

**DEPARTMENT OF  
CORRECTIONAL SERVICES**

# **2021 STRATEGIC PLANNING SESSION**

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**RECAP OF DAY 1  
07 DEC 2021**



**correctional services**

Department:  
Correctional Services  
REPUBLIC OF SOUTH AFRICA

**PRESENTATION BY:  
STRATEGIC MANAGEMENT**

# OPENING REMARKS OF ACT NC

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- The Acting NC appreciated the involvement of the NSG in the preparation of the DCS 2021 Annual Strategic Planning Session. He further acknowledged the presence of UNISA's Professor Fitz for sharing his experiences and insights with the Department.
- Although it is the Department's first virtual Annual Strategic Planning Session, Management was reminded of the importance of structuring the session in a way that ensures that the intended outcome is realised.
- COVID-19 has, for the past two years, and will continue to affect the Department's operating environment. The country is officially in the 4<sup>th</sup> wave and the rapid spread of the current variant is not making things easier. Given the impact of COVID-19, Government continues to grapple with low economic growth, budget cuts, unemployment, high crime rate, poverty, etc. and in the midst of these challenges, service delivery must continue.
- The Department grapples with skills gaps in discharging its services. We require agricultural specialists and enterprise specialists in different commodities, engineers, technicians, project managers, security specialists and IT specialists.

# OPENING REMARKS OF ACT NC

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- The shift pattern is still a challenge and the Department still needs to meet the targets that we set for ourselves in this regard
- In lifting the morale of our staff, we need to continue providing adequate tools of trades for our officials to be able to do their work as we ensure that we create a conducive working environment.
- DCS facilities that are poorly maintained and require upgrading for the effective delivery of rehabilitation programmes in a safe and secure environment
- Management has set clear objectives to ensure that the Department operates in line with the DCS frameworks. The Self-Sufficiency Strategy gives us an opportunity to demonstrate our innovative capability to generate revenue.
- Overcrowding remains a huge challenge for the Department. Given this challenge the Department must ensure efficiency in managing offenders rehabilitation and reintegration which has an impact on how communities view the Department.
- Internally, DCS continues to grapple with optimisation of identified partnerships and the implementation of the district delivery model.
- This SP session should focus on implementation. During the roadshows, recommendations were gathered from departmental officials and it is concerning that some of those are still not addressed.

# OPENING REMARKS OF ACT NC

- The outcomes of the session should provide a clearly defined roadmap on the implementation of the APP with measurable deliverables and specified timelines, guided by the smart principles of planning and as Management we need to redefine the agency in terms of implementation.
- Significant improvements were made in the implementation of strategies and frameworks such as the Service Delivery Model, Self Sufficiency Strategy, Social Reintegration Framework, etc.
- Management should drive these strategic frameworks to achieve the DCS mandate and the SP session gives Management an opportunity to check if the implementation process is on track
- The Department convened the Security Indaba in 2019, however more needs to be done in terms of implementing the outcomes of the Indaba
- Before the start of the new financial year, managers should put systems in place and ensure that guidelines, checklists, procedures and other administrative documents are developed.
- The procurement strategy should also be finalised for the next financial year.
- The identification of critical stakeholders to support service delivery should be finalised prior the start of the financial year.

# STATEMENT BY THE DEPUTY MINISTER

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- The strategic planning session must be used as a platform to produce progressive outcomes that realise our vision of providing best correctional services for a safer South Africa.
- The Department has made progress in entrenching rehabilitation, however emerging challenges must also be collectively addressed
- Our focus must be on clinically prioritising resources, both financial and human, in order to strengthen operations and meet the set objectives
- Challenges such as COVID-19, security breaches as well unethical behaviour demonstrated by correctional officials must be addressed.
- The public service plays a significant role in transforming society to deliver on the electoral mandate
- The Department must take on its strategic role in society together with the community to create a positive impact
- Strengthening governance and developing working systems is necessary to ensure stability and achievement of desired outcomes

# STATEMENT BY THE DEPUTY MINISTER

- The Department must continue to prioritise its work towards achieving a clean audit building on the unqualified audit outcome achieved in the past financial year
- We must ensure that the implementation of the audit action plan is infused into our processes
- Compliance with legislative prescripts and policies must govern our work as we strive for a clean administration
- The structure of DCS should respond to the delivery of the mandate through the District Delivery Model
- We must embrace new areas of work to ensure meaningful impact in creating safe communities which will require a review of policies
- DCS has a visible role to play in the rehabilitation of offenders who have committed GBV crimes
- Strengthened strategic and operational efficiency must be achieved through careful planning, monitoring and evaluation
- We need to be innovative, foster strategic partnerships and stretch our resources in addressing the shrinking fiscus

- The Department was acknowledged for effectively communicating COVID-19 conditions and responses. DCS should leverage on this success to communicate the work undertaken within Correctional Centres;
- Unemployment is the biggest pandemic that our country is facing at the moment, with youth unemployment said to be around 70%, this is the new challenge that DCS should deal with as unemployment is the biggest contributor to crime. The lockdown restrictions have also resulted in a rise in GBV crimes which contributed negatively to the overcrowding of Correctional Centres;
- Implementation of ICT solutions within the Department should take into consideration the daily management of Correctional Centres, DCS operations and systems. ICT solutions should be user-centric;
- The notion of “double-dipping” where officials are earning their salaries and also receiving kickbacks due to corruption creates negative public perception about the Department;
- The Department must consider the national priorities of MTSF and the impact thereof;
- Strategic Planning Session is about making strategic choices, it is not the platform to address operational issues or labour challenges.



- A Strategic Planning Session is where decisions should be made on the future of DCS. The Strategic Plan should respond to the new normal and leverage on the previous work done;
- The public views the Department as having two primary objectives, i.e. to incarcerate and to reintegrate offenders into society as rehabilitated individuals;
- The stigmatisation of offenders and their criminal record has a negative effect on the reintegration of offenders back to society, by creating a difficult situation where rehabilitated ex-offenders are unable to find employment;
- In successfully reintegrating offenders back to society, the Department must consider the skills required to successfully reintegrate offenders. These are the skills the Department needs to target when recruiting officials;
- DCS has improved to an unqualified audit opinion in financial year 2020/21 for the first time in four years. Negative audit outcomes is not only about irregular or wasteful and fruitless expenditure due to non-compliance to procurement processes but must also address the lack of consequence management;



- According to the employment statistics of DCS: Black females officials are leading except at SMS level, followed by Black Male officials;
- The inmate population is higher in the Gauteng Region as compared to other regions. The Department should gather information on the reasons for the high inmate population for analysis. This analysis will assist in answering the question of where do we need intervention, is it in Gauteng or other Regions;
- DCS should consider the Khaedu Project as an important project to improve the analytical skills of Senior Managers to bring about change within their own area of operational control, after completion of the programme Senior Managers are swapped to other Correctional Centres to analyse and provide informed recommendations
- DCS is better placed than SAPS and Justice to profile offenders to give accurate intelligence of criminal activities inside and outside the correctional facilities; this can be the vital information needed to deal with South African crime;
- The DCS must assert and position itself to ensure that offenders do not return to the system; DCS needs to influence socio economic policies of the government;
- Professionalisation of DCS will need skills and training that will support the initiative.

- The overview focused on the impact of COVID-19 and the social and economic aspects of the South African population, especially public institutions which accommodate individuals in hospitals and correctional centres.
- Since the start of the outbreak, South African correctional centres have recorded a total of 7,062 positive COVID-19 cases, 2,683 among inmates and 4,379 among staff ([DCS], 2020 AR).
- Overcrowding, higher rates of chronic and acute illness as well as close confinement pose a significant threat/risk in managing the spread of the pandemic in correctional facilities
- Annual Report (2020/21) highlights the main objective of COVID-19 Disaster Management Response Strategy, i.e. the prevention, containment, treatment and recovery from the virus. As with other countries, DCS adopted several mitigating strategies to prevent the spreading of the virus.
- Analysing the different strategies implemented across the globe, these can be categorised into three broad control measures such as Infection Control Measures (i.e. compliance to COVID-19 protocols), Movement Control in line with COVID-19 regulations as well as population management measures to include release of inmates

- Both population management and infection control measures have made some significant contribution to limit the spread of the virus.
- South African inmate population declined after a period of relative stability in the pre- pandemic. Total inmate numbers across the Regions were 162-164,000 in the four years prior to the pandemic but had fallen to 154,437 in April 2020 and to 147,922 in June 2020.
- However, the toll of the control measures (i.e. total lockdown) also had negative effects on the inmates and officials mental and physical health due to restricted visitations, inmate movements (work teams, transfers, court appearances), service providers (NGO's), etc.
- Proposed interventions:
  - Rehabilitation initiatives for offenders serving sentences of 2 years and less should be prioritized to reduce the risk of recidivism
  - Comprehensive risk assessment for the effective profiling of inmates; Does the Department know the immediate risk an inmate poses to the correctional centre or upon release the threat to society.
  - Supervision of probationers/ parolees by engaging community structures to assist with supervision.

- Information technology innovation i.e. online visitation and virtual legal consultations.
- Developing of algorithms for assessment management to profile inmates on a continues basis
- Electronic supervision through the use of mobile phones, fingerprint readers, trackers/ mapping
- Alternative sentence options is a long standing matter that needs urgent attention. DCS readiness should it be considered

# PRESENTATION ON COVID-19 SCENARIOS

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- There is still a lot that is not known about the COVID-19 variants and genomic surveillance is continuing.
- The genetic variations occur over time and can lead to emergence of new variants.
- New B.1.1.529 lineage first detected from specimens collected in Gauteng on 22 November 2021.
- B.1.1.529 has the potential to increase transmissibility, however work is still under way to investigate the response to vaccines.
- Vaccination remains critical to protect against hospitalization and death, reduce strain of the health system and slow the transmission of the virus. Inmate COVID-19 vaccination target 90% and officials vaccination target 70%
- There were 43 new confirmed cases reported during the week of 26 November to 02 December 2021.
- The recovery rate is at 6 714 (97.8%) whilst the cumulative deaths were at 101 (1.47%)
- The DCS SOP is still relevant and implementation thereof must continue.

# PRESENTATION BY AUDIT COMMITTEE

- It was indicated that the Department received an unqualified report for 2020/21 audit with material findings (SCM). There was an improvement as compared to the previous audits.
- Procurement and contract management is one of the items that must improve to move from an unqualified to a clean audit report. The Department therefore needs to prioritise these areas so that the gap between the two can be closed.
- It was indicated that poor procurement planning contributed to the audit findings. A risk assessment should be performed at the beginning of the financial year to respond to this matters in time.
- Investigation status of irregular expenditure is also another item that must be addressed in order to realise a clean audit. Cases with high monetary values should be prioritised.
- Consequence management must also be prioritised.
- The sanctions implemented vary between written and final warnings which will last for six months and will be removed from the file.
- DCS should consider adopting DPSA guidelines on Labour Relations

# PRESENTATION BY AUDIT COMMITTEE

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- There were no material issues raised on Finance however the reduced budget allocation (over the previous financial years) must be factored into the plans, i.e. the department needs to find means to finance itself.
- In order for the Department to function effectively it needs to increase revenue and /or reduce costs.
- The implementation of the Self Sufficiency Strategy will contribute to the improved financial performance.
- There are some areas of improvement that can be considered in the Annual Performance Plan such as reviewing KPIs are not as impactful as they should be (compliance).
- There were no findings on Facilities however there are issues that if not attended to could pose a challenge for the Department in the upcoming year (s).
- There are ICT issues that are being reported year after year and if not attended to could pose a challenge for the Department in the upcoming year (s).



# PRESENTATION ON NATIONAL PRIORITIES

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- The mid-term of the 6th Administration requires proper review of performance on the country's main plans, i.e NDP 2030 and MTSF 2019-2024. The main challenges noted in the review include corruption and mismanagement, significant unemployment, inequality, violent crime, insufficient infrastructure, and poor government service delivery to impoverished communities; these factors have been exacerbated by the COVID-19 pandemic. This review informs the priorities for remainder of medium-term to 2024, and pathway to 2030.
- Desired inclusive growth not achieved due to low economic growth (negative), high structural unemployment, significant asset poverty, South Africa remains the most unequal society, inadequate public infrastructure investment, electricity shortages, unequal education systems.
- Population is growing by 1,6% pa however SA pattern of economic growth does not generate jobs at required scale
- The economy is vulnerable to external shocks, including commodity prices
- Public finances are constrained, limiting the ability of government to expand its investment in economic and social development

# PRESENTATION ON NATIONAL PRIORITIES

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- Crime and corruption have become prevalent in SA and impact negatively on service delivery, development, job creation and public trust as well as investor confidence in the country
- Strengthening criminal justice system is a long standing and urgent priority
- South Africa ranked the 70th most corrupt country out of 180 countries globally.
- StatsSA Victims of Crime Survey (2018/19) reported an increase in incidences of crime in the country. Almost all categories of crime showing an increase especially serious crimes
- Macro-economic interventions and enablers for growth needed: revenue collection, labour market stability, increase in essential skills, infrastructure investment, job creation, supporting workers
- Urgently and decisively re-invigorate implementation of the NDP and MTSF, with greater strategic coherence

# PRESENTATION ON NATIONAL PRIORITIES

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- The strategic focus will be on Stabilization and recovery to reverse impact of pandemic and economic decline, prioritise and accelerate programmes and interventions that are fit for purpose to deliver results towards tangible outcomes and ensure readiness for implementation and execution.
- The Budget Prioritisation Framework proposes the following criteria: Stabilisation, Recovery, Efficiency and effectiveness, Transformation and inclusion, Sustainability
- Key Priorities for 2022 are: Manage the pandemic, Drive economic recovery, Enhance state capability to deliver and Employment support and relief

# PRESENTATION ON MTEF BUDGET

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- The key cost drivers in correctional services are: Remand Detainees, Incarcerated Offenders, Awaiting Trial Persons, Probationers and Parolees under the system of community corrections, and Officials
- The Human Resource Budget Plan (HRBP) remains the primary planning tool for preparation of compensation budgets and headcount management (National Treasury, 2022)
- The projected number of officials in line with the HRBP Tool is 37 975
- The preliminary 2022 MTEF allocations as per Treasury is R26,1 bil, decreasing to R25,5 bil in 2023/24 and then increasing to R26,7 bil in 2024/25.
- Re-prioritisation will take place across the Incarceration, Care and Rehabilitation programmes
- Alternative sources of funding are National Skills Fund: DCS received an allocation of R87,202 million from NSF to provide accredited skills training programmes to 5 480 inmates over the period 2018/19 to 2022/23.
- SASSETA awarded a Discretionary Grant of R475,000 to train 95 inmates in the 2021/22 financial year
- The CARA funding agreement ended 31 March 2021

# AGRICULTURE MARKET ANALYSIS

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- The Agriculture Internal Market Analysis is critical for planning of agricultural production taking into consideration the quantities of products that are purchased externally and the amount spent to purchase these products externally
- The importance of enhancing agriculture production and reducing cost of production cannot be over emphasized.
- Agriculture provides for part of nutritional needs of inmates producing fruit, vegetables, on farms, provide chicken, milk, eggs and meat amongst others thereby being self sufficient to an extent
- The self-produced agriculture products remains the best option for the Department because labour is provided by offenders (offender skills utilization), and the overhead costs are not high as compared to commercial/private farming.
- DCS needs to make use of offender labour and dedicated correctional officials to increase self-sufficiency and sustainability
- There is a need for suitably qualified staff e.g. Agriculture technicians and additional security staff
- Savings in 2020/21 financial year indicated the potential for sustained self-sufficiency provided that resources are in place and well managed.

**DEPARTMENT OF  
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# **2021 STRATEGIC PLANNING SESSION**

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**RECAP OF DAY 2  
08 DEC 2021**



**correctional services**

Department:  
Correctional Services  
REPUBLIC OF SOUTH AFRICA

**PRESENTATION BY:  
STRATEGIC MANAGEMENT**

# LEGISLATIVE REVIEW

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- Presentation by Legal Services .



# PRESENTATION ON OVERCROWDING

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- Presentation by INCO.



correctional services

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REPUBLIC OF SOUTH AFRICA

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