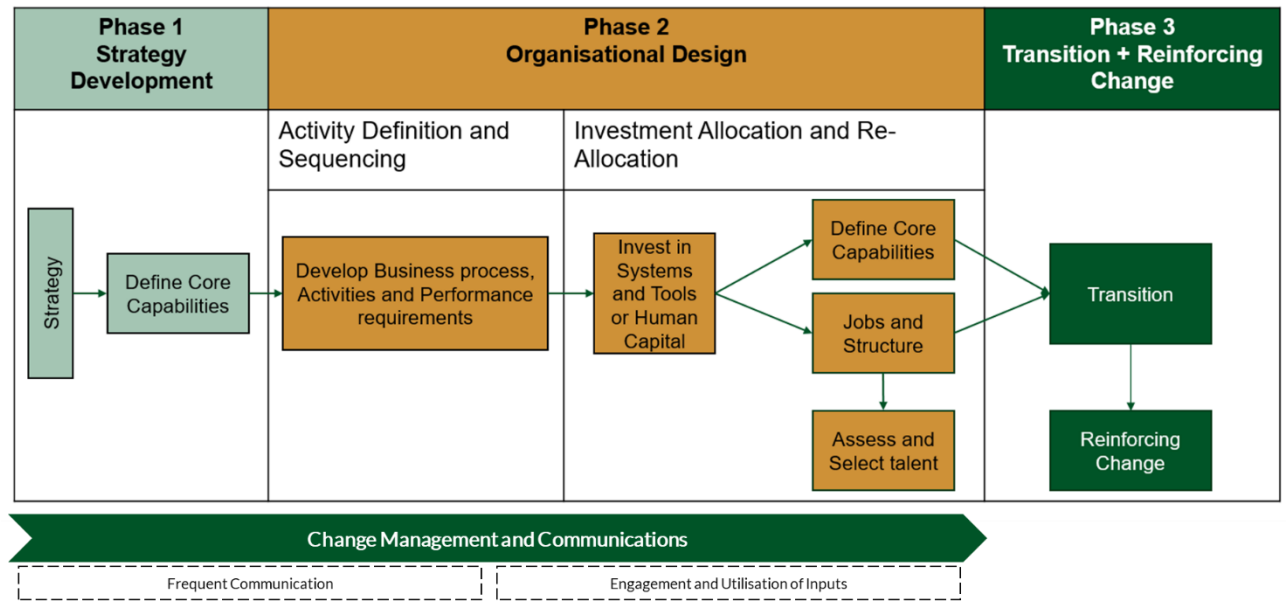


Figure 62: Contextualizing Change Management

Change Management serves two core purposes:

- To facilitate the process of change
- To reinforce change

However, *facilitation of change* does **not** begin once an intervention has been completed and is ready for implementation; it begins while the development of the intervention is underway. This is critical for buy-in and management of people at an individual, team, unit, region, and organisational level. As such, during the 'design stage' of the relevant interventions (e.g. culture, processes, technology, etc.), change management should focus on communication and stakeholder engagement. Individuals who participate in the process are more likely to accept a change than those excluded from the process.

Within implementation, change management interventions must be tailored to the audience and consider the size and complexity of the environment. For DCS, this includes managing change of the organisation with its external stakeholders and utilising it as a tool to facilitate the change envisioned within the SDM, i.e. strategic partnerships.

Tools such as monthly training will be a key enabler to reinforce change within an organisation.

7.2.1. Implementing Change

Change Management is comprised of four categories, namely:

- **People Management** – Management of individuals (and groups) through the process of change
- **Communication** – Delivering the right message, to the right people, at the right time so that they are able to participate and understand align to the broader strategy and purpose of the organisation
- **Risk and Impact Management** - Identifying and managing risks and impacts associated with the change
- **Leadership and Sponsorship** – Engaging leadership to drive change throughout the organisation

Within a large organisation such as DCS, change management becomes critical. To manage the change, the following framework is proposed:

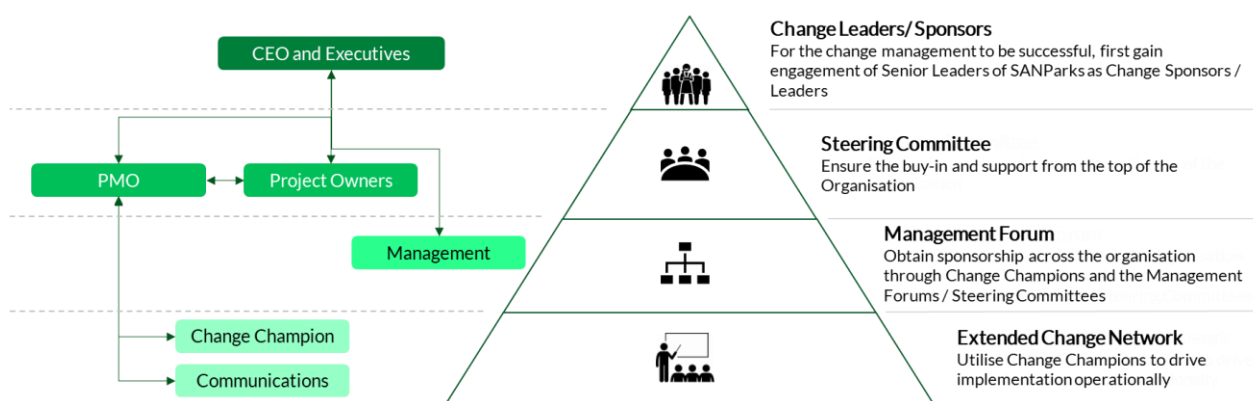


Figure 63: Change Management Framework

First, to leverage off networks and promote the change in a positive manner, representatives of the change must be selected (or volunteer) to represent, communicate and promote the changes to occur within the organisation. This will allow the organisation, some degree of control while simultaneously empowering employees by providing them with a voice and platform.

During the design phases, a heavy focus on communication and stakeholder engagement is recommended to management individuals to the to-be state of the organisation.

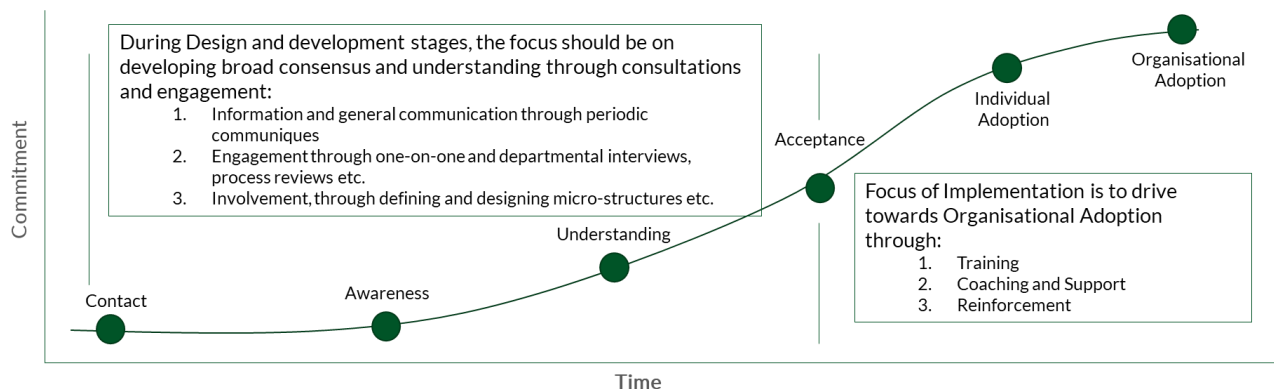


Figure 64: Change Management Focus Pre- and Post- Implementation

This approach will enable transparency and fairness, feed into the culture intervention and facilitate collaboration and performance management. Essential tools that can be utilised throughout this process are presented in the figure below, creating a direct link to steps outlines in other workstreams.

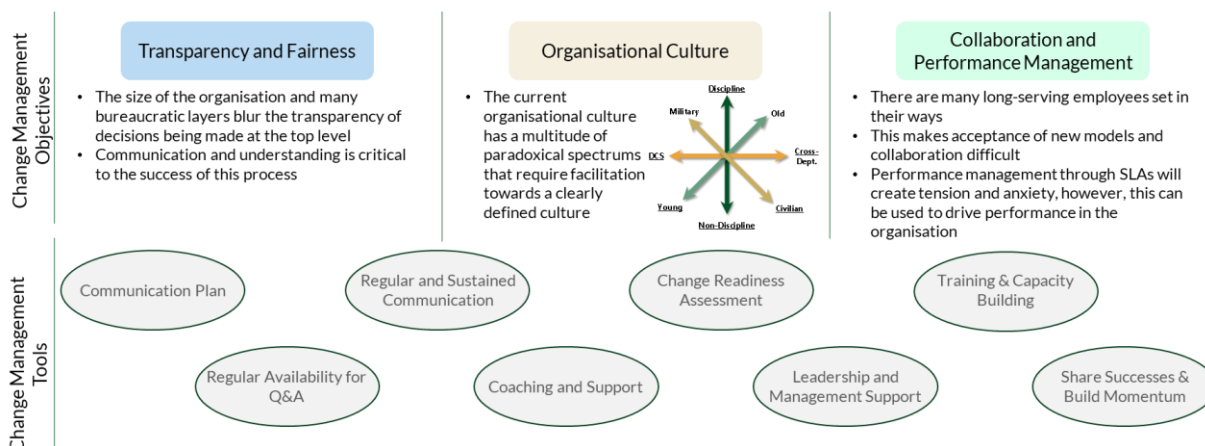


Figure 65: DCS Change Management Requirements and Tools

A key tool to be deployed during the design phase is the change readiness assessment which will better inform and enable change management interventions required. This must be conducted post-intervention design but prior to intervention implementation.

7.2.2. Change Management Plan

Accordingly, the following change management plan is proposed.

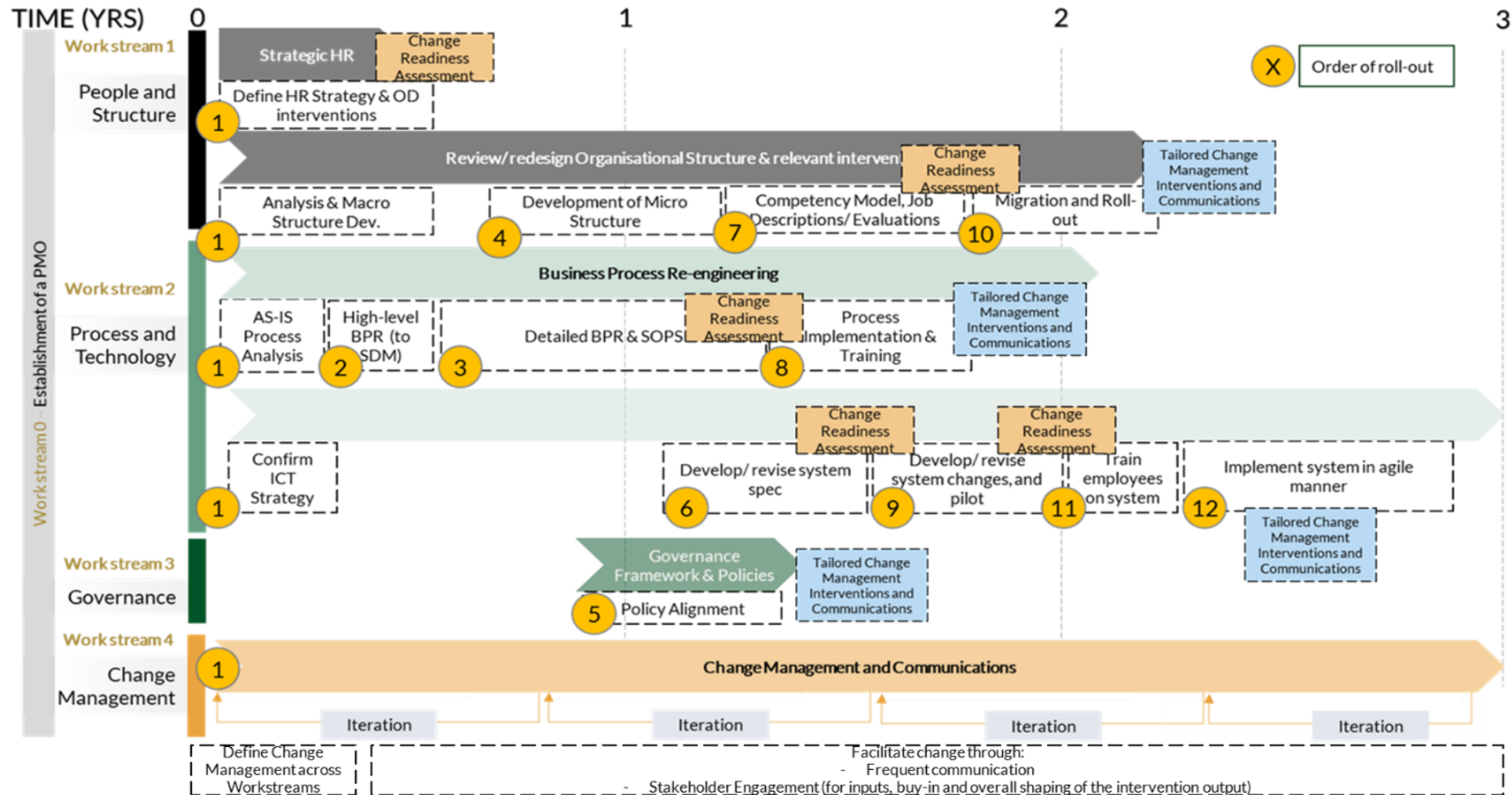


Figure 66: Change Management and Implementation Plan

Table 24: Implementation Plan

STEP	WORKSTREAM	PROPOSED TIMEFRAME
(0) Set up PMO and relevant governance structures	0. Project Management Office	1 month
(1) Define Change Management across Workstreams Set up change management workstreams with defined objectives and clear approach to change management. Enable the setup of change teams across the organisation (as per figure 72). Design Change Readiness Assessment framework and determine measures of change readiness.	4. Change Management	1 month
(2) Facilitate Change through the Design Phase: Within each workstream, facilitate change through frequent communication and stakeholder engagement. Stakeholder engagement is vital for inputs into the process, buy-in of key role players and overall shaping and adoption of the intervention output). This is further guided through Communications Framework and Plan specified in the next section.	4. Change Management	As per workstream timeline
(3) Change Readiness Assessment Conduct change readiness assessments after the design stage of each workstream but prior to implementation, to guide the requirements for the change management intervention. Areas the assessment could measure are: communication; roles and responsibilities, leadership alignment, internal change network, resourcing, enablement, project health, embedding of the change. Note: Change Readiness could be assessed at various intervals and used to assess progress of change i.e. transformation of stakeholder perceptions and readiness to adopt the SDM	4. Change Management	1 month
(4) Tailored Change Management Intervention and Communications Base on the findings of the assessment, tailored intervention must take target weak areas and reinforce strength areas. For example, the intervention could target a weak area of leadership	4. Change Management	Post-Change Readiness Assessments

STEP	WORKSTREAM	PROPOSED TIMEFRAME
alignment through greater leadership communication of a single, consistent message		

For the short-medium term, i.e. through the design phase of workstreams, the following communication framework is proposed.

Communications Framework and Plan

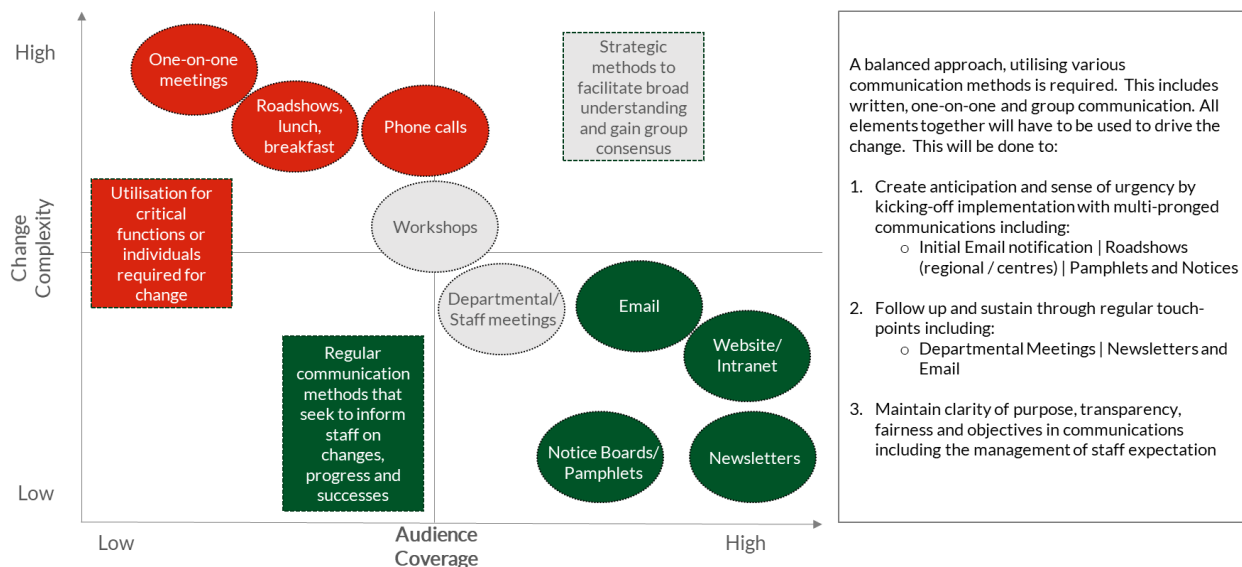


Figure 67: Communication Framework

Proposed communication platforms, the targeted audience, frequency and key messages can be found in **Annexure 3**.

8. CONCLUSION

As the DCS operates within a complex environment and delivers upon a complicated mandate that is a subset of a broader value chain, the proposed SDM applied various factors to the different components of the value chain to produce a hybrid and unique SDM gearing DCS for delivery of its mandate.

Critical to the adoption of the proposed SDM is an internal understanding and adoption of the value chain, the proposed operational model as well the implications thereof. Tied to this process is the adoption of a clear implementation framework and change management plan which will recommend a staged implementation to enable organisational re-alignment. Implementation of this must be accompanied by dedicated resources to drive sustained change management. Similarly, within an organisation as complex and large as the DCS, communication must commence early, be clear, and be frequent in its delivery. This is necessary to ensure buy-in from employees, the ultimate delivery agents of the model.

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

The model takes cognisance of the necessity for strategic partnerships in delivering integrated services; however, implementation must focus on greater accountability and budget sharing. A key facilitator of this process will be managed through the change management framework.

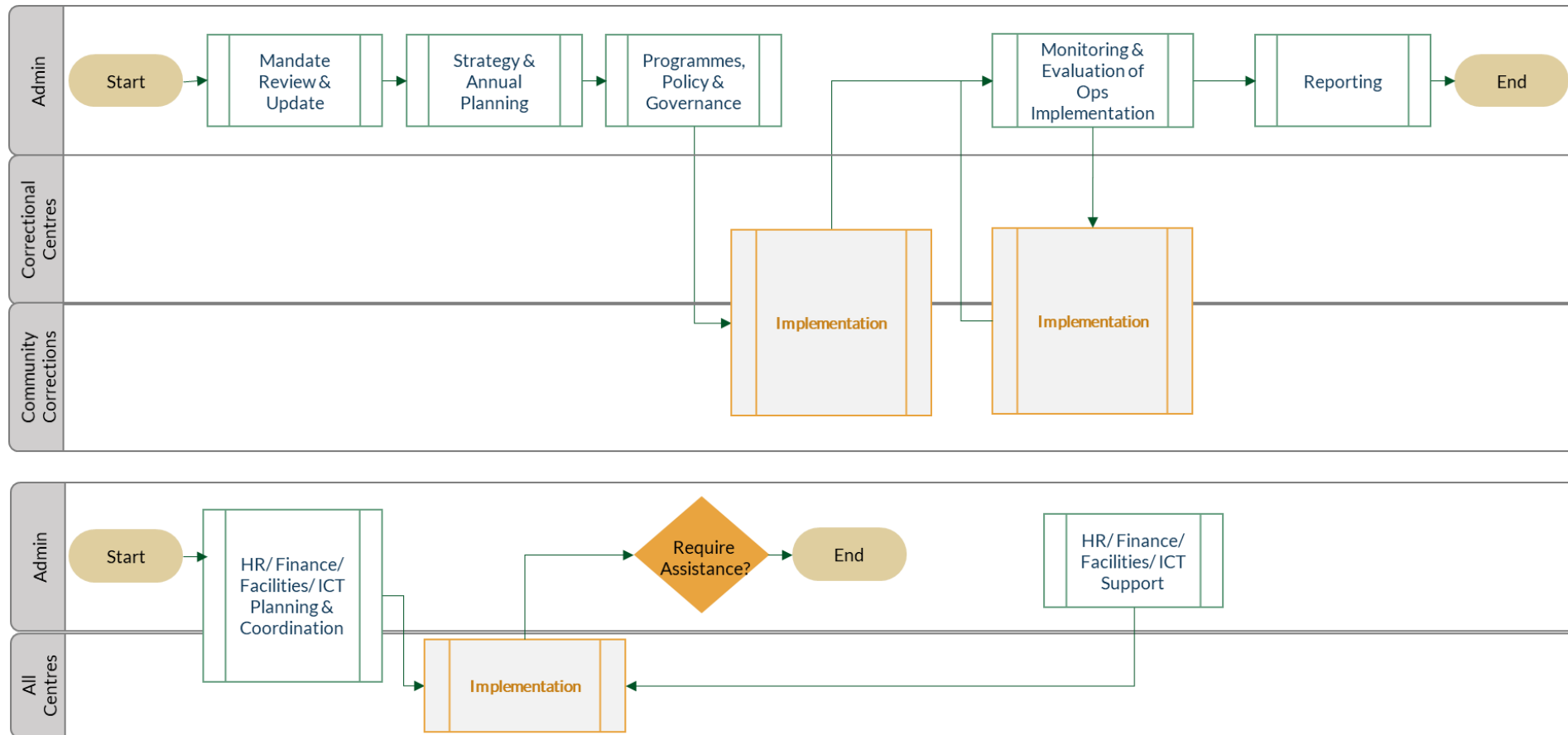
Recommendations were made to carry out detailed business case/ case studies prior to any decision-making regarding future entity/agency creations.

The DCS is characterized by a multi-dimensional culture which, once defined and understood, will journey to its ideal culture in a naturalized manner, with interventions seeking to iron-out persistent issues.

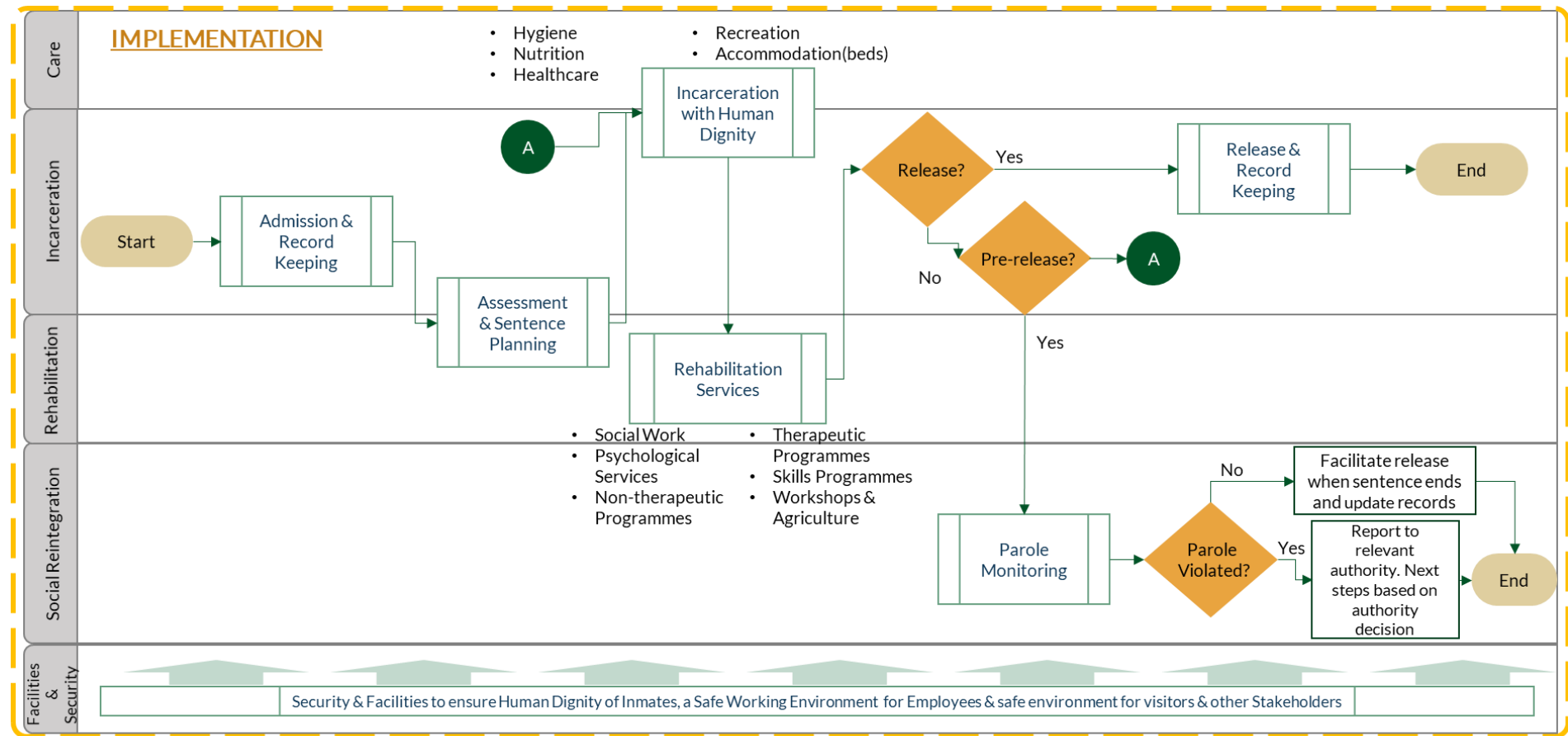
The DCS operates within a constrained environment, and given its all-encompassing mandate, partnerships are a necessity. It is recommended that outsourcing should be considered for functions that are either not essential to the core, or that DCS does not have capacity for, provided that the cost-benefit analysis reflects feasibility of the option.

Lastly, the DCS currently operates in a somewhat disjointed and ad hoc manner. The most impactful recommendation is to centralise necessary functions to introduce necessary standardisation – and ‘Centres of Excellence’, while leverage of inter-linkages at a strategic level. This must be delivered whilst providing the Regions with flexibility to execute upon the mandate – effectively creating ‘Theatres of Operation’.

ANNEXURE 1 – PROPOSED HIGH-LEVEL WORKFLOWS



OMF Presentation for Quarter 1 Review; Correctional Services Act, No. 111 of 1998, as amended; AIA Interviews; Annual Reports; *Strategic Planning Report 2018 – Shaping the Future of Corrections in South Africa;



OMF Presentation for Quarter 1 Review; Correctional Services Act, No. 111 of 1998, as amended; AIA Interviews; Annual Reports; *Strategic Planning Report 2018 – Shaping the Future of Corrections in South Africa;

ANNEXURE 2 – ABBREVIATED SERVICE DELIVERY MODEL

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
Constitution of the Republic of South Africa, 1996	Chapter 2: Bill of Rights - 9: Equality -10: Human Dignity - 12: Freedom & Security of Person - 27: Healthcare, Food, Water & Social Security - 28: Children - 29: Right to Education - 31: Cultural, Religious & Linguistic Communities 35- Arrested, Detained & Accused Persons Schedule 4 Schedule 9 Section 27 Section 195. Principles Governing Public Administration Section 197. Public Administration must be governed by relevant national legislation												
Correctional Services Act, No. 111 of 1998, as amended	2(a) enforcing sentences of the courts in the manner prescribed by this Act	Public Finance Management Act, No. 1 of 1999 (Section 2 & 3(a)); Criminal Procedure Act, No. 51 of 1977 (Section 21, 27 and 29 & Section 276(1)(h), 276(1)(i), 276(1)(b),	<u>INCARCERATI ON</u> - Provide a safe and secure correctional environment through supervision and implementatio n of the security strategies in order to support	1. Admission Services - Screening - Profiling	- Incarceration - Social Reintegration								
	(5) Establishment of Correctional Centres; (6) Admission ;(7) Accomodation; 17. Access to			2. Detention and Incarceration services - Detention services - Incarceration services - Transfer of remand									

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	legal advice; 18. Reading Material; 20. Mothers of young children; 21. Complaints and requests; 22. General; 24. Procedure and penalties; 28. Identification; 29. Security Classification; 30. Segregation; 38. Assessments; 39. Commencement, computation and termination of sentences; 42. Case Management Committee; 43. Location and transfer of sentenced offenders; 44. Temporary Leave; 45. Placement and release; 46. Management, safe custody and well-being of remand detainees; 49. Safekeeping of information and records; 49A. Pregnant women; 49B. Disabled remand detainees; 49C. Aged remand detainees; 49D. Mentally ill remand detainees; 49F. Release under supervision of	276A(3), 276A(3)(a), 276(1)(i), 276(1)(h), 276(1)(i), 276A(3)(a)(ii), 276A(3)(e)(ii), 276B, Section 63(A), Section 50, Section 285); Child Justice Act, No. 75 of 2008 (Section 26(3); Section 76(4)(a); Section 76(4)(b); Section 30; Section 33); Promotion of Administrative Justice Act, No. 3 of 2000 (Act in its entirety); National Health Act, No. 61 of 2003 (Section 30; 31); Mental Health Care Act, No. 17 of 2002, as amended (Section 49; 51; 53); Extradition Act, No. 67 of 1962 (Act in its entirety); Public Service Act, No. 103 of 1994, as Amended (Section 28); Immigration Act, No. 13 of 2002 (Section 34); South African Police Service Act, 1995 (Act No 68 of 1995) (Section 2 c, (i) 2k, 3, 3 g, 13, 34-1, 34-5, 34-7, 34-8 34-9); Probation	Humane incarceration and contribute to the aspirations of the country; - Create secure and Humane facilities for incarceration of remand detainees and offenders in a conducive environment; - Remand detention processes are effectively managed and remand detainees attend courts in accordance with relevant legislation; - Contribute towards a Humane environment by managing overcrowding in correctional facilities <u>SOCIAL REINTEGRATION</u> - Consider offenders for possible placement on parole or correctional supervision; - Improve compliance on conditions set for parolees and probationers under Community Corrections; - Improve	detainees/offenders Note: Detention pertains to the detention needs of remand detainees within remand detention facilities while incarceration needs refers to the incarceration of inmates within correctional centres									
				3. Correctional Supervision - Parole Monitoring Services - Probationer Monitoring Services	- Social Reintegration	Core Incarceration	Service Beneficiaries - Inmates Indirect Beneficiaries - Public - Visitors - Court Officials - SAPS - Legal Representatives - Families and Communities	The Incarceration function is insourced and decentralised Decentralised through Regional Offices: - Remand Detention Centres - Correctional Services Centres - Community Corrections	Current • DCS correctional officials are focused towards the custodial duty and essential services required by the incarceration function • Appropriate mode of delivery through regional offices • Central control over training and professionalisation of incarceration staff Proposed • Without any major changes to decentral management or outsourcing, DCS correctional officials remain focused towards the custodial duty and essential services required by the incarceration function	Current • Severe resource limitations result in adjacent functions, resources, headcount as well as service delivery functions being conglomerated within the incarceration programme as well as staff • There is a mismatch of Remand Detention representation in structure between Head Office and centre level Proposed • Resource constraints will not be resolved through this model; however, alternative models would require greater resource requirements	Current • Risks associated with the current decentralised and insourced function relate to DCS not benefiting from external intelligence and innovative methods of management of the incarceration function if external partners were involved • Decentralised management without information systems that integrate all service delivery modes poses a risk to operational efficiency, adequate record keeping and reporting • Fully manual operations Proposed • Since no major changes are	Current • Current model assumes that incarceration has access to sufficient resources and skills to deliver upon its core service effectively Proposed • Proposed model recognises the severe limitations related to resources and budget and proposes that this be addressed in budget cycles and in the design of a new structure that aligns the service delivery needs of the function • Fully functional information systems	Adoption towards a balanced outsourced and partially centralised function Head Office provides Central Coordination/ Direction Decentralised through Regional Offices: - Remand Detention Centres - Correctional Services Centres - Community Corrections Possible External Modes: - Private-Public Partnership Facilities

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	South African Police Service; 50. Objectives of community corrections; 51. Persons subject to community corrections; 52. Conditions relating to community corrections; 53. Serving community corrections; 54. Day parole; 55. Commencement; 56. Medical Examination; 58. Supervision Committee; 59. House detention; 60. Community service; 61. Seeking employment; 62. Employment; 63. Compensation; 64. Programmes; 65. Contribution to costs; 66. Fixed address; 67. Use of alcohol or illegal drugs; 68. Monitoring; 69. Additional conditions for children; 70. Non-compliance; 71. Change of conditions; 72. Complaints and requests; 73. Length and form of sentences; 74. Correctional supervision and parole boards;	Services Act, 1991 (Act No 116 of 1991) (Act in its entirety); Use of Official Languages Act, No. 12 of 2012; United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules); Unemployment Insurance Contributions Act, No. 4 of 2002 as Amended 2017; Public Service Regulations, 2016; Protection of Personal Information Act, No. 4 of 2013; Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000; Promotion of Access to Information Act, No. of 2000; Position Paper on the Revised Parole System for South Africa; PFMA Checklist for Public Entities - Corporate Management; Outcome 3 Delivery Agreement; Occupational Health and Safety Act No.	victims/offended, parolees and probationers participation in restorative justice processes; - Improve accessibility to Community Corrections Services, through increasing service points	4. Release (Unconditional or Parole)	- Incarceration - Social Reintegration	Core Rehabilitation	Service Beneficiaries - Sentenced Offenders Indirect Beneficiaries - Visitors - Victims - Families and Communities	Currently insourced and largely decentralised Head Office provides Central Coordination/ Direction Decentralised through Regional Offices: - Remand Detention Centres - Correctional Services Centres	Current • Remand detention to be treated as a sub function of incarceration ensuring its requirements are met as a sub-programme Current • Current rehabilitation resources are fully insourced and cross utilised allowing multi-skilling Proposed • A strategic intergovernmental partnership approach which balances DCS resources with external resources would allow the DCS to focus on custodial services • Outsourcing of cross-departmental mandated functions such as education, skills development, SRAC, sports arts and recreation, libraries, etc. • DCS may leverage budget allocation, programmes, expertise and focused delivery from partner departments • The 'mini government' delivery challenge can be distributed across other key mandated stakeholders • DCS could create a self-sustaining	Current • Multi skilling of resources across function is proving to be detrimental to non-custodial/security functions • Decentralised management of the Rehabilitation function results in mismatched leveraging of skills and training appropriate to regional needs • Current production and workshop outputs and revenue is not maximised within the DCS Proposed • Disadvantages relating to intergovernmental partnerships could result in internal resistance and fear regarding job security • Internal resistance to change may delay benefit realisation • Moving toward a separate government entity would require time and resources initially to setup-cannot be leveraged in short	Current • Current model does not maximise outputs of the production and workshop, or Skills and Development subsidisation which places financial burden on DCS • Risk that the CSA act and linked acts do not reflect the "mini government concept" which requires collaboration and mandate ownership across departments • Fully manual operations Proposed • Disadvantages regarding self-sustaining entity relates to inherent risk of setup and DCS losing focus on core services • Incorrectly calculated budget and costs allocations that should be funded results in entity failure • Stakeholder and partnership collaboration may be rejected or fail internally and externally • Dependency of other departments	Current • Rehabilitation activities do not link to social re-integration needs • Current offender employment and ex offender employment do not need to be the responsibility of the DCS Proposed • Inhouse workshops and agriculture Outsource all the other cross dept mandated cross mandated education, skills development, SRAC, sports arts and recreation, libraries • Rehabilitation activities are integrated to social re-integration needs • Current offender employment and ex offender employment are catered for by the DCS within a separate production and workshop entity • Fully functional information systems	Adoption towards a balanced outsourced and partially centralised mode Head Office provides Central Coordination/ Direction Decentralised through Regional Offices: '- Remand Detention Centres - Correctional Services Centres - Educational Services Centres - Community Corrections - Halfway Houses Possible External Modes: - Inter-governmental partnerships

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	75. Powers, functions and duties of Correctional Supervision and Parole Boards; 76. Correctional Supervision and Parole Review Board; 77. Powers of Correctional Supervision and Parole Review Board in respect of cases decided by Correctional Supervision and Parole Board; 78. Powers of Minister in respect of offenders serving life sentences; 79. Medical Parole; 80. Special remission of sentence for highly meritorius services; 81. Special measures for reduction of correctional centre population; 82. Powers of President; 83. Structure of National Council; 90. Powers, functions and duties of the Inspecting Judge; 93. Powers, functions and duties of Independent	85 of 1993, as amended; National Development Plan Vision 2030; National Crime Prevention Strategy, 1996; Medium Term Strategic Framework, 2014-2019; Intergovernme ntal Relations Framework Act, No. 13 of 2005; Employment Equity Act, No. 55 of 1998, as amended; Division of Revenue Act, No. 3 of 2017; Cybercrimes and Cybersecurity Bill of 2015; Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993, as amended; Broad-Based Black Economic Empowerment Act 53 of 2003, As Amended; B-Order; Basic Conditions of Employment Act, No. 75 of 1997 as amended; 2015 Implementatio n Strategy; Revised Standard Minimum Rules for the Treatment of Prisoners: "The							entity for production and workshops which will feed resources back into the system	term	may affect service delivery if not mandated, agreed and partnered clearly		

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	Correctional Centres Visitors; 96. Powers, functions and duties of correctional officials; 98. Professionals; 99. Access to correctional centres; 100. Arrest; 101. Entry, search and seizure; 102. Use of force; 116. Unauthorised removal of inmate from correctional centre; 117. Escaping and absconding; 118. Giving or receiving money or other consideration; 119. Supplying certain articles to offenders; 120. Offenders receiving or sending articles; 121. Selling or supplying articles to offenders; 122. Unauthorised entry at correctional centres and communication or interference with offenders; 123. Prohibited publication; 124. Unauthorised wearing of departmental dress or insignia or prescribed	Nelson Mandela Rules";											

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	sentenced offender dress; 125. Masquerading as an official; 126. False representations ; 127. Unauthorised disclosure of information; 128. Unauthorised access to or modification of computer material; 128A. Falsifying identification; 129. Indirect complicity; 134. Regulations												
	2(b) detaining all inmates in safe custody whilst ensuring their human dignity 6(5) Admission; 7. Accomodation; 8. Nutriition; 9. Hygiene; 10. Clothing and bedding; 11. Exercise; 12. Health care; 14. Religion, belief and opinion; 15. Death in correctional centre; 16. Correction, development and care programmes and services; 17. Access to legal advice; 18. Reading Material; 19. Children; 20. Mothers of young children;	Public Finance Management Act, No. 1 of 1999 (Section 2 & 3(a)); Criminal Procedure Act, No. 51 of 1977 (Section 21, 27 and 29 & Section 276(1)(h), 276(1)(i), 276(1)(b), 276A(3), 276A(3)(a), 276(1)(i), 276(1)(h), 276(1)(i), 276A(3)(a)(ii), 276A(3)(e)(ii), 276B , Section 63(A), Section 50, Section 285; Sections 6(1)(c), Section 297(1)(a)(i)(ccA) , 297(1)(b)); Child Justice Act, No. 75 of 2008 (Section 26(3); Section 76(4)(a);	INCARECERATION - Provide a safe and secure correctional environment through supervision and implementation of the security strategies in order to support Humane incarceration and contribute to the aspirations of the country; - Create secure and Humane facilities for incarceration of remand detainees and offenders in a conducive environment; - Remand detention processes are effectively	5. Safety and Security Services - Provision of Personal Security measures - Provision of Physical Security measures - Provision of Technological Security measures	- Security	Core Social Reintegration	Service Beneficiaries - Non-custodial Offenders (Probationers and Parolees) - Families and communities Indirect Beneficiaries - Public - Families and Communities - Victims of Offenders	Currently insourced and partially decentralised Head Office provides Central Coordination/ Direction Decentralised through Regional Offices: - Community Corrections Centres - Halfway Houses	Current • Advantages relating to decentralised function with Correction Centre relates to delegations of authority Proposed • Advantages of centralising function could provide the distinct strategic and policy focus required to leverage off intergovernmental partnerships and private sector arrangements. • Partnership opportunities exist with NICRO, DSD, FBO, DoJ National Treasury DPSA (i.e. SASSA/ GCIS) SAPS, DHA, DSD • Centralising reduces the risk of culture dilution within the social-	Current • Results in detention culture not suited to re-integration • Does not benefit from resource allocation • Does not benefit from strategic and policy changes for partnerships Proposed • Change management required for strategic and operational approval of centralising functioning would result in costs • Internal resistance to change may delay benefit realisation • Requires Social re-integration to be managed as a self-contained agency within the DCS to ascertain its	Current • Social re-integration does not fulfil its mandate effectively. • Risk that the CSA act and linked acts do not reflect the “mini govt concept” which requires collaboration and mandate ownership across departments • Fully manual operations Proposed • Stakeholder and partnership collaboration is rejected or fails internally and externally • COMCOR agency results in financial losses • Business Case does not include all risks and assumptions	Current • Social re-integration does not require additional resources and can execute within current limitations of skill and resource without strategic partners and collaboration Proposed • Agency model can be tested within the DCS as a fully self-managed function. Will require: Underlying established and proven intergovernmental collaboration with DSD and other key government departments; Strategic agreement regarding a distinct culture for a COMCOR; Established and	Adoption of balanced outsourced and partially centralised Head Office to largely provide central coordination and direction to be executed through Regional Offices: - Remand Detention Centres - Correctional Services Centres - Private-Public Partnership Facilities - Community Corrections - Parole Board - Case Management Committee Possible External Modes: - Inter-

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	21. Complaints and requests; 22. General; 23. Disciplinary Infringements; 24. Procedure and penalties; 26. Safe custody; 27. Searches; 28. Identification; 29. Security Classification; 30. Segregation; 31. Mechanical Restraints; 32. Use of Force; 33. Non-lethal incapacitation devices; 34. Firearms; 35. Other Weapons; 36. Objective of implementation of sentence of incarceration; 37. General Principles; 43. location and transfer of sentenced offenders; 44. Temporary Leave; 46. Management, safe custody and well-being of remand detainees; 47/48. Food and drink (duplication within act); 49. Safekeeping of information and records; 49A. Pregnant women; 49B. Disabled remand detainees; 49C. Aged remand	Section 76(4)(b); Section 30; Section 33 &); Promotion of Administrative Justice Act, No. 3 of 2000 (Act in it's entirety); National Health Act, No. 61 of 2003 (Section 30; 31 & Section 5; 13; 20; 32; 38); Mental Health Care Act, No. 17 of 2002, as amended (Section 3; 8; 9; 13; 49; 50; 51; 53); Extradition Act, No. 67 of 1962 (Act in it's entirety); Public Service Act, No. 103 of 1994, as Amended (Section 3(1); 28;); Immigration Act, No. 13 of 2002 (Section 34); South African Police Service Act, 1995 (Act No 68 of 1995) (Section 2 c, (i) 2k, 3, 3 g, 13, 34-1, 34-5, 34-7, 34-8 34-9); Probation Services Act, 1991 (Act No 116 of 1991) (Act in it's entirety); Use of Official Languages Act, No. 12 of 2012; United Nations Standard Minimum Rules (SMR) (Nelson	managed and remand detainees attend courts in accordance with relevant legislation; - Contribute towards a Humane environment by managing overcrowding in correctional facilities CARE - Provide inmates with HIV & AIDS and TB services to improve life expectancy; - Provide inmates with appropriate Nutritional Services; - Provide inmates with appropriate Hygiene Services during the period of incarceration						reintegration function • Aiming toward a government agency model for COMCOR could provide increased employment for ex-offenders thereby contributing to reducing the re-offending rate	viability for eventual agency separation	required for conceptual approval • Time delays in setup result in further deviation from delivery of key services • With regard to probationers there is risk- less so with regard to parolees • Centralising a self-managed function within DCS results in increased risks if information is not automated and centrally managed	proven community and private sector collaboration and conceptual agreement.; National Treasury approval regarding funding requirements • Fully functional information systems	governmental partnerships
				2. Detention and Incarceration services - Detention services - Incarceration services - Transfer of remand detainees/ offenders Note: This services applies to both 2(a) and 2(b) Note: Detention pertains to the detention needs of remand detainees within remand detention facilities while incarceration needs refers to the incarceration of inmates within correctional centres	- Incarceration	Core Security	Service Beneficiaries - Inmates - Dignitaries - Visitors - Court Officials - SAPS - DCS Staff - Legal Representatives Indirect Beneficiaries - Public - Families and Communities	Currently insourced and decentralised Decentralised through Regional Offices: - Remand Detention Centres - Correctional Services Centres - Community Corrections Centres - Head Offices	Current • Security determined by facility and location requirements Proposed • Conglomeration of security functions across the DCS will allow for deeper knowledge professionalisation and service delivery of safely securing inmates. • This will give the necessary priority and attention to security across the DCS and its linked supporting services. • And enable security matters to be managed more timeously. • DCS correctional officials become focused on safety and security	Current • Disjointed security function leads to an ineffective rendering of security services across the DCS • Resource limitations result in adjacent functions, resources, headcount as well as service delivery functions being conglomerated within other functions not suited toward security Proposed • May affect resource and structure • Designs and implications on budget. • Internal resistance to change may delay benefit realisation • May have financial implications in the	Current • Risks associated with the current decentralised function relate to DCS not benefiting from conglomerated intelligence and innovative methods of management of the security function. • Inherent risk to delivery of mandate to safely secure inmates is to continue with the status quo • Decentralised management without information systems that integrate all service delivery modes poses a risk to operational efficiency. • Fully manual operations Proposed • Internal	Current • Current model assumes that security delivers effectively on its mandate being segregated as it is and that it has access to sufficient resources and skills to do so Proposed • Will require structure changes and change management • Proposed model recognises the severe limitations related to resources and budget • Fully functional information systems	Adoption towards a partially centralised function which remains insourced Head Office to coordinate and direct services centrally and standardise service offerings with a degree of flexibility/ differentiation to occur in regions

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	detainees; 49D. Mentally ill remand detainees; 56. Medical Examination; 64. Programmes; 79. Medical Parole; 81. Special measures for reduction of correctional centre population; 90. Powers, functions and duties of the Inspecting Judge; 93. Powers, functions and duties of Independent Correctional Centres Visitors; 96. Powers, functions and duties of correctional officials; 98. Professionals; 99. Access to correctional centres; 100. Arrest; 101. Entry, search and seizure; 102. Use of force; 103. Contract for public-private partnership correctional centres; 104. Duties and restrictions applying to contractors; 105. Appointment of a controller; 106. Powers,	Mandela Rules); Unemployment Insurance Contributions Act, No. 4 of 2002 as Amended 2017; Public Service Regulations, 2016; Protection of Personal Information Act, No. 4 of 2013; Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000; Promotion of Access to Information Act, No. of 2000; Position Paper on the Revised Parole System for South Africa; PFMA Checklist for Public Entities - Corporate Management; Outcome 3 Delivery Agreement; Occupational Health and Safety Act No. 85 of 1993, as amended; National Development Plan Vision 2030; National Crime Prevention Strategy, 1996; Medium Term Strategic Framework,								short term • Change management required for strategic and operational approval of centralising functioning would result in costs	resistance to change may delay benefit realisation • Risks are key when relating to non-automated function without appropriate information systems to support delivery of function		
				6. Health Services - Primary Health Care - Palliative Care - Rehabilitative Care - Referral Services Nutrition Services Personal and Environmental Hygiene Services	- Care	Core Care	Service Beneficiaries - Inmates Indirect Beneficiaries - Public - Visitors - Court Officials - SAPS - Legal Representatives - Families and Communities	Currently largely insourced and decentralised Decentralised through Regional Offices: - Remand Detention Centres - Correctional Services Centres - Community Corrections Centres External Modes: - Public Hospitals	Current • Currently all resources required for DCS are insourced and allows for deep knowledge on Care services except for nutritional services which are outsourced for bigger centres only Proposed • If Care is outsourced and partnered the 'mini government' delivery challenge can be distributed across other key mandated stakeholders where sister departments take on their mandated role within correctional centres • Outsourcing opportunities exists for nutritional services and partnerships for health, psychological, Spiritual care and social work as well as psychiatric, specialized medical services –however where there is overlap between services offered in Care and	Current • If all resources required for DCS are insourced, knowledge deepening on the delivery of Care services may distract the DCS from other core services relating to safe security of inmates and ignore opportunities for partnerships and outsourcing to entities whose specialisation is deeper in these areas. • High cost of sourcing externally mandated services internally within the DCS without subsidisation Proposed • Requires structured management framework managing multiple stakeholders • Internal resistance to change may delay benefit realisation • Time delays if procurement of essential goods is not produced at rate of demand	Current • Risk that the CSA act and linked acts do not reflect the 'mini government concept' which requires collaboration and mandate ownership across departments • Fully manual operations that are not automated • Supply Chain risks for external procurement of essential goods and services related to Care Proposed • Stakeholder and partnership collaboration may be rejected or fails internally and externally • Supply and demand requirements are not effectively managed with the entity responsible for production and workshops and failure to delivery services internally results • Dependency of other departments may affect service delivery if not mandated, agreed	Current • Care services should be resourced and procured for internally and the DCS caters effectively for this demand. • Collaboration between Care and Rehabilitation is sufficient in its present form Proposed • An interlinkage between the outputs of Rehabilitation and Production could be leveraged for the inputs of basic goods for Care. • A deep administration framework to manage partnerships and demand with a strong partnership agreement based on SLA turnaround times. • Overlaps between Care and Rehabilitation are identified and mapped within a partnership framework	To remain decentralised and partially outsource Decentralised through the regions. Partially towards outsourced modes with greater reliance upon other intergovernmental services Possible External Modes: - Public Hospitals - Education/ skills development, SETAs and related institutions - Inter-governmental partnerships - NGOs

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	functions and duties of a controller; 108. Powers, functions and duties of Director; 109. Appointment of custody officials; 110. Powers and duties of custody officials; 111. Preservation of confidentiality; 116. Unauthorised removal of inmate from correctional centre; 117. Escaping and absconding; 118. Giving or receiving money or other consideration; 119. Supplying certain articles to offenders; 121. Selling or supplying articles to offenders; 122. Unauthorised entry at correctional centres and communication or interference with offenders; 123. Prohibited publication; 124. Unauthorised wearing of departmental dress or insignia or prescribed sentenced offender dress; 125. Masquerading	2014-2019; Intergovernmental Relations Framework Act, No. 13 of 2005; Employment Equity Act, No. 55 of 1998, as amended; Division of Revenue Act, No. 3 of 2017; Cybercrimes and Cybersecurity Bill of 2015; Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993, as amended; Broad-Based Black Economic Empowerment Act 53 of 2003, As Amended; B-Order; Basic Conditions of Employment Act, No. 75 of 1997 as amended; 2015 Implementation Strategy: Revised Standard Minimum Rules for the Treatment of Prisoners: "The Nelson Mandela Rules";							Rehabilitation, outsourcing partnerships could be maximised • However, not all parts of Care can be outsourced, e.g. Personal and Environmental Hygiene • If a self-sustaining entity is established for production and workshops, procurement of essential care goods could rather be procured therein and thereby reduce costs		and partnered clearly		
				7. Facility Services - Facility planning services - Contract management, quality assurance and management of: o New facilities o Existing facilities o Facility maintenance including building maintenance, mechanical maintenance, electrical maintenance; and boiler maintenance	- Facilities	Support Facilities	Service Beneficiaries - Sentenced Offenders - Remand Detainees - Unsentenced Offenders - Visitors - Court Officials - Legal Representatives Indirect Beneficiaries - Public - SAPS - Families and Communities	Currently partially insourced and partially decentralised Central planning of facilities in Head Office Decentralised through Regional Offices: - Remand Detention Centres - Correctional Services Centres - Community Corrections Centres External Modes: - Private Public Partnership Facilities - Department of Public Works	Current • The current facility model is outsourced to the DPW and partially to the IDT where the delivery of infrastructure projects is set to provide approximately 16k beds Proposed • A model which insources maintenance by leveraging of inmates' skills could provide inmates with gainful employment opportunities in their social re-integration. • The benefit is dual as the DCS will have ready occupational programmes within their environment and reduce idle	Current • Currently facilities are managed via the DPW and IDT are reliant on those entities and affected by operational delays and implementation challenges Proposed • Need more skilled artisan staff to train and oversee the offenders and maintain their skill • Culture mismatch in PPP versus DCS managed facilities	Current • Perception that PPP prisons are very costly and re-consideration of BMT and BOT models is blocking a potential solution. • Cost benefit analysis of PPP has not yielded correct assumptions regarding PPP viability Proposed • Not conducting detailed cost benefit analysis of PPP viability • With regard to insourcing maintenance, potential operational risks around training and certifications of inmates	Current • DCS should remain in charge of core function, do not outsource the incarceration and security function Proposed • PPP cost benefit analysis is conducted and proves favourable for facility • Training certifications for inmates and agreement with facilities regarding maintenance arrangements • Internal Communication • Security protocols are updated to manage offenders	To partially outsource and maintain a balanced centralised function Greater centralised control over facilities, particularly over planning, monitoring and quality assurance. Decentral coordination of maintenance work by inmates Greater reliance on outsourcing of the facility building/ maintenance. Possible external modes: - Department of Public Works

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	as an official; 126. False representations ; 127. Unauthorised disclosure of information; 128. Unauthorised access to or modification of computer material; 128A. Falsifying identification; 129. Indirect complicity; 131. Liability for patrimonial loss arising from performance of service by persons under community corrections; 134. Regulations								time. • This will result in cost savings to the DCS assuming that artisans are appropriately budgeted for. • Further opportunities for outsourcing lie in PPP facilities				- Private Public Partnerships
	2(c) promoting the social responsibility and human development of all sentenced offenders 7(3) Accommodation; 13. Contact with community; 14. Religion, belief and opinion; 16. Correction, development and care programmes and services; 18. Reading Material; 19. Children; 30. Segregation; 31. Mechanical	Public Finance Management Act, No. 1 of 1999 (Section 2 & 3(a)); Criminal Procedure Act, No. 51 of 1977 (Section 285; Sections 6(1)(c), Section 297(1)(a)(i)(ccA) , 297(1)(b)); Child Justice Act, No. 75 of 2008 (Sections 2; 21; 33; 41; 42; 51; 52; 53; 55; 57; 72,73,75); Promotion of Administrative Justice Act, No. 3 of 2000 (Act in its entirety); National Health Act, No. 61 of	REHABILITATION - Improve life skills of offenders with Correctional Sentence Plans (CSPs) through provisioning of correctional programmes targeting offending behaviour; - Improve offender's personal development through provision of literacy, education and skills competency programmes during the time of	8. Rehabilitation Services - Assessment services - Development and monitoring of Correctional Sentence Plans (CSPs) - Provision of Psychological Services and Programmes - Provision of Social Work Services and Programmes - Provision of Spiritual Services and Programmes - Provision of Correctional Programmes - Provision of Educational	- Rehabilitation	Support ICT	Service Beneficiaries - DCS Employees - Offenders Indirect Beneficiaries - Families and communities - Visitors - Courts - SAPS - Legal Representatives	Currently insourced and largely decentralised Centralised: - Strategy, oversight and system development from Head Office Decentralised through Regional Offices: - Remand Detention Centres - Correctional Services Centres - Community Corrections Centres Note: ICT	Current • Insourced competencies for the development of internal software • Insourced helpdesk function Proposed • Centralise through automation and decision making • Maintain Finance, Logistics and HR as government wide systems that are transversally managed • Opportunity for SITA arrangement with partnerships and extending relationships with CSIR on technological innovation	Current • Decentralised helpdesk is not an effective use of ICT resources and could incur higher costs for the DCS • Disparate skills mean that ICT becomes a background function amongst many other cross disciplined functions Proposed • Potentially loss of control and oversight from Head Office- but could be mitigated • Skills not deepened within DCS (areas of execution not adequately	Current • The risk of continuing in fully manual operations to security of inmates and to the core service delivery mandate of DCS Proposed • Risk profiling on generic services that are outsourced are not done correctly • Risk profiling on specialized services that are outsourced are not done correctly	Current • Assumption that decentralised ICT may be less costly Proposed • That IIMS and other key automation projects are delivered on time and within budget. • That data has been categorised, in terms of storage, access to information relating to inmates is secure • That generic services (of low risk) will be outsourced provided they have the necessary expertise to provide and where	Adoption of a partially insourced and partially centralised function Central direction and coordinated through Head Office , some functions decentralised to regions (e.g. helpdesk) Insourced functionality with some outsourcing of highly specialised services

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	Restraints; 36. Objective of implementation of sentence of incarceration; 37. General Principles; 38. Assessment; 40. Labour of sentenced offenders; 41. Treatment, development and support services; 42. Case Management Committee; 45. Placement and release; 49. Safekeeping of information and records; 50. Objectives of community corrections; 51. Persons subject to community corrections; 52. Conditions relating to community corrections; 53. Serving community corrections; 54. Day parole; 55. Commencement; 56. Medical Examination; 58. Supervision Committee; 59. House detention; 60. Community service; 61. Seeking employment; 62. Employment; 63. Compensation; 64. Programmes;	2003 (Section 5; 13; 20; 38 & Section 4; 27; 30); Mental Health Care Act, No. 17 of 2002, as amended (Sections 3; 6; 8; 13; 49; 50; 51; 53); Extradition Act, No. 67 of 1962 (Act in its entirety); Public Service Act, No. 103 of 1994, as Amended (Section 3(1); 28;); Immigration Act, No. 13 of 2002 (Section 34); South African Police Service Act, 1995 (Act No 68 of 1995) (Act in its entirety); Probation Services Act, 1991 (Act No 116 of 1991) (Section 2, 3, 3A, 4); White Paper on Population for South Africa, 1998; Welfare Law Amendment Act, No. 106 of 1997; Use of Official Languages Act, No. 12 of 2012; United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules); Unemployment Insurance	incarceration; - Offender behaviour is corrected through access to psychological, social work and spiritual services <u>SOCIAL REINTEGRATION</u> - Consider offenders for possible placement on parole or correctional supervision; Improve compliance on conditions set for parolees and probationers under Community Corrections; - Improve victims/offended, parolees and probationers participation in restorative justice processes; - Improve accessibility to Community Corrections Services, through increasing service points	Programmes and Skills Development Programmes - Provision of Sport, Recreation, Arts, Culture and Libraries Services				functions largely decentralised across offices	<ul style="list-style-type: none"> Enterprise architecture cannot be insourced should be outsourced along with cybercrime, as this area is too specialized will require partnerships and arrangements with other entities 	equipped with ICT skill-set)		DCS cannot deliver on that, example email hosting <ul style="list-style-type: none"> Highly specialised services will have to be outsourced given the DCS lack of such expertise Leverage other public sector entities including CSIR to drive technological enhancements within DCS 	
				9. Social Reintegration services - Community Liaison services - Job-Matching services - Reintegration Programmes	- Social Reintegration	Support Human Resources	Service Beneficiaries - DCS Employees Indirect Beneficiaries - Remand Detainees - Offenders	Currently partially insourced and partially decentralised Planning partly centralised at Head Office Execution largely decentralised through Regional Offices: - Remand Detention Centres - Correctional Services Centres - Community Corrections Centres External modes: - Service providers	Current <ul style="list-style-type: none"> Some functions are centralised and other are decentralised allowing flexibility with regard to decision making where appropriate to the function Proposed <ul style="list-style-type: none"> Aim toward balanced centralisation of HR function utilising delegation of authority where appropriate downstream. This will allow: <ul style="list-style-type: none"> HR staff regionally to remain focused on core function Further operational control downstream combined with the appropriate technology, delegations and governance Regions would take more ownership of administration and HR functions resulting in less bureaucracy and 	Current <ul style="list-style-type: none"> Some functions are centralised and other are decentralised which may result in confusion across regions and which may unnecessarily burden Head Office decision making Heavy load on HO to currently do all appointments on admin level for CF Some regions operate differently based on hybrid model differing between regions which creates inconsistency Current delegations do not allow for balanced central/decentralisation Proposed <ul style="list-style-type: none"> Aiming toward balanced centralised could indicate a loss of control on quality May lead to culture resistance and fear regarding job certainty 	Current <ul style="list-style-type: none"> Fully manual operations Current resource limitation perpetuates a more centralised approach to HR management and is being seen as a mitigating factor to the resource sharing problem Proposed <ul style="list-style-type: none"> Risk of resourcing not being prioritised Risk of regions not embedding change with regard to Administration resources remaining with their profession Stakeholder and partnership collaboration for training, coaching and mentoring is rejected or fails internally and externally If upskilling/professionalisation is not part of the model it will be unsuccessful 	Current <ul style="list-style-type: none"> Balanced decentralising and centralising is risky for current operational reality as administration resources will be diluted for security and other functions not within HR Proposed <ul style="list-style-type: none"> That a phased approach is adopted and that all delegations of authority are updated accordingly. Assuming that the structure caters for in terms of headcount and budget, the resources required for the 4 keys functions separately i.e. a functional structure is required before this model can be considered i.e. professionalising admin functions Fully functional information systems Updated delegations of 	Adoption towards a balanced insourced and balanced centralised function Greater centralised planning and control of the function through Head Office, with autonomy and day-to-day running through Regions Key services to remain in-sourced with greater outsourcing Possible external modes: - service providers - SETAs and other education and skills development entities

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	65. Contribution to costs; 66. Fixed address; 67. Use of alcohol or illegal drugs; 68. Monitoring; 69. Additional conditions for children; 70. Non-compliance; 71. Change of conditions; 72. Complaints and requests; 73. Length and form of sentences; 74. Correctional supervision and parole boards; 75. Powers, functions and duties of Correctional Supervision and Parole Boards; 77. Powers of Correctional Supervision and Parole Review Board in respect of cases decided by Correctional Supervision and Parole Board; 80. Special remission of sentence for highly meritorius services; 82. Powers of President; 83. Structure of National Council; 81. Special measures for reduction of correctional	Contributions Act, No. 4 of 2002 as Amended 2017; Social Work Policy, 2005; Social Work Amendment Act, No. 102 of 1998; Social Service Professions Act, No. 110 of 1978; Social Assistance Act, No. 59 of 1992; Social Assistance Act, No. 13 of 2004; Public Service Regulations, 2016; Public Health and Social Development Sectoral Bargaining Council Resolution 2 of 2010; Protection of Personal Information Act, No. 4 of 2013; Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000; Promotion of Access to Information Act, No. of 2000; Prevention and Treatment of Drug Dependency Act, No. 20 of 1992; PFMA Checklist for Public Entities -							more agility • Opportunity to leverage partnerships with regard to training, mentoring and coaching SETAs, international training courses	• Training and upskilling will result in financial implications • Headcount requirements will result in financial implications across the organogram		authority • Norms, standards and prescripts, Performance management will be driven from HO	

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	centre population; 90. Powers, functions and duties of the Inspecting Judge; 93. Powers, functions and duties of Independent Correctional Centres Visitors; 96. Powers, functions and duties of correctional officials; 99. Access to correctional centres; 100. Arrest; 101. Entry, search and seizure; 102. Use of force; 105. Appointment of a controller; 106. Powers, functions and duties of a controller; 114. Interference with community corrections conditions; 116. Unauthorised removal of inmate from correctional centre; 117. Escaping and absconding; 121. Selling or supplying articles to offenders; 122. Unauthorised entry at correctional centres and communication or interference	Corporate Management; Outcome 3 Delivery Agreement; Occupational Health and Safety Act No. 85 of 1993, as amended; National Skills Development Strategy III; National Development Plan Vision 2030; National Crime Prevention Strategy, 1996; Medium Term Strategic Framework, 2014-2019; Intergovernme ntal Relations Framework Act, No. 13 of 2005; Employment Equity Act, No. 55 of 1998, as amended; Division of Revenue Act, No. 3 of 2017; Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993, as amended; Child Care Act, No. 74 of 1983; Broad-Based Black Economic Empowerment Act 53 of 2003, As Amended; B-Order; Basic Conditions of Employment Act, No. 75 of 1997 as											

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	with offenders; 123. Prohibited publication; 124. Unauthorised wearing of departmental dress or insignia or prescribed sentenced offender dress; 125. Masquerading as an official; 126. False representations ; 127. Unauthorised disclosure of information; 128. Unauthorised access to or modification of computer material; 128A. Falsifying identification; 129. Indirect complicity; 131. Liability for patrimonial loss arising from performance of service by persons under community corrections; 134. Regulations	amended; Advisory board on Social Development Act, No. 3 of 2001; 2015 Implementation Strategy; Revised Standard Minimum Rules for the Treatment of Prisoners: "The Nelson Mandela Rules";											
	3(2) the Department must – (a)Fulfil the purpose of the correctional system in terms of this Act; (b) As far as practicable, be self-sufficient and operate	Public Finance Management Act, No. 1 of 1999 (Section 2 & 3(a)); Criminal Procedure Act, No. 51 of 1977 (Section 21, 27 and 29 & Section 276(1)(h), 276(1)(i),	ADMINISTRATION – Improve the image and overall performance rating of the department; – Root out corrupt activities within the Department;	Strategic Planning and Reporting Services Policy development and review services Risk and Governance services	- Strategic Admin	Support Supply Chain	Service Beneficiaries - DCS Employees - Remand detainees - Offenders Indirect Beneficiaries - Other Departments	Currently insourced and decentralised Demand planning, Acquisition management and Logistics management decentralised through regional	Current • Currently, distribution and transport of goods are coordinated by the DCS ensuring the security of goods • Supply Chain Demand and Acquisition is decentralised for regional speed and	Current • High cost associated with maintenance of vehicles and trucks for the distribution and transport of goods • Since the Finance and Supply Chain function is conglomerated, there is a dilution	Current • Risk of corruption with regard to demand and acquisition of services • Risk of collusion and fraud Proposed • Reliance on outsourced partners to deliver	Current • All aspects of SCM are insourced and decentral Proposed • Hybrid mix of decentralising logistics and centralising demand and acquisition, with outsourcing	To maintain a balanced outsourced and partially centralised function for Demand and Acquisition whilst Logistics remains decentralised Great

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	according to business principles; (c) Perform all work necessary for its effective management; and (d) Manage remand detainees 3(3)The National Commissioner of Correctional Services is appointed in terms of the Public Service Act, but the conditions of service of the National Commissioner are governed by this Act and he or she is also entitled to the privileges of a head of a department which are conferred by the Public Service Act. 3(4) The Department consists of the National Commissioner, other correctional officials appointed by the National Commissioner in terms of this Act and other employees appointed in terms of the	276(1)(b), 276A(3), 276A(3)(a), 276(1)(i), 276(1)(h), 276(1)(i), 276A(3)(a)(ii), 276A(3)(e)(ii), 276B , Section 63(A), Section 50, Section 285; Sections 6(1)(c), Section 297(1)(a)(i)(ccA) , 297(1)(b)); Child Justice Act, No. 75 of 2008 (Section 26(3); Section 76(4)(a); Section 76(4)(b); Section 30; Section 33 & Sections 2; 21; 41; 42; 51; 52; 53; 55; 57; 72,73,75); Promotion of Administrative Justice Act, No. 3 of 2000 (Act in it's entirety); National Health Act, No. 61 of 2003 (Section 30; 31 & Section 5; 13; 20; 38 & Section 4; 27); Mental Health Care Act, No. 17 of 2002, as amended (Section 3; 6; 8; 9; 13; 49; 50; 51; 53); Extradition Act, No. 67 of 1962 (Act in it's entirety); Public Service Act, No. 103 of 1994, as Amended (Section 3(1);	- Provide reliable, integrated and secure ICT infrastructure and business application system; - Improve organisational capacity for enhanced service delivery; - Provide effective and efficient financial and supply chain management; - Provide effective independent oversight relating to the treatment of inmates and the conditions in the correctional facilities and Public-Private Partnership	- Internal Audit - Risk Management Strategic Partnerships Services (International/ Inter-governmental and non-governmental) Financial Services - Budget Management and Reporting - Income and Expenditure Management - Payroll Services Monitoring and Evaluation Services				offices: - Remand Detention Centres - Correctional Services Centres - Community Corrections Centres	efficiency Proposed • Decentralised SC Logistics but centralise SC Demand and Acquisition to improve cost management and reduce corruption • The DCS should look at JIT stock and warehousing to obtain process efficiency gains that can be made in adopting a uniform approach • Further demand should also be leveraged out of the production and workshops entity to ensure a sustainable feed of supplies based on demand within the DCS world	of skills Proposed • May result in resistance at regional level and increased pressure and load of resources at HO	goods may not be in accordance to SLA and demand requirements • Resistance from region causes a delay in adoption	transport and distribution • Assuming that DCS will have the necessary technology to support central coordination • Necessary SLA in place with outsource partners in the transport and distribution of goods • Leveraging off the production agency when established to maximise internal consumption of DCS related outputs	centralisation a Head Office to allow for strategic sourcing, cost saving and risk mitigation; while providing decentralised control to regions regarding logistics Greater outsourcing through strategic partnerships . Possible External Modes: - Intergvovernmental partnerships
				Currently insourced and fully centralised with partnerships that are partially decnetralised . Centralised through Head Office. Partnerships partially decentralised through Regional Offices: - Remand Detention Centres - Correctional Services Centres - Community				Current • Strategic admin is currently run centrally with execution largely driven regionally, with the exception of regional partnerships which occurs on an ad hoc basis • The present model which allows for a matrix structure of reporting to ensure cross-coordination of relevant areas Proposed • Strategic partnerships recommended to be driven more centrally in a concerted,	Current • Hybrid model in place which is currently hindered by challenges of communication, understanding of the mandate, and resource constraints • All strategic admin areas do not necessarily have counterparts in the regions to execute effectively • Strategic admin function reportedly operates beyond scope of work, i.e. policy development, directing and reporting to address lack of professionalised	Current • Lack of control of resources executing work related to specialised function e.g. HR, finance, etc. Proposed • May experience lack of control for the short term until relevant delegations, structures and shared understanding developed through the organisation • May experience challenges with localised relationships if HO and Regional Offices not	Current • Strategic requirements are best suited within Head Office to direct and control the execution of the mandate, with provisions for autonomous decisions as per the legislation • Due to lack of specialised knowledge, outsourced functions are not recommended Proposed • Necessary technological requirements, i.e. systems that complement one another and		
				ICT - ICT Infrastructure Services - ICT Helpdesk Services - ICT Systems for the purposes of record keeping and data management ad reporting - ICT Governance & Security	- ICT	Support Strategic Admin	Service Beneficiaries - Offenders - DCS Employees Indirect Beneficiaries - Public - Families and Communities - Visitors - Courts - SAPS - Legal Representatives - Other Departments					To remain insourced and centralise and elevate partnerships and Monitoring and Evaluation function Centralised coordination required to direct/ coordinate functions of a strategic natures, and formalise partnerships through a centralised point. The niche nature of the	

General Mandate	Specific Mandate	Supplementary Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	Public Service Act. 3(5) The Department is under the control of the National Commissioner, who must, without derogating from the generality of subsection (2)— (a) determine the fixed establishment of the Department and the number and grading of posts; (b) determine the distribution of the numerical strength of the Department; (c) organise or reorganise the Department at a national or provincial level into various components, units or groups; (d) establish and maintain training institutions or centres for the training of students or correctional officials; (e) award to any person who is or was a correctional official such	28;); Immigration Act, No. 13 of 2002 (Section 34); South African Police Service Act, 1995 (Act No 68 of 1995) (Act in it's entirety); Probation Services Act, 1991 (Act No 116 of 1991) (Act in it's entirety); White Paper on Post School Education and Training, 2013; White Paper on Population for South Africa, 1998; White Paper on Batho – Pele Principles; White Paper for Post School Education and Training (National Development Plan (NDP) : Vision 2030; Welfare Law Amendment Act, No. 106 of 1997; Use of Official Languages Act, No. 12 of 2012; United Nations Standard Minimum Rules (SMR) (Nelson Mandela Rules); Unemployment Insurance Contributions Act, No. 4 of 2002 as Amended 2017;						Corrections Centres	coordinated effort which will formalise and address ad hoc coordination; however, there must be a degree of flexibility for localisation • Clear delineation of skill-sets required for functions across the value chain • Professionalised counterparts recommended within regions, i.e. within the areas of admin, incarceration and rehabilitation-social re-integration. This will address disadvantages within the current model	counterparts within the region • Partnerships are developed on an ad hoc basis rather than coordinated formally and requires consistent application • Reported dilution of skills within Finance and Supply Chain Proposed • May result in greater requirement for resources due to professionalisation	adequately aligned in terms of leadership, structure, processes and technology, people and culture • Regional differentiation must be accounted for at a HO level to mitigate against the 'cookie-cutter' approach	interface correctly to automate currently manual processes and information flow • Adequate feedback loop from decentralised functions to ensure continuous development • Necessary strategies, policies and programmes to be aligned to the new service delivery model	functions require it to be insourced .
				Human Resource Services - Recruitment and Selection - Talent Management - Performance Management - Employee Health and Wellness - OD Services	- Human Resources								
				Supply Chain Management Services - Demand Planning - Acquisition Management - Logistics Management	- Supply Chain								

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	monetary or other reward for exceptional ability or possessing special qualifications or rendering meritorious service, as is, in his or her opinion, a fitting reward; (f) award a monetary or other reward to any person who performs an act which promotes the interests of the Department; (g) appoint, remunerate, promote, transfer, discipline or dismiss correctional officials in accordance with this Act, the Labour Relations Act and the Public Service Act; and (h) enter into collective agreements as provided for in the Labour Relations Act pertaining to matters within his or her authority. 6. The National Commissioner and correctional officials must	Spiritual Care Policy Procedures; South African Qualification Authority (SAQA) Act, No. 58 of 1995; Social Work Policy, 2005; Social Work Amendment Act, No. 102 of 1998; Social Service Professions Act, No. 110 of 1978; Social Assistance Act, No. 59 of 1992; Social Assistance Act, No. 13 of 2004; Skills Development Act, No. 97 of 1998; Sexual Offences and Related Matters Amendment Act, No. 32 of 2007; Sexual Offences and related matters Amended Act, No. 32 of 2007; Rules of Conduct Pertaining Specifically to Psychology; Public Service Regulations, 2016; Public Health and Social Development Sectoral Bargaining Council Resolution 2 of 2010; Psychological Services Policy											

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	perform the functions of the Department as prescribed in this Act, subject to such policy as the Minister may determine. 13(6)(c) Contact with community; 16(4) Correction, development and care programmes and services; 49. Safekeeping of information and records; 76. Correctional Supervision and Parole Review Board; 77. Powers of Correctional Supervision and Parole Review Board in respect of cases decided by Correctional Supervision and Parole Board; 78. Powers of Minister in respect of offenders serving life sentences; 79. Medical Parole; 80. Special remission of sentence for highly meritorius services; 81. Special measures for	and Procedures; Protection of Personal Information Act, No. 4 of 2013; Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000; Promotion of Access to Information Act, No. of 2000; Prevention and Treatment of Drug Dependency Act, No. 20 of 1992; Policy on Youth Offender, 2006; Policy on Spiritual Care; Policy on Offenders with Disabilities, 2006; Policy on Correctional Programmes, 2006; Policy on Child Offender, 2007; PFMA Checklist for Public Entities - Corporate Management; Outcome 3 Delivery Agreement; Older Persons Act, No. 13 of 2006; Offender Rehabilitation Plan; Occupational Health and Safety Act No. 85 of 1993, as amended;											

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	reduction of correctional centre population; 82. Powers of President; 83. Structure of National Council; 84. Functions and duties of National Council; 85. Establishment of Judicial Inspectorate for Correctional Services; 86. Inspecting Judge; 88. Conditions of service of retired judges; 88A. Appointment of the Chief Executive Officer; 89. Appointment of staff and assistants; 90. Powers, functions and duties of the Inspecting Judge; 91. Expenses of Judicial Inspectorate; 92. Appointment of Independent Correctional Centre Visitors; 93. Powers, functions and duties of Independent Correctional Centres Visitors; 94. Visitors' Committee; 95A. Departmental	National Youth Policy 2020, 2015; National Sport and Recreation Act, No.110 of 1998; National Skills Development Strategy III; National Qualification Framework Act, No. 67 of 2008; National Policy on the Conduct, Administration and Management of the Assessment of the National Certificate (Vocational), 2007; National Policy for Health Act, No. 116 of 1990; National Educational Policy for Formal Technical Colleges: Report 191, 2001; National Education Policy Act, No. 27 of 1996; National Development Plan Vision 2030; National Crime Prevention Strategy, 1996; Medium Term Strategic Framework, 2014-2019; International Covenant on Civil and Political Rights;											

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	Investigation Unit; 95B. Code Enforcement; 95C. Report to Commissioner; 96. Powers, functions and duties of correctional officials; 97. Delegation of powers; 98. Professionals; 100. Arrest; 102. Use of force; 103. Contract for public-private partnership correctional centres; 104. Duties and restrictions applying to contractors; 107. Appointment of a Director; 108. Powers, functions and duties of Director; 109. Appointment of custody officials; 110. Powers and duties of custody officials; 111. Preservation of confidentiality; 112. National Commissioner's powers in an emergency at public-private partnership correctional centres; 113. Interference with correctional or custody officials; 114. Interference	Intergovernmental Relations Framework Act, No. 13 of 2005; Health Care Policy Procedures, 2010, screening on admission; Generic National Artisan Workplace, Data, Learner Grant Funding and Administration Policy, 2017; Employment Equity Act, No. 55 of 1998, as amended; Elderly Offender Policy, 2008; Division of Revenue Act, No. 3 of 2017; DCS Mothers and Babies Policy, 2013; DCS' Framework on the implementation of the Child Justice Act, No. 75 of 2008; Continuing Education and Training Act 2006, No. 16 of 2006; Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993, as amended; Child Care Act, No. 74 of 1983; Broad-Based Black Economic											

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	with community corrections conditions; 116. Unauthorised removal of inmate from correctional centre; 117. Escaping and absconding; 121. Selling or supplying articles to offenders; 122. Unauthorised entry at correctional centres and communication or interference with offenders; 123. Prohibited publication; 124. Unauthorised wearing of departmental dress or insignia or prescribed sentenced offender dress; 125. Masquerading as an official; 126. False representations ; 127. Unauthorised disclosure of information; 128. Unauthorised access to or modification of computer material; 128A. Falsifying identification; 129. Indirect complicity; 132. Establishment, management and exemption	Empowerment Act 53 of 2003, As Amended; B-Order; Basic Conditions of Employment Act, No. 75 of 1997 as amended; Advisory board on Social Development Act, No. 3 of 2001; 2015 Implementation Strategy; Revised Standard Minimum Rules for the Treatment of Prisoners: "The Nelson Mandela Rules";											

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component		Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
										Advantages	Disadvantages	Risks	Assumptions	
	from certain moneys of canteens at correctional centres; 133. Agreements for articles, supplies and services; 134. Regulations In addition, all sections outlined above are applicable to these services.													
Correctional Services Regulations, 1998 as amended in 2012	The Regulations in its entirety is applicable to the Department of Correctional Services. The regulations specifies functions, powers and empowered entities in addition to the Correctional Services Act, No. 111 of 1998, as amended. These include: - Custody of all inmates under conditions of human dignity - Sentenced Offenders - Management, Safe Custody and Wellbeing of Remand Detainees -Community Corrections - Release from Correctional Centre and Placement													

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic Objectives	Services	Linked Value Chain Component	Value Chain Component	Service Beneficiaries	Current Mode of Service Delivery	Analysis				Agreed Method of Delivery
									Advantages	Disadvantages	Risks	Assumptions	
	Under Correctional Supervision and Day Parole as well as Parole - Compliance Management - Human Resource Organisation Matters												

ANNEXURE 3 – PROPOSED COMMUNICATIONS

COMMUNICATION PLATFORM	TARGETED AUDIENCE	FREQUENCY	KEY MESSAGES
Email Communique	All Staff	Bi-weekly	<ul style="list-style-type: none"> • Status update and implementation progress • 'Word from the National Commissioner • Key Successes • Key contacts
Notice Boards / Pamphlets	All Staff	Bi-monthly	<ul style="list-style-type: none"> • Status update and implementation progress • Explaining new processes, functions, operating models, governance structures • Key contacts
Newsletters	All Staff	Monthly	<ul style="list-style-type: none"> • Status update and implementation progress • Explaining new processes, functions, operating models, governance structures • Key contacts
Website / Intranet	All Staff	Monthly	<ul style="list-style-type: none"> • Status update and implementation progress • Explaining new processes, functions, operating models, governance structures • Key contacts • Access to detailed policies, processes and procedures • 'Word from National Commissioner
Personalised Emails	Individual	Ad-hoc	<ul style="list-style-type: none"> • Dependent on purpose of personalised emails, e.g.: <ul style="list-style-type: none"> • Data requirements • Status update and implementation progress • Process / structure / operating model / governance discussion • Changes to occur with their post or division • Key contacts
Departmental / Staff Meetings	Departmental	Standing item on schedule	<ul style="list-style-type: none"> • Status update and implementation progress • Key changes under Department • Changes in the modes of operations, i.e. Services Delivery Model • Implications of organisational structure and process of roll-out

COMMUNICATION PLATFORM	TARGETED AUDIENCE	FREQUENCY	KEY MESSAGES
			<ul style="list-style-type: none"> • Solicitation of information from staff • Q&A
Roadshows / Events	Regional / Park	Once-off, initial	<ul style="list-style-type: none"> • Purpose of PMO • Status update and implementation progress • Changes in the modes of operations, i.e. Services Delivery Model • Implications of organisational structure and process of roll-out • Roadshow is a platform for employees to bring forth their grievances with the process • Q&A
Workshops	Group Setting	Ad-hoc	<ul style="list-style-type: none"> • Status update and implementation progress • Changes in the modes of operations, i.e. Services Delivery Model • Implications of organisational structure and process of roll-out • Workshop is a platform for employees to relay shortcoming, of the implemented process / structure / operating model • Development or proposals of solutions for challenges faced through implementation • Q&A
One-on-One Meetings	Individual	Ad-hoc	<ul style="list-style-type: none"> • Dependent on purpose of one-on-one meeting, e.g.: <ul style="list-style-type: none"> • Data requirements • Status update and implementation progress • Process / structure / operating model / governance discussion • Changes to occur with their post or division • Q&A

The Service Delivery Model of Correctional Services is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

Department of Correctional Services (DCS)

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

Website: <http://www.dcs.gov.za>