

DEPARTMENT OF CORRECTIONAL SERVICES 2019 STRATEGIC PLANNING SESSION REPORT



STRATEGIC PLANNING SESSION

KOPANONG HOTEL &
CONFERENCE CENTRE
14-16 AUGUST 2019



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

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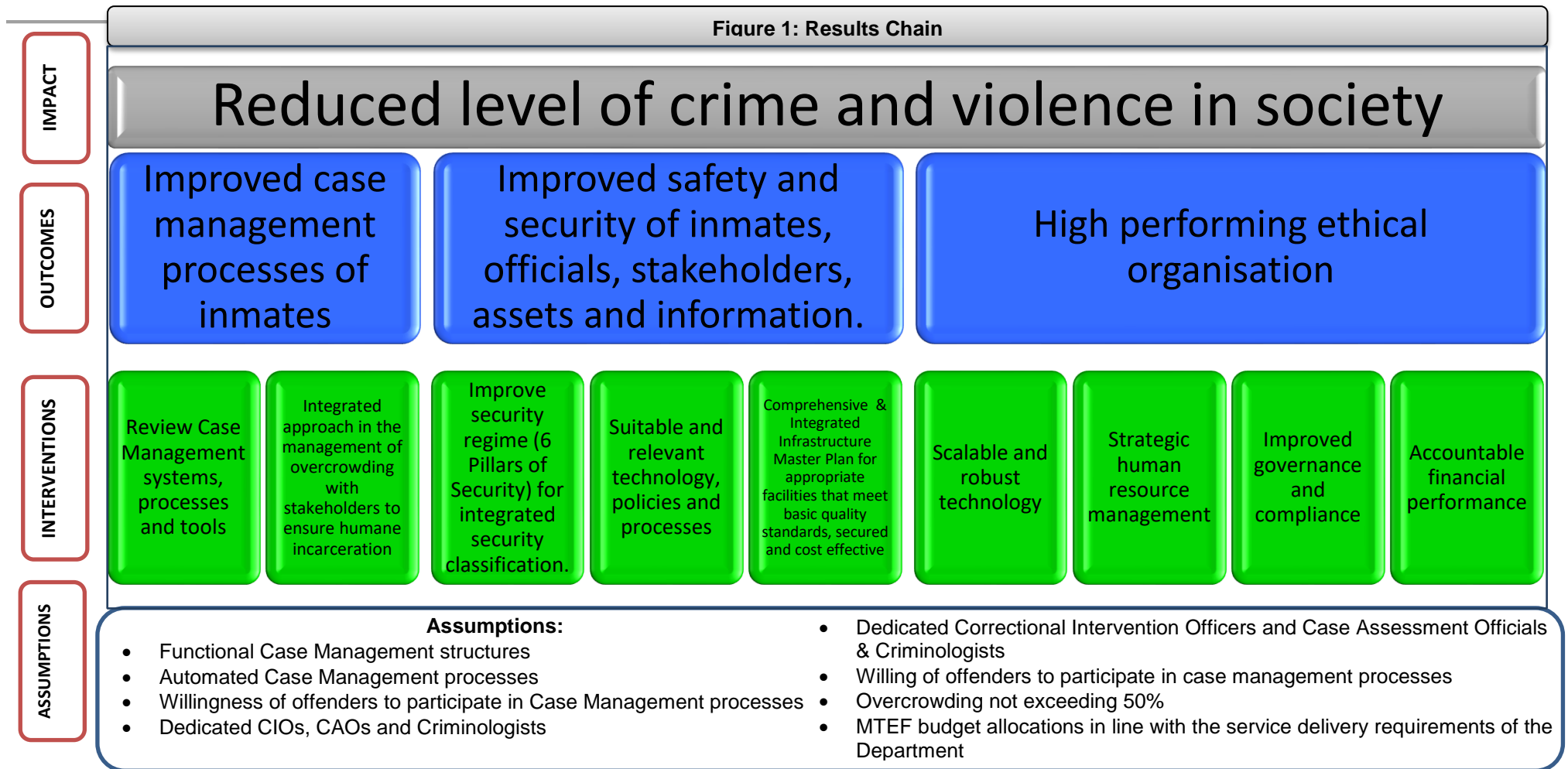
1. EXECUTIVE SUMMARY

The Department of Correctional Services (DCS) held its strategic planning session over three (3) days from 14th to 16th August 2019. The view was to build in the initial work conducted during 2018 based on the discussions around how would government's approach to corrections in the next five, ten and fifty year periods would be managed and clearly pronounce on how the DCS would contribute to the National Development Plan (NDP) or Vision 2030. The outcomes from the commissions that were based on the value chain of the corrections service delivery model are aligned to Government's seven (7) priority focus areas of the sixth administration which are:

- **Priority 1: Economic Transformation and Job Creation**
- **Priority 2: Education, Skills and Health**
- **Priority 3:** Consolidating the Social Wage through Reliable and Quality Basic Services
- **Priority 4:** Spatial Integration, Human Settlements and Local Government
- **Priority 5: Social Cohesion and Safe Communities**
- **Priority 6:** A Capable, Ethical and Developmental State
- **Priority 7:** A better Africa and World

In line with the above specified priority areas of government's sixth administration, DCS is contributing directly to **Priority 5: Social Cohesion and Safe Communities** and indirectly to **Priority 2: Education, Skills and Health** as well as **Priority 1: Economic Transformation and Job Creation**. The Results Chain below outlines how the DCS five year strategic plan intends to create impact in society:

Figure 1: Results Chain



IMPACT

Safe and empowered communities

OUTCOMES

Increase access to needs based rehabilitation programmes to improve moral fibre

Successful reintegration of all those under the care of the Department

Healthy incarcerated population

INTERVENTIONS

Increase access to education and skills development

Improve moral fibre of inmates

Ensure compliance to parole and probation conditions

Advance victim offender reconciliation

Create economic opportunities for parolees and probationers

Management of communicable diseases

Management of Non-Communicable diseases

Therapeutic diets available

ASSUMPTIONS

Assumptions:

- Strengthened collaborations amongst strategic partners
- All inmates are willing to participate in rehabilitation programmes
- Offenders are accepted into the families and/or communities
- Automated systems to measure rate of re-offending
- Offenders are economically independent after release
- Inmates in need of care must be willing to seek health care services
- Availability of health care resources
- Availability of primary health care resources

The Minister of Justice and Correctional services, Mr Ronald Lamola and the Deputy Minister of Correctional Services, Nkosi Phathekile Holomisa, joined the strategic planning session to set the tone as political leaders of the sixth administration who will take the Department forward for the period 2020-2025.

During his address, Minister Ronald Lamola defined strategic planning as the management activity used to prioritise, and focus available resources, both financial and human, in order to strengthen operations and ensure that the Department is working towards achieving common goals. The budget cuts as implemented across government departments should be part of the planning and as a result the Department should be innovative, and learn to do more with the limited resources at its disposal and utilize its budget accordingly. The Department was encouraged to avoid under-spending as this will make things easier when motivating for additional funding.

He warned officials against corruption and highlighted that the current strategic plan will be incomplete if it does not have components that speak to fighting corruption. "Any official linked to acts of impropriety and colluding with offenders to undermine the law within our centres must brace him or herself to face the full might of the law and such officials do not deserve to be part of our team," he said.

Various modernisation initiatives have been stalled for different reasons in the Department. Minister Lamola expressed concern on the slow pace in terms of implementation of its plans which continue to damage its reputation. The Department was advised to work hand in hand with other government departments to increase its impact, and make the integrated criminal justice system a lived reality. Modernisation of the Department, including setting up a call centre, should be prioritized.

Below are summary of key issues highlighted by the Minister in his respective remarks during the strategic planning session:

Issue Raised	Required Action	Responsibility	Timeframe
Strategies on paper will not assist if not implemented	Implementation plans must be clear in the APP and operational plans	Branches to finalise APP and Ops plans geared to implementation	February 2020
Body scanners have not been implemented in 3 years to counter smuggling of contraband	All body scanners to be installed and activated	GITO / Security	October 2019
Strategic plan must contain elements that speak to fighting corruption	Indicator in the Strategic Plan / APP addressing consolidated approach to fighting corruption	Security / Legal / HR supported by Strategic Management	February 2020
Call Centre must be launched	Expedite launch of Call Centre	GITO / Communications / Service Delivery Improvement	September 2019
DCS to employ 2 064 entry level officials between 2019 - 21	Learnership intake to be conducted in 2019	HR	October 2019

Issue Raised	Required Action	Responsibility	Timeframe
Department to deal decisively with officials undermining Departmental mandate	Expedite investigations and disciplinary action	HR / DIU / CE	Quarterly reporting
Audit outcomes to move from qualified to unqualified	Ensure unqualified audit (Financials and Performance Information)	<ul style="list-style-type: none"> SMS members through PMDS for 2019/20 ICC monitor action plans 	31 st August 2019 Quarterly reporting
Foster partnerships with key departments to leverage on service delivery	Consolidated approach to partnerships within government and society through stakeholder matrix	Line function coordinated by IGR	September 2019

The Deputy Minister was passionate about the organisational culture of the Department. To him, it is vital that all employees feel they belong and have a voice in the organisation. He appreciated the sentiments of junior employees, expressed in the 50-year strategic intent presentation by DC Executive Management which reflected feedback from the national road shows that took place earlier this year. He advised management to follow through on those views as expressed by the junior officials at the coal-face of service delivery.

He instructed DCS to organise an Indaba that should take place on the week of 16 December 2019 whose overarching objective will be to mobilise various social partners, such as community leaders, faith-based organisations, academics, civil society formations, labour formations, traditional leaders business against crime and sister departments as well as the judiciary. According to his instruction, this must happen with a view to build on the 50 year strategic intent project that saw all these stakeholders contribute to shaping this outlook and the new trajectory.

He further indicated that a tangible implementation plan with clearly assigned responsibilities for each activity and clear timelines for delivery should be developed.

Issue Raised	Required Action	Responsibility	Timeframe
DCS to reposition itself in society and engage stakeholders in a compact to jointly deliver on the mandate of corrections	Develop social compact for all stakeholders to commit to and launch at stakeholder Indaba	Strategic Management / NC Office	November 2019
	DCS to organise an Indaba to mobilise social partners, community / traditional leaders, FBO's, Academia, civil society, labour, business and partner government Departments	Strategic Management / NC Office	December 2019
DCS to disseminate outcomes of the planning session to all staff.	Develop and implement a plan to cascade the SP and APP to all officials	Strategic Management / NC Office	January 2020

Issue Raised	Required Action	Responsibility	Timeframe
Undertake internal exercise to inculcate a sense of belonging for all employees	Develop a DCS brand renewal concept	Communications / Ministry	March 2020
	Launch DCS brand renewal concept with all employees	Communications / Ministry	June 2020
National Commissioner to oversee the establishment of a trading entity	Finalisation of business case for a trading entity	CFO and work stream 5 of OMF Phase II	January 2020
Ministry and Leadership should track and manage partnerships	Develop a central repository of all MOU and agreements with intergovernmental and other partners	IGR, Rehabilitation, Care, Social Reintegration	October 2019
	Develop a schedule of bilateral and other international commitments and a progress tracking mechanism	IGR	September 2019
Call Centre must be launched relevant personnel to address both staff and inmate issues	Expedite launch of Call Centre	GITO / Communications / Service Delivery Improvement	September 2019
Body scanners to be installed with extreme urgency	All body scanners to be installed and activated	GITO / Security	October 2019
Ministry to be updated with innovative options for the implementation of Electronic Monitoring (EM)	Develop proposal for implementation of EM and present to Ministry	Social Reintegration and GITO	By end September 2019
Ministry are expecting a report on the full extent, nature and details of corruption in the Department	Compile report on incidences of corruption with full details and action taken	Legal Services / HR	September 2019
Audit outcomes to move from qualified to unqualified	Ensure unqualified audit (Financials and Performance Information)	SMS members through PMDS for 2019/20	31 st August 2019
IT infrastructure upgrades must be expedited	Provide regular updates to Ministry	GITO / NC	Monthly

The break-away sessions with senior managers engaging in various commissions, to outline the strategic intent and appropriate action plans that will take the department forward, were part of the discussions during this strategic planning session.

2. INTRODUCTION

Since the dawn of democracy, the Department of Correctional Services (DCS) has ushered in vibrant reforms which have shaped the country's correctional system to successfully converge with the five dimensions of a constitutional democracy where, legitimacy, transparency, accountability, the rule of law and resource utilisation is supreme. These are pillars which have positioned Correctional Services as one of the critical role players in the implementation of deliverables for realising the vision of ensuring that the people living in South Africa are and feel safe and that by 2030 they enjoy a community life free of fear.

Its mandate is derived largely from the Correctional Services Act (Act 111 of 1998), the Criminal Procedure Act (Act 51 of 1977, as amended); the 2005 White Paper on Corrections in South Africa; and the 2014 White Paper on Remand Detention Management in South Africa, among others. In giving effect to its legislative and policy mandate, the Department contributes to maintaining and promoting a just, peaceful and safe society by correcting offending behaviour in a safe, secure and humane environment, thus facilitating optimal rehabilitation.

During the 2018/19 Financial Year the Department convened its Strategic Planning Session to develop a clearly defined organisational strategy with a five, ten year and fifty year trajectory aligned to its mandate. Key stakeholders made significant contribution to the session by highlighting the dependencies pointing out the impact on the Department and identifying interventions to address common challenges.

Subsequent to the above the Department convened its strategic planning session at the Kopanong Hotel and Conference Facility from 14 to 16 August 2019. Amongst the delegates were Minister Ronald Lamola, Deputy Minister, Nkosi Phathekile Holomisa, National Commissioner Arthur Fraser, CDCs, RCs, DCs, DRCs, relevant stakeholders and sister departments. For the purpose of cutting cost, the Department did not outsource the services of external facilitators. The following DCS senior managers facilitated the session:

Facilitator	Designation	Dates
Mr. Delekile Klaas	RC Western Cape	14 August 2019
Ms. Subashini Moodley	RC Free State/Northern Cape	15 August 2019
Ms. Grace Molatedi	RC Gauteng:	16 August 2019

The Strategic Planning Session is convened annually to give management an opportunity to engage in intensive discussion and activity in a collaborative and inclusive manner on the significant issues facing the Department and to identify strategies that will improve the Department's performance within manageable levels of risk and resource use.

The focus of the session this year was on priority areas that have been identified by the current administration, for inclusion in the Medium-Term Strategic Framework (central to the 5-year strategic plan). The Ministry of Justice and Correctional Services provided direction to the planning process as well as the deliberations that will follow in the next two days.

Although the reviewed Framework for Strategic Plans and Annual Performance Plans is still awaiting approval by cabinet, Departments were encouraged to start working on their 5 Year SP based on the Draft Framework to avoid not meeting deadlines as the 5 Year SP (2020-25) and 2020/21 APP will be tabled in March 2020.

This Strategic Planning session report gives a full summary of the three-day Strategic Planning Session which includes Minister's pronouncements, highlights by the Deputy Minister and National Commissioner's opening address.

3. APPROACH TOWARDS THE STRATEGIC PLANNING SESSION

The Strategic Planning Process began in July 2018 when the Department convened its Strategic Planning Session on the 16th to the 20th July 2018. The purpose of the session was to develop a clearly defined organisational strategy with a five (5), ten (10) and fifty (50) year trajectory aligned to the mandate.

As a continuous measure the Office of the National Commissioner conducted road shows across the Department to present the outcomes of last year strategic planning session and collected more inputs from officials on the ground to be included in the five year planning process of the sixth administration.

After the National Election and State of the Nation address by the President of the country where the priority Areas of the 6th Administration were outlined, the Department commenced with its planning process for the Sixth administration early in advance to allow for sufficient consultation. Government expectation was that Departments must critically reflect on how it will drive the implementation of the outlined priorities which are the central feature of the 6th Administration, taking into consideration the financial constraints which could impact on delivery.

During 2019 State of the nation address (SONA) the President outlined the seven priority areas of focus as follows: economic transformation and job creation, education, skills and health, consolidating the social wage through reliable and quality basic services, spatial integration, human settlements and local government, social cohesion and safe communities, a capable, ethical and developmental state and the promotion of a better Africa and the world.

Informed by the above highlighted priorities and the DPME revised Framework, the Department commenced with the engagement process with various Branches in preparation for the development of the planning documents. During the engagement process branches were required to review how Impacts, Outcomes and Outputs are identified. The emphasis of the revised framework is to build on the foundation of the Framework for Strategic Plans and Annual Performance Plans (2010) to reaffirm the planning logic and institutionalise planning to better enable the policy delivery. The contents of the Strategic Plan and Annual Performance Plan should be informed by the relevant planning tools used in the strategic planning process. These planning tools must contribute to the achievement of results based planning.

In order to assist Branches with the drafting of the Branch Strategic Plans and APP, a template was provided with the necessary explanations and examples for ease of reference. The examples took into consideration the contents of the presentations made at the Strategic Planning Session held in July 2018. Branches were encouraged to critically analyse their presentations and the Strategic Planning Session Report as they develop their inputs for the new 5 Year Strategic Plan.

In line with the new requirements for Strategic Plans, Branches developed a new Results Chain with revised Impacts, Outcomes and Outputs. These outputs will be measured separately in the Annual Performance Plan while selected Outputs will form part of the Estimates of National Expenditure and Medium Term Strategic Framework.

In preparation for the 2019 Strategic Planning session the Strategic Management Branch has convened workshops with programme managers across all Branches to explain the requirements for the next 5 Year Strategic Plan. The following workshops were convened as follows:

-
- Rehabilitation: 30 April 2019
 - Social Reintegration: 03 May 2019
 - Care: 13 May 2019
 - Security and Incarceration: 24 May 2019
 - Administration: 14 June 2019

The Department of Correctional Services (DCS) hosted its annual Strategic Planning Session from 14 to 16 August 2019 at Kopanong Conference Centre in Benoni, Gauteng. During the planned three days, the Department reflected on its services, the impact and how the work of government, through DCS, is changing the lives of communities. The additional objective of the strategic planning session was to critically assess what goes into the Department's 5 Year Strategic Plan and 2020/21 APP, institutionalize the policy agenda of government and the priorities of the ministry into the Plans, to ensure coordinated planning efforts through a collaborative and inclusive planning process. The Draft 5 Year Strategic Plan and Draft 2020/21 Annual Performance Plan should be submitted to the National Treasury and DPME on 31 October 2019 for consideration and comment.

Programme Managers were adequately assisted to prepare for the session to ensure that the preliminary work commences early enough to give managers sufficient time to conduct research and consult the necessary stakeholders.

4. NATIONAL COMMISSIONER'S OPENING ADDRESS

In his opening address the National Commissioner Mr. Arthur Fraser highlighted that the session is a first of its kind after the National General Elections, 6th Administration, under new leadership, new electoral mandate and under difficult economic and financial situation.

He reminded all about the importance of these kinds of engagements and platform as it will determine what the Department will do for the next few months and years in fulfilment of the mandate as outlined in the Constitution of the republic.

He reminded delegates that the citizen of South Africa expects government to provide answers and they are demanding that something drastic should be done to put the country once again on a winning path and positive trajectory. Correctional Services vision of providing the best correctional services for a safer South Africa should be realised and resonate with all sectors of society. It is for this reason that the department's vision as Correctional Services which is providing the best correctional services for a safer South Africa must be realized and resonates with all sectors of society.

Senior managers were encouraged to be solution-driven, constructive and innovative in their planning. He said as managers they should provide inspiration and confidence to those being led.

He expressed his gratitude for the calibre of officials who have the will to take the Department forward, despite the challenges.

During the State of the Nation Address, the President stressed the need to focus on actions that will have the greatest impact and catalyse faster movement forward, both in the immediate term and over the next 10 years.

The National Commissioner reminded everyone of the July 2018 Strategic Planning Session that was unique as it pushed the Department to rethink of correctional services beyond the normal period of five years to 10 and 50 year planning cycle. The Department purely demonstrated that more can be achieved if work is done collectively.

He urged the officials to engage and rethink of where the Department is and where it should be beyond 2030. He touched on the current economic situation which is forcing departments to do away with silo mentality and work collaboratively to ensure creativity and innovation in service delivery. There has been extremely limited focus on the need to align what correctional services does to the broader government approach, and serious shying away from setting any bold targets. He requested all to engage as correctional services and rethink of where the department is and where it should be beyond 2030.

He briefed management about the Special FOSAD Planning Workshop hosted by the Presidency where the President gave an overview on the development of the new MTSF driven through his vision of District Based Development (where 44 Districts, 226 Local Municipalities and 08 Metropolitan) to ensure government descend to districts when providing services.

The Department should align its programmes and policies in pursuit of making a meaningful difference. He emphasised that the Strategic Planning Session is convened with a view to translate DCS mandate into practice. He added that this convergence should quicken the tempo of empowering all as Ideal Correctional Officials in the escalation of the war against crime. He stressed that by the time management leave the session there should be a great sense of what kind of contribution should be expected from each branch.

He advised that the senior managers should shy away from setting performance targets that are lower than what was achieved in the previous financial year and this require a critical look. He encouraged managers to ensure that by end of the session they should identify focus areas, agree on the method of working and be in unison in terms of systems that will drive the implementation to avoid relegating the session to become a talk-shop.

5. STRATEGIC FOCUS AREAS FOR THE NEXT 5 TO 10 AND THE 50 YEARS INTENT

The DC gave a summary overview of what transpired during the 2018 strategic Planning Session which was attended by senior managers from Regions and Head Office.

Prior to the session the task team engaged with junior officials within the Department to get a sense of their challenges which should be taken into consideration when developing the 5, 10 and 50 years plans for the department.

He emphasised the importance of reflecting back to what was discussed during the 2018 strategic session as management go into commissions and those issues should form part of the discussions during breakaways.

He gave the following summary highlights of what is intended to be done going forward:

- Strengthening partnership with other departments, NGO, stakeholders and society to assist in correcting offender behaviour.

- A summary overview of what transpired during the 2018 strategic Planning Session which was attended by senior managers from Regions and Head Office.
- Prior to the session the task team engaged with junior officials within the Department to get a sense of their challenges which should be taken into consideration when developing the 5, 10 and 50 years plans for the department.
- He emphasised the importance of reflecting back to what was discussed during the 2018 strategic session as management go into commissions and those issues should form part of the discussions during breakaways.
- Strengthening partnership with other departments, NGO, stakeholders and society to assist in correcting offender behaviour

He further shared with management the details of what was discussed during the road shows when providing feedback to both Regions and Branches

5.1 Strategic Focus Areas for the next 5 to 10 Years

Figure 2: Strategic Focus Areas for the next 5 to 10 Years

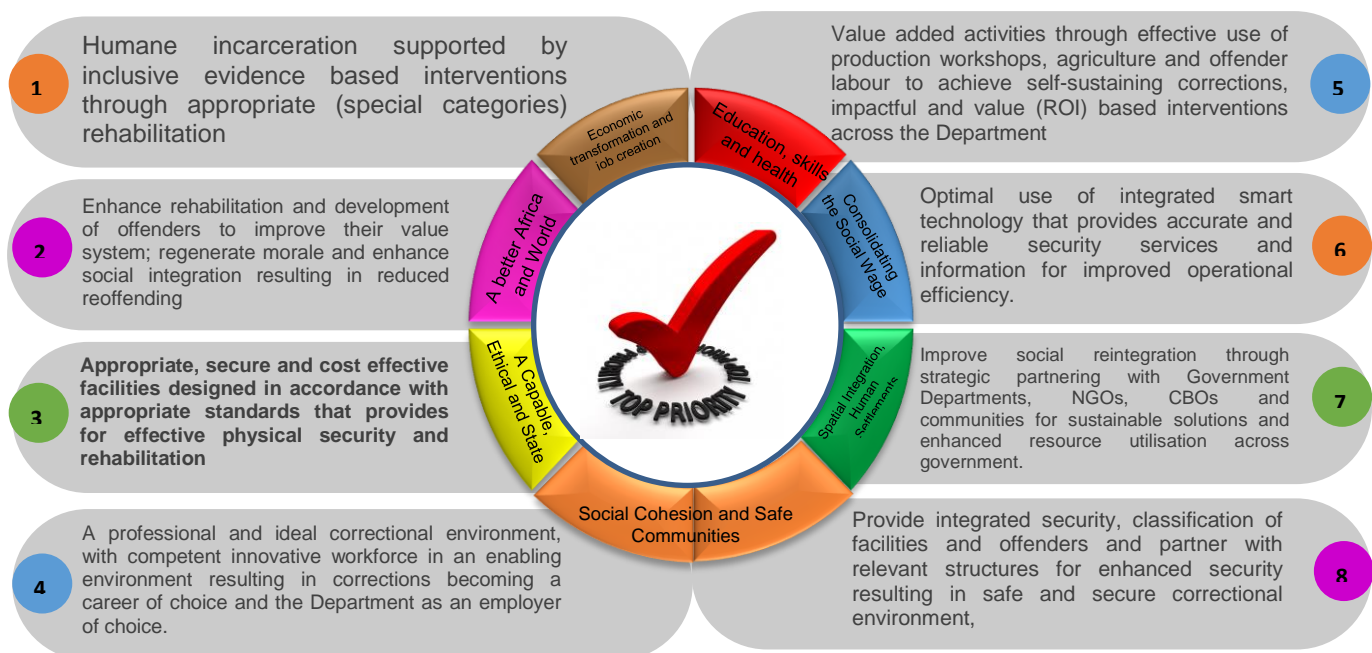


Figure 2: Strategic Focus Areas for the next 50 Years



5.3 Commitments for Year 1



6. HIGHLIGHTS OF THE ADDRESS BY MINISTER

The Minister of Justice and Correctional Services Mr Ronald Ozzy Lamola appreciated being part of the strategic planning session and advised management to use the strategic planning session to re-imagine, re-orientate and renew the Department for the next five years as this would make it difficult for anyone in government or society to speak about the criminal justice cluster without speaking about correctional services.

He emphasised the need for the strategic planning session platform to be regarded as a solid foundation for providing one of the best correctional services in the world and position the Department as one of the important role players in the criminal justice cluster. He encouraged management not to lose focus on the priorities outlined by government. The strategic plan that will be developed afterwards should be able to elevate DCS to the level of an economic player in society, as there will be no investor confidence in the country if crime is still high and as a Department there should be a clear and visible signs of fighting corruption.

Since Strategic Planning is management activity used to prioritise, focus available resources - both financial and human; to strengthen operations to ensure that the Department is working towards achieving common goals, it won't be business as usual during the sixth administration and change in terms of approach, perceptions and action is critical. He raised a concern that DCS is seen as a failed Department and a home to corruption and this must change. The Department's existence should be centred on ensuring that those who come out of correctional centres are fully rehabilitated as law abiding citizens that contribute

positively to society. DCS should demonstrate to society that its rehabilitation programmes contributes to skills development in order to enable inmates to find work or be self-employed.

The particular focus on the strategic session should be to finalize both the five year Draft Strategic Plan and the 2020/21 Annual Performance Plan that must be submitted to National Treasury and the Department of Planning Monitoring and Evaluation (DPME) for consideration. DCS should gear its work towards achieving priority areas identified in the current financial year and management should not lose focus throughout the deliberations.

In his reflection on the 25 years to democracy, the Minister reminded management about change in focus from the prison point of view to corrections through incarceration, rehabilitation and reintegration of offenders. He highlighted that management should be innovative to an extent of delivering more with less resources available taking into consideration of the harsh economic realities in the country. In reference to his budget speech commitment, the Minister reiterated his call of launching a call centre that will enhance service delivery.

He highlighted that the finalisation of both the five year Draft Strategic Plan and the 2020/21 Annual Performance Plan is critical prior submission to stakeholders for consideration. The session should enable management to identify strategies that will enable DCS to continue deepening its transformative efforts in society to avoid deviating from goals that have been set.

The 65% of youth within correctional centres need to be provided with skills that will enable them to find employment upon their release. He commended the Department for the good work that has been done in ensuring a smooth insourcing of inmates in 26 kitchens which were previously contracted to African Global Operations (Bosasa). He committed to creating **2 064** job opportunities at entry level.

He indicated that the Department should conduct road shows on its Parole System so that the community at large can understand how the Department arrived at decisions to place offenders on parole.

He raised concern on the slow pace or stalling on the implementation of various modernisation initiatives e.g. the issue of body scanners which should have been implemented three years ago, but the challenge of smuggling of contraband is still a constant reality in most of DCS centres. He indicated that had DCS implemented the body scanners three years ago, it would have been easy to show the results of a technological revolution and the Department would have had rapid control over smuggling of contrabands that would have disrupted criminal activities at centres.

The continuous qualified audit findings that the Department receive every year was concerning and management was advised to strengthen its internal controls to address findings by the Auditor general. Fostering partnerships with strategic departments should be enhanced for smooth service delivery implementation process.

In conclusion, he emphasised the importance of enhancing the image of the Department so that the good work that the Department is doing can find expression in the media in order to change the narrative that seek to portray DCS as a centre for corruption.

7. HIGHLIGHTS OF THE ADDRESS BY DEPUTY MINISTER

The Deputy Minister Nkosi Phathekile Holomisa reminded management of the mandate of the Department, of contributing to a just and peaceful society, in which citizens are and feel safe. Management must ensure that offenders get exposed to rehabilitative opportunities that increase their chances of successful social reintegration in order to become exemplary citizens who are self-sufficient, lead a crime-free life and contribute productively to the growth of the economy.

He further commended the Department for getting management together in one room during the strategic planning session to evaluate progress in implementing DCS's core programmes, identifying the gaps and the challenges and to come with a strategy to chart the best way forward.

The Deputy Minister emphasised on what the Minister highlighted and advised management to do away with a culture of working in silos which tends to hamper the department's ability to forge ahead with its service delivery programmes as planned. He said as a start the Department must contribute towards a functional, consistent and effective criminal justice system. He stated that as the Ministry they have directed that the formation of an interdepartmental task team be expedited with a view to ensure that the Integrated Criminal Justice System (ICJS) implementation strategy is realised. He said the Department of Correctional Services must be a key contributor to the transformation of the criminal justice system.

As a traditional leader himself, the Deputy Minister raised the importance of building much stronger relationships with traditional leaders. The Traditional Courts Bill has been tabled before the National Council of Provinces. "This is a tool that should be considered within the framework of the justice system and could be used to relieve pressures that we have in our courts and DCS by ensuring that some of the petty cases that clog our criminal justice value chain are referred to these courts which are the epitome of restorative justice," he said. The Department has already engaged the National House of Traditional Leaders and has signed a Memorandum of Understanding to regulate and strengthen collaboration between the Department and traditional leaders.

Governance was one of the Deputy Minister's major concerns – the qualified audit findings by the Auditor-General that perennially point to noncompliance year after year is a concern. He said focus must be placed on human resource (HR) development starting with a definitive human resource strategy, career progression, mentorship and succession planning. The Deputy Minister further alluded that HR must prioritise integrated wellness programmes in order to support DCS officials who work under highly stressful conditions. He said what is also alarming in the Department is that funded vacancies are not filled timeously and the high number of people who serve in an acting capacity, some in very senior positions, is also concerning. He warned that this has the potential of creating a paralysis in decision making and execution of the department's mandate.

He viewed the strategic planning process as critical as it includes taking a glance at the review mirror assessing previous outputs, outcomes, impact made in society and areas that require improvement. The collective work intends to make sure that the broader mandate of the Department, which is to ensure corrections, rehabilitation and social reintegration, is achieved.

Deputy Minister reminded management of the mandate of the Department which contribute to a just and peaceful society in which citizens are and feel safe aligned to the National Development Plan and the MTSP priorities pronounced by the president during his State of the Nation Address.

He emphasised that the delivery of the DCS mandate is centred on the four core programmes namely; Incarceration, Rehabilitation, Care and Social Reintegration. Through rehabilitation programmes, offenders are exposed to opportunities that increase their chances of being successfully reintegrated back into society.

Following the 50 year strategic intent that demonstrated sound, consultative and well documented evidence, the slow pace of implementation is concerning. He appreciated the sentiments of the junior employees as expressed during the feedback presentations and emphasised the need to fast track implementation of those views. He expressed concerns regarding the governance issues and noted the qualified audit opinion expressed by the Auditor General due to non-compliance. During the road show, human resource issues were central to the discussions and a particular focus has to be paid to this matter. The delay in filling all funded vacancies is concerning especially looking at the high number of senior management positions that are still vacant.

A solid monitoring system is required in order to collect reliable data across Management Areas. DCS should strengthen its internal control by conducting an inventory of all movable and immovable assets in order to get a clear picture of the state of the assets of the Department.

The formation of an Inter-departmental Task Team should be expedited for the realisation of the ICJS implementation strategy as this will help with key interventions such as the consideration of expungements of ex-offenders criminal records.

The Deputy Minister noted the tabling of the Traditional Courts Bill as this will release pressure on the courts. He further encouraged management to work in an integrated manner with its stakeholders to enhance service delivery. He highlighted that for successful reintegration; DCS should strengthen partnerships with community based organizations and NGOs to raise awareness on DCS correctional programmes, as well as aspects of reconciliation and restorative justice.

He noted the fact that the Department has made strides in the implementation of formal education and skills training programmes though there is a resource gap on the number of teachers and trainers available.

He noted the challenge of mental health in DCS facilities as the facilities are not designed to accommodate mental health patients since this is the Department of Health responsibility.

Security remains a serious concern and the security upgrade of facilities should be prioritized. The use of modern technology will help in detecting threats in DCS facilities.

8. PRESENTATIONS FROM EXTERNAL STAKEHOLDERS

8.1 Integrated Criminal Justice Strategy (ICJS)

The ICJS presentation main focus was on the 9 pillars where DCS plays a role, namely:

- Pillar 1: Integrated Planning and budgeting
- Pillar 3: Modernization and process re-engineering
- Pillar 4: Building a transversal ICT platform across the CJS through the IJS
- Pillar 6: Strengthening the fight against corruption across the CJS
- Pillar 8: Eradicate Gender-based violence and femicide
- Pillar 9: Integrated approach to victims empowerment

He indicated that ICJS is at the stage of building research capacity across the CJS value chain and the following are the identified priorities of ICJS.

- Accelerate the review of the CPA
- Transform the parole system for greater victim and community participation.
- Transform the expungements dispensation to remove its life term impact on offenders.
- Modernization, processes re-engineering and legislative reforms to create an effective and efficient CJS that respond to the emerging trends.
- Institutional reforms, including courts – for e.g.-the need to strengthen the NPA, and revamp the Special Commercial Courts to deal effectively with economic crimes.
- Update the criminal law statute book to transform outdated common law crimes.

In conclusion DCS to be amongst the key role-players and actors in the criminal justice value chain (alongside SAPS, DOJ&CD and NPA) as part of the Ministry and a critical player.

Being in the same Ministry provide opportunity to work on matters of common interest including the sharing of facilities and expertise particularly in the building environment.

There is a need to formalize the Department collaboration through, among others, development of Memoranda of Understanding between the two departments.

8.2 Civilian Secretariat of Police

A representative from Civilian Secretariat of Police Service highlighted the state of policing in South Africa and its implications on DCS.

She articulated on the increased arrests and prosecutions of violent offenders, those falling under the Minimum Sentencing Act, which will undermine DCS ability to accommodate short sentenced offenders.

Prosecution of non-violent offenders receiving lengthy sentences for corruption mean that DCS will require more facilities.

On her closing remarks she emphasized that safety is a 'whole of government & whole of society' responsibility, particularly at community level (e.g. the blueprint -White Paper on Safety & Security – integrated Crime & Violence Prevention Strategy) and that there is a need to relook at the safety model.

8.3 Department of Basic Education

The Department of Basic Education provided progress that has been made on the Three Stream Model: Academic, Technical Vocational and Technical Occupational Streams, with specific focus on the latter stream, for discussion.

On examination and assessment process, the following were the key highlights:

- A standardised assessment that is conducted at the end of the Grade 9.
- A General Certificate of Education (GCE) qualification that will be introduced at NQF level 1 for all learners.
- Technical and vocational programmes that will be introduced as a sub-programmes within the GCE.
- Umalusi and other Quality Councils that are involved in the development of the GCE which is undertaken by a Work Stream established from within the Ministerial Task Team that oversees the introduction of the Three Stream Model.

8.4 Additional Presentation by the Director General of the Department of Basic Education

In his opening remarks the Director General of Basic Education indicated that by 2030, South Africans should have access to education and training of the highest quality, leading to significantly improved learning outcomes. He clearly outlined the outcomes for the next ten years.

- No person in South Africa will go hungry.
- Our economy will grow at a much faster rate than our population.
- Two million more young people will be in employment.
- Our schools will have better educational outcomes and every 10 year old will be able to read for meaning.
- Violent crime will be halved.
- The achievement of the outcomes as highlighted will depend on working in collaboration with other Departments.

8.5 DPME Presentation on MTSF

The DPME presentation focused on the 7 MTSF priorities of government with special reference to Priority 5: Social Cohesion and Safe Communities. Due to the fiscal constraints and competing priorities, it is necessary for the Department to form partnerships with Department of Justice, SAPS, NPA, Social Development, Human Settlement, Health and Communities as this is key in ensuring broader participation that will lead to building a safer society for all. He emphasised that while Departments are expected to be innovative and ensure that they doing more with less they should also take into consideration the budget constraints which may affect service delivery.

8.6 Highlights by the Department of Environmental Affairs

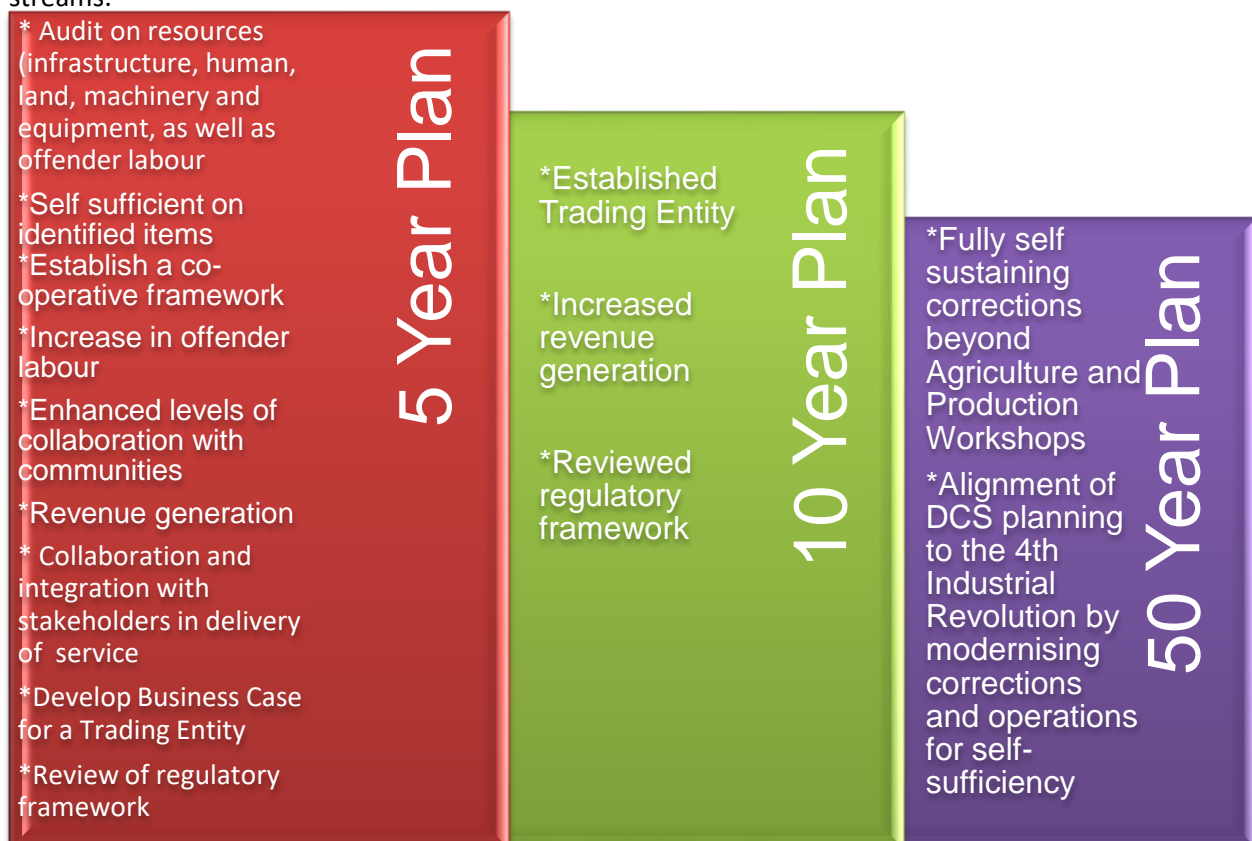
The Director General of the Department of Environmental Affairs (DEA) focused on areas where DCS and DEA could collaborate:

- Provision of invasive wood at cost price, for furniture production.
- Potential to purchase steel frames from DCS, and other products that we cannot make.
- Provision of housing for Correctional Services.
- Incorporating parolees into DEA Programmes.
- Providing opportunities to inmates to do community work.
- Working for the DEA Value-added Programmes to build houses for victims of crime.
- Making compostable sanitary pads for inmates, and girls who cannot afford them.
- Good Green Deeds – Restoring Communities, Landscapes and Ecosystems
- Breeding of pets for nurturing – and potentially rare and endangered species.

9. UPDATE ON PHASE II OF THE OPERATION MANAGEMENT FRAMEWORK (OMF)

Phase II of the OMF was presented outlining the activities that have been completed to date and the activities planned for the remaining year.

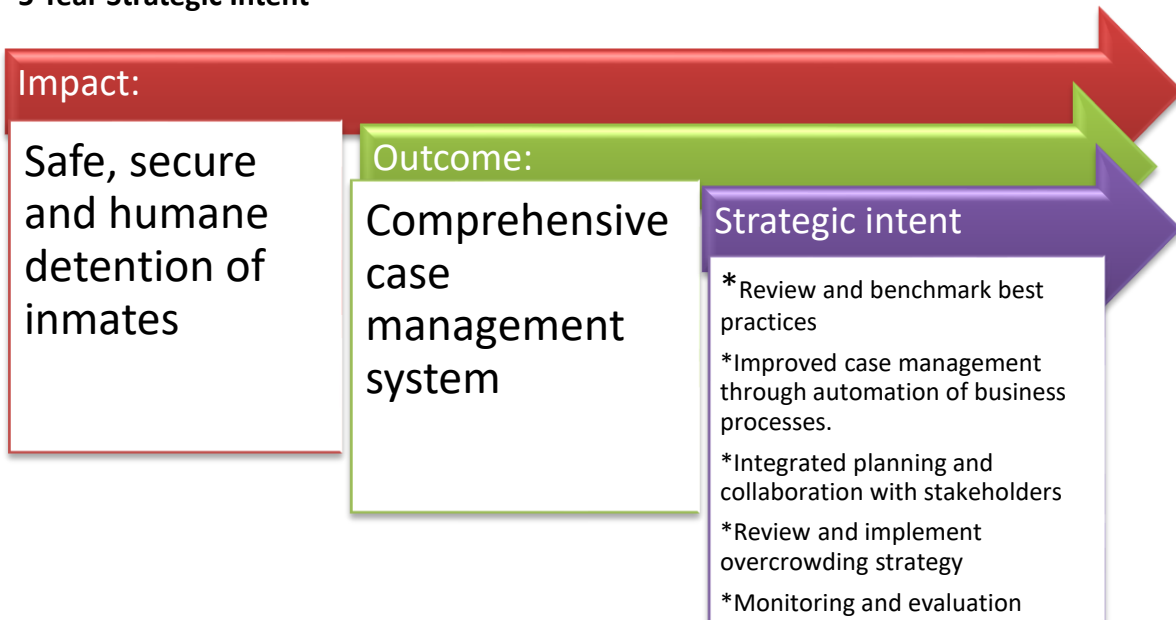
The SDM was approved in June 2019. A Task Team, consisting of officials from Head Office and Regions, have been appointed to facilitate the development of the Phase II in various work streams and sub work streams. Focus was given to the deliverables that form part of work stream 5 consisting of three sub work streams.



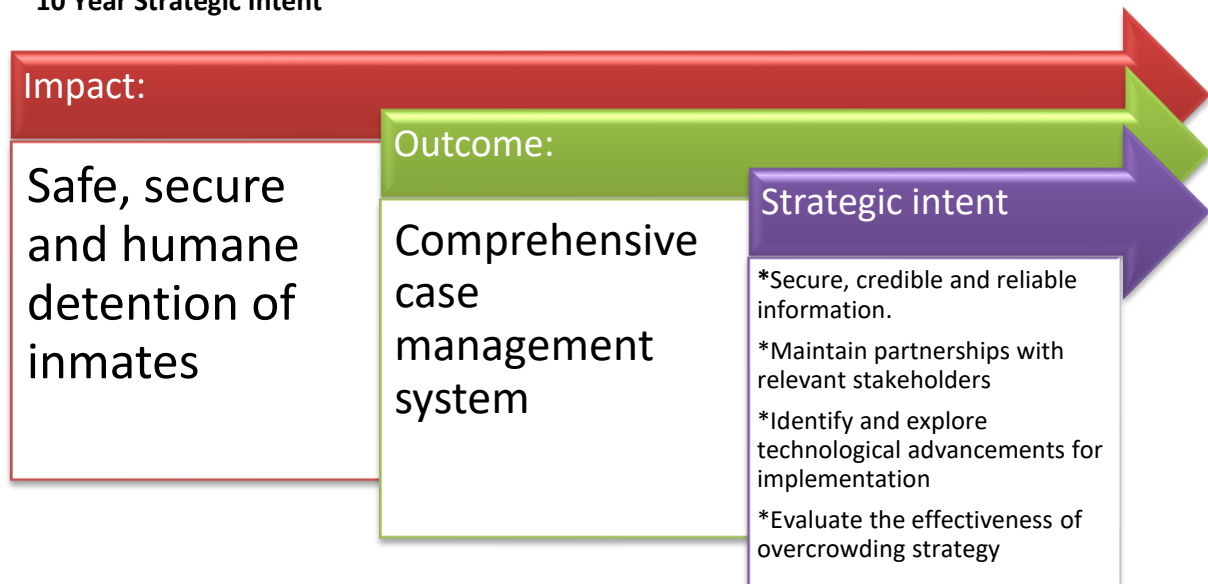
10. SUMMARY REPORT FROM EACH COMMISSION

10.1 COMMISSION 1: INCARCERATION

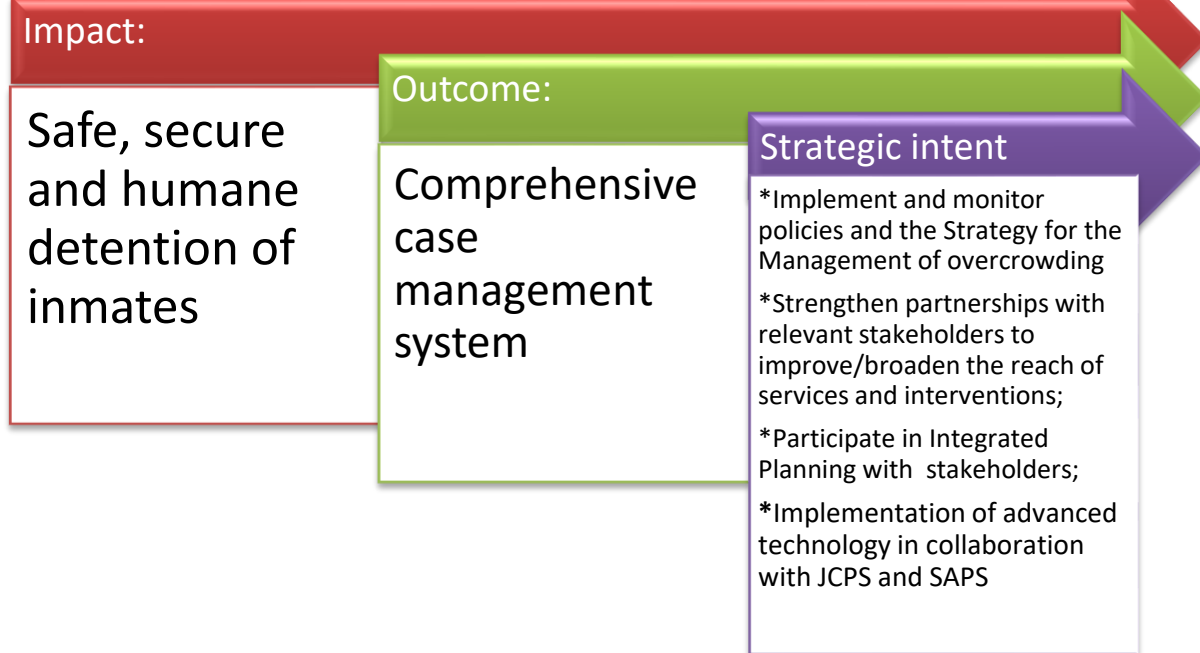
5 Year Strategic Intent



10 Year Strategic Intent



50 Year Strategic Intent



Current service delivery method

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	Interventions required/alternative modes
Inmate management	<ul style="list-style-type: none"> • Admission, detention, placement or release of inmate • Assessment, classification and profiling to determine needs based interventions that guides rehabilitation through the Correctional Sentence Plan • Qualifying offenders are considered by CSPB for placement on day parole, parole, medical parole and correctional supervision 	<ul style="list-style-type: none"> • Manual case management system • A&R system is outdated • Lack of integrated criminal justice information and management system (SAP62, SAP 69C & sentence remarks) – CMC, Parole Board & NCCS) • Inefficient case management processes • Inconsistencies in decision making by CSPBs 	<ul style="list-style-type: none"> • Review Case Management systems, processes and tools • Induction, training & re-training of new and old CSPB members on policy and procedure
Management of overcrowding of inmates	Implementation of the multi-pronged strategy	<ul style="list-style-type: none"> • Lack of integrated planning within the Cluster • Inadequate implementation of the multi- pronged strategy 	<ul style="list-style-type: none"> • Review of the current Multi -pronged Strategy. • Improved collaboration with JCPS Cluster partners

Contextual issues

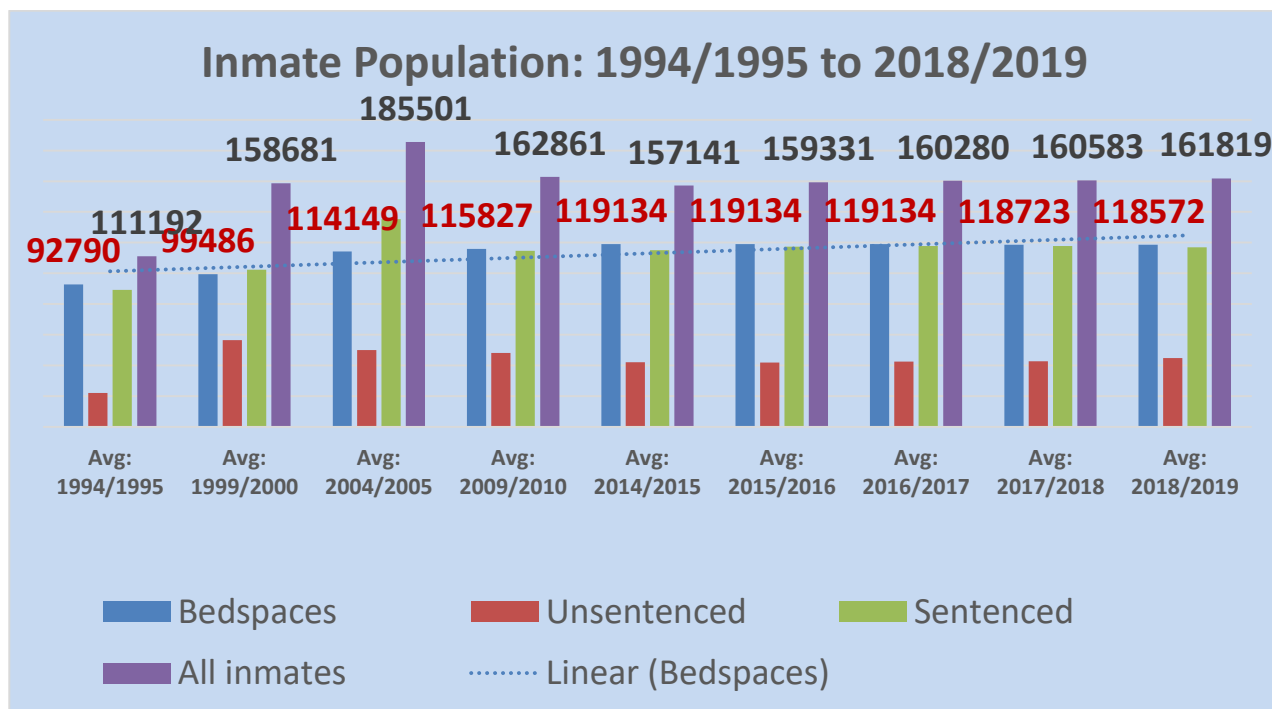
The Programme Incarceration directly contributes to **Chapter 12 of the NDP vision 2030, Priority 5 (Social Cohesion and Safe communities and Priority 7 (A better Africa and World)** of the Seven Priorities of MTSF derived from the Electoral Mandate, SONA and Minister's budget vote speech

- Social Cohesion and Safe Communities: - The safekeeping of inmates as a responsibility of DCS contributes towards the total safety of the country.
- A better Africa & World: - The RSA is signatory to various UN Conventions and Treaties whereby the DCS has an obligation and directly contributes and actively participate including in the AU and SADC structures.

Environmental analysis

Political	Although safety is a high priority, attention is more likely to be given to other CJS in the criminal justice sector as DCS is at the end of the value chain and also dealing with perpetrators as there is growing call for focus on victims to a large extent
Economic	Unemployment remains stubbornly high especially amongst the youth, which may lead to high crime levels which impact negatively on the offender population. Current economic pressures may impact negatively on service delivery. Prevalence of economic crimes (crimes of greed) and corruption may result in more arrests and incarceration
Social	Inequalities in societies result in poverty, unemployment, illiteracy, lack of support systems that can lead to violence and criminality leading to increased inmate population. Changing nature of criminal trends, increase in violent and serious crimes and types of offenders including minimum sentencing legislation will have an ongoing negative impact on inmate population and overcrowding (Crimes of need).
Technological	Availability of advanced technology leads to different type of crimes but also enables offenders to commit crimes from within Correctional Centres. Resource constraints in keeping up to date and abreast of the 4 th industrial revolution.
Environmental	Impact of global warming resulting in changing weather patterns. Energy and water crisis while having negative challenges has also led the Department to explore in investing in alternative energy source to reduce electricity costs.
Legal	Offenders are more aware of their legal rights which has an increasing impact on the department in terms of litigations.
Communication	Impact of social media on facilitating criminal activities and use of advance communication technology such as bluetooth enabled smart phones e.g. bullying. Public perception of DCS as well as public awareness and education on services rendered by the DCS.

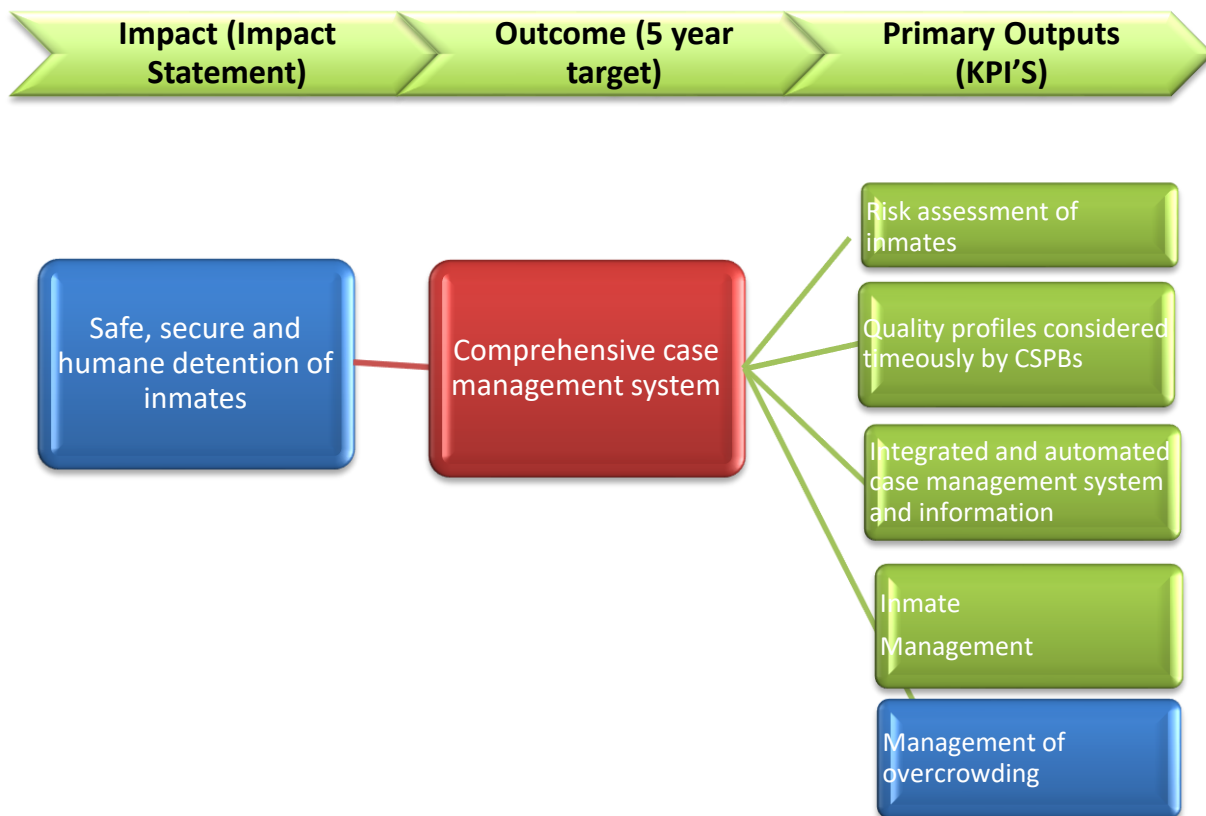
Inmate Population and Bedspace: 1994/1995 to 2018/2019



Historical performance

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
Development and implementation of the White Paper on Remand Detention	White Paper on Remand Detention not embedded in the Correctional Services Act	Review Correctional Services Act to incorporate aspects of the White Paper on Remand Detention
Development & implementation of CJS protocols for the Management of Remand Detainees	Determination of the effectiveness of the protocols	Review of protocols and conduct integrated M&E
CSPBs have exceeded the set target in considering cases that have served to them by the CMCs	Parole Board contracts not renewed within time	Review the current model of the parole system Expedite the appointment of all parole board members
Average number of sentenced offenders remain stable at below 120 000 Children in detention reduced by more than 30% (46.7%)	Significantly reduce the inmate population	Integrated approach in the management of overcrowding with Cluster Departments

5 Year Strategic Plan - Results Chain



Action Plan on outputs

Primary Outputs (KPI'S)	Secondary Output	Activities	Timeframes	Responsibility
Risk assessment of inmates	Number of inmates subjected to continuous Risk Assessment	Conduct assessment and keep a record of inmates subjected to risk assessment.	Daily	Area Commissioner
Quality profiles considered timeously by CSPBs	Number of profiles of offenders considered by CSPB on or before reaching their minimum detention period and further profile dates.	Implementation and compliance with source documents. Keep records of profile reports received and considered by the CSPB. Consistent participation and timeous submission of SAPS.	Monthly	Chairperson CSPB

Primary Outputs (KPI'S)	Secondary Output	Activities	Timeframes	Responsibility
Integrated and automated case management system and information	Availability of an effective automated system Availability of business information tool	Development Phased rollout Training of officials on case management system Capturing of data manually and electronically	October 2019 March 2023 March 2020 October 2019	CDC Incarceration and Corrections / Remand Detainees dependency CDC GITO,
Management of overcrowding	Reduced inmate population	Implement multi-pronged strategy Review of the multi-pronged strategy Participate in Social and Economic Clusters activities to comprehensively address overcrowding	January 2020 December 2019 As scheduled	CDC Incarceration and Corrections CDC Incarceration and Remand Detention CDC Incarceration and Remand Detention Regional Commissioners
Inmate Management	Effective inmate management within the correctional centres	Review CMC and CSPB processes Implement CMC and CSPB processes Provision of all relevant A&R reports to assists within offender and cluster management	31 December 2019 As required/requested	CDC Incarceration and Corrections / Remand Detention Area Commissioners CDC Incarceration and Corrections / Remand Detention/GITO
		Implement Integrated Inmate Management System (IIMS)	31 December 2019	CDC Incarceration and Corrections / Remand Detention
		Review and implementation of the decision making tool for CMCs and CSPBs	31 December 2019	CDC Incarceration and Corrections / Remand Detention

2020/21 Annual Performance Plan

Outputs, Indicators and Targets

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Comprehensive case management system								
1.1.1	Percentage of RDs in Remand Detention Facilities (RDFs) subjected to Continuous Risk Assessment (CRA)	43% (69/161)	11.29% (14/124)	9.6% (12/125)	60% (28 931/44 508)	65%	65%	65%
1.1.2	Percentage of overcrowding of sentenced and remand detainees in excess of approved bed space	35% (41146/ 119134)	39% (45406/118 723)	37% (44303/118 572)	39% (45 406/118 723)	41%	42%	42%
1.1.3	Percentage of offenders’ profiles submitted by the Case Management Committees (CMCs) that were considered by Correctional Supervision and Parole Boards (CSPBs)	91% (44 521/48 984)	95% (28 226/ 29 641)	93.45% (31 1911/34 147)	92% (28 208/30 660)	93%	93%	94%

Resource considerations

In view of the proposed budget cuts Branches to think how they will use this opportunity to influence change, how to optimise existing resources and extract optimal value.

- Inputs already been provided for a proposed new transitional structure for the Programme Incarceration and has been adopted into the interim structure.
- Inputs has been provided for legislation review on (49G)
- Policy review of the uniform package of the inmates
- An improved collaboration with other departments will be advantageous for the Programme Incarceration due to dependencies on other external stakeholders
- Special Remission:

A proposal in this regard has been put on route for consideration by Cabinet for granting of a special remission to sentenced offenders, including probationers and parolees and consideration of placement of remand detainees who have bail of R1000 and less under non-custodial alternatives (per capita incarceration cost approximately R400.00 p.d)

Critical success factors and dependencies

Critical success factors	Dependencies
Amendment of legislation and approval of new and reviewed policies and procedures	Cooperation of relevant internal and external stakeholders (SAPS, NPA, DoJ, Legal Aid South Africa, oversight authorities, DoH)
Reduced levels of overcrowding	Cluster partners in the CJS to effectively contribute towards the reduction in overcrowding levels.
Finalization and implementation of the DCS revised organizational structure	Implementation of service delivery model – Redefine business processes and service delivery tools
Availability of an effective automated system	Implementation of IIMS and Integrated Justice System

Strategic Risks

Outcome	Primary Outputs (KPIs)	Risk	Probability (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigation Strategy
Comprehensive case management system	Risk assessment of inmates	Lack of safety and security for inmates, officials and public	High	High	Implementation of the results of risk assessment
	Quality profiles considered timeously by CSPBs	Erroneous releases Wrong placements Inmates representations, litigations and riots	High	High	Implementation of IIMs (e.g. scheduling) Induction, training and retraining of CMC and CSPB members
	Integrated and automated case management system and information	Decision making affected negatively. Unreliable and delayed information	High	High	Implementation of IIMs
Effective and efficient case management	Inmate management	Incorrect inmate classification and re-classification Litigations Corrupt practices	High	High	Automated business processes
	Management of overcrowding	Negative impact on resources (e.g.HR, infrastructure, bulk services) Spread of infections Non-separation of vulnerable from hardened criminals	High	High	Integrated cluster management of overcrowding

10.2 COMMISSION 2: REHABILITATION

Summary of the strategic intent



Current service delivery method

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	Interventions /Action required/alternative modes
Provide offenders with needs-based rehabilitation programmes and services.	Utilisation of custodial officials to facilitate correctional programmes on an interim basis	Custodial officials providing multiple functions including the implementation of rehabilitation and development programmes	Reorganisation of functions with separate streams for custodial and rehabilitation. Align/match remuneration
	Formal Education Programmes offered by DCS educators and educators seconded by DBE.	Education is not compulsory in DCS as it should be up to the level of grade 9 /AET level 4	Reviewed policy to be approved Enforce compulsory education
	<ul style="list-style-type: none"> Skills Training programmes are offered by DCS officials and through partnership by service providers; 	<ul style="list-style-type: none"> Dependency on stakeholders to support DCS with training interventions(misaligned resource allocation) Limited number of DCS officials with the competency to train offenders to work in self-sufficiency enterprises e.g. Artisans (OSD) 	<ul style="list-style-type: none"> Reprioritisation of resource allocation Strengthen stakeholder partnerships with DHET and Sector Education and Training Authorities (SETA's), Sign Principal Agreement with SETA's; Identify and train DCS officials to render skills development programmes to offenders Enhance security at workplaces

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	Interventions /Action required/alternative modes
	<ul style="list-style-type: none"> TVET College programmes are offered by DCS officials (tuition and administration of self-study) 	<ul style="list-style-type: none"> TVET College programmes are not structured towards career pathing 	<ul style="list-style-type: none"> Sign Principal Agreement /Protocol with DHET to support Service Level Agreements with Public TVET Colleges
	Chaplain, spiritual and Moral development coordinators, spiritual Care workers, Volunteers render the services	Dependency on external services providers who are allocated sessions which rely on the allocated budget.	<p>Improved planning with internal and external stakeholders.</p> <p>Enhance security at spiritual care</p> <p>Utilisation of technology to ensure access to religious programmes.</p>
	Professionals employed by DCS – Individual and group work interventions	Imbalanced ratio of offenders to Professionals/ custodial member.	Review, adjust and implement the staffing ratios
	Regions and Management Areas coordinate their self-produced items	In effective procurement and distribution system	<p>Placing of orders to be formalised through logistics</p> <p>Improve / Coordinate the distribution route</p>

Contextual issues

- National Development Plan (NDP) (MTSF Outcome 1) - South Africans should have access to education and training of the highest quality, characterized by significantly improved learning outcomes.
 - ✓ Partnership with DBE to train DCS educators (Curriculum intervention plan)
- Sustainable Development Goals - To ensure that all youth and a substantial proportion of adults achieve numeracy and literacy by 2030.
- Provision of AET programmes State of Nation's Address –Improve the education system and develop the skills that we need now and into the future.
- Computer learning centres NDP – Foundation of social and economic development. At the most fundamental level, e-literacy needs to be improved through training in schools, at tertiary-education facilities and adult-education colleges, as well as through supplier training.
 - ✓ Labour market will require technology skills geared towards the 4th Industrial revolution.
- Bill of Rights Chapter 2(29)**
 - ✓ Everyone has a right to a basic education as well as a right to further education which the state through reasonable measures, must make progressively available and accessible
 - ✓ Increased the total number of Full time schools.

Medium Term Strategic Framework

Priority 1: Economic transformation and job creation

- Alignment of training programmes to offenders and address skills gaps.
- Increase provisioning of entrepreneurial programmes to skilled offenders to support and contribute to the BBBEE targets upon release
- Eliminate limitations and access to training opportunities for female offenders

Priority 2: Education, Skills and Health

- Increase access to target groups of youth (35 years), female offenders and people with disabilities.
- Establish partnerships with Public TVET and Community Colleges to train youth and female offenders as artisans

Priority 5: Social Cohesion and Safe Communities

- Strengthen partnership with faith-based organisations and mobilise communities for increased involvement in social reintegration activities to curb recidivism.
- Working in collaboration with Internal and External Stakeholders and mobilise communities to take societal responsibility to ensure successful reintegration of offenders back into society.

Priority 6: A Capable, Ethical and Developmental State

- Strengthen intergovernmental partnerships to address training needs of artisans.

Priority 7: A better Africa and World

- Contribute in creating ethical leadership collaborative training programmes aimed at provision of technical and advanced knowledge on Spiritual Care policies and their implementation.
- Priorities of the Minister
- Rehabilitation, Skills Development & Partnerships
- Inform communities – show case our programmes & services on different platforms
- A Correctional Programme which focuses specifically on the needs of female offenders has been developed and implemented. The objective is to create awareness and empower female offenders on areas such as general life skills, relationships, addictive behavior and career building
- Compulsory education
- Youth employment
- Involvement of local communities
- Enhance local economic development

- Providing educational opportunities to the vulnerable groups (women, children, people with disabilities, LGBTIQ)

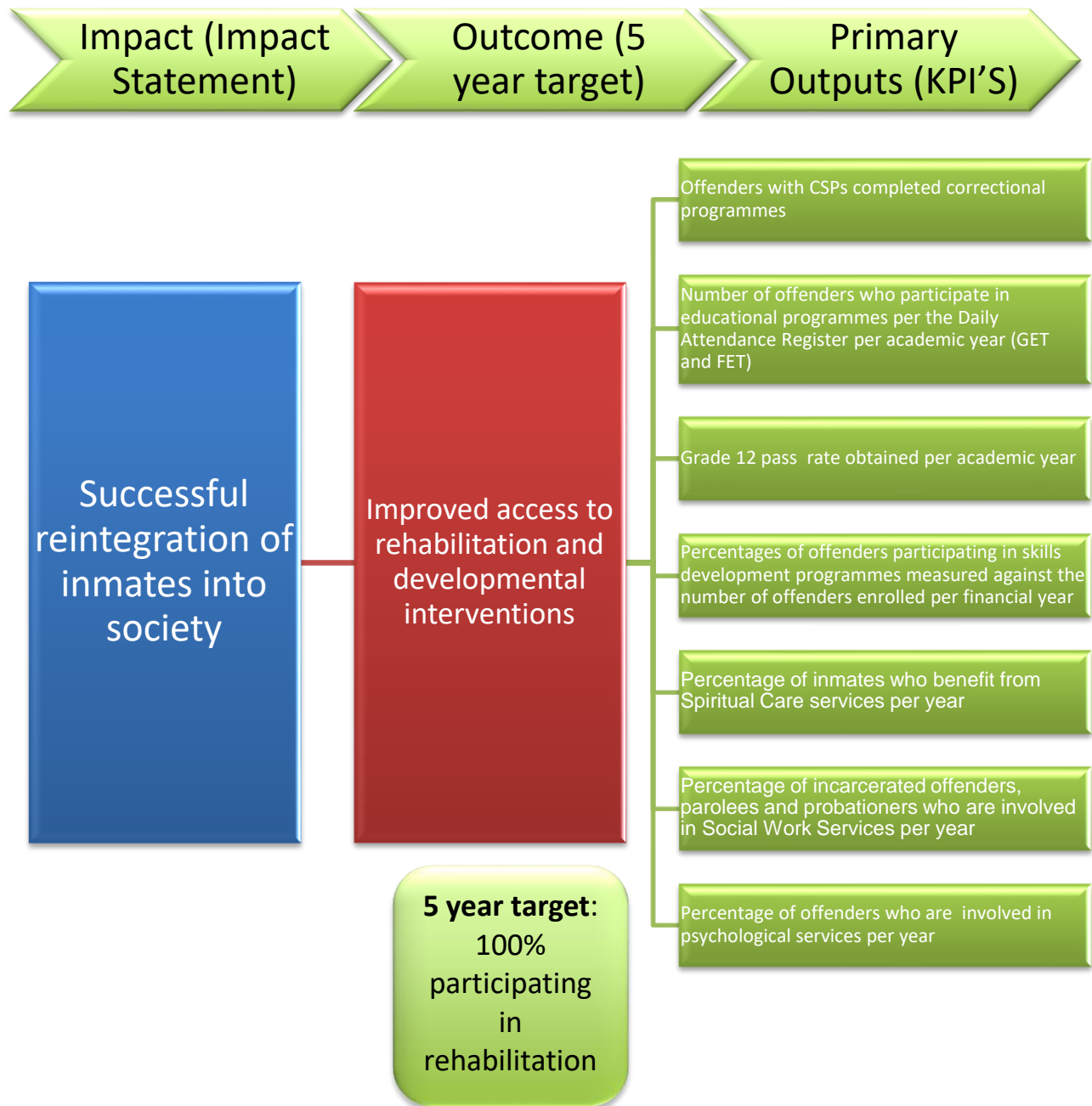
Environmental analysis

- Higher Education Institutions have gone paperless forcing the DCS to follow suit – the need for DCS to provide internet connectivity (litigations)
- Lack of integration among Government Departments, Business Against Crime Organisations, Civil Society Organizations, faith based organisations and Non-Profit Organisations.
- High crime rate in SA resulting in increased incarceration thus increasing the need for rehabilitation programmes and interventions.

Historical performance

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
80% of offenders with correctional sentence plans	The ideal for the Department is to achieve 100% (all offenders with CSPs to complete Correctional Programmes) which is not the case currently.	Establishment of a permanent structure for CIOs. Training of custodial officials on rehabilitation programmes
Short term Partnership Agreements with DHET and SETA's assisted DCS to increase the skills training programmes available to offenders with Safety and Security Sector Education and Training Authority (SASSETA) and the National Skills Fund (NSF)	The partnership agreements should at least be signed for a 5 year period and be reviewed thereafter.	Stakeholder relationships must improve with the principal stakeholders, e.g. DHET and various SETA's.
Increase in the number of participants in the FET band.	Decrease in AET levels	Compulsory education of all learners under the age of 25.
Increase in the number of Full Time schools in the country to 16 schools	Failed to establish a full time school for female offenders	Establish a female offenders' school in each region
Increased access to spiritual care programmes and services through the support of spiritual care workers, volunteers and service providers	Inability to provide a formal establishment of Spiritual and moral development coordinators in all correctional centres	Permanent spiritual and moral development coordinator/chaplain required in every correctional centre
Newly incarcerated offenders and parolees are involved in Social Work Services. Continuous marketing of Social Work services and programmes. Assessment of newly admitted offenders as well as probationers and parolees.		

5 Year Strategic Plan - Results Chain



Secondary Outputs

Activity	Time Frame	Responsibility
<p>INTEGRATED DEVELOPMENT OF OFFENDERS</p> <p>Formalise partnerships with relevant departments and stakeholders to deliver on key priority areas.</p> <p>Audit, renew/amend and sign the MOA's and SLA's in National, Provincial & District level.</p> <p>(DBE, DOJ, Social Development, DHET, DSRAC, Small Business Enterprises, Agriculture, SETA's, Tertiary Institutions etc.).</p>	December 2019	<p>CDC: INCOR</p> <p>Directorate: Formal Education</p> <p>DBE,</p> <p>Directorate: Skills Development</p> <p>Directorate: Production Workshop & Agriculture</p> <p>Directorate: Correctional Programme</p> <p>Directorate: SRAC</p> <p>Directorate: Legal Services</p> <p>Regional Heads : Development & Care Area Coordinators</p>
<p>Conduct education / skills baseline audit on offenders with sentence plans and of offenders (including lifers)</p> <p>Implement RPL and Lifelong learning</p>	March 2020	<p>CDC: INCOR</p> <p>CDC: GITO</p>
Conduct the baseline audit on education/skills of educators	December 2019	CDC: Human Resources
Ensure accreditation of skills training facilities (workshops, farms and kitchens : artisans & technicians)	Annually	<p>Directorate : Skills Development</p> <p>Directorate: PWA</p> <p>Directorate: HR&U</p> <p>Directorate : Facilities</p> <p>DHE and SETA's</p>
Implement the recruitment and retention strategy for professionals		HRA&U
Ensure DCS basic training /orientation to professionals	Bi-annually	Human Resources Development
Increase participation of offenders in production workshop and agricultural programmes to improve self sufficiency	Annually	Directorate PWA & CMC
Conduct feasibility studies on the Increase output of textile workshops cut, make and trim (CMT) of members uniform	March 2021	Directorate Human Resources & PWA
Increase involvement of parolees in on going skills development programmes	March 2020	Directorate Skills Development and Social Reintegration
Establish a trading entity		Workstream 5
<p>Market DCS and inform communities about our programmes & services on different platforms during public service calendar days including corrections week</p> <p>Audit community outreach /assistance programmes</p> <p>Promote societal responsibility</p> <p>Promote culture of reading</p>	Quarterly	<p>CDC: INCOR</p> <p>CDC: Social Reintegration</p> <p>DC: Communications</p>
Develop and implement a comprehensive rehabilitation strategy (Incentivise youth to go to school Take the school to the workshop)	March 2020	CDC: INCOR

2020/21 Annual Performance Plan

Outputs, Indicators and Targets

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Improved access to rehabilitation and developmental interventions								
1.1.1	Percentage of sentenced offenders subjected to correctional programmes per year	77.2% (80 960 / 104 740)	82.1% (86 518 / 105 349)	89.6% (93 419 / 104 228)	80% (86 916 / 108 639)	80% (87 744 / 109 676)	80% (88 596 / 110 745)	80% (89 460 / 111 822)
1.1.2	Percentage of offenders participating in skills training programmes measured against the number of offenders enrolled per financial year	97% 10099/10411	98% 11163/11343	99.17% 14171/14290	80% 6262/7829	80% 6575/8220	80% 6903/8630	80% 7248/9062
1.1.3	Percentage of offenders participating in TVET College Programmes measured against the number of offenders enrolled per financial year	95% 3331/3488	97% 3414/3533	97.84% 3174/3244	80% 4792/5990	80% 4801/6002	80% 4801/6002	80% 4801/6002
1.1.4	Number of offenders who participate in educational programmes per the Daily Attendance Register per academic year (GET and FET)	GET 9733	10014	10386	10527	10948	11167	11614
		FET 1008	982	839	718	747	977	1016

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Improved access to rehabilitation and developmental interventions								
1.1.5	Grade 12 pass rate obtained per academic year	72.1% (101/140)	77% (142/185)	77 % (143/185)	73% (112/153)	76% (121/159)	79% (130/165)	81% 139/172
1.1.6	Percentage of inmates who benefit from Spiritual Care per year.	82.18%	87.41%	97.76%	62%	64%	66%	68%
1.1.7	Percentage involvement of offenders, probationers and parolees in Social Work Services per year.	59%	58%	60%	52%	53%	54%	55%
1.1.6	Percentage of inmates who benefit from Spiritual Care per year.	82.18%	87.41%	97.76%	62%	64%	66%	68%

Resource considerations

Available resources:

- Funding, Trained DCS officials, Partnerships
- Facilities for rehabilitation (schools, skills training centres, workshops, farms, church facilities etc.)

In view of the proposed budget cuts Branches need to think of how they will use this opportunity to influence change, how to optimise existing resources and extract optimal value.

- Policy and legislative review (such as minimum sentencing)
- Better integration with Cluster partners
- Improve programme provisioning through centralisation of resources where there are inadequate professionals
- Create Centres of Specialisation to optimise available resources
- Improve partnerships
- Reduce inmate population (alternative sentencing – community service for petty crimes and maximising the utilisation of the infrastructure that is already in place – faith community in the whole country and the traditional structures in rural areas).
- Increased use of volunteers
- Improve programme provisioning through centralisation of resources where there are inadequate professionals
- Create Centres of Specialisation to optimise available resources
- Improve partnerships
- Reduce inmate population (alternative sentencing – community service for petty crimes and maximising the utilisation of the infrastructure that is already in place – faith community in the whole country and the traditional structures in rural areas).
- Increased use of volunteers

Critical success factors and dependencies

- Permanent structure for Correctional Intervention Officials (CIOs) to implement correctional programmes.
- Continuous orientation of CIOs and monitoring of the implementation of correctional programmes will contribute to the success.
- Automated IJS as well as interdepartmental partnerships will provide inmate information that will contribute to adequate assessment, profiling and provision of appropriate interventions and services to offenders.

Dependencies

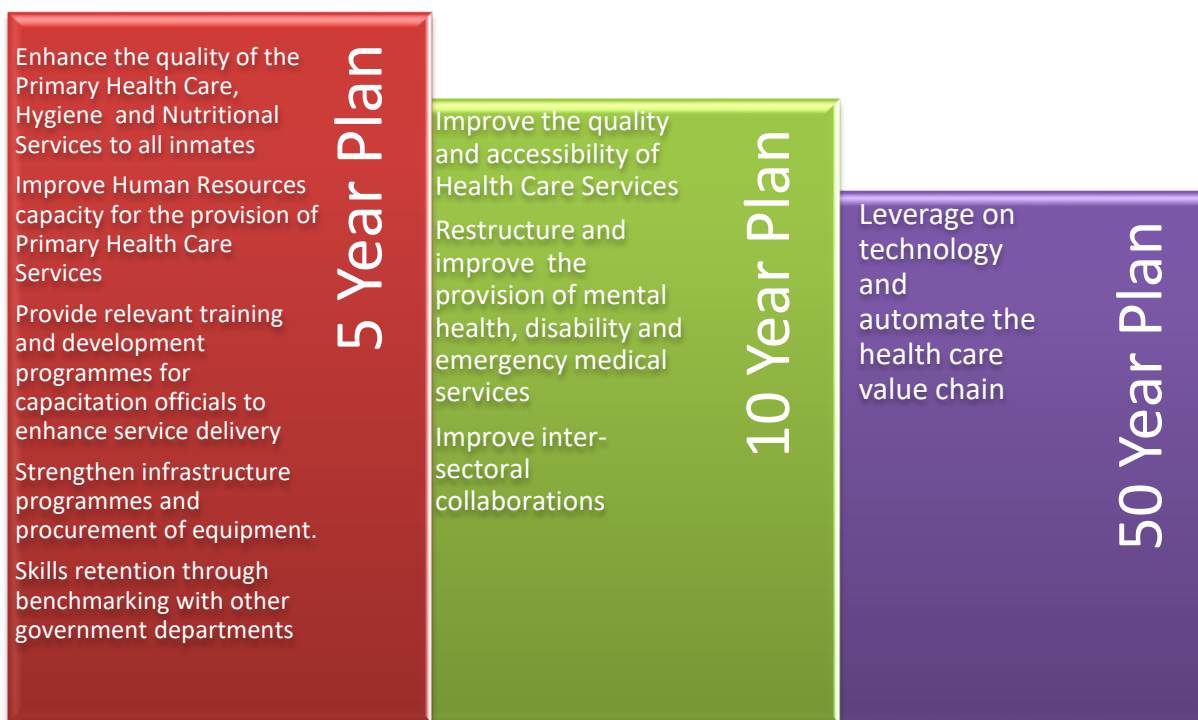
- Alignment with DBE for curriculum matters, oversight of external examinations, development of DCS educators.
- Skills set of the educators.
- Responsive infrastructure for all rehabilitation programmes and services
- Permanent structure for Correctional Intervention Officials (CIOs) to implement correctional programmes.
- Continuous orientation of CIOs and monitoring of the implementation of correctional programmes will contribute to the success.
- Automated IJS as well as interdepartmental partnerships will provide inmate information that will contribute to adequate assessment, profiling and provision of appropriate interventions and services to offenders.
- Dependencies
- Alignment with DBE for curriculum matters, oversight of external examinations, development of DCS educators.
- Skills set of the educators.
- Responsive infrastructure for all rehabilitation programmes and services

Strategic Risks

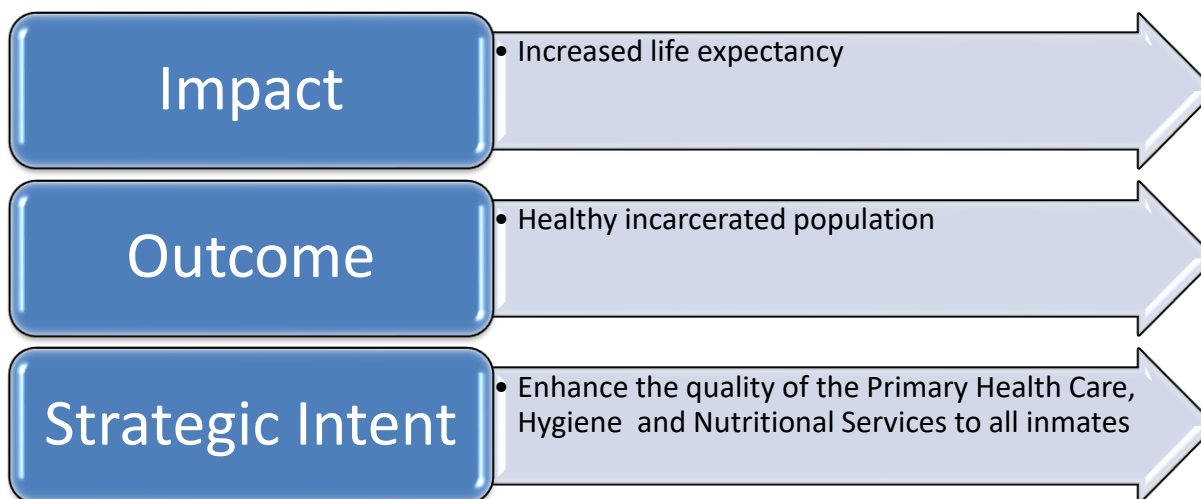
Outcome	Risk	Probability (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigation Strategy
Improved access to rehabilitation and developmental interventions	Inadequate access to rehabilitation and developmental interventions to prepare inmates for successful reintegration into society	Medium	High	Provision of custodial staff as interim CIO's to implement Correctional Programmes Improve stakeholder relationships MOA's with external stakeholders e.g. DBE & DHET Offering of Curriculum from DBE & DHET Increased use of own resources to develop offenders

10.3 COMMISSION 3: CARE

Summary of the strategic intent



50 Year strategic intent



Current delivery method

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High Level Interventions/ Alternate modes of delivery
Provision of Primary Health Care (inclusive of HIV/AIDS) in terms of Section 12 of the Correctional Services Act, 111 of 1998	Through the provision of a comprehensive package of health services by relevant health care professionals i.e. Medical Practitioners and Professional Nurses Referral to secondary health care facilities	Lack of different categories of health care professionals, i.e. Enrolled Nursing Assistants, Enrolled Nurses), budget, medical equipment, an integrated health information system and working space Non-alignment of salary allowances	Alignment of organisational structure and funding to health mandates
Pharmaceutical Services	Services are delivered by ensuring continuous access to and availability of pharmaceutical products for all inmates and the rational use thereof	Lack of adequate resources e.g. human (Pharmacists and Pharmacist Assistants), budget, non-availability of an electronic pharmacy system and limited number of pharmacies	Alignment of organisational structures and systems to health mandates Strengthened partnership with stakeholders (NDOH)
Nutritional Services	Nutritional Services are provided by DCS custodial officials (according to dietary requirements) except for Waterval Management Area where services are outsourced to Xantium Trading until expiry of contract in 31 January 2020 (HO3/2016)	Lack of different cadres of nutritional services Available food service officials are not trained in food service management No post establishment for food services unit	Alignment of organisational structures and systems to health mandates Strengthened partnership with stakeholders (NDOH)
Personal and Environmental Hygiene Services	By providing bedding, clothing and toiletries to inmates By ensuring that inmates are detained in a hygienically maintained environment	Lack of structure (no qualified Environmental Health Practitioners) resulting in the carrying out of functions by Correctional Officials on an adhoc basis	Alignment of organisational structure and funding to health mandates Monitoring and Evaluation of compliance to legislative mandates

Contextual issues

Sustainable Development Goals:

- **Goal No. 2 - End hunger, achieve food security and improved nutrition. Ensure access by all people to safe and sufficient food:**
 - Self-sufficiency in relation to agricultural produce

- **Goal No. 3 - Good health and wellbeing – ensure healthy lives and promote wellbeing for all at all ages:**
 - Provision of primary health care and other health programmes
- **Goal No. 6 Ensure availability and sustainable management of water and sanitation for all**
 - Provision of personal and environmental hygiene services

National Development Plan: Chapter 10 Health Care for all

- **Outcome 2: A long and healthy life for all South Africans**
 - Goal No. 1: Increase life expectancy of inmates

Priority 2: Education, Skills and Health

Medium Term Strategic Framework (MTSF):

- Improved quality of health care (Promotion, Prevention, Curative and Care)

National Strategic Plan for HIV/AIDS, TB and STIs:

- Accelerate prevention to reduce new HIV, TB and Sexually Transmitted Infections (STIs)
- Reduce morbidity and mortality by providing treatment, care and adherence support

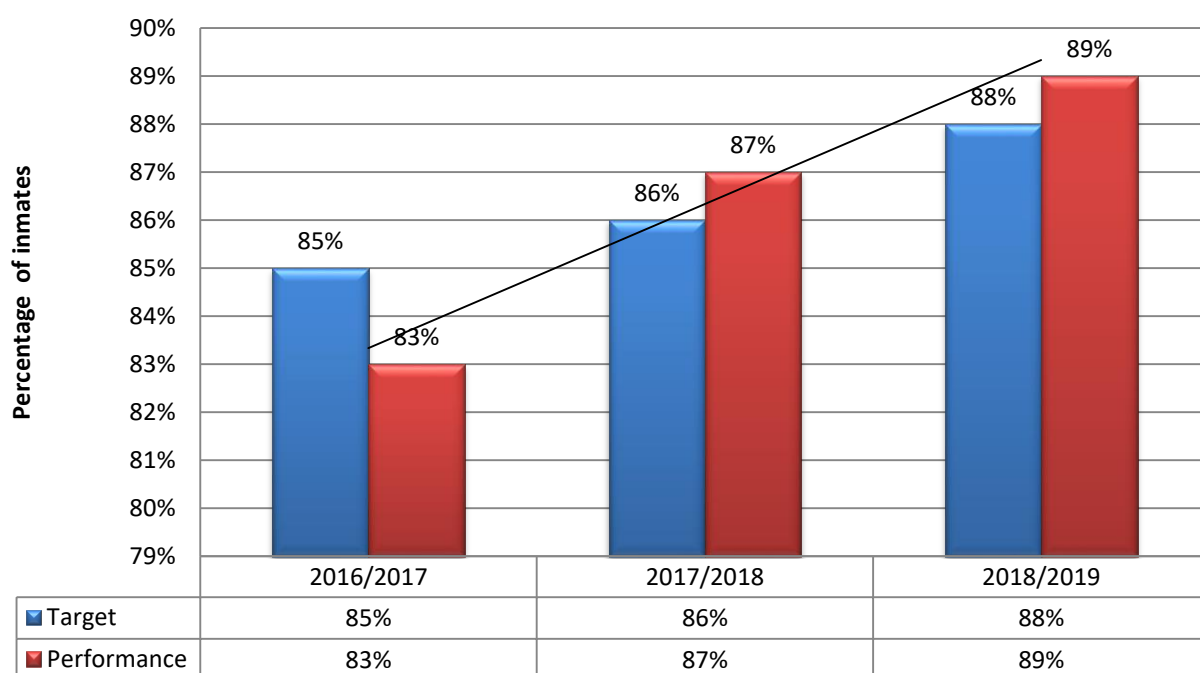
Environmental analysis

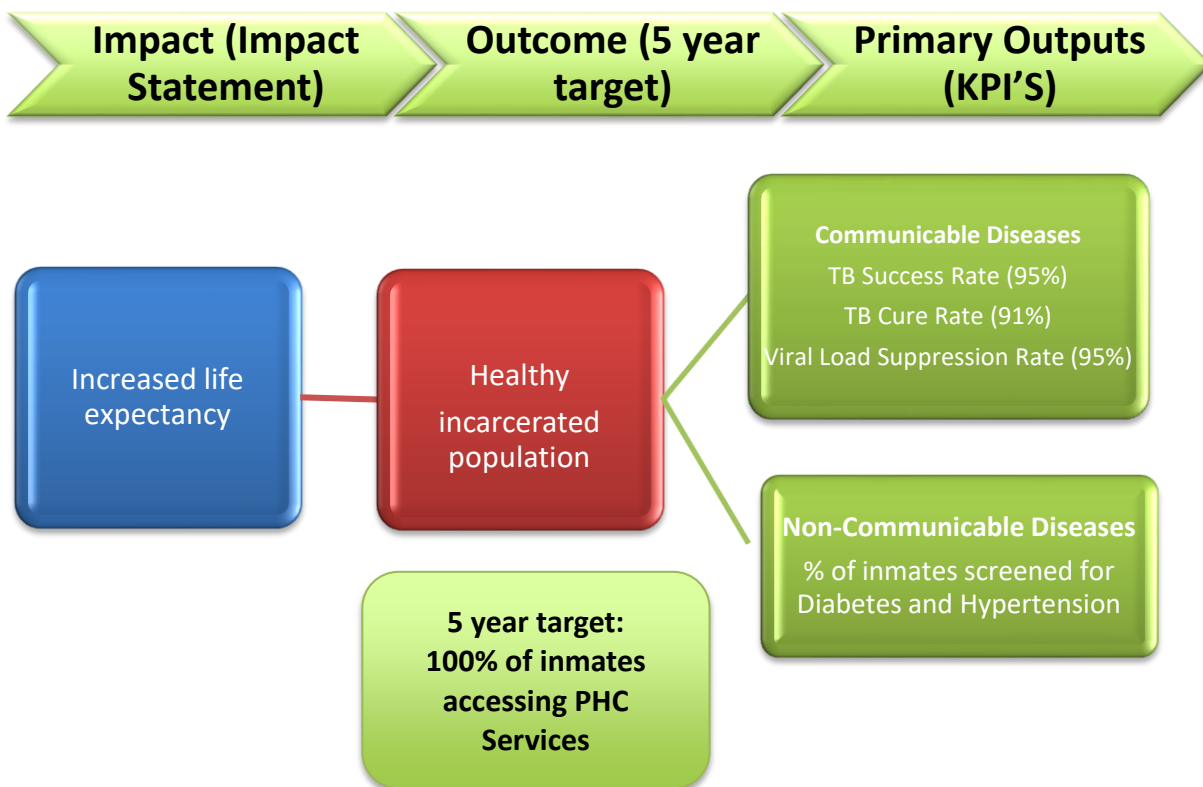
Scanning	<u>Factors which have an impact on the organisation</u> <ul style="list-style-type: none"> • Socio-economic factors resulting in increased crime thereby increasing the number of inmates (indirectly impacting on health care delivery) and increased cost of commodities • Cross border issues where illegal immigrants are incarcerated and puts pressure on health care delivery • Non-alignment to municipal demarcation • Resource limitations • Legislative impediments • Technological challenges
Monitoring	<u>Follow ups, Trend analysis,</u> <ul style="list-style-type: none"> • Monitoring and evaluation of services
Forecasting	<u>Anticipation of future opportunities</u> <ul style="list-style-type: none"> • Collaboration with external stakeholders • Referral to external public and private health facilities • Skilling of officials
Assessment	<u>Implications and Impact</u> <ul style="list-style-type: none"> • Improved Health Care Services • Improved collaborations with stakeholders • Compliance with Health Standards

Historical performance

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
Increased the number of inmates on antiretroviral treatment (ART) from 97% (17526/18063) in 2014/2015 to 99% (27 335/27 751) in 2018/19	Alignment of the health care structure <ul style="list-style-type: none"> Dependency on Human Resources and/or National Treasury 	Fast-tracking of alignment of health care structure
The TB Cure Rate of offenders was increased from 83% (1034/1250) in 2016/2017 to 89% (568/641) in 2018/2019	Roll out of Health and Pharmacy Information Systems <ul style="list-style-type: none"> Dependency on GITO 	Improved collaboration by relevant stakeholders/role players
Reduced the number of inmates on therapeutic diets from 10% (15694/161054) in 2016/2017 to 7% (10836/162875) in 2018/2019	None	On-going reviews of therapeutic diets

TB (new pulmonary) cure rate for inmates from 2016/2017 - 2018/2019





Secondary Outputs (AOP)

No.	Activity	Time frame	Responsibility
1.	Screening of inmates for TB on admission, bi-annual and on release	31 March 2021	DC: Health Care Services
2	Monitoring of new Smear Positive Pulmonary TB death rate of offenders	31 March 2021	DC: Health Care Services
3	Monitoring of TB treatment success rate of offenders	31 March 2021	DC: Health Care Services
4	Monitoring food service units issued with a Certificate of Acceptability in terms of Regulation R638	31 March 2021	DC: Health Care Services
5	Heighten testing of inmates for HIV positive to know their status	31 March 2021	DC: Health Care Services
6	Monitor reported incidents of sexual assaults and rape who received Post Exposure Prophylaxis (PEP)	31 March 2021	DC: Health Care Services
7	Monitor male inmates (40 years and older) screened for enlarged prostate gland	31 March 2021	DC: Health Care Services
8	Monitor female inmates (21 years and older) screened for cervical cancer	31 March 2021	DC: Health Care Services
9	Monitor inmates diagnosed with mental illness and placed under treatment	31 March 2021	DC: Health Care Services
10	Monitor number of management areas with contracts /service level agreements for healthcare waste management	31 March 2021	DC: Health Care Services
11	Alignment of organisational structure and funding to health mandates	31 March 2021	CDC: HR and CFO
12	Review of training curriculum at Training Colleges to extend to infection control and mental health care	31 March 2021	CDC: HR

2020/21 Annual Performance Plan

Outputs, Indicators and Targets

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Healthy Incarcerated Population								
1.1.1	Percentage of inmates on Antiretroviral Therapy (ART)	98% (24506/25042)	97% (26442/27389)	99% (27 335/27 751)	90% (29551/32834)	91% (28194/30982)	92% (28779/31282)	93% (29371/31582)
1.1.2	TB Cure Rate (Offenders)	83% (1034/1250)	87% (636/728)	89% (568/641)	89% (1380/1551)	90% (589/654)	91% (600/660)	91% (606/666)
1.1.3	Percentage of therapeutic Diets prescribed for inmates	10% (15694/161054)	8% (13489/164129)	7% (10836/162875)	12% (19974/166449)	12% (20165/168043)	12% (20362/169681)	12% (20565/171377)
1.1.4	Percentage of inmates on screened for Diabetes	No baseline	No baseline	No baseline	No baseline	90%	90%	90%
1.1.5	Percentage of inmates on screened for Hypertension	No baseline	No baseline	No baseline	No baseline	90%	90%	90%
1.16	Viral load suppression rate	No baseline	No baseline	No baseline	No baseline	90%	90%	90%

Resource considerations

In view of the proposed budget cuts, the Chief Directorate HCS will use the following strategies to optimise existing resources and extract optimal value:

- Invest in training and development of health care staff
- Strengthen and maintain the existing partnerships with external partners e.g. Department of Health at different levels
- Current status of Chief Directorate Health Care Services requires re-organisation / restructuring (communicable and non-communicable and other health programmes) to ensure efficiency with minimal financial implications

Critical success factors and dependencies

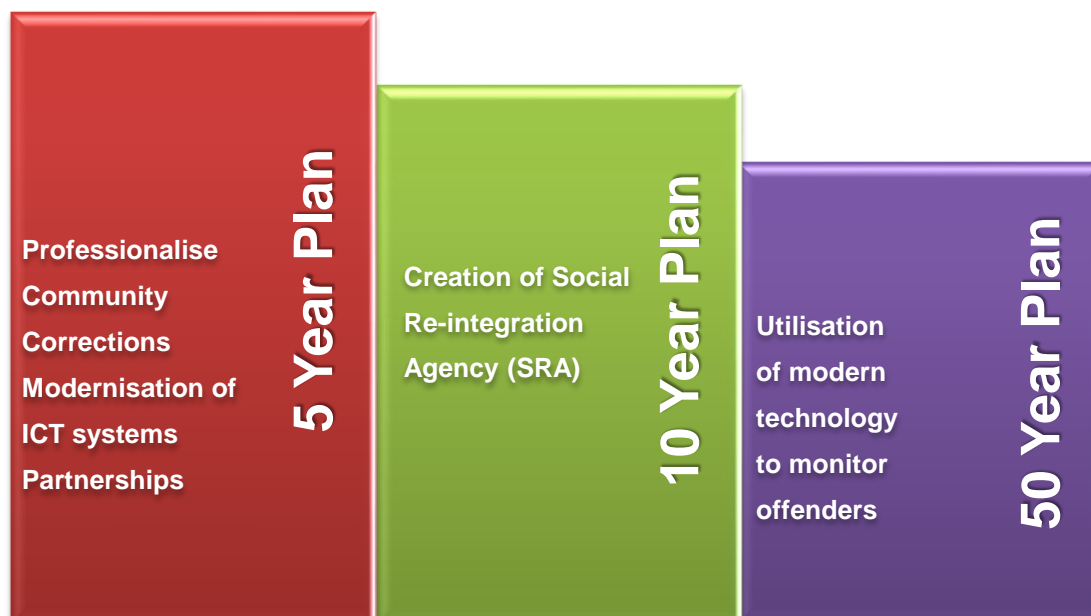
- Alignment of human resources to the health staffing norms
- Improved collaboration with all stakeholders (Department of Health, Civil Society Organizations (CSOs), NGOs, academic institutions etc.) through MoUs/SLAs.
- Availability of suitable health human resources e.g. Medical Practitioners, Dieticians, Environmental Health Practitioners and other relevant health care cadres
- Availability of infrastructure e.g. limited space for clinics and shortage of pharmacies
- Availability of health and pharmacy system (electronic)

Strategic Risks

Outcome	Risk	Probability (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigation Strategy
Long and healthy life for inmates	Inadequate provision of health services	High	High	Implement a system of monitoring, evaluation and learning Analysis of monthly reports and provision of improvement plans Stakeholder engagement e.g. Department of Health districts and sub-districts Whole of Society Approach (WoSA), evidence based collaborative model encouraging working with inmates – Person centred quality of care Implement infection prevention and control
Long and healthy life for inmates	Inadequate provisioning of nutrition services to inmates	High	High	Appointment of qualified food service personnel Provision of basic food service management training course, based on DCS organizational requirements, for officials who work in food service units Review of rational scales and meal plans, therapeutic diet manual and protein pattern issue

10.4 COMMISSION 4: SOCIAL REINTEGRATION

Summary of the strategic intent



Current delivery method

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High level interventions / alternative mode of delivery
Correctional and Parole Supervision Services	Physical monitoring Categorization according to risk categories (High, Medium, Low risk)	Accessibility of certain rural areas Location of community corrections offices Inadequate vehicles	Decentralisation of offices (mobile offices, wireless) Enhance Partnerships (e.g. NHTL)
Reintegration Services: <ul style="list-style-type: none"> Community Liaison Community Service Reintegration Programmes 	Partnerships Halfway Houses Renovation of schools Employability of ex-offenders Ambassadors programme Restorative Justice	Stigmatization Buy-in by Judiciary in alternative sentencing Unemployment levels	Promotion of non-custodial sentencing Expungement of criminal records Victim support

Contextual issues

Ministry Priorities

Priorities of the Minister and Deputy Minister

- Offenders, parolees and probationers are successfully reintegrated (2nd chance) back into their society as law-abiding citizens through provision of social reintegration programmes
- Partnerships (NHTL)
- Imbizos
- Social Reintegration week
- Community projects

- Support Systems (safety-net)

Priority 5: Social Cohesion and Safe Communities

Contextual issues that have an impact on how services will be delivered in the future:



Environmental analysis

External factors (external environmental scanning) enhancing or constraining Department's operations and delivery:

Constraining:

- Unemployment (Employability of ex-offenders)
- Rejection of offenders by families and communities (Stigmatisation)
- Dysfunctional family structures
- Lack of support systems
- Poverty
- Peer pressure
- Crime
- Re-offending

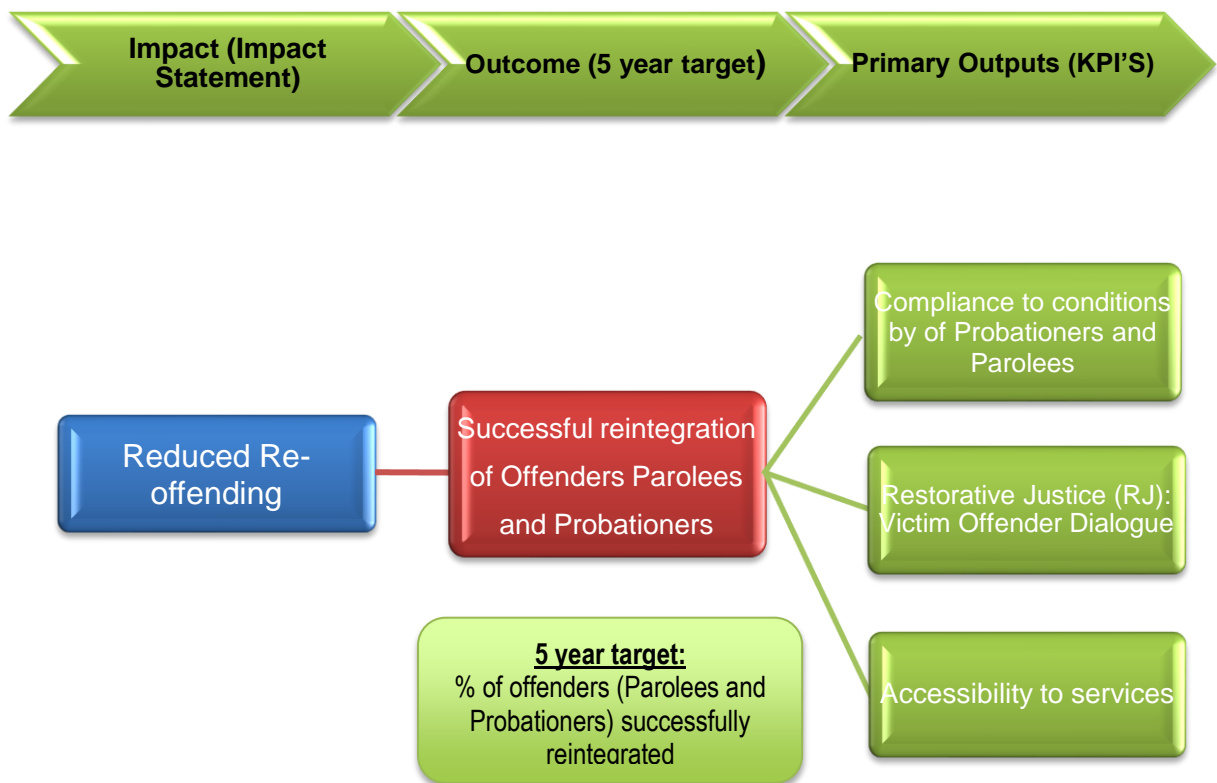
Enhancing / Enablers:

- Job opportunities (Business sector)
- Restorative Justice
- Ambassadors programmes
- Sustainable Partnerships
- Acceptance by communities (Public education / awareness of parole decisions)
- Judiciary (Expansion of non-custodial sentencing options for petty offenders)
- Expungement of criminal records
- Accredited skills development

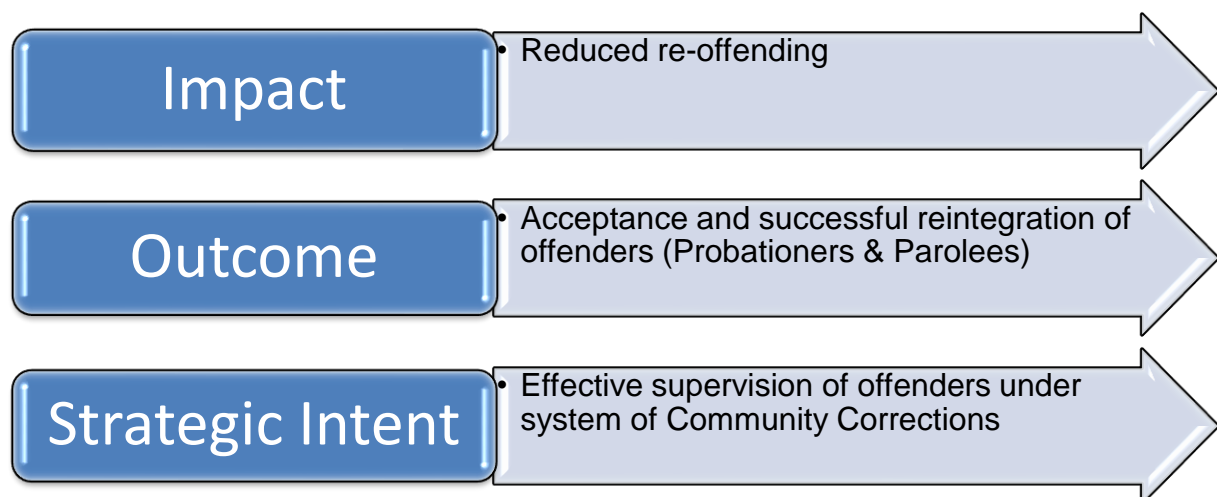
Historical performance

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
Compliance rate for parolees without violations increased from 94.10% during 2013/14 to 99% by the end of 2018/19	Target achieved	To maintain performance with an increasing caseload, resourcing and capacitating Community of Corrections will be needed (human, technology, capital)
Compliance rate for probationers without violations increased from 92.8% during 2013/14 to 99% by the end of 2018/19	Target achieved	To maintain performance with an increasing caseload, resourcing and capacitating Community of Corrections will be needed (human, technology, capital)
17 halfway houses were established since inception and 528 parolees and probationers were reintegrated .Since inception all targets were achieved	In 2018/2019 the target on reintegration of parolees and probationers through halfway house was not achieved Limited halfway Houses Challenges with procurement processes Resistance of communities to accept parolees residing in the Halfway Houses	Revise business model for Halfway houses
Establishment of service points increased from 6 to 958 through partnerships with external stake holders to enhance their accessibility of services	Target achieved	Increasing partnerships
Participation of victims/offended has improved drastically since 2015	Participation of offenders remain very low compare to projected annual figure due to lack of knowledge and understanding of the process Offenders are reluctant to participate in the program due to fear of meeting up with their victims	Improve public education on the mandate of correctional services

5 Year Strategic Plan - Results Chain



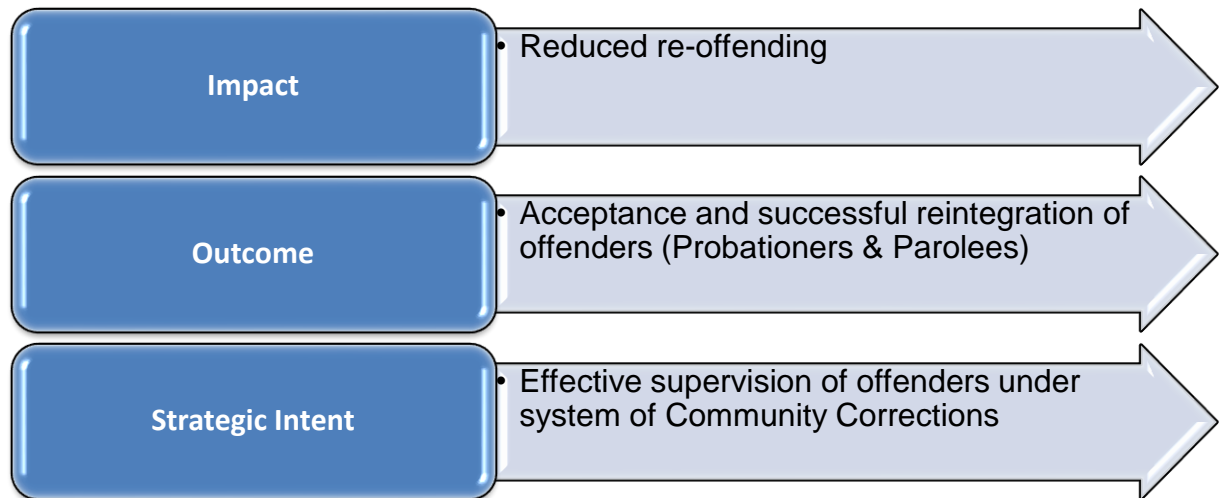
5 Year strategic Intent



5 Year Strategic Plan

No	Activity	Time Frame	Responsibility
1	Employability of Probationers and Parolees <ol style="list-style-type: none"> 1) Audit and identify skills levels 2) Provide accredited skills to enable Probationers and Parolees to contribute to economic development 3) Formalise collaboration with business sector / Seta's 4) Formalisation of co-operatives 5) Provision of "starter-pack tools" 	By 31 March 2021	CDC: Community Corrections Dependencies: (Skills Development / Seta's / Business sector / relevant State entities)
2	Reposition of SRA under the umbrella of DCS with its own identity and branding <ol style="list-style-type: none"> 1) Development of Business case 2) Review Legislation and Policies 	31 March '23 31 March '25	CDC: Community Corrections
3	Probationers and Parolees involved in Community Projects <ol style="list-style-type: none"> 1) Identify needs within communities 2) Formalising partnerships with Local Municipalities / Traditional Leaders 3) Involvement in Community and EPW projects 	31 March 2021	CDC: Community Corrections Dependencies: District / Local Government
4	Professionalise Community Corrections <ol style="list-style-type: none"> 1) Conduct needs analysis (Indaba) 2) Register work study and job analysis 3) Trained officials 4) Identification of vacancies 5) Development of specialised training curricula for Community Corrections at colleges 	31 March 2021	CDC: Community Corrections
5	Modernisation of ICT systems <ol style="list-style-type: none"> 1) Automated monitoring and supervision system (IIMS) 2) Integrated system across IJS (IIMS) 3) Accessibility of Social Reintegration services (App) 4) Access to system at all Community Corrections Offices (wire-less) 	31 March 2020	CDC: Community Corrections Dependency: CDC GITO
6	Manufacturing of Mobile offices <ol style="list-style-type: none"> 1) Roving offices (similar to mobile clinics) – equipped with IT technology 2) Reprioritisation of budget for fleet (vehicles) – 1 vehicle per region 3) Utilisation of available resources (e.g. VOC vehicle as 'pilot') 4) Manufacturing of "trailer" 	31 March 2021	CDC: Community Corrections

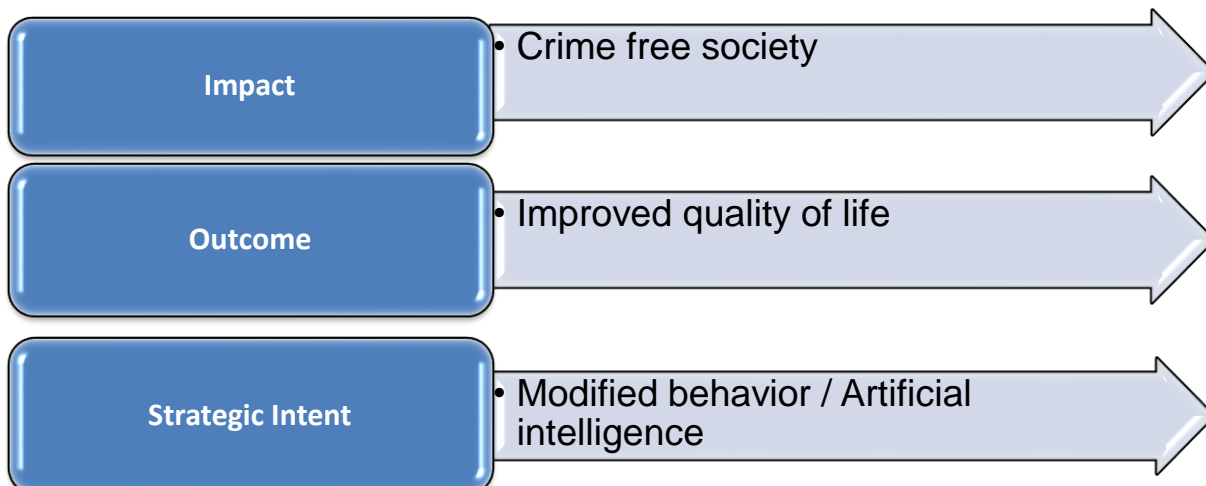
10 Year strategic Intent



50 Year Strategic Plan

No	Activity	Time Frame	Responsibility
1	Foster Strategic partnerships for the successful reintegration <ol style="list-style-type: none"> 1) Continues implementation of the Stakeholder Management Strategy 2) Mobilization, collaboration of forums 3) Maintain relationships with stakeholders (NHTL, MOU) 4) Participate in intergovernmental structures 	31 March 2029	CDC: Community Corrections
2	Creation of Social Reintegration agency (SRA) <ol style="list-style-type: none"> 1) Implement legislation and policies 2) Implementation of the new structure 3) Implementation of curriculum on Community Corrections 4) Training of staff on new model 	31 March 2029	CDC: Community Corrections

50 Year strategic intent



50 Year Strategic Plan

No	Activity	Time Frame	Responsibility
1	Innovation and technology	31 March 2068	CDC: Community Corrections
2	Globalised approach to community corrections	31 March 2068	CDC: Community Corrections

2020/21 Annual Performance Plan

Outputs, Indicators and Targets

Output Indicators and Targets								
No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Successful reintegration of Offenders Parolees and Probationers								
1.1.1	Percentage of parolees without violations per year	98.80% (5 1161/ 51 785)	99% (53 615/ 54 225)	99% (55 047 / 55491)	97% (55 072 / 56775)	97% (56 372 / 58115)	97% (57 701 / 59486)	97% (59063 / 60890)
1.1.2	Percentage of probationers without violations per year	98.99% (16 016/ 16 178)	99% (15 914/ 16 131)	99% (15 046 / 15 204)	97% (16 674 / 17 190)	97% (16 978 / 17 503)	97% (17 287 / 17 822)	97% (17698 / 18246)
1.1.3	Number of victims/ offended, offender, parolees and probationers who participated in restorative justice process (VOM and VOD).	'Total= 10166 Victims/ 6786 Offenders/parolees and Probationers TOTAL: 9886/6593	13 679	21867	7560	8245	8930	9615

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Successful reintegration of Offenders Parolees and Probationers								
1.1.4	Number of offenders/parolees and probationers who participate in Restorative Justice Programme		5268	6580	7000	7250	7500	7750
1.1.5	Number of service points established in Community Corrections	28	131	36	60	60	60	60
1.1.6	Number of parolees and probationers reintegrated through Halfway house			60	72	96	96	96

Resource considerations

Available resources within the Branch

- According to the 2003 post establishment structure, there are currently 2022 funded positions at community corrections of which 1843 are filled (Caseload: 71,573)
- Limited number of suitable vehicles utilised for monitoring
- 218 Community Corrections Offices

In view of the proposed budget cuts - how to optimise existing resources and extract optimal value:

- To expand or improve the implementation of non-custodial measures, adequate investment in the administrative structures, staffing and training of the Community Corrections system need to be made.
- Community Corrections cannot succeed in diverting offenders from incarceration unless it has a high degree of credibility with the judiciary, offenders and the community.
- Partnerships with all stake holders in the corrections agenda

Critical success factors and dependencies

Critical success factors:

- Modernised technology
- Increase in the participation of victims and offended in VOM/VOD
- Increased / additional allocation from the Criminal Asset Recovery Account (CARA)
- Increased Human capacity at Community Corrections
- Occupation specific Social Reintegration training

Dependencies:

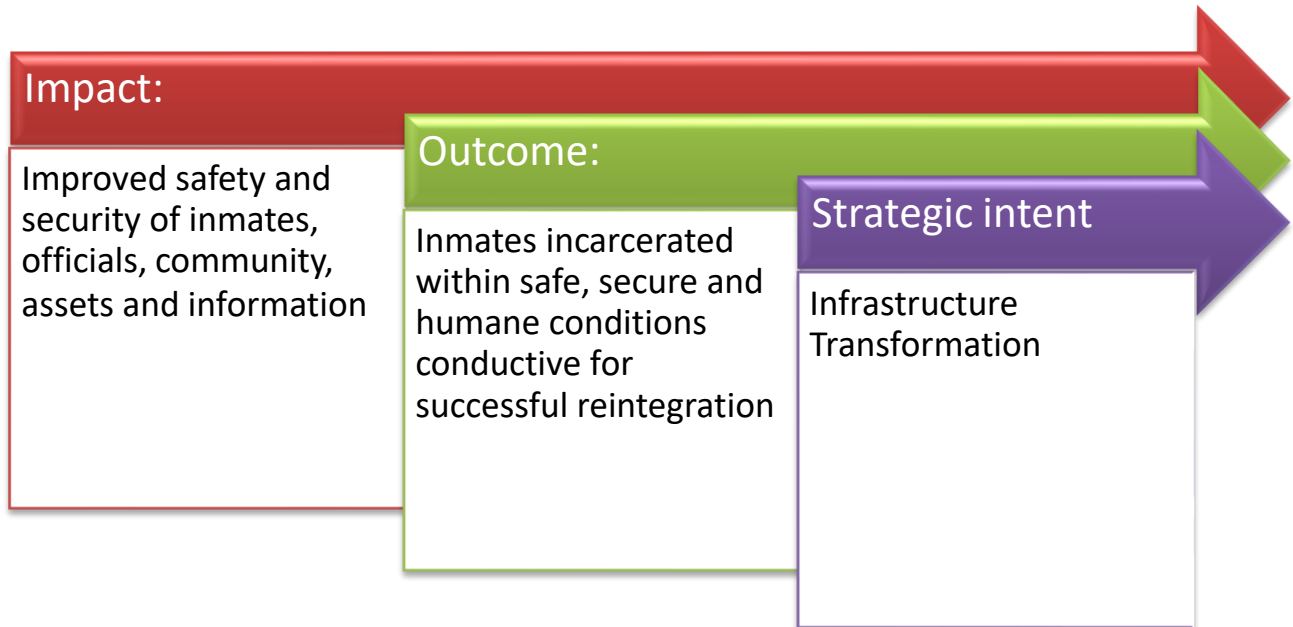
- Partnerships with Inter Departmental sector, NGO's, CBO's, NPO's, FBO's, Traditional leaders
- Creation of employment opportunities for parolees and probationers
- Expungement of criminal record
- Alternative sentencing options (Community Service Orders)

Outcome	Risk	Probability (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigation Strategy
Successful reintegration of Offenders Parolees and Probationers	Inadequate integrated facilities/infrastructure leasing guidelines for the department inclusive of Community Corrections Offices	High	Medium	<ul style="list-style-type: none"> • Development of leasing guidelines in consideration with facilities at the regions and Head Office • Conduct Audit on safety of leased Community Corrections offices to determine the level of compliance. • Submitting the memorandum to facilities outlining all month to month lease agreements for possible improvement or increase the lease period, • Consult DPW to assist with possible relocation of Community Corrections offices to State building • Conduct an audit on available office accommodation in line with facilities • Utilization of service from other stakeholders (SAPS, Traditional leaders and community halls) to assist with Community Corrections offices
Successful reintegration of Offenders Parolees and Probationers	Inaccessibility of remote areas causing limited supervision	Critical	Critical	<ul style="list-style-type: none"> • Strengthen working relationship with stakeholders for coverage assistance in remote areas. • Involvements of all relevant stakeholders in the planning stage of the process. • Advocating the importance of working relationship with stakeholders on regular basis. • Request for training of current recruit to augment the monitoring of parolees.
Successful reintegration of Offenders Parolees and Probationers	Inadequate offenders advocacy strategy on Restorative Justice	Critical	Critical	<p>Submit HR needs to HRP</p> <p>Increase the advocacy coverage through additional media programmes, press and community dialogues</p>

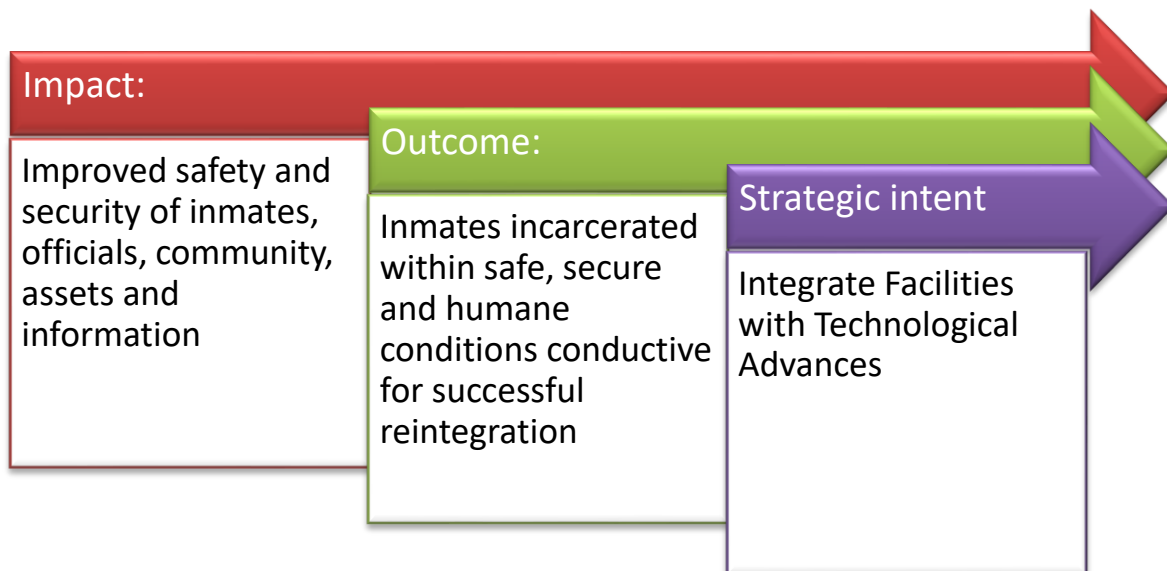
10.5 COMMISSION 5 (a): FACILITIES

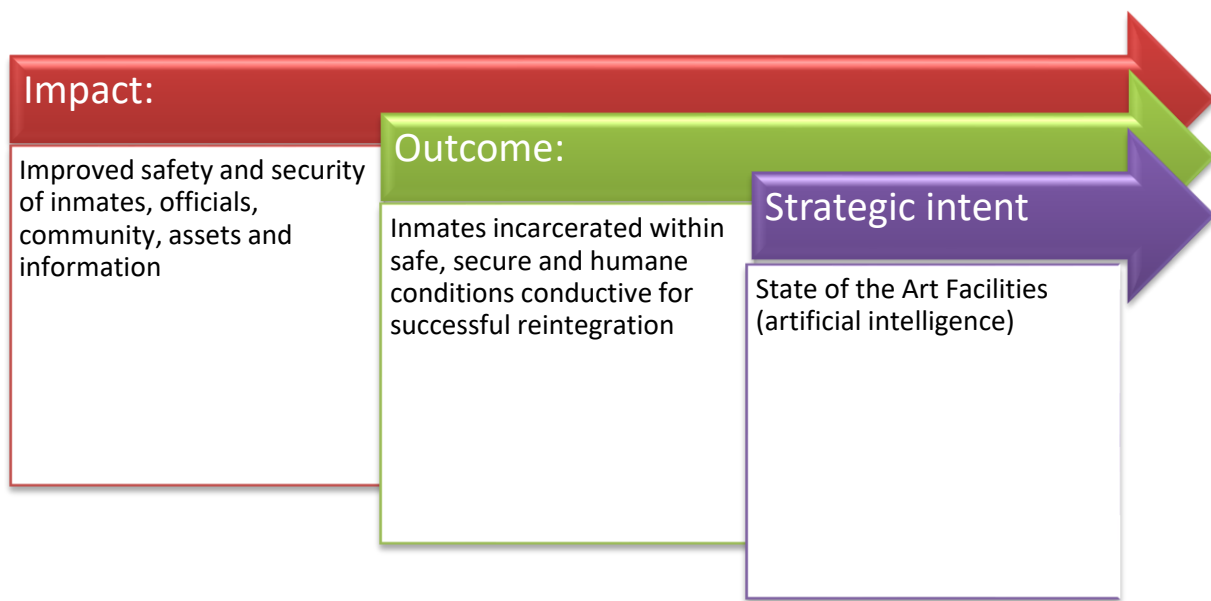
Summary of the strategic intent

5- Year strategic intent



10 years Year strategic intent





Current service delivery model

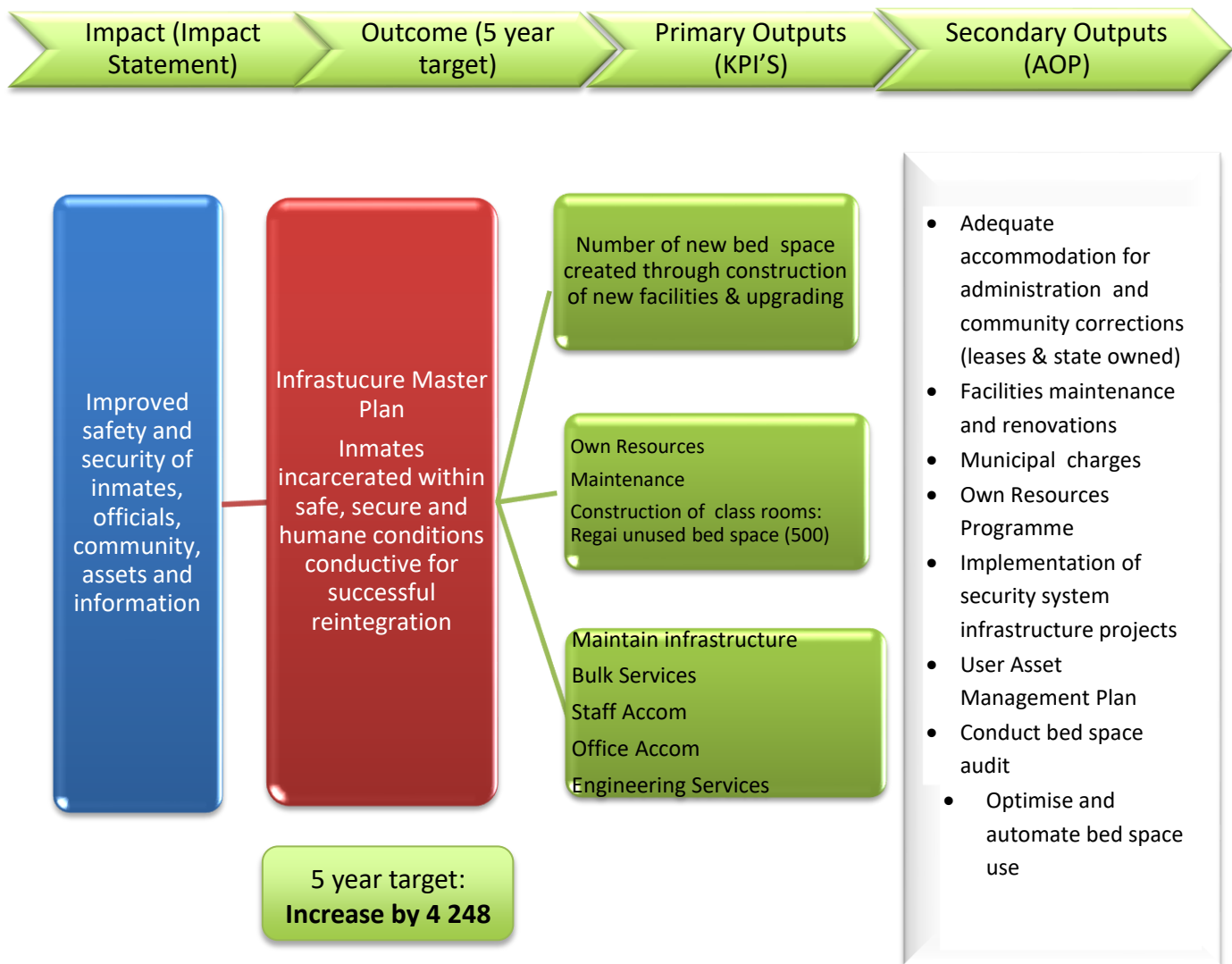
What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High level interventions/alternative modes of delivery
Note: The poor condition of facilities impact on all aspects of rehabilitation and correctional activities and therefore hampers effective corrections in South Africa, due to the fact that only 4, 9% (12/243) conform to new generation design.			
Provide adequate Correctional Centres through construction (new, upgrade, refurbishment, security systems)	Construction of new correctional centres Upgrade and refurbishment of existing correctional centres	Lack of comprehensive & integrated Master Infrastructure Plan Current infrastructure not conducive for rehabilitation and corrections Poor performance by Implementing Agent (DPW) & contractors Current procurement strategies Cost/time overrun	Review the infrastructure delivery model and agreements with implementing agents Rationalising of Correction Centres Devolve uneconomically operated correctional centres to Department of Social Development
Maintenance	Major Repair and Renovations Planned and Unplanned maintenance Own Resources maintenance (offender utilization) Day-to-day maintenance	Poor performance by Implementing Agent (DPW) Poor performance by contractors Current procurement strategies Lack of in-house technical staff to perform own resources projects Budget constraints	Implement DCS maintenance contracts (in-house) Enhance Offender training
Property Management	Provisioning through private leases Provisioning through state owned buildings	Poor condition of buildings Over committed allocation Over dependency on private leases	Enhance maintenance processes Relocate Area Commissioners to

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High level interventions/alternative modes of delivery
		Lack of state owned buildings	Correctional Centres Renegotiate leases

Historical Performance

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
Revived the own resources capacity for infrastructure maintenance Various own resources projects finalised	Own resources programme were unable to reach full potential	Optimise offender labour Appointment of in house artisans and retain the skills Change appointment classification of artisans
Creation of bed space Various construction projects were finalised (Standerton, Estcourt, C Max, Glencoe) Design for Parys finalised and currently under construction. Emthonjeni Youth Centre currently under construction (upgrade and refurbishment)	Unable to create bed space as per the Annual Performance Plan due to poor performance of contractors (liquidation of contractors)	Expedite the creation of bed space through a revised procurement strategy and appointment of alternative Implementing Agents
Security systems and Infrastructure <ul style="list-style-type: none"> Finalise various Fencing Projects 	The Fencing Programme experienced a time and cost over run	<ul style="list-style-type: none"> A new steering committee was appointed A project driven methodology to be implemented Replace dilapidated perimeter fencing to virtual fencing
Infrastructure Transformation <ul style="list-style-type: none"> (Standerton, Estcourt, C Max, Glencoe) Emthonjeni Youth Centre currently under construction (upgrade and refurbishment) 	<ul style="list-style-type: none"> Unable to transform most correctional Centres to support rehabilitation programmes 	<ul style="list-style-type: none"> Accelerate phasing out inadequate infrastructure (Zink/Asbestos) Construct new Correctional Centres that support rehabilitation programmes

4. Five (5) Year Strategic Plan - Results Chain



Five (5) Year Strategic Plan - Results Chain: Operational Plan

No	Activity (Transform Infrastructure)	Timeframe	Responsibility
1	Finalise the national approved bed space audit and upgrade accommodation determination system in order to manage bed space utilisation	2019-12-30	DC Facilities Regional Heads Facilities
2	Revise all lease agreements & optimise floor space in order to provide adequate accommodation for administration and community corrections	2020-03-30	DC Facilities Regional Heads Facilities
3	Finalise Own Resources Policy: Enhance the Own Resources Programme in order to maintain facilities	2021-03-30	DC Facilities Regional Heads Facilities
4	Partner with external institutions and departments to enhance implementation of alternative energy and green technologies	2021-03-30	DC Facilities Regional Heads Facilities
5	Automate the User Asset Management Plan & Maintenance System	2021-03-30	DC Facilities Regional Heads Facilities
6	Adopt (from DPW) and automate Municipal charges and verification	2021-03-30	DC Facilities Regional Heads Facilities
7	Implement maintenance term contracts on all insourced kitchens in order to support nutritional services and in order to comply with municipal by-laws	2021-03-30	DC Facilities Regional Heads Facilities
8	Regain 500 unused bed space through the construction of class rooms and repurpose of cells at 38 Correctional Centres	2024-03-30	DC Facilities Regional Heads Facilities
9	Enhance equipment maintenance on electrical and mechanical services through the implementation of DCS term contract at the big five correctional centres	2021-03-30	DC Facilities Regional Heads Facilities
10	Partner with external institutions and departments to enhance implementation of alternative energy and green technologies	2021-03-30	DC Facilities Regional Heads Facilities
11	Accelerate construction and maintenance implementation and delivery through appointment of additional implementing agents	2021-03-30	DC Facilities Regional Heads Facilities
12	Implement Integrated Security Systems at 24 Correctional Centres	2024-03-30	DC Facilities Regional Heads Facilities

2020/21 Annual Performance Plan

Outputs, Indicators and Targets

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Improved safety and security of inmates, officials, community, assets and information								
1.1.1	Creation of bed space through new construction				Tzaneen (435)		Parys (176)	Burgersdorp (311)
1.1.2	Creation of bed space through upgrade	328 Vanrhynsdorp (328)	0	Pretoria C- Max	Estcourt (309), Standerton (787), Glencoe (666)	Emthonjeni (640), Brandvlei (690)		Lichtenburg (234)
1.1.1	Creation of bed space through new construction				Tzaneen (435)		Parys (176)	Burgersdorp (311)

Contextual Issues

The Department's facilities planning and building programme must be;

- *Needs-driven* and informed by an integrated justice system analysis,
- Designed to function as *tools for rehabilitation*,
- Creating performance infrastructure that *embraces self-sufficiency*,
- Smart emerging technologies to enable safe environment for incarceration, adequate security, and
- Conditions consistent with *human dignity*.

Resource Considerations

Infrastructure challenges are mainly attributed to the following;

- Inadequate and outmoded infrastructure: The majority of Correctional Centres are *older than 50 years*. The architectural design of the majority of infrastructure does not cater for new democratic reform in the new South Africa. With the shift and emphasis on rehabilitation, in post-apartheid South Africa, it should be noted that the vast majority of centres which were constructed during the apartheid area do not fully cater for rehabilitation programmes since they do not have facilities for rendering rehabilitation and care programme services.

Critical Success Factors and Dependencies

Critical Success Factors	Dependencies
Enabling environment for infrastructure delivery	Approved strategy for infrastructure delivery
	Enabling policies in support of infrastructure development
Adequate resource allocation	Approved allocation in support of critical projects
Allocation of projects to implementing agents	Appointment of additional implementing agents
	Enforcement of SLA / MOU conditions
Implementation of Own Resources Projects	Filling of critical technical positions (artisans) & skilling of inmates
	Enabling policies in support of own resources projects
<ul style="list-style-type: none"> • Upgrade (transform) outmoded infrastructure & regain unused bed space 	Approved allocation in support of critical projects
	Appointment of additional implementing agents
<ul style="list-style-type: none"> • Construction of new correctional centres 	Enabling policies in support of infrastructure development
	Partner with Government Entities such as Municipalities and Department of Environmental Affairs
Implementation and maintaining security infrastructure, such as integrated security systems	Integration of current systems
	Upgrade of outmoded technologies
	Maintaining current and new systems

Critical Success Factors	Dependencies
Optimize available bed space at correctional centres	Regain unused bed space
	Maintain exiting bed space
	Construct class room in order to regain bed space
Optimize available office accommodation & Community Corrections buildings	Renegotiate lease contracts
	Explore state owned building
	Partner with other Government departments for co-use

Strategic Risks

Outcome	Risk	Probability (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigation Strategy
Safe human incarceration	Poor reputation, Overcrowding, Litigation, escapes ,assaults Infrastructure failure, condemnation of buildings	High	High	Accelerate infrastructure development and delivery Appoint additional implementing agents. Implement green technologies
Uninterrupted basic services (bulk infrastructure)	Operational disruption, Poor reputation, litigation, injury and loss of life,	Medium	High	Adoption of municipal services from the DPW (in progress) Implement and maintain standby power Implement green technologies ➤ Reduce over reliance on municipality for water
Uninterrupted services and operations	Closure of facilities	High	High	➤ Accelerate infrastructure development and delivery ➤ Implement day-to-day maintenance ➤ Implement own resources projects

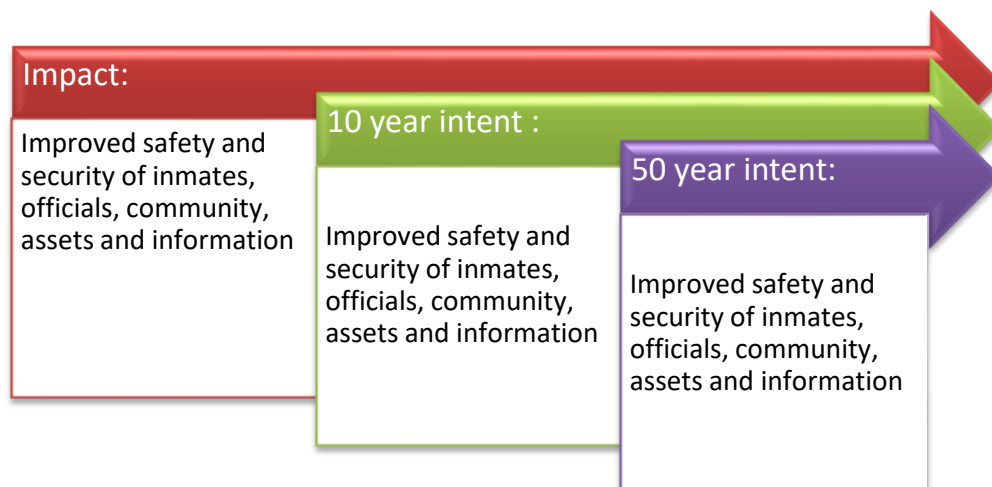
Paradigmatic Strategic Approach

- The current infrastructure strategy requires urgent review, which must be formulated in the Master Infrastructure Plan.
 - The following fundamentals will be revised in order to achieve accelerated infrastructure transformation;
 - The adoption of a paradigmatic strategic approach to the mitigation of a reactive facility management philosophy,
 - Maintenance Projects on existing infrastructure should not be seen as secondary importance to the apparently more attractive prospect of new infrastructure,
 - Enhance self-sufficient capacity for planned and unplanned maintenance,

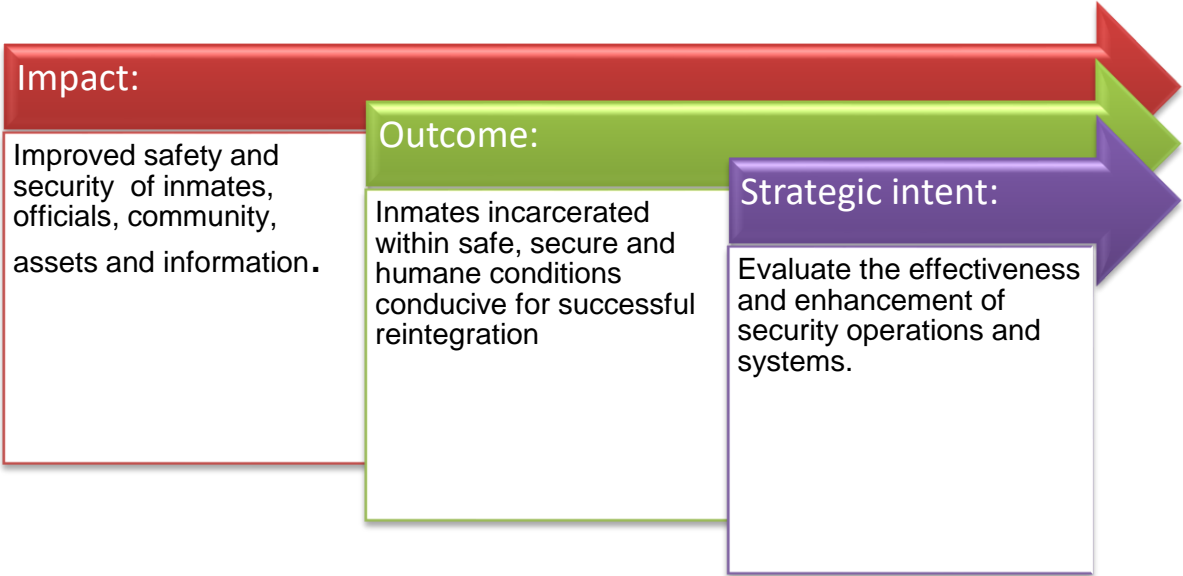
10.6 COMMISSION 5 (b): SECURITY

Summary of the strategic intent

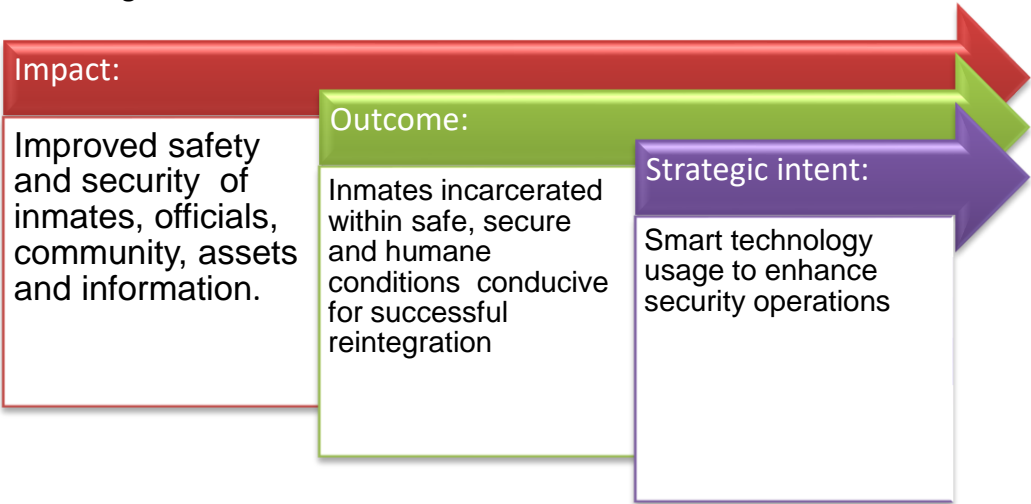
5 Year strategic intent



10 Year strategic intent



50 Year strategic intent



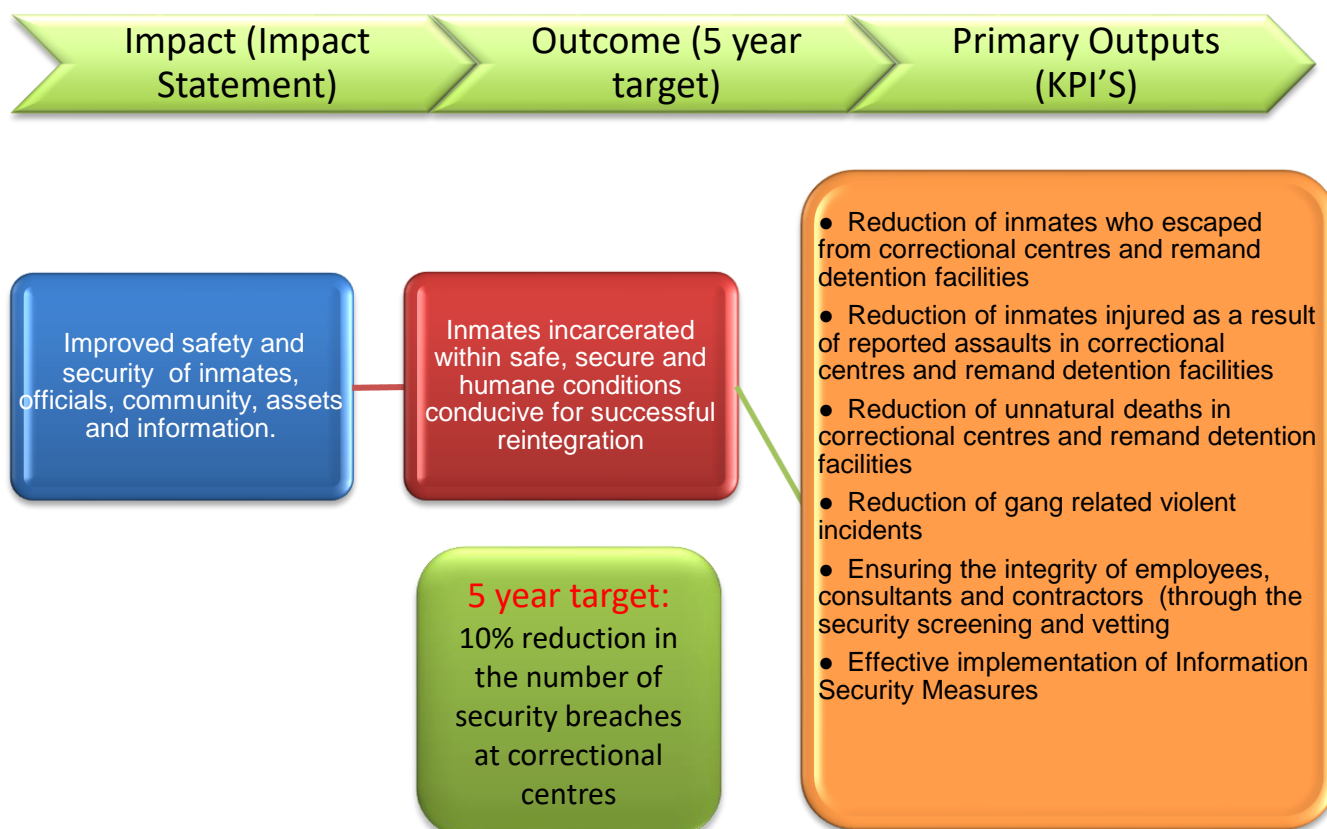
Current service delivery model

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High level interventions/alternative modes of delivery
Provide for safe and secure conditions of detention consistent with maintaining the human dignity of inmates.	Internal capacity through custodial officials. Decentralised services from Head office/Regional/Management Area/Centre level	Shortage of custodial officials in relation to inmate population. Dysfunctional Integrated Security System (ISS) due to non-maintenance Increase of gang related activities in correctional facilities	design security model to provide the required capacity. pedite the resuscitation of the ISS Projects view implementation method of Gang Management Strategy in line with the National Anti-gang Management Strategy
<ul style="list-style-type: none"> Provide safety of employees, community 	Enhance Access Control (provide positive ID for personnel contractors and visitors) Ensuring safety and security at events Conduct Security Threats and Risk Assessments	Lack of dedicated custodial officials Ineffective vetting process Officials working are not appropriately trained.	Redesign security model to provide the required capacity Develop a strategy of integrity testing of officials in conjunction with SSA Review training methodology.
<ul style="list-style-type: none"> Provide the safety of assets and information in order to mitigate risks 	<ul style="list-style-type: none"> Implementation of Information Measures, Classification System, Information Security Audits and Awareness Sessions) 	<ul style="list-style-type: none"> Ineffective execution Misalignment of security function 	<ul style="list-style-type: none"> Review the methodology Organisational structure realignment

Historical Performance

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
The decrease of escapes	Decrease on escape	Enforcing of compliance and stricter application of consequence management
The decrease in inmates injured as a result of reported assaults		

Five (5) Year Strategic Plan - Results Chain



Contextual issues

- The Programme Incarceration directly contributes to Chapter 11 in the NDP and priority 5 and 7 derived from the MTSF
 - Social Cohesion and Safe Communities: The safekeeping of inmates, employees, assets and information as a responsibility of DCS contributes towards the total safety of the country.
 - A better Africa and a better world. Interstate Transfer of prisoners.
 - Services delivered in a context of overcrowding and legal imperatives brought by court judgements.
- Minister and DM Priorities
 - Implement technologies to eliminate the influx of contraband
- Continuous improvement in safety and security of officials particularly women

Environmental analysis

Political	DCS forms part of the criminal Justice value chain and its purpose is to contribute to maintaining and protecting a just, peaceful and safe society by detaining all inmates in safe custody whilst ensuring their humane dignity, amongst others.
Economic growth	The current economic pressures placed on Government will have a direct impact on the spending / cost cutting in the Department (HR, Infrastructure, Systems, Security)
Sociological	Criminal and gang activities will continue to perpetuate a negative impact on Security.
Technological Environmental	<p>Technologies utilized by the Department must match the rate at which technology is evolving in general. It should leverage on the initiatives of the 4th industrial revolution and ensure the use of technology to the advantage of Government and its citizens. DCS should partner with respective institutions to design and develop security and secure technology in an integrated and sustainable manner. Advanced use of technology regarding the professional development of employees will assist in creating a cadre of ideal Correctional leaders as well as development of better skilled offenders.</p> <p>Energy and water crisis will have a direct negative impact in ensuring that all inmates are kept in humane conditions whilst in custody. The DCS will have to invest in solar systems and building of own water supply. Taking into consideration the economic challenges that the country is presently facing.</p>
Legal	<p>Inmates are conversant with their legal rights and therefore DCS has an obligation to ensure that the inmate's rights are protected at all cost. Including the relevant international treaties.</p> <p>To develop a legal framework to deal with cyber security threats and risk as well as capabilities to support Government Agencies in the implementation of cyber security protection, analysing of security breaches, gathering of intelligence and information on cell phone tracking and data.</p>
Technological Environmental	<p>Technologies utilized by the Department must match the rate at which technology is evolving in general. It should leverage on the initiatives of the 4th industrial revolution and ensure the use of technology to the advantage of Government and its citizens. DCS should partner with respective institutions to design and develop security and secure technology in an integrated and sustainable manner. Advanced use of technology regarding the professional development of employees will assist in creating a cadre of ideal Correctional leaders as well as development of better skilled offenders.</p> <p>Energy and water crisis will have a direct negative impact in ensuring that all inmates are kept in humane conditions whilst in custody. The DCS will have to invest in solar systems and building of own water supply. Taking into consideration the economic challenges that the country is presently facing.</p>

Action Plan (implementation of the strategic intent - time based)

No	Activity	Timeframe	Responsibility
1.	Reduced gang violent incidents by continuous monitoring of the Gang Management Strategy and other security related policies.	31 March 2020	Director Security Management
2.	Roll-out of ID Cards	31 March 2020	Director Security Standards
3	Security screening and vetting of employees, learners, Interns and service providers/Voice Stress Analysis System (VSAS) usage.	31 March 2021	Director Security Standards

No	Activity	Timeframe	Responsibility
4.	Roll-out of classification system and information audits.	31 March 2020	Director Security Standards
5.	Conduct Threat and Risk Assessments (TRA) at Correctional Facilities.	31 March 2020	Director Security Standards
6	Conduct security awareness sessions in the DCS	Quarterly	Director Security Standards
7.	Implement technologies to eliminate the influx of contraband into correctional centres	31 March 2024	CSO GITO
8.	Develop and implement smart data analysis system	31 March 2024	CSO GITO
9.	Install Improved security fences in correctional facilities	31 March 2024	DC Facilities GITO CSO
10.	Continuous review of the Integrated Security System, classification of facilities and inmates and partnering with relevant structures for enhancing security in Correctional Centres	31 March 2020	CSO DC Facilities
11.	Conduct feasibility study for the cell phone management system	31 March 2020	GITO CSO DC Facilities
12.	MOUs with relevant stakeholders to strengthen partnerships to improve security services delivery	31 March 2020	CSO GITO
13.	Implement an Integrated Security Strategy for DCS to respond to Government Integrated response to crime	31 March 2024	CSO GITO
14.	Effective implementation and review of the Multi-Pronged Strategy to Down manage overcrowding in Correctional Facilities to address the societal fibre	31 March 2020	DC Personal Corrections CDC Incarceration and Corrections CSO
15.	Implementation of Gang Management Strategy which is integrated with the National Anti-Gang Management Strategy	31 March 2020	CSO GITO
16.	Implementation and effective functioning of the Integrated Team to deal with organised crimes within correctional centres	31 March 2020	CSO
17.	Optimise utilisation of integrated technology to enhance safety and security including the installation of CCTV cameras inside the cells, body scanners, drones	31 March 2024	CSO GITO
18.	Develop and implement Anti-Corruption Strategy.	31 March 2020	CSO
19.	Continuous review of the Integrated Security System, classification of facilities and offenders and partnering with relevant structures for enhancing security in Correctional Centres	31 March 2020	CSO Acting DC Facilities
20.	Create internal capacity to reduce DCS dependencies on private companies and take ownership of our security systems.	31 March 2021	CSO GITO Acting DC Facilities

2020/21 Annual Performance Plan

Outputs, Indicators and Targets

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Improved safety and security of inmates, officials, community, assets and information								
5.1.1.1	Percentage of inmates who escaped from Correctional Centre and remand detention facilities per year	50/161054 (0.031%)	50/164129 (0.030%)	56/162875 (0.034%)	56/166 449 (0.034%)	57/168043 (0.034%)	58/169681 (0.034%)	58/171363 (0.034%)
5.1.1.2	Percentage of inmates injured as a result of reported assaults in Correctional Centres and remand detention facilities per year	7388/161054 (4.59%)	7474/164129 (4.6%)	6701/162875 (4.11%)	7824/166 449 (4.70%)	7898/168043 (4.70%)	7975/169681 (4.70%)	8054/171 363 (4.70%)
5.1.1.3	Percentage of confirmed unnatural deaths in Correctional Centres and remand detention facilities per year	52/161054 (0.038%)	61/164129 (0.037%)	53/162875 (0.033%)	53/166449 (0.032%)	54/166449 (0.032%)	54/169681 (0.032%)	55 / 171 363 (0.032%)

Resource considerations

Having considered the background information provided what will be do differently/ solutions we proposing taking into considerations the constraints

- Utilizing of in house expertise to train officials in gang management and security related tasks.
- A well-functioning National Operations Centre.
- Review the existing structure
- The training / retraining of staff to deal with security / emergency situations.
- Decrease inmate population through special remission, the consideration of placing remand detainees that have petty crimes.
- Using of own resources for maintenance and repairs.
- Training of offenders in various skills to assist in the up keeping of facilities, producing of vegetables (self-sustainability).

Critical success factors and dependencies

Critical Success Factors

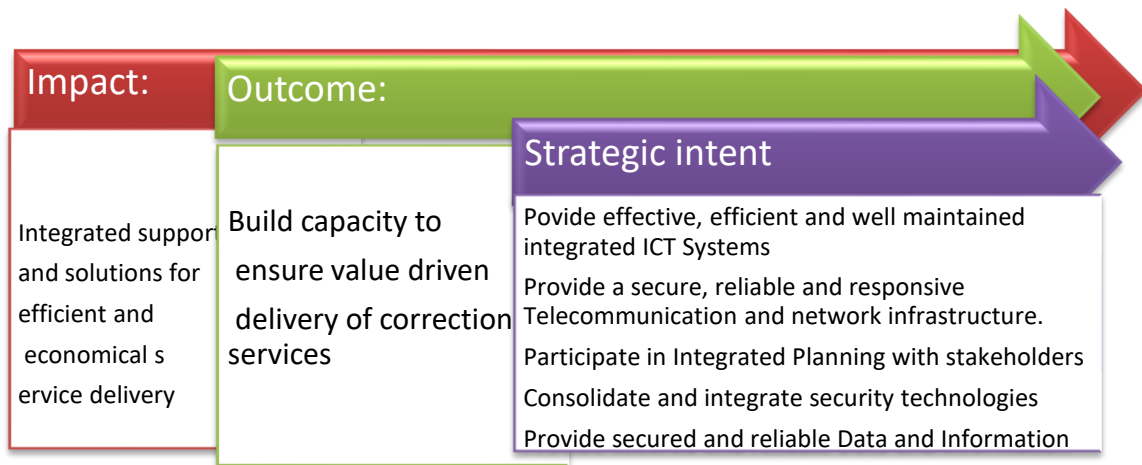
- Signing of MOU with CSIR to assist with security technology projects.
- Reduction of escapes, violent gang incidents and inmates injured as a result of reported assaults.
- Significant reduction of security incidents attributed to the deployment of NTT at hotspot correctional facilities
- Establishment of the Security Committee.
- Effective roll-out of ID Cards
- Effective security screening of new employees, learners and Interns
- Effective roll-out of classification system and information audits
- DEPENDENCIES
- Sufficient bed space to accommodate inmates.
- Cluster partners in the CJS to manage inmate population, training of officials, smuggling of contrabands, etc.
- Integrated Security Systems.
- New generation correctional centres to deal with the unit management principles.
- Dedicated security personnel.
- Effective implementation of security policy and procedures.
- Internally – all branches in DCS.
- Externally – all Departments in the JCPS Cluster.
- Stakeholders and service providers(PSIRA)

Strategic Risks

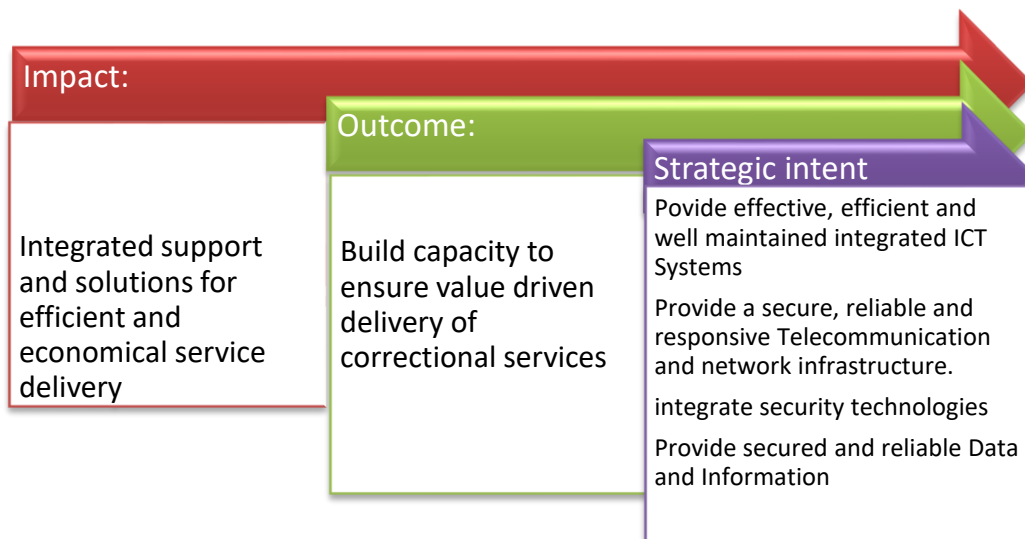
Outcome	Primary Outputs (KPIs)	Risk	Probability (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigation Strategy
To create secure and humane facilities for incarceration of inmates in a conducive environment.	Outdated and vulnerable ICT infrastructure impacting on the reliability, security and integrity of the systems.	High	High	Replacement of old infrastructure on prioritized sites. Rolling out of the IIMS system.	To create secure and humane facilities for incarceration of inmates in a conducive environment.
	Misalignment of security strategies to continuously changing in security environment.	Medium	High	Deploying of National Response Teams in case of critical needs. Ensure Emergency Support Teams are available and are deployed as and when need arises. Regular visits are conducted at Management Areas/Centre level to review security compliance.	
	Late and non-completion of plan infrastructure project including maintenance and facilities.	High	High	Utilization of own resources for other maintenance projects and monitoring project progress.	

10.7 COMMISSION 5 (c): GITO

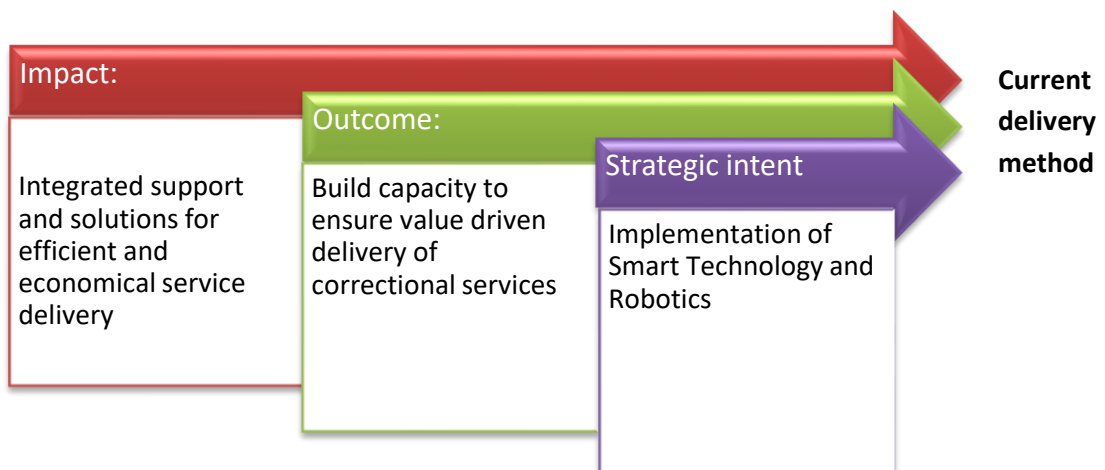
5 years strategic intent



10 years strategic intent



50 years strategic intent



What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High level interventions/alternative modes of delivery
Systems development, maintenance and support	Internal, Service Provider Collaboration with IJS	Human Capital (Numbers, Skills and Structure) Enforcement of SLA	Approval of proposed structure Reporting alignment Adherence to Service Level Agreements (SLA)
ICT Infrastructure and Security Technology procurement and commissioning	SITA, Service Provider	Procurement turn-around times Enforcement of SLA	Adherence to SITA Business Agreement and Service Level Agreements (SLA)
ICT Portfolio, Programme and Project management	Internal Service Provider Collaboration with IJS	Human Capital Stakeholder Participation	Approval of proposed structure Implementation of Consequence management
ICT Planning, Governance, Risk and Compliance	Internal	Stakeholder Participation	Implementation of Consequence management
Service and ICT Security Management	Internal	Human Capital	Approval of proposed structure Reporting alignment

Contextual issues

- Cyber and Cloud Security
- ICT connectivity capacity (bandwidth)
- Digital Technology as an integrated concept
- Business processes being largely manual, paper-based and disintegrated within the Department, cluster and across the public service.
- Core ICT systems are largely legacy systems, un-interoperable and underlying hardware is obsolete thus leading to systems unavailability and service outages.
- Lack of technology standard to address the current security bridges.
- Lack of integration between Information Network and Security Technology
- Lack of capacity to manage, control and operate the system.
- Lack of Smart Data Analytics (Big Data and Analytics)

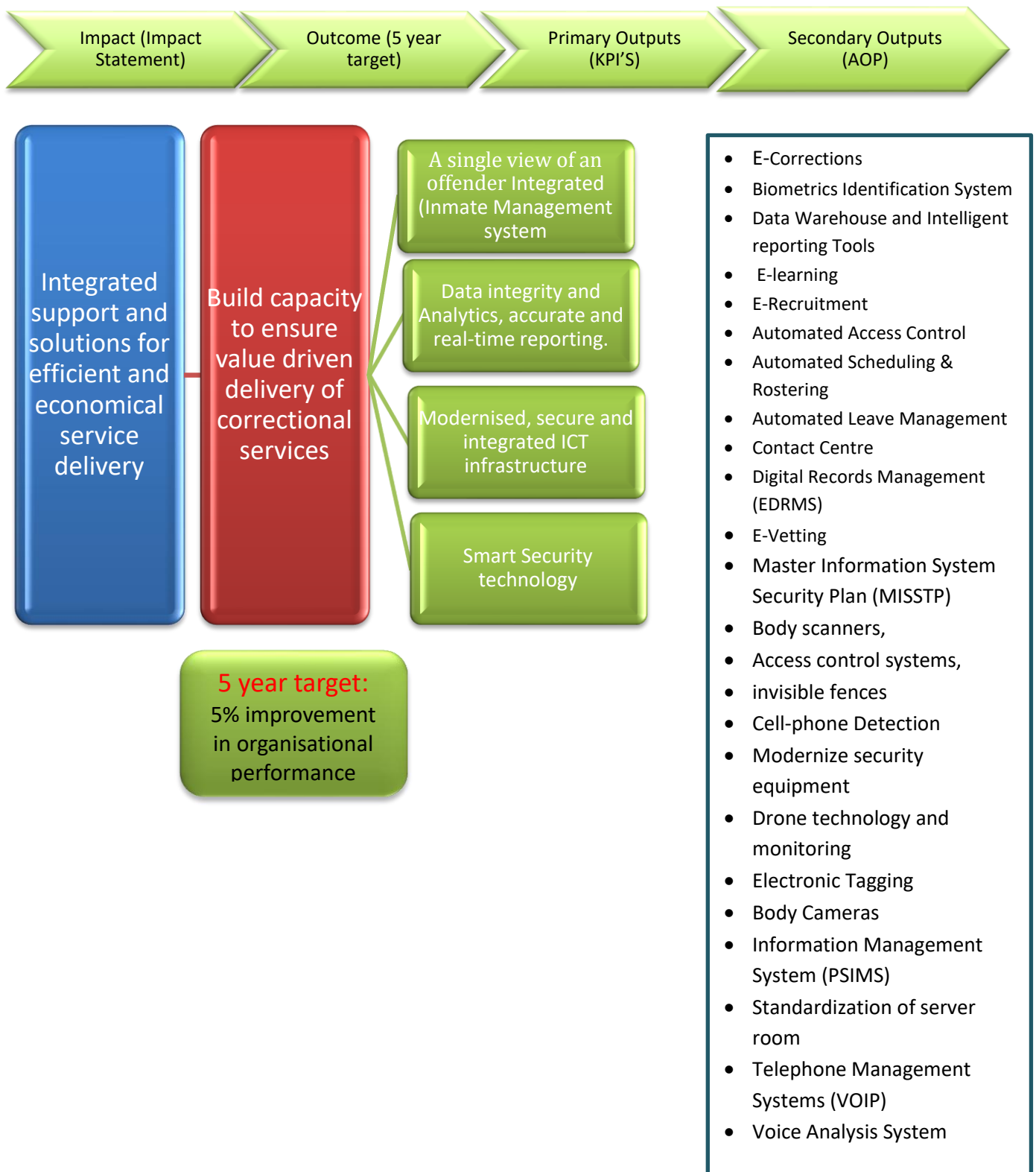
Environmental analysis

- Governance of IT: Role at a National Level
- Alignment and Integration on various Government clusters
- Absence of common public service ICT and digitalization strategies
- ICT funding in the digital era

Historical Performance

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
The Improvement accountability, efficiency and transparency, Through the establishment of strong ICT governance structure and processes and well defined management processes (ICT Governance)	The consolidation and integration of security technologies onto one single infrastructure platform (Physical Security Information Management System (PSIMS))	Integrated Planning, Security and Network Architecture
Provide a secure and seamless information flow within and outside the DCS by defining and maintaining an Enterprise Architecture that clearly outlines the integration points for all key business process, information and technologies across DCS and with external entities and partners, and the standards thereof to support the integration process (Enterprise Architecture)	Applications and data are secured and reliable by providing secure business applications and reliable data to support the DCS core functions and facilitate the dissemination of information internally and externally within the JCPS cluster and other relevant stakeholders (Automated Reporting)	Define Information and Data Architecture
Secured, reliable and responsive telecommunications and network infrastructure (Infrastructure Upgrades)	Implementation of enterprise-wide business solutions, including a single view of inmates and offenders information, to improve information security and inmate and offender identification. Improve integration across the Department and reduce complexities in the current technology landscape, which inhibits business flexibility and efficiency, and poses a significant challenge to manage, support and maintain. (IIMS)	Human Capital and Stakeholders buy-in & Champion

5 Year Strategic Plan - Results Chain



High level plan

Strategic Intent	Tasks / Action Steps	Timeline	Responsibility
To consolidate and integrate security technologies	<ul style="list-style-type: none">• Consolidate existing security systems.• Un-authorized Cell-phone Detection• Modernize security equipment• Drone technology and monitoring	<ul style="list-style-type: none">• 31 March 2024• 31 March 2021• 31 March 2022• 31 March 2020	GITO, SCM, Security, Facilities
To provide secured and reliable Data and Information	<ul style="list-style-type: none">• Business Intelligence• Smart Data Analytics	<ul style="list-style-type: none">• 31 March 2020• 31 March 2021	GITO, SCM, Facilities, Security

2020/21 Annual Performance Plan

Outputs, Indicators and Targets

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Build capacity to ensure value driven delivery of correctional services								
1.1.1	Number of sites where IIMS is rolled out	-	-	7 sites rolled out on IIMS (7/461)	50 sites rolled out on IIMS (50/461)	80 sites rolled out on IIMS (80/461)	110 sites rolled out on IIMS (110/461)	130 sites rolled out on IIMS (130/461)
1.1.2	Percentage (%) of correctional facilities and community corrections offices where LAN Infrastructure is rolled out	26.1% (94/360)	13.89% (50/360)	35.28% (127/ 360)	41.6% (150/360)	48.6% (175/360)	55.6% (200/360)	69.4% 250/360
1.1.3	Number of Intelligent reports (Business Intelligence) generated from the Data Warehouse	-	-	-	Planning the Data Warehouse and Intelligent reporting (Business Intelligence)	Implement Data Warehouse and Intelligent reporting (Business Intelligence)	Continuous implementation of BI reports	Continuous implementation of BI reports
1.1.4	Number of sites where smart technology will be implemented	-	-	-	Smart Technology installed in 7 sites (Body scanners).	Integrated Access Control installed in 7 sites	Offender Telephone Management System	-

Resource considerations

- What are the available resources within the Branch?
 - *Latest Servers (Increased server capacity)*
 - *Integrated Justice System (IJS) – Resources Sharing*
- In view of the proposed budget cuts Branches to think how they will use this opportunity to influence change, how do we optimise existing resources and extract optimal value. E.g.
 - *Better system integration to enable electronic information exchange within JCPS Cluster*
 - *Cost saving initiatives – Voice over internet protocol (VOIP) and Automation of paper based system.*

Critical success factors and dependencies

CRITICAL SUCCESS FACTORS	DEPENDENCIES
Executive Support	Adequate Resources (Budget)
Stakeholders buy-in	Integrated Planning and Collaboration (GITO, Security and Facilities)
Effective Change Management	Internal Human Capital (number, skills,

Strategic Risks

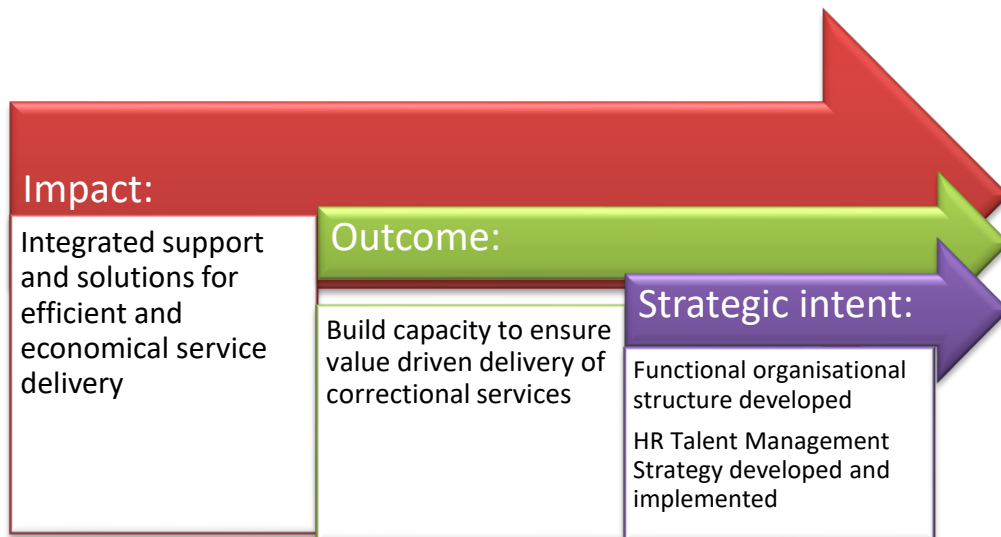
Outcome	Risk	Probability (High/Medium/Low)	Impact (High/Medium/Low)	Mitigation Strategy
A single view of an offender	Unreliable and inconsistent reporting Data loss and Manipulation	High	High	Integrated Inmate Management System (IIMS)
Data integrity and Analytics, accurate and real-time reporting.		High	High	Data Warehouse and Business Intelligence Tool
Modernised, secure and integrate ICT infrastructure	Cyber-Crime	High	High	Infrastructure Upgrade (cabling, switches and server). Patch and anti-virus management. Hardware hardening (change defaults settings of all end-points)
Implementation of security technologies	High Security Breaches and smuggling of contrabands through smart technologies	High	High	Implementation of Smart Technologies (Body Scanners, Access control systems and anti-drone technology)

10.8 COMMISSION 6 (a): STRATEGIC SUPPORT (HUMAN RESOURCES)

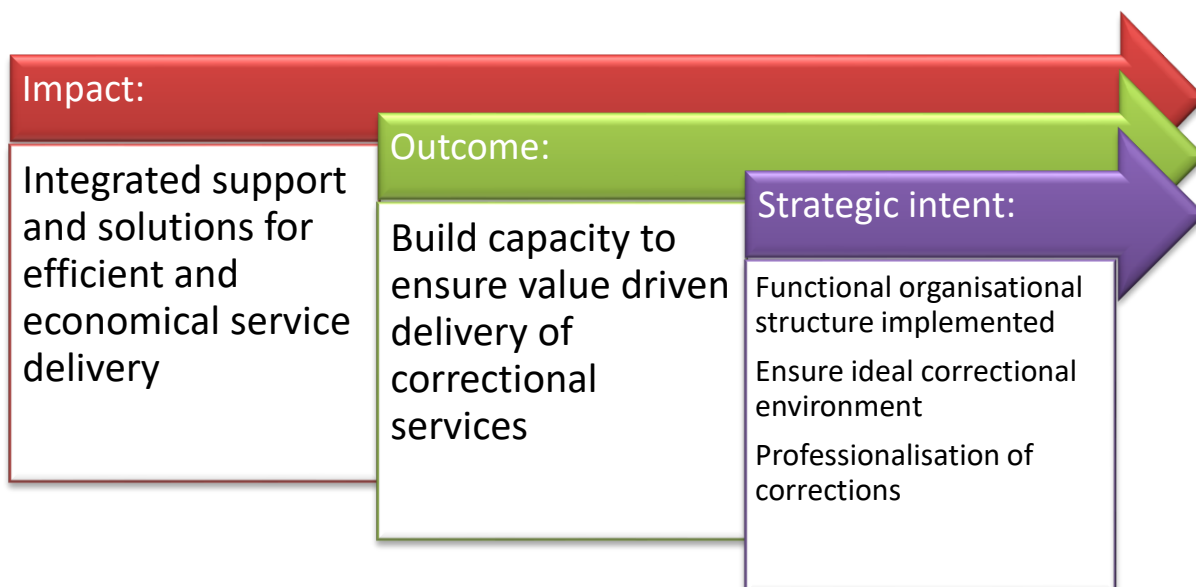
5 years strategic intent



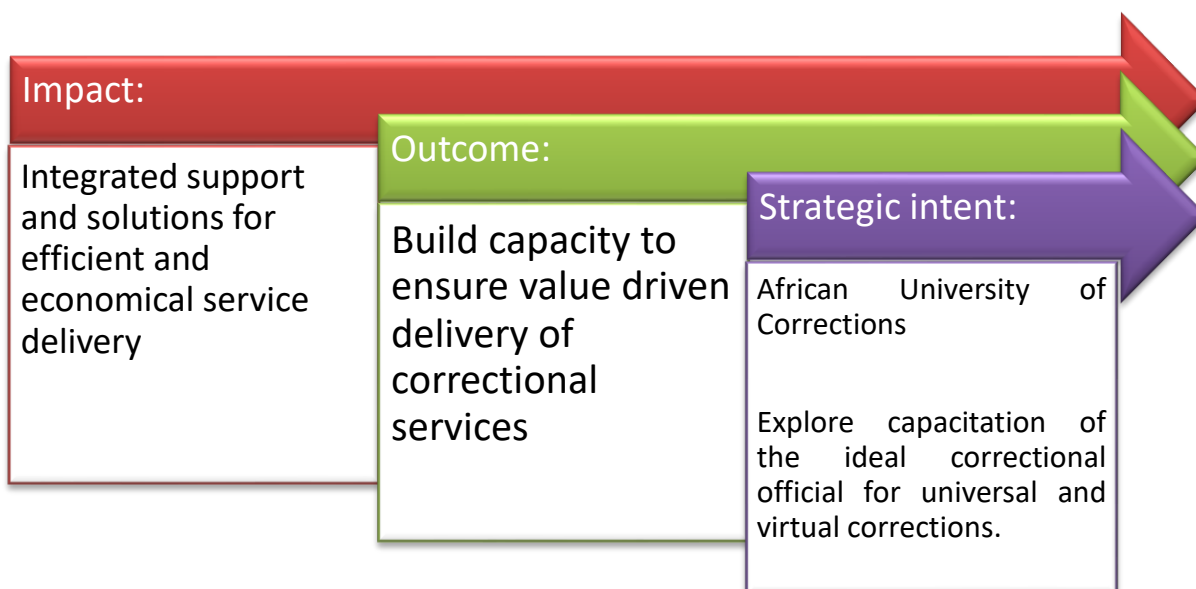
5 Years strategic intent



10 Years strategic intent



50 Years strategic intent



Current delivery method

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High Level Interventions / Alternative Delivery Models
<ul style="list-style-type: none"> • HR Planning, provisioning, transactional and system management • Training needs analysis, compilation and implementation of the Workplace Skills Plan • HRD Quality Assurance • Implementation of development programmes for youth, women and people with disabilities. • Implementation of affirmative action measures • IEHW provisioning Effective ER 	<ul style="list-style-type: none"> • HR is in-sourced and partially decentralised and centralised. • Some training is outsourced to training service providers 	<ul style="list-style-type: none"> • HR structure is not aligned to the delivery on the HR mandate • Lack of automated HR systems • Lack of training impact assessment capacity. • Inadequate budget for HR activities. • Positioning of DCS at the General Public Service Sectoral Bargaining Council (GPSSBC) • Non-compliance with employment equity targets • Inconsistent implementation of HR directives 	<ul style="list-style-type: none"> • Re-alignment of the HR structure and reprioritisation of the budget. • Automation of HR systems • Creation of impact assessment capacity • Relocation of DCS to the Safety and Security Sectoral Bargaining Council (SSSBC) • Consistent implementation of HR directives • Full decentralisation of HR functions and capacity to the management areas and correctional centres • Outsourcing of functions where internal capacity not available

Contextual issues

- This is in line with Priority 1 of the MTSF which emphasizes the need for economic transformation and job creation, especially for the youth.
- The wellbeing of youth will have to be prioritised and institutionalised in the wellness policies.
- HR is expected to contribute to Priority 6: A capable, ethical and developmental state.
- The imminent budget cuts will however have a negative impact on the alignment of the organisational structure and filling of posts which will also affect the National Development Plan (NDP), Medium Term Strategic Framework (MTSF) and National Priorities in job creation and number of youth to be employed in DCS.

Environmental analysis

Strengths	Weaknesses
Experienced HR subject matter experts	Lack of an appropriate organisational structure to attract and retain the skills required for an impactful approach to HR.
Good relationship with critical stakeholders including SASSETA, NSG, EAPA-SA, Organised Labour, National Treasury, DPSA, Tertiary Institutions and NGO's.	Benefits of these relationships not optimised.
E-learning has been introduced and this mode of delivery saves costs while reaching large numbers	Lack of sufficiently developed systems and appropriate technology to capture and analyse HR information
Two DCS Colleges and training centres in most management areas	Not all infrastructures are OHS compliant and accessible and PWDs and OHS meetings not held consistently.
Capacitated EAP's to manage referrals	Insufficient EAP's
Large numbers that are taken in the learnership and internship programmes	The inability of available systems to cope with the large volumes of applications received for the learnership.
Availability of HR policies	There is poor, inconsistent implementation and monitoring
Draft HR Strategy	Lack of integrated HR strategy
Compensation of employees' budget	Inadequate HR budget and capacity to fill posts

Environmental analysis

Opportunities	Threats
High unemployment rate, which includes a large number of unemployed Corrections graduates whose skills can be tapped into for entry level positions	Shortage of professional skills in the country
	Expectations of employment from communities in the recruitment processes.
	Bogus recruitment agencies
	High unemployment and levels of poverty which means large numbers of applications which are difficult to manage
4th industrial revolution - E-learning	Budget cuts
Courses offered and funded by international organisations	Lack of collaborative efforts between the Government Departments
E-recruitment for developmental programmes and posts, e-bursary applications	Lack of adequate IT infrastructure
Automation of HR processes	High conviction rate
Enhanced employee engagement	Labour unrest, high litigation rate

Environmental analysis: HR summary

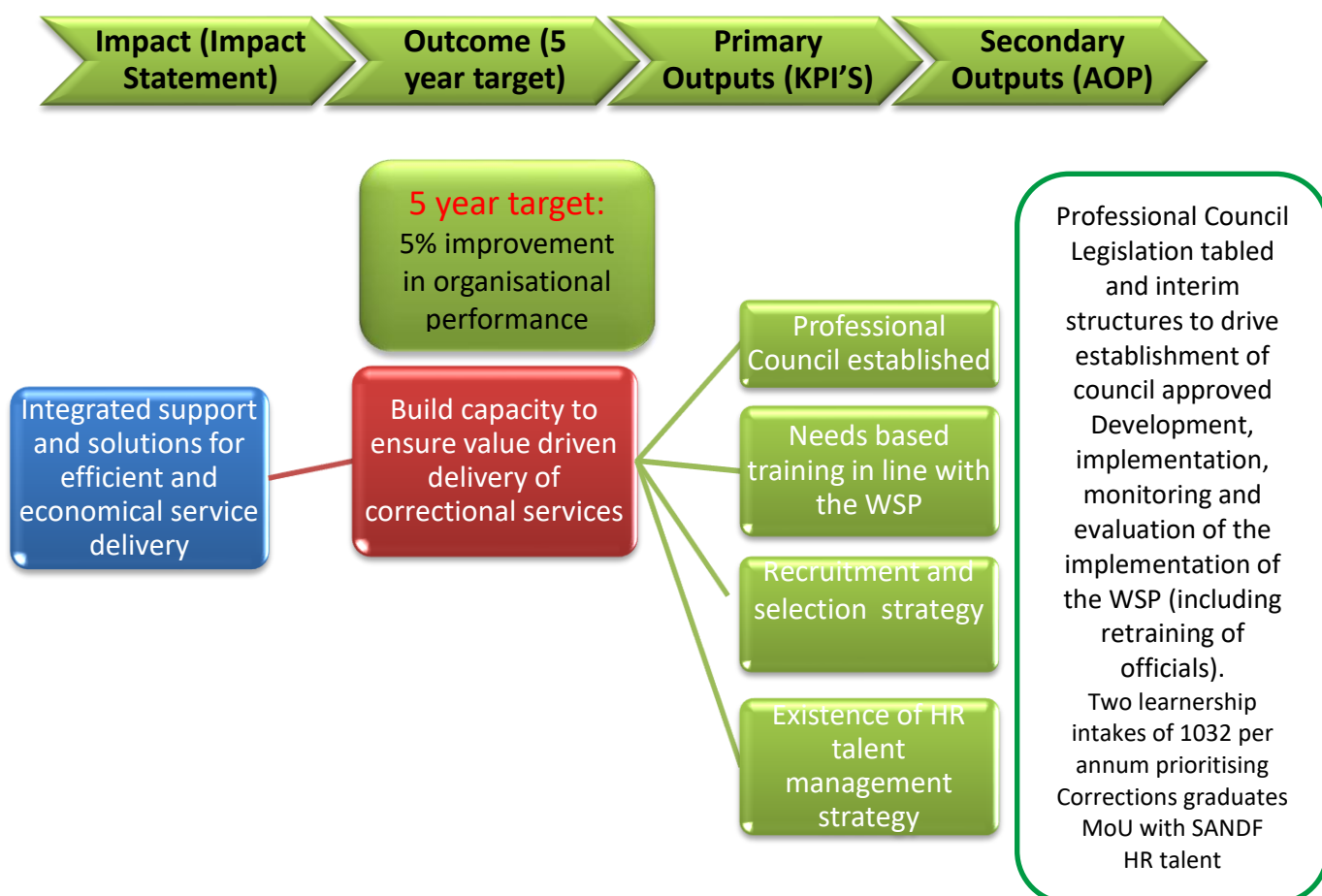
- The post establishment of the Department has been progressively reduced in the past five years resulting in dire staff shortages which have had the most severe impact in the correctional centres.
- These staffing shortages have in turn affected the health and safety of officials resulting in low staff morale, security risks and comprised rehabilitation programmes.
- The Department is in the process of reviewing the organisational structure to align it to the recently approved service delivery model. The intention over the strategic plan period is to finalise the process of reviewing the organisational structure and post establishment, development and implementation of the talent management strategy and professionalising corrections.
- Critical to the next 5 years is the institution of governance frameworks for the HR processes that are necessary to deliver the ideal correctional official.
- In the next 10 years the focus will be on implementing these governance frameworks and entrenching them in the organisation for attracting and retaining the best talent, for the positioning of corrections as a profession and DCS as an employer of choice.

Historical performance

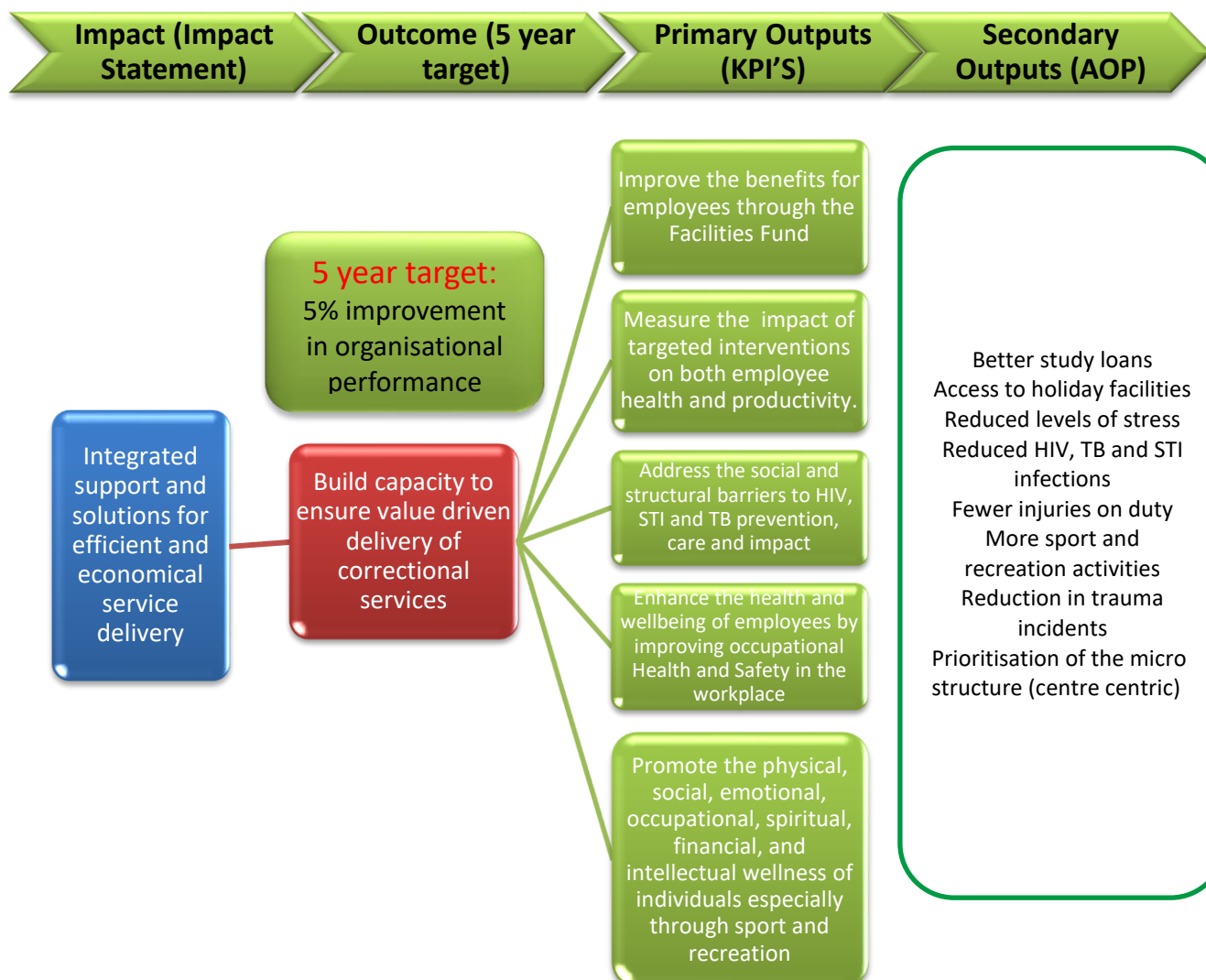
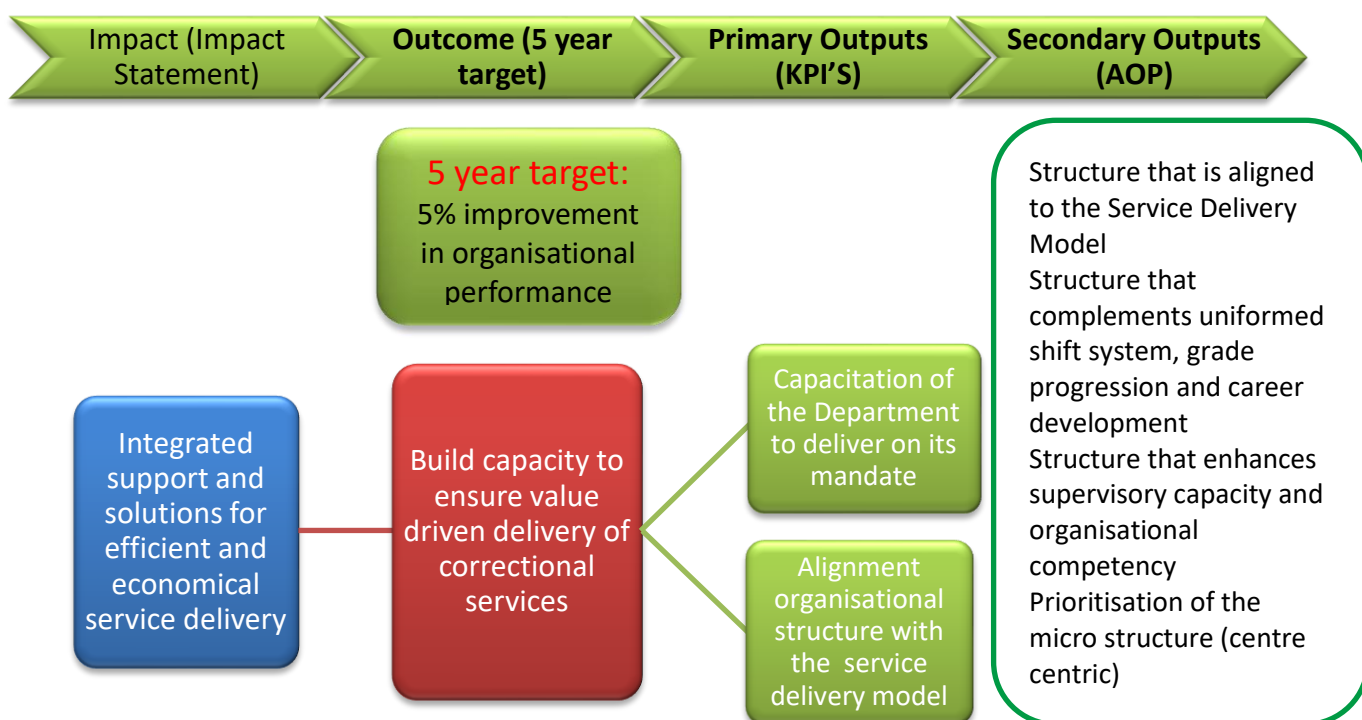
What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
There has been consistent overachievement on the APP performance indicator related to the number of officials trained in line with the WSP	The impact of this over achievement has not been assessed because of a lack of capacity internal to do training impact assessment.	Capacity for training impact assessment.
3973 learners were enrolled on the Corrections Services Learnership	Inadequate resourcing of the colleges to support the learnership intakes required to create adequate entry level reserves to fill vacancies at this level.	<ul style="list-style-type: none"> • Adequate and consistent budgeting and resourcing of the colleges for two learnership intakes per annum. • Creation of learnership recruitment database. • Recruitment from districts.
Professional Council business case was approved and draft legislation developed	The establishment of the Professional Council has not been achieved as the setting up of the interim structures to drive the implementation of the business case were never approved	<ul style="list-style-type: none"> • The interim structures for the Professional Council as recommended in the business case need to be approved and implemented. • Legislation needs to be consulted and bill tabled.
Service Delivery model approved	Finalisation of the approved organisational Structure due exhaustive consultative processes	Submit the structure to the Executive authority for approval and seek concurrence from MPSA
Research on the new shift	Implementation of uniformed appropriate	National Commissioner to approve the

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
system finalised in line with section 8(5) of the Act	shift system due exhaustive consultative processes	appropriate shift system after sufficient staffing has been provided
IEHW roll outs conducted in 46 management areas	Management do not treat IEHW as a primary requirement of employee satisfaction	Operationalise recommendations of roll outs in Management Areas
Maintained vacancy rate below 10%	<ul style="list-style-type: none"> Filling of funded vacancies (leaking bucket) Inadequate recruitment and retention professionals 	<ul style="list-style-type: none"> Consistent learnership intakes Promotion System Recruitment and retention strategy Community service; partnership with other departments and professional bodies - MoUs; allowances for professionals

5 Year strategic plan - results chain



HR: 5 Year strategic plan - results chain



2020/21 Annual performance plan

Outputs, Indicators and Targets

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Build capacity to ensure value driven delivery of correctional services								
1.1.1	Approved aligned organisational structure	Organisational structure developed and consulted	Organisational structure developed and consulted	Transitional Structure developed and submitted for approval	Transitional Structure approved	Micro (correctional centre) structure approved	Correctional centre post establishment reviewed in line with the approved structure.	Migration to the approved post establishment completed
1.1.2	Funded vacancy rate which is less than 10%	Fill positions at 90%	Maintain the vacancy rate below 10%	Maintain the vacancy rate below 10%	Maintain the vacancy rate below 10%	Maintain the vacancy rate below 10%	Maintain the vacancy rate below 10%	Maintain the vacancy rate below 10%
1.1.3	Number of learners enrolled in the Corrections Services Learnership	0	0	960	2064	2064	2064	2064
1.1.4	Professional Council Established	Drafting of legislation researched	Draft legislation developed	Draft legislation consulted with NCCS	Draft legislation consulted internally	Legislation consulted externally	Interim structure implemented	Interim structure implemented

No.	Output Indicator	Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Build capacity to ensure value driven delivery of correctional services								
1.1.5	Number of officials trained in line with the WSP	28 210	32 388	34 208	23 150	25 465	28 012	30 813
1.1.6	IEHW programme implemented at 48 management areas	10	11	6	12	12	12	12
1.1.7	Compliance with the departmental EE Plan	SMS – 60.11 (M) 39.89% (F), 0.71% (PWD)	SMS – 59% (M) 41%% (F), 0.75% (PWD)	SMS – 57% (M) 43% (F), 0.77% (PWD)	SMS – 57.06% (M) 42.94% (F), 0.77% (PWD)	Comply with the 50:50 SMS target and 2% Disability target	Comply with the 50:50 SMS target and 2% Disability target	Comply with the 50:50 SMS target and 2% Disability target
1.1.8	Disciplinary cases finalised in 90 days	73.23%	79.88%	73.10%	69.11%	75%	77%	79%

Resource considerations

- What are the available resources in the Department?
 - Number of Posts Nationally 41480
 - Filled Posts Nationally 38170
 - Vacant Posts Nationally 3310
 - Compensation Budget Nationally: R18 213 635.00
- The current resources are inadequate to provide optimal HR business support functions. The achievement of the aforementioned targets will require reprioritisation of the current available resources to the management areas and centres, including reorganisation of the HR structure and placement of incumbents according to their competencies and skills
- In view of the proposed budget cuts Branches to consider how do we optimise existing resources and extract optimal value such as n the following:

HR initiatives will include:

- Strategic Partnering with other departments in the JCPS Cluster to deliver on training
- Use of e-learning to save on costs related to travel, accommodation for training.
- Leveraging on relationship with SASSETA, NSG, EAPA-SA, Organised Labour, National Treasury, DPSA, Tertiary Institutions and NGO's.
- Exploration of donor funding.

Critical success factors and dependencies: HR

Critical Success factors	Dependencies
Development of Service Delivery model and operations management frame work	Strategic management Branch and the Service providers appointed
Enhancement of recruitment, selection and retention of talent	Talent management strategy and approved structure
Implementation of appropriate shift pattern	Buy in from organised labour and sufficient staff
Establishment of professional council for Correctional Services	The professionalization of corrections depends on the establishment of the professional council which in turn will depend on political and executive support for the implementation of the business case.
Learnership Intake	The seamless intake of learners in line with the targets set is dependent on the appropriate resourcing of the colleges – in terms of budget for their nutrition, uniform and availability of trained staff
HR Efficiency	Cooperation and competence of line function management

Action plan

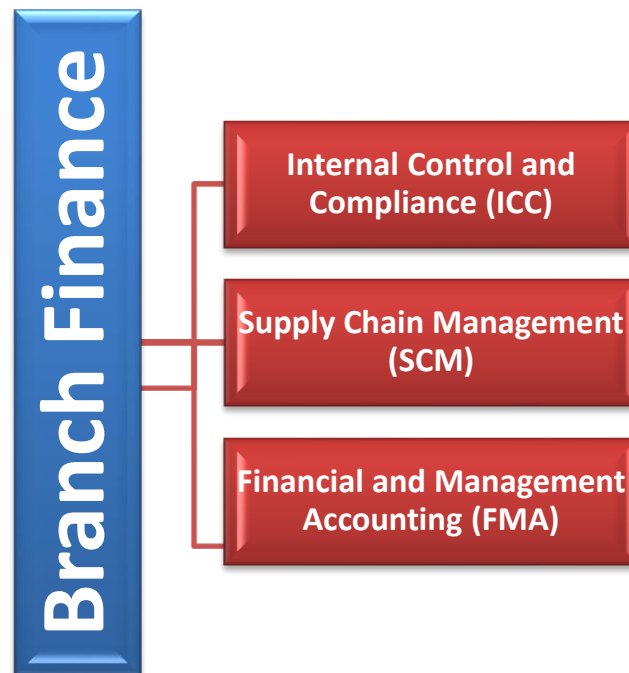
Output	Action	Time Frame	Responsibility
A functional, affordable, centre-centric organizational structure in place by 2028	Service Delivery model (people and structure work stream)	31 March 2020	DCHRM
	Transitional and micro structure approved	31 March 2020	DCHRM
	Shift pattern implemented	31 March 2021	DCHRM
	Staffing norms	31 March 2023	DCHRM
	Employment of ex-officials	31 March 2020	DCHRM
	Recruitment of excess SANDF from the Learnership program	31 March 2020	DCHRM
HR Talent Management Strategy in place by 2023	Strategy developed.	31 March 2021	DCHRM
	Competency framework and assessment tools developed.	31 March 2022	DCHRM
	Behavioural and technical		
	Skills Audit conducted.	31 March 2023	DCHRM
	Recruitment policy and procedures developed Effective selection, criteria Occupational class driven Orientation and induction	31 March 2022	DCHRM
	Career Pathing policy developed – Review of OSD's – Promotions – Compensation framework	31 March 2022	DCHRM
	Retention policy developed	31 March 2021	DCHRM
	Succession planning policy developed	31 March 2022	DCHRM
Ensure an ideal correctional environment by 2028	Training on ethics and integrity framework; engagement with organised labour on vetting of staff	31 March 2021	DCHRD DC CSO DCER
	Conduct survey on Organizational Culture.	31 March 2022	DCHRM
	OHS capacity created in management areas to ensure compliance.	31 March 2022	DCIEHW
	IEHW policy implemented at 25% of management areas.	31 March 2021	DCIEHW
	Re-location from GPSSBC to SSSBC	31 March 2024	DCER
	User friendly HR Standard Operating Procedures (central repository) developed.	31 March 2023	CDC HR
Professionalization of the corrections profession by 2028	Consultation on legislation	31 March 2021	DCHRD
	Interim structures for Professional Council for Corrections approved	31 March 2021	CDC HR National Commissioner Minister
	Interim structure implemented	31 March 2023	DCHRD

HR: Strategic Risks

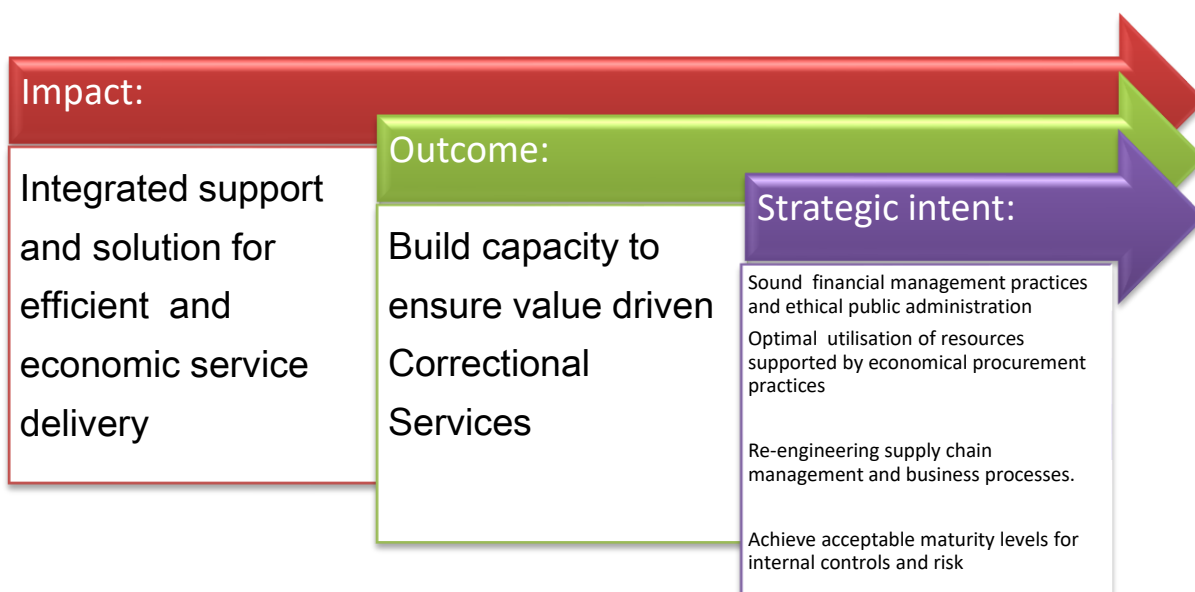
Outcome	Risk	Probability (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigation Strategy
Professionalisation of Corrections	Interim structures not approved	High	High	Engagement of Ministry
Contribution to youth employment and empowerment through the Corrections Services Learnership while filling entry level vacancies	Colleges not adequately resourced	High	High	Budget planning for the learnership MOU with SANDF to provide facilities and facilitators
Improve human resource capacity and management to enable the department to fulfil its mandate	Misalignment between organizational structure and operational needs.	high	high	Proper feasibility studies conducted and approval of the Structure accelerated
	Staff shortage	high	high	Develop and accelerate the implementation of the three(3) pronged HR Recruitment Strategy

10.9 COMMISSION 6 (b): STRATEGIC SUPPORT (FINANCE)

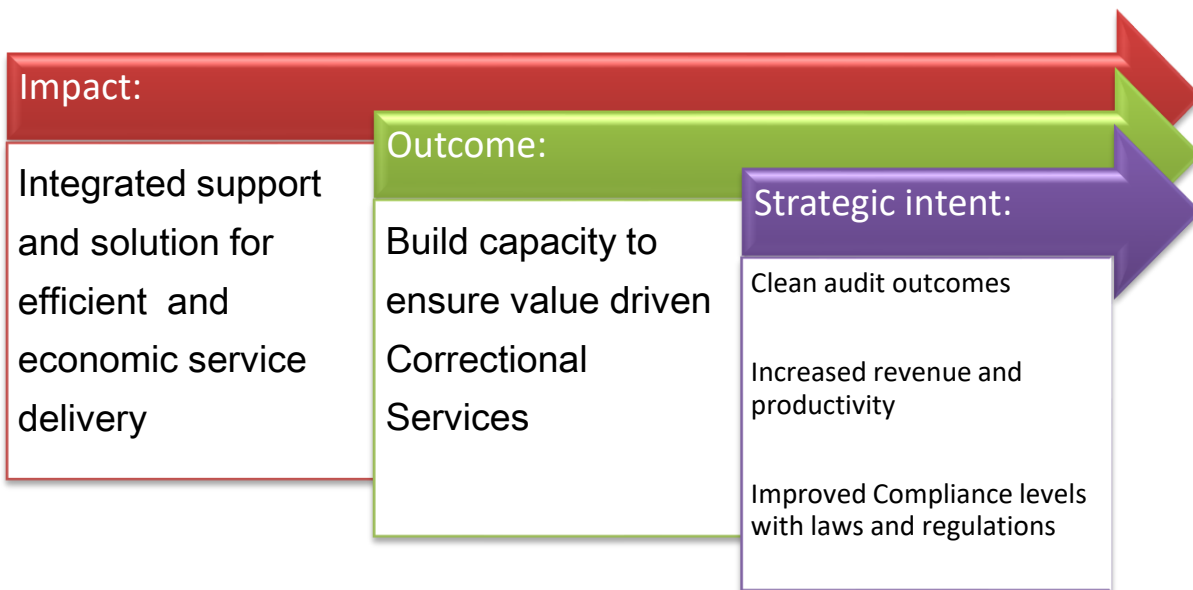
Composition of Branch Finance



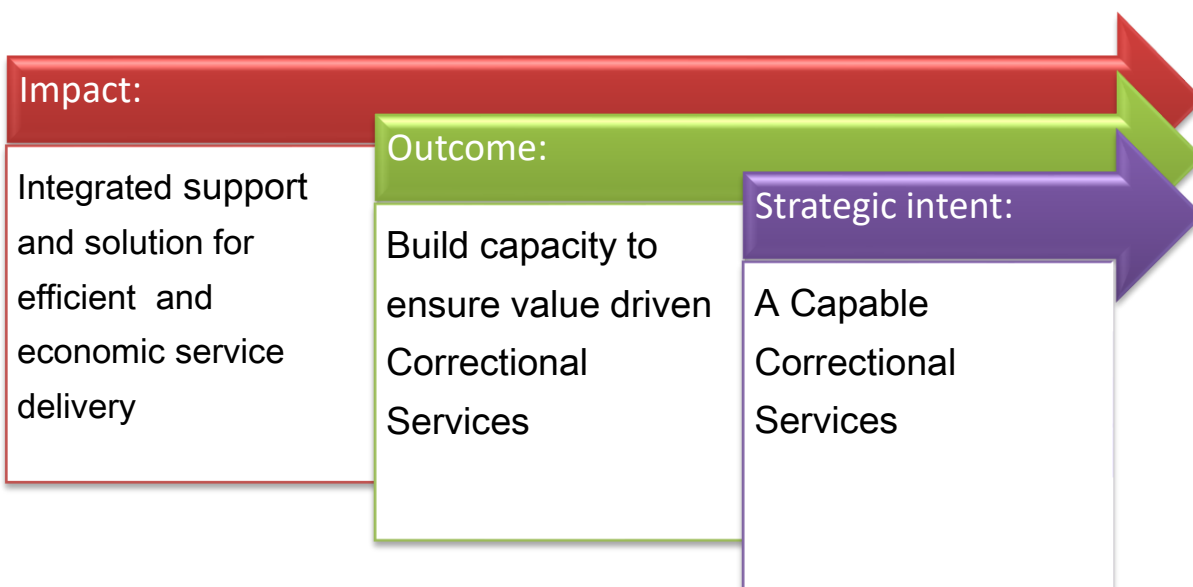
5 Year Strategic Intent



10 Year Strategic Intent



50 Year Strategic Intent



Current Delivery Method – ICC

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High level intervention/alternative modes of delivery
Monitor compliance with relevant prescriptions through provision of inspection activities	Perform inspections at regions, correctional centres including public-private partnership correctional centres and community corrections.	Inadequate compliance monitoring coverage	Review internal control and compliance functions
Investigations of irregular and fruitless expenditure	Investigate irregular, fruitless and wasteful expenditure	Inadequate / Assurance gap on compliance Delays in investigations and consequence management	
Maintain an effective, efficient and transparent internal control system to ensure:- <ol style="list-style-type: none"> 1) effectiveness and efficiency of operations, 2) reliability of financial information, and 3) Compliance with laws and regulations. 	<ul style="list-style-type: none"> • Monitoring of audit action plans to ensure adequacy and effectiveness in a timely manner. • Develop guidelines and frameworks for internal controls. • Support management to design internal controls 	<ul style="list-style-type: none"> • Inadequate coverage on scope due to capacity constraints. • Lack of integrated assurance planning/ combined assurance. 	<ul style="list-style-type: none"> • Review internal control and compliance functions
Roll-out Enterprise-wide Risk Management (ERM) process across the entire department including regions and improve risk maturity level within department.	<ul style="list-style-type: none"> • Risk facilitation at strategic and operational levels • Risk monitoring reports. 	<ul style="list-style-type: none"> • Capacity constraints. • Failure to leverage the benefits of risk management within the department 	<ul style="list-style-type: none"> • Re-organise risk management and governance functions

Implementation plan - ICC

New methods of work/proposed actions	Target date	Responsible Unit	Enablers
Automate compliance monitoring by collating, generation of compliance inspection exception reports, analysis and providing useful compliance reports to management,	31 March 2021	ICC	Capital Budget for the procurement of a system
Review structure of regional inspectorate to support Internal Control function.	31 March 2022	ICC	Management support

Historical performance - ICC

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
Establishment of the Corporate Risk Management function and governance structures	Realignment of Internal Assurance processes to support risk-based approach.	Realignment of Assurance Services Automate risk management processes through collation, analysis and evaluation of information. Centralize Corporate Risk Management function and provide limited resources at management areas to support processes (appoint Risk champions).
Capacitation of the Internal Control, Loss Management and Inspectorate	Improve internal control maturity to desired levels due to lack capacity constraints	Automate internal control processes to collate, analyse and evaluate information. Assign responsibilities to specific individuals. Currently, the Internal Control function has only three (3) resources, therefore it should be capacitated with at least ten (10) officials with a Director.

Current Delivery Method – SCM

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High level intervention/alternative modes of delivery
Procurement and Logistics Management	<ul style="list-style-type: none"> Procedures that are linked to legislative frameworks. Decentralised system of procurement at management areas and logistics stores 	<ul style="list-style-type: none"> Skills gap Capacity constraints resulting in lack of segregation of duties and non-compliance to procurement prescripts, 	Review the current Supply chain management operating model
Contract management	<ul style="list-style-type: none"> Monitoring contract registers Maintaining contractual commitments Monitoring supplier performance 	Skills gap and lack of contract management performed at regional level and management areas	Review the current method of awarding term contracts.

Implementation plan - SCM

New methods of work/proposed actions	Target date	Responsible Unit	Enablers
Review the operating model by developing Standard Operating Procedures Review current procurement methods, and shared Services concept.	31 March 2021 31 March 2023	SCM	Management support
Contribute towards growing small businesses and cooperatives and designated groups through 30% set aside to support SMME & Cooperatives (PPPFA) & Strategic Procurement Automate contract management system	31 March 2022	SCM	Management support
Review the operating model by developing Standard Operating Procedures Review current procurement methods, and shared Services concept.	31 March 2022	SCM	Management support

Historical performance - SCM

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
Unqualified audit opinion 15/16 and 16/17 financial year within assets management, Internal controls were implemented	To maintain unqualified audit opinion internal control could not be implemented due to lack of capacity.	Review the operating model. Review current procurement methods, and Shared Services concept.
Contribute towards empowerment of Black owned businesses through set aside of levels 1 – 4 for procurement with threshold below R500 k	Targeting small businesses and cooperatives	Contribute towards growing small businesses and cooperatives and designated groups through 30% set aside to support SMME & Cooperatives (PPPFA)

Current Delivery Method – FMA

What are the core services	How are these delivered (service delivery arrangements)	Weaknesses with the current arrangements	High level intervention/alternative modes of delivery
Co-ordinate and manage the budgetary processes	Internal guidelines, budget templates and models	Poor quality of budget inputs Negative economic outlook of the country	Harness culture of efficiency and doing more with fewer resources
Expenditure Control and financial reporting	Spending plans, In Year Monitoring, quarterly and annual financial statements	Lack of monitoring of spending plans by some of the activity/program managers/sub-program managers	Program and sub program managers to be held accountable

Implementation plan - FMA

New methods of work/proposed actions	Target date	Responsible Unit	Enablers
Review the operating model to streamline spans and layers of operations and management in respect of budgeting, payments, accounting and reporting functions	31 March 2022	FMA	Management support
Implement appropriate costing methods Work towards activity based budgeting and performance based budgeting	31 March 2021	FMA	Management support Training of finance officials and subprogramme and activity manager
Establish trading entity	31 March 2021	CFO	Management support Capital investment Systems Treasury approval

What has been achieved in the past 5 years and what has worked well	What have we failed to achieve in the past 5 years and why	What need to be done differently / change
Implemented stricter cost containment measures	To retain staff and fill all funded vacant posts due to long turnaround time standards in recruitment processes and high turnover of finance staff and soft moratorium on the filling of posts	Review the operating model to streamline spans and layers of operations and management in respect of budgeting, payments, accounting and reporting functions Emanating from above bullet, should there be vacancies, prioritise the filling of all critical funded posts
On average achieved APP percentage spending target of 99.75%.	In 2015/16 the department over spent the voted allocation and incurred unauthorised expenditure.	Appropriate costing methods Work towards activity based budgeting and performance based budgeting

Contextual issues

Internal Control and Compliance

- Poor Internal Controls within the Department.
- Ineffective and inefficient governance structures and Processes.
- Lack of improvement on audit outcomes.
- Low risk management maturity level within the department.

Supply Chain Management

- Persistent irregularities due to reliance on implementing agencies
- Poor planning (demand management)
- Negative audit outcome due to non-compliance to procurement
- Processes
- Lack of systems to monitor empowerment of SMME and Cooperatives.
- SCM in totality is not fully represented within the Department e.g. no management of contracts at regional level.
- Poor record keeping of documents make it impossible for AGSA

Financial and Management Accounting

- Budget Cuts
- Uncertainty in future budget allocation due to sluggish economy and national revenue shortfalls

Priorities of the Minister and Deputy Minister and Priority 6: A Capable, Ethical and Developmental State

- Strengthening of internal controls and risk management systems to achieve clean governance and administration

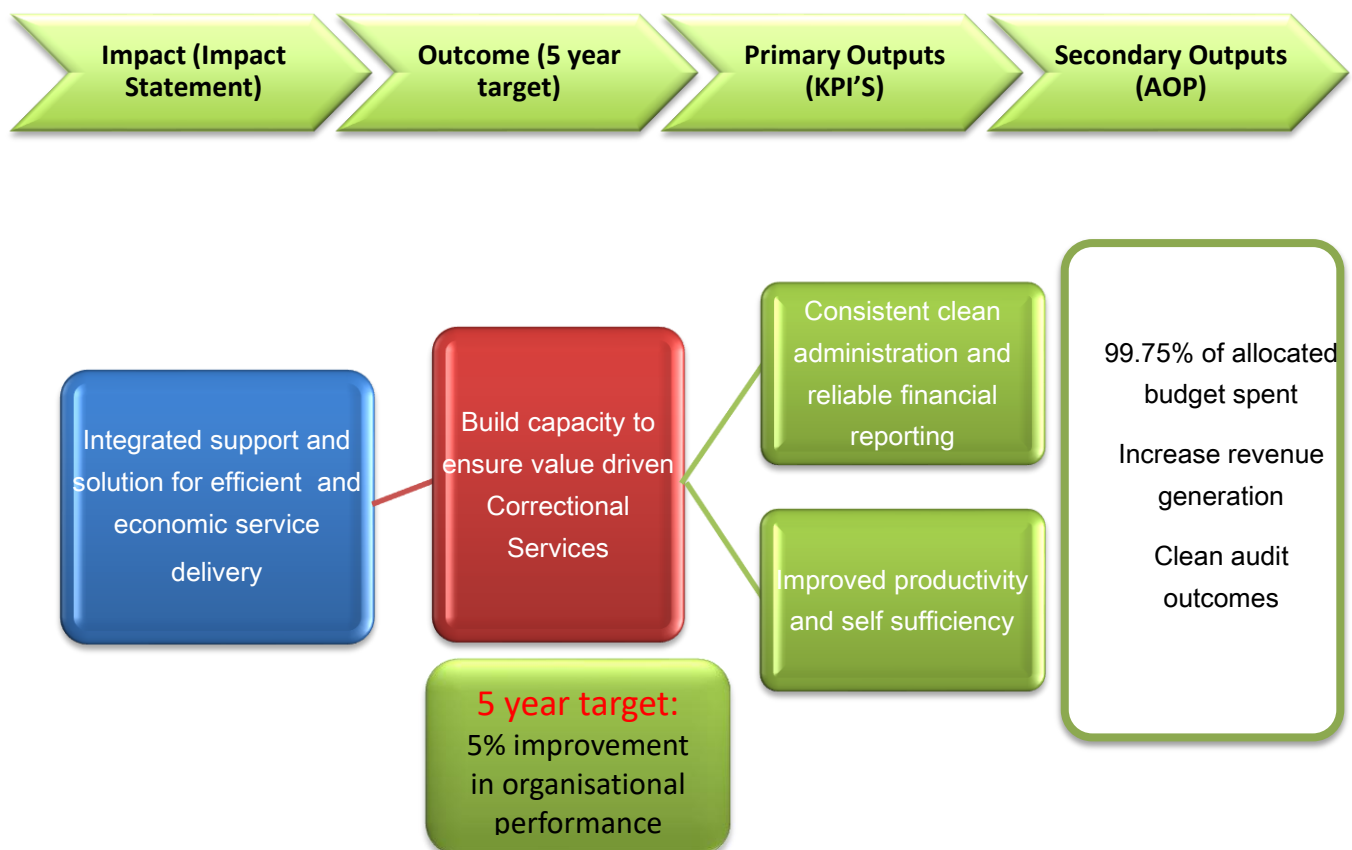
These are incorporated into Operational Plans as follows:-

- Capacitation of Internal Control and Compliance function through appointment of Internal Control, Loss Management and Inspectorate resources.
- Development of Internal Control frameworks.
- Realignment of processes to ensure responsiveness and value-add.
- Prioritization of internal control work activities by following risk-based approach.

Environmental analysis

- Unclear and constantly changing regulatory environment negatively impacting on levels of compliance
- Reduced fiscus resulting in insufficient budget allocations for programmes and projects
- Increased litigations, fraud and corrupt activities
- Financial viability of suppliers which leads to non-delivery of goods and services

5 Year Strategic Plan - Results Chain



2020/21 Annual Performance Plan

No.	Output Indicator	Annual Targets						
		Audited/ Actual Performance			Estimated Performance	MTEF Period		
		2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23
Outcome : Build capacity to ensure value driven delivery of correctional services								
1.1.1	Zero audit qualifications	One audit qualification on capital work-in progress	One audit qualification on contractual commitments	Two audit qualifications on Commitments and Irregular Expenditure	Zero audit qualification	Zero audit qualification	Zero audit qualification	Clean audit
1.1.2	Percentage of allocated budget spent per year	99.82%	99.75%	99.70%	99.82%	99.75%	99.75%	99.75%

Resource considerations

- Looming budget cuts over the 2020 MTEF, which may result in the following:
 - *Reduced staff numbers / Reorganisation/restructuring / Reduction of inmate population / Policy and legislative review (such as minimum sentencing) / Better integration within JCPS Cluster (affordability of bail amounts by RDs – option / Efficiency gains in the operations of the department*
- Reorganize Assurance Services to maximize assurance value, optimize operational efficiency.
- Conduct skills audit and re-assign/re-deploy resources based on outcomes to improve organizational efficiency and effectiveness.
- Review the current operating model between HO, Regions and Management Areas by clearly defining roles and responsibilities.
- Continuous cost saving initiatives by way of bid negotiations and strategic procurement initiatives

Critical success factors and dependencies

Critical success factors

- Spending in line with the allocated budget and the approved spending plans
- Cut fruitless and wasteful expenditure
- Reduce irregular expenditure
- Eliminate bank overdraft
- Training and education of [human capital] resources within the Internal Control and Compliance function.
- Management commitment to Improvement of internal controls.
- Integrated Planning and Reporting by Assurance Providers.
- Strengthening of risk management function
- Seamless take-over of PPP contracts

Dependencies

- Credible operational, procurement and spending plans
- Improved planning by programme managers and paying service providers on time
- Management support [Being responsive to internal control deficiencies]
- Availability of resources (Human capital + software's+ budget).
- Proper coordination within functions.
- Operational Models that support mandate and vision of the department.

Strategic Risks

Outcome	Risk	Probability (High/ Medium/ Low)	Impact (High/ Medium/ Low)	Mitigation Strategy
To provide effective and efficient financial and supply chain management	<ul style="list-style-type: none"> Inadequate funding of programmes Over/under spending of allocated budget 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Timely budget reprioritisation and budget controls.
Clean audit outcomes	<ul style="list-style-type: none"> Inadequate funding of projects and programmes 	<ul style="list-style-type: none"> High 	<ul style="list-style-type: none"> Medium 	<ul style="list-style-type: none"> Work within the limited budget allocation. Prioritize budget allocation.



SHAPING THE FUTURE OF CORRECTIONS IN SOUTH AFRICA

**Department of Correctional Services (DCS)
2019 Strategic Planning Session Report**

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