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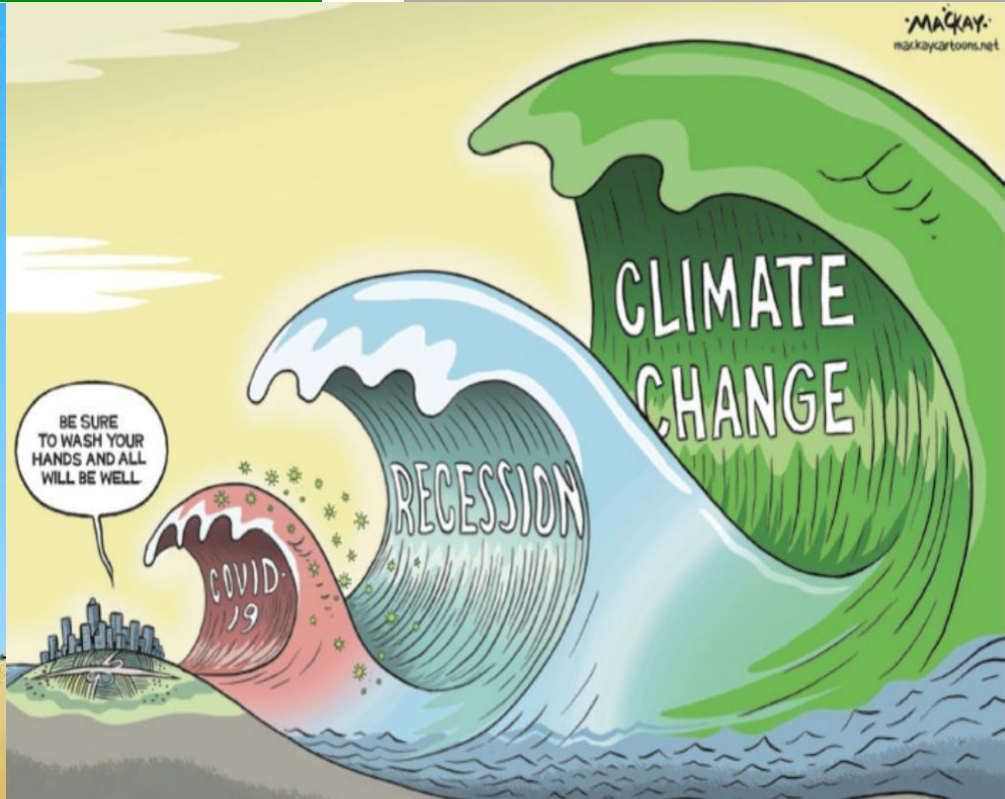
# **Building Institutions that Last & Adapt: A Challenge for the Department of Correctional Services**

*Input to the DCS Strategic Planning Workshop, 07 December 2021*

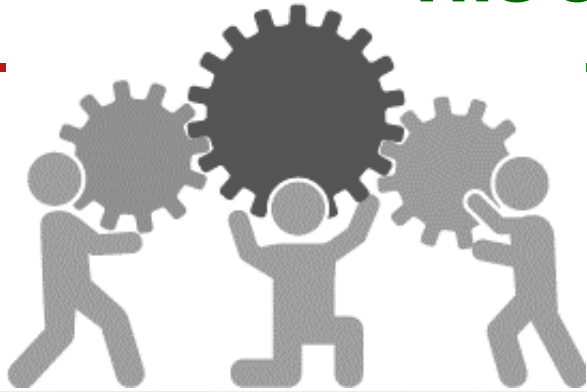


# Challenges of the contemporary moment:

## Pandemics & endemics



# The complexity of governance



**BUILDING STATE CAPACITY**



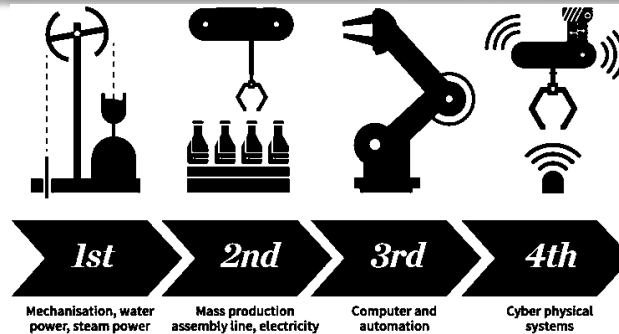
**FIGHTING CRIME & CORRUPTION**



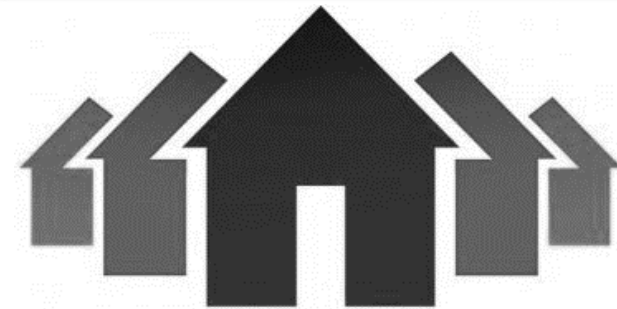
**ECONOMY: INVESTMENT & JOBS**



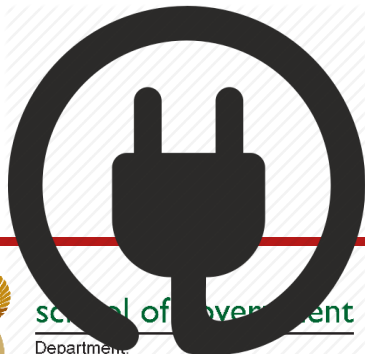
**BETTER AFRICA & BETTER WORLD**



**4iR**



**IMPROVE LIVING CONDITIONS**



**ENERGY SECURITY**



**INFRASTRUCTURE DEVELOPMENT**



**LAND REFORM & RESTITUTION**



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# Repositioning the Department of Correctional Services (DCS)

<https://www.menti.com/vnh2195g2>

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# What the public reads about DCS

## EXAM TIME FOR INMATES (Grade 12 and AET Level 4)



Acting National Commissioner, Makgothi Thobakgale wishes all inmates Grade 12 learners in the Department of Correctional Services (DCS) the best as they commence with their 2021 final examinations. This year, there are 211 learners registered for the National Senior Certificate (NSC) final examinations. The first subject to be written by DCS learners is Computer Applications Technology

## Deputy Minister Holomisa hands over school uniform to underprivileged learners in Mqanduli



Deputy Minister of Justice and Correctional Services, Nkosi Phathekile Holomisa, Acting Chief Operations Commissioner handing over a uniform pack to one of the learners.

The Deputy Minister of Justice and Correctional Services, Nkosi Phathekile Holomisa, has on 14 October 2021 handed over school uniform to 190 learners from 19 schools in Mqanduli, Eastern Cape region. This noble act is a collaboration between the Department of Correctional Services (DCS), Old Mutual and Mqanduli Advice Centre where 10 underprivileged learners from each school, who were identified by their school teachers, received a full set of uniform. This life changing joint project seeks to

## Correctional Services on track to vaccinate entire inmate population by mid-August

4 August 2021, 9:10 PM | Liela Magnus | @SABCNews



Image: GCIS



# What the public reads about DCS

## SA prison sex scandal: An opportunity for department to interrogate security, code of conduct

13 May 2021, 9:08 AM | Zalene Merrington |  
@SABCNews



Image: Reuters

Recently, a cellphone video emerged of a KwaZulu-Natal official having sexual relations with an inmate.

Deputy Correctional Services Minister, Phatekile Holomisa, says officials having sex with inmates is a huge embarrassment to the department.

## Is it only Bosasa? How prison privatisation offers chance to line pockets

**City Press** Ruth Hopkins

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
## Another prison sex scandal as senior official is caught in the act with inmate in Durban

**news24** Nicole McCain

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Listen to this article  
0:00

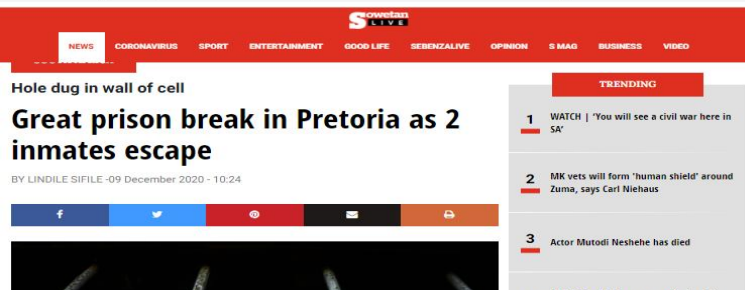
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# What the public reads about DCS

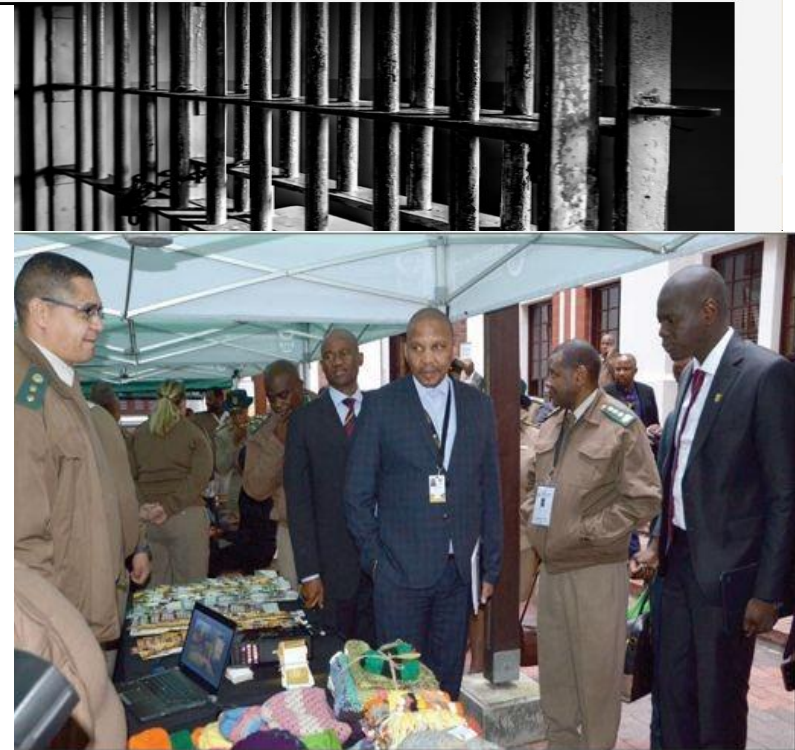


In the last financial year, 97% (64 out of 66) of cases for officials, charged and found guilty for corrupt activities were concluded. For the same reporting period, under Irregular Expenditure, the Department had a total of 933 cases, and 789 of these cases were investigated and concluded. The department is left with a total of 144 cases to conclude for the last financial year.

We have impressed to the acting National Commissioner that consequence management must spread across the department without fear or favour.

Another area of work that we were preoccupied with in the last financial year, was laying a firm foundation for the implementation of the Self-Sufficiency Model in the department. In this regard, the Self-Sufficiency Strategy was approved. Through this strategy, the department is utilizing offender labour to produce food for inmates' rations and generate revenue from its production workshops.

In all correctional centres across the country, no more are we procuring eggs and pork as these are internally produced in sufficient quantities, resulting in savings to the fiscus.



Minister Lamola and Deputy Minister Holomisa visited the DCS exhibition stall that showcased a variety of items knitted by offenders, parolees and probationers. Also on display were the products that are produced in the department's production workshops and farms.

# What the official documents say about DCS

- ❖ **Leadership and Governance** – key towards ensuring performance and compliance (Audit outcomes)
- ❖ **Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information** – 1. Maintenance of facility infrastructure 2. Health screening and Care, the use of technology, etc. 3. Consider utilising punishment and reward system – you behave, you get rewarded; 4. track trends of inmate behaviour
- ❖ **Improved case management processes of inmates** - (Digital Transformation/ Cybersecurity/ Innovation in servicing smart citizenry) - This is not only an issue of access. It is important that DCS understand communities and how to build relationships with stakeholders in all circumstances (*Art of Facilitation in Communities*)
- ❖ **Increased access to needs-based rehabilitation programmes to improve moral fibre** – This should include a broad range of **programmes**, including physical and mental healthcare, substance abuse **programmes**, physical activities, counselling, psychosocial support, education and vocational training courses, creative and cultural activities, work opportunities, and regular access to well-stocked library facilities.





# What the official documents say about DCS

- ❖ **Successful reintegration of all those under the care of the Department** - Whether or not a parolee successfully integrates back into the community is determined by the willingness of the community to accept responsibility for the effects of its communication model, and to put in correction. The Community Support Group Project allows everyone to participate in the successful integration of each parolee.
  - Create a conducive environment within communities for the successful reintegration of parolees and probationers - This entails various services and programmes, such as service points, restorative justice, community projects, formalisation of partnerships, community profiling, and izimbizos, and awareness campaigns to educate the communities
- ❖ **Healthy incarcerated population** – the 'health' of a prison should be measured according to safety, respect, purposeful activity and resettlement



# What the official documents say about DCS

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- ❖ **High-performing ethical organisation** – Management and Staff should attend the Ethics Course to be able deal and manage the varied ethical and leadership challenges they confront in carrying out their responsibilities.
- ❖ **Strengthening Key Areas of Administration** - attract and retain a talented, capable work-force (**Strategic HR Planning**), preparing future leadership and managing transitions (**employment equity** to guide matters like age and skill profiling)





# What do employment statistics tell us about DCS, as @ 31 March 21

Occupational band	Female				Male				Total
	African	coloured	Indian	White	African	coloured	Indian	White	
<b>Top Management</b>	<b>10</b>	0	0	0	4	0	1	0	15
Senior Management	59	6	6	3	60	8	2	1	145
<b>Professionally qualified &amp; experienced specialists</b>	<b>3 392</b>	977	197	1 891	1 966	277	51	256	9 007
<b>Skilled Technical &amp; academically qualified workers, junior man/ Supervisors</b>	<b>4 057</b>	907	102	608	3 061	451	61	178	9 425
<b>Semi-skilled &amp; discretionary decision making</b>	<b>10 437</b>	1 344	109	185	6 785	1 032	105	134	20 131
Unskilled & defined decision making	1	0	0	0	0	0	0	0	1

# What does the Auditor-General say about DCS performance

**DCS has improved to an unqualified audit opinion in financial year 2020/21 for the first time in four years. Some of the findings that lead to the qualified audit opinion include:**

- ❖ Irregular expenditure
- ❖ Contracts extended without approval of delegated officials
- ❖ Mandatory IT related goods & services not procured through SITA
- ❖ Financial and performance reports were not always supported & evidenced by reliable information
- ❖ Unreliability of the commitment register
- ❖ Transactions above R500 000 were procured without inviting competitive bids
- ❖ Late Payments to service providers
- ❖ Specific information systems were not established to enable the monitoring of progress made towards achieving targets
- ❖ Financial statements submitted for audit were not prepared in accordance with the prescribed financial reporting framework and supported by full proper records

*Reversing these shortcomings has to be part of the Strategic Plan & APP*





# Who are we serving? Inmates as @ 31 March 21 per province

Region	Sentenced Offenders			Unsentenced Inmates			Total number of Inmates
	Males	Female	# of sentenced	Male	Female	Awaiting trial	
Eastern Cape	12 992	171	13 163	5 693	106	5 799	18 962
Gauteng	18 646	552	19 198	13 349	464	13 813	33 011
KwaZulu-Natal	15 622	330	15 952	6 259	134	6 393	22 345
Limpopo, Mpumalanga & North West	15 783	298	16 081	5 608	74	5 682	21 763
Free State and Northern Cape	13 772	346	14 118	5 007	98	5 105	19 223
Western Cape	14 082	472	14 554	10 682	408	11 090	25 644
Total	90 897	2 169	93 066	46 598	1 284	47 882	140 948

*Why does Gauteng & KZN have more sentenced inmates?  
What's going on in LP, MP & NW: is it safer there?  
Why are Detainees in the WC than KZN?*

# Who are we serving? Inmates as @ 31 March 21 by age

Children (younger than 18 years)		Juveniles (18-20 years)		Youth and Adults (21 years and older)		Total
Females	Males	Females	Males	Females	Males	Females and Males
0	40	43	1 616	2 126	89 241	93 066

So we know that the 'youth' are the majority of inmates – correlates with unemployment: greater chance of rehabilitation, skilling, use of technology, etc.

Females do get convicted as well – provision for childcare: greater chance of rehabilitation, skilling for livelihoods, use of technology, etc.  
Prioritise GBV prevention...



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# Skills required by effective correctional officers



**Excellent Communication Skills:** Communication is key to success of this job. Learn how to communicate effectively and learn to write reports that are clear and concise and record documentation in an appropriate manner

**Teamwork Promoter:** Correctional Officers should work together and support each other. We are in this job together. Morale improves with camaraderie and teamwork

**Possess Practical Problem Solving Techniques:** Good correctional officers are compelled to evaluate what is happening, assess the situation and determine the correct strategy towards a viable resolution

**Selflessness:** Put the needs and interests of others before your own self-interest

**You lead Correctional Services Professionals, not Omantshingelane...**

# Skills required by effective correctional officers



**Decisiveness:** Successful correctional officers need to have the ability to handle uncertainty, process information quickly, weigh evidence with intuition and take action in a timely manner

**Resilience:** Learn from mistakes - The ability to effectively cope through losing or failing only strengthens a leader and allows them to bounce back more efficiently over time

**Practice Open-Mindedness:** Correctional officers need to have a flexible and fluid mindset to adapt to new challenges

**Dedicated:** By proving your commitment to your role, you will not only earn the respect of your team, but will also instil that same hardworking energy among your co-workers to be leaders



## Areas of emphasis

- ❖ **Scale-up agriculture:** Set measurable targets to produce vegetables, leveraging partnerships from the Dept. of Agriculture & municipalities to access land.
- ❖ **Intensify big data analysis:** Use inmate profiles & trends to produce analytics that influence policy & strategies on crime prevention. This should include policy direction on expanding prison capacity to avert overcrowding which is illegal.
- ❖ **Rethink rehabilitation programmes:** As senior managers, do we see rehabilitation interventions as been effective? How can we improve them? What does international best practice tell us?
- ❖ **Partnerships are the future:** Do community resource mapping to identify resources & institutions to collaborate with to reintegrate offenders, whilst also supporting communities to destigmatize offenders.
- ❖ **Collaborate with the NSG:** The NSG is a reliable partner for skilling all DCS employees to be effective in leading the Dept. & manage inmates.

**The more they study in prison the greater their chances of not returning...**





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# DCS as part of the bigger State Capacity project



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# A mindset change

*As captains of 'project democracy',  
are we smooth-landing or crash-  
landing the aircraft?*

*Can passengers (SAns) trust us with  
their lives?*

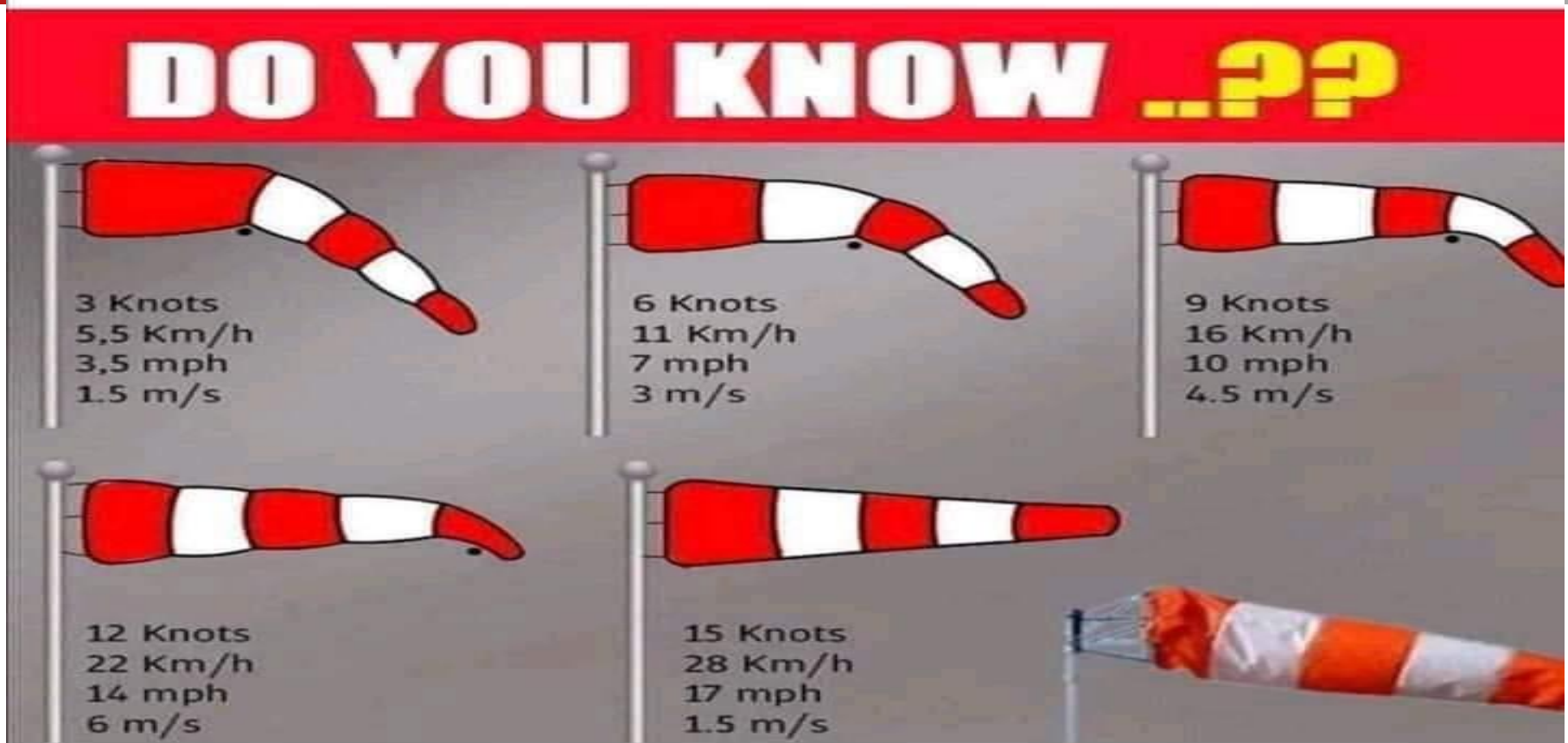
<https://youtu.be/8bPXoGzG-D4>



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# A mindset change



**As senior managers, are we able to navigate the headwinds  
& making correct directions**



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# Meeting the electoral mandate

## CAPABLE STATE

A capable state has the required **human capabilities**, **institutional capacity**, service processes and technological platforms to deliver on the NDP through a social contract with the people.

## ETHICAL STATE

An **ethical** state is driven by the constitutional values and principles of public administration and the rule of law, focused on the progressive realisation of **socio-economic rights** and **social justice** as outlined in the Bill of Rights.

## DEVELOPMENTAL STATE

A developmental state aims to meet people's needs through **interventionist, developmental, participatory** public administration. Building an autonomous developmental state driven by the public interest and not individual or sectional interests; embedded in South African society leading an **active citizenry** through **partnerships** with all sectors of society.

**As senior managers, are we mastering Statecraft, being ethical in conduct & developmental in our decisions?**



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# Building institutions that last & adapt

2010



2020



**IN JUST 10 YEARS BOTH CAMERAMAN  
AND THE PILOT LOST THEIR JOBS.  
KEEP UPGRADING OR BE LEFT BEHIND.**

THE  
BUSINESS.  
MINDSET

22

Are we demonstrating agility & leveraging on our unique position in the criminal justice system?

In the 'new normal', are we acquiring 'tools' & 'know how' to help us plan, execute, monitor & report on our strategic commitments?

Learn Serve Grow



# Building State Capacity: Responding to COVID-19 Pandemic

COVID-19 and public sector capacity (Mazzucato & Kattel, 2020):

- ❖ COVID-19 is a huge test of governments' capacity to lead societies through crisis
- ❖ One of the biggest lessons is that state capacity to manage a crisis of this proportion is dependent on the cumulative investments that a state has made on its ability to govern, do and manage
- ❖ To prepare for future pandemics, governments must build dynamic capabilities in: capacity to adapt and learn; capacity to align public services and citizen needs; capacity to govern resilient production systems; and capacity to govern data and digital platforms



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# Building State Capacity: A new generation of DCS leaders

**Committed** to the course of national development and transformation

**Diligent** in the execution of national priorities

**Prudent** in the deployment of public funds

**Masterful** and know what they are doing

**Ethical** and **Accountable** to the people

**Innovative**, always seeking new ways of doing things with precision

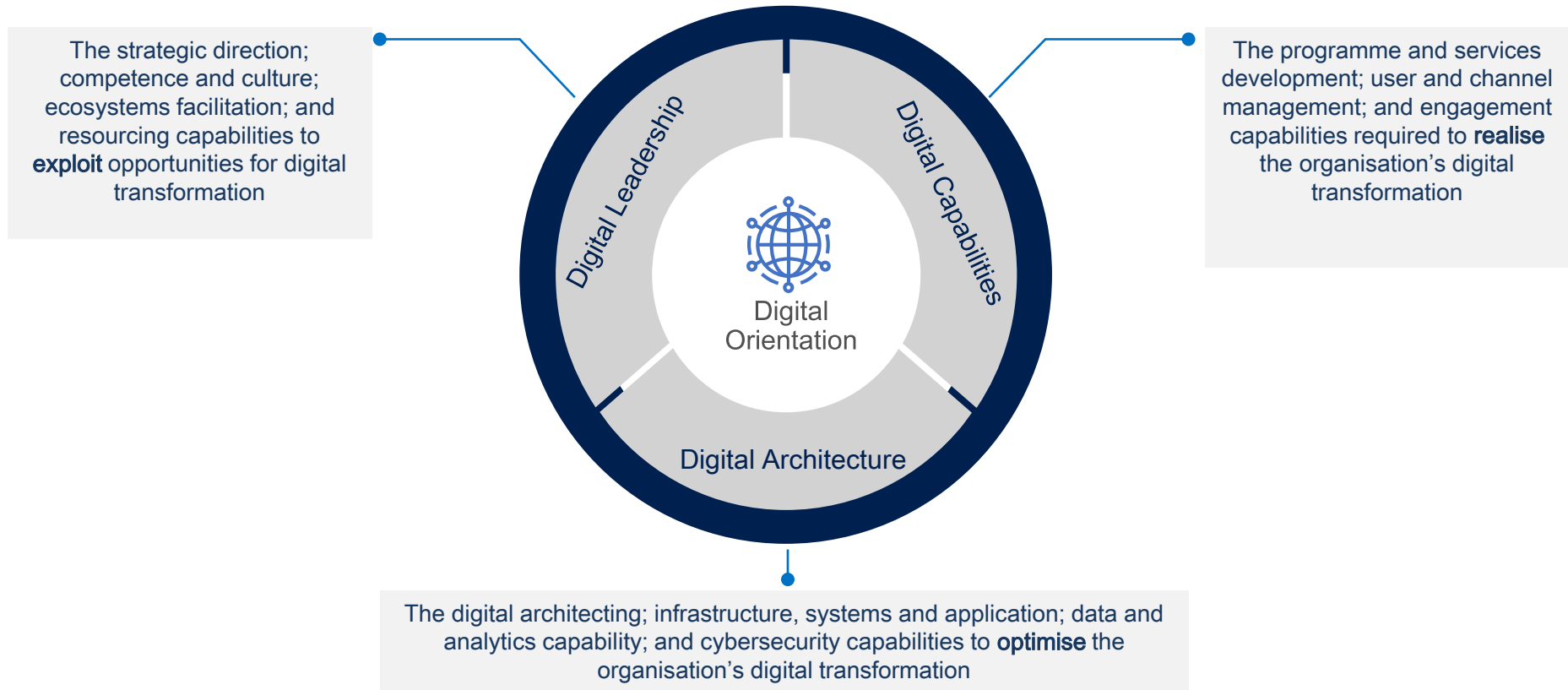


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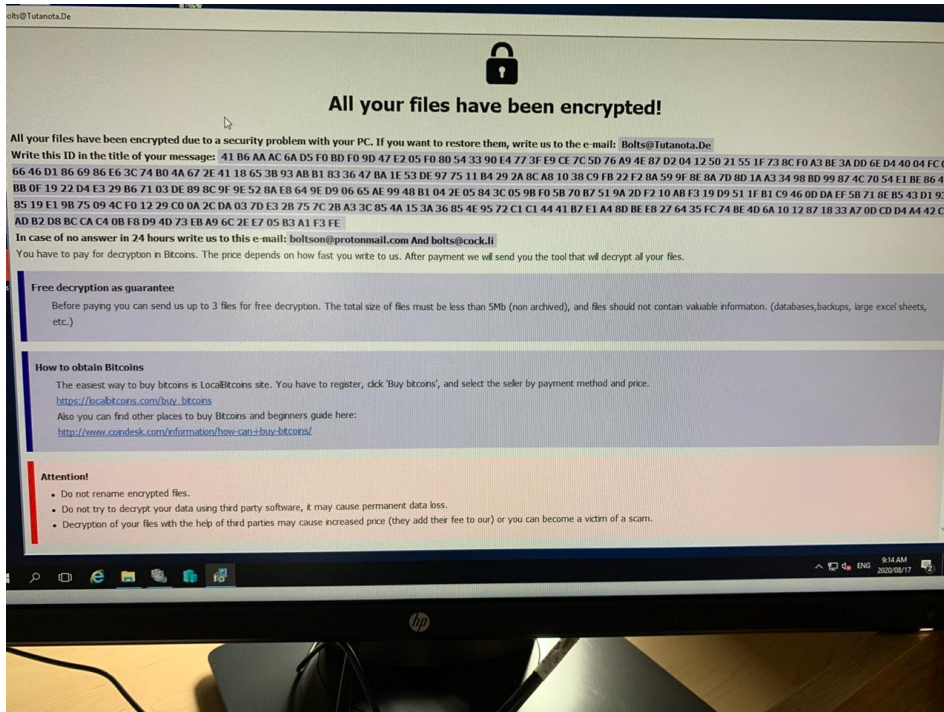
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# Building State Capacity: Digitally transforming



# Building State Capacity: Digitally transforming



**Systems down: The DCS is exposed to security threats in correctional facilities management**

**Telkom outages caused by ransomware attack – Sources**



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# About the NSG



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# Mandate of the NSG



# Our Faculties

## Cadet & Foundational Development

- Breaking Barriers to Entry to the PS
- Compulsory Induction Programme for Levels 1-5
- Excellent Customer Service for Front Line Staff
- Foundational Management Development Programme

## Middle Management Development

- Compulsory Induction Programme for all Middle Managers
- Emerging and Advanced Management Development Programmes
- Supply Chain, Project Management & Finance Skills
- Professional Development

## Senior Management & Professional Development

- Nyukela: Compulsory Pre-entry Exam
- Compulsory Induction Programme
- Professional Development
- Executive Development
- Project Khaedu
- Policy implementation

## Executive Management & Leadership Support

- Compulsory Induction for DDGs & DGs
- Executive Coaching
- Economic Governance for Elected Officials
- Executive Programmes for Accounting Officers & their Deputies

There is a range of cross-cutting courses on offer to elected & appointed officials

# Our target market





# Our Product and Service Offerings

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Face-to-Face classroom learning

Virtual learning

Facilitated and self-paced eLearning

Bespoke Programmes

Conferences, Seminars and Master Classes

Training to international governments



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# Our Product and Service Offerings



# Mandated & bespoke programmes

Nyukela  
*Step-up*

Compulsory  
Induction into the  
Public Service

Ethics and  
Anti-corruption

Seasonal Schools on  
Economic  
Governance

Etella – Executive  
Education  
Programme

Khaedu  
*Challenge*

Mastering the Art of  
Government  
Communication

Socio-Economic  
Impact Assessment  
System as a Policy  
Making and  
Execution Tool

Economic Impact of  
the COVID-19  
Pandemic

Master Classes

Ethical Leadership  
and Executive  
Oversight  
Programme

Chief of Staff &  
Ministerial Advisors'  
Bootcamp

Mastering the Art of  
Execution

Scenario Planning in  
Public Institutions

Changing the Narrative  
of Public Entities: an  
Induction Programme  
for Boards

Supply Chain &  
Contract  
Management

Local Government  
Leadership and  
Oversight  
Programme

Chief Information  
Officer Training:  
Grow your  
Professional  
Capabilities

Local Government  
Leadership and  
Oversight  
Programme

Cyber Security  
Course



# We are open to partnerships & collaboration

Massifying our programmes

Co-creating research and knowledge generation

Digital and online expansions

Professionalisation agenda

Occupying our non-traditional space (e.g. legal, digital skills)

Revolving door approach

Facilitating development in communities

Citizen-centric approaches to education/ civic education



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# International partners



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# Local higher education partners



UNIVERSITEIT VAN PRETORIA  
UNIVERSITY OF PRETORIA  
YUNIBESITHI YA PRETORIA



RHODES UNIVERSITY  
*Where leaders learn*



University of Fort Hare  
*Together in Excellence*



UNIVERSITY of the  
WESTERN CAPE



UNIVERSITY  
OF  
JOHANNESBURG



Tshwane University  
of Technology  
*We empower people*



WITS SCHOOL OF  
GOVERNANCE  
UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG



UFS  
UNIVERSITY OF THE FREE STATE  
UNIVERSITEIT VAN DIE VRYSTAAT  
YUNIBESITHI YA FREISTATA



DURBAN UNIVERSITY OF TECHNOLOGY  
INYUVESI YASETHEKWINI YEZOBUCHWEPHESHE



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# Thank you

Ke a leboha  
Ke a leboga  
Ngiyabonga  
Ndzi khense ngopfu

Ngiyathokoza  
Ngiyabonga  
Baie dankie  
Ndi a livhuwa

## *The NSG:*

**Learn:** expanding learning opportunities for public servants to master state craft

**Serve:** building the capacity (and culture) of public servants to serve society effectively

**Grow:** helping public servants to combine learning & service (experience) to grow professionally

*Busani Ngcaweni, Principal, The National School of Government*



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