

STRATEGIC PLANNING SESSION REPORT

25 – 27 NOVEMBER 2020

DCS ANNUAL STRATEGIC PLANNING SESSION

LEEUEWKOP MANAGEMENT AREA,
GAUTENG
24 - 27 NOVEMBER 2020



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA



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1. OFFICIAL SIGN OFF

The 2020 Strategic Planning Session Report was compiled with the relevant information gathered during the strategic planning process and is aligned to the 2020-25 Strategic Plan of the Department of Correctional Services.

Ms A. Naicker

Deputy Commissioner: Strategic Planning and Management

Signature: 

Mr KJ Katenga

Chief Deputy Commissioner

Signature: 

Mr A Fraser

National Commissioner

Signature: 

2. BACKGROUND

Departments are required to develop five year Strategic Plans and Annual Performance Plans in line with the Medium Term Strategic Framework as directed by the Department of Planning, Monitoring and Evaluation (DPME) Revised Framework for Strategic Plans and Annual Performance Plans. The emphasis of the Revised Framework for Strategic Plans and Annual Performance Plans is to institutionalise planning to better enable the delivery of policies. The Strategic Plan (SP), tabled in the year following the general elections, is applicable and relevant for the five-year period, i.e. 2020 to 2025. Each financial year (with its relevant rolling MTEF period) will have a separate Annual Performance Plan (APP) that implements the SP during that financial year.

As part of the planning process, the Department convened its annual strategic planning session at the Leeuwkop Management Area from 25 to 27 November 2020 to give Management an opportunity to engage in intensive discussion and activity in a collaborative and inclusive manner on the future plans of the Department. The planning session was attended by the Minister of Justice and Correctional Services and Deputy Minister of Correctional Services and the senior management echelon of the Department. The National Treasury, Department of Health and MerSETA presented in key areas of collaboration during the planning session.

Significant issues that guided the discussions during the strategic planning session included the priorities of the Minister of Justice and Correctional Services and Deputy Minister of Correctional Services, contextual issues facing the Department internally and externally, resource considerations and past performance. The expectation was that the planning session would give the Department an opportunity to critically reflect on how it will continue to drive the implementation of the policy agenda of the Sixth Administration, taking into consideration the National Treasury Fiscal Policy and the COVID-19 outbreak, which could affect service delivery.

The planning session was structured as a continuation of the work done during the 2018 and 2019 strategic planning sessions where the Department developed a 50-year strategy that provides a five, ten year and fifty-year trajectory aligned to its mandate.

The 2019 strategic planning session provided Management with an opportunity to use the strategic analysis tools to develop a results chain process to arrive at the impacts, outcomes and outputs in line with the theory of change. The session was an intensive three-day process, which provided important interaction and alignment across the Department with a focus on both the five-year SP and the APP. It also provided a platform for reflection and engagement on strategic issues with some key issues resonating throughout the three days; such as the need for greater collaboration with other stakeholders and innovative service delivery taking into consideration that government expenditures exceed revenues from taxes and other sources, resulting in a deficit.

Each of the three days of the strategic planning session had a thematic area of focus that provided a broader perspective of past performance, internal and external influences, strategic planning and operations management. The Department conceptualised the three days as follows:

DAY 1: SITUATIONAL ANALYSIS (INTERNAL AND EXTERNAL ENVIRONMENT)

The Department, after having analysed its mid-year performance engaged on and elevated the strategic priorities to be considered for the upcoming financial year. This was also informed by the updated policy priorities from the Executive Authorities, strategic environmental analysis and considerations of the fiscal constraints, challenges brought in to the operating environment not limited to the COVID-19 pandemic and other underlying operational strategies that are critical to support the Outcomes of the Department. The product thereof determines the review of the Annual Performance Plan and Annual Operational Plan.

The situational analysis, resource considerations and COVID-19 challenges provided context to how the Department needs to plan over the MTEF period. This includes re-looking at the alternative modes of delivery and putting measures in place for other possible solutions to deliver on its mandate. New APP indicators may be required for this process while consideration should be given to identifying critical outputs/activities/interventions that are required to support the APP. The Strategic Risks of the Department and its mitigations should be integrated into this process.

DAY 3: STATUS ON OPERATIONS MANAGEMENT FRAMEWORK PHASE II

The design of an adequate Service Delivery Model (SDM) is fundamental in aligning the Department to its mandate within the context of the Public Service Operations Management Framework (OMF). The SDM is the first building block, which describes how an institution should deliver on its mandate. The OMF Phase II identified multiple interventions through four key workstreams having cross-functional representation for efficient and effective coordination, i.e. Work Stream 1 – People and Structure Alignment, Work Stream 2 – Process & Technology, Work stream 3 – Governance, Work stream 4 – Change Management and Work Stream 5 – Self Sufficiency. Dedicated workstream leaders must oversee all activities within the four Work Streams to ensure that activities are executed in a timely manner, as well as in accordance with the required prescripts. The final day of the session focussed on the progress made with the implementation of the DCS OMF Phase II.

3. INTRODUCTION

The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), embodies the fundamental rights of the country's citizens, including that of offenders. This resulted in the introduction of a human rights culture in the correctional system, changing the strategic direction of the Department to ensure that incarceration entailed safe and secure custody under humane conditions. The history of prison reform after 1994 was shaped by the relationship between governance and human rights standards; the requirements for both are set out in the Constitution and elaborated on in the Correctional Services Act (Act No. 111 of 1998). The new constitutional order established a set of governance and rights requirements for the correctional system demanding fundamental reform. This required its reinvention to establish a system compatible with constitutional demands. The reforms that have shaped the country's correctional system to successfully converge have five dimensions of a constitutional democracy where, legitimacy, transparency, accountability, the rule of law and resource utilisation is supreme. These are pillars 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.

The mandate of the Department is derived largely from the Correctional Services Act (Act No. 111 of 1998), the Criminal Procedure Act (Act No. 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 2019/20 financial year the Department convened its Strategic Planning Session to build in the initial work conducted during 2018 around government's approach to corrections in the next five, ten and fifty year period and pronounce on the DCS contribution to the National Development Plan (NDP). Due to the COVID-19 restrictions, the Department limited the invitations to the session to the National Treasury, Department of Health and MerSETA. The external presenters highlighted the dependencies and linkages with the Department as well as interventions to address common challenges. Other critical stakeholders were not invited to the physical session, however an online platform was made available to stream and comment.

3.1 APPROACH TOWARDS THE STRATEGIC PLANNING SESSION

The strategic planning process for the financial year 2021/22 began in September 2020 where Strategic Management engaged programme managers in preparation of the planning documentation. The environment scan included the futures triangle-planning tool, where programme managers had to look at three angles, which are:

- **Pull of the future:** Where are we going
- **Weight of the past:** What has affected us in the past to put us in the current situation
- **Push of the present:** What is the current environment dynamics that might hinder us from reaching our final destination

Conceptual issues were also part of the template together with their opportunities. For every conceptual issue there was a solution identified for each programme/ sub programme. Vision 2068 and problem and solution tree were also part of the templates distributed in preparation for the planning session. In order to assist Branches with the drafting of the Annual Performance Plan and Annual Operation Plan, a template was provided with the necessary explanations and examples for ease of reference. The examples took into consideration the content of the presentations made at the 2018 and 2019 Kopanong Strategic Planning Sessions, November 2019 Planning Session held at St. George Hotel and the final approved 2020-2025 SP and 2020/21 APP. Branches were encouraged to critically analyse their presentations and the Strategic Planning Session Report as the inputs for the Annual Performance Plan and Annual Operational Plan. Due to COVID-19 restrictions “normal” workshops could not be conducted with programme managers; however virtual meetings were convened to outline the process and requirements to develop the 2021/22 Annual Performance Plan. The meetings were convened as follows:

- | | |
|----------------------------|----------------------|
| • Rehabilitation | 07 September 2020 |
| • Care | 07 September 2020 |
| • Incarceration (incl. RD) | 07 September 2020 |
| • Security and Facilities | 09 September 2020 |
| • Administration | 10-22 September 2020 |
| • Social Reintegration | 11 September 2020 |

As per the resolution of the Pre-MANCO meeting of 09 November 2020, the Strategic Management Branch prepared a dry run session to interrogate the draft presentations and adjust accordingly. The session took place at Kgosi Mampuru II on the 13th November 2020 where Regional Commissioners were also present. The focus of the preparatory session was to provide ideas and solutions for the realisation of the desired future instead of lamenting on the past. Programme Managers were adequately assisted to ensure that the presentations respond to the change agenda of the Department.

The Draft 2021/22 Annual Performance Plan was submitted to the Department of Planning, Monitoring and Evaluation and National Treasury through the office of the National Commissioner on 30 October 2020 for assessments as per the Revised Framework for Strategic Plans and Annual Performance Plans. The work from the Strategic Planning session together with the bilateral sessions with programme managers to critically assess plans over the MTEF was considered when developing the 2021/22 Annual Performance Plan and 2021/22 Annual Operational Plans.

3.2 OPENING REMARKS BY STRATEGIC MANAGEMENT

The CDC Strategic Management welcomed and acknowledged the presence of the Minister of Justice and Correctional Services, the Deputy Minister of Correctional Services, National Commissioner, CDC's and Management present at the 2020 Strategic Planning Session as well as those who joined the online platform. The presence of the Chairperson of the Audit Committee was acknowledged. He indicated that an invitation to the session was also forwarded to the Independent Chair of the Risk Committee.

The CDC SM explained that the Department has partnered with the CSIR which is a government entity within the portfolio of higher education science and innovation to develop a Master Information Systems and Security Technology Plan (MISSTP) to advance the Department's technology and security in keeping with the requirements of the Fourth Industrial Revolution (4IR). The successful development and implementation of the MISSTP is dependent on its alignment to business processes and human capital or skills. The convergence between the business processes mapping that has been conducted as part of the OMF and the MISSTP is therefore a necessary step in the planning process. It is within this background that the CSIR participated and facilitated discussions to develop comprehensive outcomes from the discussions.

The CDC SM emphasised the importance of the session to determine what must be prioritised in the following months towards the end of the financial year and the subsequent years in fulfilling the mandate of the Department. The South African economy was under pressure at the outbreak of the pandemic which then dealt a crushing blow to an already struggling economy. A low performing economy coupled with increasing unemployment has implications for not only the Justice Cluster, but for the whole of Government. A possible resurgence of infections of COVID-19 has the potential to damage the health system and put immense pressure on the Department.

He explained that offenders must be prepared to excel in the fourth industrial era through the active participation of all stakeholders in an ecosystem aligned across education, workforce development, programmes, life skills, etc. A collective effort aimed at improving the potential employment and entrepreneurial outcomes for offenders is required to reduce rates of re-offending.

It was specified that the session should identify key areas to focus and assess how resource allocation can be redirected towards ensuring delivery on practical success factors of the mandate. Management was requested to weigh the trade-offs to make the difficult but necessary choices. The Department should be cognisant of who to engage with in order to find lasting solutions e.g. relevant stakeholders in government, private sector and civil society.

Management was informed that in order to maximise interaction and optimally harvest from the entire Department, a feed was set up to enable colleagues who were not in this gallery to live stream the whole proceedings from their various locations across the country. Further to this, a WhatsApp line was established where any questions and inputs may be directed. He added that the intention is to harvest as many ideas and inputs across all levels of the Department into this process to bring about meaningful change and to better prepare to address potential challenges going forward given the resource constraints. The CDC Strategic Management thanked the officials both in the venue and online and encouraged fruitful discussions for the duration of the session.

4. KEY HIGHLIGHTS OF THE STATEMENT BY THE MINISTER OF JUSTICE AND CORRECTIONAL SERVICES

The Minister of Justice and Correctional Services provided a political overview at the onset of the first day of the 2020 Strategic Planning Session. The Minister emphasised the need to adopt a new culture of discipline and accountability in the Department starting with the training colleges.

The Minister explained that the Auditor General of South Africa (AGSA) selected DCS as one of the departments in which the Material Financial Loss against senior managers will be established. This was done after repeated financial audit findings within the Department. The Minister expressed

concern over the audit assessment which reflects a Department struggling with compliance, audit qualifications, lack of consequence management, rising irregular expenditure, Information Communication Technology, non-compliance with SITA regulations. The Minister further indicated that the Audit Action Plan has not yielded the desired results as the Audit Report indicates the slow pace of responses to improving key controls and addressing risk areas as well as the inability to fill vacancies in key positions. The Accommodation Determination System and Inmate Management System also contributed to the Department's audit qualification. The negative audit outcomes erodes public confidence in the systems and controls within the Department. Oversight bodies including the Portfolio Committee on Justice and Correctional Services and SCOPA will also expect the Department to account for the negative audit findings.

The Minister reiterated that there is zero tolerance for fraud and corruption in the Department as this solidifies an image of incompetence and poor leadership. He encouraged Management to create an ethical culture and refuse corrupt activities that undermine the State and the will of the people, speak out against corruption and use the instruments that are available to report corruption. He further directed the Department to ensure that good governance and a clean audit outcome is at the centre of the Department's plans where the Audit Committee and Risk Management Committee play a fundamental role.

Management was advised to capacitate areas where internal control processes need to be improved so that the Department is better placed to eliminate shortcomings in its operations. The Minister acknowledged the overall improvement in the performance of the Department which can still be enhanced by addressing the areas that were not accurately reported in the prior year. Change management must be considered so that the Department does not regress as it moves forward. The self-sustainability model was strongly emphasised by the Minister. Management was reminded of the commitment to operationalise a business entity that will enable the Department to realise self-sustainability. The costs incurred in the provision of food items are not affordable and stretches the Department's resources. The new business model must be financially sustainable while providing inmates with opportunities to expand their skillset. Utilisation of offender labour in public infrastructure maintenance must also be prioritised which will assist to resolve some of the current challenges with dilapidated infrastructure (such as sport facilities, road maintenance, cleaning towns, renovation at schools, clinics, etc.). The Minister encouraged Management to forge strategic partnerships with municipalities where correctional centres are located and to align the infrastructure plans of the Department with that of the municipalities. The use of offender labour will ensure cost saving to the State.

The poor condition of correctional centres was raised as a concern by the Minister as most centres are dilapidated and in a state of disrepair which could have life threatening consequences. He added that the delivery timeframes of infrastructure projects by implementing agents are not realistic. The Department must ensure that the delays on infrastructure projects are speedily dealt with internal capacity. In terms of Human Resource Management, the Minister emphasised the need to empower officials at all levels. He directed that the DCS Organisational Structure must be completed in the current financial year with implementation to be prioritised in the next financial year. In addition, the Uniform Shift Pattern for the Department must be speedily concluded according to the planned target. The Department must explore the feasibility of entering into areas of cooperation with SADC countries to process and address the growing number of inmates within correctional facilities from neighbouring countries. The Department must have protocols in this regard working together with Home Affairs and other relevant departments.

The Minister emphasised the importance of the Restorative Justice Programme which commences at the point of incarceration. He pointed out weaknesses in the parole system that need to be addressed to ensure that it achieves its intended purpose. The Minister commended the good work that the Department has done in producing over three hundred thousand Face Masks. He however raised a concern that the production workshops have not performed as expected due to old machinery and equipment.

The Minister reminded Management of the commitment to work jointly with the Department of Justice and Constitutional Development to address systemic issues in the Criminal Procedure Act that will improve efficiencies across the criminal justice system. He indicated that the Department should be at the forefront when contributing to policies on social welfare, access to health services, education and employment having first-hand experience of overcrowding within correctional facilities. The sector therefore needs to develop comprehensive and evidence-based criminal justice reform strategies, in order to be effective and sustainable, which must be supported by the public for effective implementation. As part of this process the Department must guide measures to be taken to reduce the scope of incarceration, develop fair sentencing policies and suggest improvement to increase efficiencies within the criminal justice system. This must include both legislative and practical suggestions.

The need for an effective and integrated justice system in which institutions cooperate with each other and where accurate data is generated to inform responsive policies and programmes, was emphasised by the Minister. This will ensure that legislation is properly implemented to achieve the intended aim of delivering justice, promoting public safety and reducing the unnecessary use of incarceration at the same time. As part of the concluding remarks the Minister stated that excellence is not an option but a necessity in view of the critical role of the Department in creating safe communities.

TABLE 1: SUMMARY OF KEY ISSUES RAISED BY THE MINISTER OF JUSTICE AND CORRECTIONAL SERVICES

Summary of key issues
<ul style="list-style-type: none"> • The Department must adopt a new culture of discipline and accountability • Prioritise good governance and a clean audit outcome (compliance, consequence management, irregular expenditure, Information Communication Technology, compliance with SITA regulations Accommodation Determination System) • There must be zero tolerance for fraud and corruption in the Department • A business entity must be operationalised to enable the Department to realise self-sustainability and revenue generation • Offender labour must be utilised in maintaining public infrastructure which will assist to resolve some of the current challenges with dilapidated infrastructure • Strategic partnerships must be forged with municipalities where correctional centres are located and align the infrastructure plans of the Department with that of the municipalities • Delays on infrastructure projects must be speedily dealt with internally. • The DCS Organisational Structure must be completed in the current financial year with implementation to be prioritised in the next financial year • Enter into areas of cooperation with SADC countries to process and address the growing number of inmates within correctional facilities from neighbouring countries. • Restorative Justice and the review of the parole system must be prioritised to address reoffending • Work jointly with the Department of Justice and Constitutional Development to address systemic issues in the Criminal Procedure Act and improve efficiencies in the criminal justice system

5. KEY HIGHLIGHTS OF THE STATEMENT BY THE DEPUTY MINISTER OF CORRECTIONAL SERVICES

The Deputy Minister of Correctional Services provided a political overview building on the Statement of the Minister of Justice and Correctional Services. He reflected on the impact of COVID-19 on the country and the Department which has not been spared by the deadly disease. He commended the Department for working with other state entities to mitigate the spread of COVID-19 within

correctional facilities. He encouraged Management to adopt a comprehensive governmental and societal approach until an effective and accessible vaccine is available.

The Deputy Minister emphasised the need to ensure that the risk of infection to officials, inmates, parolees, probationers and stakeholders is minimised by work closely with the Department of Health and other relevant institutions and utilise up-to-date and accurate advice to fight COVID-19. He commended officials at the frontline who selflessly and courageously secure correctional facilities around the clock, who continue to screen and test people in correctional facilities, and those who ensure that facilities are routinely decontaminated. The Deputy Minister reminded Management of the significance of the day which marks Five Days of National Mourning, beginning on the 25 November until 29 November 2020, as declared by President Ramaphosa, to remember and honour those who lost their lives to COVID-19 and Gender-Based Violence and Femicide (GBVF). He encouraged the Department to demonstrate a renewed commitment to the implementation of the Emergency Response Action Plan on Gender-Based Violence and Femicide, which was announced by President Ramaphosa, in September 2019 and to commemorate the 16 Days of Activism for No Violence against Women and Children, an international campaign, which commenced on 25 November 2020.

The Deputy Minister explained that the current fiscal constraints and increasing levels of crime require the Department to develop creative and innovative ways to improve service delivery, avoid any wastage and to do more with fewer resources while developing creative working relationships with communities and structures to fight crime.

The Deputy Minister outlined the strategic priorities for the period of 2020 -2025; premised on the broad theme, that is: "Effective Correctional Service System" whose overarching goal is to achieve effective correctional / rehabilitation for safer communities; reduction in re-offending/ recidivism; curtailing crime conducted through the incarceration of offenders in correctional centres; strengthening Information Communication Technology systems as an enabler to service delivery; improvement in efficiency of security protocols at correctional centres; as well as, the building of effective partnerships with all stakeholders. He further expressed the commitment of the Department, to work with the broader contours of the Criminal Justice System in building a humane, efficient and effective correctional system. He highlighted that the implementation of rehabilitation-focused correctional services requires the Department to provide needs-based interventions that are specific to each offender, through Correctional Sentence Plans and various correctional oriented programmes.

The Deputy Minister stressed the importance of improving efforts to train officials who facilitate rehabilitation programmes. He further mentioned that the Department should make sure inmates are assisted to exercise their democratic right, that is, to participate in programmes that are offered in correctional centres. The Deputy Minister indicated that working together with members of the community, traditional leaders, religious fraternity, youth formations and Moral Regeneration Movement (MRM), social workers, psychologists and spiritual caregivers will assist in identifying the sources of criminal activities; unpack their manifestations in society and help to find alternative lasting solutions.

A concern was expressed by the Deputy Minister on the moral regeneration movement that lacks adherence to fundamental family and community values which is one of the key problems that have affected children and youth. Corrections is a societal responsibility, hence it is binding on the Department, to correct the behaviour of people, to forge effective partnerships and work closer with communities and other stakeholders for the realisation of rehabilitation and social reintegration outcomes. The production workshops continue to provide skills and create conducive grounds for work opportunities for ex-offenders. In this respect, many offenders have emerged from correctional centres with a necessary knowledge of self-sustenance, self-reliance and job-creation.

The Deputy Minister has made several observations since joining the Department and raised the following concerns:

- Collapsed security fences, which not only affect the security of inmates but puts the livestock in danger

- Lack of maintenance of the offices, facilities and houses where officials reside.
- Poorly maintained landscape and office furniture

The Deputy Minister recommended that these matters should be addressed through offender labour which will simultaneously ensure that offenders are gainfully occupied. He further requested that a report should be compiled with proposals to secure a portion of the maintenance budget from the Department of Public Works and Infrastructure (DPWI), for DCS to maintain its own facilities. This should include the much needed skills transfer from DPWI to the DCS officials.

The Department has been criticised for focussing resources on offenders instead of victims. Accordingly, the Deputy Minister emphasised the need to strengthen the Restorative Justice Programme ensuring that more victims of crime are prepared to participate in these programmes. He further mentioned that the Department should ensure that the views of traditional leaders are taken on board as part of the Restorative Justice Programme. In addition, he mentioned that partnerships with the Department of Social Development and other relevant stakeholders are important to identify social-economic needs of victims and forms of assistance to help change the current societal perception that the victims of crime are not taken care of. Another matter of concern raised by the Deputy Minister was overcrowding in correctional facilities, which compromise the provision and effectiveness of rehabilitation programmes. He stated that the Department is in need a holistic and coordinated response to overcome the challenge of overcrowding.

The Deputy Minister mentioned that the Deputy Ministers of Justice and Constitutional Development and the Deputy Minister of Correctional Services led a meeting between the two departments on 23 November 2020, where amongst other things the issues of Audio Visual Receiver (AVR) and measures to curb overcrowding were discussed. The Departments have agreed that, working together will ensure that the system of AVR for remand detainees is used optimally, in order to expedite the process of postponing cases and releasing remand detainees on bail where individuals are detained for minor offences, such as food theft and petty crimes, especially during this period of the COVID-19 pandemic where there is a need to minimise the burden of overcrowding. The official opening of the Tzaneen and Ngqamakhwe correctional facilities exemplify efforts to reduce overcrowding and create conducive conditions for humane incarceration.

The Deputy Minister requested the Department to continue engaging the Criminal Justice Cluster departments, the Judicial Officers and society at large. The inefficiencies in security and protocols at correctional centres remains a cause for concern for the Deputy Minister and the Department as a whole. The culture of gangsterism in correctional centres is compounded due to a lack of policy on Information Gathering and Analysis which could assist the Department as an early warning system, through a deeper understanding of the underlying under-world activities, extrapolate illegal trends and their consequences, as well as, be better informed about the methods and remedial alternatives that needs to be adopted. The Deputy Minister requested a progress report on this matter by end of March 2021.

The Department was encouraged by the Deputy Minister to work with the Department of Health at provincial and national levels to mitigate the spread of COVID-19 infections in correctional centres and to make use of the COVID-19 mass temperature screening machine donated to the Department. The Deputy Minister also requested on-going progress reports on this matter.

He acknowledged the Department's improved performance over the Medium Term recorded at 86% which marks a significant improvement as compared to 62% in 2015/2016 performance period. The Deputy Minister requested Management to articulate any mistakes made and difficulties noted during the implementation of the Department's Plans.

The difficulties and mistakes of working relations between the DCS and Judicial Inspectorate on Correctional Services (JICS) have been resolved and going forward bi-monthly meetings between the Regional Commissioners and JICS must take place; records thereof must be shared with the Ministry. In addition, the Deputy Minister indicated that quarterly meetings with JICS, the National

Commissioner and Chief Deputy Commissioners should be convened to focus on policy related matters not addressed at Regional level.

The Deputy Minister highlighted the expectations of the Executive Authority during the Strategic Planning Session:

- The Department must develop an Action Plan or Audit Turn Around Strategy to address the consecutive qualified audits and report on this monthly to the Ministry
- All Chief Deputy Commissioners, Regional Commissioners, Internal Audit Unit members and Internal Audit Committee should form part of the high level Rapid Response Team.

The Deputy Minister requested that the Department should ensure that monthly reports are provided on the Department's plans to address the concerns raised by Parliament's Standing Committee on Public Accounts (SCOPA), regarding fruitless, wasteful and unauthorised expenditure. Another urgent task mentioned by the Deputy Minister was the automated document management system required for ease of processing responses to Parliament. The proposed DCS Trading Entity for self-sufficiency and revenue generation has not been prioritised. The Ministry requires a concept document to guide engagements on this concept. In addition, the Deputy Minister indicated that an inventory of the DCS immovable assets, such as farms, land parcels, workshops and equipment is not fully known by the Department and must be automated. The Memorandum of Understanding between the DCS and the Department of Environment, Fisheries and Forestry also remains outstanding. An urgent Memorandum of Understanding between the DCS and Department of Trade, Industry and Competition is also required to acquire the necessary modern machinery for production and for training both officials and inmates.

The Deputy Minister indicated that there must be a finalised DCS Macro and Micro Structure aligned to the SDM that would empower Area Commissioners and Regional Commissioners to perform their duties effectively accompanied by the review of the Departmental delegations. The Deputy Minister added that officials at operational level are concerned about the current state of the departmental Information Technology (IT) infrastructure, systems and procurement processes which were also raised by Auditor General and the Standing Committee on Public Accounts. The Deputy Minister urged Management to take a leap forward in the manner needed to implement the Department's strategic obligations and to speed up service delivery for a peaceful, stable and safer South Africa

TABLE 2: SUMMARY HIGHLIGHTS OF THE DEPUTY MINISTER'S PRIORITIES

Summary of key issues

- Ensure that the risk of infection to officials, inmates, parolees, probationers and stakeholders is minimised by working closely with the Department of Health and other relevant institutions and utilise up-to-date and accurate advice to fight COVID-19
- Training of officials responsible for facilitating rehabilitation programmes
- Forge effective partnerships and work closer with communities and other stakeholders for the realisation of rehabilitation and social reintegration outcomes
- Report of proposals to secure a portion of the maintenance budget from the Department of Public Works and Infrastructure (DPWI)
- Restorative Justice Programme needs to be strengthened to ensure that more victims of crime are prepared to participate in the programme
- Progress report on the policy required for Information Gathering and Analysis.
- Progress reports on COVID-19 mass temperature screening machine donated to the Department
- Bi-monthly meetings between the Regional Commissioners and JICS

Summary of key issues

- National Commissioner and Chief Deputy Commissioners to convene with JICS to focus on policy related matters
- The Department must develop an Action Plan or Audit Turn Around Strategy to address the consecutive qualified audits and monthly progress reports to be submitted
- Monthly reports are required to address the concerns raised by Parliament's Standing Committee on Public Account (SCOPA)
- Automated document management system is required for speedy submission of responses to Parliament
- Concept document for the proposed DCS Trading Entity for self-sufficiency
- Automated inventory of the DCS immovable assets, such as farms, land parcels, workshops and equipment
- The Memorandum of Understanding between the DCS and the Department of Environment, Fisheries and Forestry and Department of Trade, Industry and Competition
- Finalised DCS Macro and Micro Structure and review of the Departmental delegations.

6. PRESENTATIONS BY EXTERNAL KEY STAKEHOLDERS

6.1 OVERVIEW ON GOVERNANCE, RISK MANAGEMENT AND INTERNAL CONTROL PROCESSES

The Chairperson of the Audit Committee described the effect that COVID-19 has on the operating environment of the Department as part of the introduction to her presentation. Despite these challenges the Department managed to improve its performance from 51 percent during Q1 to 61 percent during Q2. Working closely with Management, efforts and commitments made by Management were evidenced, including the challenges that the Department overcame during the implementation of its Annual Performance Plan. The Chairperson of the Audit committee was encouraged by the oversight provided by the Minister of Justice and Correctional Services and the Deputy Minister of Correctional Services in the implementation of the set priorities.

The Chairperson of the Audit Committee then provided an overview of the audit findings within the Audit Report. The presentation also focused on the internal control processes, risk, management processes, governance and internal audit. She emphasised the responsibility of the Audit Committee to oversee the work of the Department specifically on the financial and non-financial performance. The Audit Committee Chairperson acknowledged the comments made by the Minister of Justice and Correctional Services and the Deputy Minister of Correctional Services on issues raised by the AGSA.

She emphasised the need to review systems used to record performance which was one of the key issues raised by the AGSA on the Audit Report which requires Management to continue working tirelessly to put systems in place that can work for improvement purposes.

Noting the challenges on the ICT it was recommended that the Accounting Officer have an external member who is independent that will assist with ICT related matters. The AGSA has raised findings around IIMS and noted there have been activities that were performed without extension of a service level agreement. The Chairperson of the Audit Committee welcomed the fact that Management is in the process of addressing such issues although there are still more to be done to improve the ICT services. She expressed her appreciation to the National Commissioner for putting in place systems to allow the Audit Committee to report on a quarterly basis.

The Chairperson of the Audit Committee further indicated that although the AGSA reported that the Department did not adequately implement the audit action plan, the Audit Report for the 2019/20 shows that one of the audit qualifications that were raised in the 2018/19 was not addressed, evidence showed that most of the contributing factors were cleared but still it was not sufficient to satisfy the processes of the AGSA. The audit on Supply Chain Management on COVID-19 has already started and Internal Audit should collaborate with other agencies as more capacity is needed.

Internal Audit will be conducting audits on HRM as well as matters on labour relations and discipline. The weaknesses that have been found in the system related to non-compliance with the laws and regulations, lack of consequence management and capacity constraints which were raised in the previous financial year. She advised Management to develop a robust action plan that will look at measures to address the root causes. This means that there should be commitments to the assurance providers' (Executive Authority, Accounting Officer and the Audit Committee) in this regard.

Management was encouraged to continuously implement consequence management. The Audit Committee will be reporting critical areas to the Executive Authority timeously and regularly going forwards. She advised the Department to develop and implement a compliance framework which will embed internal controls. The Audit Committee is supporting the self-sustainability and the revenue generation strategy of the Department. In her closing statement, the Audit Chairperson quoted the former President of the Republic Nelson Rolihlahla Mandela: *"It is in our hands to create a better world for all who live in it"*.

6.2 NATIONAL TREASURY FISCAL POLICY

MTBPS FRAMEWORK

The representatives from the National Treasury Mr Khetha Dlamini and Ms Aaliya Cassim delivered a presentation on the fiscal policy and the Medium Term Budget Policy Statement (MTBPS). The presentations covered the MTBPS framework, Economic Recovery Plan, and the work that needs to be done by Government in order to achieve those plans. The presentation included the steps Government should take to secure recovery from the virus, the economic shock and the steps taken to stabilise the public finances. The theme of the presentation was about securing economic recovery beyond COVID-19 as directed by the President.

Mr Khetha Dlamini presented the social protection package that was unveiled in the 2020 June special adjustment which comprised of social relief of distress adjustments, the adjustments done by the Unemployment Insurance Fund (UIF), the COVID-19 loan guarantee scheme and the tax measures that were taken. These amount to about R70 Billion in tax measures, tax deferrals and in some cases tax write off in order to support businesses with liquidity there was a drying up of working capital for businesses. It was explained that these measures had to be taken to provide much needed relief. In terms of the economic forecasts, Government revised down the growth outlook from 7.2% in June 2020 to 7.8%. This is a revision from the growth outlook of 0.3% in the 2020 February budget.

The priority of the MTBPS is to stabilise the debt path. In June the Special Adjustment Budget had a debt scenario, not a baseline of around 87% stabilisation in 2022/23; which meant that the economy will grow faster than the rate at which the country accumulates debt. This is done to reduce the level of government borrowing as currently the country is borrowing about 15.7% of Gross Domestic Product (GDP) or economic output, in which government consumes all the domestic savings in the economy. If Government had not gone to the International Monetary Fund and the World Bank for additional financing of Government's borrowing requirement there would be no savings available for households to purchase homes or purchase vehicles. It is important for Government to receive official finance. Government intends to close the borrowing part over five years which means borrowing a lot less in order to fund the business of government.

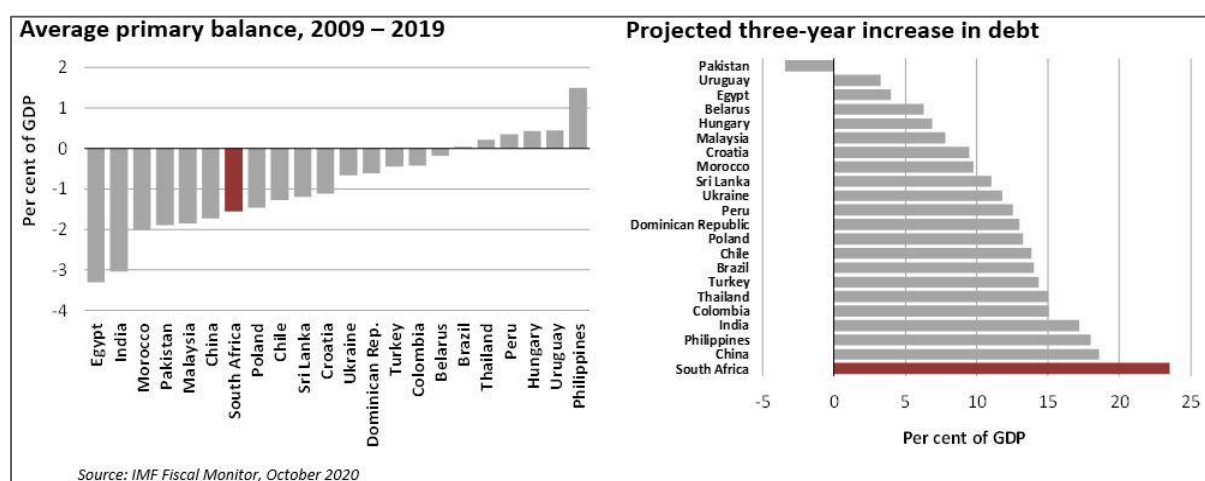


FIGURE 1: SOUTH AFRICA IN THE GLOBAL CONTEXT

Globally the impacts of the lockdown mean that at some point approximately 60% of the global labour force was in some form of lockdown. This means that from a growth outcome of 2.8% last year globally, the expectation is that the global economy will contract by 4.4%. This contraction is deepest in China, but the recovery is also fastest in China. It should be noted that emerging markets are the fastest growing in that region of the world. It is a rebound from the sharp reduction in economic activity in the current year. Within this region Sub-Saharan Africa, Nigeria had a much lower slowdown

than South Africa at 4.3%, as opposed to 7.8% but will have a shallower rebound looking at the impact of reopening the economy.

In the domestic economy (SA), much of the slowdown in growth has been driven by the sharp rollback in investment and economy, meaning that the country realised a 20% contraction in expenditure. The main drivers to the recovery in tax to GDP are the tax increases that have been pencilled in for the next five years and the economic recovery. In cases where the economy does not recover, there will be issues in terms of spending projections that is being put on the table for consideration.

The fiscal metrics are deteriorating and essentially, there is a debt service cost which is the first element of spending, including compensation. Looking at the compensation and debt service costs, there is about 30% of the budget available to allocate for discretionary items such as the programmes in Correctional Services which shows a sharp drop in infrastructure. It was highlighted that the collapse of the fiscal metrics is driven by the lowered confidence of investors and the deteriorated governance of state owned entities to a point that these entities are not able to raise the capital necessary to finance the investment projects. The sharp collapse in gross fixed capital formation or investment and municipal financial management in municipalities is a major concern. The MTBPS forecasts sharp spending reductions of about R230 billion, followed by a period of low spending growth. This will be driven by the compensation costs, with some smaller items, taken into account for that, but the R100 billion of the proposed MTBPS reductions come from compensation lowering the growth path of civil service salaries. The pace of growth of civil service salaries has far outpaced what has been happening in the private sector which is inflation, as well as real wage growth issues like notch increase and promotions.

Looking at the growth of the civil service it can be seen that it contributes a small proportion in the growth of public service compensation over the last ten years. It is the pay packages of civil servants that have driven the deterioration in the public finances.

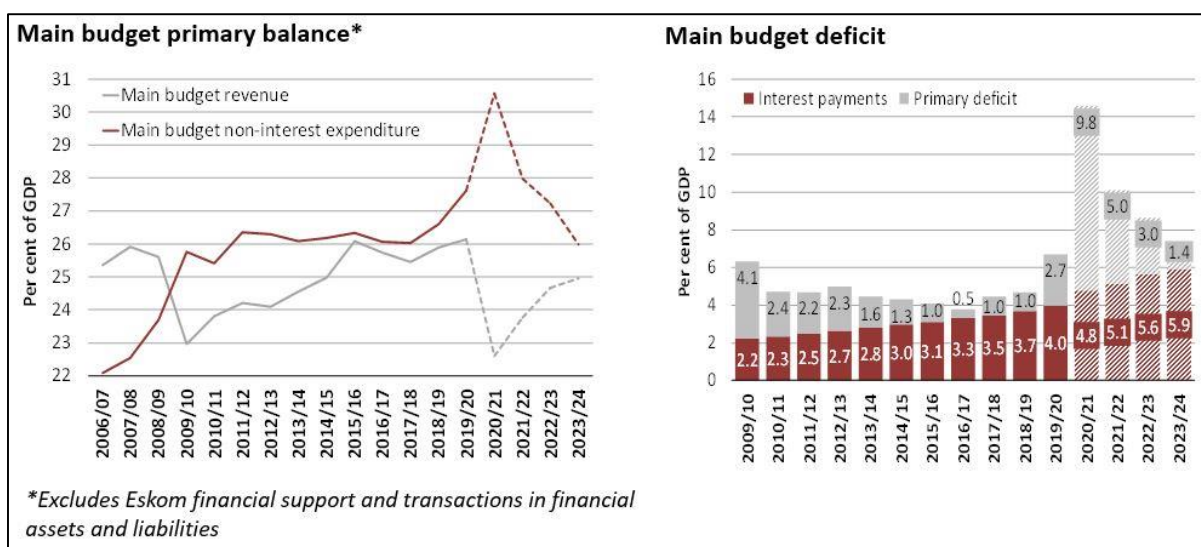


FIGURE 2: MAIN BUDGET PRIMARY BALANCE AGAINST MAIN BUDGET DEFICIT

These combined measures help to stabilise debt in order to stop the level of government borrowing. This is important in maintaining a 15% deficit over a three year time period. It would mean that government is on a tight trajectory towards the debt crisis which must be avoided. Government is collecting what can be considered the maximum level of tax collection available in the economy. The difference between 2008 and 2019 is that there was five years of tax increases.

At that point in 2008, South Africa had tax cuts driven by economic growth, hence the rate at which the economy was growing was still slower than the rate at which gross tax revenue was growing; gross tax revenue was growing faster because of increased taxes and fortunately compensation significantly departed from inflation. The structural challenges in state owned entities that required budget

support (South African Airways, Denel, South African Post Office and Eskom) led to the departure of expenditure from what was being collected from the revenue. This led to a structural shift in spending that could be sustained by how much taxes were collected which was exacerbated by the pandemic. Taking into account compensation and debt servicing costs essentially Government spend more on servicing debts and paying bondholders than what is going to be spent on health and education.

TABLE 3 CONSOLIDATED GOVERNMENT FISCAL FRAMEWORK

R billion/percentage of GDP	2019/20 Outcome	2020/21 Revised	2021/22	2022/23	2023/24
			Medium-term estimates		
Revenue	1 518.1	1 276.7	1 457.6	1 595.8	1 705.7
	29.5%	26.3%	27.4%	28.3%	28.6%
Expenditure	1 848.7	2 037.8	1 993.5	2 079.6	2 139.2
	35.9%	41.9%	37.5%	36.9%	35.9%
Budget balance	-330.6	-761.1	-535.9	-483.9	-433.4
	-6.4%	-15.7%	-10.1%	-8.6%	-7.3%
Total gross loan debt	3 261.3	3 974.1	4 551.8	5 071.3	5 536.2
	63.3%	81.8%	85.6%	90.1%	92.9%

Source: National Treasury

The fiscal framework shows that numerically South Africa is moving from borrowing of R761 billion to borrowing of R433 billion which is still high, although Government will be working with a bigger economy by 2022/23. This amounts to 7.3% of GDP that is still high, as historically Government was borrowing at around 3% of GDP. This is why in the outer two years 2024/25 and 2025/26 there will be minimal spending growth below inflation in order to bring the borrowing line within historical trends. Investments are the fastest growing element of non interest spending debt servicing costs, taking a look at the things that are within Government control. The allocation for law courts and correctional centres is believed to be at 0.8% of allocation and below inflation. It is to reconsider what the Department can do with limited resources given that currently government is essentially hemmed in.

Government is raising taxes and collecting less, which shows how dire the situation is since economic growth is so weak and borrowing is not encouraged. All the savings are going to finance the budget deficit, meaning it will be difficult to buy cars, homes and investing in businesses and this is an unsustainable situation that must be reversed. The global economy including European countries have gone into lockdown and it is comforting to learn that several vaccine candidates have been identified and the spending reductions will rely on negotiation.

The state owned entities are in a situation that will have to be managed. South African Airways was funded by reducing other budgets as per the direction from Cabinet. Given the extent of issues in state owned companies there will be some reconsiderations to spending priorities.

ECONOMIC RECOVERY PLAN

The economic recovery and reconstruction plan was developed and extensively consulted with social partners and stakeholders, and has a number of short term measures that are specific alongside crucial structural reforms to raise both short and long term growth. The structural reform that is undertaken changes the structure of markets which could change the way individuals produce or companies produce and people consume. The idea is that these reforms should enable the country to move to more efficient and productive processes which create employment for more people and lead to economic growth. The short term plan should rebuild investor, consumer and public confidence in order to kick-start the economy.

During the national state of disaster the interest rate was lowered by the Reserve Bank while Government continued to provide relief to mitigate the impact of COVID-19 through the healthcare response and social assistance. The medium term plan will put the economy on a higher and more inclusive growth path through the implementation of the structural reforms that will enable faster and more inclusive growth which would lead to lower inequality and generate employment over the medium to long term.

Many of these reforms have been drawn from previous National Treasury documents published last year on economic transformation, inclusive growth and competitiveness. The broad themes of these reforms are modernising network industries, reducing barriers to entry, facilitating regional trade integration, promoting labour, absorbing sectors like tourism and agriculture, and then reimagining the industrial policy such that it is focused. These reforms would be the cornerstone of Government's growth strategy, model work done to enhance growth by around 1.7%, such that the reforms would raise growth to over 3% by 2030. The drivers in the main include the infrastructure rollout, modernising the metro rail and improved efficiency at ports and public transport networks. There is around R600 billion that is pencilled in for these projects.

The employment initiatives announced by the President aim to create 800 000 jobs and ensure industrial growth through agro-processing and localisation of some manufacturing products, enabling conditions such as reducing barriers to entry for small businesses, easing up the skills constraint and implementing tourism initiatives will assist to realise these jobs. It should be noted that without implementing these reforms, the growth rate would be lower than the baseline and that means that Government would only get back to 2019 levels of growth by 2028. If GDP growth remains slow owing to these structural impediments, there would be further deterioration of public finances.

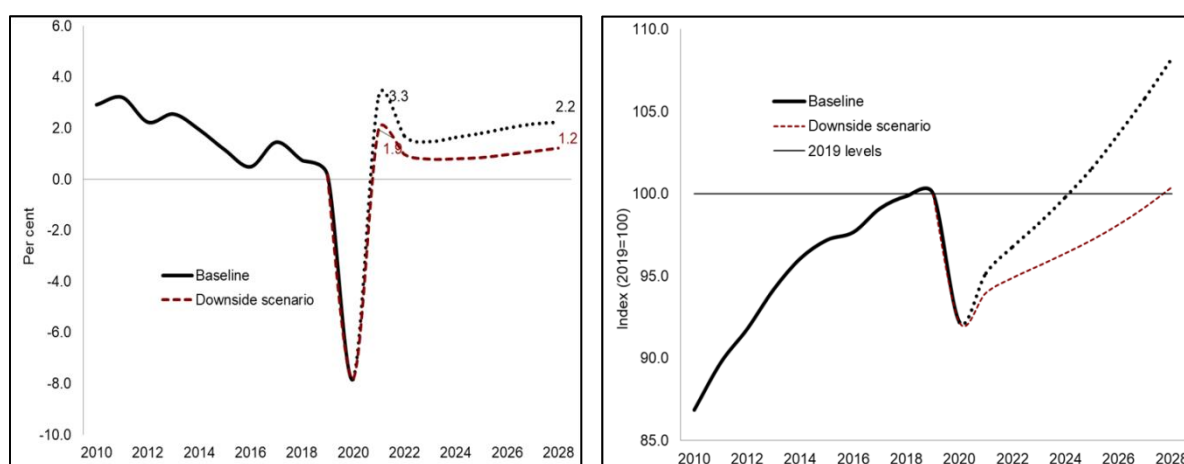


FIGURE 3: GDP GROWTH FORECAST (2020 MTBPS)

Operation *Vulindlela* which is a programme adopted by the President and the Minister of Finance is aimed at alleviating the blockages to implementation. Despite being a requirement for economic growth and the keen interest of the public, social partners, NEDLAC and investor community, structural reforms have been slow. Operation *Vulindlela* is a joint initiative between the Presidency and National Treasury to fast track certain priorities, structural reforms to draw on lessons from previous initiatives such as Operation *Phakisa* and international experience of delivery units so that it focuses on a limited number of priority reforms. The President plays a key role in overseeing operation *Vulindlela*. The objective of operation *Vulindlela* is to support the Cluster Cabinet, the National Economic Recovery Council so that reforms can be implemented efficiently, effectively, and expeditiously.

Summary of key issues

- How can National Treasury assist the Department in driving offender labour programmes to enable DCS to optimise its resources
- Offender labour has the potential to contribute sustainability to Operation *Vulindlela*. The Department should be given an opportunity to explore this.
- Opening up the economy on the ocean side can have a huge impact on impoverished communities living nearby
- The challenge of dilapidated infrastructure to be addressed quickly

Summary of key issues

- The decision to cut on compensation of employees may affect the implementation of departmental priorities yet funding continues to be returned due to underspending
- A cautious approach must be taken with regard to freezing of posts and downsizing
- The finalisation of the organisational structure is critical
- Downsizing of head office and managers levels should be explored against other technological advances that will augment the workforce that may be lost
- Management should look at the effectiveness of Social Reintegration
- Capacitation of supply chain management to be dealt with in view of the issues raised by AGSA

6.3 SKILLS DEVELOPMENT ACCREDITATION REQUIREMENTS

Mr Naphtaly Mokgotsane, the Senior Manager: Quality Assurance & Partnerships from the MerSETA, delivered a presentation focusing on skills accreditation. MerSETA is one of the 21 Sector Education and Training Authorities (SETAs) established to promote skills development in terms of the Skills Development Act of 1998 (as amended). The 21 SETAs broadly reflect different sectors of the South African economy. The MerSETA encompasses Manufacturing, Engineering and related services. The various industry sectors are covered by five chambers within the MerSETA which are:

- Metals Chamber;
- Motor Chamber;
- Auto Chamber;
- Plastics Chamber;
- New Tire Chamber; and
- Automotive Components Manufacturing Chamber.

MerSETA focusses on the various industry sectors participating in the metal, the motor retail auto manufacturing, plastics, companies' new tire, and have recently added the chamber which relates to automotive component manufacturing. It operates under the auspices of the delegation of the Quality Council for Trades and Occupations (QTCO) and mainly focus on three delegated functions, one being the quality assurance of historical qualifications. The historical qualification refers to the unit standard based qualifications that came through the skills development in 1998, that were implemented as learnerships. The other aspect is the delegation for quality assurance of occupational qualification which are the new qualifications that are replacing the old historically registered qualifications.

Historical qualifications and the skills programmes are the two areas that are responsible for accreditation of skills development providers, including the legacy trades. The trades refer to the normal plumber, bricklayer, motor mechanic etc., and are listed according to a gazette of listed trades coming from the old history of designated trades. The historic qualifications and the legacy trades are in a process of being changed into occupational qualifications and are registered with the South African Qualifications Authority (SAQA) which are accredited through the quality Council for trades on occupations. These are now modular based and no longer unit standard base with three distinct components in their modules. The requirements for accreditation are that one needs to have a quality management system. There must be policies and procedure forms or templates that relate to training as part of the requirements for accreditation including learning programme development.

Description	Learnerships (unit std-based)	Occupational Qualification (modular-based)
Composition	Fundamental, core and electives	Knowledge, Practical and Work experience
Accreditation of SDP	QCTO through delegation to SETA (Quality Assurance Partner)	QCTO
Training	Skills Development Provider (SDP): all unit standards	SDP: knowledge and practical modules
Workplace learning	Approved workplace: unit standard-defined and evidence collected into PoE	Approved workplace: work experience modules signed in the logbook
Assessment	SDP quality assured by SETA	QCTO accredited Assessment Centre quality assured by Assessment Quality Partner (AQP)

TABLE 4: PROCESS 1 FOR QUALITY ASSURANCE COMPARISON

This means that one must have course work and all related training documentation. In addition one should have financial administration and physical resources relevant to the program that they wish to be accredited for. There is also a requirement in terms of the Human Resource capacity to render the skills which includes facilitators, assessors and moderators. There should be a system on how to select learners and to guide them which should be documented. This will enable the learners to be trained according to the quality requirements as stipulated. In every qualification either the unit standard or occupational qualification there are distinct statements of quality that relates to the job training. Assessments and moderations should be managed. Assessment in this case will include the recognition of prior learning, reporting and record management.

TABLE 5: PROCESS 2 FOR QUALITY ASSURANCE COMPARISON

Description	Learnerships (unit std-based)	Occupational Qualification (modular-based)
Assessment form	Summative assessment	External Integrated Summative Assessment (EISA)
Learnerships registration	SETA applied for DHET registration	QCTO to submit application to DHET
Learner registration	SETA	SETA: register learners on learnerships
Reporting	SETA to DHET	SDP report enrolments to QCTO - This may include learners not registered on learnerships
NLRD uploads	SETA to SAQA	QCTO to SAQA

6.4 COVID-19 SCENARIOS

Dr Sheetal Silal and Dr Kerrigan McCarthy delivered a presentation on behalf of the South African COVID-19 Modelling Consortium and the National Institute for Communicable Diseases in South Africa. The presentation focused on the long term planning in light of COVID-19 in South Africa with a brief overview of the impact of COVID-19 in correctional facilities, some general principles of COVID-19 prevention and response in correctional facilities, an assessment of the pandemic in the Eastern Cape, long term scenarios and the introduction to a platform for resurgence monitoring.

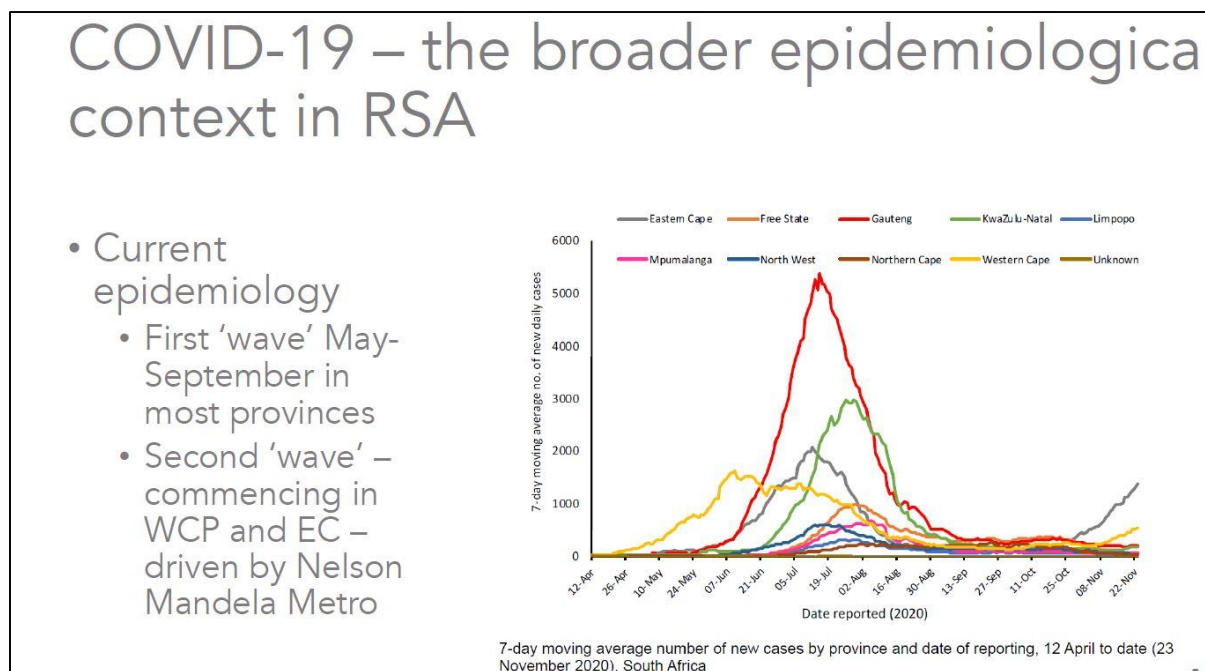


FIGURE 4: COVID-19 IN CORRECTIONAL FACILITIES

Looking back at the first wave of COVID-19 in South African correctional facilities, at the end of April 2020, an assessment was performed in Buffalo City Metro Municipality where there was an outbreak at West Bank correctional centre, where the index case was an official who attended a funeral in Majola village. Initially there were 35 symptomatic persons who were screened. This was followed by an outbreak in the rooms of a prominent local General Practitioner (GP) who had tested positive and over 114 contacts were identified in this outbreak, and there were five positive cases in his office.

The impact of these events in correctional facilities, as evidenced from the West Bank a female facility, there were at least three deaths of over 75 cases and over 20 cases among officials. One official unfortunately took the COVID-19 home to her mother who had subsequently passed on. In the West Bank B correctional facility there were over 180 cases in all cells after which the outbreak was described as uncontrollable. What can be observed from a snapshot of events like this is that correctional services is impacted by COVID-19 in the community and often act as COVID-19 amplifiers themselves sending COVID-19 back into the community.

There are general principles that are being followed and need to continue to be followed for COVID-19 prevention and response in correctional facilities, i.e. preventing COVID-19 from entering the facilities, working on early detection amongst officials and inmates, pre-emptive containment measures, and rapid response and containment. To prevent COVID-19 from entering facilities there is a need to consider interventions such as sensitisation of officials, pre-emptive screening of temperature by visitors and officials upon entry, quarantine officials and inmates that acquired COVID-19, social distancing, hand washing, etc. For early detection amongst officials and inmates there is a need to continue with testing to determine if people are symptomatic. Pre-emptively interventions that should be considered are limiting contact between inmates in different sections of the facility, observing social distancing at group events, such as meals or exercise and identifying vulnerable

persons and placing them in protected areas. If outbreaks do occur or cases are identified, rapid response and containment with early identification amongst affected cells is required.

COVID-19 CASES APRIL 2020 TO NOVEMBER 2020

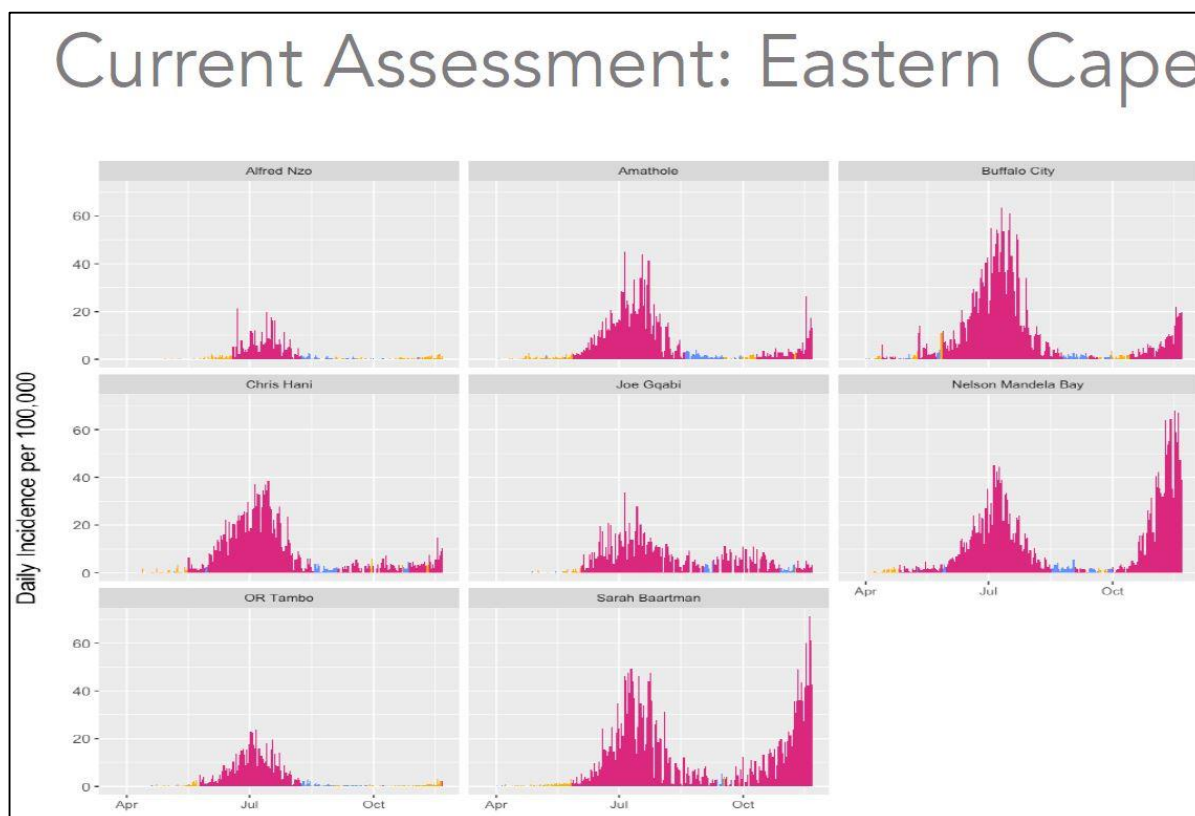


FIGURE 5: DAILY INCREASES PER MUNICIPALITY IN THE EASTERN CAPE

Between May and September the country witnessed the first wave of the COVID-19 pandemic in South Africa and it affected all nine provinces in the country. Figure 5 above depicts the daily incidents of cases or new cases per day per 100,000 populations in the Eastern Cape. Nelson Mandela Bay Municipality has seen more cases being recorded on a daily basis than during the first wave of the pandemic. There have been sharp increases that were experienced in Nelson Mandela Bay Municipality and the same is occurring in the district municipality of Sarah Baartman.

Mobility data has shown an increased interprovincial movement expected over the holiday season i.e. December and January; it is likely that infection will spread into other provinces. The long term scenarios for COVID-19 in the next two years indicate that there are a few vaccine trials underway. These vaccine trials have shown promising results across the range however the positive news does not mean that the implementation will be immediate. There is still a work to be done with establishing vaccine regulations and organising the purchasing and supply of these vaccines, as well as planning the implementation on strategy of the vaccines. Although the exact availability date of the vaccine in South Africa is not yet determined, it is estimated to be at least by the end of 2021. It is prudent that the plan should reflect the situation if no vaccine arrives in 2021.

It is likely that the holiday season is going to result in increases cases in many parts of the country as people travel throughout the country. The country may also experience an increase in cases due to the seasonality of COVID-19 during the winter of 2021. It is important to remember that there is still considerable uncertainty with respect the duration of the immunity of those who have already been infected, and the extent to which the population was infected in the first wave. The more people who are infected in the population the greater the immunity in the community or in the population and that should mean that if this immunity lasts, the next wave would be smaller in size as fewer people would get infected. This depends on how long the immunity of those who have already been infected

is going to last. This is part of the reason why even though there may have been two waves of COVID next year (2021), it is still unsure as to whether there will be a third wave during the winter of 2021. If a scenario for 2022 is considered based on the availability of vaccines there are a few points of that must be considered. Although a vaccine is available it does not mean that there will be an immediate eradication of COVID-19. Once a vaccine becomes available it is going to be prioritized for those populations who are considered to be the most impacted for example, health care workers are a high priority population and the elderly likely to be targeted for vaccines. Even once they are enough vaccines for everyone efficient coverage will need to be achieved before the whole population can benefit from reduced infection.

In light of the above, it means that in the immediate and longer term, social distancing, hand washing, hygiene, wearing of masks, these are all interventions that will still need to continue in order to maximise the protection of the community as a whole. When the sufficient coverage of the vaccine is available or has been achieved, this could be within a few years, it is likely that COVID-19 could become a seasonal occurrence of a smaller size. In a similar pattern to how the flu is experienced every year this is what COVID-19 could end up looking like in the long term future. There is still uncertainty since COVID-19 is a new disease. The immune response to SARS COVID and the long term effectiveness of the vaccination are not well understood hence the scenarios for 2021 and 2022 are the outcome of reason thought amongst epidemiologists, mathematicians and modellers.



FIGURE 6: RESURGENCE DASHBOARD ANALYSIS PER PROVINCE AND DISTRICT

The current information must be analysed and monitored to determine the resurgence over the next few months and this is important also for correctional facilities across the country to keep in line with the Department of Health resurgence work plan. In the resurgence work plan from the Department of Health, there are a number of metrics that are measured in order to monitor the status of resurgence in a particular area, in a province in a district or sub district. These metrics need to be updated and calculated regularly in order to assess if there is in fact a resurgence or not, and the appropriate interventions to put into place. To assist with the calculation of these metrics, the South African COVID-19 modelling consortium has developed a pandemic explorer, this is a dashboard that will be made available to planners and those in government around the country in order to view these metrics as they are calculated and updated regularly a few times a week.

This particular platform is available by login from the modelling consortium which takes the metrics that are currently defined in the national resurgence plan and it computes them to guide what

response needs to be enacted as laid out in the resurgence plan. There are different metrics that are mentioned in the research plan that are put forward; these will determine if a district or a sub district is on an alert level, a state of control or where a response needs to be activated. Therefore a comparison can be made on the status across different metrics. Likewise, the metrics by province and by district can be compared to identify the pattern of the pandemic over time in order to assess the state of cases and the state of resurgence.

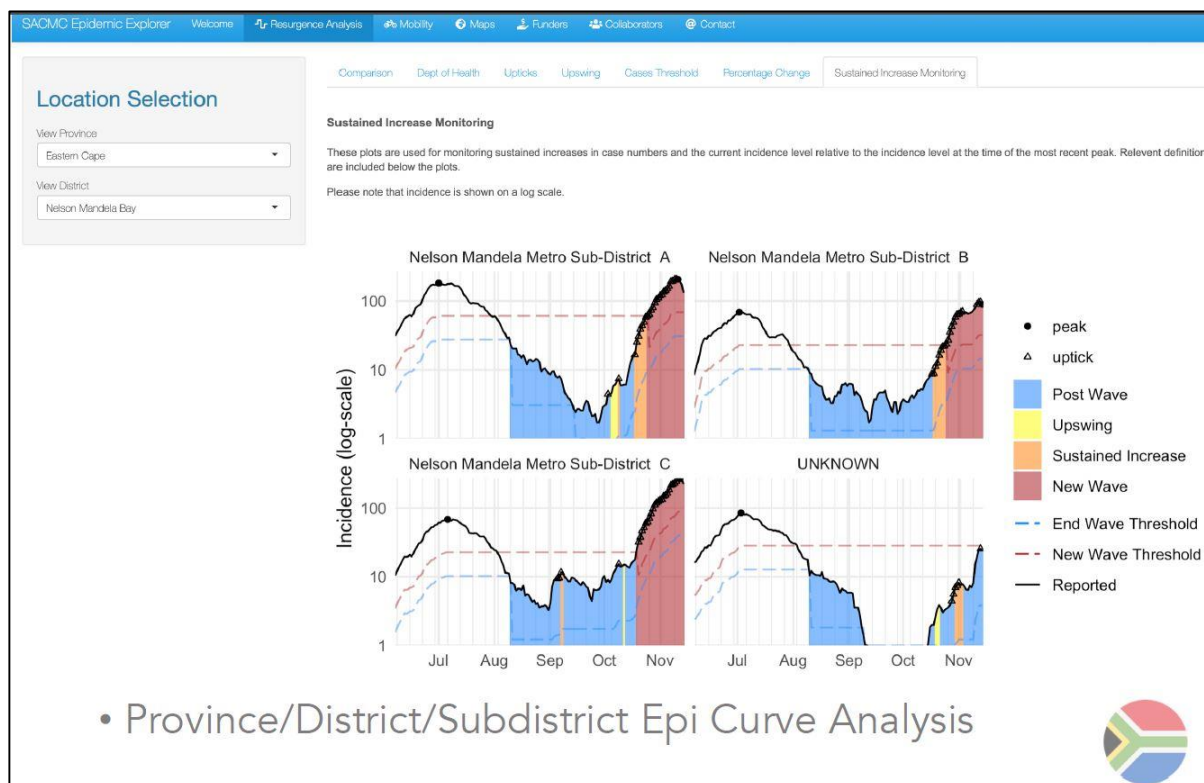


FIGURE 7: RESURGENCE DASHBOARD ANALYSIS AT DIFFERENT STAGES OF INFECTIONS

The dashboard provides a pandemic curve analysis to better understand the stage of the pandemic. Figure 7 has plots for the sub districts within the Nelson Mandela Bay Municipality. These are classified according to the first wave or the second wave. There is still uncertainty with respect to zero prevalence, the extent to which the population has been infected with COVID-19 and also uncertainty with respect to the behaviour and adherence to non-pharmaceutical Interventions (NPIs). This prohibits robust projections to be produced for the next two years. There is a resurgence analysis that allows monitoring of the pandemic at a provincial district or sub district level, providing regular snapshots of severity of cases judged by hospital admissions and insight to mobility patterns in the different provinces, and this information is available on a resurgence dashboard. Two overviews have been provided on what the next two years of COVID-19 might look like in South Africa, when a vaccine arrives and how that may be implemented. The modelling Consortium will continually reassess the situation as new data becomes available to update the resurgence dashboard.

7. INTERNAL FRAMEWORKS AND STRATEGIES TO SUPPORT DEPARTMENTAL OUTCOMES

7.1 2021 MTEF BUDGET OVERVIEW; FINANCE AND SCM STRATEGY

The Chief Finance Officer delivered a presentation on the MTEF outlook, as well as the Finance and SCM Strategy. The presentation from National Treasury, has laid the foundation in terms of the current economic situation in the country and the implications in terms of resource allocation. The presentation focussed on the implications of the budget cuts for the Department. It was reported that the expenditure as at 30 September, which is the end of quarter two, was R12.1 billion i.e. 46.69% against the spending planning plan of R13.4 billion. This results in under spending against the projected expenditure of the spending plan by just under R1.4 billion. In terms of the programme expenditure, four of the five budget programmes have underspent. Programme Care has overspent for the same period. The spending during the second quarter was mainly due to the compensation of employees that underspent due to the cost of living adjustment that was included in the spending plan that was not implemented in the first two quarters. There was underspending on the goods and services budget mainly due to the impact of the lockdown. There was limited traveling during this period hence there was reduced general expenditure on items such as fleet services, travel and subsistence as meeting were conducted on a virtual platform. Other contributing factors included the delays in the procurement of materials, mainly on the rehabilitation programme production workshops, payments of capital assets as building projects as well as refurbishment and upgrades were delayed. This was specifically due to the COVID lockdown as there was no construction during the first three levels of the lockdown.

The budget for the current year has been reduced during the adjustment of estimates, hence the tabling by the Minister of Finance in October and a further delay in the tabling of the Adjusted Estimates of National Expenditure. An amount of R895 million was reduced on the Compensation of Employee (COE) budget for the current financial year which will address the under spending that was mentioned on COE after the end of second quarter. There was a further reprioritise from the Department's budget towards the funding of the South African Airways (SAA) business rescue plan. This was also mentioned during the National Treasury presentation i.e. the fiscus is being drained by due to the bailout of State Owned Entities. A total of R308 million was prioritised towards SAA. The Department is projecting to overspend on the COE budget due to the employment of SANDF officials and other benefits special danger allowances and so forth that were introduced before the Department became aware of the budget cuts. The Department is projecting to overspend by R273 million on COE in the current financial year.

It is therefore important for to reprioritise the current budget to prevent the irregular expenditure that may result by overspending on the COE budget. There are funded posts on PERSAL, or the post establishment on PERSAL that does not accurately reflect the funded posts in the Department. The projected expenditure on COE contradicts the vacancy rate reflected on the PERSAL system. The variance between the Human Resource Budget Planning (HRBP) tool for funded posts against PERSAL must be resolved; the Department as four thousand three hundred (4 300) posts that are not funded on PERSAL as part of the post establishment. It is important that the issue of the HRBP or any other tool that is implement is accurate because as the Department must make informed decisions on recruitment and other intakes to prevent irregular expenditure or exceeding of the budget.

The Department initially had a baseline for the next financial year (2021/22) of R28.5 billion where the budget had been reduced by R3 billion, taking the budget back to R25.5 billion in 2021/22. In terms of the overall budget cut that translates to 11% of the initial baseline. This is the most significant reduction that Department of Correctional Services has experienced. This reduction is made up of that, compensation of employees: R1.5billion that is being reduced which is a reversal of the wage agreement. There will be no cost of living adjustment implementation based on this reduction. There is also a significant cut into the COE baseline of R1.047 billion in 2021/22. There is a further reduction on land and buildings which is the infrastructure programme: R454 million taking the total reduction up that R3.053 billion. Moving on to 2022/23 with an initial baseline of R29.7 billion, the proposed

cuts is R3.8 billion of which COE is R1.9 billion on the reversal of the wage agreement and the reduction of the real cut now in terms of the baseline of R1.6 billion. In the year of 2022/23 the overall cut is 13% of the baseline allocation which reflects a decline of 9%.

TABLE 5: MTEF BUDGET

Economic classification R,000	2021/22			2022/23			2023/24		
	2020 ENE	Baseline reductions	2021 MTEF allocation	2020 ENE	Baseline reductions	2021 MTEF allocation	2021 MTEF	Baseline reductions	2021 MTEF allocation
Compensation of employees (CoE)	20,027,950	-2,599,753	17,428,197	20,882,411	-3,513,064	17,369,347	21,801,237	-2,670,072	19,131,165
Reversal of wage agreement (last leg)		-1,552,098			-1,897,399				
CoE baseline cut		-1,047,655			-1,615,665			-2,670,072	
Non-'CoE	8,537,692	-453,639	8,084,053	8,896,748	-314,821	8,581,927	9,288,855	-219,733	9,069,122
Goods and Services		0			0			0	
Land & Buildings		-453,639			-314,821			-219,733	
Total	28,565,642	-3,053,392	25,512,250	29,779,159	-3,827,885	25,951,274	31,090,092	-2,889,805	28,200,287
% reduction on CoE		-13%			-17%			-12%	
% reduction on non CoE		-5%			-4%			-2%	
% reduction on total vote		-11%			-13%			-9%	

During the planning process these budget cuts must be considered against the strategic choices made. The baseline reductions are indicated, the real cut is the R1.047 billion and R1.6 billion in 2021/22 and 2022/23 respectively. The average cost of an employee in the Department irrespective of the budget programme is estimated at just under R400 000 for the 2019/20 financial year; given the real cuts and against the estimate of R400 000 as a base, there are approximately 2 659 posts for 2021/22 that must be reduced and a further 4 069 posts in 2022/23. That is an estimate of 6 708 posts, which will be forfeited in the next financial years, i.e. a 17% reduction of the current numbers that in the establishment as the end of September. On average, just under 1 000 posts that must be forfeited for all the Regions. The Department must therefore determine what instruments will be used if the warm bodies are forfeited.

These are the strategic reflections and choices that must be considered during the Strategic Planning Session; i.e. what will be the operational impact of reduced capacity in the effectiveness and efficiency of correctional centres nationwide, which strategic choices can be made in reviewing the national foot print, the amalgamations of correctional centres, opportunities available through the district development model and how these can be leveraged on. The impact of infrastructure delivery programme will negatively impact on the upgrading, refurbishment, refurbishment and maintenance of existing correctional facilities over the backlog that currently exists. The Department has to suspend some of the planned construction of new generation correctional centres which has implications on how Rehabilitation will be rendered.

The implications of the budget reduction is significant to human resources, infrastructure and rehabilitation and as a result will recued the investment into self-sufficiency, which was indicated as a priority of the National Commissioner, the Deputy Minister of Correctional Services and also the Minister of Justice and Correctional Services. The Department must invest in agriculture production and manufacturing in order to start insourcing its own production and reduce reliance on the procurement of goods from external sources. The Department needs to advance investment in advanced machinery and equipment for production workshops.

There are five Regions that are experiencing water crisis mainly due to the municipal infrastructure, the electricity cuts and the general water infrastructure that is not adequate. Investment in water

infrastructure requires funding which must be weighed against the other competing priorities in the Department.

Information gathered from the lessons learnt thus far must inform the allocation of resources to certain projects or programmes. There is currently no central point managing the projects to track and monitor implementation. A Project Management Office must be established in order to avoid a situation where the Department allocate resources that is not spent. An integrated financial system strategy is also required to ensure Vision of 2068 is supported, given the current environment. The Finance and SCM Strategy has three strategic intents, i.e. improved compliance levels with laws and regulations, clean audit outcomes, increasing revenue and productivity levels. These will support resource allocation through effective consultation across governance structures in the Department. The configuration of the Finance and SCM function is a focus area in the integrated financial strategy. In addition the Strategy will define the SCM operating model (anticipated centralisation of acquisition management, but decentralising logistical services) mindful of the fact that the Department has a service development delivery model in place. The Integrated Finance and Supply Chain Strategy will be finalised and approved during the fourth quarter of the financial year.

7.2 HUMAN RESOURCE STRATEGY

The Chief Deputy Commissioner: Human Resources delivered a presentation on the Draft Human Resource Strategy. The executive summary highlights that the mandate derived from Priority Six: Social cohesion and safe communities (amongst others). In the prior years, the HR focus included the filling of vacancies, robust interventions aimed at uplifting skills of employees and enabling a better working environment. The Department is experiencing a number of issues ranging from the low staff morale to limited capacity building of employees and low compliance levels with policies and procedures which has resulted in a continuous capacity shortage. This has resulted in a situation where the Department has never been able to reach optimum levels of capacitation. The situation presented by the CFO presents further challenges in capacitating the Department.

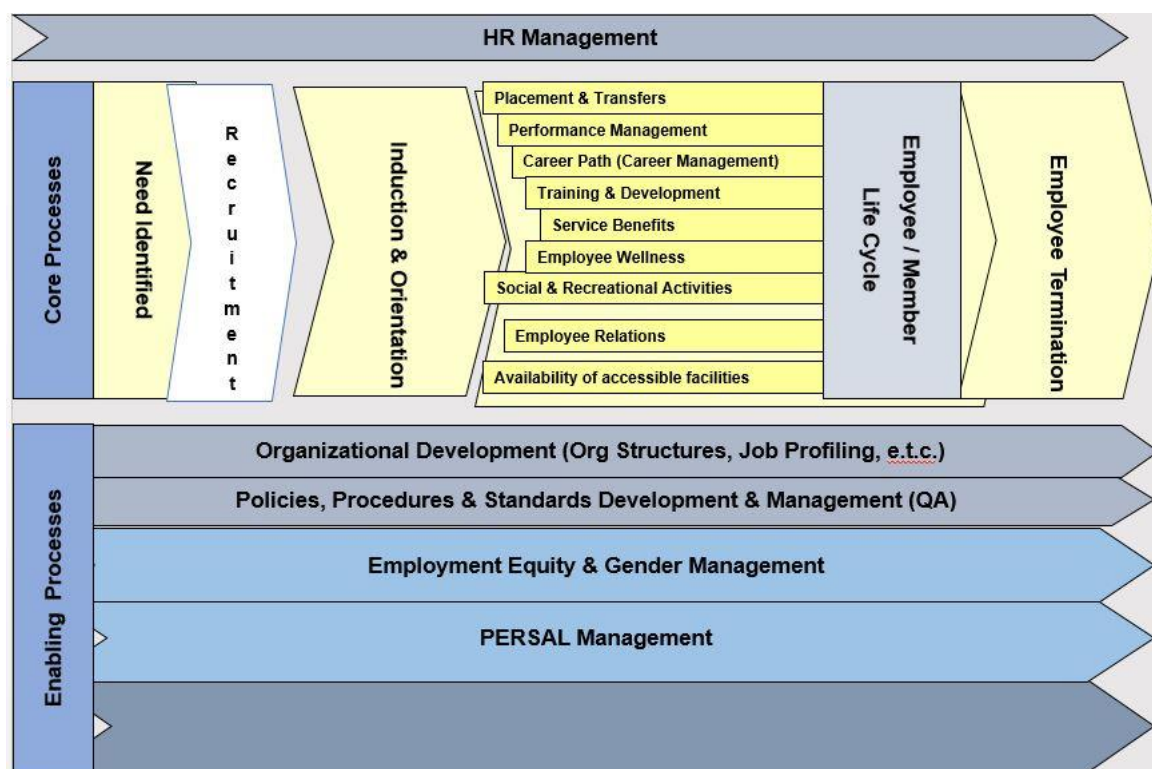


FIGURE 8: HUMAN RESOURCE VALUE CHAIN

The HR Strategy considers HR resource planning and the entrenchment of an organisational culture that is appropriate for the delivery of core business that would transform the Department into a

recognised profession. In the future the HR function in the Department shall reposition itself and expand its efforts to ensure that employees engage and participate fully in the activities of the Department to ensure that Vision 2030 is being realised. Currently, the HR processes are fragmented culminating into a situation that does not enhance the ideal correctional official. This is not conducive to promote health and development of officials in line with the White Papers. The post establishment of the Department has been progressively reduced in the past resulting in dire staff shortages which have had a severe impact in the operations in the correctional centres. The staff shortages have in turn affected the health and safety of officials resulting in low staff morale, security risks and compromised rehabilitation programmes. The HR Strategy considers the need to facilitate and support the Department to achieve its vision and its mission. To this end, the Integrated Human Resource Strategy is underpinned by the following four pillars, Human Resource Management, Human Resource Development, Employee Relations, and Gender and Employment Equity, as well as Integrated Employee Health and Wellness.

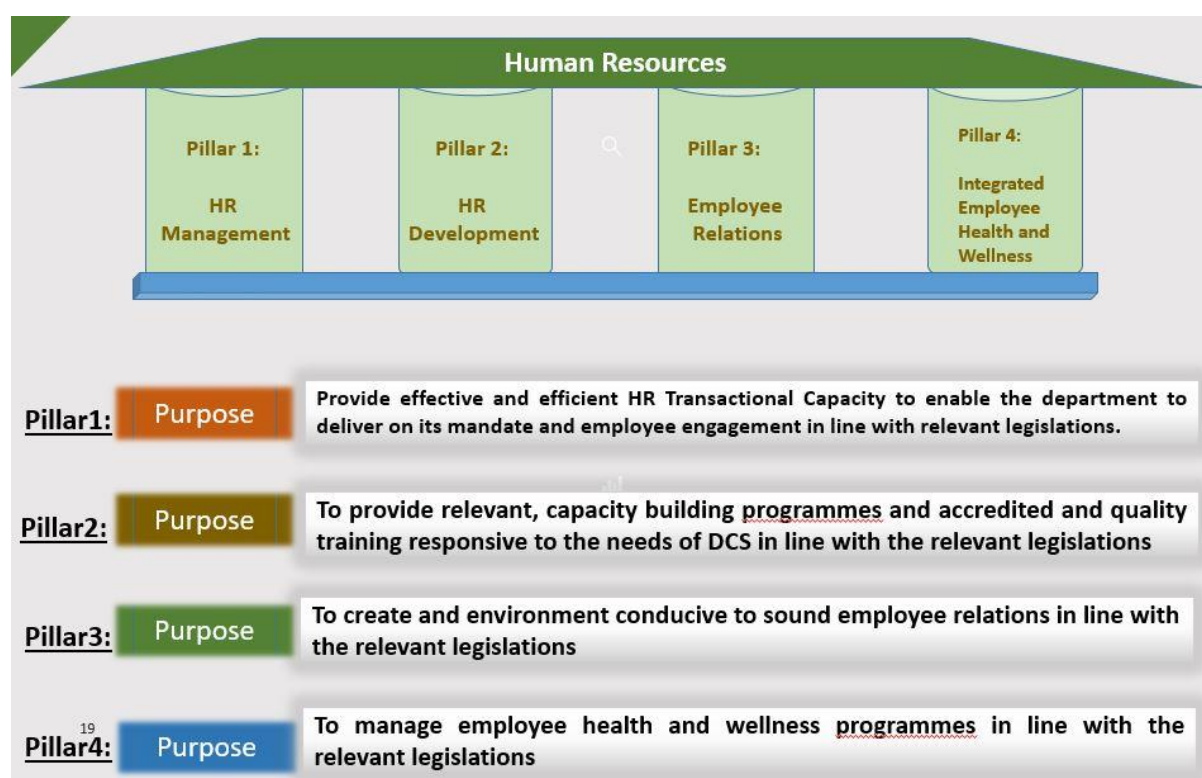


FIGURE 9: PILLARS OF THE HR STRATEGY

The process for development of an HR Strategy has commenced in earnest while the continuous delivery of HR services remains in demand. In 2019/20 the HR Branch had various summits around the country. In addition there has been participation by HR at the Security Indaba, Heads of Centre Workshops, amongst others. The information that has been gathered during those engagements will be used to respond to the HR challenges in the Department as part of the HR Strategy. The human resource value chain, i.e. the HR functions as well as the services rendered have to move through different processes as per the four pillars. As a result of the budget cuts, these processes may be compromised.

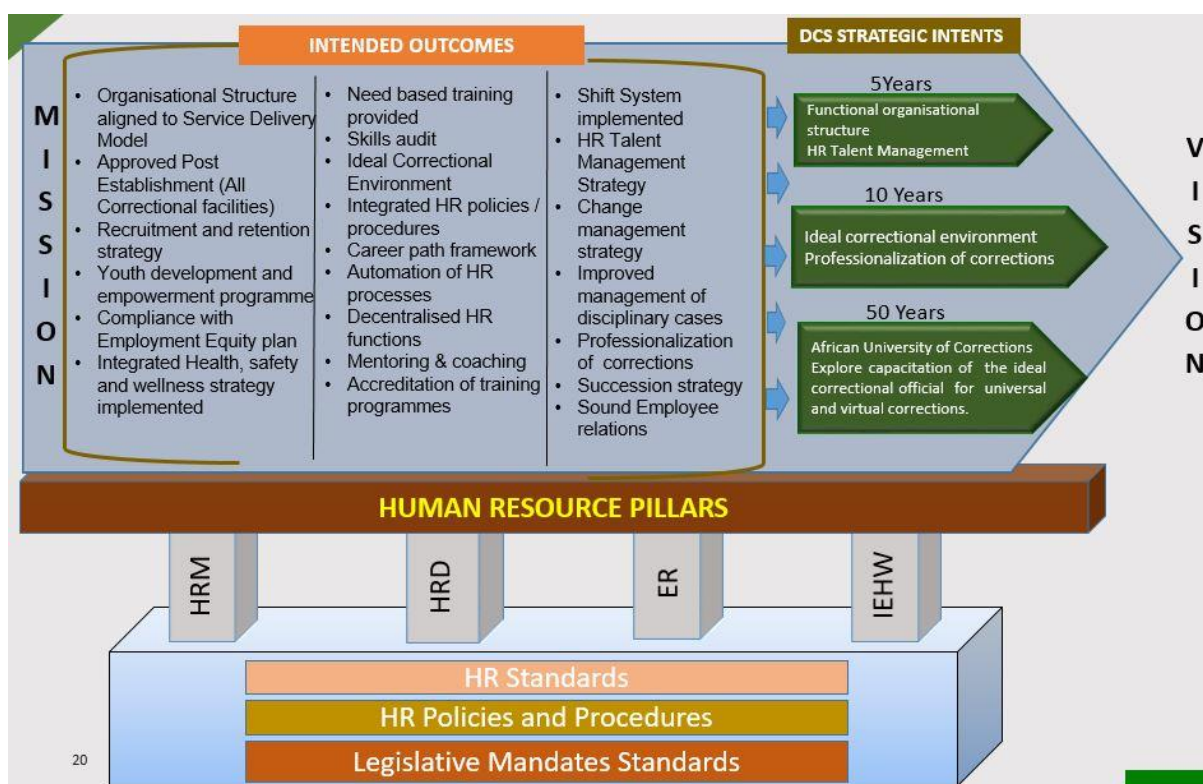


FIGURE 10: INTEGRATED HUMAN RESOURCE STRATEGIC FRAMEWORK

Figure 10 above provides an overview of the HR framework that informs the intended outcomes of the Integrated HR Strategy. This summarizes the areas within the next 5 years, 10 years and 50 years and what will be achieved during this time. One of the outcomes is the organisational structure aligned to the SDM, approved post establishment, recruitment and selection strategy, youth development and empowerment programme, employment equity plan, integrated health safety and wellness strategy. In addition the HR Strategy considers: needs based training that will be informed by a skills audit, the ideal correctional environment to be created, integrated HR policies and procedures, career pathing framework, automation of HR processes, decentralised HR functions, mentoring and coaching, accreditation of training programmes, implementation of the shift system, HR Talent Management Strategy, Change Management Strategy, improved management of disciplinary cases, professionalisation of corrections, succession strategy and sound employee relations amongst others. These strategies must be achieved within this HR Strategy. The main outcome for the five year period is to have a functional organisational structure and HR Talent Management Strategy in place. Within 10 years, the HR Strategy will target an ideal correctional environment, the professionalisation of corrections and an African University of Corrections.

The Department is guided and controlled by the HRBP tool with regard to the post establishment. This is a National Treasury tool that is provided to every Department with a ceiling in the number posts; standing at 37 800 posts in the case of Correctional Services. However, the PERSAL system that is utilised currently reflects 38 000 posts, with a further $\pm 4\,000$ vacant posts. The Department must therefore ensure alignment between the HRBP tool and PERSAL which will require the removal of additional posts. The implication is that there are $\pm 2\,000$ posts that will be affected. Options that can be considered by the Department include the freezing of posts as they become vacant due to resignations or retirement.

The reduction on the COE budget must also be factored into this process. Capacitation must therefore be considered using alternative means such as outsourcing approaches or forming partnerships with the sister Departments through Memorandum of Agreements, restructuring of the organisation. The Department must consider available options to manage the budget shortfall on COE, through:

- the suspension of advertising and filling of all vacant posts
- eliminate payment of 100% over time, while reverting to 30% overtime payment
- discontinue with the post advertisements irrespective of the stage at which the process is
- utilise the potential savings from natural attrition
- observing the Memorandum of Agreement with the Department of Defence
- recruitment of those who have recently completed correctional service learnerships
- discontinue the renewal of contract employment and issuing of new employment contracts.

Engagements will be taking place across the Department with Branch Heads, Regional Commissioners, Chief Operations Commissioner and Deputy Commissioners to provide information on the COE budget reduction and identify posts that can be abolished. The identified posts will be forwarded to the Branch Human Resources at a given date for moderation and consolidation. The number of posts on the HRBP tool will be aligned with those on PERSAL system by not later than January 2021.

7.3 SELF SUFFICIENCY FRAMEWORK

The Chief Deputy Commissioner: Incarceration and Corrections delivered a presentation on self-sufficiency and the contribution thereof to financial sustainability through job creation and revenue generation. The presentation provided the perspective from production workshops, agriculture, arts and culture, skills development and training which is informed by the actual operational work within these respective functions. The shared understanding of self-sufficiency stems from an economic perspective that represents a correctional system, which operates with the primary goal of reducing the cost of doing business, generating revenue through offender labour, assist in making communities more sustainable, helping offenders reintegrate into society in a productive and meaningful way and ultimately ensure that the environment is preserved now and for generations to come.

The first focus area within the Self Sufficiency Framework is the generation of income or revenue, creating job opportunities and ensuring that offenders have real work experience. The Department must support Government's national poverty alleviation programmes and offender skills development to enable them to use their skills for self-employment or employment when they are no longer under the Department's care. These are the components that inform the Self-Sufficiency Framework. The Self Sufficiency Framework includes human capital investment, recapitalisation of agricultural farms and production workshops, growing the market share, increasing revenue in the Department, intensifying education and training interventions for remand detainees, offenders, probationers, parolees and community labour and lastly creating job opportunities as the Department. The Framework explains the key points under each category/ section i.e. identifying priority schemes needed by officials and personal development and continuous training and development of officials.

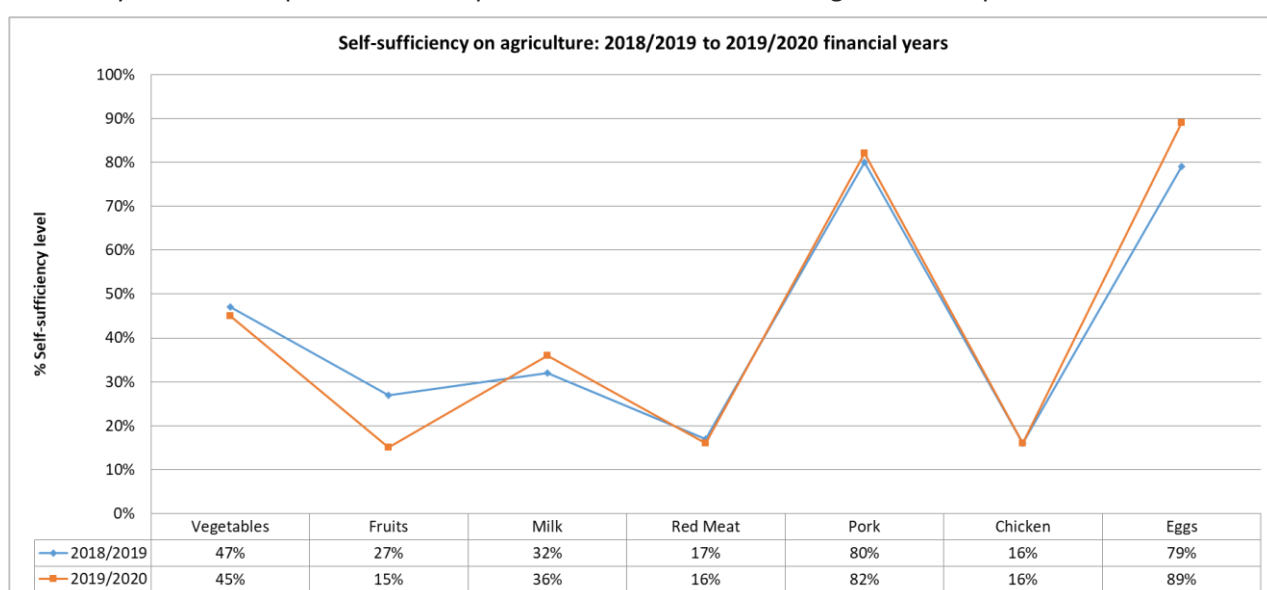


FIGURE 11: AGRICULTURAL OUTPUTS

It is important to capacitate the Department to drive self-sufficiency hence instead of freezing all posts, the Department should identify strategic posts that contribute to this priority and appoint officials that are able to do the work required.

The variable of recapitalisation of agriculture farms and production workshops can be capacitated by new equipment and machinery investment, IT systems and equipment investment, investment on biological and cultivated assets and infrastructure. This is about developing infrastructure that will contribute to the generation of revenue. The other important factor is developing new local markets with communities. This will assist the Department to explore opportunities that the district model presents. The Department needs to develop productivity measures for each operation (farms and workshops) and set targets, identify critical operations for expansion and upscaling. Funding and equipment need to be identified as critical to productivity and revenue generation. In addition, there is a need to identify, acquire, develop and resource skills for productivity and revenue generation. New markets must be identified to penetrate local and district based levels.

The Department must implement economic distribution lines for cross supply within DCS boundaries and facilities. This will required the Department to work in an integrated manner, i.e. head office, regions, management areas and production sites. There is a need to intensify education and training opportunities, but also importantly, how the work being done under rehabilitation does and corrections contribute to creation of revenue. In this processes the Department must ensure that work opportunities are created. To achieve this existing government programmes can be leveraged on, looking at them from the point of view of skills development or from current public employment programs. It is therefore important to match these programmes with the existing resources in production workshops and farms and work closely with communities.

There are action plans that are anchored by the following pillars: formal education programmes, skills development and training programmes, the agricultural farms and gardens. Each correctional centre in the DCS should have a garden. There is a piece of land that can be worked on a daily basis to produce something. This is supported with the current Case Management Committee processes that are being managed through the offender formal education and skills development path. If theoretical and practical learning and personnel wellbeing is combined as a developmental platform, the outcome will lead to a skilled offender that at the end can be referred to do work outside after acquiring the required skills from the Department. The Self Sufficiency Framework requires substantive work before these aspirations can be realised.

7.4 IMPROVING STRATEGIC PARTNERING FOR INTEGRATED GOVERNMENT-WIDE SERVICE DELIVERY

The Strategic Partnership presentation delivered by the Chief Deputy Commissioner: Remand Detention reflected on the SDM and in particular on the effective and efficient delivery of rehabilitation and social reintegration programmes which must be driven by the Department together with the communities and other stakeholders. There is a need to partner and collaborate across a wide spectrum to ensure that this is achieved. The improvement of organisational and self-sufficiency outcomes as previously emphasised must be implemented followed by the monitoring and evaluation of those plans. In this process the Department must ensure that the establishment of the trading entity is prioritised, as previously mentioned by the Minister of Justice and Correctional Services. The relationship with the JCPS Cluster Departments must be formalised and strengthened to enhance delivery and reduce duplication of functions. There has been significant progress in this regard based on the discussions between the Deputy Minister of Correctional Services and National Commissioner with the Department of Justice in terms of Section 49 and 63. Partnerships between these Departments are important in managing overcrowding levels within correctional facilities.

The other key strategic partnerships must be prioritised for food security and service delivery which must be planned through a structured approach to include timeframes, work activities, desired impact and most advantageous combination of cost. There are a range existing partnerships in the Department such as Community Corrections partnering with the communities, partnerships with

metros and districts within the local government as well as partnerships with SADC countries which are producing good results for the Department. In addition the Department is receiving support from the private sector on selected programmes and projects which should be further explored through MOUs and long term commitment.



FIGURE 12: STRATEGIC PARTNERSHIPS

Partnerships with other departments, NGOs and institutions must be pursued to ensure integrated government wide service delivery in the rehabilitation of the inmates. The Department must prioritise short term rehabilitation programmes for inmates, parolees and probationers, i.e. persons under the care of the Department for less than three months must also benefit from rehabilitation programmes. The Gauteng has already started with the implementation thereof and other regions are challenged to start this initiative. Partnerships are also required to ensure that skills programmes are accredited and are benefiting not only offenders and inmates but also officials in the Department for further development. The skills development plan must attract grants not only for the inmates but also for officials for further development through partnership with SETAs.

The Department pays accommodation charges to the Department of Public Works and Infrastructure which requires an MOU in line with the service delivery expectations of the Department. The National Commissioner has directed a steering committee to draft the MOU that will strengthen this partnership. There are various NGO programmes implemented at regional level which must be monitored on a monthly and quarterly basis so that these MOUs can be strengthened. The Department will require a database of MOUs as well as structure MOU format to ensure consistency in the application thereof. This will allow the Department to have visibility on the number of MOUs signed and the value derived through these partnerships particularly where there are financial implications. Legal Services will be assisting to conclude the MOUs together with the recommendations to the National Commissioner.

There are various initiatives that are currently being pursued within the Department such as partnerships with TVET Colleges which will be closely monitored. In addition the MOU with the DTI must be prioritised to secure equipment and materials for the workshop. These partnerships are driving efficiency and cost effectiveness in line with the outcomes of the Department.

7.5 SOCIAL REINTEGRATION FRAMEWORK

The Social Integration Framework presentation delivered by the Chief Deputy Commissioner: Community Corrections emanated from a decision that was taken at the Kopanong Strategic Planning Session, in 2019. The need for such a framework is to reposition the Department to achieve its mandate by ensuring that parolees and probationers are reintegrated back into the society as law abiding citizens. The Framework is guided by the NDP vision 2030, Priority Six: Social cohesion and safe communities. Communities must be kept safe by reintegrating parolees and probationers who are rehabilitated back to their families. The primary objective of Community Correctional is mainly to

provide offenders with assistance and supervision that they may need to desist from crime and successfully reintegrate into the community to avoid a relapse into criminal behaviour. There is a challenge of reoffending therefore programmes designed to rehabilitate and reintegrate offenders must be effective, monitored and evaluated to determine the impact thereof.



FIGURE 13: PILLARS OF SOCIAL REINTEGRATION

The implementation of rehabilitation and social reintegration programmes will provide an opportunity for offenders to connect with their families and community in living a productive and law abiding life. There is a need to ensure that offenders are accepted back to families as much as the issues of stigmatisation remains a challenge, they must be given a second chance within their communities. Corrections is a social responsibility and the Department cannot perform its function successfully without other stakeholders. Community Corrections requires collaborative partnerships with internal stakeholders, communities and other external stakeholders throughout the reintegration process. There is a need to collaborate with Incarceration and Corrections; as offenders get admitted Community Corrections must become part of the process so that when the offender enters Community Corrections, there has been sufficient collaboration internally with other stakeholders. The adoption of this strategy on the integration of parolees, and probationers will contribute to the reduction of reoffending and minimise challenges associated with incarceration. There are programmes within Community Corrections that must be strengthened as part of the Social Reintegration Framework followed by the implementation of the strategy that ensure that the mandate is achieved.

The number of caseloads has been steadily increasing since the 2014/15 financial year, however the number of officials within Community Corrections, has not been increasing accordingly. It goes back to the issue of the ratio of official to parolee or probationer. The problem statement within Community Corrections is primarily due to the outdated organisational structure from 2003 which does not respond to the service delivery expectations. The same structure was not implemented consistently in all Regions. For example there is an area coordinator social reintegration in some regions while in other regions the position does not exist. The same goes for the positions of liaison officers. The Department previously had a tracing unit (absconders unit) which was abolished and this presents challenges in terms of absconders. In addition the Department is dealing with issues such as the inappropriate ratio of official to offender, specialised training, insufficient resources, office accommodation, suitable vehicles for monitoring and a lack of ICT. The inadequate collaboration among stakeholders with regards to offenders, parolees and probationers brings challenges in terms

of rejection by families and communities, stigmatisation, reoffending, unemployment caused by criminal record status, or criminal record expungement and lack of education and skills.

The Department has been given an opportunity to review the Correctional Services Act. Community Corrections will review some of the sections, especially in terms of extending the mandate for ex-offenders. Consideration on the issue of budget cuts is made, however the issue of ex-offenders is critical, as they are returning to the Department. If this is not addressed then the cycle will not end. In terms of reviewing policy mandates or developing policy, there is a need to regulate parole visits and conditions to be flexible to cater for those living in no go areas. The Department is experiencing challenges in certain regions as there are areas that are difficult to access when conducting visits. To this end there is a need to review parole policies to minimise the number of visits and collaborate with other stakeholders to ensure these visits are conducted successfully. The other critical issue to be address is the involvement of traditional leaders where parolees are introduced to traditional leaders within two weeks of entering Community Corrections.

Promotion of alternative sentencing, non-custodial sentences need to be prioritised as this will also assist to alleviate overcrowding in correctional facilities. The Department must liaise more with other stakeholders to ensure that non-custodial sentences are promoted. This can be done through collaboration with partners, communities and families so that it gets to be better understood. The provision of rehabilitation and reintegration services or programmes must be increased to address issues which contributed to offending. There is a need to continue rehabilitation and needs based correctional programmes that were offered during incarceration. Programmes that have been rendered while the offender is still in inside correctional facilities should be continued, as soon as the offender is going to be placed at Community Corrections the process must continue as the offender is still under the care of the Department. The Correctional Sentence Plan whilst is being completed, when the offender is still inside the correctional centres will have to be evaluated to ensure the successful completion thereof. The Department also needs to ensure that parolees and probationers are involved in community work projects. There is a concept document that has been developed to promote the participation of offenders, parolees and probationers in community work projects and activities. There is consultation between core branches in finalising the concept document.



FIGURE 14: INTENDED OUTCOMES OF THE FRAMEWORK

The Minister of Justice and Correctional Services and Deputy Minister of Correctional Services emphasised the issue of Restorative Justice Programmes particularly where offenders did not interact

with the victims before placed on parole. The Department needs to ensure that compliance with the Restorative Justice Programmes. The challenges in this regard are due to social auxiliary workers that have appointed on contract to tracing victims and the limited number of those social workers available to tracing victims. There must be a permanent posts on the structure for Restorative Justice within Community Corrections. There must be public education about the risks posed and the needs of offenders whose reintegration must be supported. In support of this there are Izimbizos and outreach programmes that must be continued. The public education on crime prevention should be done in collaboration with other stakeholders like the SAPS and other stakeholders within communities. The link with prospective employers is important for employability of offenders, parolees and probationers as to improve the economic stimulus of the country. This path is included in the partnership document in which the Department is going to partner with agencies and business communities to facilitate those economic activities for parolees and probationers. The Department must also encourage parolees and probationers to develop cooperatives to also assist employ other parolees in their small businesses.

A Community Corrections Forum will be established to put communities at the centre of the work of corrections and forge partnerships with relevant stakeholders to fight crime, help with poverty alleviation programmes, strengthen and market Restorative Justice. The Forum will also teach parolees and probationers how to start their own businesses and make a living outside correctional facilities. There are currently about seven halfway houses they assisting parolees and probationers without monitorable addresses. Going forward there must be collaboration with families and communities whereby even communities can assist in terms of running the halfway houses. This can only happen through the marketing of the programme so that families and communities have confidence in the programme. Traditional leaders' partnerships will further assist in the process of halfway houses.

The Department is currently implementing the ambassador programmes. The establishment of the ex-offender desk must be resuscitated in all regions as well as ex-offender conferences. The Correctional Services Act mandates the National Commissioner to assist offenders in terms of getting employment, therefore the Department must ensure that the mandate accommodates everyone. There is an urgent need to modernise supervision through ICT and mobile devices for monitoring. GITO will assist in terms of that provision of infrastructure, cabling of offices and establishing service points, the use of mobile offices and the use of technology i.e. the electronic tagging. Community Corrections is working with Security to develop a plan that includes support from EST to Community Corrections especially when going to those areas that are difficult to access. Community Corrections is critical in the implementation of the District Development Model.

8. DCS PLANNING FOR 2021/22 AND THE MTEF

8.1 OUTCOME 1: IMPROVED SAFETY AND SECURITY OF INMATES, PAROLEES, PROBATIONERS, OFFICIALS, STAKEHOLDERS, ASSETS AND INFORMATION (SECURITY)

The Outcome 1 presentation reflected on the progress of the implementation of Vision 2068, threats which were reflected as contextual issues and the opportunities to those contextual issues. The authority of the State can never be compromised; meaning the Department must ensure that the authority of the State is not compromised. This implies that security in the Department must be prioritised, in terms of Section 2 of Correctional Services Act inclusive of Section 4, placing safety at the forefront. Rehabilitation will not be achieved if the facilities are not safe. There are six pillars of security that needs to be taken into consideration. The following are number of contextual issues which are regarded as threats to Security:

- **Budget cut** which affect a number of the posts that need to be abolished over the next few years,
- **Implications of COVID-19** that came with a number of challenges such as shortage of staff due to comorbidities, isolations, as well as quarantine off staff. Inmates being locked up and no visitation caused frustration which led to increase in the number of assaults.
- **Influx of contraband** among others that we know in the main which is the contributors of such is our own officials.

The low economic growth has an undeniable impact on the Department and security as a whole. The crime trends have been changing as more people are arrested for horrendous crimes suggesting that security cannot be compromised. The COVID Tracking and Tracing APP that recorded visitors in correctional facilities was introduced in the beginning of COVID-19 plan to mitigate the spread of the virus. This assisted the Department however it was not sustained. This type of technology is required to bring efficiencies into the Department and meet the demands of the fourth industrial revolution. Despite these challenges service delivery must continue. Overcrowding remains a challenge; despite the slight decrease in some Regions the Department does not have sufficient approved bedspaces to accommodate inmates.

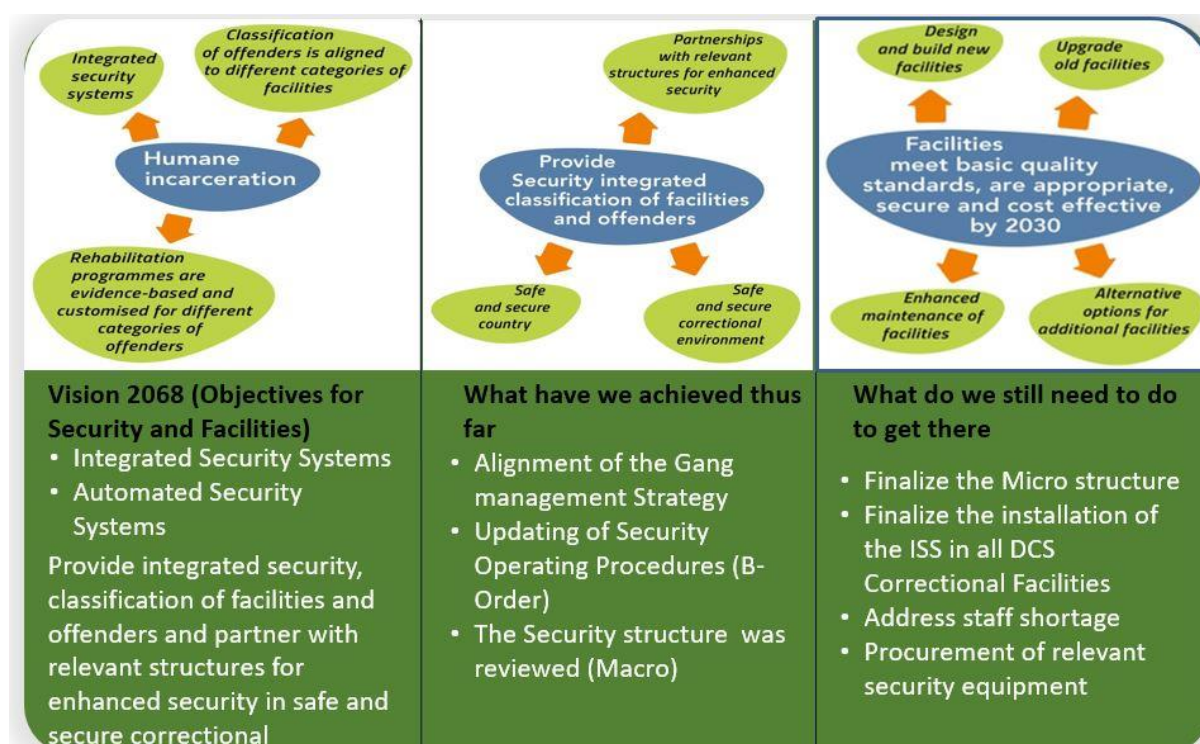


FIGURE 15: VISION 2068 OBJECTIVES OF SECURITY

The Department has recently established a strategic partnership with the South African Police Services. A meeting between the National Commissioner of DCS and the National Commissioner of SAPS was held on 23 September. Recommendations of the meeting once finalised will change the way the Department operates. The main issue discussed with the SAPS was the integration of plans that are able to assist the Department going forward. Another opportunity available to the Department is the automation of security system which is becoming increasingly critical during the pandemic; automated security systems will give the Department an opportunity to ease the pressure of shortage of staff. In terms of the six pillars of security it is suggested that the number of security officials increase. The nationwide screening of officials has started which will require an appropriate system and policy to ensure the integrity thereof.

TABLE 6: SECURITY RESULT CHAIN

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Outcome (Strategic Plan) Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information	Percentage reduction of security breaches at correctional facilities (correctional centers and remand detention facilities)	4.18% of security breaches at correctional centers	0.25% reduction in security breaches at correctional facilities	Improve the ratio of offenders to custodial officials Appropriate and cost-effective facilities that support a safe and secure environment Availability of skilled and trained security officials Integration with the JCPS cluster departments (value chain)
Output (APP current) Safe Correctional Facilities	Percentage of inmates who escaped from correctional facilities	0.033%	0.032%	Automated systems to be procured for searching and removal of contrabands which must include amongst others, an automated system for the scanning of service providers, officials, visitors, stakeholders and vehicle number plates which is linked to other state organs. (e-NATIS) at access control points in DCS. Automated systems to be procured by GITO Ensure adequate staffing
	Percentage of inmates injured as a result of reported assaults in correctional facilities	4.65%	4.60%	
	Percentage of confirmed unnatural deaths in correctional facilities	0.032%	0.032%	

The realisation of Vision 2068 which includes humane incarceration for those that are within the care of the Department, there must be automated Integrated Security Systems. The Department has completed the draft Gang Combating Strategy which is in the process of being approved after consultation with all the Regions. Security SOPs, security policies and the B-Order has just been finalised. The micro structure which remains outstanding will include security related measures including the dog unit. The Department is also in the process of procuring relevant security equipment. Security is an overarching structure that no other programmes within the Department can be achieved without maintaining security.

8.2 OUTCOME 1: IMPROVED SAFETY AND SECURITY OF INMATES, PAROLEES, PROBATIONERS, OFFICIALS, STAKEHOLDERS, ASSETS AND INFORMATION (FACILITIES)

The budget cuts cut across the entire organisation which require some strategies to be revised. The COVID-19 pandemic has changed the operating environment as the Department requires facilities and fixtures to be in place in order manage the impact thereof on the operations. There are also implications with regard to the designs and maintenance of new facilities; revised strategies and regulations which must be taken into consideration. The current trends indicates that there might be an increase in the levels of overcrowding, due to the poor economic forecasts of the country.

Some officials and inmates are in isolation or quarantine which has reduced the capacity of the Department. A Cultural Change Management Strategy is needed in the Department as the Department automates its operations; there will be no value added if new strategies or new technologies are implemented while the Department is not ready for such a change. Despite the resource constraints,

the Department has recorded 43% on the expenditure, suggesting that the implementation of identified strategies is ineffective.

One of the benefits of the budget cuts to self-sufficiency is with regard to the first line maintenance. There is a programme in place to look at self-sufficiency through own resources projects. The Department needs to align its policies to own resource projects in order to achieve on this initiative. Partnership is important, there was an integrated facilities workshop held with sister Departments: SAPS, Justice and Public Works and Infrastructure to improve efficiencies through greater integration. Automation has been sufficiently emphasised, particularly with regard to the Integrated Security System to limit the physical contact between official and inmates.

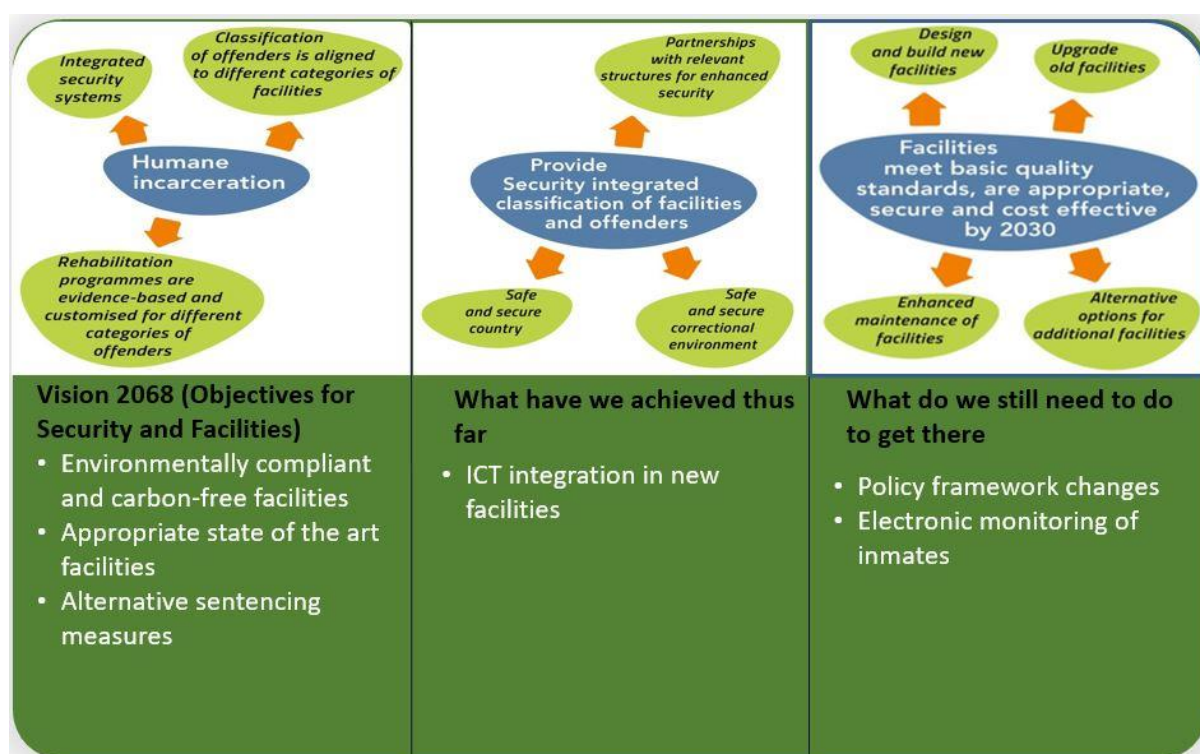


FIGURE 16: VISION 2068 OBJECTIVES FOR FACILITIES

In terms of the Vision 2068 environmental compliance and carbon free facilities, appropriate state of the art facilities, an alternative sentence sentencing measures remains a priority. The focus on alternative energy sources and bulk services will increase in the draft infrastructure plan. The policy framework is one of the constraints in the Department particularly in terms of self-sustainability and own resourced projects. There is no policy framework that aligns to the decentralisation of budget. If SOPs and policies are not in place, the Department will not succeed in this regard.

TABLE 7: FACILITIES RESULT CHAIN

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Output (APP current)	Number of infrastructure projects completed	1 (Tzaneen)	1 (Emthonjeni Youth Centre)	Implementing agent/ contractor No COVID 2 nd wave lockdown No budget cuts

The result chain of facilities includes the upgrading of new facilities and construction of new facilities. The baseline for 2020/21 which was opening of Tzaneen has already been achieved. The completion of Emthonjeni Youth Centre is targeted for the next financial year. Although the Department has other construction projects for example the Parys new Correctional Centre that is under construction it will

be finalised in the outer financial year. The assumption is that the implementing agents will continue with the work against the backdrop of the COVID-19, however this will affect the infrastructure plan and capacity of contractors in terms of lockdown regulations. The plan for the upcoming year includes the new head office accommodation that is in an advanced stage; an advisor was appointed and the design of that facility is underway. It is anticipated that the project will go out to tender in the next financial year. The creation of inmate bed spaces will be revised in line with the budget cuts.

The service delivery modes within facilities will be expanded to include the involvement of offenders in maintenance to provide appropriate skills during the period of incarceration. The spinoff with own resources is that the Department can maintain its facilities at a cost effective manner and ensure that offenders are meaningfully engaged. This can be fast tracked by implementing a routine preventative maintenance plan that forms part of the infrastructure plan. The Department will prioritise first line maintenance internally without the involvement of the Department of Public Works and Infrastructure. There are projects already running where the Department is implementing either own resources or appoint external service providers directly with the understanding that the designs are done in house by professionals, engineers and architects.

Practical and credible training and use of offender labour needs to be fast tracked. Shortage of artisans is one of the challenges the Department have when it comes to offender labour and this is one of the reasons why expenditure is slow on own resources projects. There has however been good performance recorded at some of the Regions that have already spend 90% of the budget, while other regions have not had any spending on the maintenance budget. Regions will be engaged on the expenditure and roll out these projects. Strengthening strategic partnerships with DPWI will remain a priority however the MOU will remain irrelevant if there is no implementation or penalties imposed for slow delivery. The Department continues to experience challenges with lack of proper maintenance and slow delivery of construction of projects.

8.3 OUTCOME 2: IMPROVED CASE MANAGEMENT PROCESSES OF INMATES

The presentation provided strategic direction for Outcome 2 which is Improved Case Management Processes for the 2020/21 to 2025/26. The contextual issues previously discussed remain relevant, in addition, resource constraints, COVID-19 and overcrowding are also contextual issues to be considered with the Incarceration programme. Gender based violence, femicide, changing offender profile and the co-dependency in the management of remand detainees are central to the operational environment of Incarceration. The opportunities include the establishment of partnerships and automation of cross cutting functions i.e. modern technology such as inmate telephone booking system and cashless system. Alternative modes of service delivery are needed as well as was observed since the outbreak of COVID-19.

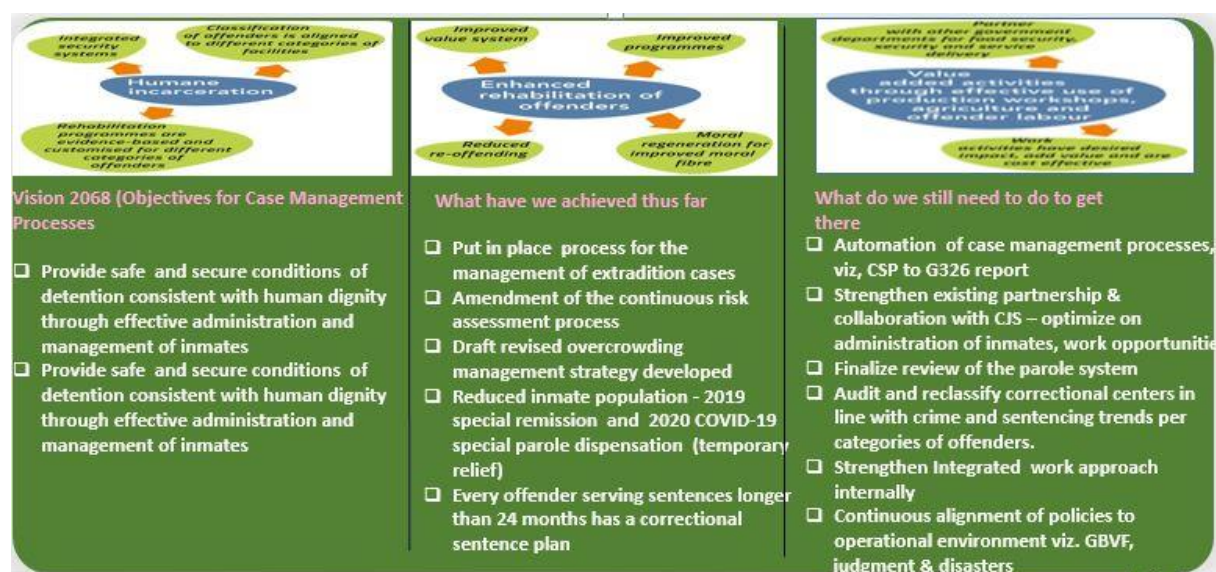


FIGURE 17: VISION 2068 OBJECTIVES OF INCARCERATION

Vision 2068 requires the Department to provide safe and secure conditions of detention consistent with human dignity through effective administration and management of inmates. The achievements noted are processes for the management of extradition cases, amendment of the continuous risk assessment process, draft revised overcrowding management strategies, reduced inmate population through 2019 Special Permission and 2020 COVID-19 Special Parole Dispensation and every offender serving sentence longer than 24 months has a Correctional Sentence Plan. Priorities going forward include the automation of case management processes; for example Correctional Sentence Plans and G326, strengthening the existing partnership and collaboration with the criminal justice system as well as the strengthening and integration of internal processes. The review of the payroll system must be finalised. Policies and procedures, including the B-Order, must be reviewed periodically. Training on the Standard Operating Procedures for the Lesbian, Gay, Bisexual, Transgender and Queer (LGBTQ) must be prioritised. Promotional materials and Izimbizos continue to assist in community education on parole processes. The interventions implemented (such as the CMC Indaba) have realised improvement with the correctional supervision and payroll reports. The Department needs to continuously align policies to operational environment such as the Gender Based Violence and judgments.

TABLE 8: INCARCERATION RESULT CHAIN

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Outcome (Strategic Plan) Improved case management processes of inmates	Percentage increase in offender profiles approved for placement or release.	53.9% (21 965/40 775)	2% increase	Automation of case management processes Comprehensive risk profiling (assessment, profiling and sentence planning) of inmates Regular review of offenders' progress by case review team Comprehensive offender profiles by CMCs
Output (APP current) Management of overcrowding	Percentage of overcrowding in correctional facilities in excess of approved bed space capacity	38%	40%	Increased bed spaces; Improved automation of the bed space management tool. Timeous consideration of cases Alternative sentencing options
	Percentage of RDs subjected to continuous risk assessment (CRA)	58.90%	60%	Capacitation of the CMA Receipt of the risk related information from SAPS Automation of CRA processes including reports
Output (APP current) Parole / correctional supervision	Percentage of offender profiles approved for placement by the Correctional Supervision and Parole Boards (CSPBs)	53%	55%	Informed recommendations to CSPBs Comprehensive profile reports submitted on time by the CMCs. CSPBs capacitated and quorate to consider offenders for placement. Automated case management processes including reports (G326 – Offender profile report)

The critical success factors for case management processes takes into consideration the need to balance resource requirements against financial constraints with the service delivery expectations. The periodic case review of offenders will depend on the length of sentence, improve collaboration and integrated planning with the JCPS cluster partners at all levels, functional organisational structure that support case management process and functional information case management system that will assist the Department to integrate through the Criminal Justice System.

Case Management is the foundation of the offender rehabilitation path. Rehabilitation and security being the cornerstone and pillars that firmly hold the case management outcome. The efficiency of case management business processes should be enhanced by the provision of reasonable resources and alternative technology to modernise some business processes and tools. Case Management is the foundation of the corrections system and the core mandate of the Department is cantered in effectiveness of this process. It is important that the policies are in line with the Constitution and other overarching legislation so that the implementation thereof will lead the Department to reach its goals.

8.4 OUTCOME 3: INCREASED ACCESS TO NEEDS-BASED REHABILITATION PROGRAMMES TO IMPROVE MORAL FIBRE

The contextual issues related to Rehabilitation are consistent with the Outcomes discussed in Outcome 1 (Security and Facilities) and Outcome 2 (Incarceration). In order to increase access to needs based rehabilitation programmes, there must be a balance between the human capital needs and the work itself; in addition the Department must consider the professional status of those rendering the rehabilitation programme. The opportunities include self-sufficiency in terms of rendering needs based rehabilitation programmes for example, appointing professionals permanently on the structure of the Department. There is heavy reliance on external partnerships which affected performance during the COVID-19 lockdown as service providers could not access correctional facilities. The Department has the opportunity of engaging communities to create awareness on corrections as a societal responsibility, promote the use of alternative sentencing and leveraging on corrections; these initiatives will contribute to the increased participation in rehabilitation programmes. Automation is another area that can limit human contact and human error if leveraged upon.

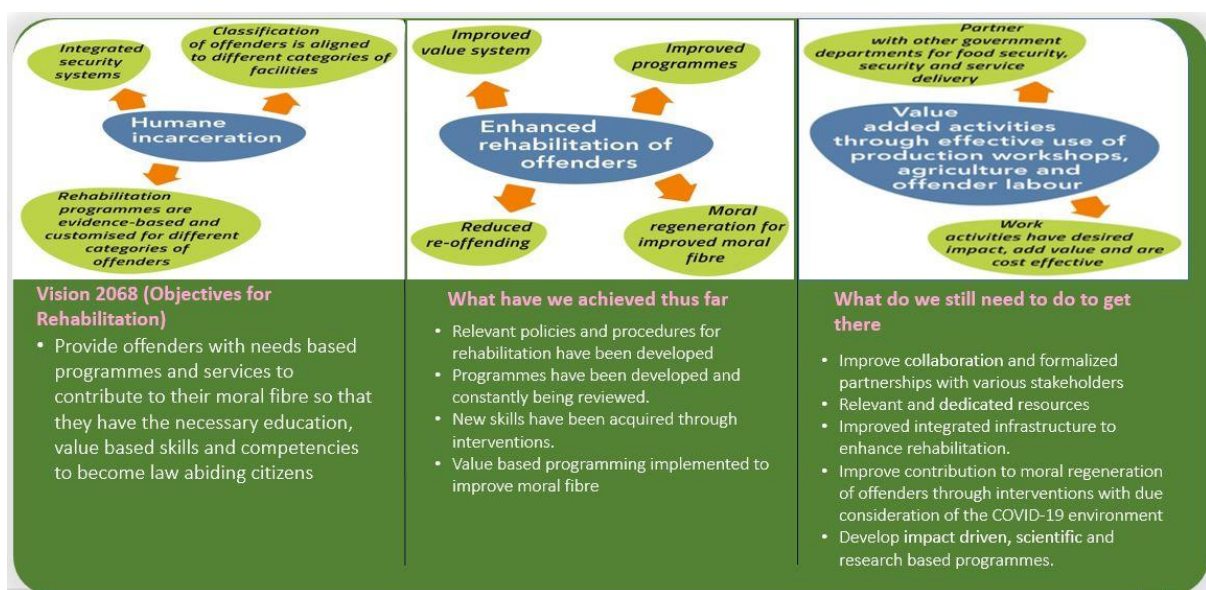


FIGURE 18: VISION 2068 OBJECTIVES OF REHABILITATION

The objectives for rehabilitation, in terms of Vision 2068, are to provide offenders with needs based programmes and services to contribute to moral fibre so that offenders have the necessary education, required skills and competencies to become law abiding citizens. This cuts across the three Chief Directorates that is Personnel Corrections, Personal Wellbeing and Correctional Programmes through relevant policies. The offender rehabilitation path is the model of intervention into rehabilitation and meaningful progress. There are also programmes that have been developed and new skills that have been acquired by the offenders through interventions and value based programmes implemented to improve the moral fibre. Collaboration and formalising of partnerships with various stakeholders are still required. Relevant and dedicated resources need to be supplied as a Department to improve integrated infrastructure to enhance rehabilitation. Most of the deliverables are rendered in specific locations and require specific settings to make impact. The Department must improve contribution moral regeneration of offenders through the identification of new interventions with due consideration of COVID-19 environment as well as scientific and research based evaluations as not all programmes are evidence based. ICT platforms are also needed to present rehabilitation programmes including the use of smart TVs, laptops and desktops for e-Learning purposes. The quality of the programmes as opposed to quantity must be maximised.

There is a need to align the organisational structure and skills to functions. Marketing and awareness of rehabilitation programmes to foster a good relationship with external partners is not only the responsibility of the professionals rendering the services but must be communicated and marketed at

all levels of the organisation. The Department also needs to strengthen compliance to internal and external policies as well as prescripts, utilisation of biometrics and other systems to monitor attendance and participation in rehabilitation programmes. Improved planning and collaboration with all stakeholders is also necessary including the participation to the District Development Model.

TABLE 9: REHABILITATION RESULT CHAIN (PERSONAL WELLBEING)

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Outcome (Strategic Plan) Increased access to needs-based rehabilitation programmes to improve moral fibre	Percentage increase in offenders enrolled in development programmes	10% (1 457) increase	25% increase	Strategic partnerships with relevant stakeholders (e.g. government departments, SETAs, NSF, NPOs, NGOs, FBOs, and private sector)
	Percentage increase of inmates participating in well-being programmes	6.15% (8 064)	10% increase in inmates	Discretionary Grant allocation Infrastructure that is suitable for rehabilitation purposes Subject specialists to support rehabilitation programmes, including, among others, Psychologists, Artisans, Social Workers, Spiritual Care Workers and Educators, skills development practitioners
Output (APP current) Offenders who completed correctional programmes	Percentage of sentenced offenders with CSPs who completed correctional programmes	50%	80%	Available correctional Programmes, eligible offenders approved CSPs, staff, rehabilitation facilities and relevant resources to implement Correctional Programmes.

It is proposed that a strategic inter-governmental partnership approach which balances Departmental resources with external resources be pursued to allow the Department to focus on custodial services. The Department also needs to outsource cross Departmental mandated functions such as education and skills development, arts and culture recreation and libraries. The Department must leverage budget allocations of sister departments for delivery of rehabilitation services. This will also ensure that responsibilities are distributed across other key stakeholders for enhanced and coordinated resolutions. The production workshops and farms is an area that requires further collaboration with Community Corrections.

TABLE 10: REHABILITATION RESULT CHAIN (OFFENDER DEVELOPMENT)

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Outputs (APP CURRENT) Occupational skills training	Percentage of offenders participating in Long Occupational Skills Programmes	80%	90%	• Available staff, rehabilitation facilities and relevant resources to provide the programmes.
	Percentage of offenders participating in Short Occupational Skills Programmes	80%	90%	
	Percentage of offenders participating in TVET College Programmes	80%	90%	
Outputs (APP CURRENT) Educational Programmes	Percentage of offenders participating in General Education and Training (GET) per academic year	80%	80%	• Available rehabilitation facilities and relevant resources to provide GET programmes. • Assumption that enrolled learners will resume attending GET programmes in line with COVID-19 risk adjusted strategy.
	Percentage of offenders participating in Further Education and Training (FET) per academic year	80%	80%	• Available rehabilitation facilities and relevant resources to provide FET programmes.
	Grade 12 National Senior Certificate (NSC) pass rate obtained per academic year	76%	76%	• Relevant educator intervention programmes

Rehabilitation requires a dedicated line function structure, appointment of appropriate qualified officials and the strengthening of inter-governmental partnerships to deliver on the rehabilitation mandate. A reliable integrated IT system must be established to provide an overview of the offender rehabilitation path and cluster engagements to finalise the integrated system. Partnerships must be established to increase psychological services to prepare inmates for successful reintegration into society. Marketing of available programmes to improve access and establish centres of specialisation to maximise available resources must be improved as well. The impact of COVID-19 is a risk, will

require the Department to implement and monitor the strategy to make sure that the services rendered and accessibility is enhanced. A fully automated system must be available with regard to the journey of an offender from entry into the Department's care, create a greater awareness of rehabilitation programmes, increase partnerships and resources and to promote corrections as a societal responsibility. The footprints of the Department are engraved in its rehabilitation efforts, hence the Department needs to invest in making rehabilitation available as a matter of priority with relevant resources to support the delivery thereof.

8.5 OUTCOME 4: SUCCESSFUL REINTEGRATION OF ALL THOSE UNDER THE CARE OF THE DEPARTMENT

The presentation reflected on the current realities specifically on the contextual issues, Vision 2068 and modes of delivery within Social Reintegration. The contextual issues relating to the successful reintegration of all those under the care of the Department includes the safety of communities, high crime rate, changing nature of criminal activities, absconding and reoffending as challenges for Community Corrections. Additional challenges include rejection and stigmatisation of parolees and probationers by families and communities, lack of support system of parolees and probationers, dysfunctional families and communities, high poverty and unemployment, inability of communities to provide social services for professionals and families, lack of integrated services. Operational obstacles include the proposed budget cuts by the National Treasury and the implication of COVID-19 Regulations which affects the delivery of services, particularly those that have been suspended during the hard lockdown. The opportunities that exists under the participation of communities and involvement in different clusters which has enhanced the performance, the ability to gather and analyse intelligent information in various communities and partnerships. The programme must promote the option of Community Corrections as alternative sentencing, automation of processes, ability to use mobile offices and effective implementation of policies.



FIGURE 19: VISION 2068 OBJECTIVES OF SOCIAL REINTEGRATION

The objectives of Vision 2068 include a society with sound values, moral fibre and country free of crime. The Department is a champion of moral regeneration programmes, capacity building interventions delivered through the ideal future Africa University of Corrections. Social Reintegration needs to have smart technology to deliver services; corrections to be delivered through an integrated governance (unitary state), and ideal rehabilitation programmes to reduce reoffending. There needs to be consistency in rendering of programmes i.e. currently the programmes that are implemented in custodial sentences are not continuing in Community Corrections. The cycle of crime must be broken by correctional professionals through the implementation of sustainable strategies and through strategic partnerships. To date, progress on the implementation of Vision 2068 include the increase in parolees and probationers without violation, partnerships established with various stakeholders and

implementation of restorative justice processes including victim offender dialogue as well as victim offender mediation.

The Department managed to catalyse involvement with parolees and probationers in community initiatives and facilitation of economic opportunities for parolees and probationers. The integrated criminal court manual with the JCPS Cluster have been developed and the first phase of virtual training has taken place. The concept document and draft manual for social workers based at Community Corrections were drafted and consulted. The revised supervision manual for Volume 5 has been achieved. There are other outstanding matters to make Vision 2068 a reality such as to review the inspection tool in line with the supervision manual Volume 5, finalise social reintegration framework for approval and implementation, finalise social work manual for approval and implementation, capacity building for court officials and social workers, presenting suitability report in partnership with the JCPS Cluster, capacity building and creation of a permanent structure with required resources, automation and implementation of electronic monitoring and professionalisation of Community Corrections.

TABLE 11: SOCIAL REINTEGRATION RESULT CHAIN

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Outcome (Strategic Plan) Successful reintegration of all those under the care of the Department	Percentage increase in offenders under the system of Community Corrections	0.78% (557) increase in parolees, probationers and ATPs under the system of community corrections	4.1% increase in offenders under the system of community corrections (Parolees, probationers and ATPs)	Offenders are accepted into the family and/or communities. Offenders are economically independent after release.
Output (current) Compliance by Probationers and Parolees	Percentage of parolees without violations	97%	97%	Encourage stringent measures for compliance to correctional and parole supervision conditions.
	Percentage of probationers without violations	97%	97%	
Victim Offender Dialogue	Number of victims participating in Restorative Justice Programme	1780	3500	Restoration of relationships and closure by victims.
	Number of offenders, parolees and probationers participating in Restorative Justice Programme	1039	2500	
	Number of economic opportunities facilitated for offenders, parolees and probationers	36	42	Family/Community reconstruction.
	Number of parolees and probationers participating in community initiatives	6 200	6 400	Reparation for the harm caused by commission of crime. Co-operation between victims and offenders. Sustainable employment/livelihood Collaborative Partnerships.

The modes of service delivery for social integration requires the creation of a structure, dedicated professionalised resources, the appropriate technology and facilities to deliver on its mandate. The proposed model aims to address resource and structure limitations as decentralised function. Social reintegration requires distinct training suited for interpersonal relationships, building community, facilitation and corrections training in order to effectively fulfil its mandate. There needs to be a review of the current ratio of officials to parolees and probationers, ensure that social reintegration participants are involved at the onset of the rehabilitation process and have sight of the monitoring of the case plan. Relevant and suitable vehicles must be procured and made available to ensure the effective and efficient monitoring of offenders. There needs to be technology available for the supervision of parolees and probationers. The Department must explore procurement of mobile offices or explore the use of vacant DPWI houses as Community Corrections offices.

Training and development must be expedited by HRD for enhancement of both human and technical resource capacity for social integration. There must be improved allocation of resources through sound budgeting, financial management and capacity building in collaboration with the JCPS Cluster, distribution of marketing material and marketing of the social reintegration function to the community. These particular aspects would increase the use of non-custodial sentences and alleviate overcrowding. The Department needs to benchmark with other departments for the retention strategy of professionals. The offender rehabilitation path process must be effectively implemented and enhanced with sufficient structure and relevant resources. The Community Corrections structure

that is being partially implemented, was developed in 2003. Successful and effective reintegration of offenders will be possible through integrated district and regional model with other stakeholders.

8.6 OUTCOME 5: HEALTHY INCARCERATED POPULATION

According to Section 12 of the Correctional Services Act, the Department is required to provide primary health care which is of quality in an integrated approach for comprehensive management of inmates. The structure of Healthcare Services is not aligned to the mandate such that in some cases the relevant health posts are not available, for example, in Southern Cape the health manager post is not available, and hence there is a gap on support visits with regards to outreach services. In the current context there is staff attrition that has brought about inadequate implementation of relevant staff allowance. In addition to the structure that is not aligned and posts that are not available, there are bursary holders that should be leveraged on for pay back after the bursary period. HRD makes available bursaries for Bachelor of Pharmacy, Bachelor of Medicine and Primary Health Care, however, upon completion of qualification, the bursary holders are not absorbed into the Department to pay back for the bursary. The opportunities that exists are the establishment and implementation of telemedicine as part of the automation of Healthcare Services and the strengthening of partnerships and stakeholder relations. COVID-19 has brought about culture change that necessitates the strengthening and automation of Healthcare Services and availability of healthcare medication. Some of these areas depend on internal and external stakeholders.

TABLE 12: VISION 2068 OBJECTIVES OF CARE

Vision 2068 Objectives	What have we achieved thus far	What do we still need to do to get there
Health care services provision leveraging on technology and automated systems e.g. Telemedicine	Collaboration with the internal and external stakeholders like the Department of Health	Automation to enhance Health Care Services provision (Health information; Nutrition and pharmacy Information system as well as Health technology e.g. Telemedicine)
Monitor the implementation of automated system (Telemedicine)	Improved quality of health care services	Alignment of the Health Care Services Structure to the health mandates.
Improve and Review the provision of mental health, disability and emergency medical services		Improved accessibility to Pharmaceutical services
Improve intersectoral collaboration		Improved health Infrastructure and procurement of health equipment to meet the legal requirements (Clinic, Pharmacy, Food services unit)
		Skills retention through implementation of relevant allowances

Vision 2068 looks into the automation of the Health Information System, the nutrition information system and the pharmacy information system since the manual system does not generate reliable information that can be used for decision making. COVID-19 also increases the need for telemedicine inclusive of telepsychiatry. The Department (GITO) is currently developing a business case in this regard. The Department contributes to Sustainable Development Goal 3, the Constitution of South Africa and good pharmacy practices to provide healthcare and pharmaceutical services. The utilisation of community service pharmacists must be reviewed as it is not consistently implemented resulting in a high turnover of people in these positions. There is a need to realign the structure to the requirements of this mandate. The other co-dependency is on infrastructure to provide pharmaceutical services in terms of the Pharmacy Act and good pharmacy practice that must be adhered to. The same applies to the Food Services Unit that must comply with Regulation 638 according to Foodstuffs and Cosmetic Policy. The clinics need to comply with a certain structure to be able to provide a primary health care package.

TABLE 13: CARE RESULT CHAIN

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Outcome (Strategic Plan) Healthy Incarcerated Population	Percentage of inmates accessing PHC Services on a basis of need	70%	80%	Increased quality of health care services provision
Output (APP current) Provision of health care services (Communicable and Non Communicable Diseases)	Viral load suppression rate (offenders)	89.18%	90%	Integrated health care services provision
	TB Cure rate of offenders	91.16%	91%	Sustain the review of medical conditions
	Percentage of inmates screened for Diabetes	51.12%	90%	
	Percentage of inmates screened for Hypertension	67.79%	90%	
	Percentage of identified inmates tested for COVID-19	100%	100%	
	Percentage of inmates who have recovered from Coronavirus Disease 2019 (COVID-19)	97.55%	90%	
	Percentage therapeutic Diets prescribed for inmates	6.48%	Less than 12%	

The key performance indicators in APP remain unchanged in the next financial year hence the results chain remains relevant. The target on the COVID-19 recovery rate was set at 85% and at the end of the second quarter 97.55% was achieved. The proposed target for the next financial year is 95%. The TB cure rate indicator in the Annual Operational Plan has been separated for remand detainees and sentenced offenders due to challenges of high mobility, which will affect the cure rate or the success rate. At the end of the second quarter the TB cure rate for remand detainees was reported at 63.77% against a target of 85%. In light of the current resource constraints and past performance the Department is unable to reach 85% hence the proposal is that the target for the next year be set at 65% with the medium term view of reaching 85%.

The Department will continue with primary healthcare provision in an insourced manner though decentralising in order to meet the requirements of the District Health System and the National Health Insurance working towards the District Development Model. With regards to the next level of care, the Department will keep referring patients to the Department of Health and to specialists. Laboratory services will continue coordinating or collaborating with the National Health Laboratory Services. Primary health care is provided in a district health system model because that increases the participatory approach in terms of leadership and control as well as the integrated health care services provision and collaboration with the relevant districts across the country. Given the resurgence of COVID-19 in the country, the standard operating procedure on preparedness detection and response to COVID-19 in DCS, the Version 3 is still applicable in preparation for the resurgence. Circular 11 was issued for PPE disposal and Circular 15 directs the current development with regards to testing of contacts and provision of cloth masks.

During support visits it was realised that the cloth masks are given minimally which poses a risk of infection. Hence for the abattoir, bakeries and milk-shed it must be provided as directed in Circular 50. The non-pharmaceutical intervention with regards to the resurgence of COVID-19 are still applicable which is hand hygiene, effective hand washing and sanitising, cough etiquette, social distancing and wearing of masks that must continue. It is observed that this is not complied with effectively as it should within the Department as there are people who are still not wearing masks correctly. On support visits complacency was observed during the screening that is replaced by temperature. As operational as it can seem these are preventive measures that will ensure management of the resurgence. The Department must consider minimisation of movement and interprovincial movement.

In conclusion to deal with the resurgence there is a need to ensure that the basic medical equipment is available at all centres. The funds for basic medical equipment is allocated in different Management Area, hence Area Commissioners need to ensure that the basic medical equipment is available to provide primary health care of quality. Oxygen is one of the critical needs for COVID-19 management. Head Office has centralised the procurement of pulse oximeter which will be utilised for the

management of COVID-19. As these are delivered across the different Management Areas the delivery notes and the invoices must be certified on time to comply with Treasury Regulation 8.2.3 for payments.

8.7 OUTCOME 6(a): HIGH-PERFORMING ETHICAL ORGANISATION (HUMAN RESOURCES)

The contextual issues related to Outcome 6 (Human Resources) is the reduced compensation of employees budget by the National Treasury, the low economic growth as the GDP contracted by 7.3% in 2020, the high unemployment rate in the country, capacity constraints resulting from the implementation of the regulations to contain the spread of the COVID-19 pandemic, the culture change and the need to increase the use of technology. In addition, the Department has an inaccessible environment for people with disabilities, misalignment of the organisational structure, shortage of staff and inconsistent application of human resource policies that creates hostile employer employee relations in the workplace. These are some of the threats that are confronted with under HR on a day to day basis.

The opportunities identified are the partnerships for training and partnerships with other departments for professional services. The correctional service environment is not conducive to attract professionals so if they are able to come as and when they are required the Department can leverage on that. Automation of work processes will improve the Department's efficiency by releasing some resources to other correctional centres as required. Another benefit of the automation of processes is to have real time information of the staff compliment at a particular area which can provide an early warning to deploy more officials where there are shortages. There is also a need to decentralise human resource functions. The access staff at Head Office and Regions need to be deployed where the greatest need is. In order to decentralise functions not limited to HR there needs to be engagement with Branches to determine what areas of work can be decentralised.

Remote working must be promoted and managed effective during the period of COVID-19. It is realised that the pandemic has ushered in the new way of working to a certain extent and if it is managed effectively it is likely to benefit the Department. The organisational structure aims to have a lean Head Office and Regional Office arrangement by trimming positions that are not needed and redirecting resources accordingly. Rapid dispute resolution and minimising grievances in the Department is another challenge experienced against the current court judgments and labour demands, these are created by the disputes that result from the application of policies. Policies should know no face, no rank, and no person, it must remain a policy and be implemented as such. It remains responsibility of managers to implement policies in the right way. Knowledge must be harvested from colleagues who are leaving the Department so they share their expertise before their retirement.

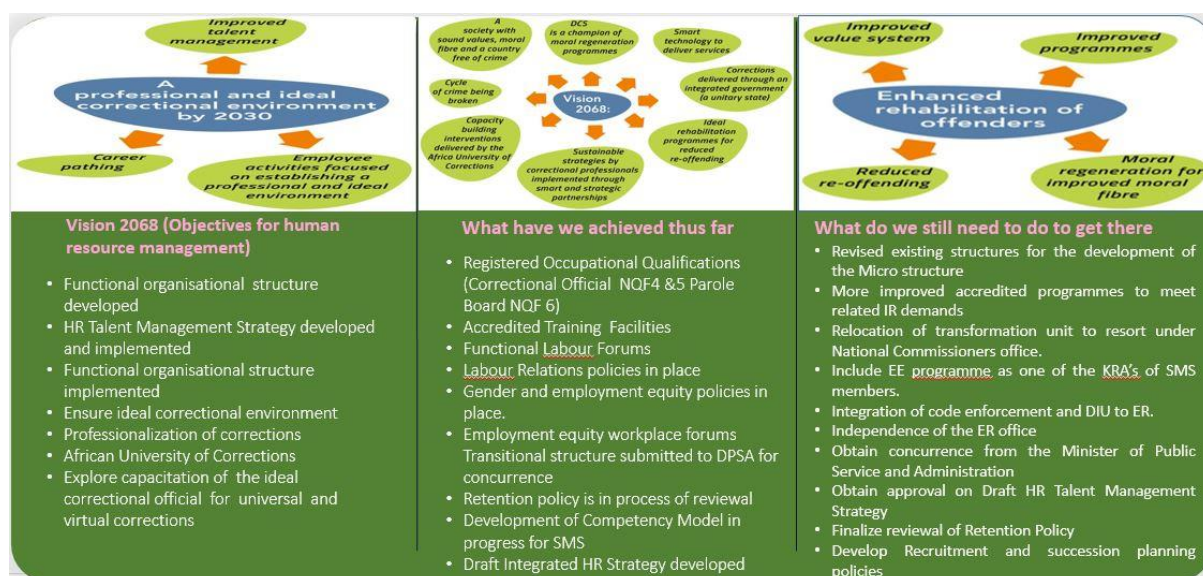


FIGURE 20: VISION 2068 OBJECTIVES OF HUMAN RESOURCE

Vision 2068 for Human Resource requires a functional organisational structure to be developed, HR talent management strategy developed and implemented, ensure an ideal environment, professionalisation of corrections, African University of Corrections and capacitation of the ideal correctional official for universal and virtual corrections. What has been achieved thus far is the registered occupational qualification for correctional officials i.e. NQF 4 & 5, parole boards NQF 6, accredited training facilities functional labour forums. The transitional structure has been submitted to DPSA for concurrence and the development of a competency model is in progress for SMS. The shift system has been approved for consultation and there is a Draft Integrated HR Strategy developed. The development of the Micro Structure is underway. There must be improved accredited programmes and consequence management to those not complying with EE targets and HR policies. The Minister of DPSA must provide concurrence on the structure, alignment of the HRBP tool with PERSAL system, finalisation of the review or retention policy, succession planning, as well as recruitment planning for Human Resource Management to realise the Vision 2068 aspirations.

TABLE 14: HUMAN RESOURCES RESULT CHAIN

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Impact (Strategic Plan) Safe and empowered communities through sustainable economic development	N/A	N/A	N/A	N/A
Outcome (Strategic Plan) High performing ethical organization	N/A	N/A	N/A	N/A
Output (current) Youth employment	Percentage of youth employed within the Department	20%	30%	Adequate budget is available for employment of qualified youth and training
Employment Equity (EE)	Percentage compliance to the EE plan in the filling of positions	SMS M = 50% F = 50% MMS M = 50% F = 50% PWDs 2%	SMS M = 50% F = 50% MMS M = 50% F = 50% PWDs 2%	Available vacant post No deviation from EE planned targets set Officials are available for training sessions
Human Resource Development	Number of COVID-19 awareness sessions conducted for officials	2 304	576	

HR will require more balance of partnerships for training and skilling as well as decision making resulting in the professionalisation of the core DCS functions. The proposal is aimed towards balancing the decentralisation of HR functions. Utilising delegations of authority where appropriate downstream, will allow Head Office to focus on its competencies in terms of policy making, setting norms and standards. HR staff at the Regions remain focused on their core functions. The Department must intensify capacitation of Regions through training and development and strengthen partnerships with institutions higher learning and other sister departments.

8.8 OUTCOME 6(b): HIGH-PERFORMING ETHICAL ORGANISATION (GITO)

IT solutions are driven by business and therefore it is important to study the context of the operating environment so that IT can serve as an enabler. GITO has convened a number of workshops that were conducted in collaboration with CSIR over the past three months, engaged all the Branches which are also represented by Regional and Management representatives to obtain the ICT context. GITO will ensure organisational resilience and responsiveness to the implementation of the DCS strategy, increase of productivity and contribute towards the self-sufficiency strategy of the Department. There are a number of state owned entities that collaborate with the Department. Alternative sentencing which is a priority requires electronic monitoring as well as automation. The Department must move towards the fourth industrial revolution. Productivity must be improved for officials by giving them tools to be able to work with.

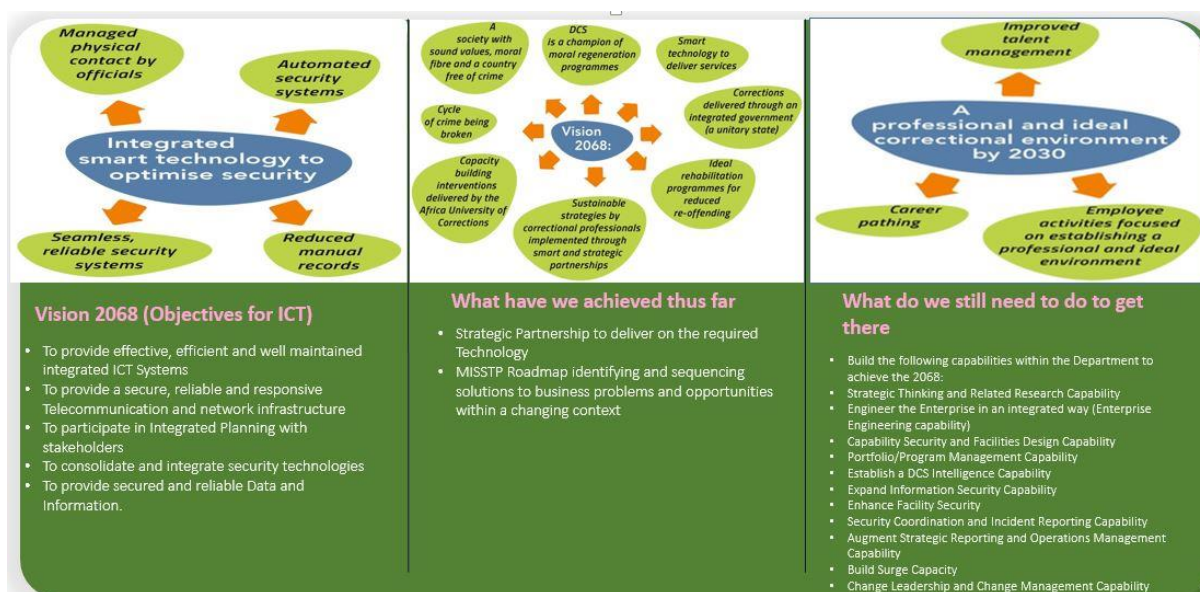


FIGURE 21: VISION 2068 OBJECTIVES OF GITO

The Vision 2068 of GITO is to provide an effective, efficient and well maintained integrated ICT system, a secure reliable and responsive telecommunication and network infrastructure, to participate in integrated planning with stakeholders, to consolidate and integrate security technologies, to provide secure and reliable data and information. The strategic partnerships and MISSTP roadmap have been delivered to date. Going forward, there is a need to establish a DCS intelligence capability that will be able to use the information that has been captured on the system to drive decision making going forward, expand Information security capability and the enablement of security workforce through ICT. Facility security must be enhances as smart facilities. Security coordination and incident reporting capability should be automated which will enable the reporting of incidents using different tools such as cell phones and mobile devices and not only using application systems. The Department needs to be able to augment strategic reporting and operations management capability.

TABLE 15: GITO RESULT CHAIN

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Outcome (Strategic Plan) High performing ethical organisation	Percentage of smart technologies implemented (as per MISSTP)	Master Information System Plan and Enterprise Architecture Business Case	Implementation of smart technologies (as per MISSTP)	
Output (current) Modernized, secure and integrated Information Communications and Security Technologies, infrastructure and Systems	Number of sites where Mesh network and integrated security system are installed (ISS)	5	10	MTEF budget allocations in line with the service delivery requirements of the Department
	Number of sites where sensing and surveillance system are installed	5	10	
	Number of sites where Inmate Communications systems are installed	5	10	
	Percentage of sites installed with network infrastructure	48.6%	55.6%	
	Percentage of Information Systems (IIMS) implemented as per MISSTP	12%	16%	

GITO contributes to a High Performing Department through the indicator “percentage of smart technologies implemented as per the Master Information Systems and Security Technology Plan (MISSTP)”. Details of the MISSTP are in the comprehensive presentation of Workstream 2.0. The baseline is that there is a Master Information Systems Plan as old as 2006 which was the last time that master plan for ICT was developed. There was also an enterprise architecture review business case

which was the delivery of that 2006 Master Plan that was signed off in 2014. GITO is targeting the implementation of smart technologies as per the new MISSTP that is coordinated and will also be signed off before the end of the financial year. The outputs in the APP are the number of sites where mesh network and integrated security systems are installed, which is going to be critical for the things that are needed such as the telemedicine and the audio visual recording system that is used in the planning session. This is part of the 5G network that GITO is collaborating on with Santech (state owned entity). The number of sites where sensing and surveillance systems are installed also relies on the same mesh network. In collaboration with CSIR a pilot has been implemented at St. Albans Management Area. There is a need to establish a system security Directorate with specialists that will ensure sustainability of the systems implemented. There will be a need to train and capacitate DCS officials on the use of these systems to avoid the risk of having systems that officials are unable to use. This will ensure less reliance on outside technology and external service providers. Culture change will become a critical success factor in the implementation of information technology systems.

8.9 OUTCOME 6(c): HIGH-PERFORMING ETHICAL ORGANISATION (FINANCE AND SUPPLY CHAIN)

The key strategy on the outcome has increased because the days of milk and honey are no more. In the past, Finance was involved in compliance issues however with the consistent reduction of budgets, Finance is required to enable the Department to achieve its goals within the limited resources that have confronted the Department. This indicates that the Department must respond to the call by the President to be an entrepreneurial state and hence the modelling of strategies towards self-sufficiency. The context of Finance and Supply Chain Management is the uncertainty of the future allocation of budgets and assessing uneconomical directions or decisions. The Department needs to start using indicators to determine appropriate costing modules for efficient allocation and to eliminate poor planning in terms of demand management making sure that the inputs that are required are properly aligned. There is a need to strengthen the internal controls that exists in the Department and this was emphasised in the audit of 2019/20. The opportunities that exist include increasing productivity through capital investments which is self-sufficiency, automation and exploitation of technologies.

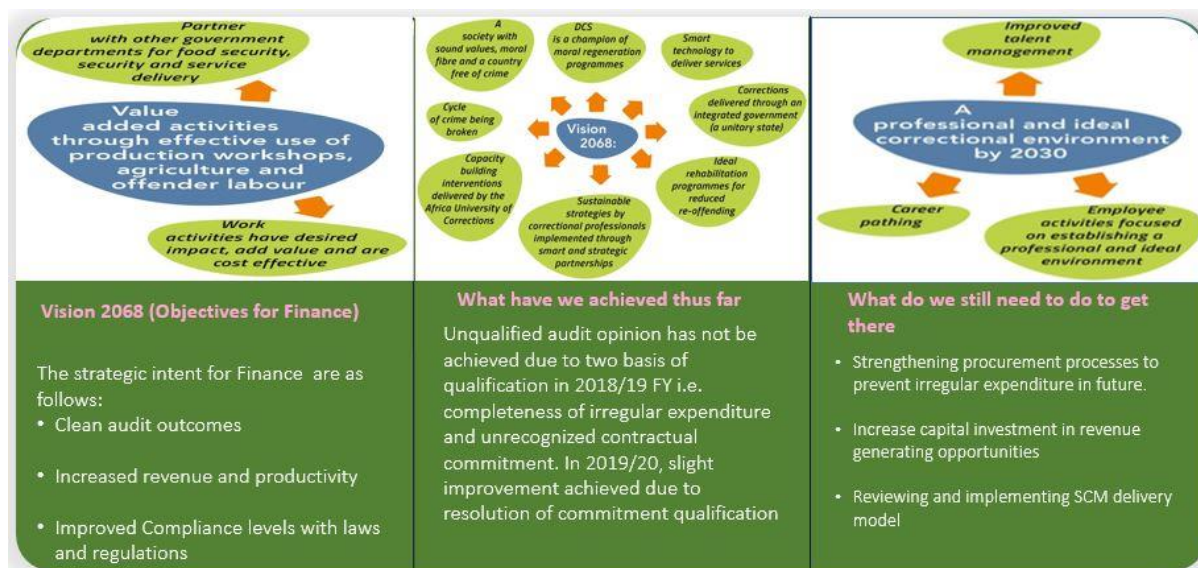


FIGURE 22: VISION 2068 OBJECTIVES OF FINANCE AND SUPPLY CHAIN

In terms of Vision 2068 there are three main objectives, i.e. clean audit outcomes, increased revenue and productivity as well as improved compliance levels with laws and regulations. In the recent audit, the Department has been qualified with a reduced number of qualifications from the previous year. There are challenges in Supply Chain Management that needs to be addressed to be able to improve on the audit outcomes. Going forward, procurement processes need to be strengthened to prevent irregular expenditure, increase capital investment in revenue generating opportunities and also to review and implement the SCM delivery model.

Table 16: Finance and Supply Chain Result Chain

Level of Result	Indicator	Baseline 2020/21	Target 2021/22	Assumption/Enablers
Impact (Strategic Plan) Safe and empowered communities through sustainable economic development	N/A	N/A	N/A	N/A
Outcome (Strategic Plan) High performing ethical organization	N/A	N/A	N/A	N/A
Output (current) Clean audit outcome	Audit outcome	Unqualified audit opinion with findings	Unqualified audit opinion with reduced findings	
Accountable financial performance	Approved Integrated finance and supply chain management strategy	Approved Integrated finance and supply chain management strategy	Approved business case for revenue generation and retention	
Preferential procurement	Percentage of tenders above R30 million awarded to designated groups	30%	30%	

The results chain has not been revised for Finance and Supply Chain Management although the targets for the audit outcome and approved Integrated Finance and Supply Chain Strategy will have different targets in 2021/22. On the audit outcome, the aim is to achieve an unqualified audit opinion with reduced findings while the Integrated Finance and Supply Chain Management Strategy must have an approved business case for revenue generation and retention. The awarding of tenders above 30 million to designated groups remains the same with a target of 30%. This is one of the critical indicators that contribute to the MTSF and ultimately driving the economic development of the country.

The proposed modes of delivery require a decentralised Supply Chain Logistics but centralised Supply Chain Demand and Acquisition to improve cost management and reduce fraud. The Department should look at JIT stock and warehousing to obtain process efficiency gains that can be made in adopting a uniform approach. Further demand should also be leveraged out of the production and workshops entity to ensure a sustainable feed of supplies based on demand within the DCS space. To fast track this, the implementation of SDM is critical, finalising the organisational structure aligned to the SDM to improve the efficiency gains and alternatively appoint consultants to develop the centralised organisational structure for Finance and Supply Chain Management. Finance and Supply Chain Management are critical to be effectively managed at the current state of the economy. Management of the Department must be on board and provide economical decision in their respective programmes.

9. IMPLEMENTATION OF SERVICE DELIVERY MODEL (SDM)

The final day of the 2020 Strategic Planning Session (Day Four) was dedicated to reporting progress on the implementation of the Service Delivery Model (SDM). The SDM is implemented through the different building blocks of the Design Phase of the Operations Management Framework (OMF). The following presentations were made by various Workstream leaders and Sub-workstream leaders with regard to the progress made to date and the way forward on each project.

9.1 OVERVIEW OF THE OPERATIONS MANAGEMENT FRAMEWORK (OMF)

The CDC Strategic Management provided a summary of discussions that took place on the previous two days. He further explained what must be done to address the current challenges in order to deliver on the mandate. The CDC Strategic Management, who is the appointed Champion of the Project for Operations Design provided a background to the project. The Public Service Regulations 2016, Chapter 3, Part 3, 36 (a), states that: “- an executing authority shall establish and maintain an Operations Management Framework which shall include an approved service delivery model”. Emanating from the Public Service Regulations the DPSA developed the Public Service Operations Management Framework to capacitate Departments to develop service delivery models, conduct business process management, and develop standard operating procedures, service level standards, service delivery improvement plans and organisational development. A Champion and Task Team were appointed in the Department to participate in the development of the SDM and the other building blocks within the OMF. This was made up of representatives from Head Office, Regional Offices and Management Areas. The Strategic Plan unpacks and describes “what” the Department will be embarking upon during the five year period. The SDM explores “how” better to deliver internal and external services from a short, medium and long term perspective to inform resource considerations, business processes and systems. A SDM was developed by the appointed team after robust discussions during a number of consultative workshops and the SDM was approved by the National Commissioner on 11 June 2019.

A short summary was given on the status of implementation of the OMF in the Department. This has been a four year journey up to the point where the As-Is phase of the business process mapping was done at six Management Areas in the six Regions. A new Value Chain was approved as part of the SDM and it is guiding the Department in the direction entailed in the SDM.

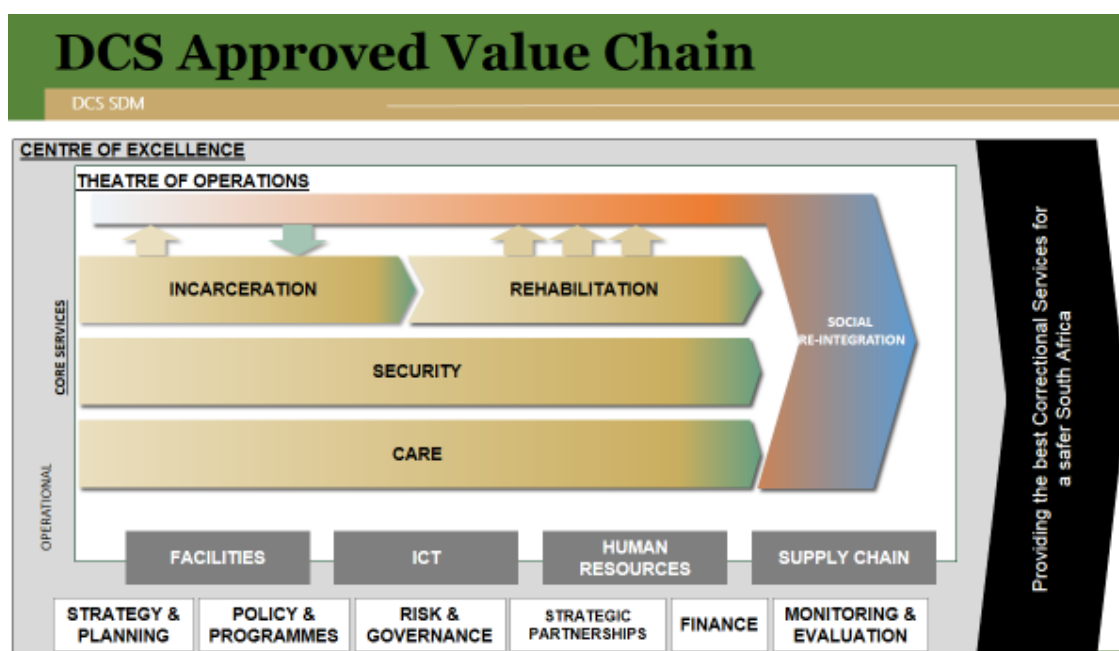


FIGURE 23: DCS APPROVED VALUE CHAIN

The main features of the new DCS Value Chain are the following:

TABLE 17: MAIN FEATURES OF THE VALUE CHAIN

Mode of delivery	Focus areas to be addressed during implementation
The incarceration function remains decentralised and insourced (with the exception of 2 PPP's) and focuses on custodial services	The foundation for incarceration is effective functional unit management with proper delegated powers to the Unit Managers and the business processes should display the situation.
Rehabilitation is proposed toward a balanced outsourced function, maximising the outputs of production and a more centralised function leveraging off strategic partnership arrangements regarding skills development and entity setup	Rehabilitation is the main focus area of the ORP and with the help of the compiled Business Processes it should be able to display what can be done by own resources and which activities can be outsourced or supported by partnerships
Care services could evolve toward a more outsourced and partner-leveraged model overlapping with Rehabilitation partners, its inputs could also be sourced from the outputs of a production entity in the future	The focus is to establish effective internal care services that are enriched by external partnerships
Social re-integration positions partial to complete outsourcing of functions that are presently done within the DCS but which could leverage off strategic partnership arrangements in the future whilst centralising its function at the same time	The Business Processes should reveal what needs to be done by DCS Officials and where external support is needed.
All Security relating to the safe custody of inmates should be incorporated as a single function, ensuring that all sub functions, and enabling support services are integrated thereof	Security services are rendered to all the services. The focus should be to develop clear business processes for security related to Incarceration, Care, Rehabilitation, Facilities, Social Reintegration and all support functions
The Facilities function could further extend involvement of offenders in maintenance by ensuring that they gain the appropriate skills during their term and are overseen by artisans hired by the DCS	The focus will be on utilising own resources to maintain DCS facilities.
The ICT function should be seen as a strategic partner across every element of the value chain eventually centralised through full automation of key services and functions	IT services are rendered to all the services. The focus should be to develop clear business processes for IT services related to Incarceration, Care, Rehabilitation, Facilities, Social Reintegration and all support functions
If the organisational structure(s) and resource constraints are not addressed, proposed future models will not be successful as administration functions are being leverages for gaps in security	The development of an informed micro organisational structure is the end result with all the preceding activities

The challenges and opportunities that are part of the SDM were mentioned. There are gaps in legislation and inconsistencies due to large body of inter-related acts. The scope of the DCS is not fully reflected operationally and via budget. There is an inconsistent understanding and application of legislation. The lack of organisational alignment between Strategy, Value Chain, Operations and Organisational Structure is affecting service delivery. The Department is struggling with reactive

responses due to structural challenges, including resource capacity and competencies. The relationship and governance protocols between Head Office and Regions require greater alignment. An organisational culture that is uncertain of what it wants to be: a rehabilitator or an incarcerator was identified. There is insufficient central co-ordination in terms of inter-governmental relationships and old, outdated and manual processes, with limited system integration make it difficult for the officials to perform functions optimally.

The Charter for the Project for Operations Design to implement the SDM was approved and launched on 19 March 2019 in anticipation of the SDM to be approved. The next step was to design the form, shape and processes, which is crucial to the operation's activities". This includes the development of business process maps, standard operating procedures aligned to the SDM, defined and consulted service level standards, a clear and concise service delivery charter, a Service Delivery Improvement Plan and organisational development (macro and micro organisational structure, competency model, job evaluation and descriptions etc.). The implementation of the SDM includes areas that need the administrative attention of the different Branches where specific Strategies or Frameworks to implement future modes of delivery, strategic partnerships regarding Care and strategic partnerships regarding Rehabilitation are the most important. The five identified risks were unpacked and the impact thereof was explained.

Phase II Risks related to the Operation Design Project								
Risk Descriptor	Risk Description	Cause	Consequence	Inherent risk				Inherent Risk exposure
				Impact		Likelihood		
Funding	Limited Funding	Constrained fiscus	Major Project delays	High	5	High	5	25
Information Technology	IT Constraints	Lack of Business Process Mapping IT Tools	Major Project delays	High	5	High	5	25
Human Resources	Inadequate internal business process capacity	Limited number of Business process Management skills	Major Project delays	High	5	High	5	25
Conflicting Priorities by Project Team Members	Unavailability and lack of commitment to the Project	Current operational commitment	Major Project delays	High	5	High	5	25

FIGURE 24: PHASE II: RISKS RELATED TO THE OPERATION DESIGN PROJECT

9.2 PRESENTATIONS ON OPERATIONS DESIGN (VARIOUS WORKSTREAMS)

9.2.1 Presentation on Operations Design (Workstream 1: People and Structure Alignment)

The DC Human Resource Management was appointed as the Workstream leader for Workstream 1. During the session the acting DC HRM delivered the presentation on the purpose, legislative framework, OMF and the new DCS Value Chain. The workstream objectives include: the review the organisational structure, conducting specialised HR exercises to define key concepts such as the 'ideal correctional official', the ideal culture, the competency sets required across the Department for greater professionalisation, deployment of culture interventions and the migration and roll –out thereof. The Workstream leader was supported by the Director HR Planning, Director HR Admin & Utilisation, Director Persal Management, Director HR Support, RH Corporate Services and the Integrated Employee Health and Wellness office.

The following feedback was provided regarding the deliverables and the progress to date:

TABLE 18: WORKSTREAM 1: DELIVERABLES AND THE PROGRESS TO DATE

Deliverables	Progress To Date
Define HR Strategy and OD intervention	Framework developed and consulted with Stakeholders
Conduct analysis and draft Macro Structure	Macro structure submitted on 7 November 2019 to DPSA for concurrence
Finalisation and approval of the Micro Structure	<ul style="list-style-type: none"> Post establishment was in March 2020 drawn and analysed with certain findings including over- and-under supply of Human Resources. Draft Micro structures were developed and consulted. Inputs were received to amend the Micro structure which are being consulted and moderated.
Competency Model	The draft Competency Model was developed June in 2017 for SMS posts and could not be processed further since the organisational structure remained inconclusive
Job Descriptions	Job descriptions are reviewed on a continuous basis and will be aligned once the Organisational structure is approved.
Job Evaluation	Posts not covered by any OSD's (Public Service Act posts) will be evaluated.
Migration and Roll-Out	Dependant on finalisation of the structure.
Conduct specialist HR exercises to define key concepts such as the "ideal correctional official"	The ideal Correctional Official will be defined as per the White Paper on Corrections in conjunction with Kopanong decision of an ideal Correctional Official

The timelines for the remaining deliverables were provided and the eight identified risks were unpacked and the impact thereof was explained.

9.2.2 Presentation on Operations Design (Workstream 2, Process and Technology Sub-Workstreams 2.0, 2.1, 2.2 & 2.3)

The Director Service Delivery Improvement (Project Leader of the Project for Operations Design), delivered the introductory presentation for Workstream 2. Business process management is a disciplined approach to identify, design, execute, document, measure, monitor, and control both automated and non-automated business processes to achieve consistent, targeted results aligned with the Department's outcomes. A business process map is a set of linked, repetitive business activities that together, and only together, transform inputs into outputs that are of value to a service beneficiary. Business process management involves the deliberate, collaborative and increasingly technology-aided definition, improvement, innovation and management of beginning-to end business processes that drive business results, create value, and enables an institution to meet its business objectives with more agility. Business process management enables an institution to align its business processes to its business strategy, leading to effective overall institutional performance through improvements of specific work activities either within a specific institution, across the enterprise, or between institutions.

The Department is faced with a demand to increase effective and efficient service delivery from its service beneficiaries. The Public Service Act, 1994 (Act No. 103 of 1994) as amended, states that the Executive Authority is responsible for the effective and efficient functioning of the institution. To

achieve effective and efficient service delivery, the Department has adopted a Business Process Management (BPM) to reengineer its business processes to deliver outputs that are of value to service beneficiaries. The objectives of BPM are the appropriate and efficient application and implementation of business processes across the Department with a specific focus on the promotion of better service delivery, shared business processes, understanding of skills and competencies related to business process development, mapping and management.

Operations Management is supported by an integrated system of management functions, including strategic, human resources, service delivery improvement, financial planning, and performance and compensation management.

The Public Service Regulations 2016, Chapter 3, Part 3, 36 (a), states that “- an executing authority shall establish and maintain an OMF which shall include an approved service delivery model, a list of all core mandated services provided by the Department, mapped business processes, standard operating procedures, service standards, a service delivery charter referred to in regulation 37 and a service delivery improvement plan referred to in regulation 38”.

The six phases of BPM were mentioned and the cooperation of officials in the different Management Areas during Phase II was acknowledged. The As-Is and To-Be process processes for all services were mapped in which more than 250 process owners were consulted including officials on CO 1, 2 and 3 levels. The feedback received thus far from the lower level officials suggests that there should be well defined role functions of Incarcerators and Rehabilitators.

The deliverables of Workstream 2 were explained with emphasis on the confirmation of ICT strategy in relation to the desired SDM, mapping of business processes reflective of the SDM, incorporating workflows into standardised documentation, input of workflows into system design and enhancement, training for users on processes and technology and the facilitation of centralisation of ICT. A high level summary regarding the composition of Workstream 2 and the Sub-workstreams were given. A breakdown of the progress with the business process mapping was given and examples were used to elaborate on the findings, challenges and possible solutions.

It was mentioned that effectiveness and efficiency is the new operating vision for the Department where the focus is on a “streamlined” organisational structure reflecting the SDM of the Department that is dynamic and responsive, a decentralised “centre-centric” model of operating with sufficient seniority and delegations at Management Area and Correctional Centre levels to operate effectively, a lean Head Office structure that is responsive, integrated and strategically focused supported by strong data and reporting tools, direct “line-of-sight” and direct lines of accountability between operations and strategic and an operating model that is aligned to the District Delivery Model (DDM) of delivering services at a district level.

9.2.2.1 PRESENTATION ON OPERATIONS DESIGN (WORKSTREAM 2: PROCESS AND TECHNOLOGY SUB-WORKSTREAM 2.0 MISSTP)

The Master Information Systems and Security Technology (MISSTP) presentation was delivered by Dr Gonçalves, the project leader appointed by the Department. The purpose of developing the MISSTP is to articulate the vision for the development of *information systems and security technology for the Department* that keeps pace with Government policy shifts, strategic imperatives, socio-economic and technology factors. As a *systemic intervention*, the MISSTP must align security technology, enabling information systems, processes, facilities, services, skills and culture with the strategic objectives and value chain of the Department to ensure reliable and sustained service delivery now, and in the future. The following methodology was followed:

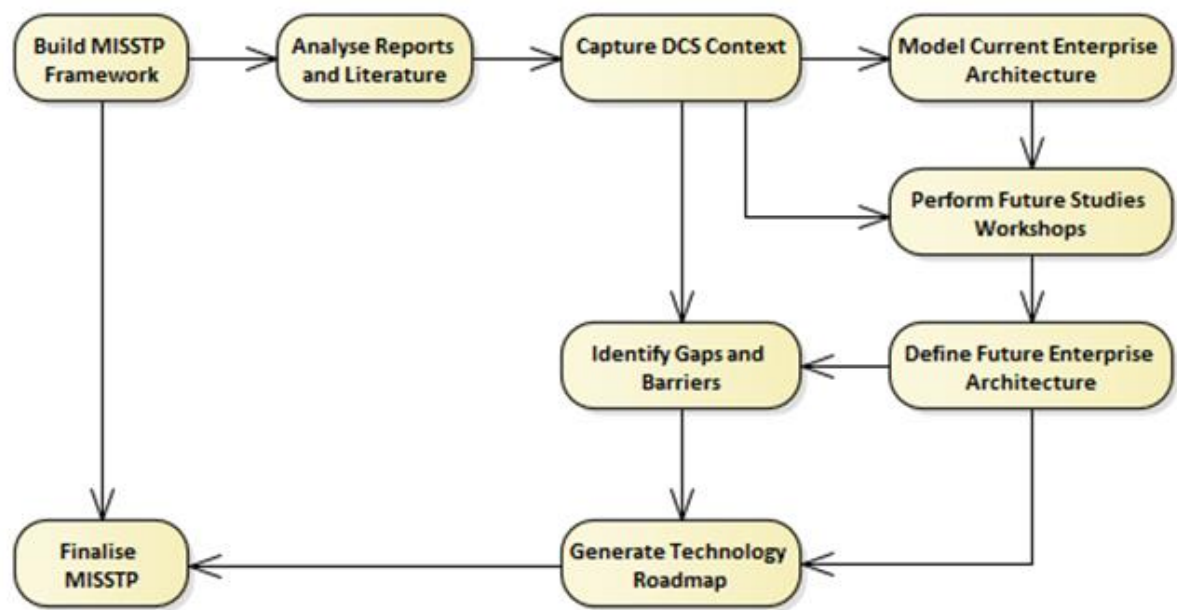


FIGURE 25: MISSTP METHODOLOGY

To understand the needs, a number of workshops were held with core business and strategic support, to review the current challenges and risk areas regarding security, incarceration and corrections, remand detention, health care and community corrections as well as the strategic support areas of human resources, finances and supply chain management, strategic management, legal support, information management; intergovernmental relations, policy, ICT, and Communications.

The Roadmap concept aims to build a defensible argument for changes and context from drivers of change, business requirements, operational concepts and capabilities to the structure, processes, technology, training, infrastructure and culture.

There are external and internal drivers of change. The external drivers that will lead to essential business requirements are the global financial crash related to the potential collapse of the US Dollar as a currency, economic depression could possibly follow the COVID-19 pandemic and the budget cuts in the short-term and potentially additional inmates in the medium term. There will be high levels of recidivism determined by a complex set of factors. Criminal (gangs) official Nexus where there is collusion between offenders and other criminals and officials in correctional facilities will have an effect. The gangs and the prison economy combined with gang-related incidents such as assassinations or break-outs continue to be a high risk. There can be cyber-attacks and disaster events such as flooding, fires and droughts.

The internal drivers to be consider for the MISSTP are shift patterns in the Department, officials not following process/ procedures, lack of officials in proportion to inmates, referred to as the “staff ratio” and lack of maintenance arising from capability, management and culture issues.

The interrelated business requirements that arise from the drivers of change are Enforce Court Sentences (the Department acts as a proxy for a just society by enforcing court sentences and security of inmates, officials, communities & society. Organisational resilience, responsive implementation of strategy, increased productivity, increase motivation which requires employees to have a clear purpose, competence and autonomy, improved automation and improve communication including reduce communication time are some of the other requirements.

Understanding organisational narratives and their underlying myths and metaphors are critical for shaping organisational culture. The organisational culture of the Department requires change leadership on building a culture of resilience, a participative approach to management which is important to increased integration, rebuilding trust and improving motivation. A culture of care for infrastructure and facilities should be established. In a society that values newness and innovation,

returning to a culture of care for infrastructure (buildings and digital infrastructure) improves the human dignity of inmates, reduces facility life-cycle cost, reduces the environmental impact of building a new facility and improves security. By promulgating new organisational narratives, for example, security, corrections and reintegration - change can be obtained.

The way forward focused on the design and positioning of the Department as a whole into the future and not only on individual value chain processes. A Futures Workshop is proposed to disrupt established patterns of behaviour within an organisation (culture), especially those patterns that no longer serve, through facilitated and participative approaches. Futures Workshop is critical for breaking the current alignment and starting the transformation. Limited resources in the medium term, the complex nature of the psycho-socio-economic problems that South Africa faces, are broader than the DCS mandate requiring that the Department work with other departments and stakeholders in a whole-of-government and a whole-of-society approach. This requires a cross-organisational strategy. Multi-dimensional interoperability improvements relating to legislation, governance, terminology, information, technology between DCS and DOJ, SAPS and DHA in particular, with other departments to follow will create a whole-of-government approach. Moving from paper based systems to digital systems warrants requires changes to processes, governance, technical systems, and information security measures to convince stakeholders to adopt digital platforms.

9.2.2.2 PRESENTATION ON OPERATIONS DESIGN (WORKSTREAM 2: PROCESS AND TECHNOLOGY SUB- WORKSTREAM 2.1 INCARCERATION, REHABILITATION AND CARE)

The Regional Commissioner of LMN Region and Sub-workstream leader for Workstream 2.provided a progress report on the work of Worksream 2.1. The Composition of Sub-workstream 2.1 was provided. The BPM was done at Pietermaritzburg and Modderbee Management Areas for the As- Is and the To-Be phases. The deliverables were for Incarceration, Rehabilitation and Care.

The findings during the validation were process gaps in Incarceration which are linked to ICT gaps, sharing of human resources and coordination with external stakeholders. Process gaps in Rehabilitation are linked to the sharing of human resources, insufficient security personnel and skill. Process gaps in Care are linked to non-dedicated resources, ICT, facilities and staff retention.

9.2.2.3 PRESENTATION ON OPERATIONS DESIGN (WORKSTREAM 2: PROCESS AND TECHNOLOGY SUB- WORKSTREAM 2.2 SECURITY, FACILITIES AND SOCIAL REINTEGRATION)

The RC LMN, Sub-workstream leader for Workstream 2.1 delivered the presentation for Workstream 2.2. The Composition of Sub-workstream 2.2 was provided. The BPM was done at Barberton and Pollsmoor Management Areas for the As-Is and the To-Be phases. The deliverables were for Security, Facilities and Social Reintegration.

The findings during the validation were process gaps in Security related to non-compliance, perceived staff shortages, technology and high variability in demand for security services. Process gaps in Social Reintegration are linked to vehicles, volume, lack of ICT systems and community instability.

9.2.2.4 PRESENTATION ON OPERATIONS DESIGN (WORKSTREAM 2: PROCESS AND TECHNOLOGY SUB- WORKSTREAM 2.3 ALL SUPPORT FUNCTIONS)

The DC Supply Chain Management (Sub-workstream leader for Workstream 2.3) delivered the presentation. A progress report was provided on the work of Workstream 2.3. The composition of Sub-workstream 2.3 was provided. The BPM was done at Grootvlei and St Albans Management Areas for the As-Is phase. The deliverables were for all support functions viz. ICT, HR, Finance & Supply Chain Management and all other Administration (Strategic Management, Legal Services, Internal Audit and Communication). The validation will happen during December at Grootvlei and during 2021 at St Albans.

9.2.3 Presentation on Operations Design (Workstream 3: Governance)

The DC ICC delivered the presentation as the Workstream leader for Workstream 3. The presentation provided an updated progress report on the deliverables of Workstream 3. The Composition of Sub-workstream 3 was provided. The progress of Workstream 3 is described hereunder:

TABLE 19: DELIVERABLES OF WORKSTREAM 3

Deliverables	Progress To Date	Comments
Update any affected policies.	Policies relating to Finance, SCM and core business policies were drafted and forwarded for final approval.	Team to align to B-order and other delegations once finalized.
Update the Delegations of Authority.	Delegations were updated.	None
Update the B-Order and ORP.	The B-Order document was reviewed COC team responsible for B-Order. The process is at the stage where draft was forwarded further inputs	Awaiting final document on B-Order align to ORP.

9.2.4 Presentation on Operations Design (Workstream 4: Change Management)

The DC Communication Services (Sub-workstream leader for Workstream 4) delivered the Change Management presentation. An updated progress report on the deliverables of Workstream 4 was provided together with the Composition of Sub-workstream 4. The processes regarding the deliverables which define change management across Workstreams was provided including the facilitation of change required through the design phase and change readiness assessments tailored for change management intervention and communications.

The approach that was used to drive change management during the implementation of the Operations Management Framework was explained. There is a Strategic Development Phase where strategy is flowing over into defining core capabilities. During the Organisational Design Phase change focusses on the development of new business processes, investment in systems and tools of human capital, defining core capabilities on a lower level. Jobs and structure as well as the assessment and selection of talent must be a high priority. All this flows over to Phase III where the transition and reinforcing of change take place. This process can only be successful if there is frequent communication and engagement as well as the effective utilisation of inputs.

Clear strategic leadership and operational alignment are also needed to realise change in the Department. Successful change management requires the Department to first gain engagement of senior leaders as change sponsors, leaders and a buy-in and support from the top of the Department. The next step is to obtain sponsorship across the Department through Change Champions and the Management Forums and Steering Committees. The Change Champions should be utilised to drive the implementation and change operationally.

A more comprehensive, hands-on approach is required. The size of the Department and many bureaucratic layers blur the transparency of decisions being made at the top level. Communication and understanding is critical to the success of this process. The current organisational culture has a multitude of paradoxical spectrums that require facilitation towards a clearly defined culture. There are many long-serving employees set in their ways which makes acceptance of new models and collaboration difficult. Performance management through SLAs will create tension and anxiety, however, this can be used to drive performance in the Department.

The following change management tools should be used on a continues basis: Communication plan, regular and sustained communication, change readiness assessment, training & capacity building,

regular availability for questions and answers, coaching and support, leadership and management support and the sharing of successes to build momentum.

The processes regarding the deliverables which define change management across Workstreams was provided including the facilitation of change required through the design phase and change readiness assessments tailored for change management intervention and communications:

TABLE 20: DELIVERABLES OF WORKSTREAM 4

Deliverables	Activities	Progress To Date	Comments
Phase 2: During Design and understanding Development stages, focus should be on developing broad consensus through consultations and engagement	For the short-medium term, the design phase of workstreams (Phase II), the SDM proposes the following Communications Framework and Plan: <ul style="list-style-type: none"> One-on-one meetings Roadshows Workshops Departmental/Staff meetings Email Website/Intranet Newsletters Notice Boards/Pamphlets/Banners/Branding 	<p>Prior to Kopanong 2018, Branches and Regions were requested to identify key issues</p> <p>Environmental analysis was conducted with a sample of officials at salary level 11 to 12 in the form of workshop, and SMS through a survey questionnaire</p> <p>Pre, actual and post communication activities for DCS 2018 Kopanong Strategic Planning session, which included customized branding, content and various communication products</p>	<p>Strategic methods to facilitate broad understanding and gain group consensus</p> <p>Information and general communication through periodic communiques</p> <p>Engagement through one-on-one departmental interviews, process reviews, etc.</p> <p>Involvement through defining and designing micro-structures, etc.</p>
	<p>Utilisation of critical functions or individuals required for change:</p> <p>One-on-one meetings; Roadshows</p>	<p>Handover of 2018 Kopanong Strategic Planning Report, 12 October 2018</p> <p>Roadshows on the outcomes of the Kopanong Strategic Planning Session 2018</p> <p>Various Workstreams sessions/engagements</p> <p>2019 Strategic Planning Session</p> <p>Ministerial Engagements Deputy Minister's visits</p> <p>National Commissioner's /COC's visits</p>	<p>A balanced approach, utilising various communication methods is required which includes written, one-on-one and group communication</p> <p>All elements together were used to drive change</p>

Deliverables	Activities	Progress To Date	Comments
	Strategic methods to facilitate broad understanding and gain group consensus: Workshops; Departmental/Staff meetings	Various Branch, Regional and Management Area Engagements Since 2018, numerous communication support to the various workstreams and OMF processes as part of fostering change (e.g.) <ul style="list-style-type: none">○ Insourcing of kitchens○ HCCs Workshops○ Covid-19 Response Strategy○ DMRT Meetings○ NOC, MOC, LOC	This was done to: Create anticipation by kicking-off implementation with multi-pronged communications, including emails, roadshows, pamphlets and notices Follow-up and sustain through regular touch-points, including departmental meetings, newsletters and email
	Regular communication methods that seek to inform staff on changes, progress and successes: Email; Website/Intranet; Newsletters; Notice Boards/Pamphlets/Banners/Branding	DCS Governance Committees Manual: Premanco, Manco, Strategic Operations Management Committee <ul style="list-style-type: none">▪ Centre-centric posture: Centre of Excellence,▪ Theatres of Operation▪ Business Process Management▪ Virtual meetings▪ 2020 Strategic Planning	Maintain clarity of purpose, transparency, fairness and objectives in communications including the management of staff expectations
Define Change Management Across Workstreams	Set up change management workstreams with defined objectives and clear approach to change management Enable the setup of change teams across DCS Design Change Readiness Assessment framework and determine measures of change readiness	Next Phase/s	-

Deliverables	Activities	Progress To Date	Comments
Facilitate Change through the Design Phase	<p>Within each workstream, facilitate change through frequent communication and stakeholder engagement. Stakeholder engagement is vital for inputs into the process, buy-in of key role-players and overall shaping and adoption of the intervention output</p> <p>Implementation of Communications Framework and Plan – 6th Administration</p> <p>Building of Organisational Support</p>	<p>Next Phase/s</p> <p>1 April 2021</p> <p>Presentations done at RMC's and NATMANCO</p>	Facilitate Change through the Design Phase

9.2.5 Presentation (Workstream 5: Self-Sufficiency, Sub-Workstreams 5.0, 5.1, 5.2 & 5.3)

9.2.5.1 PRESENTATION (WORKSTREAM 5: SUB-WORKSTREAM 5.0: DEFINING THE VALUE OF SELF-SUFFICIENCY IN SUPPORT SELF-SUSTENANCE AND REVENUE GENERATION)

The RC Free State and NC (Workstream leader) delivered the presentation for Workstream 5. The phrase self-sufficient corrections from an economic perspective represents a correctional system, which operates with the primary goal of reducing the cost of doing business, generating revenue through offender labour, assist in making communities more sustainable, helping offenders reintegrate into society in a productive and meaningful way and ultimately ensure that the environment is preserved now and for generations to come. Self-sufficient corrections will reduce the human, environmental and economic costs within the correctional facilities. Production workshops, bakeries and agricultural activities promote the transfer of skills to offenders by complementing skills development programmes and improving their personal and social functioning. Every offender must be given an opportunity for skills training.

The legislative framework is provided in the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended), Section 8(1) stipulates that each inmate must be provided with an adequate diet to promote good health, as prescribed in the regulations. Furthermore, Section 10(1) states that the Department must provide every inmate with clothing and bedding sufficient to meet the requirements of hygiene and climatic conditions. Section 3(2)(b), states “the department must as far as practicable be self-sufficient and operate according to business principles”. Section 40(1)(a), states “Sufficient work must as far as is practicable be provided to keep sentenced offenders active for a normal working day and a sentenced offender may be compelled to do such work”. (b) “Such work must as far as is practicable be aimed at providing such offenders with skills in order to be gainfully employed in society on release”.

The prevailing financial constraints impact on the price of food items in the open market, with some industries finding it difficult to cope under these constraints, consequently resulting in an increasing unemployment rate, like the case of the poultry industry. The COVID-19 crisis, which has seen global food chains disrupted, highlights the importance of local food production and consumption. To limit the spread of the COVID-19, governments have taken measures to restrict flows of goods, capital, and labour. The SDM recommends that in order to mitigate the constrained environment, opportunities to improve efficiencies must be considered this includes: Reducing Goods and Services expenditure through driving self-sufficiency exercises; including increasing agriculture, clothing, maintenance and so on from rehabilitation functions. Self-Sustainability should further utilise production sites within Management Areas to enable service delivery to Districts through strategic partnerships with governmental and non-governmental stakeholders across the Management Areas. The linkages between food security, health, nutrition, agriculture, and people’s livelihoods are well recognised in addressing malnutrition. In the longer term, the potential pressure for various countries to increase food reserves could decrease the amount of food pushed into global markets. Although it is unclear where the current crisis will take the food industry, it is beyond doubt that consumer sentiments will shift even more in favour of sustainable food.

To achieve self-sufficiency the Department must look beyond the current utilisation of production workshops and agriculture into other opportunities to reduce operational costs and generate revenue (e.g. recycle and reuse). This will require a detailed analysis and review of existing resources (workshops, land and facilities), potential to expand production and identify where new initiatives can be implemented. Currently, a large portion of the offender population is not involved in productive activity while they serve their sentences. Increasing participation of offenders will contribute to stability in correctional centres by combatting idleness and structuring the day while helping to defray costs of incarceration. Self-sufficiency must be extended outside of the correctional centres by partnering with external stakeholders to provide opportunities to parolees and probationers. To achieve this, the Department must consider alternative funding models where revenue can be generated and reinvested in new projects/ programmes. The Department requires a properly researched self-sufficiency strategy to determine the way-forward in this regard.

The different sub-workstreams in Workstream 5 are: 5.1-Production Workshops, 5.2-Agriculture and 5.3-Financial Sustainability. The composition of Workstream 5 and the different Sub-workstreams was provided. A progress report on the work of Workstream 5 and the different Sub-workstreams was then provided.

9.2.5.2 PRESENTATION (WORKSTREAM V SW 5.1: PRODUCTION WORKSHOPS)

The Director Agriculture (Sub-workstream leader for Sub-workstream 5.1) delivered the progress report on the Sub workstream. The Composition of Sub-workstream 5.1 was provided.

TABLE 20: DELIVERABLES OF WORKSTREAM 5.1

Deliverables	Progress To Date	Comments
Conduct a detailed (as-is) analysis on the state of Production Workshops		
Mandate analysis.	<ul style="list-style-type: none"> Mandate analysed. <ul style="list-style-type: none"> ✓ Correctional Services Act, Act No. 111 of 1998, as amended, Section 8(1), Section 3(2)(b), and Section 40(1)(a)(b) 	<ul style="list-style-type: none"> Completed.
Audit number of workshops, machinery & equipment needs, and human resource capacity.	<ul style="list-style-type: none"> Audit: number of workshops. <ul style="list-style-type: none"> ✓ Steel: ten (10), Wood: ten (10), all active. ✓ Textile: Nineteen (19), with one (1) inactive (JHB-due structural challenges/leakage). ✓ Bakeries: nine (9), all active. Mach and equip need: conducted annually to determine replacement needs. Vacant posts as at end of September 2020, (22%) 73/334. Of the 73 vacant posts, 59 are artisans. HR needs for workshops and bakeries have been included in the HR Organisational Design Application Form. 	<ul style="list-style-type: none"> Monthly monitoring of operations. Procurement process in underway for machinery and equipment. Recruitment process is continuous. Need to enhance human resource capacity and personal development.
Production performance analysis and optimise utilisation of workshops.	<ul style="list-style-type: none"> Annual analysis of textile, wood, steel and bakery performance. 	<ul style="list-style-type: none"> To address shortage of artisans, textile technicians, custodial members, inadequate allocation of offender labour.

Deliverables	Progress To Date	Comments
	<ul style="list-style-type: none"> Filling of vacant posts, training and development of workshop officials on-going. Funding machinery and equipment needs, in 2020/2021, capital funds of R 7.6 million has been allocated for machinery and equipment. Need for replacement of shoe factory machinery has been registered with Facilities. Arrangement of contracts for raw material, (steel recommendations–ready to serve at NBAC) 	<ul style="list-style-type: none"> Post establishment for bakeries to be created. Procurement process in underway for machinery and equipment. Manufacturing process for shoes temporary –on-hold, SCM requested to advise on alternative mechanism to ensure accessibility of shoes. Need-continuous maintenance and repair of infrastructure as well as machinery and equipment.
Analyse the demand and supply of goods.	<ul style="list-style-type: none"> Cloth face masks: as at the end of September 2020 is 89% (332 056/ 373 907) Total masks manufactured up to end October 2020, 349 942. Value of Code 3 Orders (Client depts.) placed: R1 708 353 (2019/2020), R5 446 394 (2020/2021). Bakeries: need for bread was 24 214 044 (2019/20), self-baked bread was 4 245 636, (17% self-sufficiency). Annual analysis of the need for material (inmates' uniform) and workshops' products. 	<ul style="list-style-type: none"> Covid-19 pandemic affected workshop operations, resulting in temporary closure of some of the workshops.
Determine feasibility of self-manufacturing of goods for internal consumption.		
Identification of pilot goods item (s), for expansion of self-sufficiency.	<ul style="list-style-type: none"> Toilet paper production, cloth face masks, sanitiser holders and sanitiser pedal stands. Approved concept document and guidelines for manufacturing of cloth face masks for inmates, 	<ul style="list-style-type: none"> Determined requirements for production of identified items/products.
Feasibility Study of the identified item (s)	<ul style="list-style-type: none"> Feasibility studies: <ul style="list-style-type: none"> ✓ Toilet paper production. 	<ul style="list-style-type: none"> Toilet paper: not viable. CMT: not viable with current capacity, need to

Deliverables	Progress To Date	Comments
	<ul style="list-style-type: none"> ✓ Cut, make and trim (CMT): uniform for officials. • Completed planning and design: Potchefstroom bakery. • Bakeries project preparation commenced for Durban, Pietermaritzburg and Empangeni: convened on 2nd October 2020. 	<ul style="list-style-type: none"> enhance resource capacity. Need to address resource capacity (personnel, machinery, equipment, infrastructure development). • Potchefstroom bakery: To look at possible site for bakery as the initial site is now being used as a kitchen. • Site inspection- KZN bakery sites conducted in the week ended 20th November 2020.
Implementation of the pilot project on the manufacturing of identified item (s).	<ul style="list-style-type: none"> • Cloth face masks manufacturing. • Sanitiser holders and sanitiser pedal stands. 	<ul style="list-style-type: none"> • The initiatives help to reduce the spread of Covid-19 virus.
Project roll out and operationalisation.	<ul style="list-style-type: none"> • Cloth face masks manufacturing • Sanitiser holders and sanitiser pedal stands. 	<ul style="list-style-type: none"> • Manufacturing at identified workshops, nationally.
Monitoring and Evaluation	Support visits to operational level.	<ul style="list-style-type: none"> • Support visits are conducted to monitor compliance to applicable legislations and to provide technical support
Collaboration with stakeholders.	<p>Development of Memorandum of Agreement (MoA's) is in process:</p> <ul style="list-style-type: none"> • DPWI, Department of Defence (DoD) (inputs from Legal Services were communicated to DPWI and DoD, respectively for consideration). • Department of Environment, Forestry and Fisheries: consultation stage. 	<ul style="list-style-type: none"> • Upon receipt of final inputs from DPWI and DoD, the MoAs, will be put on route for approval.
Marketing of workshop products/services to optimise the use of the PW.	Workshops catalogue updated, and uploaded on DCS website.	<ul style="list-style-type: none"> • Enhanced access to the catalogue for clients.
Planning for enhancement of self-sufficiency		
Development of planning document/s.	Master Plans on workshops were reviewed.	To consult stakeholders for inputs.
	Developed draft Framework on self-sustainability.	To be consulted with stakeholders for inputs.

Deliverables	Progress To Date	Comments
	Developed Terms of Reference (ToR) on self-sufficiency strategy.	ToR was submitted to Procurement Administration on 12 August 2020, to facilitate the appointment of service provider/s.

9.2.5.3 PRESENTATION (WORKSTREAM V SW 5.2: AGRICULTURE)

The Director Agriculture and Sub-workstream leader for Sub-workstream 5.1 continued to present an update of progress for Sub-workstream 5.2. The Composition of Sub-workstream 5.2 was provided.

TABLE 21: DELIVERABLES OF WORKSTREAM 5.2

Deliverables	Progress To Date	Comments
Conduct a detailed (as-is) analysis in agriculture.		
Mandate analysis of Agriculture.	Mandate of agriculture was analysed. <ul style="list-style-type: none"> Correctional Services Act, Act No. 111 of 1998, as amended, Section 8(1), Section 3(2)(b), and Section 40(1)(a)(b) 	<ul style="list-style-type: none"> Completed.
Audit of number and types of DCS Farms.	Twenty (21) farms (consisting of vegetables, dairy, beefers, piggeries, orchards, broilers, layers, agronomy, small stock, abattoirs), as well as one-hundred and fifteen (115) small sites/vegetable gardens.	<ul style="list-style-type: none"> Monthly monitoring of operations.
Analysis of agriculture production performance and offender labour	Monthly/quarterly/annual analysis of production and technical performance, on-going.	<ul style="list-style-type: none"> Inadequate resource allocation affects production performance, and offender labour allocation
Audit human resource capacity, machinery & equipment in Agriculture, infrastructure.	<ul style="list-style-type: none"> Vacant posts as at end of September 2020, (10%) 29/292. Training and development of agriculture officials-farm management, artificial insemination. HR needs for agriculture have been included in the HR Organisational Design Application Form for consideration Mach and equip need: conducted annually to determine replacement needs. The breeding animals' needs are determined annually, for replacement of the culls. 	<ul style="list-style-type: none"> Recruitment process is continuous. Enhance personal development. Procurement of process in underway for machinery and equipment, as well as breeding animals. Inadequate resources - affect agriculture operations.

Deliverables	Progress To Date	Comments
	<ul style="list-style-type: none"> ✓ In 2020/2021, capital funds amounting to R 16.7 million have been allocated to agriculture. ✓ Infrastructure development/maintenance-needs submitted to Facilities. 	
Analyse demand and supply of Agricultural produce by DCS Farms.	Conducted annual internal agriculture market analysis.	<ul style="list-style-type: none"> • There is an opportunity to improve on production performance, and supply of self-produced products. • Planning and implementation of distribution route.
Collaboration with communities.	Zonderwater: collaboration with local community, parolees, DCS and Tshwane North TVET College: land use for food security and skills development. Finalised	<ul style="list-style-type: none"> • Enhance collaboration with communities.
Collaboration with stakeholders.	Service Level Agreement (SLA)-Agricultural Research Council implemented. MoA-Engagement with Department of Agriculture, Land Reform & Rural Development (DALRRD).	<ul style="list-style-type: none"> • ARC SLA: commenced review process to expand on areas of cooperation. • DALRRD: to formalise collaboration.
Expansion for agriculture production.		
Business case development.	Reviewed business case for expansion of Zonderwater broiler.	At consultation stage.
Optimum utilisation of resources.	Allocation of funds to replace old cages, for optimum utilisation of layer houses at Losperfontein (R800 000) and Mthatha (R160 000).	Procurement process is underway.
	Grootvlei Red Meat Abattoir and Incinerator: Geotechnical, water and electricity investigations are underway.	Environmental Impact Assessment, Water Licence and Atmospheric Licence are planned for implementation in the next financial year, due to the impact of Covid-19 pandemic.
Optimum utilisation of resources.	Project design and planning is completed for Grootvlei broiler and chicken meat abattoir:	Project implementation will commence after awarding.
Planning Documents / Guidelines.	Master Plans on Agriculture were reviewed.	To consult stakeholders for inputs.
	Developed draft Framework on self-sustainability.	To be consulted with stakeholders for inputs.
	Developed Terms of Reference (ToR) on self-sufficiency strategy.	ToR was submitted to Procurement Administration on 12 August 2020, to facilitate the

Deliverables	Progress To Date	Comments
		appointment of service provider/s.

9.2.5.4 PRESENTATION (WORKSTREAM V SW 5.3: FINANCIAL SUSTAINABILITY)

The RC Free State and NC and Workstream leader for Workstream 5 delivered the remaining section of the presentation providing a progress report on Sub-workstream 5.3.

TABLE 22: DELIVERABLES OF WORKSTREAM 5.3

Deliverables	Progress To Date	Comments
Ongoing re-allocation of financial resources specifically for ongoing self-sustainability enhancing portfolios	During the 2019/20 Financial Year, R20.4m was reprioritised for the procurement of Biological Assets, Workshop Equipment and Irrigation Equipment. In 2020/21 R24.5m allocated for the dilapidated workshops, bakeries and agricultural machinery.	Upon the identification of potential areas of savings/underspending – resources are redirected to self-sustaining initiatives as this is a Departmental priority.
Enhance revenue generating initiatives	Dependant on the final self-sufficiency strategy.	Conduct market analysis and explore the extension of DCS's current product offering in line with market needs
Development of a Business Case for a Trading Entity	Reviewed previous submissions to NT Engagements with Departments that have successfully rolled out the Trading Entity Model (Dept. of Home Affairs - Government Printing Works)	From the engagements it has been determined that the Trading Entity is not the most viable option. Branch Finance to explore appropriate mechanisms for revenue generation and retention with regard to self-sustainability A change request (is to be submitted) in relation to this deliverable to explore various other models/avenues that the Department can venture into as part of its revenue generation and retention initiative.

9.3 WAY FORWARD OMF PHASE II

There is a need to review the timeframes in the Project Charter to be aligned with the work done to date and to update timeframes where required. The COVID-19 pandemic has delayed the implementation of the SDM and this will continue into the next financial year. The weak economic outlook has a significant influence on the implementation of the SDM which is focussing on better service delivery with the right capacity in the right places which is also confirmed by the business process mapping. The rollout of all the projects is hindered by the fact that the Department does not have a dedicated Project Management Office to oversee the deliverables of each workstream and align the respective outputs.

The finalisation of Organisational Structure is critical and has been a priority for many years. The current structure is not aligned with the strategy of the Department and negatively impacts service

delivery. The buy-in of all relevant stakeholders is crucial to finalise the structure. Key competencies, job descriptions, job evaluations and the development of key HR concepts e.g. ideal Correctional Officer are all critically dependant on the approval of the Organisational Structure. A streamlined, dynamic and responsive organisational structure reflecting the SDM is needed.

A decentralised “centre-centric” model of operating with sufficient seniority and delegations at Management Area and Centre levels to operate effectively should be developed. A lean Head Office structure that is responsive, integrated and strategically focused supported by strong data and reporting tools is needed. Direct “line-of-sight” and direct lines of accountability between Operations and Head Office will increase effectiveness. An operating model that is aligned to the District Delivery Model of delivering services at a District level should be implemented.

Alignment and integration of work amongst workstreams is critical to ensure success in respect of the implementation of OMF within the department. Management has noted the challenges imposed by intra- and/or inter-dependencies between the workstream deliverables affecting project timelines. E.g. Updating of policies is highly dependent on the finalisation of the review of business processes. The intra- and/or inter dependencies poses challenge in respect of meeting deadlines by different workstreams. In addition, the challenge of deadlines is also compounded by changes in workstream compositions. E.g. Workstream 3 has several resignations which then affect continuity.

An integrated approach towards the enhancement of self-sufficiency holds the key to unlocking challenges that inhibit progress, enhancing cost savings and revenue generation. Support services play a critical role in enabling business/functionaries to achieve the set goals/deliverables. Enhancing compliance with applicable legislations, policies and procedures, could impact positively on the set deliverables. The need for resource assessment, development of self-sufficiency strategy is pivotal. The limited timeframe in the current financial year, poses a challenge to implement activities as was initially envisaged in the beginning of the financial year. The master plans could be considered for implementation of the self-sufficiency deliverables (in the 2021/2022 financial year), whilst anticipating the development of the strategy.

10. KEY HIGHLIGHTS OF THE STATEMENT BY THE NATIONAL COMMISSIONER

The National Commissioner commenced his presentation by reflecting on the disturbing episodes reported in the media space, embarrassing scenes within correctional facilities and articles on the tragic loss of officials within the Department. These reports raise questions around the effectiveness of rehabilitation programmes, specifically where parolees brought the Department into disrepute. The National Commissioner acknowledged that although not in the majority such incidents need not be in the majority to have an impact. He indicated that Management is aware of where these incidents have occurred which include amongst others:

- Offenders wearing designer uniforms
- Offenders in possession of contrabands that are able to pose photographs and circulate these nationally.
- Individuals that smuggle contrabands into correctional facilities
- Officials taking some of the logistics out of correctional facilities
- Offenders taking photographs and posting these on Facebook repeatedly
- Officials living in dilapidated accommodation
- A contract killing of officials possibly by another official (matter is still in court).
- Incidences of gender based violence

The National Commissioner expressed his discomfort about what used to be known as Operation Vala: Festive Season Operation Plan. It is believed to be a success when contrabands are confiscated meaning that the Department has become immune to the fact that this is an actual failure. The media reports should not be considered as something that needs to be celebrated but a failure by the Department to prevent such incidents from occurring in the first place. The Festive Season Operation Plan should be an implementation plan for every day and not something that occurs once a year.

The National Commissioner reiterated the words of the Minister of Justice and Correctional Services regarding the issue of discipline and pride and noted with disappointment the lack of discipline and pride in the Department. The attitude of the apex leadership must match the grand plans that have been set for the Department. The National Commissioner explained that the festive season plan commenced on 09 December 2020 to reaffirm the Department's commitment to zero tolerance to contrabands entering a correctional facility.

He explained that security does not start inside a cell hence it appears that the Regional Commissioners, Area Commissioners, Regional Heads are not prioritising security. Searching is not conducted effectively hence people enter correctional facilities with contrabands undetected. Correctional facilities must be cleaned while occupied by the inmates in order to ensure that these are contraband free zones. Searching will be run randomly and spontaneously at correctional facilities. The National Commissioner indicated that COVID-19 has laid bare the fact that officials are responsible for smuggling contrabands. With this knowledge, officials are still not searched when entering correctional facilities.

The National Commissioner indicated that parolees have repeatedly embarrassed the Department and committed heinous crimes. Again, the National Commissioner reiterated the sentiments of the Minister of Justice and Correctional Services that the Department is not appropriately addressing this situation. Management is not informed of high risk and high profile offenders that are recommended and placed on parole hence the Department is unable to respond to issues raised.

Offenders have determined the modus operandi of the Department by continuously committing assaults and minor offences until they are placed at their desired location. The National Commissioner stressed the need to be in charge and informed of the location of every offender and determine where they are relocated to so that such a situation can be avoided. The RCs, CDC Incarceration, CDC Remand Detention must have sight of such cases. He also instructed that when high profile people are

considered and released on parole, the Parole Boards must ensure that victim offender dialogues have taken place, particularly in the cases of violent crime.

The National Commissioner urged all Managers to ensure that every correctional facility has a burning candle to remember and honour those who lost their lives to COVID-19 and Gender-Based Violence and Femicide (GBVF).

The National Commissioner thanked officials for the work done over the past two years since the 2018 Strategic Planning Session at Kopanong. This has demonstrated that there is will and capability to change the institution however more needs to be done. He encouraged Management to make a change, even if it is a small start, so that work is done well and with greater energy. This Strategic Planning Session has demonstrated great enthusiasm from officials from the ground up to apex leadership however this is not consistent across the Department. Complacency, non delivery and malfeasance should not be tolerated for any reason.

Convening the 2020 Strategic Planning Session at Leeuwkop demonstrates the change taking place in the Department since external facilities were used in the previous years at a cost to the Department. The National Commissioner encouraged Management to make effective use of and sweat the immovable assets of the Department since such facilities exist at many Management Areas.

The National Commissioner recalled the 2018 Strategic Planning Session where sister departments were invited to contextualise their 50 year vision. This vision will enable the Department to actualise that which has been visualised. The 50 year outlook will benefit those who are to follow and should serve as a plan that can be implemented to actualise the future. He explained that officials at operational level with a pool of experience know better how to actualise the 50 year plan.

The need to rekindle discipline without compromise was again emphasised by the National Commissioner while at the same time ensuring that Management is held accountable as equals. He acknowledged the manner in which the Department confronted COVID-19 and the imposed regulations while adopting strategies to effectively manage the associated risks. He recognised the impact of COVID-19 on the Department's performance in the first quarter which was recorded at 55 percent although the Department had prepared for far worse. The Department has demonstrated the ability to maintain its posture in an unknown situation and minimise the negative effects thereof. The Department managed to recover further by the end of the second quarter, up to 61 percent. The National Commissioner encouraged Management not to become complacent with COVID-19 when accelerating performance particularly in light of the reduced restrictions. During Lockdown Level One there will be a greater inflow and outflow of people which must be balanced against the necessary protocols

Reflecting on the Departmental expenditure, the National Commissioner explained that expenditure needs to be closely managed until the end of the financial year. At the same time he acknowledged the dire financial state of the country and the constrained fiscus which requires responsible spending by the Department i.e. to be able to do more with what is available in order to achieve the desired impact and create impetus to economic recovery.

The National Commissioner noted with concern the Department's audit findings which requires a robust action plan by Management so that these matters are addressed in advance of the next external audit. To this end, the National Commissioner requested that monthly progress reports on the audit action plan, risk management plan and internal audit plan be tabled at Pre Manco. He further pointed to three areas that require immediate focus and attention i.e. HR, Finance and GITO. These areas need to be examined to determine capacities required to advance the core business areas in the Department. The HR and Finance Strategies will begin to address some issues and reduce the bureaucracy in the Department.

Reflecting on the statement of the Minister of Justice and Correctional Services, the National Commissioner repeated that self-sustainability and revenue generation remains a priority in the Department which must be reflected accordingly as the Department finalises its APP together with the

review of the parole system. He also mentioned that the slow pace of delivery in a practical sense is concerning hence Management will need to hold each other accountable, be decisive and bold in outlook and in actions.

The National Commissioner also reminded the CDC HR that the issue of the micro structure is critical, as the Department needs to address the misalignments. Tangible actions are required to ensure the transition from a structural perspective is phased in to enable an action oriented Department. The structure requires bold decisive decisions in order to capacitate the core business and achieve revenue generation. The National Commissioner mentioned that the college needs to be advanced in terms of the HR strategy into an academy. Leadership and management training is required so that when people are appointed into positions, they are able to function at the appropriate level. The National Commissioner mentioned that the reduction in the staff complement is a reality given the budget constraints and this will require the Department to determine the skill sets available and what is required going forward.

The National Commissioner amplified that as a National Department, a huge emphasis is placed on the CDCs to direct their respective functions in terms of research and development, so that (i) planning strategies are evidence based, (ii) there is compliance to the norms and standards that are set and then to ensure there is effective execution thereof.

The National Commissioner directed that the finalisation of the Social Reintegration Framework takes into consideration the leveraging of partnerships with other Departments in view of the shrinking fiscus, to advance the reach and the impact in the delivery of services. To this end MoUs must be developed or reviewed to ensure that those partnerships advance the interest of the Department. There must be a central repository of all MOUs, which while located in the Regions, must be visible to the relevant Branch at Head Office. At the national level a single repository must be available to ensure consistency and easy access when required. An annual review on the impact of the MOUs with Departments, NPOs, NGOs etc. is required.

The OMF must be accelerated to make sure that the Department delivers on the identified projects in line with the expectations of the Executive Authorities. The Infrastructure Master Plan needs to be enhanced so that it is in line with 25 year South African outlook, the plan on migration patterns and challenges with water security since correctional facilities are not isolated facilities, but includes the actual agricultural sites.

The Department must convene the Futures Workshop early in January 2021 followed by the Heads of Centre (HCC) session. Heads of Centres have signed a service delivery pledge that will be measured and reported on. The National Commissioner requested that Stabilisation Projects / Plans must be reported on at bi-weekly meetings in the form of an Executive Report to the National Commissioner and Chief Operations Commissioner. The Chief Operations Commissioner has been directed to make sure that Goedemoed and St Albans are stabilised.

The Department has a Governance Framework that is not fully developed as there are a range of mechanisms that must be established. The Secretariat must ensure that Charters are signed off and monitored accordingly. The National Commissioner raised a concern that the current mechanisms are not being used due to a lack of communication. Decisions taking place at the Directorate level that have not been consulted with the Apex leadership will result in misalignment.

Building on from this session, the National Commissioner indicated that there will be an extended PreManco where Finance and HR will present the range of budget reductions over the MTEF with proposals that must be discussed and adopted then presented to the Executive Authorities.

In conclusion, the National Commissioner thanked:

- CDC Community Corrections for taking the Jerusalem Challenge to its full conclusion. He advised Management to make time for softer issues over the intensity of the Department's work.

- The Participants for their enthusiasm and actions towards the Jerusalema Challenge. He encouraged suggestions to be put forward so that such initiatives can be implemented on an annual basis to allow officials to compete with each other for the trophies.
- The RC Gauteng for availing the facilities for the Strategic Planning Session, Acting Area Commissioner for preparing the facility. He challenged the RCs to make their facilities available so that Management can move across the country.
- Strategic Management and Communications team for the preparation and the coordination of the session.
- The facilitators Dr Duarte Gonçalves and Mr Marius Auret for the facilitation of the session.
- Each and every one of the attendees present at the session including those that participated through the live stream.

The National Commissioner closed by emphasising the importance of listening to each other to understand, internalise and actualise what is being said. “The biggest communication problem is that we do not listen to understand, we listen to reply.”

Summary of key issues

- There must be zero tolerance for the smuggling of contrabands, cell phones and dangerous weapons into correctional centres
- Management must be informed of high profile offenders consideration and parole approval
- The assets of the Department must be optimised in order to save costs
- Monthly audit and risk action plan reports and internal audit reports must be tabled to Pre Manco
- The Organisational Structure must consider core business, revenue generation, skill sets required going forward in view of the current constraints
- The HR Strategy must advance the college into an academy.
- The Social Reintegration Framework must leverage off partnerships to deliver on the mandate
- A database of MOUs must be created and an annual review on the impact of MOUs to be conducted
- The APP should include self-sustainability, revenue generation and the review of the parole system
- The Department must accelerate the implementation of the OMF
- Futures workshops to be conducted mid-January since Lekgotla has been planned end of January
- Charters must be developed for the Governance Framework
- Leadership training is critical as an alternative way of dealing with the reduction of the post establishment
- Infrastructure Master Plan must be advanced in line with 25 year South African outlook, the plan on migration patterns and challenges with water security
- Heads of Centres are required to report bi-week on their stabilisation plans
- A Special Manco to be convened to reflect on the budget reductions and reprioritisation proposals



correctional services

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REPUBLIC OF SOUTH AFRICA

The 2020 Department of Correctional Services Strategic Planning Session Report is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

Department of Correctional Services (DCS)

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

Website: www.dcs.gov.za