

# Work-stream 5 Self Sufficiency and Sustainability

Progress report for Quarter Two  
(01 July 2021 to 30 September 2021)

Operations  
Management

# Project Deliverables



01



02



03



04



05

## SSSF Framework

- New Bakeries
- Witbank textiles new product line: members uniform
- Recapitalize machines at shoe and textiles factory as well as wood and steel workshops

## Support Services

Facilities provide professional services.  
HRD- training of 10 officials for new textiles product line  
Dir. Procurement assist with bid for training of officials.

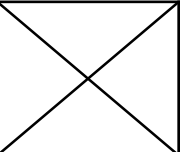
## Head Office

PWA procured training service for 10 officials at Witbank Textiles factory  
Transferred R 25 390 600 to the regions for recapitalization of PWS and Farm machinery and equipment.

## Regional Office

Facilitate the bids for the procurement of machinery and equipment for the KZN bakeries, Witbank shoe and textiles factories.

# Project Summary

<b>Overall Project Status</b>  <b>*Key indicators:</b> budget, schedule, stakeholders, scope, resources		<b>On Track</b>	The project is well controlled. Some issues may have been identified, but effective actions are planned for solving them.
		<b>Off Track</b>	The project has problems that require change in plans. Additional focus and management is essential to bring the project back under control.
		<b>At Risk</b>	The project has serious problems. One or more* key indicators are in at risk status.
		<b>Not Started</b>	Not started (and not scheduled to start)
<b>Comments:</b>	<ul style="list-style-type: none"> <li>• Approval of the Strategic Framework on Self Sufficiency and Sustainability (SSS) in March 2021</li> <li>• Honourable Minister Lamola launched SSS in May 2021 in the Southern Cape, as well opening classrooms and a pharmacy constructed partly with offender labour</li> <li>• Training of officials started (presentation of Skills Development &amp; FE attached)</li> <li>• Resource limitations (i.e. inadequate personnel, post establishment not aligned, inadequate funding, dilapidated and old infrastructure) as well as Covid-19 pandemic, avian flu, foot and mouth disease, etc. affected the implementation process.</li> <li>• This might require revision of the schedule – the impact of recent flooding will be felt/noted in the months to come</li> </ul>		

# 1. INTRODUCTION

The aim of the Strategic Framework on Self sufficiency and sustainability to guide the process of attaining a better performing incarceration and corrections system by contributing to its financial sustainability through creating job opportunities for inmates, parolees and probationers as well as through generating revenue in the department's production workshops, agriculture, livestock, arts and culture, skills development and in formal training activities.

## **The extent of Agriculture**

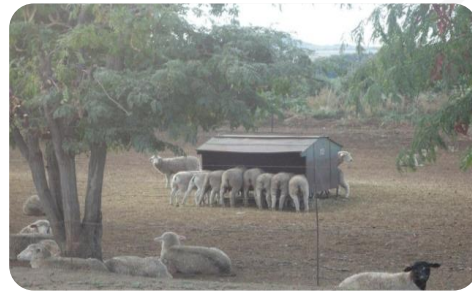
- The department has 21 big farms (more than two enterprises) and 115 small gardens (predominantly vegetables).

## **The extent of Production Workshops**

- Nine (9) bakeries, nineteen (19) textile workshops, ten (10) steel workshops, ten (10) wood workshops and one (1) shoe factory.
- DCS endeavours to enhance offenders' employability beyond incarceration.
- Contribute to poverty alleviation (in cooperation with Community Corrections) and job creating within communities.
- Forge good working relations between correctional centres and communities.
- Prioritize areas of investment for meaningful returns.

# 1. Introduction continue....

## The extent of Agriculture



# 1. Introduction continue....

## The extent of Production Workshops



## 2. BACKGROUND

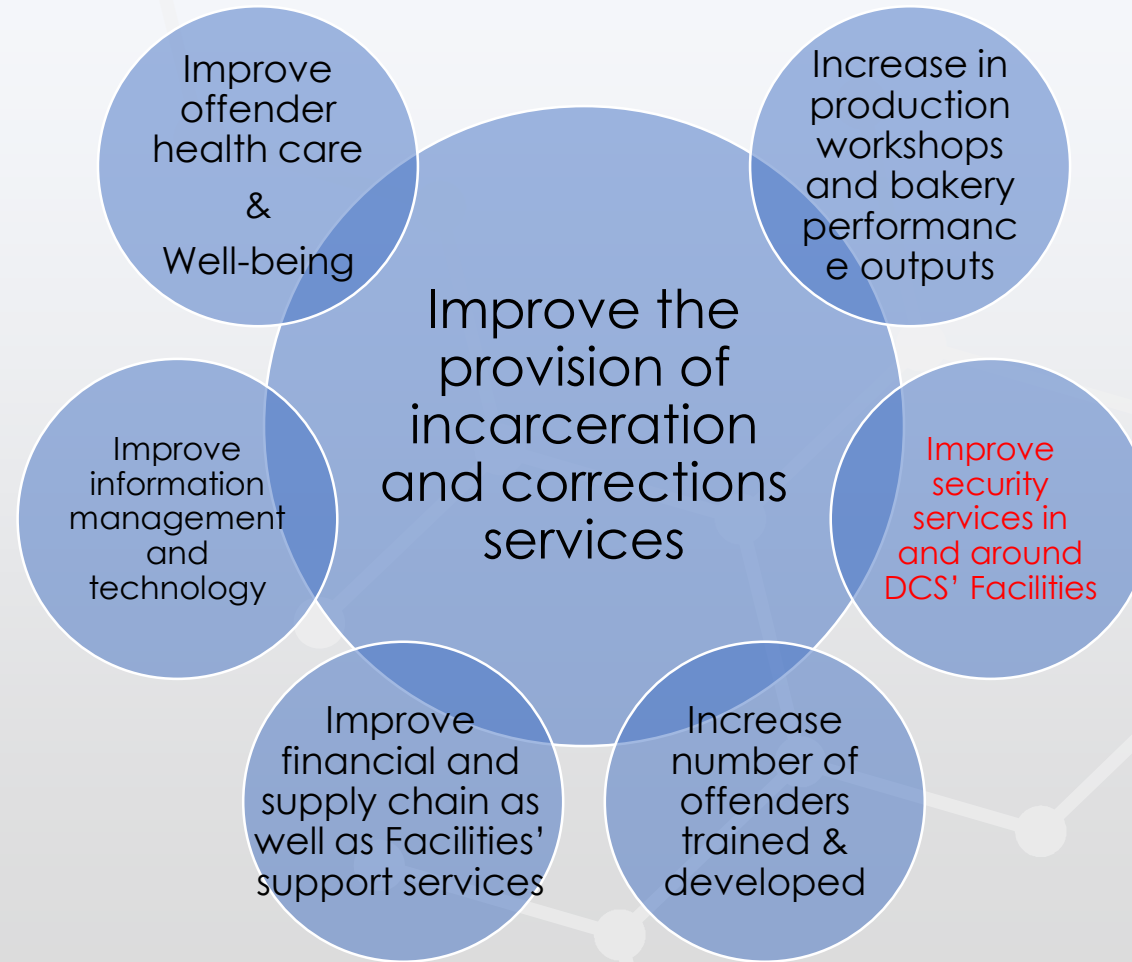
In working towards the DCS Vision 2068 with regard to self-sustaining corrections, the following were identified, which will impact on the operations of incarceration and corrections:

- Self-sufficiency and sustainability in DCS need to be expatiated beyond agriculture and production workshops through an integration of DCS plans and resources.
- Critical to the next five years is the development and implementation of a self-sustainable strategy with the associated business principles and philosophy, the establishment of a cooperatives framework and the initiation of legislation development for a DCS trading entity/similar.
- In the next ten years DCS continues with implementation of the SFSSS as well as monitoring and evaluation, and continuous skilling of offenders as well as officials.
- The focus of the next fifty years would be aligning DCS to the 4<sup>th</sup> Industrial Revolution by modernising corrections for self-sufficiency.

# 3. UPDATE

- Self-sufficiency and sustainability in DCS includes in addition to agriculture and production workshops, also formal education, skills development, health care services (nutrition), offender labour, reintegration services and poverty alleviation.
- Critical to the next five years: Currently in year 1 - Implementation of the strategy on SSS, liaison with National Treasury on the trading entity or similar structure, business case was developed in Branch Finance, additional funding was availed for machinery and equipment, breeding animals, etc.
- In the next ten years: Continue with implementation of the SFSSS as well as monitoring and evaluation, and continuous skilling of offenders as well as officials.
- Next fifty years: already started with aligning DCS to the 4<sup>th</sup> Industrial Revolution by modernising corrections for self-sufficiency, e.g. funding was availed to improve e-learning, computers, laptops, etc. at schools and skills development, facilitated access to zero rated sites of Department of Education (DBE) and Department of Higher Education (DHET)

# Background: ***a better performing incarceration and corrections***



# SELF SUFFICIENCY STRATEGY MAP

## Targeted farms



- Initiation
- Recapitalization, operations investments and market analysis
- Partnership engagements
- Information technology and management
- Grow market share

## Production site improvement (farms and workshop)

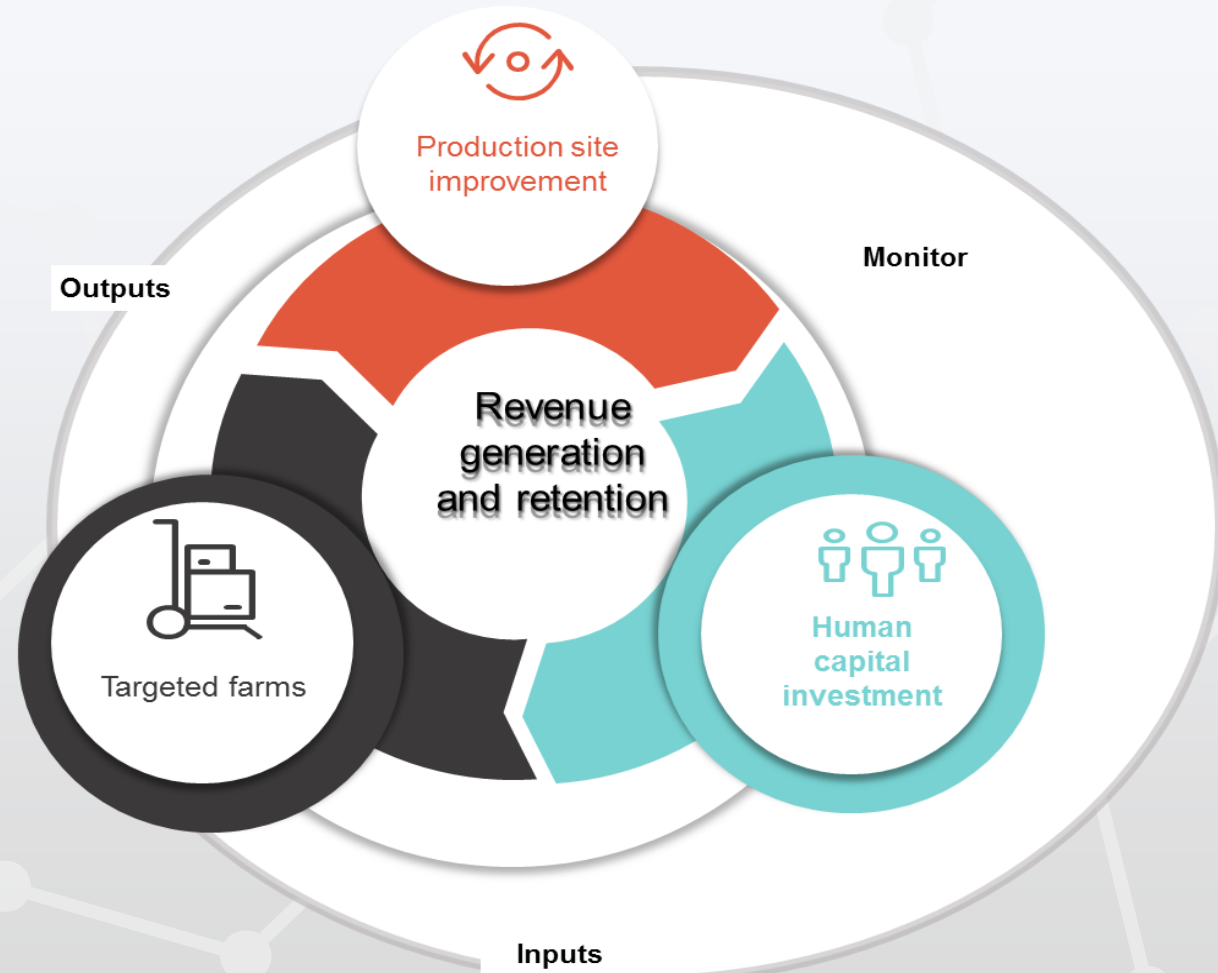


- Initiation
- Recapitalization, operations investments and market analysis
- Partnership engagements
- Information technology and management
- Grow market share

## Human capital investment



- Intensify education, training and development opportunities (offenders, DCS staff, community members)
- Create job opportunities (offenders, DCS staff, community members)



**Feasibility study into the establishment of a self-sufficiency trading entity/or similar**

## 4. OBJECTIVES OF THE STRATEGIC FRAMEWORK ON SELF- SUFFICIENCY AND SUSTAINABILITY

Ensure:

- provision and promotion of production workshops and agricultural services;
- inclusion of Arts and Crafts that meet industry requirements and generation of revenue;
- training and development of offenders, parolees, probationers;
- formalise strategic partnerships and community involvement consistent with the developmental needs and the market;
- that work place experience acquired, recorded and available to offenders upon release;
- improved production levels and offender labour allocation in production workshops, agriculture and arts and crafts.

# Project Stakeholders

## Indirect stakeholder roles:



External government departments, Community organizations and training providers

## Core stakeholders roles:

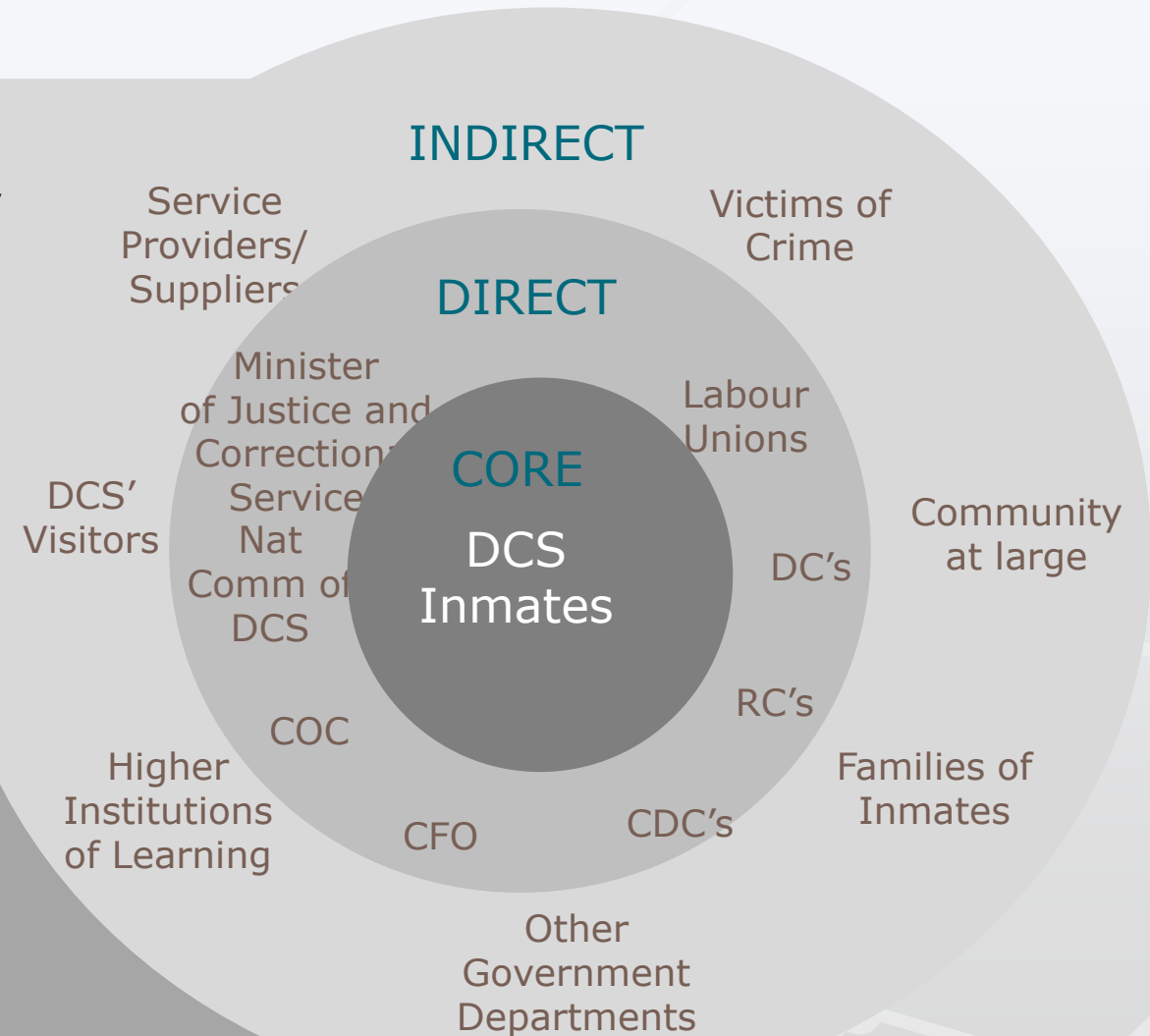


Regions, Branch Finance, HR, SR

## Direct stakeholder roles:



Security, inmates, Health and food services, legislated bodies and councils



# Project Stakeholders

## Indirect stakeholder roles:

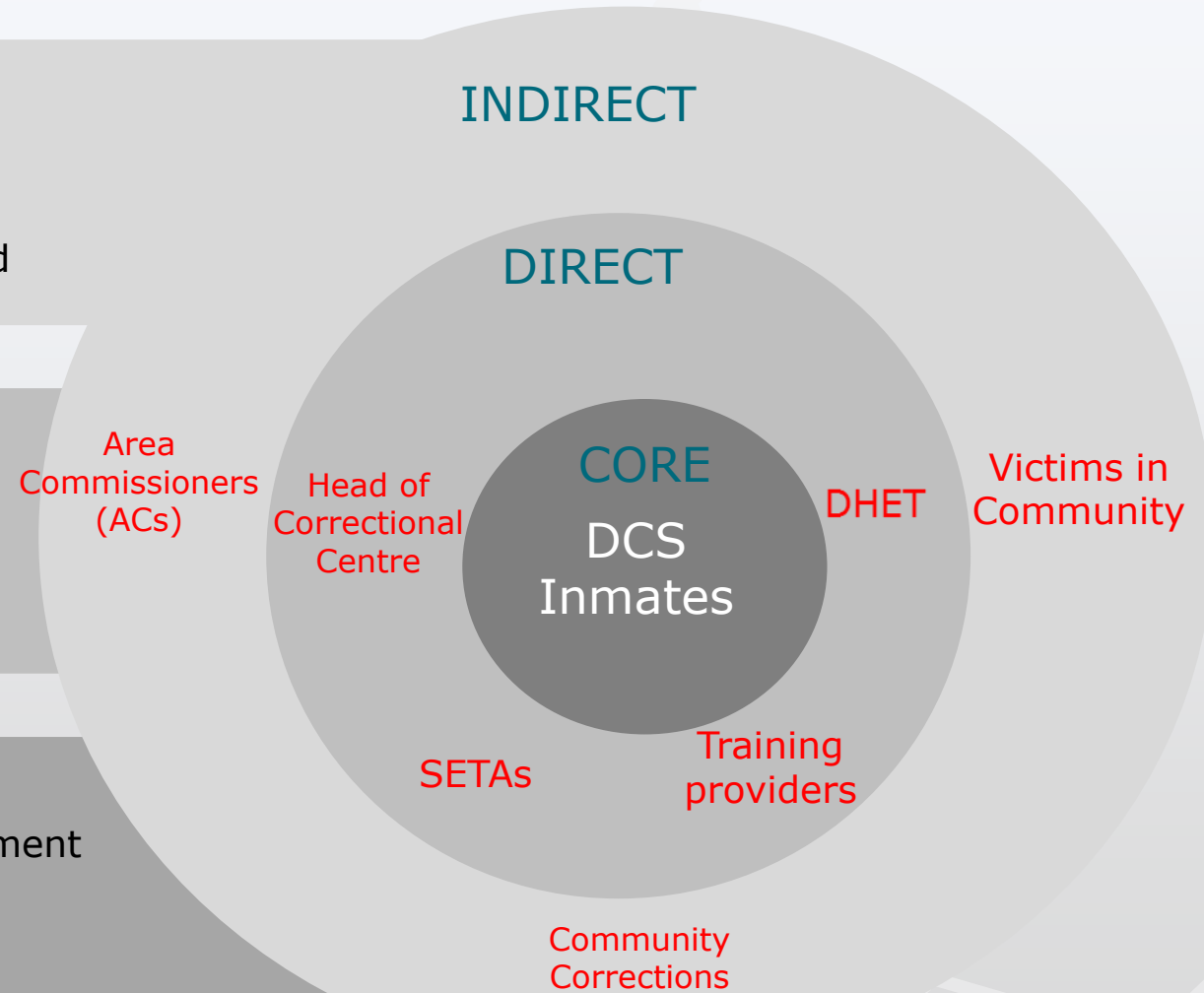
AC: Ensure that training needs are registered  
Comm Corr: Assist trained offenders during parole period  
Victims in community: Offenders labour is used to support vulnerable communities.

## Core stakeholders roles:

Head of Correctional Centre: Offenders in CC are identified for skills training  
DHET: Strategic partner in the delivery of skills development programmes  
SETAs: support DCS in the delivering on accredited training

## Direct stakeholders roles:

Offenders: Direct beneficiary of Skills Development programmes



# Progress Report

<b>Project Start Date:</b>		<b>09 December 2019</b>	<b>Planned End Date:</b>		<b>15 February 2022</b>	
<b>Current Phase::</b>		Implementation / Execution				
<b>Major Milestones or Deliverables</b>		<b>Status</b>	<b>Plan Date</b>	<b>Revised</b>	<b>Actual Date</b>	<b>% Complete</b>
1.	As-is: Resource Needs analysis for PWA.		01/04/2019 - 31/12/2019	31/03/2020	28/02/2021	100%
2.	As-is: Approved Strategic Framework on Self-sufficiency and Sustainability (SSS).		31/03/2021	Not applicable	31/03/2021	100%
3.	As-is: Determine expansion/up-scaling opportunities in PWA.		01/04/2019 - 31/12/2019	31/03/2020	28/02/2021	100%
4.	As-is: Determine self-sufficiency level on agriculture for 2019/2020 financial year.		31/08/2020	30/10/2020	01/12/2020	100%
5.	As-is: Approved guidelines and concept on cloth face masks manufacturing for inmates.		01/04/2020	01/06/2020	14/06/2020	100%
6.	To be: Develop guidelines and concept on cloth face masks manufacturing for officials. Draft guidelines submitted to Legal service and returned on 26 August 2021. Inputs being consolidated for approval by acting NC.		01/04/2021	31/08/2021	15/12/2021	95%

# Progress Report

Major Milestones or Deliverables		Status	Plan Date	Revised	Actual Date	% Complete
7.	To-be: Determine self-sufficiency level on agriculture for 2020/2021 financial year. The Agriculture Internal Market Analysis for 2020/2021 was approved by NC on 02/12/2021. 04/12/2021 disseminated to RCs.		31/08/2021	30/10/2021		99%
8.	To-be: Development of feasibility study and business case for bakeries KZN : Durban and Empangeni. Business Case for Empangeni submitted for approval to CFO on .....and NC. Business case for Durban complete and PMB still underway.		30/06/2021	31/08/2021		95%
9.	To-be: Up-scale production at Witbank textile and to include uniform for officials. PWA allocated R1188 400 for the project to LMN. Witbank MA purchased 70 textile machines for a new product line to address the uniform for members. Delivery date of 30/11 adjusted to Dec 2021		30/11/2021	28/02/2022		60%
10.	To-be: Up-scale production at Witbank shoe factory. PWA allocated R1188 400 for the project to LMN. Witbank MA purchased shoe factory machines. Delivery and commission of machines date 31 January 2022		30/11/2021	28/02/2022		80%

# Progress Report

Major Milestones or Deliverables		Status	Plan Date	Revised	Actual Date	% Complete
11.	To-be: Formalize relations with Dept. of Forestry, Fisheries and Environment. Develop draft MOA between DCS and DFFE Volume 5 in progress submitted for input by stakeholders		01/04/2020	31/10/2021 1/2022		70%
12.	To-be: Formalize relations with Dept. of Agriculture, Land Reform and Rural Development). The scope of the dept changed- renegotiate content of MOA		01/04/2020	31/10/2021 1/2022		40%
13.	To-be: Formalize relations with DTIC. Research conducted on possible roles and responsibilities		01/04/2021	31/03/2022		10%
14.	As-is: Formalized relations with DPWI for the supply and rehabilitation furniture. Signed off		30/11/2019	31/03/2020	10/02/2021	100%

# Progress Report

Major Milestones or Deliverables		Status	Plan Date	Revised	Actual Date	% Complete
15.	To-be: Replace old/dilapidated machinery and equipment in PWA, replace old/infertile breeding animals, and re-establishment and expansion of orchards. An amount of R25 575 400 was allocated to the regions. Expenditure is at R 7 303 742 (28.56%)		30/09/2021	28/02/2022		80%
16.	Contribute to a skilled and capable work force that will improve education and skills set of offenders assigned to Workplaces. Train offenders at work places		March 2022			100%
17.	Accreditation of Offender Training Facilities and Workplaces. Sites received accreditation: Bizzah Makhate, Boksburg, KM II, Zonderwater and PMB production workshops.		March 2022			33%
18.	Strategic partners identified and partnership agreements signed. Protocol Agreement signed August 2020 with the Dept. of Higher Education. MOA between DCS and DBE submitted to <b>Legal</b> for evaluation.		March 2022			50%
19.	E-learning implemented and aligned to the required learning output for the delivering on TVET College and skills training programmes. DHET supported DCS with the implementation of E-learning		March 2022			100%

# Progress Report

Major Milestones or Deliverables		Status	Plan Date	Revised	Actual Date	% Complete
21.	<p>Increase of sites where arts and crafts are practiced with gratuity to offenders, and formal courses attended. (Regions in the process to identify sites)</p> <p>Draft Master Plan has been completed and put on route for consultation.</p> <p>The Policy for Sports, Recreation, Library, Arts and Culture as well as the sale of art work produced by offenders was consulted with internal and external partners and is being prepared for approval</p>		Oct 2021	Dec 2021		50%
	<p>The Minister of Justice and Correctional Services launched the Art, Craft and Skills Development Centre in Klerksdorp (LMN Region) on 19 November 2021</p>		November 2021		19/11/2021	100%
<p><b>GREEN</b> – On target to achieve Milestone/Deliverable Date. Baseline date = Forecast Date.</p> <p><b>AMBER</b> – Milestone Target Delivery Date is in danger of not being achieved but a managed solution capable of bringing forward the Forecast date is being applied. Baseline date &lt; Forecast Date</p>			<p><b>RED</b> – Milestone Target Delivery Date is not going to be achieved or has already passed. No work rounds or solutions capable of bringing forward the forecast date is available.</p>			

# SELF - SUFFICIENCY SUPPORT

- Marketing – Framework on Self-sufficiency was presented to Regions and reporting templates finalised. Monthly Virtual meeting with the Regions to monitor progress on the implementation of SSSF (April -Sept 2021).
- November: 6 sessions conducted at the various regions
- Reallocation of funds was approved to assist regions with the purchase of IT equipment in order to access e-learning.
- Development of officials – 8 sessions of Training (both GET and FET) concluded.
- External partnerships upheld and MOA with DBE and other departments drafted, some consulted.

# Project Costing and Expenditure

**Project Costing & Tracking:** Please provide details regarding project costs for this reporting period (budget, actual expenditures, and variance) and include comments for all variances, including the row ID and description of the variance. 'Budget' refers to the amount received by the LHIN. 'Actual' refers to what is spent to-date. 'Variance' is the difference between 'Budget' and 'Actual'.

Comment	Project To-Date			
	Budget	Actual	Commitment	Variance
<p>Original operational budget in PWA Directorate was R 101 076 000.</p> <p>R 25 390 600 has been shifted from PWA to fund critical self-sufficiency needs in the regions.</p> <p>Funds shown under variance are mostly for Processable Material/material for offender garments.</p>	Refer to excel spreadsheet		<p>At least R61 213 000 has been committed/orders placed under RT60 contract.</p> <p>Commitment: R55 646 377.20 (1 November 2021)</p>	

# Project Costing and Expenditure

**Project Costing & Tracking:** Please provide details regarding project costs for this reporting period (budget, actual expenditures, and variance) and include comments for all variances, including the row ID and description of the variance. 'Budget' refers to the amount received by the LHIN. 'Actual' refers to what is spent to-date. 'Variance' is the difference between 'Budget' and 'Actual'.

Comment	Project To-Date		
	Budget	Actual	Variance
Submitted shortfall request to overspend capital funding and move funds from Goods and Services:  Shortfall memo: 28 April 2021 to Finance.	Budget: R 50 944 000	R 25 624 000	R25 066 000

# Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status.

Date Added	Challenge or Risk	Description	Status
04/08/2021	Travel restrictions.	The Alert levels implemented in terms of the Disaster Management Act to curb the spread of COVID-19 during the 1 <sup>st</sup> , 2 <sup>nd</sup> and 3 <sup>rd</sup> wave.	Active
04/08/2021	Unavailability of officials/limited number of officials.	The Department has put measures in place to ensure the health and safety of officials through a rotation system where officials work remotely for a particular period to allow for social distancing.	Active
04/08/2021	Lack of post establishment at textiles and bakeries.	Security officials render dual functions (Security and PW functions), i.e. in textile workshops and bakeries.	Active

# Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status.

Date Added	Challenge or Risk	Description	Status
04/08/2021	Limited qualified officials in textile and bakeries.	Vacant posts for textile and bakeries are filled with security officials, due to lack of post establishment for textile and bakeries. There is a need to professionalize textiles and bakeries.	Active
04/08/2021	Resource limitations.	Inadequate funding, dilapidated/old infrastructure, machinery and equipment, lack of personnel for core business and support. Vacant funded posts are not filled timeously. The resource limitations impact on production, norms and standards.	Active

# Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status.

Date Added	Challenge or Risk	Description	Status
04/08/2021	Disease outbreak	Disease outbreak might impact negatively on production performance, and might result into high production costs.	Active
04/08/2021	Natural disaster.	Flooding, fire-outbreak might impact negatively on production performance, and might result into high production costs.	Active
04/08/2021	Inadequate water and energy supply.	Water and energy supply interruptions may impact on production performance.	Active

# Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status.

Date Added	Challenge or Risk	Description	Status
04/08/2021	Land invasion, theft and vandalism	Inadequate/lack of parameter fencing and lack of/limited resources (security officials, vehicles) for patrolling might result in land invasion, theft and vandalism of property.	Active

# Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status cont.....

Date Added	Challenge or Risk	Description	Status
25/11/2021	Land invasion, theft and vandalism	<p>Land claim lodged against the Farm Brommers 370 JU, Portion 1, 2, 5,6,7,8,9 and 18 in Barberton Management Area: LMN Region. Submission to motivate that DCS is utilizing the land for agriculture purpose was submitted to the office of Land Claim Commissioner: Mpumalanga via the of the Acting National Commissioner.</p> <p>The DALRRD is in a process of allocating the remaining portion of the State Land Farm TWIJELHOEK No 174 HT. The department is in process of compiling submission to DALRRD to confirm that it still require the land for agriculture purpose</p>	Active

# Project Challenges and Risks

Project challenges and risks – Briefly describe the risk/challenge and current status cont.....

Date Added	Challenge or Risk	Description	Status
	Delay in accreditation processes	Offender training facilities and workplaces might be delayed due to the unavailability of Quality Assurers / accreditation officials from the respective SETA who verify compliance of workplaces.	Continuous liaison with relevant SETA to address challenges
	Non compliance to SETA infrastructure requirements for training	DCS Infrastructure not aligned to SETA requirement to offer accredited training	Submit needs to DC Facilities. Sign agreements with external partners, e.g. NSF to mitigate current challenges

# 2022 Workstream II Plan



# Additional comments

- The operations of workshops, bakeries, and agriculture are labour intensive. Funded additional and existing posts in PWA should be regarded as critical, and prioritized for filling vacant posts in order to impact positively on the implementation of the Strategic Framework on Self-sufficiency Sustainability (SSS).
- Bakeries and Textiles factories need own post establishment for the appointment of skilled/professional and not security officials who perform these trades. The post establishment is presently with the HOCC.
- The Lack of Machine Mechanics, machinery and implements as well as equipment is mostly maintained/repaired externally at a cost for the Department.
- HR Planning to conduct a work study, create posts for machine mechanics, bakers and garment makers for PWA.
- Offenders have been trained (skills development) as machine mechanics

# Additional comments

- Support services remains critical in the implementation of the Strategic Framework on Self-sufficiency and Sustainability.
- Monthly engagements with SCM and Directorate Contract Management to ensure an integrated approach and unblocking especially arrangement, implementation and maintenance of contracts.
- A marketing strategy has been developed
- Continuous engagement of DCS employees on different levels on the holistic approach and the need for integrated planning and implementation to ensure demand of goods and services are met for internal and external clients.

# Additional comments

- PWA form a significant part of the ability for DCS to become self-sufficient
- The appointment of suitably qualified agricultural professionals is critical.
- Education, training and SRAC contribute to SSSF
- Short working hours are reported, mainly due to shortage of staff to take offenders to PWA workplaces.
- Annual analysis established that most enterprises did not receive the allocated offenders due to the unavailability of security officials and vacancies
- Additional needs from regions have been consolidated and submitted to Finance.
- Declaration in the Framework on SSS: DCS to be fully self-sufficient in pork and eggs
- Good practice found - before and after pictures
- GP: Head hunting of educators: agriculture
- EC & KZN: Identified officials with relevant training in agriculture and place in those posts
- KZN provided orientation during November 2021 to at least 15 new recruits with agriculture qualifications

# Additional comments

## **Bakeries in KZN**

- Business case for Empangeni bakery finalised
- Technical reports and architectural drawings for PMB completed and development of business case for PWB in progress.
- Durban bakery on hold due to sewer lines in ceiling of identified bakery site.
- BSC and BEC appointed and completed specifications for machinery in July.
- SCM prepare bidding documents and specs for presentation to the SBAC at HO for advertising to procure the new bakery machinery and equipment.
- Preparatory work commenced on bakeries planned for the next 2 financial year, e.g. visits to WC, FS/NC, Gauteng and LMN regions. Project team appointed to commence with site visits.
- Professional reports, i.e., electrical, civil, mechanical, quantity survey, architectural and costing of machinery started.
- Completed reports submitted to regions for the business case development.

# Additional comments

Preparatory work commenced on bakeries planned for the 2022/2023 and 2023/2024 financial year, e.g. visits to WC and FS/NC, LMN and Gauteng

## **WC:**

Goodwood Management Area visit: 28/06/21

Reports completed:

- Costing of machinery and equipment.
- Electrical, Mechanical and Civil.
- Architectural drawings completed
- Quantity Survey (QS) report underway.
- Business plan in progress by the Region



## **FS/NC**

Groenpunt Management Area visit: 21/07/2021

Reports completed:

- Costing of machinery and equipment
- Electrical, Mechanical and Civil
- Architectural drawings completed
- Quantity Survey (QS) report underway
- Business plan in progress by the Region



# Additional comments

Preparatory work commenced on bakeries planned for the 2022/2023 and 2023/2024 financial year, e.g. visits to WC , Gauteng, FS/NC and LMN.

LMN:

Standerton Management Area visit: 21 July 2021

Reports completed:

- Costing of machinery and equipment
- Electrical, Mechanical and Civil
- Architectural drawings completed
- Quantity Survey (QS) report underway
- Business plan in progress by the Region



Gauteng:

Odi Management Area visit: 22 October 2021.

- Gauteng proposed for the project to be moved from Odi to Krugersdorp or Nigel Management Area
- The region commenced with the site visits to identify existing buildings which are suitable.



# Thank you

OMF PHASE II