

# SERVICE DELIVERY MODEL



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# **OFFICIAL SIGN-OFF**

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**CHIEF OPERATIONS COMMISSIONER** 

DATE: 2019-01-14

**A FRASER** 

**NATIONAL COMMISSIONER** 

DATE: 2019/06/11

# **DEFINITIONS**

TERM	DEFINITION	
Bespoke	Made for a particular customer or user	
Child	Defined as an individual under the age of 18 according to the Children's Act, No. 38 of 2005.  According to the Child Justice Act, No. 75 of 2008, a child means any person under the age of 18 years and, in certain circumstances, means a person who is 18 years or older but under the age of 21 years whose matter is dealt with in terms of section 4 (2)	
Child and youth care centre	According to the Child Justice Act, No. 75 of 2008, means a child and youth care centre referred to in section 191 of the Children's Act	
Community Corrections Office	Means a place designated by the Commissioner for the administration and management of community corrections	
Correctional Centre	Means any place established under the Correctional Services Act, 1998 as a place for the reception, detention, confinement, training or treatment of persons liable to detention in custody or to placement under protective custody, and all land, outbuildings and premises, outstations, camps, buildings, premises or places to which any such persons have been sent for the purpose of incarceration, detention, protection, labour, treatment or otherwise, and all quarters of correctional officials used in connection with any such correctional centre, and for the purpose of sections 115 and 117 includes every place used as a police cell or lock-up.	
Correctional Official	Means an employee of the Department appointed under section 3(4) of the CORRECTIONAL SERVICES ACT. 1998;	
Deportation group <sup>1</sup>	Consists of detainees who fall under the mandate of the Department of Home Affairs (DHA) and are not the clients of the Criminal Justice System. They are detained and released through the warrants from the DHA	
Department of	The Department of Correctional Services in South Africa, referred to as the	
Correctional Services	entity in its entirety (inclusive of Head Office and regions)	
Inmate	Means any person, whether convicted or not, who is detained in custody in any correctional centre or remand detention facility or who is being transferred in custody/ is en-route from one correctional centre or remand detention facility to another correctional centre/ remand detention facility	
Legislative Mandate	An order or command to do something created by legislation/the law	

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<sup>&</sup>lt;sup>1</sup> Department of Correctional Services, Annual Performance Plan 2017-18

TERM	DEFINITION	
Long Term	Long Term defined as five to ten years in duration.	
Medium Term	Medium Term defined as three to five years in duration.	
Monitoring & Evaluation	Monitoring is a continuous managerial function that aims to provide managers, decision makers and main stakeholders with regular feedback and early indications of progress or lack thereof in the achievement of intended results and the attainment of goals and objectives. Evaluation is a time-bound exercise that systematically and objectively assesses the relevance, performance, challenges and successes of programmes and projects. Evaluation can also address outcomes or other development issues	
National Policy Agenda	Incorporates political agendas and national strategies that affect one or more departments	
Parolee	A sentenced offender who has been granted non-custodial correctional supervision after being incarcerated	
Policy Mandate	A course or principle of action adopted or proposed by an organisation or individual that is an official order to do something	
Probationer	Any person who is sentenced to non-custodial correctional supervision	
Rehabilitation	Provide offenders with needs- based programmes and interventions to facilitate their rehabilitation and enable their social reintegration.	
Remand Detainee <sup>2</sup>	Means a person detained in a remand detention facility awaiting the finalisation of his or her trial, whether by acquittal or sentence, if such person has not commenced serving a sentence or is not already serving a prior sentence; and, includes a person contemplated in section 9 of the Extradition Act, 1962, (Act No. 67 of 1962), detained for the purposes of extradition	
Remand Detention Centre	Means any place established under the Correctional Services Act, 1998 as a place for the reception. Detention or confinement of persons liable to detention in custody and all land, branches, outstations, camps, buildings, premises or places to which any such persons have been sent for the purpose of incarceration, detention, protection, labour, treatment or otherwise, and all quarters of correctional officials used in connection with any such remand detention facility, and for the purpose of sections 115 and 117 includes every place used as a police cell or lock-up.	
Sentenced Offender	Means a convicted person sentenced to incarceration or correctional supervision	
Service	A service is the action of helping or doing work for someone. It is an action that	

<sup>&</sup>lt;sup>2</sup> Correctional Services Act (No. 111 of 1998)

TERM	DEFINITION	
	fulfils a function. In terms of Government, a service fulfils a need of the public by performing specific tasks or work for service beneficiaries (the general public or other governmental institutions) <sup>3</sup>	
Service beneficiary	A service beneficiary is any person, team, institution or company to whom your team provides products, services or information. They can be internal or external to the institution <sup>3</sup>	
Service provider	A service provider is any person, team, institution or company that provides your team with products, services or information. They can be internal or external to the institution <sup>3</sup>	
Service Delivery Model	A Service Delivery Model (SDM) is a document that describes how an institution will deliver on the services and products that were identified during the strategic planning process <sup>3</sup>	
Short Term	Short Term defined as one to three years in duration.	
State Patients	Are un-sentenced persons who are classified as such by courts and detained in Department of Correctional Services (DCS)while awaiting placement at the designated Mental Health Institutions	
Supply Chain Management	Supply chain management (SCM) is the broad range of activities required to plan, control and execute a product's flow, from acquiring raw materials and production through distribution to the final customer, in the most streamlined and cost-effective way possible.	
Unsentenced Offender	Means any person who is lawfully detained in a correctional centre and who has been convicted of an offender, but who has not been sentenced to incarceration or correctional supervision	
Value Chain	The set of high-level, interconnected end-to-end cross functional processes, each of which adds value to the product or service to be delivered.	

 $<sup>^{3}</sup>$  DPSA: 2016 Operations Management Framework (page vii)

# **ABBREVIATIONS**

ABBREVIATION	TERM	
ARC	Agriculture Research Council	
СВО	Community Based Organisations	
CFO	Chief Financial Officer	
COC	Chief Operations Commissioner in DCS	
COGTA	Department of Cooperative Governance and Traditional Affairs	
CSIR	Council for Scientific and Industrial Research	
CSOs	Civil Society Organisations	
CSP	Correctional Sentence Plan	
DAC	Department of Arts and Culture	
DAFF	Department of Agriculture, Forestry and Fisheries	
DBE	Department of Basic Education	
DCS	Department of Correctional Services	
DEA	Department of Environmental Affairs	
DHA	Department of Home Affairs	
DHET	Department of Higher Education and Training	
DMV	Department of Military Veterans	
DoE	Department of Energy	
DoH	Department of Health	
DoJ&CD	Department of Justice and Constitutional Development	
DoL	Department of Labour	
DPME	Department of Planning, Monitoring and Evaluation	
DPSA	Department of Public Service and Administration	
DPW	Department of Public Works	
DRDLR	Department of Rural Development and Land Reform	
DSBD	Department of Small Business Development	
DSD	Department of Social Development	
DTPS	Department of Telecommunications and Postal Services	
FBO	Faith Based Organisation	
GCIS	Government Communication and Information System	
GITO	Government Information Technology Officer	
НО	Head Office	
ICT	Information and Communication Technology	
JCPS	Justice, Crime Prevention and Security Cluster	
LT	Long Term	
M&E	Monitoring & Evaluation	
MT	Medium Term	
NDP	National Development Plan	
NGO's	Non-Governmental Organisations	
NPA	National Prosecuting Authority	
NPC	National Planning Commission	
NPOs/ NPCs	Non-Profit Organisations	
NSG	National School of Government	
NT	National Treasury	
NYDA	National Youth Development Agency	
OCJ	Office of the Chief Justice	

ABBREVIATION	TERM
PFMA	Public Finance Management Act
POPCRU	Police and Prisons Civil Rights Union
PPP	Private-Public Partnerships
PSA	Public Servants Association
SANEDI	South African National Energy Development
SAPS	South African Police Service
SASSA	South African Social Security Agency
SCM	Supply Chain Management
SDM	Service Delivery Model
SETA	Sector Education and Training Authority
SITA	State Information Technology Agency
SSA	State Security Agency
ST	Short Term
TVET	Technical and Vocational Education Training Colleges
UNISA	University of South Africa
UNCHR	United Nations Commission on Human Rights

### **EXECUTIVE SUMMARY**

The Department of Correctional Services (DCS) operates within a complex environment and delivers upon a broad mandate that is both progressive in terms of its outlook and holistic in terms of the incarceration, rehabilitation and social reintegration of remand detainees and sentenced offenders.

The process of developing the Service Delivery Model (SDM) that responds to this mandate was aligned to the DPSA Operations Management Framework and with the application of a consistent methodology with required services identified from the legislative mandate of the DCS.

Through this process, a key outcome in determining the conceptual framework for operations included the development of a revised value chain to highlight the operational realities of the required ecosystem. Components of the value chain do not flow sequentially, but rather in parallel to one another.

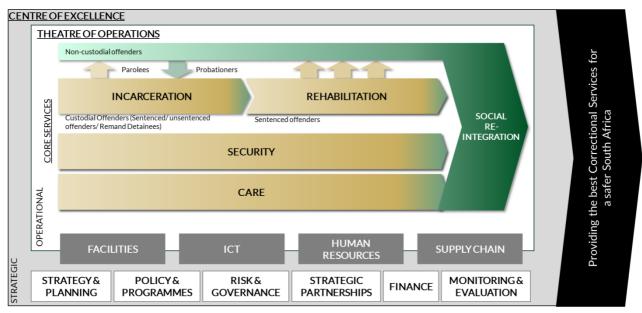


Figure 1: Proposed Value Chain

The revised value chain is composed of core and support functions in order to execute the mandate. The core components link directly to the main purpose of the organisation, and are composed of: Incarceration, Rehabilitation, Social Reintegration, Security and Care. The core components are enabled in its execution through support components. The support components operate within strategic and operational realms, with certain components being purely strategic, i.e. Strategy and Planning, Policy and Programmes, Risk and Governance, Strategic Partnerships, Finance and Monitoring & Evaluation; while others existing in both strategic and operational realms, i.e. Facilities, ICT, Human Resources and Supply Chain.

The proposed SDM applied various factors to the different components of the value chain to produce a specific SDM gearing DCS for delivery of its mandate. The complexity and uniqueness of its core functions requires a bespoke SDM design to effectively and efficiently discharge upon this mandate.

The DCS SDM includes a unique design per individual function within the proposed Value Chain across two key spectrums of 'coordination' and 'control', unpacked through a decentralisation versus centralisation perspective, and an insourcing versus outsourcing perspective. Each function analysed from these two perspectives resulted in a mixed application relevant to the key services required within those functions.

The recommendations for the SDM take cognisance of this unique nature and have further recommended that the migration toward the desired model will require cross-coordination across functions and between

Head Office and the regions over the short, medium and long terms with concerted change management efforts driving organisational change from existing operations is envisaged.

The proposed DCS Value Chain provides a clear focus of core services and the supporting requirements across the administrative functions. Further SDM recommendations made herein include:

- **a. Key interfaces:** Key interfaces are required between the Incarceration and Rehabilitation functions with Social Reintegration function, with Social Reintegration and the Community, and between Incarceration, Care and Security.
- **b. Partnerships:** Partnerships require strategic oversight at the Head Office and require a coordinated approach for the Rehabilitation, Social Reintegration, Care and Facilities function. Partnerships are also required to a lesser extent in the HR, ICT and SCM functions.
- **c. Culture:** Cognisance of the multi-dimensional culture dynamic within the DCS is needed in order to craft a suitable desired culture which is likely, through the professionalization of each function,
- **d. Technology:** Reliance on a fully automated operational environment is critical if the DCS is to fulfil its mandate responsibilities as well as performance monitoring and evaluation requirements.
- **e. Facilities:** A review of infrastructure design and PPP's cost benefit analysis should unlock future challenges related to overcrowding, rehabilitation effectiveness and funding challenges related to infrastructure.
- **f. Self-Sustainability:** The DCS should also take note that innovative and alternative arrangements in the form of entities and agencies may unlock further efficiency gains. These are recommended to be replicated as internal models to allow for case study analysis and business case interrogation for further consideration should they deem to be viable.

This is summarised in the figure below.

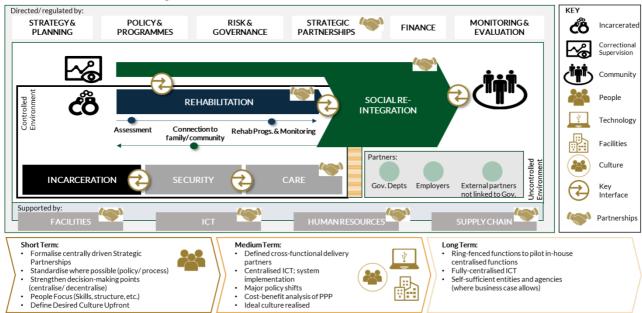


Figure 2: Proposed Serviced Delivery Model

Critical to the adoption of the proposed SDM is an internal understanding and adoption of the value chain, the proposed operational model as well the implications thereof. Tied to this process is the adoption of a clear implementation framework and change management plan which will recommend a staged implementation to enable organisational re-alignment. Implementation of this must be accompanied by dedicated resources to drive sustained change management. Similarly, within an organisation as complex

and large as the DCS, communication must commence early, be clear, and be frequent in its delivery. This is necessary to ensure buy-in from employees, the ultimate delivery agents of the model.

It is recommended that the model be treated as iterative and continuous. The long-term ideals are foreseen to address future challenges of the organisation; however, with the changing environment, impact of legislation and focus on strategic partnerships, what may be deemed relevant now, may change within the medium term.

Lastly, the DCS currently operates in a somewhat disjointed and ad hoc manner. The most impactful recommendation is to centralise necessary functions to introduce necessary standardisation – and 'Centres of Excellence', while leveraging of inter-linkages at a strategic level. This must be delivered whilst providing the regions with flexibility to execute upon the mandate – effectively creating 'Theatres of Operation'.

## 1. INTRODUCTION

The DCS is a critical component within the Justice Value Chain of South Africa; and has a focus on the rehabilitation and basic human rights of remand detainees and sentenced offenders, whilst ensuring that the people living and working in South Africa feel safe and secure. The DCS has a progressive ideological mandate, however, required greater definition in connecting the strategy to an operational reality. The DCS therefore sought to develop a SDM as part of a broader organisational realignment process. It sought to address both current and future strategic challenges through application of a robust framework and guide the application of critical levers from the short-to-long term.

A consultative and comprehensive methodology was applied in the development of the SDM. This is detailed in the first section of the report. As per the methodology, the DCS mandate was examined in terms of its governing legislation, followed by an institutional review of the organisation. Thereafter, the value chain, a fundamental apparatus, was reviewed resulting in a proposal of a new value chain that aligns to the mandate and strategy of the organisation. With no formal SDM in place, the current value chain was used as tool to understand the current modes of delivery and corresponding challenges. Applying a combination of global factors, conducting benchmarking of comparable countries as well as carrying out financial and risk analyses, a new SDM is ultimately proposed, with guidance on short-to-long term implementation.

## 2. APPROACH AND METHODOLOGY

## 2.1. Project Management Approach

An eight-week project plan was undertaken to understand the DCS, its mandates, strategy and operational environment. The project was split into three phases, namely: Situational Analysis, Development of the Service Delivery Model and lastly, Implementation Planning. The detail of these steps is outlined in the figure below:

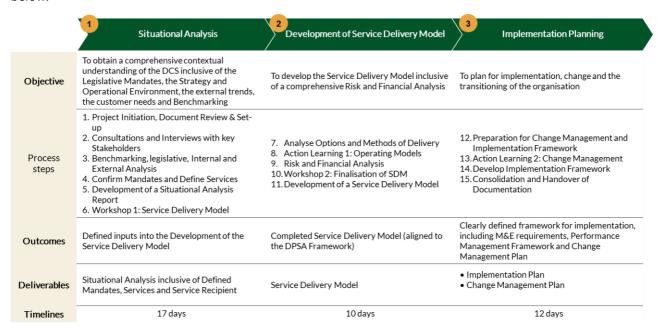


Figure 3: Project Plan

The project plan defined formal touchpoints, however, there were numerous engagements from key stakeholders across the organisation to ensure robust discussion surrounding the key challenges and proposed model.

### 2.2. Public Service Operations Management Process

The Minister of the Department of Public Service and Administration (DPSA) is responsible for the final approval of organisational changes made within the Department of Correctional Services (Correctional Services Act, 1998 (No. 111 of 1998); Public Service Regulations, 2016, Part 3, Section 36(a)).

Accordingly, the DPSA developed the 2016 Operations Management Framework as guideline to government institutions to assist in the processes of organisational alignment. The purpose of the Operations Framework is to provide a link between strategy and operations, enabling better operationalisation of the strategy. The Framework is depicted below.

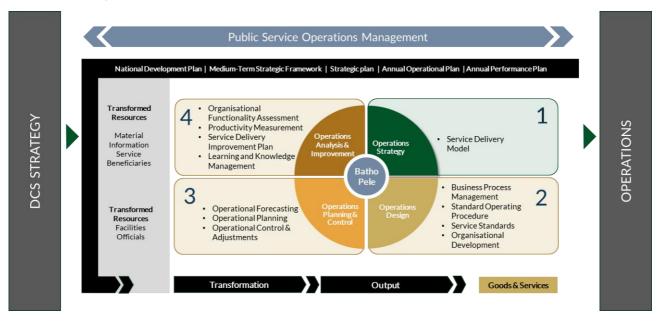


Figure 4: Public Service Operations Management Framework

The present report focuses on the SDM component of the framework.

The framework below highlights the need for a defined strategy with clear imperatives and direction prior to commencement of the present process. Prior to the development of the SDM is the identification of a representative value chain of the organisation. This will assist in a shared understanding of the mandate and summarise strategic and operational components required.

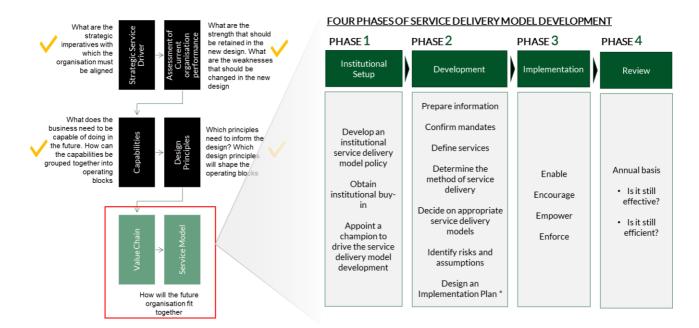


Figure 5: SDM Framework

DPSA provides a sequential outline for the development of the SDM with each phase building upon the other. The SDM is the first building block and describes how a department will deliver its services.

The first phase of this process is to prepare the DCS for development of the SDM. In the second phase the information to develop the SDM is gathered. This includes interviewing stakeholders, researching and considering developments that may have occurred throughout the year in both external and internal environments. Additional information gathering in the form of benchmarking was applied, i.e. considerations of the SDM of other countries. The third phase, the implementation phase involves empowering and encouraging the 'right' officials to use the SDM, this is to create an enabling environment for the SDM. The fourth phase is the review phase, this must be done consistently to ensure the model is still effective on an annual basis.

The approached incorporated into the adopted framework (phase 2 of the above process) is reflected below.

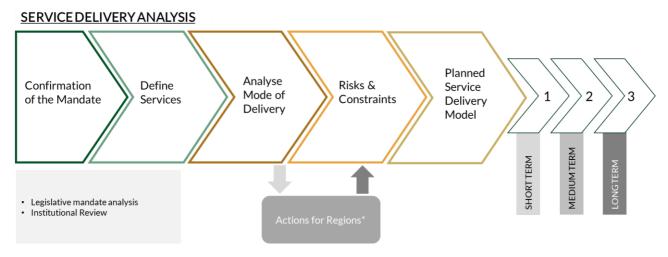


Figure 6: Operations Management Framework - Service Delivery Analysis

## 2.3. Adopted Framework

A robust SDM Framework was applied to determine the 'what' of the DCS as well as the most appropriate 'how'.

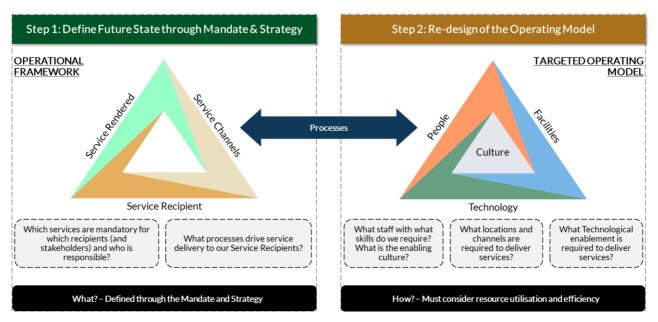


Figure 7: Adopted SDM Framework

The 'what' was derived from the mandate that governs the DCS, whereby services offered, service recipients and service channels were clearly defined; while the 'how' examined people, facilities, technology and culture levers. Other strategic considerations were included to explore medium-to-long terms solutions to future challenges.

## 3. GOVERNANCE STRUCTURES

# 3.1. Governance Structures towards the development of DCS Operations Management Framework Building Blocks

Service Delivery Champions and the National Task Team were appointed to develop the Operations Management Framework Building Blocks on 5 September 2017. The team comprised of a cross-section of the DCS' senior managers from core and support functions at Head Office, Regions and Management Areas.

The DCS Task Team comprised of the following officials:

BRANCH	POST NAME	NAME OF OFFICIAL
Strategic Management	CDC Strategic Management (Champion and Chairperson)	Mr KJ Katenga
	Dir Service Delivery Improvement	Mr SKS Moukangwe
	DC Policy Coordination and Research	Ms ND Sihlezana
	Deputy Director: Service Delivery Improvement	Mr FJ Venter
	Deputy Director: Service Delivery Improvement	Mr HPL Moruka
	Secretary: Service Delivery Improvement	Ms MD Chuene
Incarceration and Corrections	DC: Personal Corrections	Ms TM Motlonye
Corrections	DC: Personal Wellbeing	Ms RST Sello
	DC Health Care Services	Ms KM Mabena
	Acting DC Facilities Planning and Property Management	Mr R Botha
	DC: Personal Development	Dr MF Plaatjies
	Chief Security Officer	Mr L Mthethwa
Remand Detention	DC: Remand Support Services	Mr W Damons
	Acting DC: Remand Support Services	Ms P Majozi
	DC: Remand Operations Man	Ms V Mlomo-Ndlovu
Community Corrections	DC: Social Reintegration	Ms V Mvandaba
Government Information Technology Officer (GITO)	DC: Applications Management	Mr J Mekgwe

BRANCH	POST NAME	NAME OF OFFICIAL
Human Resources	DC HR Management	Mr E Khoza
	Director: HR Planning	Mr T Hlongwane
	DC: HR Projects	Ms T Marah
National Commissioner's Office	Acting DC Legal Services	Ms P Kekana
Region Limpopo, Mpumalanga and	Deputy Regional Commissioner	Mr Mbambo
North West (LMN)	Acting Deputy Regional Commissioner	Mr T Mashamba
Region Gauteng	Deputy Regional Commissioner	Mr R Ndema
	Area Commissioner: Kgosi Mampuru	Mr T Thokolo
Region Free State and Northern Cape (FS&NC)	Deputy Regional Commissioner	Mr K Mthombeni
Region Western Cape	Deputy Regional Commissioner	Mr F Engelbrecht
	Acting Regional Commissioner	Mr L Venter
Region KwaZulu-Natal (KZN)	Acting Deputy Regional Commissioner	Mr B Mchunu
Region Eastern Cape	Acting Deputy Regional Commissioner	Mr A Castle

### 4. SITUATIONAL ANALYSIS

The DCS Mandate is derived primarily from 'core' legislation and regulation that is reinforced by supporting legislation and policy mandates and strategies. The figure below depicts the derivation and implementation of the mandate and articulates the manner in which official documents were classified and applied.

### **DERIVATION & IMPLEMENTATION OF MANDATE**

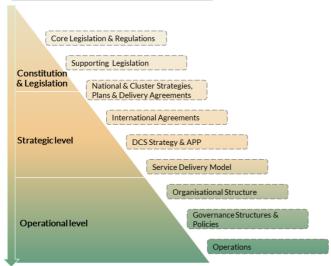


Figure 8: Derivation of the DCS Mandate

Within the public sector, the execution of any mandate is governed through legislation and regulations. These documents empower entities and role players by specifying their respective powers, authorities and accountabilities. White Papers and Green Papers are considered strategic in nature; however, do not provide legal authority to entities and should be part of the policy mandate.

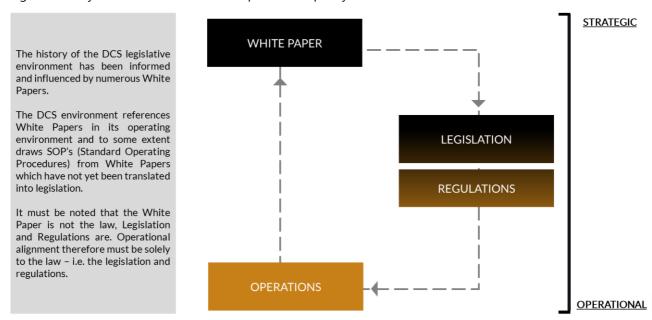


Figure 9: Relations between White Paper, Legislation, Regulations and Operations

Accordingly, the mandate categorised into the following:

• Legislative mandate: refers to legislations and regulations

- Policy mandate: refers to white papers, charters, international agreements (not ratified), frameworks and guidelines
- National Policy Agenda: refers to national plans, strategies and agreements

The table below summarises the core legislative mandate, policy mandate and national policy agenda applicable to the DCS.

Table 1: Summary of Core Mandate Applicable to the Department of Correctional Services

POLICY MANDATE	NATIONAL POLICY AGENDA	
<ul> <li>White Paper on Remand Detention, 2014</li> <li>White Paper on Corrections in South Africa, 2005</li> </ul>	<ul> <li>National         Development Plan         Vision 2030     </li> <li>Medium Term         Strategic Framework         2014-2019     </li> </ul>	
•	White Paper on Remand Detention, 2014 White Paper on Corrections in South	

### 4.1. Constitutional Mandate

DCS primarily derives its mandate, from the Constitution, 1996 (of 1996) with emphasis on Chapter 2, Section 195 and 197, as shown in the image below.

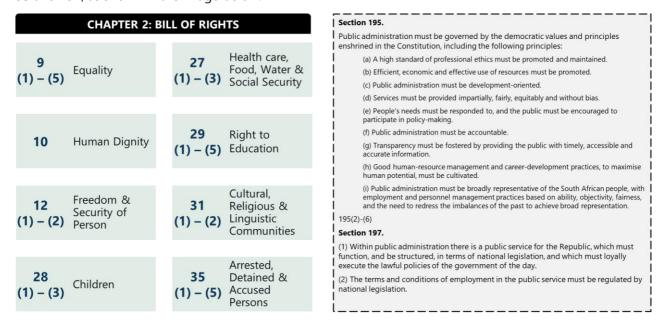


Figure 10: Extract of Chapter 2, section 196 and section 197 of the Constitution

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<sup>&</sup>lt;sup>4</sup> Note: Core Legislation refers to legislation related to the Correctional Services Act and its amendments, and includes the Constitution and Regulations

## Correctional Services Act, 1998 (No. 111 of 1998, as amended)

The Correctional Services Act, 1998 (No. 111 of 1998, as amended) follows a long-line of evolving ideologies that is inclined towards a human rights-based mandate that adopts and incorporates the global shift towards restorative justice.

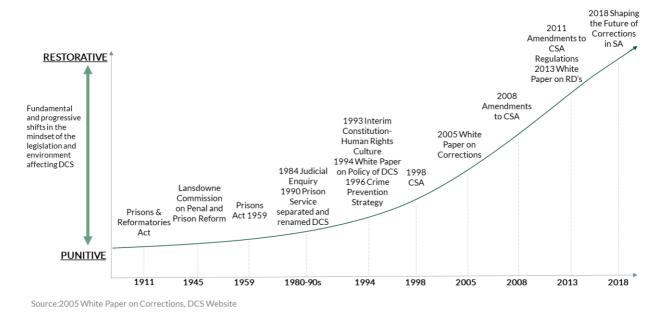


Figure 11: Legislative and key strategic shifts from Prisons to Correctional Services in South Africa<sup>5</sup>

The purpose of Correctional Services is outlined within Section (2) and (3) of the Act. These are summarised below.

The purpose of the correctional system is to contribute to maintaining and protecting a just, peaceful and safe society. As such, the South African Correctional system is not punishment, but the protection of the public, promotion of social responsibility and enhancing human development in order to prevent the rate of recidivism, the correctional population continues to escalate. The correctional system aims to achieve this by:

3(1) The Department of Correctional Services, establishment by section 7(2) of the Public Service Act, is part of the Public Service, established by section 197 of the Constitution

The aim of the Department of Correctional Services is to contribute towards maintaining and protecting a just, peaceful and safe society, by enforcing court-imposed sentences, detaining inmates in safe custody, whilst maintaining their human dignity and developing their sense of social responsibility and promoting the general development of all inmates and persons subject to community corrections. Thus, the correctional services act outlines that:

(2)(a) enforcing sentences of the courts in the manner prescribed by

(2)(b) detaining all inmates in safe custody whilst ensuring their human dignity

(2)(c) promoting the social responsibility and human development of all sentenced offenders

3(2) the Department must -

- (a) Fulfil the purpose of the correctional system in terms of this Act;
- (b) As far as practicable, be self-sufficient and operate according to business principles;
- Perform all work necessary for its effective management; and
- (d) Manage remand detainees

3(3)-3(6)

Figure 12: Purpose of Correctional Services

<sup>&</sup>lt;sup>5</sup> See **Annexure A** for the history of correctional services in greater detail.

The remainder of the Act, describes, in detail the accountabilities, authorities, powers, responsibilities and functions that must be enacted by DCS. Each of these sections can fall into the categories of 2(a), 2(b), 2(c), and 3.

Critical to understanding the Acts intent, is to understand the services (derived from the purpose outlined above) and service recipients (outlined below). The DCS environment is characterised by numerous stakeholders with the primary recipients listed below.

The Act distinguishes between a Remand Detainee, Unsentenced Offender, Sentenced Offender and Inmate. Implicit definitions refer to Sentenced Offenders who are incarcerated as well as Sentenced Offenders that are non-custodial. Non-custodial offenders can be further categorised into Probationers and Parolees.

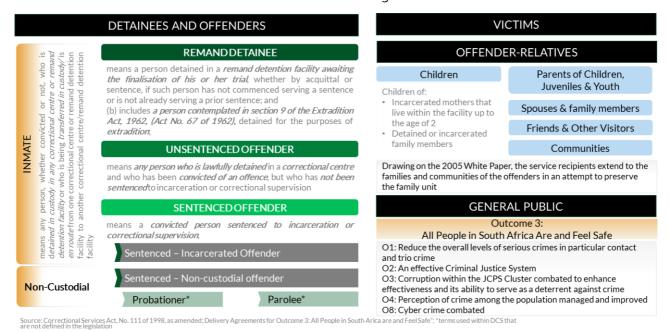


Figure 13: Service Recipients

Other indirect service recipients are victims, offender-relatives and the general public.

A summary of the Act's empowered entities, service recipients, functions and reference Acts are depicted below.

Entity Servi	•	Functions	CS Act Number and Directive	Reference Act	Reference Act Mandate
SA SET. Na Gelega delega delega delega EE. Comm Provin EE. He Educa EL. Provin Head of Development of the Comm Comm Provin EE. Head of Development of the Common Co	cecutions or rate missioner, incial lead of ation rovincial of Social elopment entenced	1. Definitions-Other body     43.4 Location and transfer of sentenced offender     50.1.b Objectives of community Corrections     51.Le Persons Subject to community corrections     52.2.b Conditions relating to community corrections	1.The National Director of Public Prosecutions or his or her delegate acting in terms of sections 41 or 53 (3) of the Child Justice Act, 2008, (Act No. 75 of 2008); 43.4 The Commissioner may, in consultation with a provincial head of education, or a provincial head of social development, as the case may be, transfer a sentenced child to a child and youth care centre providing a programme contemplated in section 191 (2) (i) of the Children's Act, 2006 (Act No. 32 of 2005) and from the date of such transfer the provisions of section 76 of the Child Justice Act, 2008, will apply. 50.1.b Persons subject to community corrections are: those placed under the supervision of a correctional official in terms of section 62 (f) of the Criminal Procedure Act or section 24 (4) (d), 75 or 76 of the Child Justice Act, 2008. 51.1e those placed under the supervision of a correctional official in terms of section 62 (f) of the Criminal Procedure Act or section 62 (f) of the Criminal Procedure Act or section 24 (4) (d), 75 or 76 of the Child Justice Act, 2008. 52.2b supervision by a correctional official imposed in terms of section 62 (f) or section 24 (4) (d) or 26 of the Child Justice Act, 2008, may not include the conditions referred to in subsection (1) (b) to (h);	Children's Justice Act-No.75 of 2008     1. ref CJA 41     1. ref CJA 53(3)     43.4 ref CJA.76     50.1b ref CJA.75 or 76     51.1.e ref CJA.75 or 76     52.2.b ref CJA.26	CJA 26 Safe custody CJA 41. Diversion by prosecutor before preliminary inquiry in respect of offences referred to in Schedule 1 CJA.53 Diversion options (3) Level 1 diversion options CJA.75 Sentences of correctional supervision CJA.76 Sentence of compulsory residence in child and youth care centre

Empowered Entity & Service Recipient	Functions	CS Act Number and Directive	Reference Act	Reference Act Mandate
EE.Medical     Practitioner     EE.Head of     Correctional     Centre      SR.Inmate	15.1 Death in Correctional Centre	15.1 Where an inmate dies and a medical practitioner cannot certify that the death was due to natural causes, the Head of the Correctional Centre must in terms of section 2 of the Inquests Act, 1959 (Act No. 58 of 1959), report such death.	Inquests Act, 1959 (Act No.8 of 1959) • 15.1 ref IA.2	IA.2 Duty to report deaths
3K.IIIIIate				
EE. High Court Judge     EE. Inspecting Judge     EE. Assistant Judge     SR. High Court Judge     SR. Inspecting Judge     SR. Assistant Judge	86. 1.a Inspecting Judge     88.1. Conditions of Service of Retired Judges	86.1.a a judge of the High Court who is in active service as defined in section 1 (1) of the Judges' Remuneration and Conditions of Employment Act, 1989 (Act No. 88 of 1989);     88.1 Should the Inspecting Judgeor an Assistant be a judgeretired from active service in terms of section 3 (1) (a) of the Judges' Remuneration and Conditions of Employment Act, 1989 (Act No. 88 of 1989), any period of service as Inspecting Judge or an Assistant shall be reckoned as service performed in terms of section 7 (1) of the said Act and the provisions of subsections (3) and (6) thereof shall apply to such appointment.	Judges' Remuneration and Conditions of Employment Act, 1989 (Act No. 88 of 1989)  86.1.a ref JRCEA1(1)  88.1 ref JRCEA7(1)  88.1 ref JRCEA3  88.1 ref JRCEA3	JRCEA 1(1) Definitions and application of act JRCEA 3(1)(a) Discharge of Constitutional Court judges and judges from active service JRCEA 7(1) Performance of service by Constitutional Court judges and judges discharged from active service JRCEA 3 Discharge of Constitutional Court judges and judges from active service JRCEA 6 Gratuity payable to Constitutional Court judges and judges and judges after discharge from active service
EE. The     Commissioner     EE. Provincial     Head of     Education     EE. Provincial     Head of Social     Development      SR. Sentenced     Child	43.4 Location and transfer of sentenced offenders	43.(4) The Commissioner may, in consultation with a provincial head of education, or a provincial head of social development, as the case may be, transfer a sentenced child to a child and youth care centre providing a programme contemplated in section 191 (2) (1) of the Children's Act, 2005 (Act No. 32 of 2005) and from the date of such transfer the provisions of section 76 of the Child Justice Act, 2008, will apply.	Children's Act, 2005 (Act No.32 of 2005) • 43.4 ref CA.19(2) (J)	CA.191(2)(J) Child and youth care centre
EE.Inspecting     Judge     EE Secretary of	90.6 Powers, functions and duties of Inspecting Judge	90.(6) At a hearing, sections 3, 4 and 5 of the Commissions Act, 1947 (Act No. 8 of 1947), apply as if the Inspecting Judge and the secretary of the Judicial Inspectorate were the chairperson and secretary of a Commission, respectively.	Commissions Act. 1947 (Act No. 8 of 1947)	CA 3-Commission's powers as to witnesses
EE. Secretary of the Judicial Inspectorate			90.6 <b>ref CA 3,4,5</b>	CA 4- Sittings to be public
				CA5- Hindering or obstructing a commission

# 4.3. Correctional Services Regulations, 1998 as amended in 2012

The Correctional Services Regulations, 1998 (as amended in 2012) further expands on functions outlined in the Correctional Services Act, 1998 (No. 111 of 1998).

Function	Empowered Entity	Reference Legislation
Custody of all Inmates under conditions of human dignity	Head of Correctional Centre     Correctional Official (Aka Case Presenter)     National Commissioner     Registered Nurse     Correctional Medical Practitioner     Head of Community     Qualified Educator/Technical Educator     Psychologist     Psychometrist     Legal Practitioner     South African Police Service     Emergency Support Teams	<ul> <li>Human Tissue Act, 1983 (65)</li> <li>Termination of Pregnancy Act, 1996 (92)</li> <li>Criminal Procedure Act, 1977 (51) section 77 or 78</li> <li>Mental Care Act, 2002 (17), section 42</li> <li>Social Work Act, 1978 (110)</li> <li>South African Council for Educators Act, 2000 (31)</li> <li>South African Schools Act, 1996 (84)</li> <li>National Qualifications Framework Act, 2008 (67)</li> <li>Health Professions Act, 1974 (56)</li> <li>National Health Act, 2003(61)</li> </ul>
SentencedOffenders	National Commissioner     Case Management Committee     Chair Person of Committee     Correctional Supervision and Parole Board     Minister     Correctional Official	Criminal law Amendment Act, 2007 (32) Section 50(5)(a)
Management, Safe Custody and Wellbeing of Remanded Detainees	Head of Remand Detention Facility     Head of Correctional Facility     Medical Practitioner     Registered Midwife     Medical Parole Advisory Board     South African Police Service     Investigating Officer     National Commissioner	<ul> <li>Magistrates Court Act, 1944(32)</li> <li>Supreme Court Act, 1959(59)</li> <li>Criminal Procedure Act, 1977(51)</li> <li>National Archives and Record Service of South Africa Act, 1996 (43)</li> <li>Mental Healthcare Act, 2002 (17). Section 42</li> </ul>

Function	Empowered Entity	Reference Legislation
CommunityCorrections	Supervision Committee     Correctional Supervision Official     Monitoring Official     Social Worker     Psychologist     Behavioural Scientist	NA
Release from Correctional Centre and Placement Under Correctional Supervision and on Day Parole and Parole	Head of Correctional Centre     Employer of periodical inmate     Correctional Medical Practitioner     Medical Parole Advisory Board     National Commissioner     Supervision and Parole Board     Minister     Correctional Supervision and Parole Board     Chairperson     Vice Chairperson     Members     Minister of Finance	Criminal Procedure Act, 1977. Section 285
Compliance Management	<ul> <li>Departmental Inspectors,</li> <li>Investigators</li> <li>Auditors</li> <li>National Commissioners</li> <li>Correctional Officials</li> </ul>	NA
Human Resource and Organisation Matters	National Commissioner (Chairperson) Correctional Officials Medical Practitioners Medical Board Trade Union Representative Minister of Public Service and Administration Chief Deputy Commissioner Corporate Services (Deputy Chairman) Director of Facilities Fund Board Members Non-Executive Members Departmental Canteen Committee Head of Correctional Centre Employee Supervisor Employee Supervisor Employee Manager Arbitrator(Sector Bargaining Council) Chair Appeal Authority Senior Manager Deputy Regional Commissioner Regional Heads of Legal Services and Employee Relations	Public Service Act, 1994 Financial Institutions Act, 2001(28) Financial Services Board Act, 1990 (97) Labour Relations Act, 1995

# 4.4. Legislation referenced with the Correctional Services Act, 1998 (No. 111 of 1998, as amended)

The Correctional Services Act, 1998 (No. 111 of 1998) references multiple Acts within the act itself to refer to areas governed by other acts, especially where the mandate of DCS links closely with other departments. These are:

- South African Police Service Act, 1995 (No. 68 of 1995)
- Public Service Act, 1994 (No. 103 of 1994, as Amended)
- Public Finance Management Act, 1999 (No. 1 of 1999)
- Promotion of Administrative Justice Act, 2000 (No. 3 of 2000)
- Probation Services Act, 1991 (No. 116 of 1991)
- Prevention and Combatting of Torture of Persons Act, 2013 (No. 13 of 2013)
- Pharmacy Act, 1974 (No. 53 of 1974, as amended)
- Nursing Act, 2005 (No. 33 of 2005)
- National Health Act, 2003 (No. 61 of 2003)
- National Archives Act, 1996 (No. 43 of 1996)
- Mental Health Care Act, 2002 (No. 17 of 2002, as amended)
- Labour Relations Act, 1995 (No. 66 of 1995, as amended)
- Judicial Matters Amendment Act, 2002 (No. 55 of 2002)
- Judges' Remuneration and Conditions of Employment Act, 1989 (No. 88 of 1989)
- Institutional of Legal Proceedings against certain organs of state Act, 2002 (No. 40 of 2002)
- Inquests Act, 1959 (No. 58 of 1959)
- Immigration Act, 2002 (No. 13 of 2002)
- Health Professions Act, 1974 (No. 56 of 1974, as amended)
- Extradition Act, 1962 (No. 67 of 1962)
- Criminal Procedure Act, 1977 (No. 51 of 1977)
- Commissions Act, 1947 (No. 8 of 1947)
- Children's Act, 2005 (No. 38 of 2005)
- Child Justice Act, 2008 (No. 75 of 2008)

In addition to the outdated acts above, there are sections that refer to older versions of the Correctional Services Act. This suggests that a comprehensive review of the current primary legislation is required to ensure clarity, ease of understanding and consistent application of the primary legislation.

### 4.5. General Mandate

The following legislation apply to all components of the value chain, whereby the core refers to Correctional Services related legislation, while general legislation refers to legislation that applies to all public entities. Additionally, corresponding policy mandate and national policy agendas are listed.

ADDITCABLE LEGICLATION	DOLICY MANDATE	NATIONAL POLICY
APPLICABLE LEGISLATION	POLICY MANDATE	AGENDA

<sup>&</sup>lt;sup>6</sup> Note: This list excluded those legislation already listed in the Correctional Services Act, 1998 (No. 111 of 1998, as amended)

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
GENERAL LEGISLATION <sup>7</sup>		
<ul> <li>Public Finance Management Act, No. 1 of 1999</li> <li>Public Service Regulations, 2016</li> <li>Public Service Act, No. 103 of 1994</li> <li>Protection of Personal Information Act, No. 4 of 2013</li> <li>Promotion of Equality and Prevention of Unfair Discrimination Act, No. 4 of 2000</li> <li>Promotion of Access to Information Act, No. of 2000</li> <li>Promotion of Administrative Justice Act, No.3 of 2000</li> <li>Occupational Health and Safety Act No. 85 of 1993, as amended</li> <li>Intergovernmental Relations Framework Act, No. 13 of 2005</li> <li>Employment Equity Act, No. 55 of 1998, as amended</li> <li>Division of Revenue Act, No. 3 of 2017</li> <li>Compensation for Occupational Injuries and Diseases Act, No. 130 of 1993, as amended</li> <li>Broad-Based Black Economic Empowerment Act 53 of 2003, As Amended</li> <li>Labour Relations Amendment Act, No. 8 of 2018</li> <li>Basic Conditions of Employment Act, No. 75 of 1997 as amended</li> </ul>	PFMA Checklist for Public Entities - Corporate Management	National     Development Plan     (Agenda 2030)     Medium Term     Strategic Framework     (2014-2019)

## 4.6. Strategic Overview

The following section outlines the strategy of the DCS and is inclusive of its Vision, Mission, Values and Strategic Objectives.

### 4.6.1. Vision

Providing the best Correctional Services for a safer South Africa

### 4.6.2. **Mission**

Contributing to a just, peaceful and safer South Africa through effective and humane incarceration of inmates and the rehabilitation and social reintegration of offenders

 $<sup>^{7}</sup>$  Note: General Legislation refers to legislation that is applicable to all public service organisations and governs the operation of the DCS

### 4.6.3. Values

DCS strives to uphold the following values:

#### Ubuntu Development Integrity Effectiveness Serving with kindness and Productivity Enablement and empowerment Honesty Dis-association from all forms The best work methods • Faith in the potential of people humanity Provision of opportunities and of corruption and unethical · Excellent services facilities for growth conduct • Sounds business practices Accountability Justice Security Equity · Desiring to perform well Fair treatment Safety of employees, inmates Non-discrimination · Accepting accountability for · Justice for all and the community Gender equality one's behavior · Fairness and equality before • Integration of disability issues • Commitment the law

Figure 14: Values of DCS

### 4.6.4. Strategic Objectives

The 2015-2020 DCS strategy outlines the following strategic objectives (aligned to respective programmes) to meet three key goals. These are reflected in the image below.

### Strategic Objectives Improve the image and overall performance rating of the Department. Root out corrupt activities within the Department. Provide reliable, integrated and secure Administration information and communications technology (ICT) infrastructure and business application system. Improve organisational capacity for enhanced service delivery. Provide effective and efficient financial and supply chain management. Provide effective independent oversight relating to the treatment of inmates and the conditions in the correctional facilities and Public Private Partnerships (PPPs). Provide for a safe and secure correctional environment for inmates. Create secure and humane facilities for Incarceration incarceration of remand detainees and offenders in a conducive environment. Remand detention processes are effectively managed in accordance with relevant legislation. Contribute towards a humane environment by managing overcrowding in correctional facilities. Consider offenders for possible placement on parole or correctional supervision. Improve life skills of offenders with Correctional Sentence Plans (CSPs) through provisioning of Rehabilitation correctional programmes targeting offending behaviour. Improve offender's personal development through provision of literacy, education and skills competency programmes during the time of incarceration. Offender behaviour is corrected through access to psychological, social work and spiritual services. Provide inmates with comprehensive health and hygiene Care services during the period of incarceration. Provide inmates with appropriate nutritional services. Improve compliance on conditions set for parolees and probationers under Community Corrections. Improve victims/offended, parolees and probationer's participation in restorative justice programme through reintegration programmes. Improve accessibility to Community Corrections

Services, through increasing service points

Figure 15: DCS Strategic Objectives

annually.

### Goals

### Goal 1:

Remand detention processes
 are effectively managed by
 ensuring that remand
 detainees attend courts as
 determined by relevant
 legislation and are held in
 secure, safe and humane
 conditions, and provided
 with personal wellbeing
 programmes; and relevant
 services are provided to
 awaiting trial persons (ATPs),
 thus contributing to a fair
 and just criminal justice
 system.

### Goal 2:

All sentenced offenders are being incarcerated in safe, secure and humane facilities and are provided with healthcare needs and effective rehabilitation programmes in line with their correctional sentence plans to enable their successful placement into society after their lawful release.

### Goal 3:

 Offenders, parolees and probationers are successfully reintegrated back into their society as law-abiding citizens through provision of social reintegration programmes. In 2018, DCS re-convened to formulate a long-term strategy.<sup>8</sup> The session considered current and future challenges and engaged other key Departments critical to the execution of the mandate. The resulting document produced eight key strategic intents required to reach the intended impacts. These are reflected in the figure below:

#### STRATEGIC INTENT **INTENDED IMPACTS** People are and feel safe • Strategic intent 1: DCS as a professional and ideal correctional (reduced re-offending / offending) environment by 2030 Strategic objective 2: Having secure and cost effective facilities **Education & Training** by 2030. • Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by Health 2030 · Strategic intent 4: Rehabilitating and developing offenders to Decent work and sustainable livelihoods improve their value system, regenerate morale and enhance social integration • Strategic intent 5: Improving strategic partnering for integrated Skilled and capable workforce government-wide service delivery by 2030 Strategic intent 6: Having optimal, integrated smart technology Rural development, food security and land to enhance security systems and service delivery reform • Strategic intent 7: Human incarceration supported by inclusive (Special Categories) evidence-based interventions through Development oriented public service appropriate rehabilitation programmes • Strategic objective 8: Providing integrated security, classification International Relations of facilities and offenders and partnering with relevant

Figure 16: Strategic Intent and Intended Impacts of DCS

structures for enhanced security in safe and secure correctional

A key point to note is that the resultant strategic intents are not tied to specific programmes and emphasise the cross-coordination requirements across programmes.

National Building and Social Cohesion

## 4.7. Findings

environments

The Situational Analysis phase yielded a number of findings which are presented in this section.

### 4.7.1. Environment

DCS forms part of the Justice, Crime Prevention and Security Cluster (JCPS) within the national sphere of government. Other Departments within this Cluster include: Department of Justice and Constitutional Development (DoJ&CD), Office of the Chief Justice (OCJ), Department of Defence, Department of Home Affairs (DHA), Department of State Security (DSS) and Department of Military Veterans (DMV). However, within the JCPS, the DCS is classified as a civilian organisation rather than 'security' department.

It is influenced by other Departments that serve as an input into strategy, operations and reporting and desired impact of the Department. These include Parliament, National Treasury, Department of Planning, Monitoring and Evaluation, the Department of Public Service and Administration as well as the National Planning Commission.

DCS must serve internal and external service recipients, i.e. offenders, children of female offenders, visitors to the correctional facilities (including SAPS and court officials), the general public and victims of offenders.

<sup>8</sup> Strategic Planning Report 2018 – Shaping the Future of Corrections in South Africa

However, as the DCS mandate is complex, it must execute its functions in conjunction with other entities in the JCPS cluster as well as Departments with linked mandates such as Department of Social Development (DSD), Department of Higher Education and Training (DHET), Department of Health (DoH), and Department of Basic Education (DBE).

Furthermore, there are other international and national entities (governmental and non-governmental) that are role players within the environment and either affect the legislative and policy mandate of the organisation.

The environment is depicted in Figure 17 below:

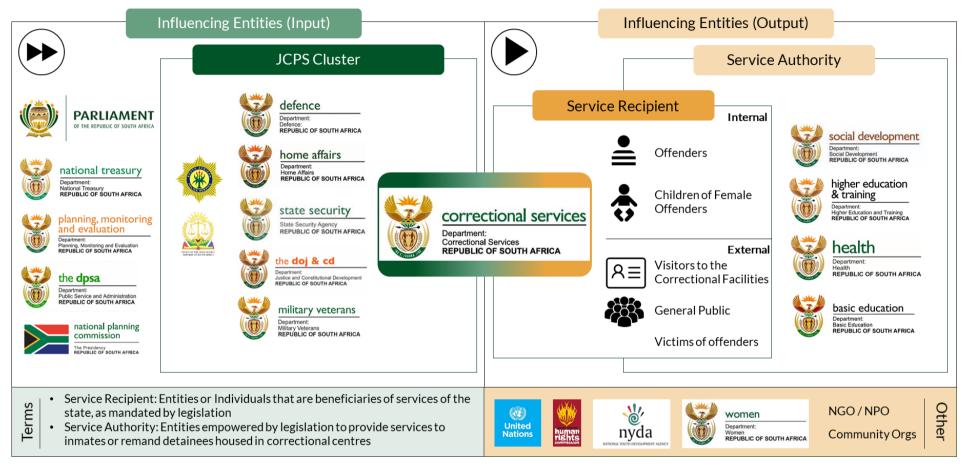


Figure 17: DCS Environment

Understanding the complexity within the present environment is key, as the DCS operates within a broader value chain, having limited control in some instances. The criminal justice value chain and the role of DCS is highlighted in Figure 18.

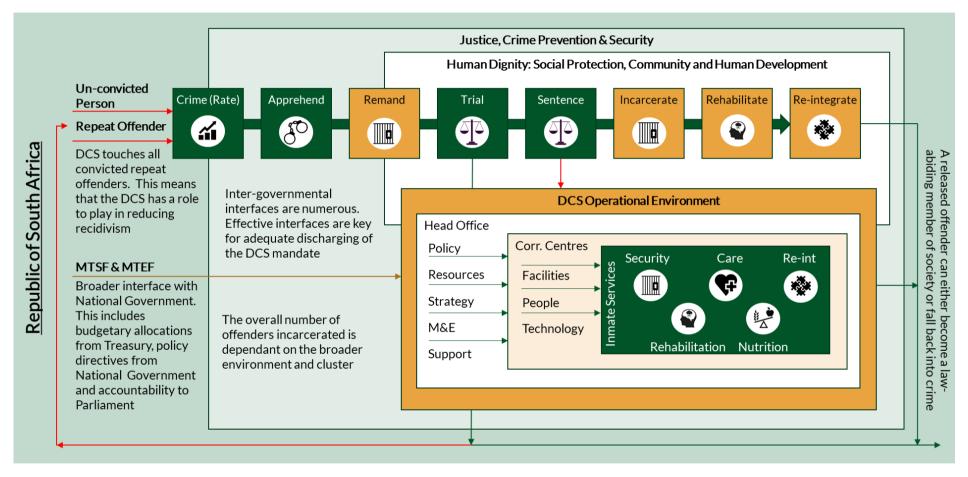
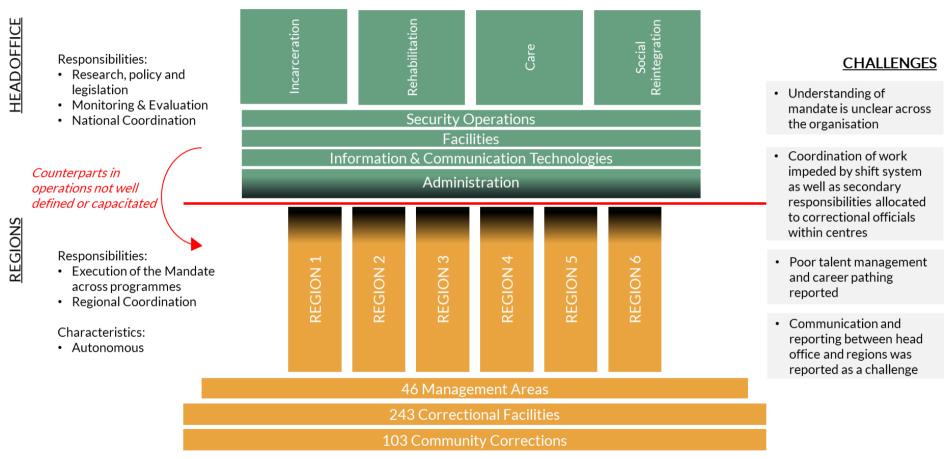


Figure 18: Criminal justice value chain

From the above, DCS is responsible for Remand Detention, Incarceration, Rehabilitation and Reintegration of remand detainees and sentenced offenders. To meet the provisions of the Correctional Services Act, 1998 (No. 111 of 1998, as amended), Head Office is responsible for Policy development and review, Resourcing, Strategic Planning and Reporting, Monitoring and Evaluation and the provision of support services to the organisation. This is enabled through facilities, people and technology.

The core of the organisation is rolled out through Regions, Management Areas, Correctional Centres and Community Corrections Offices which focus on the provision of Security, Care, Rehabilitation, Nutrition and Social Reintegration services. This is reflected in Figure 19, along with some of the critical challenges experienced in this regard.



Source: DCS Strategic Plan 2015/16 - 2019/20; Strategic Planning Report 2018 - Shaping the Future of Corrections in South Africa; Interviews

Figure 19: Challenges faced between Head Office and Regions

#### 4.7.1. Institutional Review

Key findings from the institutional review are depicted in the figure below. These include legislative gaps that arise out of the complexity of the Correctional Services Act, 1998 (No. 111 of 1998) due to the cross-referencing and linking to other legislations and mandates; the requirement for organisational alignments from strategy to value chain to structure to policy and operations (e.g. clarity of focus on Remand Detention); as well as the need to leverage off self-sufficiency in a more impactful manner from an ecosystem perspective (as opposed to revenue-generation).

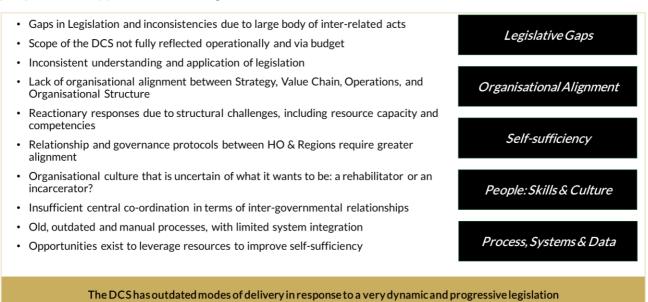


Figure 20: Summary of findings from Situational Analysis

Across the organisation, challenges pertaining to skills, culture, number of resources, budget, process, systems and data were highlighted. These findings of each are further detailed in **Section 5**.

As a result, the findings highlighted elements for consideration in the realignment of the value chain and development of the SDM. These considerations were represented on a graph to understand the strategic and operational nature of each (see figure below) and incorporated into the proceeding sections.

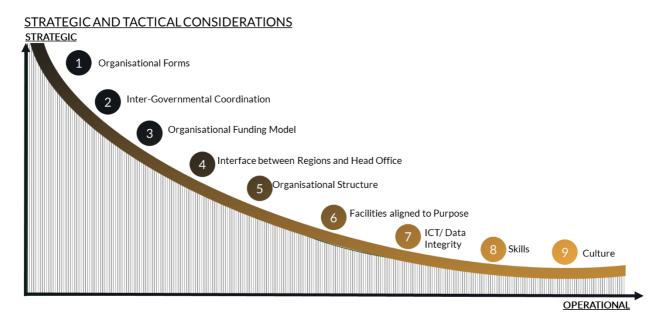


Figure 21: Strategic and Tactical Considerations

## 4.7.1. Mandate-derived services<sup>9</sup>

Overall, there is close alignment with the mandate of the organisation. All functions are performed as required; however, execution of the mandate is not optimal, and not to the extent to which the legislative and policy mandates describe. This is largely due to the organisational challenges experienced such as lack of budget, lack of skills, lack of resources, facilities, ICT infrastructure and systems. These are further expanded on within **Section 5**.

As a high-level overview, the figures below outline the 'what' required by DCS.

<sup>&</sup>lt;sup>9</sup> Information from Legislative mandates, policy mandates, national policy agendas as well as information from interviews and the institutional review undertaken. Note: the comprehensive list of stakeholders is provided under section 5.2.



Linked Purpose: (2)(a) enforcing sentences of the courts in the manner prescribed by this Act

#### Linked Programme(s):

- Incarceration
- Social Reintegration

#### Services Rendered

- Admissions All functions related to the entering of the offender into the facility/ correctional services system
- Incarceration The holding of offenders for a period determined by the courts, subject to parole decisions
- Supervision The monitoring of offenders released (parolees) as well as the monitoring of noncustodial offenders (probationers)
- Releases All functions related to the release of an offender from a facility/ parole or probation

#### **Service Recipients**

- Inmates
  - Non-custodial Offenders (Probationers and Parolees)
- Indirect Beneficiaries
- Public
- VisitorsCourt Officials
- SAPS
- Legal Representatives
- Families and Communities
- Victims of Offenders

#### Service Channels

- · Remand Detention Centres
- · Correctional Services Centres
- · Private-Public Partnership Facilities

· Community Corrections

OMF Presentation for Quarter 1 Review; Correctional Services Act, No. 111 of 1998, as amended; Interviews; Annual Reports; "Strategic Planning Report 2018 – Shaping the Future of Corrections in South Africa:

Figure 22: Services derived from Section 2(a) and related clauses of the CSA, 1998 (No. 111 of 1998, as amended)



Linked Purpose: (2)(b) detaining all inmates in safe custody whilst ensuring their

#### Linked Programme(s):

- Security
- Facilities
- Incarceration

human dignity

Care

#### Services Rendered

- Security and safety To provide security and safety of all those incarcerated, working within the
  facilities, visiting the facilities. This includes ensuring security through physical structures (buildings &
  cells) as well as security monitoring (Security Personnel, ICT infrastructure [CCTV] and provision of
  weapons)
- Detention To ensure that all inmates remain within the custody of DCS as per their respective sentences
- Facilities To ensure that all inmates are provided with facilities which meet the minimum basic requirements for accommodation
- Necessities To provide necessities derived from the right to human dignity as outlined in the act (Nutrition, Hygiene, Clothing, Accommodation, Medical Services)

### Service Recipients

- Inmates (Sentenced Offenders, Remand Detainees, Unsentenced
- Offenders)
- Dignitaries
- DCS Employees
- Direct/Indirect Beneficiaries
   Public
- · Families and Communities

Legal Representatives

- Visitors
- · Court Officials
- SAPS

### Service Channels

- Remand Detention Centres
- Correctional Services Centres
- Public Hospitals (not within the control of DCS)
- Private Public Partnership Facilities

OMF Presentation for Quarter 1 Review, Correctional Services Act, No. 111 of 1998, as amended; Interviews; Annual Reports; "Strategic Planning Report 2018 – Shaping the Future of Corrections in South Africa;"

Figure 23: Services derived from Section 2(b) and related clauses of the CSA, 1998 (No. 111 of 1998, as amended)

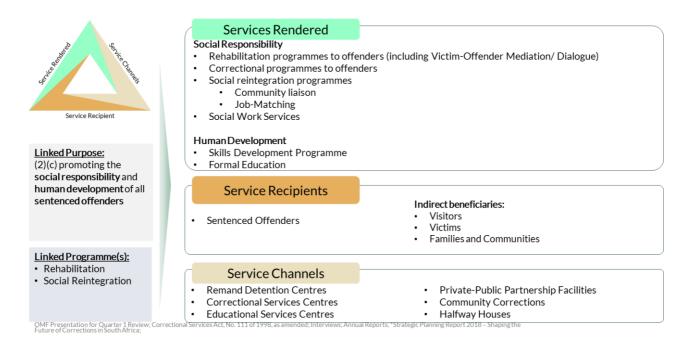
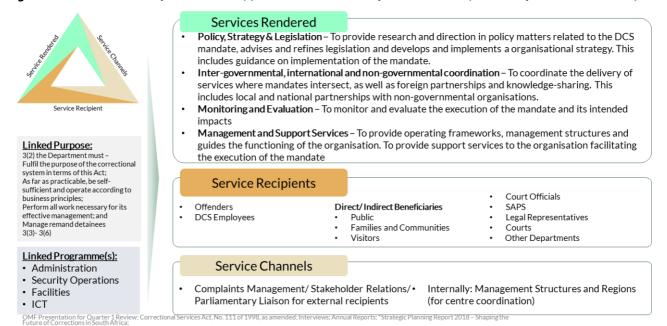


Figure 24: Services derived from Section 2(c) and related clauses of the CSA, 1998 (No. 111 of 1998, as amended)



At present, these services (with the exception of those highlighted as not present) are executed through the current value chain in order to reach its intended impacts.

Figure 25: Services derived from Section 3 and related clauses of the CSA, 1998 (No. 111 of 1998, as amended)

### 4.7.2. Current Value Chain

The services required of the DCS were identified through a mandate perspective first, then applied to the current value chain to firstly, confirm the mandate, and secondly, to identify any gaps in delivery of the mandate.

COREFUNCTIONS	INCARCERATION	REHABILITATION	CARE	SOCIAL REINTEGRATION	ervices for a safer South
S	SECURITY OPERATIONS				ctional S Africa
UNCTION	SUPPORT FUNCTIONS  SUPPORT FUNCTIONS  CORFFUNCTIONS  SOCIAL  SOCIAL  SOCIAL  REHABILITATION  REHABILITATION  CARE  CARE  SOCIAL  REINTEGRATION  Africa				estCorre
PPORT FI					ing the be
SU					Provid

...with remand detention falling within the programme of incarceration

#### Figure 26: Current Value Chain of DCS

The present value chain highlights four core programmes, i.e. Incarceration, Rehabilitation, Care and Social Reintegration. The core is supported by Security Operations, Facilities, Information and Communication Technologies and Administration.

Two key gaps must be noted at this juncture:

- **Remand Detention:** The prioritisation Remand Detention is unclear from an organisational viewpoint and has resulted in a misalignment between the value chain, organisational structure and operations.
- **Job-Matching:** Within the CSA, 1998 (No. 11, 1998, as amended), the function of 'job-matching' is specified. However, this component has not materialised within the organisation and is a mandated service.

The proceeding section seeks to outline a new value chain that is representative of the mandate in a holistic manner and aligns the organisation's viewpoint on the core and support services as well as inter-linkages across the value chain.

# 5. VALUE CHAIN

As the approach drew from the mandate of the DCS, the relationships between value chain components were unveiled as inter-connected and overlapping, an element that was not well-represented in the current value chain. Operations have demonstrated this understanding in practice, though it was not formalised through a representative framework. The value chain may be described as an ecosystem with key linkages throughout.

The figure presented below outlines the value chain components as well as the interaction with primary service recipients.

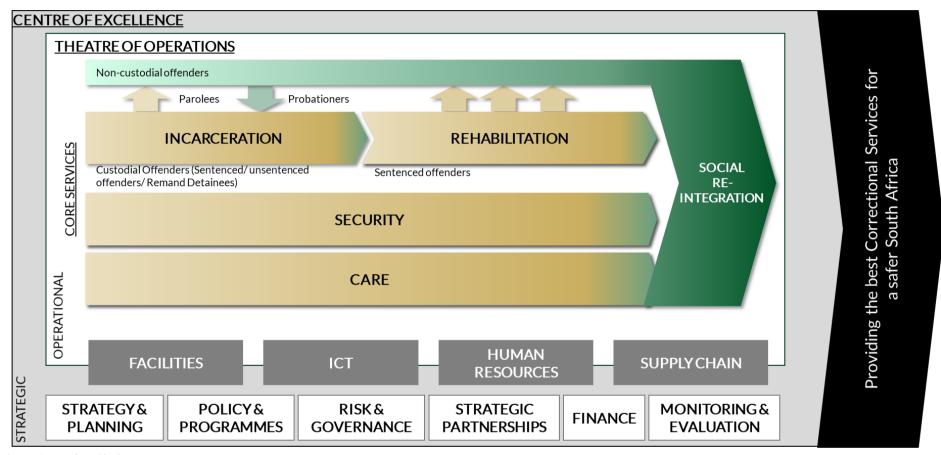
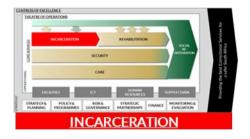


Figure 27: Value Chain

The proposed value chain is composed of core and support functions in order to execute its mandate. The core components link directly to the purpose of the DCS, and are composed of: Incarceration, Rehabilitation, Social Reintegration, Security and Care. The core components are enabled in its execution through support components. The support components operate within strategic and operational realms, with some components being purely strategic, i.e. Strategy and Planning, Policy and Programmes, Risk and Governance, Strategic Partnerships, Finance and Monitoring and Evaluation; while other components operate in both strategic and operational realms, i.e. Facilities, ICT, Human Resources and Supply Chain.

The proceeding sections highlight the relevant services, applicable legislative and policy mandates and national policy agenda. Challenges and strategic considerations are presented for each component.

### **5.1.1.** Incarceration



Incarceration pertains to the admission, incarceration and release of offenders.

### **Services Offered**

• Admission<sup>10</sup>

- o Screening
- o Profiling
- Incarceration
- Release (Unconditional or Parole)

<sup>&</sup>lt;sup>10</sup> Note: Assessment in terms of sentence plans and monitoring thereof, based on the legislative mandate, should be categorised as a rehabilitative effort

### **Mandate Review**

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION <sup>11</sup>		
<ul> <li>Public Finance Management Act, No. 1 of 1999</li> <li>Criminal Procedure Act, No. 51 of 1977</li> <li>Child Justice Act, No. 75 of 2008</li> <li>Promotion of Administrative Justice Act, No. 3 of 2000</li> <li>National Health Act, No. 61 of 2003</li> <li>Mental Health Care Act, No. 17 of 2002, as amended</li> <li>Extradition Act, No. 67 of 1962</li> <li>Public Service Act, No. 103 of 1994, as Amended</li> <li>Immigration Act, No. 13 of 2002</li> <li>South African Police Service Act, 1995 (Act No 68 of 1995)</li> <li>Probation Services Act, 1991 (Act No 116 of 1991)</li> <li>Prevention and Combatting of Torture of Persons Act, No. 13 of</li> <li>Inquests Act, No. 58 of 1959</li> <li>Judicial Matters Amendment Act, No. 55 of 2002</li> <li>Commissions Act, No. 8 of 1947</li> <li>Judges' Remuneration and Conditions of Employment Act, No. 8 1989</li> </ul>		National Crime Prevention Strategy, 1996

<sup>&</sup>lt;sup>11</sup> Note: Specific Other Legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
Inmates	• Public	DCS Head Office	• SAPS
	Visitors	Head of Correctional Centres	Office of the Chief Justice
	Court Officials	Correctional Officials	Dept. of Justice
	• SAPS	Security	• SSA
	Legal Representatives	Facilities	• NPA
	Families and Communities	• ICT	

## Challenges

- Systems are largely manual leading to reoffenders not being detected; inadequate record keeping and reporting
- Assessment is conducted by non-professionals and non-dedicated resources jeopardising the quality of the assessments completed, and in turn, the sentence plans

### **Strategic Considerations**

- Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030
  - o Requirement for integration of all centres to adequately record and track admissions, custodial and non-custodial sentenced offenders and release information
  - o Introduction of automated modes of work will enhance efficiency and effectiveness, with implications for reduced strain on human resources
- Strategic intent 6: Improving strategic partnering for integrated government-wide service delivery by 2030
  - o E.g. partnership with NATJOINTS etc. The continued provision of operational combat training to DCS officials with focus on riot control
- **Strategic intent 7: Humane incarceration** supported by inclusive (Special Categories) evidence- based interventions through appropriate rehabilitation programmes
  - o Ensuring the provision operations aligned to the ideological standpoint of the mandate

#### Other Considerations:

- Strategic intent 1: DCS as a professional and ideal correctional environment by 2030
- Strategic intent 2: Having secure and cost-effective facilities by 2030

• Strategic intent 8: Providing integrated security, classification of facilities and offenders and partnering with relevant structures for enhanced security in safe and secure correctional environments



#### 5.1.2. Rehabilitation



Rehabilitation is responsible for the provision of health, social and educational services to develop sentenced offenders

### **Services Offered**

- Development and monitoring of Correctional Sentence Plans (CSPs)
- Provision of Psychological Services and Programmes
- Provision of Social Work Services and Programmes
- Provision of Spiritual Services and Programmes
- Provision of Correctional Programmes
- Provision of Educational Programmes and Skills Development
   Programmes
- Provision of Sport, Recreation, Arts, Culture and Libraries Services

#### Mandate Review

**APPLICABLE LEGISLATION POLICY MANDATE NATIONAL POLICY AGENDA** Refers to white papers, charters, international agreements, Refers to National Plans, and collaborative Refers to legislation and regulations. frameworks and guidelines strategies SPECIFIC OTHER LEGISLATION<sup>12</sup> South African Police Service Act, 1995 (Act No 68 of United Nations Standard Minimum Rules (SMR) National Crime Prevention Strategy, 1996 1995) (Nelson Mandela Rules) Public Service Act, No. 103 of 1994, as Amended White Paper on Population for South Africa, 1998 National Skills Development Public Finance Management Act, No. 1 of 1999 White Paper for Post School Education and Training Strategy III Promotion of Administrative Justice Act, No. 3 of (National Development Plan (NDP): Vision 2030 White Paper on Post School Education and Training, 2000 Probation Services Act, 1991 (Act No 116 of 1991) 2013

<sup>12</sup> Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Prevention and Combatting of Torture of Persons Act,	White Paper on Batho – Pele Principles	
No. 13 of 2013	Health Care Policy Procedures, 2010, screening on	
National Health Act, No. 61 of 2003	admission	
National Archives Act, No. 43 of 1996	B-Order	
Mental Health Care Act, No. 17 of 2002, as amended	National Policy on the Conduct, Administration and	
Labour Relations Act, No. 66 of 1995, as amended	Management of the Assessment of the National	
Judicial Matters Amendment Act, No. 55 of 2002	Certificate (Vocational), 2007	
Judges' Remuneration and Conditions of	Generic National Artisan Workplace, Data, Learner	
Employment Act, No. 88 of 1989	Grant Funding and Administration Policy, 2017	
Inquests Act, No. 58 of 1959	National Educational Policy for Formal Technical	
Immigration Act, No. 13 of 2002	Colleges: Report 191, 2001	
Extradition Act, No. 67 of 1962	DCS' Framework on the implementation of the Child	
Criminal Procedure Act, No. 51 of 1977	Justice Act, No. 75 of 2008	
Commissions Act, No. 8 of 1947	Policy on Youth Offender, 2006	
Child Justice Act, No. 75 of 2008	Policy on Offenders with Disabilities, 2006	
	Policy on Child Offender, 2007	
	DCS Mothers and Babies Policy, 2013	
	Elderly Offender Policy, 2008	
	National Youth Policy 2020, 2015	
	Social Work Policy, 2005	
	Policy on Spiritual Care	
	Spiritual Care Policy Procedures	
	Offender Rehabilitation Plan	
	Psychological Services Policy and Procedures	
	Policy on Correctional Programmes, 2006	
	National Policy for Health Act, No. 116 of 1990	
	International Covenant on Civil and Political Rights	
	Rules of Conduct Pertaining Specifically to Psychology	

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
	Public Health and Social Development Sectoral	
	Bargaining Council Resolution 2 of 2010	

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
Sentenced Offenders	<ul> <li>Visitors</li> <li>Victims</li> <li>Families and Communities</li> </ul>	<ul> <li>Internal Role Players</li> <li>Social Workers</li> <li>Psychologists</li> <li>Medical Practitioners and related professions</li> <li>Educators and related professions</li> <li>ICT</li> </ul>	<ul> <li>Department of Health (DoH)</li> <li>Sector Education and Training Authorities (SETAs)</li> <li>Department of Agriculture, Forestry and Fisheries (DAFF)</li> <li>Department of Social Development (DSD)</li> <li>Department of Basic Education (DBE)</li> <li>Department of Labour (DoL)</li> <li>Department of Higher Education and Training (DHET)</li> <li>Professional Bodies</li> <li>Private Sector</li> <li>Donor Funders</li> <li>Technical and Vocational Education Training Colleges (TVET)</li> <li>University of South Africa (UNISA)</li> </ul>
			<ul><li>(TVET)</li><li>University of South Africa (UNISA)</li></ul>

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
			DoJ&CD
			Department of Home Affairs
			(DHA)
			NGOs, CBOs and Civil Society
			(NICRO/ FBOs)
			Agriculture Research Council
			(ARC)

### Challenges

- Offender assessments are not conducted by professionals or dedicated resources which impact the quality of assessments completed with long-term impacts (i.e. sentence plans that are not fit-for-purpose)
- The legislation refers to rehabilitation required for inmates serving a sentence for greater than 24 months. However, challenges outside the control of the DCS, as well as to reduce trends in recidivism, have fashioned the need for rehabilitative programmes targeting the various types of offenders to adopt a pro-active approach to recidivism.

### **Strategic Considerations**

- Strategic intent 4: Rehabilitating and developing offenders to improve their value system, regenerate morale and enhance social integration
  - o Needs-based programmes and aligned measures of success
- Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030
  - o Contributing to **self-sufficiency** by leveraging off **rehabilitation programmes** that serve a dual purpose, i.e. reduce costs as well as provide relevant skills to offenders e.g. agriculture, fish farming, bakeries and workshops
- Strategic intent 5: Improving strategic partnering for integrated government-wide service delivery by 2030
  - o Consideration of strategic intergovernmental partnerships to deliver cross-serviced functions
- Strategic intent 7: Human incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes
  - Rehabilitation efforts for detainees & offenders less than 24 months
  - o Development of adequate profiling systems for various offender types

## Other Considerations:

- Strategic intent 1: DCS as a professional and ideal correctional environment by 2030
- Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery
  - o Application of technology in the development of offenders, e.g. computer literacy, e-learning programmes, etc.

## 5.1.3. Social Reintegration



Social Reintegration seeks to monitor non-custodial offenders and facilitate the reintegration of offenders (ex-) into society

### **Services Offered**

- Correctional supervision services
  - o Parole Monitoring Services
  - Probationer Monitoring Services
- Reintegration services
  - Community Liaison services
  - Reintegration Programmes

#### **Mandate Review**

**NATIONAL POLICY AGENDA APPLICABLE LEGISLATION POLICY MANDATE** Refers to white papers, charters, international Refers to National Plans, and collaborative Refers to legislation and regulations. agreements, frameworks and guidelines strategies SPECIFIC OTHER LEGISLATION<sup>13</sup> Public Finance Management Act, No. 1 of 1999 **United Nations Standard Minimum** National Crime Prevention Criminal Procedure Act. No. 51 of 1977 Rules (SMR) (Nelson Mandela Rules) Strategy, 1996 Child Justice Act, No. 75 of 2008 White Paper on Population for South National Skills Development Africa, 1998 Strategy III Promotion of Administrative Justice Act, No. 3 of 2000 National Health Act, No. 61 of 2003 B-Order Mental Health Care Act, No. 17 of 2002, as amended Social Work Policy, 2005

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<sup>&</sup>lt;sup>13</sup> Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

	APPLICABLE LEGISLATION	POLICY MANDATE NATIONAL POLICY AGENDA
•	Extradition Act, No. 67 of 1962	Policy on Electronic Monitoring
•	Public Service Act, No. 103 of 1994, as Amended	Position Paper on the Revised Parole
•	Immigration Act, No. 13 of 2002	System for South Africa
•	South African Police Service Act, 1995 (Act No 68 of 1995)	Public Health and Social
•	Probation Services Act, 1991 (Act No 116 of 1991)	Development Sectoral Bargaining
•	Prevention and Combatting of Torture of Persons Act, No. 13 of 2013	Council Resolution 2 of 2010
•	Inquests Act, No. 58 of 1959	
•	Judicial Matters Amendment Act, No. 55 of 2002	
•	Commissions Act, No. 8 of 1947	
•	Judges' Remuneration and Conditions of Employment Act, No. 88 of	
	1989	

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
Non-custodial Offenders	Public	Social Auxiliary Workers	Communities and community
(Probationers and Parolees)	Families and Communities	Psychologists and other	organisations
	Victims of Offenders	Rehabilitation staff	• DAC
	Families and communities	• ICT	• DAFF
			• DBE
			• DHA
			• DHET
			• DoH
			DoJ&CD
			• DoL
			Donor Funders
			• DSD
			Employers

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
			International Communities
			National Prosecuting Authority
			(NPA)
			Private Sector
			Professional Bodies
			• SAPS
			• SETAs
			TVET
			• UNISA
			NGOs, CBOs and Civil Society
			(NICRO/ FBOs)

### Challenges

- Electronic tracking systems have been reported as discontinued
- Rural areas are more difficult to monitor and require strategic partnerships/ innovative implementation
- Manual tracking of parolees and probationers are associated with high logistical costs and increased staffing requirements
- Rejection from communities have been reported as a severe challenge hindering the social reintegration goal. Further education and facilitation between family, community and the offender are required
- Job-matching is highlighted as a function within the CSA, however, this has not become a formal departmental function. However, the DCS participates in employer forums
- Offenders provided with starter-packs when they are released. However, it has been reported that the offender-skills are not aligned to job market requirements
- Due to various reasons such as social rejection, inadequate skills and access to job security, inadequate access to health care once released, increased recidivism was reported. DCS provides a family unit when none exists outside of DCS
- The DoJ&CD & SAPS are scrapping minimum sentences for the most low-level, non-violent or non-serious crimes
- Resourcing, working hours, victim involvement, community involvement, intergovernmental partnerships, ex-offender business setup

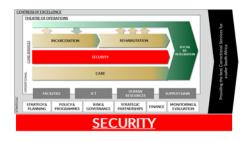
### **Strategic Considerations**

- Strategic intent 4: Rehabilitating and developing offenders to improve their value system, regenerate morale and enhance social integration
- **Strategic intent 7:** Human incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes
  - o Creation of **Social Reintegration Agency**; enhance the social reintegration of parolees and probationers. Exploration of hiring of ex-offenders and the operationalisation of a system thereof, e.g. hiring for two-year contracts to provide work experience and rolling system of employment
  - Next 50 Years: Use of innovation and technology for profiling and changing/modifying behaviour; and utilise a global approach to Community Corrections
- Strategic intent 5: Improving strategic partnering for integrated government-wide service delivery by 2030
  - "Section 13.3 provides for a need to establish a policy framework for community participation through regulated partnerships frameworks" (CSA, 1998). Foster strategic partnerships for successful reintegration
  - Linked to 10-Year Outlook for South Africa which elevates partnership with other government departments: NPA; DoJ&CD; SAPS and the DCS should work together
- Exploration of additional options of non-custodial sentences, e.g. Community Service Orders (CSO), or Penal Reform International (PRI) with respect to a community service sentencing programme (applied in Zimbabwe)
- Strategic intent 1: DCS as a professional and ideal correctional environment by 2030
  - Require skills development; entrepreneurship skills, regionally relevant education, interpersonal skills; structure and staff, staff training; norms and professionalisation of COMCOR

#### Other Considerations:

• Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030

## 5.1.4. Security



Security refers to the provision of safety and security to offenders, the public, DCS staff, centre visitors and any person interacting or in close proximity to the offender

## Services Offered

- Provision of Personal Security measures
- Provision of Physical Security measures
- Provision of Technological Security measures



### **Mandate Review**

	APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Re	fers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SF	PECIFIC OTHER LEGISLATION <sup>14</sup>		
•	Public Finance Management Act, No. 1 of 1999	United Nations Standard Minimum	National Crime Prevention
•	Criminal Procedure Act, No. 51 of 1977	Rules (SMR) (Nelson Mandela Rules)	Strategy, 1996
•	Child Justice Act, No. 75 of 2008	Minimum Security Standards for	
•	Promotion of Administrative Justice Act, No. 3 of 2000	Correctional Centres	
•	National Health Act, No. 61 of 2003	Minimum Physical Security	
•	Mental Health Care Act, No. 17 of 2002, as amended	Standards	
•	Extradition Act, No. 67 of 1962	Minimum Information Security	
•	Public Service Act, No. 103 of 1994, as Amended	Standards	
•	Immigration Act, No. 13 of 2002	B-Order	
•	South African Police Service Act, 1995 (Act No 68 of 1995)	Security Policy and Procedures	
•	Probation Services Act, 1991 (Act No 116 of 1991)		
•	Prevention and Combatting of Torture of Persons Act, No. 13 of 2013		
•	Criminal Law Amendment Act, No. 32 of 2007		
•	Firearms Control Act, No. 60 of 2000		
•	Internal Security Act, No. 74 of 1982		
•	Control of Access to Public Premises and Vehicles Act, No. 53 of 1985		
•	Prevention of Organised Crime Act, No. 121 of 1998		
•	Electronic Communication Security (PTY) LTD Act, No. 68 of 2002		
•	Electronic Communication and Transaction Act, No. 25 of 2002		

<sup>&</sup>lt;sup>14</sup> Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

	APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
•	Inquests Act, No. 58 of 1959		
•	Judicial Matters Amendment Act, No. 55 of 2002		
•	Commissions Act, No. 8 of 1947		
•	Judges' Remuneration and Conditions of Employment Act, No. 88 of		
	1989		

	Service Beneficiaries		Indirect Beneficiaries		Internal Role Players		Strategic Partnerships
•	Inmates	•	Public	•	Head of Correctional Centres	•	Department of Public Works
•	Dignitaries	•	Families and Communities	•	Correctional Officials		(DPW)
•	Visitors			•	Facilities	•	Private-Public Partnerships (PPP)
•	Court Officials			•	ICT	•	JCPS
•	SAPS					•	SAPS
•	DCS Staff					•	State Security Ministry and
•	Legal Representatives						Agency (SSA)

## Challenges

- Custodial and security personnel fulfil multiple roles with no consistent role or fulfilment of secondary role due to shift system
- Custodial and security personnel ratio to inmates low due to various reasons such as multiple movements of inmates during the day that require personnel, overcrowded centres

### **Strategic Considerations**

- **Strategic intent 8:** Providing integrated security, classification of facilities and offenders and partnering with relevant structures for enhanced security in safe and secure correctional environments
- Strategic intent 2: Having secure and cost-effective facilities by 2030
- Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery
  - o Integration of ICT and Facilities

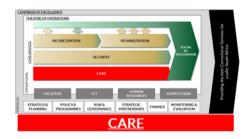
### Other Considerations:

- Conceptually consolidating security at Head Office and other facilities with security at regions
- Security Key strategic intent for 5- and 10-Year Planning:
  - o Provide for a safe and secure correctional environment:
  - o Down-manage overcrowding in correctional facilities; and
  - Optimise utilisation of integrated technology to enhance security
  - o Establish unit management structures for effective implementation; and
  - o Implement an anti-gang management strategy to improve security

#### Pronouncements for the Next 50 Years:

o A DCS security programme guided by the six security pillars: personnel security; physical security; technological security; information security; operational security and management security

#### 5.1.5. Care



Care entails the provision of basic human rights to inmates. These include: healthcare, nutritional services, personal and environmental hygiene

## Services Offered

- Health Services
  - o Primary Health Care
  - o Palliative Care
  - o Rehabilitative Care
  - Referral Services
- Nutrition Services
- Personal and Environmental Hygiene Services



### **Mandate Review**

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION <sup>15</sup>		
Public Finance Management Act, No. 1 of 1999	United Nations Standard Minimum	National Crime Prevention
Criminal Procedure Act, No. 51 of 1977	Rules (SMR) (Nelson Mandela Rules)	Strategy, 1996
Child Justice Act, No. 75 of 2008	Health Care Policy Procedures, 2010,	
Promotion of Administrative Justice Act, No. 3 of 2000	screening on admission	
National Health Act, No. 61 of 2003	National Services Policy and	
Mental Health Care Act, No. 17 of 2002, as amended	Procedures 2010	
Extradition Act, No. 67 of 1962	Nutritional Services Policy and	
Public Service Act, No. 103 of 1994, as Amended	Procedures	
Immigration Act, No. 13 of 2002	B-Order	
South African Police Service Act, 1995 (Act No 68 of 1995)	Psychological Services Policy and	
Probation Services Act, 1991 (Act No 116 of 1991)	Procedures	
Prevention and Combatting of Torture of Persons Act, No. 13 of 2013	National Policy for Health Act, No.	
Medicines and Related Substances Act, No. 101 of 19965	116 of 1990	
Hazardous Substances Act, No. 15 of 1973	Rules of Conduct Pertaining	
Dental Technician Act, No. 19 of 1979	Specifically to Psychology	
Allied Health professions Act, No. 63 of 1982	Public Health and Social	
Choice on Termination of Pregnancy Act, No. 92 of 1996	Development Sectoral Bargaining	
Sterilisation Act, No. 44 of 1998	Council Resolution 2 of 2010	
Tobacco Products Control Act, No. 83 of 1993		

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<sup>&</sup>lt;sup>15</sup> Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

	APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
•	National Health Laboratory Service Act, No. 37 of 2000		
•	State Information Technology Act, No. 88 of 1998		
•	Nursing Act, No. 33 of 2005		
•	Foodstuffs, Cosmetics and Disinfectant Act, No. 54 of 1972		
•	Children's Act, No. 38 of 2005		
•	Health Professions Act, No. 56 of 1974		
•	Pharmacy Act, No. 53 of 1974 as amended		
•	Inquests Act, No. 58 of 1959		
•	Judicial Matters Amendment Act, No. 55 of 2002		
•	Commissions Act, No. 8 of 1947		

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
Inmates	<ul> <li>Public</li> <li>Visitors</li> <li>Court Officials</li> <li>SAPS</li> <li>Legal Representatives</li> <li>Families and Communities</li> </ul>	<ul> <li>Medical Practitioners</li> <li>Nurses</li> <li>Pharmacists</li> <li>Other medical and allied health professionals</li> <li>DCS Staff</li> <li>Head of Correctional Centres</li> <li>Correctional Officials</li> </ul>	<ul> <li>DoH</li> <li>Professional bodies</li> <li>Civil Society Organisations (CSOs)</li> <li>DSD</li> <li>DoJ&amp;CD</li> <li>Organised Labour</li> <li>JCPS</li> </ul>

## Challenges

- Initial assessments of offenders completed by Correctional Officials not industry professionals
- Lack of adequate resources (human, budget, medical equipment and an integrated health information system)

- Dependent on manual systems which are prone to human error
- Mentally ill patients are housed within the DCS facilities. These facilities are not designed for such a population as these patients would require greater healthcare
- Consideration regarding transgender and other LGBT limitations of inmate management
- · Assistance required in the management of prevention and management of diseases

## **Strategic Considerations**

- Strategic intent 5: Improving strategic partnering for integrated government-wide service delivery by 2030
  - Consider use of strategic intergovernmental framework of partnerships to deliver across services functions, e.g. health checks for HIV/AIDS and TB screening and treatment
- **Strategic intent 7:** Humane incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes

#### Other considerations:

- Strategic intent 1: DCS as a professional and ideal correctional environment by 2030
- Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030
- Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery
- Link to rehabilitation programme for self-sufficiency in the provision of clothing, bedding, produce, etc.
- Clearly define how security supports Care
- Centralised coordination vs decentralised nature of function, e.g. order systems for requirements
- Clearly define how Care supports Social Reintegration



### 5.1.6. Facilities



Facilities refers to all physical structures provided for the purposes of incarceration, correctional supervision, care, rehabilitation, security, ICT, and administration

### **Services Offered**

- Facility planning services
- Contract management, quality assurance and management of:
  - New facilities
  - Existing facilities
  - Facility maintenance including building maintenance, mechanical maintenance, electrical maintenance; and boiler maintenance

#### **Mandate Review**

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION <sup>16</sup>		
Public Finance Management Act, No. 1 of 1999	United Nations Standard Minimum	National Crime Prevention
Criminal Procedure Act, No. 51 of 1977	Rules (SMR) (Nelson Mandela Rules)	Strategy, 1996
Child Justice Act, No. 75 of 2008	Minimum Security Standards for	
Promotion of Administrative Justice Act, No. 3 of 2000	Correctional Centres	
National Health Act, No. 61 of 2003	• B-Order	
Mental Health Care Act, No. 17 of 2002, as amended	<ul> <li>Policy Procedures for Facilities</li> </ul>	
Extradition Act, No. 67 of 1962	Norm Guidelines for Prison Facilities	

<sup>16</sup> Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

	APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
•	Public Service Act, No. 103 of 1994, as Amended		
•	Immigration Act, No. 13 of 2002		
•	South African Police Service Act, 1995 (Act No 68 of 1995)		
•	Probation Services Act, 1991 (Act No 116 of 1991)		
•	Prevention and Combatting of Torture of Persons Act, No. 13 of 2013		
•	National Building Regulations and Building Standards Act, No. 103 of		
	1977 as amended		
•	Hazardous Substance Act, No. 15 of 1973 as amended		
•	Inquests Act, No. 58 of 1959		
•	Judicial Matters Amendment Act, No. 55 of 2002		
•	Commissions Act, No. 8 of 1947		

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
Sentenced Offenders	• Public	DCS Staff	• DPW
<ul> <li>Remand Detainees</li> </ul>	• SAPS	Head of Correctional Centres	Private Sector
<ul> <li>Unsentenced Offenders</li> </ul>	Families and Communities	<ul> <li>Correctional officials</li> </ul>	International Communities
<ul> <li>Visitors</li> </ul>		<ul> <li>Dignitaries</li> </ul>	• DEA
<ul> <li>Court Officials</li> </ul>			• CSIR
<ul> <li>Legal Representatives</li> </ul>			• NT
			South African National Energy
			Development Institute (SANEDI)

## Challenges

- Ageing facilities that were not built for purpose (i.e. rehabilitation purpose and military base conversions)
- Facilities are maintained through DPW, and challenges arising out of timing, budget and efficiency has been reported

- On average, facilities are overcrowded by 38%
- Presently Steering committee and project status meetings on the progress of projects with DPW are a challenge to attend due to resource constraints, impacting on the ability of DCS to have detailed oversight over project progress
- On average, facilities are overcrowded by 38%
- Due to lack of capacity within mental institutions, DCS assists with detention of the mentally ill. However, these are not the primary beneficiaries of the DCS. Additionally, identification of offenders with mental illness and the process of transferring institutions is lengthy. Incorporation of offenders with mental illness must be adopted within the legislative and policy mandate. At present, the provision falls under section 49D. Mentally ill remand detainees

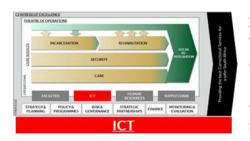
### **Strategic Considerations**

- Strategic intent 2: Having secure and cost-effective facilities by 2030
- Strategic intent 5: Improving strategic partnering for integrated government-wide service delivery by 2030
- Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery
- **Strategic intent 8:** Providing integrated security, classification of facilities and offenders and partnering with relevant structures for enhanced security in safe and secure correctional environments
  - Consideration of green buildings
  - Alternative costing models with respect to PPP and other partnership options
  - o Enhanced delivery through inter-governmental partnerships, e.g. DPW
  - SMART facilities that reduce the workload on human resources and strengthen security
  - o Provision of appropriate facilities aligned to offender classifications
  - o Consideration facilities for special categories

#### Other Considerations:

- Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030
- Strategic intent 7: Human incarceration supported by inclusive (Special Categories) evidence-based interventions through appropriate rehabilitation programmes

#### 5.1.7. ICT



Information, Communications
Technology refers to the provision
of ICT services in form of
infrastructure, helpdesk, systems,
governance and security to DCS
staff and offenders

#### **Services Offered**

- ICT Infrastructure Services
- ICT Helpdesk Services
- **ICT Systems** for the purposes of record keeping and data management ad reporting
- ICT Governance & Security

#### **Mandate Review**

**POLICY MANDATE NATIONAL POLICY AGENDA** APPLICABLE LEGISLATION Refers to white papers, charters, international Refers to National Plans, and collaborative Refers to legislation and regulations. agreements, frameworks and quidelines strategies SPECIFIC OTHER LEGISLATION<sup>17</sup> Public Finance Management Act, No. 1 of 1999 National Crime Prevention United Nations Standard Minimum Criminal Procedure Act, No. 51 of 1977 Rules (SMR) (Nelson Mandela Rules) Strategy, 1996 Child Justice Act, No. 75 of 2008 King (IV) report on Corporate Promotion of Administrative Justice Act, No. 3 of 2000 Governance National Health Act, No. 61 of 2003 Mental Health Care Act, No. 17 of 2002, as amended Extradition Act. No. 67 of 1962 Public Service Act, No. 103 of 1994, as Amended

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<sup>&</sup>lt;sup>17</sup> Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

	APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
•	Immigration Act, No. 13 of 2002		
•	South African Police Service Act, 1995 (Act No 68 of 1995)		
•	Probation Services Act, 1991 (Act No 116 of 1991)		
•	Prevention and Combatting of Torture of Persons Act, No. 13 of 2013		
•	State Information Technology Act, No. 88 of 1998		
•	Electronic Communication and Transaction Act, No. 25 of 2002		
•	Regulation of Interception of Communications Act, No. of 2002		
•	Institutional of Legal Proceedings against certain organs of state Act,		
	No. 40 of 2002		
•	Inquests Act, No. 58 of 1959		
•	Judicial Matters Amendment Act, No. 55 of 2002		
•	Commissions Act, No. 8 of 1947		

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
DCS Employees	Families and communities	DCS Employees	Service providers
Offenders	<ul> <li>Visitors</li> </ul>	Head of Correctional Centres	• SITA
	• Courts	Correctional Officials	National Treasury
	• SAPS		• DPSA
	<ul> <li>Legal Representatives</li> </ul>		DoJ&CD
			• CJ
			• SSA
			Council for Scientific and
			Industrial Research (CSIR)
			• DTPS
			Department of Monitoring and
			Evaluation (DPME)

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
			• DPW
			• JCPS
			Human Rights Commission

## Challenges

- Outdated and dilapidated ICT and security technology infrastructure
- Lack of professional skillsets as well as number of skill sets
- Largely manually driven with systems not integrated to one another, leading to data supply and data integrity risks. Additionally, technology is not standardised across the organisation
- Current service delivery impeded by lack of electronic platforms across value chain e.g. incarceration processes at centres, etc. IIIMS system is currently underway and seeks to resolve the issues of:
  - o Paper-based environment which is largely manual;
  - o Internal systems that do not integrate with one another;
  - o Jeopardised data integrity (e.g. removal of fingerprints of Remand Detainees and Offenders from the system),
  - Poor record keeping, and
  - o Independent system to the other government departments
- ICT security monitoring of computers and internet usage by offenders is limited/ not present
- Inadequate implementation of the ICT governance and accountability structure
- · Greater user access management (security and systems) is required
- Inadequate connectivity (lack of convergence)
- Lack of business intelligence & reporting
- Lack of centralised data storage
- Lack of data and information classification

### **Strategic Considerations**

- Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery
- Strategic intent 2: Having secure and cost-effective facilities by 2030

- Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030
- **Strategic intent 8:** Providing integrated security, classification of facilities and offenders and partnering with relevant structures for enhanced security in safe and secure correctional environments
  - o ICT is a strategic lever that enables every element in the value chain
  - o ICT has both strategic and operational components
  - o Requirement for ICT to enable the security and facilities functions through:
    - Adequate ICT infrastructure and support services
    - Digital forms of security measures, e.g. CCTV, automated controls of inmate facilities
  - o Leverage of economies of scale by standard procurement of systems and ICT related products
- Strategic intent 5: Improving strategic partnering for integrated government-wide service delivery by 2030
- Role within the automation of security and facilities when outsourced, e.g. interface/ authority/ liaison with DPW

### Other considerations:

• Strategic intent 1: DCS as a professional and ideal correctional environment by 2030

## 5.1.8. Human Resources & Supply Chain



Human Resources refer to the provision of internal Human Resource related services such as recruitment and selection, talent management, etc. to the organisation.

Supply Chain Management refers to the provision of demand planning, acquisition management and logistics management.

## Services Offered

- Human Resource Services
  - Recruitment and Selection
  - o Talent Management
  - o Performance Management
  - o Employee Health and Wellness
  - OD Services
- Supply Chain Management Services
  - Demand Planning
  - o Acquisition Management
  - Logistics Management
  - Contract Management

#### **Mandate Review**

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
Refers to legislation and regulations.	Refers to white papers, charters, international agreements, frameworks and guidelines	Refers to National Plans, and collaborative strategies
SPECIFIC OTHER LEGISLATION <sup>18</sup>		
<u>HR</u>		
Public Finance Management Act, No. 1 of 1999	United Nations Standard Minimum	National Crime Prevention
Criminal Procedure Act, No. 51 of 1977	Rules (SMR) (Nelson Mandela Rules)	Strategy, 1996
Child Justice Act, No. 75 of 2008	White Paper for Post School	National Skills Development
Promotion of Administrative Justice Act, No. 3 of 2000	Education and Training (National	Strategy III

<sup>&</sup>lt;sup>18</sup> Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

AGENDA

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
<ul> <li>Supply Chain Management</li> <li>Public Finance Management Act, No. 1 of 1999</li> <li>Criminal Procedure Act, No. 51 of 1977</li> <li>Child Justice Act, No. 75 of 2008</li> <li>Promotion of Administrative Justice Act, No. 3 of 2000</li> <li>National Health Act, No. 61 of 2003</li> <li>Mental Health Care Act, No. 17 of 2002, as amended</li> <li>Extradition Act, No. 67 of 1962</li> <li>Public Service Act, No. 103 of 1994, as Amended</li> <li>Immigration Act, No. 13 of 2002</li> <li>South African Police Service Act, 1995 (Act No 68 of 1995)</li> <li>Probation Services Act, 1991 (Act No 116 of 1991)</li> <li>Prevention and Combatting of Torture of Persons Act, No. 13 of 2013</li> <li>Preferential Procurement Policy Framework Act, No. 5 of 2000</li> <li>The Public Audit Act, No. 25 of 2004</li> <li>Prevention and Combating of Corrupt Activities Act, No. 12 of 2004, as amended</li> <li>Revised Preferential Procurement Regulations, 2017</li> <li>Inquests Act, No. 58 of 1959</li> <li>Judicial Matters Amendment Act, No. 55 of 2002</li> <li>Commissions Act, No. 8 of 1947</li> </ul>	<ul> <li>Preferential Procurement Policy Framework Guidelines</li> <li>King (IV) report on Corporate Governance</li> </ul>	National Crime Prevention Strategy, 1996

### **Role Players**

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
DCS Employees Offenders	Remand Detainees     Offenders     Other Departments	<ul> <li>All departments</li> <li>External Role Players</li> <li>Auditor General</li> <li>Internal Auditors</li> <li>External Auditors</li> <li>National Treasury</li> <li>Organised Labour</li> </ul>	<ul> <li>Donors (International/ National/ Local)</li> <li>DPSA</li> <li>DPW</li> <li>Government Communication and Information System (GCIS)</li> <li>JCPS</li> <li>Education/ Learning Institutions</li> <li>National School of Government (NSG)</li> <li>National Treasury</li> <li>NT</li> <li>Private Sector</li> <li>Professional Bodies</li> <li>SETAs</li> <li>SITA</li> <li>Organised Labour (PSA and</li> </ul>
			<ul><li>Private Sector</li><li>Professional Bodies</li><li>SETAs</li><li>SITA</li></ul>

### Challenges

- Definition of ideal correctional official is unclear
- Challenges reported with respect to the current organisational structure, shift system and capacity especially within the regions
- Requirement for multi-skilling and professionalisation
- Transversal contracts resulting higher prices undermining the low-cost self-sufficiency model

### **Strategic Considerations**

• Strategic intent 1: DCS as a professional and ideal correctional environment by 2030

- o Definition of the **ideal correctional official** and its implementation within the centres
- o Definition of the ideal **culture** and **identity** of the organisation
- o Realignment of HR processes to enable DCS
- o Employee benefits from other government departments, e.g. social housing and rent-to-buy
- Strategic intent 5: Improving strategic partnering for integrated government-wide service delivery by 2030
  - o Leveraging of existing governmental partnerships, frameworks and toolkits
  - Sourcing raw materials strategically through governmental depts./entities/ partners in regions consider centralised vs decentralized options
- Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030

### Other Strategic Intents:

• Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery

### 5.1.9. Strategic Administration



Strategic Administration refers to the functions the provide direction and oversight, execute policy and decision-making and monitor and evaluate on the implementation of core services. It also includes a central location from which

strategic partnerships are driven internationally and nationally. Lastly, financial services are offered to the organisation from this vantage point.

### **Services Offered**

Strategic Planning and Reporting Services

### Policy development and review services

- Risk and Governance services
  - Internal Audit
  - Risk Management
- **Strategic Partnerships** (International/ Inter-governmental and non-governmental)
- Financial Services
  - o Budget Management and Reporting
  - o Income and Expenditure Management
  - o Payroll Services
- Monitoring and Evaluation Services

#### **Mandate Review**

Refers to legislation and regulations.

Refers to white papers, charters, international agreements, frameworks and guidelines

\*\*POLICY MANDATE\*\*

Refers to White papers, charters, international agreements, frameworks and guidelines

\*\*PECIFIC OTHER LEGISLATION¹9\*

Intellectual Property Rights from Publicly Financed Research and Development Act, 2008

National Research Foundation Act, No. 23 of 1998

\*\*National Treasury Framework for Managing Programme Performance Information (FMPPI)

<sup>&</sup>lt;sup>19</sup> Note: Specific other legislation refers to legislation that is referenced within the Correctional Services Act, 1998 (No. 111 of 1988), as amended, as well as applicable legislation to the area concerned

	APPLICABLE LEGISLATION		POLICY MANDATE	NATIONAL POLICY AGENDA
•	Scientific Research Council Act, No. 46 of 1988	•	National Treasury Framework for	
•	Consumer Protection Act, No. 68 of 2008		Strategic Plans and Annual	
•	Public Holidays Act, No. 36 of 1994 as amended		Performance Plans, 2010	
•	Regulation of Interception of Communications Act, No. of 2002	•	National Treasury Guideline Draft	
•	Institutional of Legal Proceedings against certain organs of state Act,		Framework for Corporate Planning	
	No. 40 of 2002		and Shareholder's Compact, 2002	
•	National Environmental Management: Waste Act, 2008, as Amended	•	Policy Framework for the	
•	Income Tax Act, No. 58 of 1962, as Amended		Government Wide Monitoring and	
•	Pension Funds Act, No. 24 of 1956		Evaluation (GWM&E)	
•	Preferential Procurement Policy Framework Act, No. 5 of 2000	•	System, 2007"	
•	Tax on Retirement Funds Act, No. 38 of 1996, as amended	•	National Treasury - Circular:	
•	The Public Audit Act, No. 25 of 2004		Contracts containing provisions	
•	Revised Preferential Procurement Regulations, 2017		relating to indemnities, limitation of	
•	National Treasury Regulations, March 2005, as Amended		liabilities and warranties, 2005	
		•	Codes of Good Practice on B-BBEE,	
			2016	
		•	National Treasury - Asset	
			Management Guidelines	
		•	National Treasury - Circular:	
			Investment of Surplus Funds, 2003	
		•	National Treasury - Instruction note	
			on enhancing compliance	
			monitoring and improving	
			transparency and accountability in	
			Supply Chain Management	
		•	National Treasury - Practice Note	
			Circular (SCM), 2010	
		•	National Treasury - Practice Note	

APPLICABLE LEGISLATION	POLICY MANDATE	NATIONAL POLICY AGENDA
	PFMA GCC, 2010	
	National Treasury - Practice Note	
	SBD 9, 2010	
	Preferential Procurement Policy	
	Framework Guidelines	
	Generally Recognised Accounting	
	Practices 23 (GRAP 23)	

### **Role Players**

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
• Offenders	• Public	Incarceration	• ARC
<ul> <li>DCS Employees</li> </ul>	Families and	Rehabilitation	• CSIR
	Communities	Social Reintegration	• DAFF
	<ul> <li>Visitors</li> </ul>	Security	• DBE
	• Courts	• Care	• DEA
	• SAPS	• ICT	Department of Human Settlements
	<ul> <li>Legal Representatives</li> </ul>	Facilities	• DHET
	Other Departments	• HR	• DoE
		Supply Chain Management	• DoH
		Regions	DoJ&CD
		Management Areas	• DPME
		Head of Correctional Centres	• DSD
		Correctional Officials	• GCIS
		DCS Employees	Human Rights Commission
		Minister	International Parties
		Parliament	JCPS Cluster
			Non-governmental Organisations

Service Beneficiaries	Indirect Beneficiaries	Internal Role Players	Strategic Partnerships
			<ul> <li>NT         South African National Energy Development Institute         (SANEDI)</li> <li>SAPS</li> <li>Statistics SA</li> <li>Tertiary Institutions</li> <li>TVET</li> <li>Department of Small Business Development (DSBD)</li> <li>National Youth Development Agency (NYDA)</li> <li>Department of Cooperative Governance and Traditional Affairs (COGTA)</li> <li>Department of Rural Development and Land Reform         (DRDLR)</li> <li>Local Government</li> <li>Government Printers</li> <li>Department of Trade and Industry</li> <li>SITA</li> <li>South African Social Security Agency (SASSA)</li> <li>Department of Telecommunications and Postal Services         (DTPS)</li> </ul>
			United Nations Commission on Human Rights (UNCHR)

DCS SERVICE DELIVERY MODEL

### Challenges

- · Lack of centrally coordinated, formal agreements with other gov. departments and partners
- No equivalent counterparts to execute policies/ plans/ strategies/ operations within the regions
- · Challenges with communication between Head Office and regions reported
- Budget constraints impeding operations

### **Strategic Considerations**

- Strategic intent 2: Having secure and cost-effective facilities by 2030
  - o Inclusive of secure and cost-effective offices
  - Strategic management of rented buildings
- Strategic intent 5: Improving strategic partnering for integrated government-wide service delivery by 2030
  - o Coordinated efforts and formal partnering for the medium-long term with government, non-governmental organisations, international organisations and the private sector, e.g. SAPS, Human Settlements, Security-organisations, Statistics SA, Dept. of Health, Dept. of Education
- Strategic intent 6: Having optimal, integrated smart technology to enhance security systems and service delivery
  - o IIMS as a central system integrating data internally as well as externally
  - o Strategic intent 3: Improving organisational efficiency in order to achieve self-sustaining corrections for better service delivery by 2030

### Other Strategic Intents:

- Strategic differentiation between functions that direct and govern DCS vs enabling functions that are operational in nature but include strategic components and implementation within operations
- Monitoring and measurement of intended impacts, e.g. recidivism

Aligned to the proposed value chain are proposed high-level workflows. These may be found under **Annexure 1**.

## 6. SERVICE DELIVERY MODEL

This section outlines the considerations, findings and recommendations as part of the design of the proposed SDM for DCS.

### 6.1. Considerations

The Considerations Section presents a summary of the methodology utilised, benchmarking considerations and an overview of the financial analysis conducted as part of the design of a SDM for the DCS.

### 6.1.1. Methodology

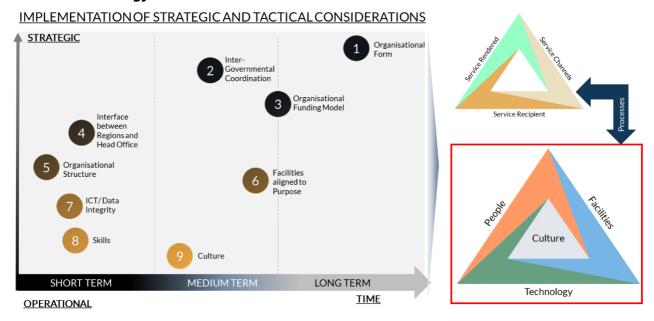


Figure 28: Strategic and operational considerations relative to SDM Design

The design of the SDM considered strategic and tactical considerations arising out the Situational Analysis of the DCS environment. These considerations were mapped against the key services rendered, service channels and their recipients and considered against the DCS operating environment of people, facilities, culture and technology.

Various SDM options were considered utilising global frameworks and analysed against a set of test questions. Each function was viewed against these potential models given the unique nature of the services rendered thereof.

#### **SD MODEL TEST QUESTIONS RANGE OF SERVICE DELIVERY OPTIONS** Strategic Focus Regional Central Outsourcing **Public Interest** Does the program or service continue to serve a Test public interest? Role of Is there a legitimate and necessary role for Government government in this program or service? PPP Transfer of functions Insourcing Jurisdictional Is the lead responsibility for this program or service Alignment Test assigned to the right government jurisdiction? Front Office Back office One stop services External Could, or should, this program or service be provided Partnership in whole or in part by the private or voluntary sector? Test Business If the program or service continues within the existing Corporatisation government context, how could its efficiency and **Principles Test** (agencies, utilities, s 21) Multi purpose centres Privatisation effectiveness be improved? Is the program or service affordable within fiscal Affordability V realities? Test Electronic Service Mainstream Private entities (profit, government Delivery not for profit) Arrangement Would an alternative delivery arrangement result in Test improved program/service delivery? Considered Out of scope

Source: DPSA Guide and Toolkit on Organisational Design, Options for urban service delivery in South Africa with special reference to the Tshwane Metropolitan Municipality
World Rank Research

Consideration of the degree to which

IGR and partners are required to

#### Figure 29: SDM Options

The analysis resulted in a shortlisting of four key operating model considerations. These considerations included leveraging intergovernmental relationships and effective partnering with the public and private sector, addressing centralisation versus decentralisation within the operating environment and analysing opportunity for self-sufficiency within the DCS environment.

3: PUBLIC-PRIVATE PARTNERING

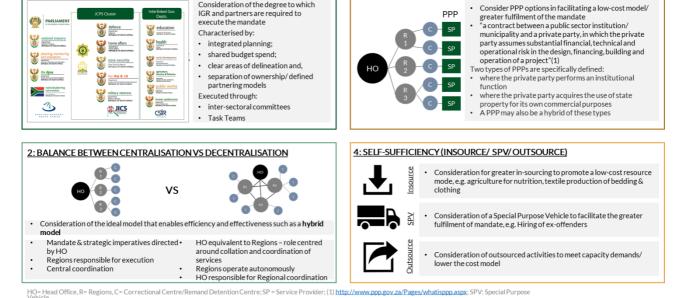


Figure 30: Four Operating Model Considerations

1: INTER-GOVERNMENTAL RELATIONSHIPS & PARTNERING

The range of service delivery and operating model considerations were further reduced to two key spectrums of analysis, as summarised between where control sits within the DCS environment (insourced or outsourced) and where coordination lies (centralised or decentralised). Each function would then be analysed against these two spectrums and plotted as current versus proposed model of operations.

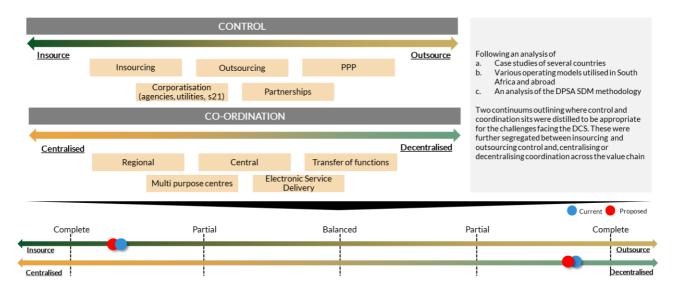


Figure 31: Control versus Coordination Spectrum of analysis

### 6.2. Findings & Recommendations

This section outlines the key findings and recommendations based on the analysis conducted.

### 6.2.1. Findings

This section outlines findings by each function presented in the proposed DCS Value Chain and include a summary description, advantages, disadvantages, risks and assumptions of the current and proposed models for consideration. Each function is then concluded with an over of the proposed models on people, technology, facilities and culture.

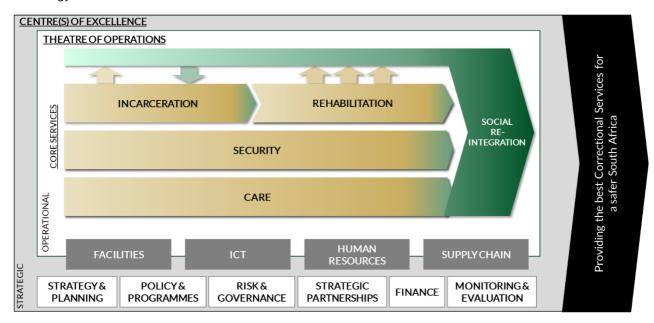


Figure 32: Proposed DCS Value Chain

As indicated in earlier, the range of service delivery and operating model considerations were reduced to two key spectrums of analysis, as summarised between where control sits within the DCS environment (insourced or outsourced) and where coordination lies (centralised or decentralised). Each function was analysed against these two spectrums and plotted as current versus proposed model of operations. This analysis is reflected in the section below.

### 6.2.1.1. Incarceration



Figure 33: Incarceration Proposed Model

The Incarceration function is currently insourced and decentralised and is recommended to remain the same, i.e. insourced and decentralised. This implies that decision making regarding the services as defined within the Incarceration function will remain at the Correctional Centre and not at the Head Office and that custodial duties related to a resource perspective, will remain insourced, rather than outsourced (unless a specific arrangement exists within a Public Private Partnership centre). The current model has limitations in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications table below.

#### **ADVANTAGES DISADVANTAGES** Current Current DCS correctional officials are focused towards Severe resource limitations result in adjacent the custodial duty and essential services functions, resources, headcount as well as required by the incarceration function service delivery functions being conglomerated Appropriate mode of delivery through regional within the incarceration programme as well as offices staff Central control over training and There is a mismatch of Remand Detention professionalisation of incarceration staff representation in structure between Head Office and centre level **Proposed** Proposed Without any major changes to decentral management or outsourcing, DCS correctional Resource constraints will not be resolved through this model; however, alternative officials remain focused towards the custodial duty and essential services required by the models would require greater resource incarceration function requirements Remand detention to be treated as a subfunction of incarceration ensuring its requirements are met as a sub-programme **RISKS ASSUMPTIONS** Current Current Risks associated with the current decentralised Current model assumes that incarceration has and insourced function relate to DCS not access to sufficient resources and skills to benefiting from external intelligence and deliver upon its core service effectively innovative methods of management of the <u>Proposed</u> incarceration function if external partners were Proposed model recognises the severe involved limitations related to resources and budget and Decentralised management without proposes that this be addressed in budget information systems that integrate all service cycles and in the design of a new structure that delivery modes poses a risk to operational aligns the service delivery needs of the function efficiency, adequate record keeping and Fully functional information systems reporting Fully manual operations **Proposed**

#### **Model Implications**

centralising

Since no major changes are proposed for the

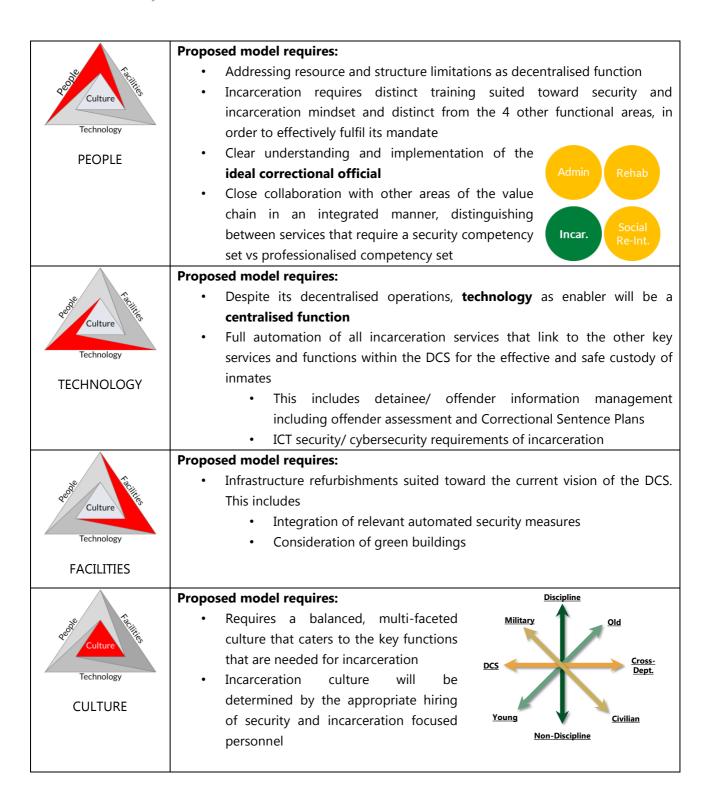
incarceration function, the risk remains on a

outsourcing

and

fully manual, non-automated function

Table 3: People, Technology, Facilities and Culture Considerations for Proposed Incarceration Model



### 6.2.1.2. Rehabilitation



Figure 33: Rehabilitation Proposed Model

The Rehabilitation function is currently insourced and decentralised and is recommended to change towards a balanced outsourced and partially centralised function. This implies a more centralised coordinated

approach to rehabilitation activities that leverage a deeper partnership framework. There are short, mediumand long-term recommendations outlined in section 6.2.2. below which consider the appropriate timing for the establishment of a business entity to house production and workshops. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

Table 4: Advantages, Disadvantages, Risks & Assumptions- Rehabilitation Function

ADVANTAGES	DISADVANTAGES	
Current	Current	
Current rehabilitation resources are fully insourced and cross utilised allowing multiskilling	Multi skilling of resources across function is proving to be detrimental to non- custodial/security functions	
Proposed	Decentralised management of the     Rehabilitation function results in mismatched     strategic leveraging of skills and training     appropriate to regional needs	
A strategic intergovernmental partnership approach which balances DCS resources with external resources would allow the DCS to	Current production and workshop outputs and revenue is not maximised within the DCS	
focus on custodial services	Proposed	
Outsourcing of cross-departmental mandated functions such as education, skills development, SRAC, sports arts and recreation, libraries, etc.	Disadvantages relating to intergovernmental partnerships could result in internal resistance and fear regarding job security	
DCS may leverage budget allocation, programmes, expertise and focused delivery	Internal resistance to change may delay benefit realisation	
from partner departments	Moving toward a separate government entity	
The 'mini government' delivery challenge can be distributed across other key mandated stakeholders	would require time and resources initially to setup-cannot be leveraged in short term	
DCS could create a self-sustaining entity for production and workshops which will feed resources back into the system		

RISKS	ASSUMPTIONS
Current	Current
Current model does not maximise outputs of the production and workshop, or Skills and Development subsidisation which places	<ul> <li>Rehabilitation activities do not link to social reintegration needs</li> <li>Current offender employment and ex offender</li> </ul>

RIS	SKS	ASSUMPTIONS
•	financial burden on DCS  Risk that the CSA act and linked acts do not	employment do not need to be the responsibility of the DCS
	reflect the "mini government concept' which	Proposed
	requires collaboration and mandate ownership across departments	• Inhouse workshops and agriculture Outsource all the other cross departments mandated cross
•	Fully manual operations	mandated education, skills development, SRAC, sports arts and recreation, libraries
Pro	pposed	·
•	Disadvantages regarding self-sustaining entity relates to inherent risk of setup and DCS losing	<ul> <li>Rehabilitation activities are integrated to social reintegration needs</li> </ul>
	focus on core services	Current offender employment and ex offender
•	Incorrectly calculated budget and costs allocations that should be funded results in	employment are catered for by the DCS within a separate production and workshop entity
	entity failure	Fully functional information systems
•	Stakeholder and partnership collaboration may be rejected or fail internally and externally	
•	Dependency of other departments may affect service delivery if not mandated, agreed and partnered clearly	

Table 5: People, Technology, Facilities and Culture Considerations for Proposed Rehabilitation Model



### PEOPLE

### **Proposed model requires:**

- Addressing resource and structure limitations
- Rehabilitation requires distinct training suited toward care, rehabilitation and psychological services which is distinct from the 4 other functional areas, in order to effectively fulfil its mandate.
- Rehabilitation and Social Reintegration collaboration should occur earlier on in the inmate journey through lifecycle at DCS
- Entity would require additional resources if functioning as a business





**TECHNOLOGY** 

### **Proposed model requires:**

- Full automation of all rehabilitation services that link to the other key services and functions within the DCS for the effective rehabilitation of inmates
- Integration of information systems to social reintegration is especially important to ensure that programs are successful as well as re-offender performance information.
- Entity may require bespoke technology

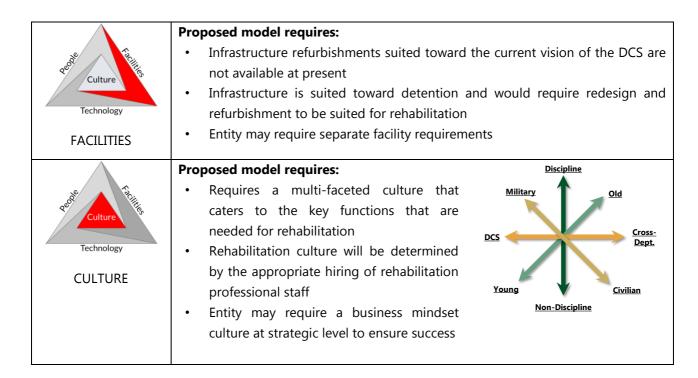




Figure 34: Care Proposed Model

The Care function is largely insourced and decentralised and is recommended to change towards a partially outsourced function. This indicates only outsourcing partial services where risk and partner profiles allow and partial de-centralisation (not full) which requires some oversight by Head Office with regard to ensuring strategic coordination and partnerships are effectively negotiated and managed. There are short, medium-and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing for the collaboration between the outputs of rehabilitation to serve as some inputs for care. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

Table 6: Advantages, Disadvantages, Risks & Assumptions- Care Function

ADVANTAGES	DISADVANTAGES
Current	Current
<ul> <li>Currently all resources required for DCS are insourced and allows for deep knowledge on Care services except for nutritional services which are outsourced for bigger centres only</li> <li>Proposed</li> <li>If Care is outsourced and partnered the 'mini</li> </ul>	If all resources required for DCS are insourced, knowledge deepening on the delivery of Care services may distract the DCS from other core services relating to safe security of inmates and ignore opportunities for partnerships and outsourcing to entities whose specialisation is

#### **ADVANTAGES**

government' delivery challenge can be distributed across other key mandated stakeholders where sister departments take on their mandated role within correctional centres

- Outsourcing opportunities exists for nutritional services and partnerships for health, psychological, Spiritual care and social work as well as psychiatric, specialized medical services

   however where there is overlap between services offered in Care and Rehabilitation, outsourcing partnerships could be maximised
- However, not all parts of Care can be outsourced, e.g. Personal and Environmental Hygiene
- If a self-sustaining entity is established for production and workshops, procurement of essential care goods could rather be procured therein and thereby reduce costs

#### **DISADVANTAGES**

deeper in these areas.

 High cost of sourcing externally mandated services internally within the DCS without subsidisation

#### **Proposed**

- Requires structured management framework managing multiple stakeholders
- Internal resistance to change may delay benefit realisation
- Time delays if procurement of essential goods is not produced at rate of demand

#### **RISKS**

#### Current

- Risk that the CSA act and linked acts do not reflect the "mini government concept" which requires collaboration and mandate ownership across departments
- Fully manual operations that are not automated
- Supply Chain risks for external procurement of essential goods and services related to Care

#### **Proposed**

- Stakeholder and partnership collaboration may be rejected or fails internally and externally
- Supply and demand requirements are not effectively managed with the entity responsible for production and workshops and failure to delivery services internally results
- Dependency of other departments may affect service delivery if not mandated, agreed and partnered clearly

#### **ASSUMPTIONS**

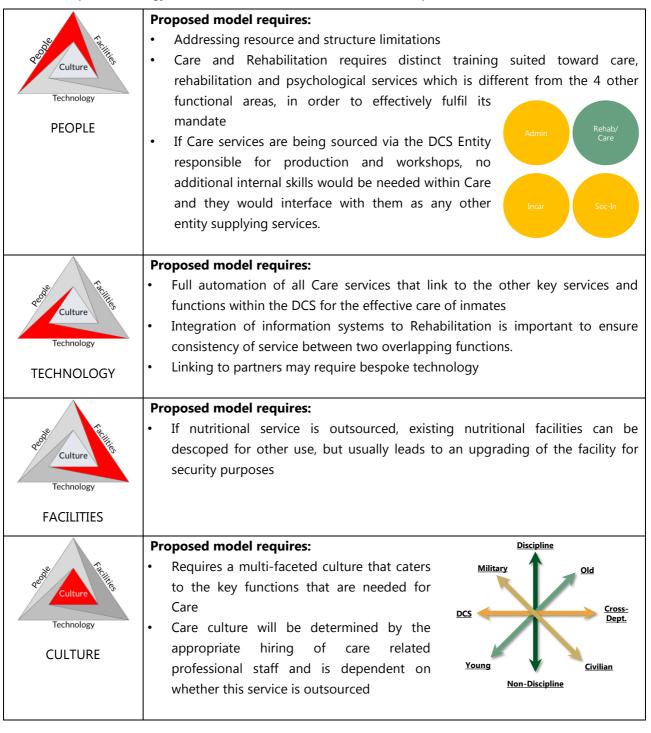
#### Current

- Care services should be resourced and procured for internally and the DCS caters effectively for this demand.
- Collaboration between Care and Rehabilitation is sufficient in its present form

#### **Proposed**

- An interlinkage between the outputs of Rehabilitation and Production could be leveraged for the inputs of basic goods for Care.
- A deep administration framework to manage partnerships and demand with a strong partnership agreement based on SLA turnaround times.
- Overlaps between Care and Rehabilitation are identified and mapped within a partnership framework

Table 7: People, Technology, Facilities and Culture Considerations for Proposed Care Model



#### 6.2.1.4. Social Reintegration



Figure 35: Social Reintegration Proposed Model

The Social Reintegration function is currently insourced and partially decentralised and is recommended to change towards a balanced outsourced and partially centralised function. The function requires centralised attention and management separate from the incarceration control and coordination in order to execute upon its mandate which is a separate (but integrated) function from Incarceration. The Social Reintegration function could also benefit from a more coordinated strategic partnership approach outsourcing functions where risk and partner profile allow. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing for the establishment of a separate entity. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

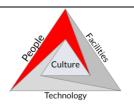
Table 8: Advantages, Disadvantages, Risks & Assumptions - Social Reintegration Function

ADVANTAGES	DISADVANTAGES	
<ul> <li>Advantages relating to decentralised function with Correction Centre relates to delegations of authority</li> <li>Proposed</li> <li>Advantages of centralising function could provide the distinct strategic and policy focus required to leverage off intergovernmental partnerships and private sector arrangements.</li> <li>Partnership opportunities exist with NICRO, DSD, FBO, DoJ&amp;CD National Treasury DPSA (i.e. SASSA/ GCIS) SAPS, DHA, DSD</li> <li>Centralising reduces the risk of culture dilution within the social- reintegration function</li> <li>Aiming toward a government agency model for COMCOR could provide increased employment for ex-offenders thereby contributing to reducing the re-offending rate</li> </ul>	<ul> <li>Results in detention culture not suited to reintegration</li> <li>Does not benefit from resource allocation</li> <li>Does not benefit from strategic and policy changes for partnerships</li> <li>Proposed</li> <li>Change management required for strategic and operational approval of centralising functioning would result in costs</li> <li>Internal resistance to change may delay benefit realisation</li> <li>Requires Social Reintegration to be managed as a self-contained agency within the DCS to ascertain its viability for eventual agency separation</li> </ul>	
RISKS	ASSUMPTIONS	
<ul> <li>Current</li> <li>Social Reintegration does not fulfil its mandate effectively.</li> <li>Risk that the CSA act and linked acts do not reflect the "mini government concept" which</li> </ul>	<ul> <li>Social Reintegration does not require additional resources and can execute within current limitations of skill and resource without strategic partners and collaboration</li> </ul>	

requires collaboration and mandate ownership

ADVANTAGES	DISADVANTAGES
<ul> <li>ADVANTAGES         <ul> <li>across departments</li> </ul> </li> <li>Fully manual operations</li> <li>Proposed</li> <li>Stakeholder and partnership collaboration is rejected or fails internally and externally</li> <li>COMCOR agency results in financial losses</li> <li>Business Case does not include all risks and assumptions required for conceptual approval</li> </ul>	Proposed  Agency model can be tested within the DCS as a fully self-managed function. Will require: Underlying established and proven intergovernmental collaboration with DSD and other key government departments; Strategic agreement regarding a distinct culture for a COMCOR; Established and proven community and private sector collaboration and conceptual agreement.; National Treasury approval
<ul> <li>Time delays in setup result in further deviation from delivery of key services</li> <li>With regard to probationers there is risk- less so with regard to parolees</li> </ul>	regarding funding requirements  • Fully functional information systems
Centralising a self-managed function within DCS results in increased risks if information is not automated and centrally managed	

### Table 9: People, Technology, Facilities and Culture Considerations for Proposed Social Reintegration Model

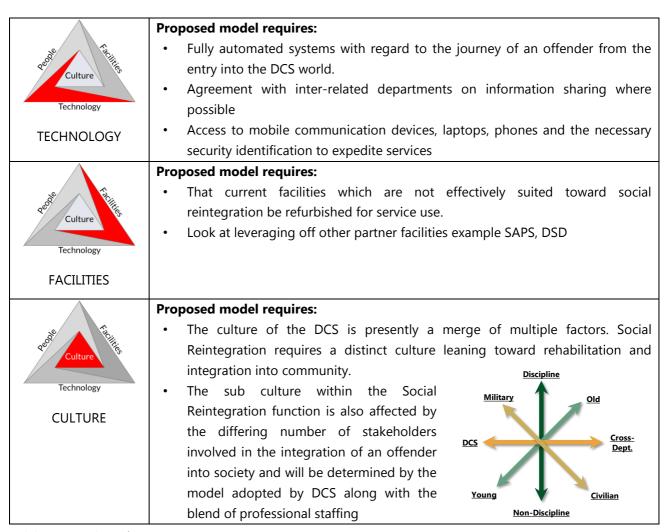


#### **PEOPLE**

### **Proposed model requires:**

- Addressing resource and structure limitations as decentralized function
- Social Reintegration requires distinct training suited to interpersonal, relationship building, community facilitation, corrections training in order to effectively fulfil its mandate.
- With a current ratio of 1:42 correctional officials: offenders and 1:400 social workers, where SW occupy 6% of current headcount, allocation to be addressed. Consider case growth against resource growth
- Ensure that Social Reintegration participates earlier on in the process journey of Rehabilitation and have sight of the monitoring of the case plan
- Consider reducing requirements regarding extent of time of ex-offender case management based on good behaviour.
- Transport related requirements are currently not catered for correctional officials to fulfil the monitoring duties and should be addressed.
- Look at a panel of monitoring officials in remote areas for Social Reintegration to leverage off to reduce transport costs for informal settlements





6.2.1.5. Security



Figure 36: Security Proposed Model

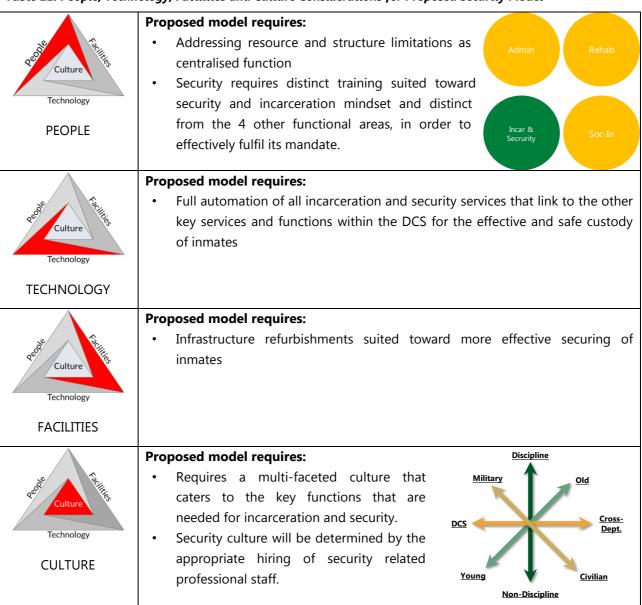
The Security function is currently insourced and decentralised and is recommended to change towards a partially centralised function which remains insourced but is conglomerated across the DCS. There are presently two separate security functions within the DCS and it is proposed that these functions are consolidated. Decision control at appropriate delegated authority can still remain at regional level, however conglomeration at a strategic level will allow for a streamlined function. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing and implementation from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

Table 10: Advantages, Disadvantages, Risks & Assumptions- Security Function

DISADVANTAGES	
Disjointed security function leads to an ineffective rendering of security services across the DCS	
<ul> <li>Resource limitations result in adjacent functions, resources, headcount as well as service delivery functions being conglomerated within other functions not suited toward security</li> <li>Proposed</li> <li>May affect resource and structure</li> <li>Designs and implications on budget.</li> <li>Internal resistance to change may delay benefit realisation</li> <li>May have financial implications in the short term</li> <li>Change management required for strategic and operational approval of centralising functioning would result in costs</li> </ul>	
ASSUMPTIONS	
<ul> <li>Current         <ul> <li>Current model assumes that security delivers effectively on its mandate being segregated as it is and that it has access to sufficient resources and skills to do so</li> </ul> </li> <li>Proposed         <ul> <li>Will require structure changes and change management</li> <li>Proposed model recognises the severe limitations related to resources and budget</li> <li>Fully functional information systems</li> </ul> </li> </ul>	

ADVANTAGES	DISADVANTAGES
Proposed	
Internal resistance to change may delay benefit realisation	
Risks are key when relating to non-automated function without appropriate information systems to support delivery of function	

Table 11: People, Technology, Facilities and Culture Considerations for Proposed Security Model



#### **6.2.1.6.** *Facilities*



Figure 37: Facilities Proposed Model

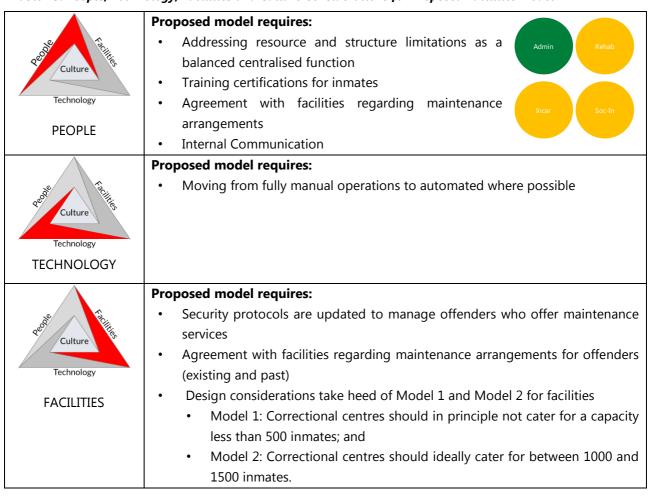
The Facilities function is currently partially insourced and partially decentralised and is recommended to change towards a partially outsourced and balanced centralised function. This is to ensure that opportunities with PPP's on facilities as well as the management of existing infrastructure projects are operationally and strategic informed. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing for the insourcing of maintenance for existing and potential ex-offenders from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

Table 12: Advantages, Disadvantages, Risks & Assumptions- Facilities Function

ADVANTAGES		DISADVANTAGES		
Current		Current		
•	The current facility model is outsourced to the DPW and partially to the IDT where the delivery of infrastructure projects is set to provide approximately 16k beds	Currently facilities are managed via the DPW and IDT are reliant on those entities and affected by operational delays and implementation challenges		
Proposed		Proposed		
•	A model which insources maintenance by leveraging of inmates' skills could provide inmates with gainful employment opportunities in their social reintegration.	<ul> <li>Need more skilled artisan staff to train and oversee the offenders and maintain their skill</li> <li>Culture mismatch in PPP versus DCS managed facilities</li> </ul>		
•	The benefit is dual as the DCS will have ready occupational programmes within their environment and reduce idle time.	idemaes		
•	This will result in cost savings to the DCS assuming that artisans are appropriately budgeted for.			
•	Further opportunities for outsourcing lie in PPP facilities			
RIS	SKS	ASSUMPTIONS		
Cu	rrent	Current		
•	Perception that PPP prisons are very costly and	DCS should remain in charge of core function,		

ADVANTAGES	DISADVANTAGES	
re-consideration of BMT and BOT models is blocking a potential solution.	do not outsource the incarceration and security function	
Cost benefit analysis of PPP has not yielded	Proposed	
correct assumptions regarding PPP viability  Proposed	PPP cost benefit analysis is conducted and proves favourable for facility	
Not conducting detailed cost benefit analysis of PPP viability	Training certifications for inmates and agreement with facilities regarding	
With regard to insourcing maintenance, potential operational risks around training and certifications of inmates	maintenance arrangements	
	Internal Communication	
	Security protocols are updated to manage offenders	

Table 13: People, Technology, Facilities and Culture Considerations for Proposed Facilities Model



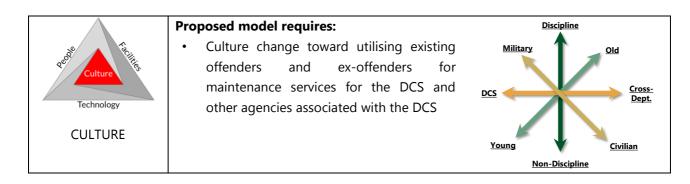




Figure 38: ICT Proposed Model

**ADVANTAGES** 

The ICT function is currently insourced and largely decentralised and is recommended to change towards a partially insourced and partially centralised function. This would require the implementation of the proposed systems which automate key service delivery functions and centralisation within the ICT function is catered for seamlessly via systems unlike other manual function. There is also opportunity to outsource or partner in a limited capacity for highly specialised or highly general functions within ICT. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

DISADVANTAGES

Table 14: Advantages, Disadvantages, Risks & Assumptions- ICT Function

7.5 7.117.025		DISABVARTAGES	
Cu	rrent	Current	
•	Insourced competencies for the development of internal software	Decentralised helpdesk is not an effective use of ICT resources and could incur higher costs	
•	Insourced helpdesk function	for the DCS	
Pro	oposed	Disparate skills mean that ICT becomes a background function amongst many other	
•	Centralise through automation and decision making	cross disciplined functions	
	making	Proposed	
•	Maintain Finance, Logistics and HR as government wide systems that are transversally managed	<ul> <li>Potentially loss of control and oversight from Head Office- but could be mitigated</li> </ul>	
•	Opportunity for SITA arrangement with partnerships and extending relationships with CSIR on technological innovation	<ul> <li>Skills not deepened within DCS (areas of execution not adequately equipped with ICT skill-set)</li> </ul>	

ADVANTAGES	DISADVANTAGES
Enterprise architecture cannot be insourced should be outsourced along with cybercrime, as this area is too specialized will require partnerships and arrangements with other entities	

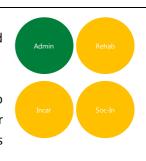
RISKS	ASSUMPTIONS	
Current	Current	
The risk of continuing in fully manual operations to security of inmates and to the	Assumption that decentralised ICT may be less costly	
core service delivery mandate of DCS	Proposed	
Risk profiling on generic services that are outsourced are not done correctly  Risk profiling on specialized services that are outsourced are not done correctly	<ul> <li>That IIMS and other key automation projects are delivered on time and within budget.</li> <li>That data has been categorised, in terms of storage, access to information relating to inmates is secure</li> </ul>	
	That generic services (of low risk) will be outsourced provided they have the necessary expertise to provide and where DCS cannot deliver on that, example email hosting	
	Highly specialised services will have to be outsourced given the DCS lack of such expertise	
	Leverage other public sector entities including CSIR to drive technological enhancements within DCS	

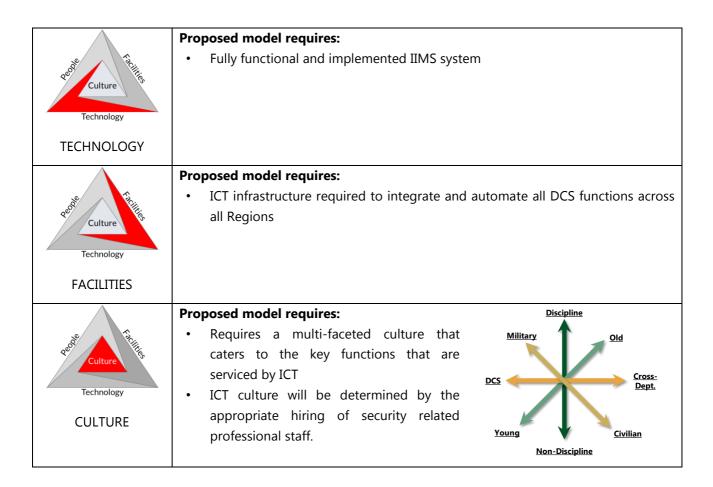
Table 15: People, Technology, Facilities and Culture Considerations for Proposed ICT Model



### **Proposed model requires:**

- Automating all core DCS functions in an integrated manner via IIMS
- Addressing resource and structure limitations
- ICT requires distinct training suited toward its sub functions which is different from the four other functional areas, in order to effectively fulfil its mandate.





6.2.1.8. HR



Figure 39: HR Proposed Model

The HR function is currently partially insourced and partially decentralised and is recommended to change towards a balanced insourced and balanced centralised function. This would allow coordination and control to be further decentralised and allow partnering around coaching, mentoring and training for professionalised skills across the various core service delivery functions. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

Table 16: Advantages, Disadvantages, Risks & Assumptions- HR Function

ADVANTAGES	DISADVANTAGES
Current	Current
Some functions are centralised and other are	Some functions are centralised and other are
decentralised allowing flexibility with regard to	decentralised which may result in confusion

# ADVANTAGES

decision making where appropriate to the function

### **Proposed**

- Aim toward balanced centralisation of HR function utilising delegation of authority where appropriate downstream. This will allow:
  - HR staff regionally to remain focused on core function
  - Further operational control downstream combined with the appropriate technology, delegations and governance
- Regions would take more ownership of administration and HR functions resulting in less bureaucracy and more agility
- Opportunity to leverage partnerships with regard to training, mentoring and coaching SETAs, international training courses

#### **DISADVANTAGES**

- across regions and which may unnecessarily burden Head Office decision making
- Heavy load on HO to currently do all appointments on admin level for CF
- Some regions operate differently based on hybrid model differing between regions which creates inconsistency
- Current delegations do not allow for balanced central/decentralisation

#### **Proposed**

- Aiming toward balanced centralised could indicate a loss of control on quality
- May lead to culture resistance and fear regarding job certainty
- Training and upskilling will result in financial implications
- Headcount requirements will result in financial implications across the organogram

#### **RISKS**

#### Current

- Fully manual operations
- Current resource limitation perpetuates a more centralised approach to HR management and is being seen as a mitigating factor to the resource sharing problem

### **Proposed**

- Risk of resourcing not being prioritised
- Risk of regions not embedding change with regard to Administration resources remaining with their profession
- Stakeholder and partnership collaboration for training, coaching and mentoring is rejected or fails internally and externally
- If upskilling/professionalisation is not part of the model it will be unsuccessful

### **ASSUMPTIONS**

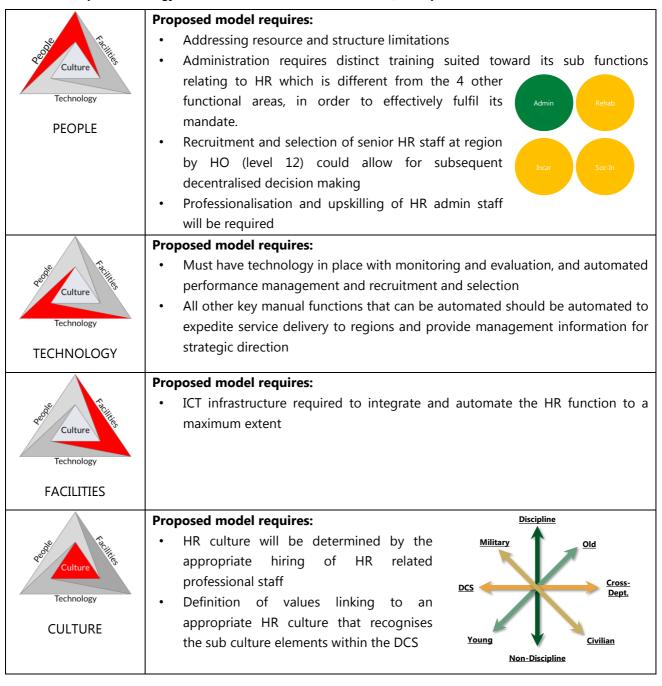
Current

 Balanced decentralising and centralising is risky for current operational reality as administration resources will be diluted for security and other functions not within HR

#### **Proposed**

- That a phased approach is adopted and that all delegations of authority are updated accordingly.
- Assuming that the structure caters for in terms of headcount and budget, the resources required for the 4 keys functions separately i.e. a functional structure is required before this model can be considered i.e. professionalising admin functions
- Fully functional information systems
- · Updated delegations of authority
- Norms, standards and prescripts, Performance management will be driven from HO

Table 17: People, Technology, Facilities and Culture Considerations for Proposed HR Model



#### 6.2.1.9. Supply Chain



Figure 40: Supply Chain Proposed Model

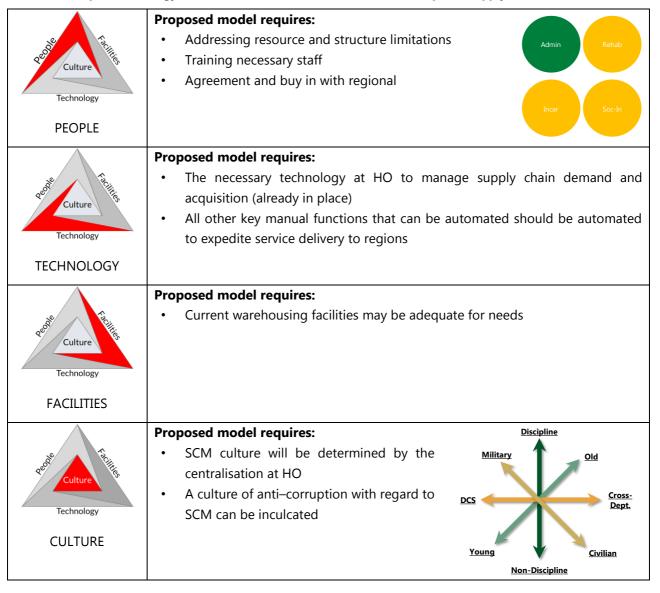
The Supply Chain function is currently insourced and decentralised and is recommended to change towards a balanced outsourced and partially centralised function for Demand and Acquisition whilst Logistics remains

decentralised. This will largely cater for strategic sourcing, cost saving and risk mitigation. It should be noted that delegations of authority will determine which items and their relevant value will require centralised demand and acquisition versus those which can remain decentralised. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

Table 18: Advantages, Disadvantages, Risks & Assumptions - Supply Chain Function

ADVANTAGES		DIS	ADVANTAGES	
Cu	rrent	Current		
•	Currently, distribution and transport of goods are coordinated by the DCS ensuring the security of goods	•	High cost associated with maintenance of vehicles and trucks for the distribution and transport of goods	
•	Supply Chain Demand and Acquisition is decentralised for regional speed and efficiency	•	Since the Finance and Supply Chain function is conglomerated, there is a dilution of skills	
Pro	pposed	Proposed		
•	Decentralised SC Logistics but centralise SC  Demand and Acquisition to improve cost  management and reduce corruption	•	May result in resistance at regional level and increased pressure and load of resources at HO	
•	The DCS 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 world			
RIS	ISKS		ASSUMPTIONS	
Cu	rrent	Current		
•	Risk of corruption with regard to demand and acquisition of services	• Pro	All aspects of SCM are insourced and decentral <b>posed</b>	
•	Risk of collusion and fraud	•	Hybrid mix of decentralising logistics and	
Pro	pposed		centralising demand and acquisition, with	
•	Reliance on outsourced partners to deliver	outsourcing transport and	outsourcing transport and distribution	
	goods may not be in accordance to SLA and demand requirements	•	Assuming that DCS will have the necessary technology to support central coordination	
•	Resistance from Regions causes a delay in adoption	•	Necessary SLA in place with outsource partners in the transport and distribution of goods	
		•	Leveraging off the production agency when established to maximise internal consumption of DCS related outputs	

Table 19: People, Technology, Facilities and Culture Considerations for Proposed Supply Chain Model



### 6.2.1.10. Strategic Administration



Figure 41: Strategic Administration Proposed Model

The Strategic Administration function is currently insourced and fully centralised where partnerships are in certain functions balanced decentralised. It is recommended that this function remain insourced and centralise and elevate partnerships given the strategic partnerships required across the key service delivery functions as well as elevating the Monitoring and Evaluation function. There are short, medium- and long-term recommendations outlined in section 5.2.2. below which consider the appropriate timing from a change management perspective for this function. The proposed model has implications in terms of people, technology, facilities and culture which need resolution if greater efficiencies are to be realised. This is further outlined in the model implications section below.

within the current model

adequately aligned in terms of leadership,

There are disadvantages, risks and assumptions that require attention and mitigation for effective functioning which are outlined in the table below.

Table 20: Advantages, Disadvantages, Risks & Assumptions- Strategic Administration Function

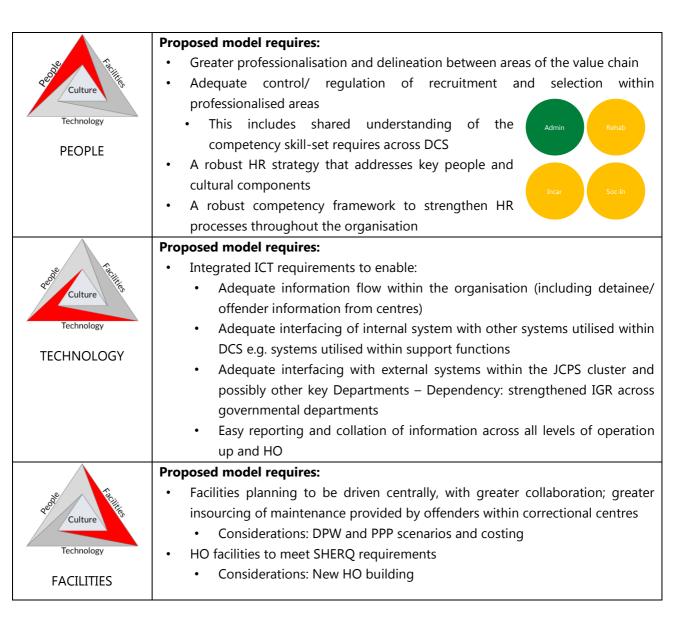
#### **DISADVANTAGES ADVANTAGES** Current Current Strategic admin is currently run centrally with Hybrid model in place which is currently execution largely driven regionally, with the hindered by challenges of communication, exception of regional partnerships which occurs understanding of the mandate, and resource on an ad hoc basis constraints The present model which allows for a matrix All strategic admin areas do not necessarily structure of reporting to ensure crosshave counterparts in the regions to execute coordination of relevant areas effectively **Proposed** Strategic admin function reportedly operates beyond scope of work, i.e. policy development, Strategic partnerships recommended to be directing and reporting to address lack of driven more centrally in a concerted, professionalised counterparts within the region coordinated effort which will formalise and address ad hoc coordination; however, there Partnerships are developed on an ad hoc basis must be a degree of flexibility for localisation rather than coordinated formally and requires consistent application Clear delineation of skill-sets required for functions across the value chain Reported dilution of skills within Finance and Supply Chain Professionalised counterparts recommended within regions, i.e. within the areas of admin, **Proposed** incarceration and rehabilitation-social May result in greater requirement for resources reintegration. This will address disadvantages due to professionalisation

#### **RISKS ASSUMPTIONS** Current Current Lack of control of resources executing work Strategic requirements are best suited within related to specialised function e.g. HR, Finance, Head Office to direct and control the execution etc. of the mandate, with provisions for autonomous decisions as per the legislation **Proposed** Due to lack of specialised knowledge, May experience lack of control for the short outsourced functions are not recommended term until relevant delegations, structures and shared understanding developed through the **Proposed** organisation Necessary technological requirements, i.e. May experience challenges with localised systems that complement one another and relationships if HO and Regional Offices not interface correctly to automate currently

manual processes and information flow

RISKS	ASSUMPTIONS
structure, processes and technology, people and culture	Adequate feedback loop from decentralised functions to ensure continuous development
Regional differentiation must be accounted for at a HO level to mitigate against the 'cookie- cutter' approach	Necessary strategies, policies and programmes to be aligned to the new SDM

Table 21: People, Technology, Facilities and Culture Considerations for Proposed Strategic Administration Model

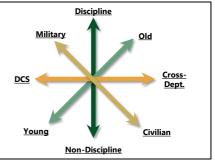




**CULTURE** 

### **Proposed model requires:**

 A defined ideal culture that is facilitated in a natural manner to ensure that the paradoxes below are amalgamated into a culture that is tolerant to the different spectrums and is value enabling



#### 6.2.2. Recommendations

#### 6.2.2.1. Incarceration

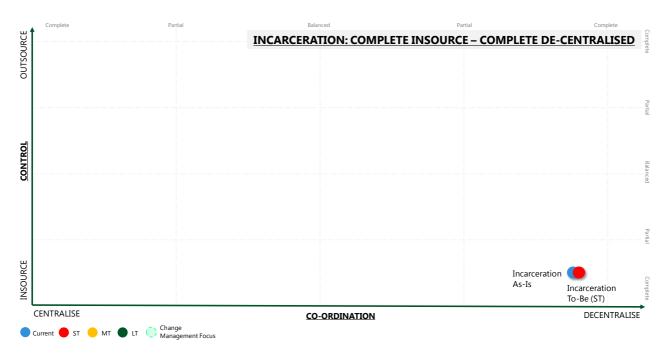


Figure 42: Incarceration Recommendation

The figure above summarises the recommendation for the Incarceration function to remain decentralised in decision making control and fully insourced in terms of staff and resources as this represents the core custodial services of the DCS.

## 6.2.2.2. Rehabilitation

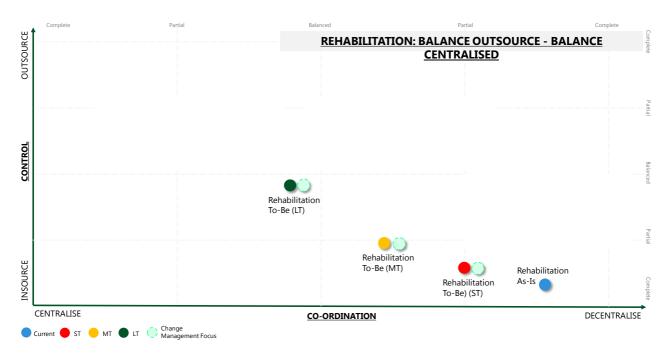


Figure 43: Rehabilitation Recommendation

The figure above summarises the recommendation for the Rehabilitation function to aim toward a balanced outsourced and balanced centralised function.

The Rehabilitation function would require strategic partnerships be established in the short term. The early internal setup considerations for an operating production workshop should begin.

Entrenching these partnerships in the medium term would require more coordination from a centralised perspective. Establishing policies regarding an internal DCS Production Workshop should be operationalised which allows for employment of ex-offenders and gratuity for current offenders.

Sufficient operational case study observations and a detailed business case would inform the DCS of the most profitable entity in which to house a Production Workshop, allowing a plug and play model. Strategic partnerships already established and working effectively for skills development and rehabilitation.

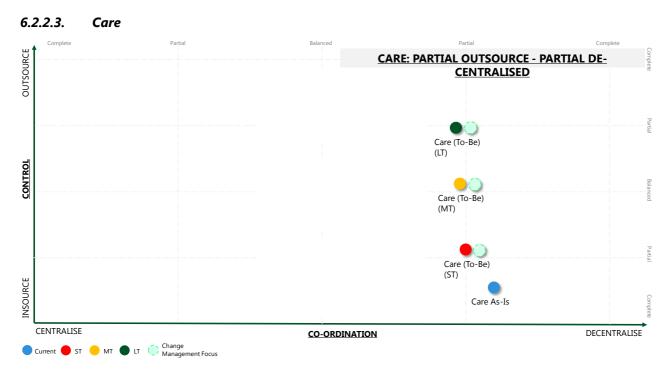


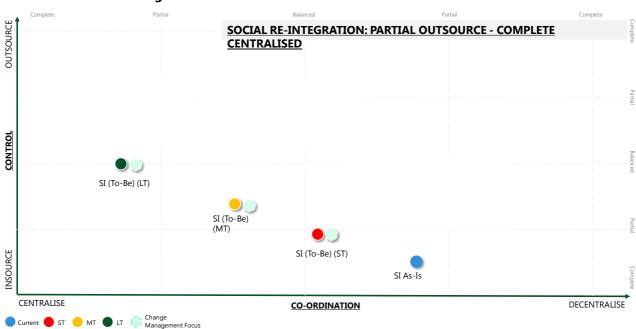
Figure 44: Care Recommendation

The figure above summarises the recommendation for the Care function to progress toward an outsourced function with partial decentralisation to allow for strategic partnerships.

The Care function would require strategic partnerships be established in the short term. Streamlining all existing partnerships and maximising future partnership principles would need to be bedded down. Ensuring that overlaps between services offered in Care and Rehabilitation, begin to be centrally coordinated.

Demand and supply needs are understood, and sister departments take on their mandated role within Correctional Centres in the medium term. Outputs of the production workshop begin to be inputs for the Care function.

If a self-sustaining entity is established for production and workshops, procurement of essential care goods would be procured therein and reduce costs. An administration framework and SLA's are in place like any other service provider.



## 6.2.2.4. Social Reintegration

Figure 45: Social Reintegration Recommendation

The figure above summarises the recommendation for the Social Reintegration function to progress toward an outsourced and centralised function.

The Social Reintegration function would require strategic partnerships be established in the short term. Streamlining all existing partnerships and maximising future partnership principles would need to be bedded down. Moving structure toward central decision making.

Once the function is centralised, other operational streamlining can take place allowing strategic and policy focus required to leverage off intergovernmental partnerships and private sector arrangements. Policy decisions regarding hiring ex-offenders via a production workshop should be established here.

The criteria to test the success of an agency model would be tested via an inhouse 'agency' type operation along with the required business case studies. Assessment regarding what is the best entity to establish would be more effective if piloted inhouse. The vehicle chosen for the long term would require plug and play in the long term.

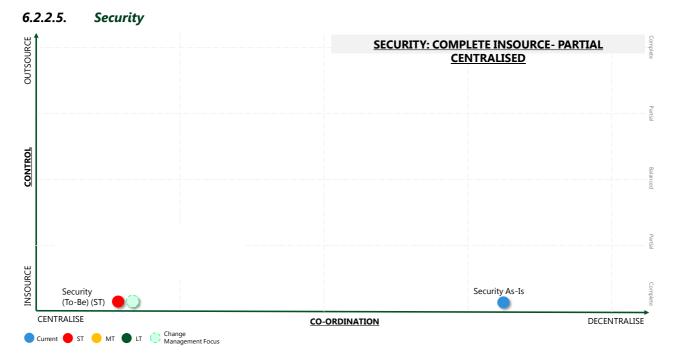


Figure 46: Security Recommendation

The figure above summarises the recommendation for the Security function to be a centralised and conglomerated function.

Partially centralising security would require structure, decision making, staff and resources and some policy and governance changes in the short term. Since Security is largely insourced at the moment, little change is required therein.

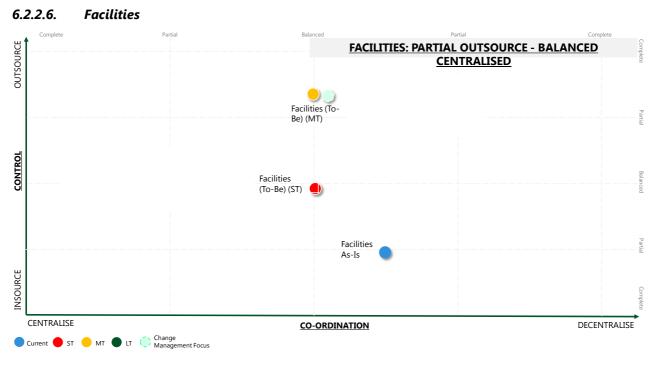


Figure 47: Facilities Recommendation

The figure above summarises the recommendation for the Facilities function to be balanced centralised with partial outsourcing allowing for insourced maintenance.

Balancing centralised decision making will allow for HO to effectively manage DPW and IDT on infrastructure projects. However, allowing for insourcing on the maintenance of infrastructure could make use of existing and ex-offenders in these trades.

Revisiting PPP cost benefit analysis and consideration of PPP facilities in the medium term could alleviate infrastructure backlogs.

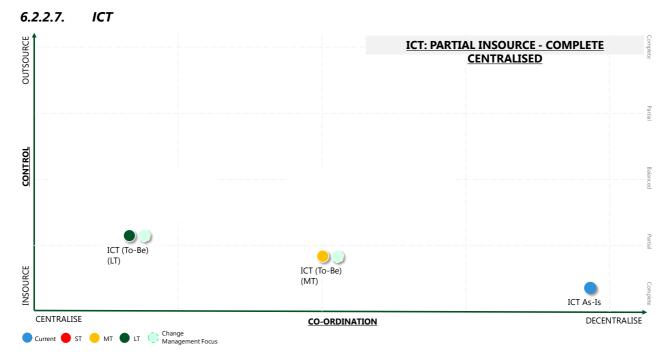


Figure 48: ICT Recommendation

The figure above summarises the recommendation for the ICT function. ICT's centralisation of control depends highly on systems implementation and integration with some outsourcing envisaged.

The ICT centralisation of control depends heavily on the implementation and integration of systems across the value chain. Some partial outsourcing of highly bespoke and highly generalised functions within ICT, relationships can begin to be formalised.

The future state of ICT as a highly centralised function is envisaged via technology in the long term, with decentralised access to systems, but centralised decision-making regarding ICT.

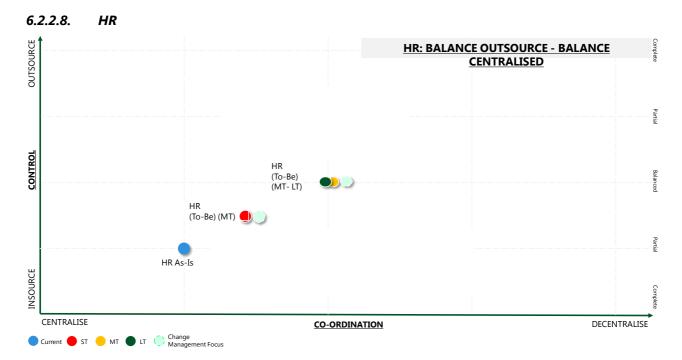
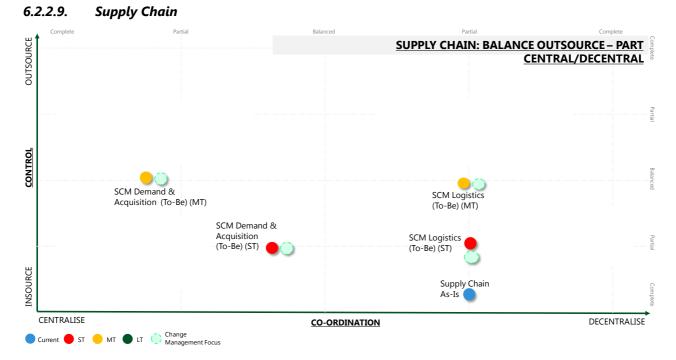


Figure 49: HR Recommendation

The figure above summarises the recommendation for the HR function to be more balanced in terms of centralisation and allow for greater outsourcing on training, coaching and mentoring.

HR should aim toward a balanced centralisation of HR function utilising delegation of authority where appropriate downstream. This will allow HR staff regionally to remain focused on core function with operational control downstream combined with the appropriate technology and other support functions. Partnerships with regard to training, mentoring and coaching should be identified and leveraged for professionalisation of staff.

Ultimately regions would take more ownership of administration and HR functions resulting in less bureaucracy and more agility, this depends on the professionalisation of staff within each function. By the MT-LT partnerships with regard to training, mentoring and coaching SETAs, international training courses would be fully established.



#### Figure 50: Supply Chain Recommendation

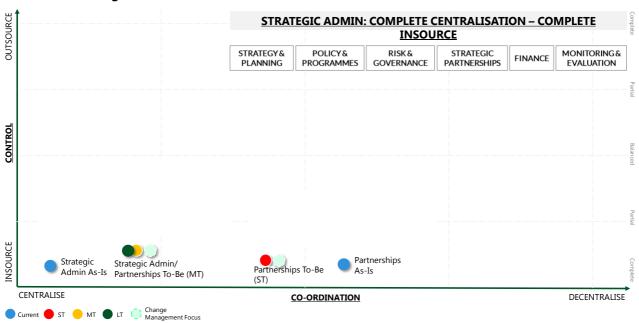
The figure above summarises the recommendation for the Supply Chain function to centralise demand and acquisition and decentralises logistics.

SCM Demand and Acquisition should be phased centralised allowing for Regions to focus on core mandate and benefit from centralised sourcing. This would require change management but indicate cost savings due to the leverage of strategic negotiations.

SCM Logistics would remain a decentralised function managed by regions based on the supply of goods and services required by them. Partnerships should be identified for internal functions done by DCS outside of core mandate, e.g. transport

In the MT SCM Demand and Acquisition would be fully centralised and further demand would also be leveraged out of the DCS production and workshops for goods. This function would be able to provide advisory input into other strategic demand requirements that could be scoped into the DCS workshop.

SCM Logistics would remain decentralised but with established outsources functions for transport and arrangements, where necessary with a DCS Production Workshop function where supply and demand are leveraged.



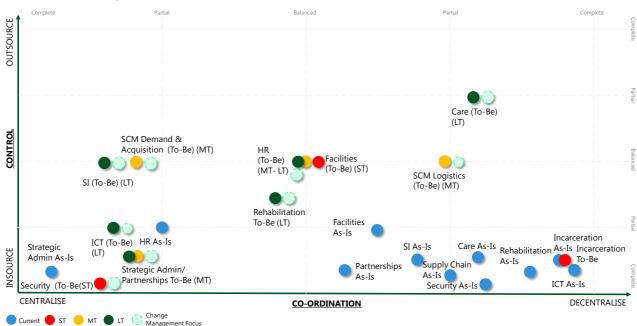
## 6.2.2.10. Strategic Administration

Figure 51: Strategic Administration Recommendation

The figure above summarises the recommendation for the Strategic Administration function to remain centralised focused on policy, norms, strategic partnerships and M&E.

Strategic partnerships recommended to be driven more centrally in a concerted, coordinated manner which will formalise and address ad hoc coordination. This will require a phased approach and require identification, agreement and negotiation regarding the manner in which these are concretised for the MT.

With an established partnerships framework, agreed externally, strategic partnerships can identify other areas of collaboration and streamline existing arrangements for efficiency.



## 6.2.3. Summary of Recommendations

Figure 52: Proposed SDM Short, Medium- and Long-Term Summary

The DCS environment is complex and unique in its core functions and requires a bespoke SDM design to effectively and efficiently discharge upon its mandate. The recommendations contained herein take cognizance of this unique nature and has further recommended that the migration toward the desired model will require cross coordination across functions and between Head Office and the Regions over the short, medium and long terms with concerted change management efforts where a change from existing operations is envisaged.

In essence, the DCS SDM includes a unique design per individual function within the proposed DCS Value Chain across two key spectrums of coordination and control, unpacked through a decentralisation versus centralisation perspective, and an insourcing versus outsourcing perspective. Each function, analysed from these two perspectives resulted in a mixed application relevant to the key services required within those functions.

Conceptually, the proposed DCS Value Chain summarises the focus of core services and support from strategic administration. This has been depicted in light of the SDM recommendations made herein in the figure on the next page where critical success factors are highlighted

- **Key interfaces:** Key interfaces are required between the incarceration and rehabilitation functions with social reintegration function, with social reintegration and the community, and between incarceration, care and security.
- **b. Partnerships:** Partnerships require strategic oversight at the Head Office and require a coordinated approach for the Rehabilitation, Social Reintegration, Care and Facilities function. With partnerships also required to a lesser extent in the HR, ICT and SCM functions.
- **c. Culture:** Cognisance of the multi-dimensional culture dynamic within the DCS is needed in order to craft a suitable desired culture which is likely, through the professionalisation of each function,
- **d. Technology:** Reliance on a fully automated operational environment is critical if the DCS is to fulfil its mandate responsibilities as well as performance monitoring and evaluation requirements.

- **e. Facilities:** A review of infrastructure design and PPP's cost benefit analysis should unlock future challenges related to overcrowding, rehabilitation effectiveness and funding challenges related to infrastructure.
- **f. Self-Sustainability:** The DCS should also take note that innovative and alternative arrangements in the form of entities and agencies may unlock further efficiency gains. These are recommended to be replicated as internal models to allow for case study analysis and business case interrogation for further consideration should they deem to be viable.

At a summary level, the following table outlines the migration from existing to proposed operating models for the DCS functional areas, assuming that tactical and strategic interventions identified earlier in this report are implemented and which support their activation.

Table 22: Summary of DCS Functional Area Operating Model Migrations over short, medium and long term

DCS Functional Area	Current	Proposed Short	Proposed Medium	Proposed Long Term
		term	Term	
1. Incarceration	Insourced	Insource		
	Decentralised	Decentralised		
2. Rehabilitation	Insourced	Partial insource	Partial outsource	Balanced centralisation
	Decentralised	Partial	Partial-balance	Balanced outsourced
		Decentralisation	Decentralisation	
3. Care	Partial Insourced	Partial insource	Balanced	Partial outsourced
	Partial	Partial decentralised	insource/outsource	Partial decentralised
	decentralised		Partial decentralised	
4. Social	Insourced	Balanced insource	Partial insource	Balance outsourced
Reintegration	Partial	balanced	Partial centralised	Centralised
	decentralised	decentralised		
5. Security	Insourced	Insourced		
	Decentralised	centralised		
6. Facilities	Insourced	Balanced outsourced	Partial outsourced	
	Partial	Balanced	Balanced decentralised	
	Decentralised	decentralised		
7. ICT	Insourced		Insourced balanced	Partial insourcing
	Decentralised		decentralised	Centralised
8. HR	Insourced		Partial outsourced	Balanced outsourced
	Decentralised		Partial decentralised	Balanced centralised
9. Supply Chain	Insourced	Partial insource	Balanced	
(demand and	Decentralised	Partial Centralised	insource/outsource	
acquisition)			centralised	
10. Strategic	Insourced	Insourced balanced	Insourced partial	
Administration	Partial	centralised	centralised	
	decentralised			
	Consideration for inno	vative entity or agency establ	lishment or cross functional inp	out/output use between
	functions requiring bu	siness case and cost benefit a	inalysis.	

Therefore, the SDM can be summarised as follows with key milestones for the short-to-medium term.

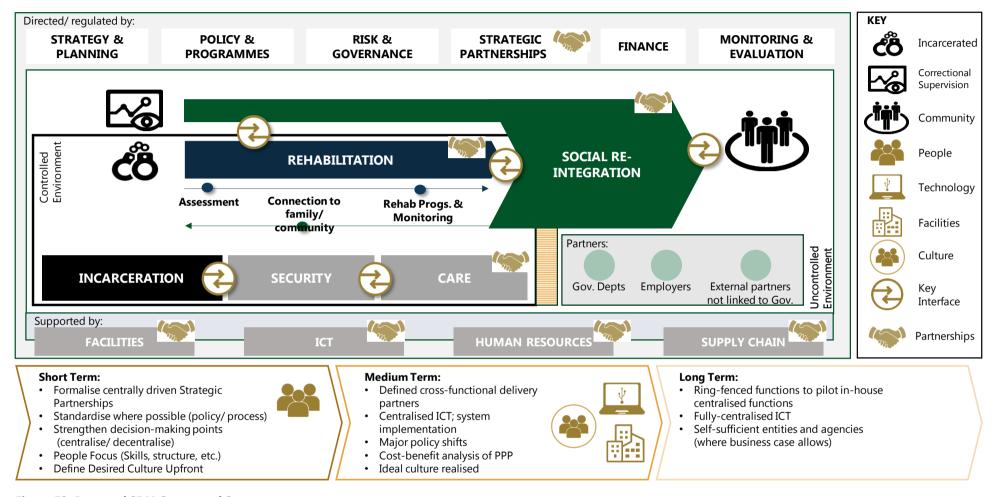


Figure 53: Proposed SDM Conceptual Summary

This model is culminated within Abbreviated SDM as per the DPSA Operations Management Framework and is included under **Annexure 2**.

# 7. CHANGE MANAGEMENT AND IMPLEMENTATION PLAN

## 7.1. Implementation Framework and Plan

Flowing from the SDM is the requirement to re-examine the organisational design of DCS as well as strengthening and amending governance frameworks and documents to ensure alignment to the SDM.

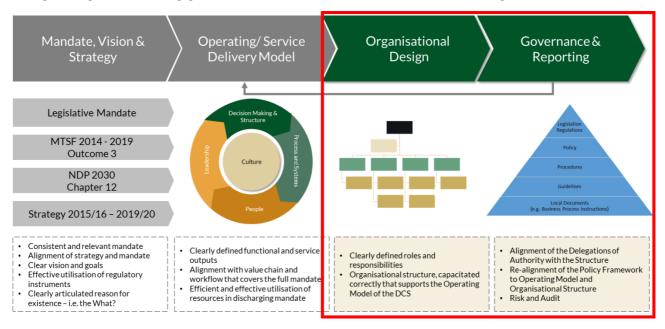


Figure 54: Organisational Alignment Framework

The Delegations of Authority (DoA), A-Order, B-Order and ORP are some of the governing documents that require alignment. The DoA, for example, must reflect greater centralisation in the strategic elements of the value chain as indicated within the SDM.

The implementation framework must ensure the re-alignment of the elements considered to deliver the 'what' through the 'how', i.e. implementing changes with processes, people, facilities, technology and culture.



In addition, the DPSA 2016 Operations Management Framework, outlines four key quadrants of steps necessary to operationalise the strategy.

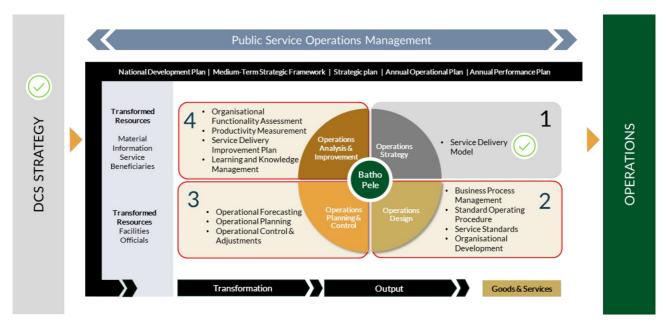


Figure 55: DPSA 2016 Operations Management Framework

These are (1) Development of an Operations Strategy; (2) Development of Operations Design; (3) Conducting Operations Planning and Control; and, (4) Conducting Operations Analysis and Improvement.

The completed SDM resides within the Operations Strategy quadrant. Next steps, as per the framework, include "designing the form, shape and processes, and is crucial to the operation's activities"<sup>20</sup>. This includes the development of business process maps and standard operating procedures aligned to the SDM and service standards defined within the service delivery charter. This will be followed by operational planning, forecasting and implementation of operational controls and adjustments. Lastly, operational implementation is continuously monitored and evaluated in terms of productivity, organisational alignment with SDM improvements.

Incorporating the above frameworks, and in consideration of the complexity of the organisation, the following implementation framework is proposed:

<sup>&</sup>lt;sup>20</sup> DPSA, 2016 Operations Management Framework

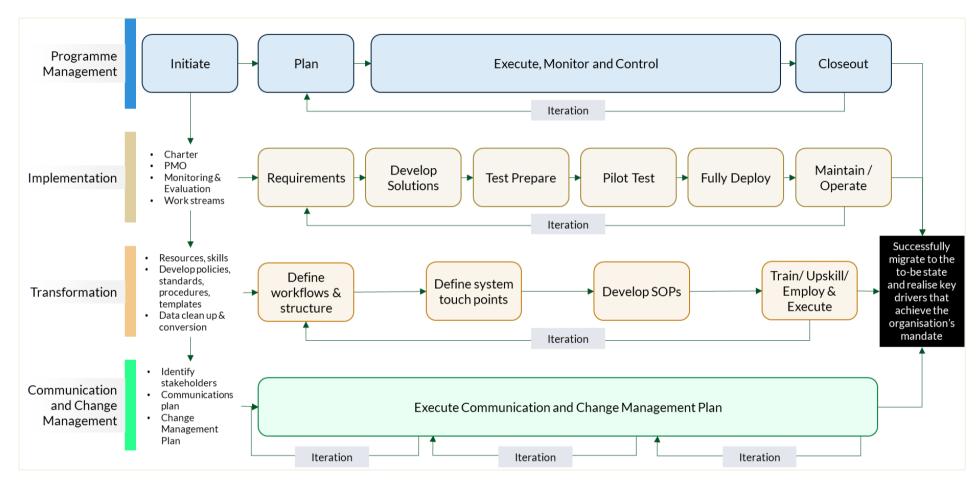
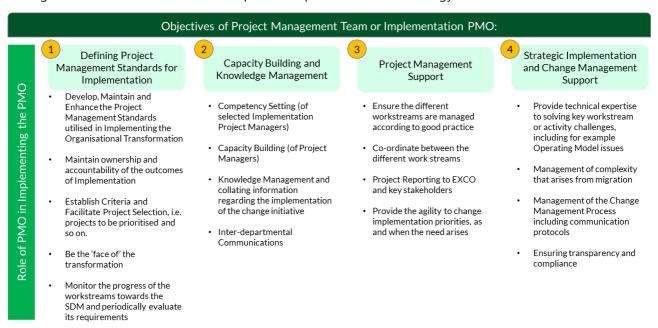


Figure 56: SDM Implementation Framework

The framework is characterised by:

**Creation of a Project Management Office (PMO):** A PMO is recommended for the establishment and management of several workstreams required to operationalise the strategy.



#### Figure 57: PMO Objectives

The PMO will be responsible for the close management, coordination and alignment of work produced across workstreams. Within each workstream, an agile process of piloting, iterations, and full implementation is required. However, workstreams will have pilot interventions collaboratively as the environment is complex and requires integrated deployment.

Ideally, the M&E function would need to reside permanently within the organisation; however, a key function of the PMO would be to carry out Monitoring and Evaluation of the workstreams and their respective purposes towards implementing the SDM.

**Transformation efforts:** Implementation of the SDM requires detailed workflows of the organisation. This will firstly, inform the required organisational structure, document required business processes and enable business process management, the documentation of service standards, standards operating procedures and operational planning components.

Additionally, governance frameworks and policies must be realigned to the developed re-aligned structure, giving adequate power and authority as per the SDM. Organisational development interventions that tackle people and culture, technology (alignment of the systems to the workflows), planned facility management must be instituted within the planned short, medium and long-term.

Workstreams may run in parallel to one another, with key dependencies and milestones clearly articulated up front. The proposed workstreams are indicated in the figure below.

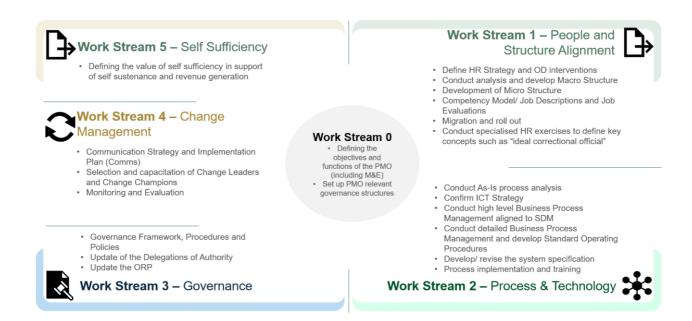


Figure 58: Implementation Workstreams

Governance is a critical component of the process that links the work of all other workstream and provides power and authority to the new modes of work through documents such as the Delegations of Authority and the B-Order. The figure below highlights governance considerations from the relevant work streams.

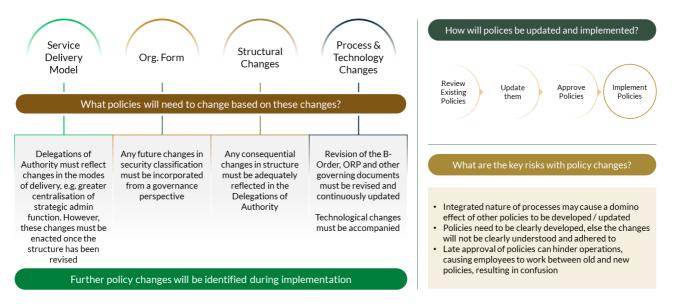
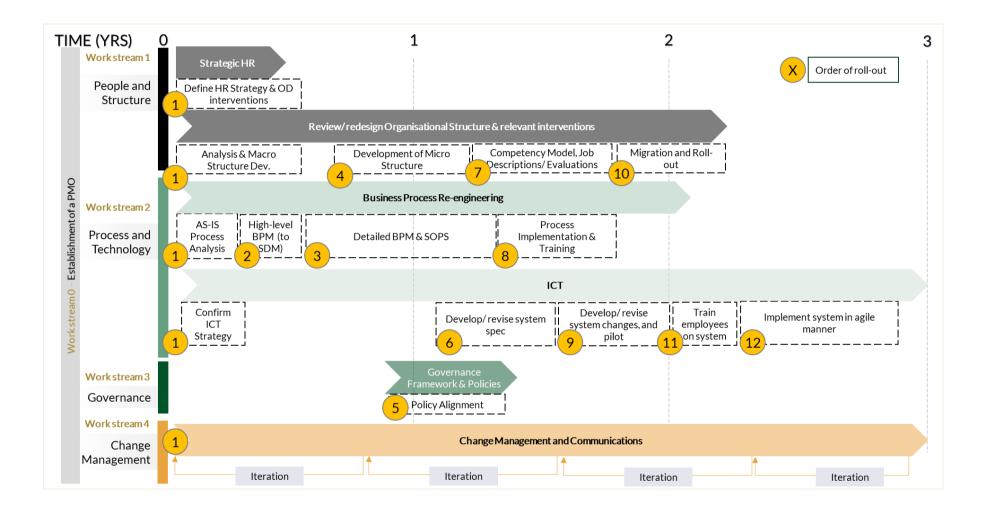


Figure 59: Governance Considerations

**Change Management and Communication:** The transition must be underpinned by strong change management efforts that manage change at individual, unit, region and institutional levels.

## 7.1.1. Implementation Plan

The proposed implementation plan provides a breakdown of tasks required (linked to the workstreams) over the next three years or less. Conservative timeframes were applied given the size and complexity of the DCS.



## Figure 60: Implementation Plan: Short-Medium Term<sup>21</sup>

Largely, all workstreams may work in parallel of one another (to minimise a lengthy process); however, there are key dependencies between the steps provided, and therefore the order of roll-out is provided.

## Table 23: Implementation Plan

#### HIGH LEVEL IMPLEMENTATION PLAN: TIMELINES ARE INDICATED IN THE PROJECT CHARTER

STEP	WORKSTREAM	RESPONSIBILITY
(0) Set up PMO and relevant governance structures	0. Project Management Office	SDI
(1) Define HR Strategy and OD interventions  Strategic HR elements such as a defined HR strategy aligned to the SDM. Interventions for culture will be designed here and included within this work stream.	1. People and Structure	HR
(1) Conduct Analysis and Develop Macro Structure  Informed by process maturity, strategy, the value chain and SDM, an ideal Macro structure should be developed in consultation with key stakeholders	1. People and Structure	HR

<sup>&</sup>lt;sup>21</sup> Size of boxes of tasks is not to be equated with timelines, however, broadly represents the process and overall timelines. Please refer to Implementation Plan table for estimated timeframes.

STEP	WORKSTREAM	RESPONSIBILITY
(1) Conduct AS-IS Process Analysis  Steps here entail gauging the process maturity of the organisation and understanding the processes that are in existence as well as critical gaps. This include assessing the process maturity of the organisation.	2. Process and Technology	PMO lead
(1) Confirm ICT Strategy  Confirm ICT strategy in relation to desired SDM Model	2. Process and Technology	PMO lead
(3) Conduct Detailed analysis on benefits of self-sufficiency and sustainability  Detailed process design and modelling will take place, to firstly, standardise processes across the DCS Production workshops, Agriculture, building and maintenance.	5. Self Sufficiency	PMO lead
(2) Conduct High-Level Business Process Management (BPM) (aligned to SDM)  Following process analysis, a high-level workflow of the organisation is required, with up to level three processes developed and aligned to changes posed in the SDM. The high-level processes will confirm the feasibility of Macro structure	2. Process and Technology	SDI

STEP	WORKSTREAM	RESPONSIBILITY
(3) Conduct Detailed Business Process Management and Develop Standard Operating Procedures  Detailed process design and modelling will take place, to firstly, standardise processes across the organisation, optimise them and communicate them in an easier understandable manner to guide employees during implementation  Value Add: Conducting work- study at this juncture will inform number of positions required in the micro structure. However, work-study is a lengthy process, and estimates can be applied and once operationalised, capacity requirements can be evaluated	2. Process and Technology	PMO lead and work streams
(4) Development of the Micro Structure  Flowing from the detailed BPM of the organisation, micro-structures can be developed. This is the ideal manner in which micro-structures are developed, as it's informed by process requirements. However, micro-structures also inform the processes. Therefore, these workstreams must work closely together leaving room for iterations.	1. People and Structure	PMO and work streams
(5) Governance Framework and Policies  Define the Governance Framework as well as key policy documents aligned to the approved organisational structure and processes developed	3. Governance	PMO and work streams

STEP	WORKSTREAM		RESPONSIBILITY		
(6) Develop/ revise the System Specifications  Processes are a necessary component in informing system requirements. To a degree, system specifications commence in parallel to the processes, especially where the proposed system will inform processes (in terms of automation), processes are iterative.	2. Process a Technology	nd	PMO works s	treams	
(7) Competency Model/ Job Descriptions and Job Evaluations  Flowing from the microstructures, an organisational competency model, job descriptions and/or job evaluations may commence on new/ positions with 50% or more change.	1. People a Structure	nd	PMO and streams	work	
(8) Process Implementation and Training  Once processes have been signed off, they can be implemented in a staged manner unit by unit/ correctional centre by correctional centre. Mass coordination, training and change management is required here. The process is extended to ensure new process adoption	2. Process a Technology	nd	PMO and streams	work	
(10) Migration and roll-out  In positions that have substantially changed, migration of individuals in the current establishment must be moved into new positions in a fair and transparent manner, either through job-matching and placement or job advertising. This process will require substantial change management.	1. People a Structure	nd	PMO and streams	work	

Following implementation, Operations Planning and Control and Operations Analysis and Improvement (as per the Public Service Operations Management Framework) must occur on a continuous basis, i.e. annually.

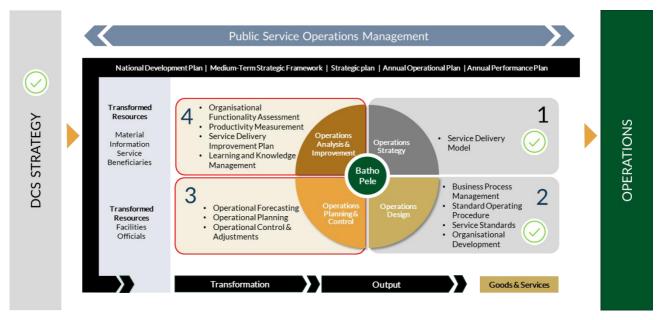


Figure 61: Public Service Operations Management Framework – Post-Implementation Planning

## 7.2. Change Management Plan

Change Management is a systematic approach to managing change within an organisation. It caters for various levels beginning with the individual, up to group (organisational) level. It is a critical process towards ensuring the success of any intervention, be it affecting people, processes, technology or culture. With proposals to amend all four of these components within the SDM, Change Management is an essential workstream for the implementation of the SDM. The framework below, outlines the typical role of change management during organisational alignment processes.

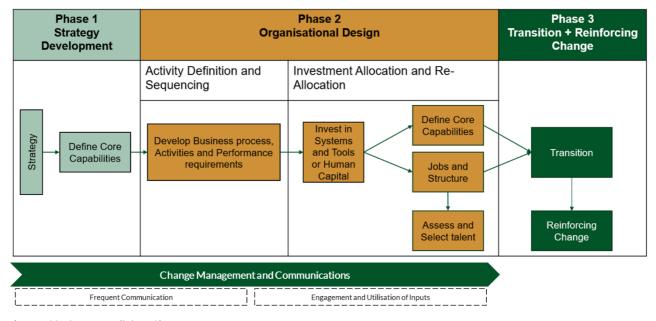


Figure 62: Contextualizing Change Management

Change Management serves two core purposes:

- To facilitate the process of change
- To reinforce change

However, facilitation of change does **not** begin once an intervention has been completed and is ready for implementation; it begins while the development of the intervention is underway. This is critical for buy-in and management of people at an individual, team, unit, region, and organisational level. As such, during the 'design stage' of the relevant interventions (e.g. culture, processes, technology, etc.), change management should focus on communication and stakeholder engagement. Individuals who participate in the process are more likely to accept a change than those excluded from the process.

Within implementation, change management interventions must be tailored to the audience and consider the size and complexity of the environment. For DCS, this includes managing change of the organisation with its external stakeholders and utilising it as a tool to facilitate the change envisioned within the SDM, i.e. strategic partnerships.

Tools such as monthly training will be a key enabler to reinforce change within an organisation.

### 7.2.1. Implementing Change

Change Management is comprised of four categories, namely:

- People Management Management of individuals (and groups) through the process of change
- **Communication** Delivering the right message, to the right people, at the right time so that they are able to participate and understand align to the broader strategy and purpose of the organisation
- **Risk and Impact Management** Identifying and managing risks and impacts associated with the change
- Leadership and Sponsorship Engaging leadership to drive change throughout the organisation

Within a large organisation such as DCS, change management becomes critical. To manage the change, the following framework is proposed:

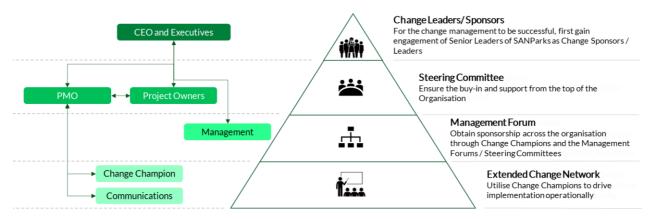


Figure 63: Change Management Framework

First, to leverage off networks and promote the change in a positive manner, representatives of the change must be selected (or volunteer) to represent, communicate and promote the changes to occur within the organisation. This will allow the organisation, some degree of control while simultaneously empowering employees by providing them with a voice and platform.

During the design phases, a heavy focus on communication and stakeholder engagement is recommended to management individuals to the to-be state of the organisation.

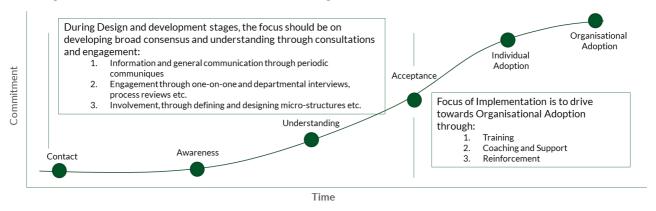


Figure 64: Change Management Focus Pre- and Post- Implementation

This approach will enable transparency and fairness, feed into the culture intervention and facilitate collaboration and performance management. Essential tools that can be utilised throughout this process are presented in the figure below, creating a direct link to steps outlines in other workstreams.

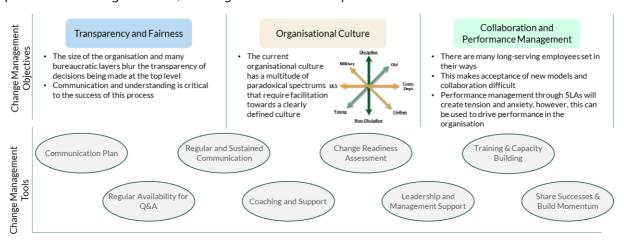


Figure 65: DCS Change Management Requirements and Tools

A key tool to be deployed during the design phase is the change readiness assessment which will better inform and enable change management interventions required. This must be conducted post-intervention design but prior to intervention implementation.

## 7.2.2. Change Management Plan

Accordingly, the following change management plan is proposed.

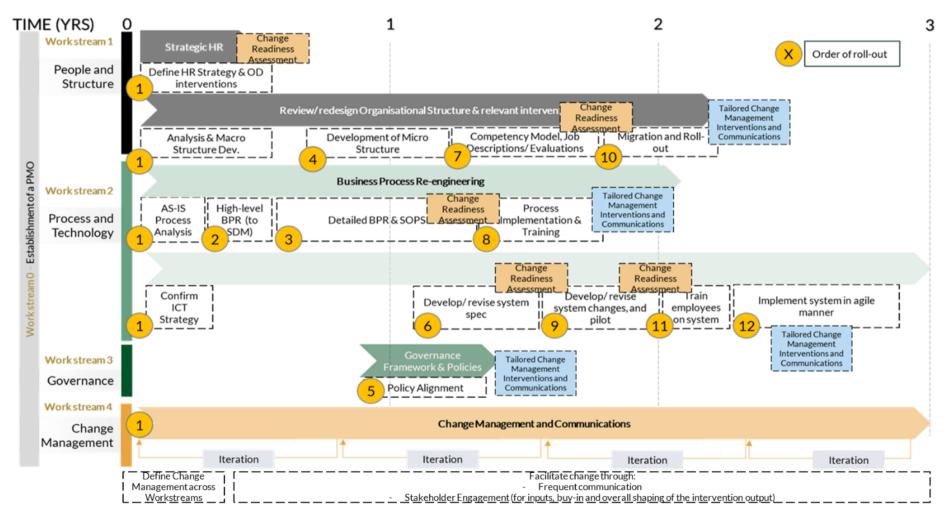


Figure 66: Change Management and Implementation Plan

Table 24: Implementation Plan

STEP	WORKSTREAM	PROPOSED TIMEFRAME
(0) Set up PMO and relevant governance structures	0. Project Management Office	1 month
(1) Define Change Management across Workstreams	4. Change Management	1 month
Set up change management workstreams with defined objectives and clear approach to change management. Enable the setup of change teams across the organisation (as per figure 72).  Design Change Readiness Assessment framework and determine measures of change readiness.		
(2) Facilitate Change through the Design Phase:	4. Change Management	As per workstream
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). This is further guided through Communications Framework and Plan specified in the next section.		timeline
(3) Change Readiness Assessment	4. Change Management	1 month
Conduct change readiness assessments after the design stage of each workstream but prior to implementation, to guide the requirements for the change management intervention. Areas the assessment could measure are: communication; roles and responsibilities, leadership alignment, internal change network, resourcing, enablement, project health, embedding of the change.  Note: Change Readiness could be assessed at various intervals and used to assess progress of change i.e. transformation of stakeholder perceptions and readiness to adopt the SDM		
(4) Tailored Change Management Intervention and Communications	4. Change Management	Post-Change Readiness
Base on the findings of the assessment, tailored intervention must take target weak areas and reinforce strength areas. For example, the intervention could target a weak area of leadership		Assessments

STEP	WORKSTREAM	PROPOSED TIMEFRAME
alignment through greater leadership communication of a single, consistent message		

For the short-medium term, i.e. through the design phase of workstreams, the following communication framework is proposed.

#### **Communications Framework and Plan**

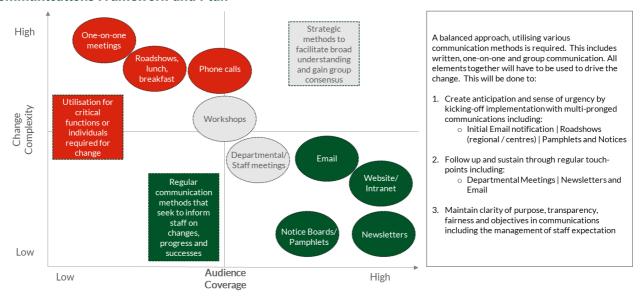


Figure 67: Communication Framework

Proposed communication platforms, the targeted audience, frequency and key messages can be found in **Annexure 3.** 

## 8. CONCLUSION

As the DCS operates within a complex environment and delivers upon a complicated mandate that is a subset of a broader value chain, the proposed SDM applied various factors to the different components of the value chain to produce a hybrid and unique SDM gearing DCS for delivery of its mandate.

Critical to the adoption of the proposed SDM is an internal understanding and adoption of the value chain, the proposed operational model as well the implications thereof. Tied to this process is the adoption of a clear implementation framework and change management plan which will recommend a staged implementation to enable organisational re-alignment. Implementation of this must be accompanied by dedicated resources to drive sustained change management. Similarly, within an organisation as complex and large as the DCS, communication must commence early, be clear, and be frequent in its delivery. This is necessary to ensure buy-in from employees, the ultimate delivery agents of the model.

It is recommended that the model be treated as iterative and continuous. The long-term ideals are foreseen to address future challenges of the organisation; however, with the changing environment, impact of legislation and focus on strategic partnerships, what may be deemed relevant now, may change within the medium term.

The model takes cognisance of the necessity for strategic partnerships in delivering integrated services; however, implementation must focus on greater accountability and budget sharing. A key facilitator of this process will be managed through the change management framework.

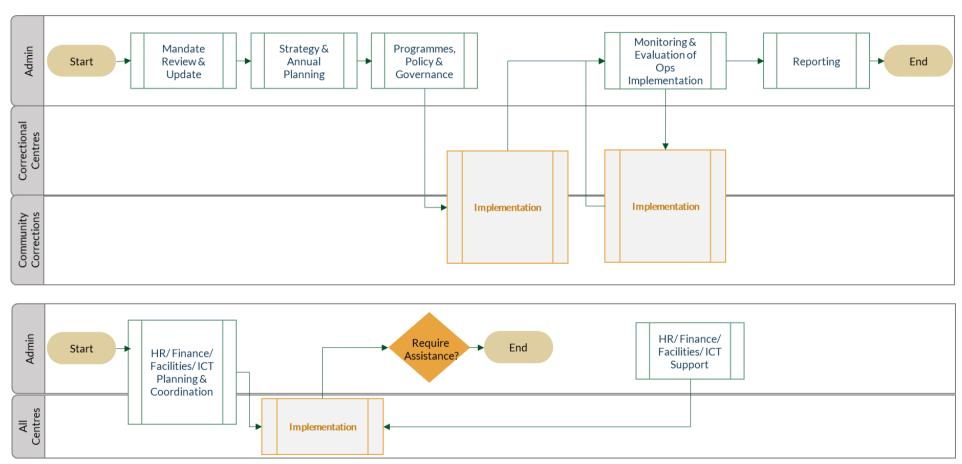
Recommendations were made to carry out detailed business case/ case studies prior to any decision-making regarding future entity/agency creations.

The DCS is characterized by a multi-dimensional culture which, once defined and understood, will journey to its ideal culture in a naturalized manner, with interventions seeking to iron-out persistent issues.

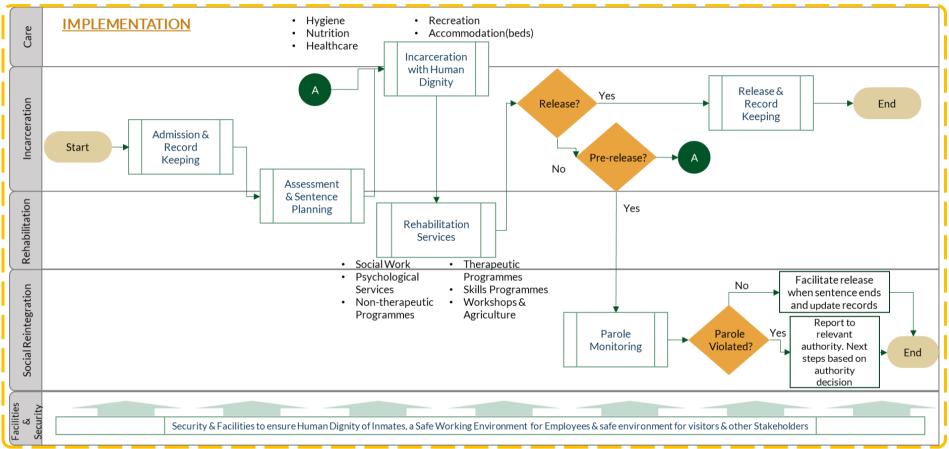
The DCS operates within a constrained environment, and given its all-encompassing mandate, partnerships are a necessity. It is the recommended that outsourcing should be considered for functions that are either not essential to the core, or that DCS does not have capacity for, provided that the cost-benefit analysis reflects feasibility of the option.

Lastly, the DCS currently operates in a somewhat disjointed and ad hoc manner. The most impactful recommendation is to centralise necessary functions to introduce necessary standardisation – and 'Centres of Excellence', while leverage of inter-linkages at a strategic level. This must be delivered whilst providing the Regions with flexibility to execute upon the mandate – effectively creating 'Theatres of Operation'.

## **ANNEXURE 1 – PROPOSED HIGH-LEVEL WORKFLOWS**



 $OMF\ Presentation\ for\ Quarter\ 1\ Review; Correctional\ Services\ Act,\ No.\ 111\ of\ 1998,\ as\ amended;\ AIA\ Interviews;\ Annual\ Reports;\ *Strategic\ Planning\ Report\ 2018\ -\ Shaping\ the\ Future\ of\ Corrections\ in\ South\ Africa;$ 



OMF Presentation for Quarter 1 Review; Correctional Services Act, No. 111 of 1998, as amended; AIA Interviews; Annual Reports; \*Strategic Planning Report 2018 - Shaping the Future of Corrections in South Africa;

# **ANNEXURE 2 – ABBREVIATED SERVICE DELIVERY MODEL**

		2015-2020 Linked Value Value Chair Current Mode Analysis			Agreed								
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
Constitution of the Republic of South Africa, 1996	Chapter 2: Bill of Rights - 9: Equality -10: Human Dignity - 12: Freedom & Security of Person - 27: Healthcare, Food, Water & Social Security - 28: Children - 29: Right to Education - 31: Cultural, Religious & Linguistic Communities 35- Arrested, Detained & Accused Persons  Schedule 4 Schedule 9  Section 27 Section 195. Principles Governing Public Administration Section 197. Public Administration must be governed by relevant national legislation							Jelivery					Delivery
	2(a) enforcing sentences of the courts in the manner	Public Finance Management Act, No. 1 of 1999 (Section 2	INCARCERATI ON - Provide a safe and secure	1. Admission Services - Screening - Profiling	- Incarceration - Social Reintegration								
Correctional	prescribed by this Act	& 3(a)); Criminal	correctional environment	2. Detention and	- Incarceration								
Services Act, No. 111 of		Procedure Act,	through	Incarceration									
1998, as	(5) Establishment	No. 51 of 1977 (Section 21, 27	supervision and implementatio	services - Detention									
amended	of Correctional	and 29 &	n of the	services									
	Centres; (6)	Section	security	- Incarceration									
	Admission ;(7) Accomodation;	276(1)(h), 276(1)(i),	strategies in order to	services - Transfer of									
	17. Access to	276(1)(b),	support	remand									

			2015-2020		Linked Value			Current Mode		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic	Services	Chain	Value Chain Component	Service Beneficiaries	of Service	Advantages	Disadvantages	Risks	Assumptions	Method of
	legal advice;	276A(3),	Objectives Humane	detainees/	Component			Delivery					Delivery
	18. Reading	276A(3), 276A(3)(a),	incarceration	offenders									
	Material; 20.	276A(3)(d), 276(1)(i),	and contribute	Offeriacis									
	Mothers of	276(1)(h),	to the	Note:									
	young children;	276(1)(i),	aspirations of	Detention									
	21. Complaints	276A(3)(a)(ii),	the country;	pertains to the									
	and requests;	276A(3)(e)(ii),	- Create secure	detention									
	22. General; 24.	276B , Section	and Humane	needs of									
	Procedure and	63(A), Section	facilities for	remand									
	penalities; 28.	50, Section	incarceration of	detainees									
	Identification;	285); Child	remand	within remand									
	29. Security	Justice Act, No.	detainees and	detention									
	Classification;	75 of 2008	offenders in a	facilities while									
	30.	(Section 26(3);	conductive	incarceration									
	Segregation;	Section	environment;	needs refers to									
	38.	76(4)(a);	- Remand	the									
	Assessments;	Section	detention	incarceration of									
	39.	76(4)(b);	processes are	inmates within									
	Commenceme	Section 30;	effectively	correctional									
	nt,	Section 33);	managed and	centres									
	computation	Promotion of	remand	3. Correctional	- Social	Core	Service	The	Current	Current	Current	Current	Adoption
	and	Administrative	detainees	Supervision	Reintegration	Incarceration	Beneficiaries	Incarceration	DCS correctional	Severe resource	Risks associated	Current model	towards a
	termination of	Justice Act, No.	attend courts	- Parole			- Inmates	function is	officials are	limitations result in	with the current	assumes that	balanced
	sentences; 42.	3 of 2000 (Act	in accordance	Monitoring				insourced and	focused towards	adjacent functions,	decentralised and	incarceration has	outsourced
	Case	in it's entirety);	with relevant	Services			Indirect	decentralised	the custodial duty	resources,	insourced function	access to sufficient	and partially
	Management	National Health	legislation;	- Probationer			Beneficiaries		and essential	headcount as well	relate to DCS not	resources and skills	centralised
	Committee; 43.	Act, No. 61 of	- Contribute	Monitoring			- Public	Decentralised	services required	as service delivery	benefiting from	to deliver upon its	function
	Location and	2003 (Section	towards a	Services			- Visitors	through	by the	functions being	external	core service	
	transfer of	30; 31); Mental	Humane				- Court Officials	Regional	incarceration	conglomerated	intelligence and	effectively	Head Office
	sentenced	Health Care	environment by				- SAPS	Offices:	function	within the	innovative		provides
	offenders; 44.	Act, No. 17 of	managing				- Legal	- Remand	Appropriate	incarceration	methods of	Proposed	Central
	Temporary	2002, as	overcrowding				Representative	Detention	mode of delivery	programme as well	management of	Proposed model	Coordination/
	Leave; 45.	amended	in correctional				S	Centres	through regional	as staff	the incarceration	recognises the	Direction
	Placement and	(Section 49; 51;	facilities				- Families and	- Correctional	offices	• There is a	function if external	severe limitations	Decentralised
	release; 46.	53 ); Extradition					Communities	Services	Central control	mismatch of	partners were	related to	through
	Management,	Act, No. 67 of	SOCIAL					Centres	over training and	Remand Detention	involved	resources and	Regional
	safe custody	1962 (Act in it's	REINTEGRATI					- Community	professionalisation	representation in	Decentralised	budget and	Offices:
	and well-being	entirety); Public	ON					Corrections	of incarceration	structure between	management	proposes that this	- Remand
	of remand	Service Act, No.	- Consider						staff	Head Office and	without	be addressed in	Detention
	detainees; 49.	103 of 1994, as	offenders for						Duamarid	centre level	information	budget cycles and	Centres
	Safekeeping of information	Amended	possible						Proposed	Duamagad	systems that	in the design of a	- Correctional
		(Sextion 28);	placement on						Without any	Proposed	integrate all service	new structure that	Services Centres
	and records; 49A. Pregnant	Immigration Act, No. 13 of	parole or correctional						major changes to	Resource     constraints will not	delivery modes	aligns the service	- Community
	women; 49B.	2002 (Section	supervision;						decentral	be resolved	poses a risk to operational	delivery needs of the function	Corrections
	Disabled	34); South	- Improve						management or	through this	efficiency,	Fully functional	Possible
	remand	African Police	compliance on						outsourcing, DCS correctional	model; however,	•	information	External Modes:
	detainees; 49C.	Service Act,	conditions set						officials remain	alternative models	adequate record keeping and		- Private-Public
	Aged remand	1995 (Act No	for parolees						focused towards	would require	reporting	systems	Partnership
	detainees; 49D.	68 of 1995)	and						the custodial duty	greater resource	Fully manual		Facilities
	Mentally ill	(Section 2 c, (i)	probationers						and essential	requirements	operations		i aciiides
	remand	2k, 3, 3 g, 13,	under						services required	requirements	operations		
	detainees; 49F.	34-1, 34-5, 34-	Community						by the		Proposed		
	Release under	7, 34-8 34-9);	Corrections;						incarceration		• Since no major		
	supervision of	Probation	- Improve						function		changes are		
	547517151511 01		2					I.			andinges are		

General	Specific	Supplementar	2015-2020		Linked Value	Value Chain	Service	Current Mode		Ana	alysis		Agreed
Mandate	Mandate	y Mandate	Strategic Objectives	Services	Chain	Component	Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	South African	Services Act,	victims/		Component			Delivery	Remand		proposed for the		Delivery
	Police Service;	1991 (Act No	offended,						detention to be		centralising and		
	50. Objectives	116 of 1991)	parolees and						treated as a sub		outsourcing of the		
	of community	(Act in it's	probationers						function of		incarceration		
	corrections; 51.	entirety); Use	participation in						incarceration		function, the risk		
	Persons subject	of Official	restorative						ensuring its		remains on a fully		
	to community	Languages Act,	justice						requirements are		manual, non-		
	corrections; 52.	No. 12 of 2012;	processes;						met as a sub-		automated		
	Conditions	United Nations	- Improve						programme		function		
	relating to	Standard	accessibility to	4. Release	- Incarceration	Core	Service	Currently	Current	Current	Current	Current	Adoption
	community	Minimum Rules	Community	(Unconditional	- Social	Rehabilitation	Beneficiaries	insourced and	Current	Multi skilling of	Current model	Rehabilitation	towards a
	corrections; 53.	(SMR) (Nelson	Corrections	or Parole)	Reintegration		- Sentenced	largely	rehabilitation	resources across	does not maximise	activities do not	balanced
	Serving	Mandela	Services,				Offenders	decentralised	resources are fully	function is proving	outputs of the	link to social re-	outsourced
	community	Rules);	through						insourced and	to be detrimental	production and	integration needs	and partially
	corrections; 54.	Unemployment	increasing				Indirect	Head Office	cross utilised	to non-	workshop, or Skills	Current offender	centralised
	Day parole; 55.	Insurance	service points				Beneficiaries	provides	allowing multi-	custodial/security	and Development	employment and	mode
	Commenceme	Contributions					- Visitors	Central	skilling	functions	subsidisation which	ex offender	
	nt; 56. Medical	Act, No. 4 of					- Victims	Coordination/		Decentralised	places financial	employment do	Head Office
	Examination;	2002 as					- Families and	Direction	Proposed	management of	burden on DCS	not need to be the	provides Centr
	58. Supervision	Amended 2017;					Communities		• A strategic	the Rehabilitation	Risk that the CSA	responsibility of	Coordination/
	Committee; 59.	Public Service						Decentralised	intergovernmental	function results in	act and linked acts	the DCS	Direction
	House	Regulations,						through	partnership	mismatched	do not reflect the		
	detention; 60.	2016;						Regional	approach which	strategic	"mini government	Proposed	Decentralised
	Community	Protection of						Offices:	balances DCS	leveraging of skills	concept' which	• Inhouse	through
	service; 61.	Personal						- Remand	resources with	and training	requires	workshops and	Regional
	Seeking	Information						Detention	external resources	appropriate to	collaboration and	agriculture	Offices:
	employment;	Act, No. 4 of 2013;						Centres	would allow the	regional needs	mandate	Outsource all the	'- Remand
	62.	Promotion of						- Correctional	DCS to focus on	• Current	ownership across	other cross dept	Detention
	Employment; 63.	Equality and						Services	custodial services	production and	departments	mandated cross	Centres
	Compensation;	Prevention of						Centres	Outsourcing of	workshop outputs	• Fully manual	mandated	- Correctional
	64.	Unfair							cross-departmental	and revenue is not maximised within	operations	education, skills	Services Centre
	Programmes;	Discrimination							mandated functions such as	the DCS	Dramacad	development,	- Educational
	65.	Act, No. 4 of							education, skills	the DCS	• Disadvantages	SRAC, sports arts	Services Centre
	Contribution to	2000;							development,	Proposed	regarding self-	and recreation, libraries	- Community Corrections
	costs; 66. Fixed	Promotion of							SRAC, sports arts	• Disadvantages	sustaining entity	Rehabilitation	- Halfway
	address; 67.	Access to							and recreation,	relating to	relates to inherent	activities are	Houses
	Use of alcohol	Information							libraries, etc.	intergovernmental	risk of setup and	integrated to social	Tiouses
	or illegal drugs;	Act, No. of							• DCS may	partnerships could	DCS losing focus	re-integration	Possible
	68. Monitoring;	2000; Position							leverage budget	result in internal	on core services	needs	External Mode
	69. Additional	Paper on the							allocation,	resistance and fear	• Incorrectly	Current offender	- Inter-
	conditions for	Revised Parole							programmes,	regarding job	calculated budget	employment and	governmental
	children; 70.	System for							expertise and	security	and costs	ex offender	partnerships
	Non-	South Africa;							focused delivery	• Internal	allocations that	employment are	
	compliance; 71.	PFMA Checklist							from partner	resistance to	should be funded	catered for by the	
	Change of	for Public							departments	change may delay	results in entity	DCS within a	
	conditions; 72.	Entities -							• The 'mini	benefit realisation	failure	separate	
	Complaints and	Corporate							government'	Moving toward a	Stakeholder and	production and	
	requests; 73.	Management;							delivery challenge	separate	partnership	workshop entity	
	Length and	Outcome 3							can be distributed	government entity	collaboration may	Fully functional	
	form of	Delivery							across other key	would require time	be rejected or fail	information	
	sentences; 74.	Agreement;							mandated	and resources	internally and	systems	
	Correctional	Occupational							stakeholders	initially to setup-	externally	, , , , , , , , , , , , , , , , , , , ,	
	supervision and	Health and							DCS could create	cannot be	Dependency of		
	parole boards;	Safety Act No.							a self-sustaining	leveraged in short	other departments		

			2015-2020		Linked Value			<b>Current Mode</b>		Analysis			Agreed			
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery			
	75. Powers,	85 of 1993, as	· · · · ·						entity for	term	may affect service		,			
	functions and	amended;							production and		delivery if not					
	duties of	National							workshops which		mandated, agreed					
	Correctional	Development							will feed resources		and partnered					
	Supervision	Plan Vision							back into the		clearly					
	and Parole	2030; National							system							
	Boards; 76.	Crime														
	Correctional	Prevention														
	Supervision	Strategy, 1996;														
	and Parole	Medium Term														
	Review Board;	Strategic														
	77. Powers of	Framework,														
	Correctional Supervision	2014-2019; Intergovernme														
	and Parole	Intergovernme ntal Relations														
	Review Board	Framework Act,														
	in respect of	No. 13 of 2005;														
	cases decided	Employment														
	by Correctional	Equity Act, No.														
	Supervision	55 of 1998, as														
	and Parole	amended;														
	Board; 78.	Division of														
	Powers of	Revenue Act,														
	Minister in	No. 3 of 2017;														
	respect of	Cybercrimes														
	offenders	and														
	serving life	Cybersecurity														
	sentences; 79.	Bill of 2015;														
	Medical Parole;	Compensation														
	80. Special	for														
	remission of	Occupational														
	sentence for	Injuries and														
	highly	Diseases Act,														
	meritorius	No. 130 of														
	services; 81.	1993, as														
	Special	amended;														
	measures for	Broad-Based														
	reduction of	Black Economic														
	correctional	Empowerment														
	centre	Act 53 of 2003,														
	population; 82. Powers of	As Amended; B-Order; Basic														
	President; 83.	Conditions of														
	Structure of	Employment														
	National	Act, No. 75 of														
	Council; 90.	1997 as														
	Powers,	amended; 2015														
	functions and	Implementatio														
	duties of the	n Strategy:														
	Inspecting	Revised														
	Judge; 93.	Standard														
	Powers,	Minimum Rules														
	functions and	for the														
	duties of	Treatment of														
	Independent	Prisoners: "The														

General	Specific	Sumplementar	2015-2020		Linked Value	Value Chain	Service	Current Mode		Ana	lysis		Agreed
Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	Correctional	Nelson	Objectives		Component			Delivery					Delivery
	Centres	Mandela											
	Visitors; 96.	Rules";											
	Powers, functions and												
	duties of												
	correctional												
	officials; 98.												
	Professionals;												
	99. Access to												
	correctional centres; 100.												
	Arrest; 101.												
	Entry, search												
	and seizure;												
	102. Use of												
	force; 116.												
	Unauthorised removal of												
	inmate from												
	correctional												
	centre; 117.												
	Escaping and												
	absconding;												
	118. Giving or receiving												
	money or other												
	consideration;												
	119. Supplying												
	certain articles												
	to offenders; 120. Offenders												
	receiving or												
	sending												
	articles; 121.												
	Selling or												
	supplying												
	articles to offenders; 122.												
	Unauthorised												
	entry at												
	correctional												
	centres and												
	communication or interference												
	with offenders;												
	123. Prohibited												
	publication;												
	124.												
	Unauthorised												
	wearing of departmental												
	dress or												
	insignia or												
	prescribed												

Comount	Considia	Complements	2015-2020		Linked Value	Value Chain	Comico	Current Mode		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	sentenced							,					
	offender dress;												
	125.												
	Masquerading as an official;												
	126. False												
	representations												
	; 127.												
	Unauthorised												
	disclosure of												
	information;												
	128.												
	Unauthorised												
	access to or modification of												
	computer												
	material; 128A.												
	Falsifying												
	identification;												
	129. Indirect												
	complicity; 134.												
	Regulations  2(b) detaining	Public Finance	INCARECERAT	5. Safety and	- Security	Core	Service	Currently	Current	Current	Current	Current	Adoption of
	all inmates in	Management	ION	Security	- Security	Social	Beneficiaries	insourced and	Advantages	• Results in	• Social re-	• Social re-	balanced
	safe custody	Act, No. 1 of	- Provide a safe	Services		Reintegration	- Non-custodial	partially	relating to	detention culture	integration does	integration does	outsourced
	whilst	1999 (Section 2	and secure	- Provision of		J	Offenders	decentralised	decentralised	not suited to re-	not fulfil its	not require	and partially
	ensuring their	& 3(a));	correctional	Personal			(Probationers		function with	integration	mandate	additional	centralised
	human dignity	Criminal	environment	Security			and Parolees)	Head Office	Correction Centre	Does not benefit	effectively.	resources and can	
		Procedure Act,	through	measures			- Families and	provides	relates to	from resource	Risk that the CSA	execute within	Head Office to
	6(5) Admission;	No. 51 of 1977	supervision and	- Provision of			communities	Central	delegations of	allocation	act and linked acts	current limitations	largely provide
	/.	(Section 21, 27 and 29 &	implementatio n of the	Physical			Indirect	Coordination/ Direction	authority	Does not benefit  from strategie and	do not reflect the	of skill and resource without	central coordination
	Accomodation; 8. Nutriition; 9.	Section	security	Security measures			Beneficiaries	Direction	Proposed	from strategic and policy changes for	"mini govt concept' which	strategic partners	and direction
	Hygiene; 10.	276(1)(h),	strategies in	- Provision of			- Public	Decentralised	Advantages of	partnerships	requires	and collaboration	to be executed
	Clothing and	276(1)(i),	order to	Technological			- Families and	through	centralising	' '	collaboration and		through
	bedding; 11.	276(1)(b),	support	Security			Communities	Regional	function could	Proposed	mandate	Proposed	Regional
	Exercise; 12.	276A(3),	Humane	measures			- Victims of	Offices:	provide the distinct	Change	ownership across	Agency model	Offices:
	Health care; 14.	276A(3)(a),	incarceration				Offenders	- Community	strategic and policy	management	departments	can be tested	- Remand
	Religion, belief	276(1)(i),	and contribute					Contrac	focus required to	required for	• Fully manual	within the DCS as a	Detention
	and opinion; 15. Death in	276(1)(h), 276(1)(i),	to the aspirations of					Centres - Halfway	leverage off intergovernmental	strategic and operational	operations	fully self-managed function. Will	Centres - Correctional
	correctional	276A(3)(a)(ii),	the country;					Houses	partnerships and	approval of	Proposed	require: Underlying	Services Centres
	centre; 16.	276A(3)(e)(ii),	- Create secure						private sector	centralising	Stakeholder and	established and	- Private-Public
	Correction,	276B , Section	and Humane						arrangements.	functioning would	partnership	proven	Partnership
	development	63(A), Section	facilities for						<ul> <li>Partnership</li> </ul>	result in costs	collaboration is	intergovernmental	Facilities
	and care	50, Section 285;	incarceration of						opportunities exist	• Internal	rejected or fails	collaboration with	- Community
	programmes	Sections 6(1)(c),	remand						with NICRO, DSD,	resistance to	internally and	DSD and other key	Corrections
	and services; 17. Access to	Section	detainees and offenders in a						FBO, DoJ National Treasury DPSA (i.e.	change may delay benefit realisation	<ul><li>externally</li><li>COMCOR agency</li></ul>	government departments:	- Parole Board - Case
	legal advice;	297(1)(a)(i)(ccA) , 297(1)(b));	conductive						SASSA/ GCIS)	Requires Social	results in financial	departments; Strategic	- Case   Management
	18. Reading	Child Justice	environment;						SAPS, DHA, DSD	re-integration to	losses	agreement	Committee
	Material; 19.	Act, No. 75 of	- Remand						Centralising	be managed as a	Business Case	regarding a distinct	
	Children; 20.	2008 (Section	detention						reduces the risk of	self-contained	does not include all	culture for a	Possible
	Mothers of	26(3); Section	processes are						culture dilution	agency within the	risks and	COMCOR;	External Modes:
	young children;	76(4)(a);	effectively						within the social-	DCS to ascertain its	assumptions	Established and	- Inter-

			2015-2020		Linked Value			Current Mode		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic	Services	Chain	Value Chain Component	Service Beneficiaries	of Service	Advantages	Disadvantages	Risks	Assumptions	Method of
	21. Complaints	Section	Objectives managed and		Component	•		Delivery	reintegration	viability for	required for	proven community	<b>Delivery</b> governmental
	and requests;	76(4)(b);	remand						function	eventual agency	conceptual	and private sector	partnerships
	22. General; 23.	Section 30;	detainees						Aiming toward a	separation	approval	collaboration and	partitions.iips
	Disciplinary	Section 33 & );	attend courts						government		Time delays in	conceptual	
	Infringements;	Promotion of	in accordance						agency model for		setup result in	agreement.;	
	24. Procedure	Administrative	with relevant						COMCOR could		further deviation	National Treasury	
	and penalities;	Justice Act, No.	legislation;						provide increased		from delivery of	approval regarding	
	26. Safe	3 of 2000 (Act	- Contribute						employment for		key services	funding	
	custody; 27.	in it's entirety);	towards a						ex-offenders		With regard to	requirements	
	Searches; 28.	National Health	Humane						thereby		probationers there	Fully functional	
	Identification;	Act, No. 61 of	environment by						contributing to		is risk- less so with	information	
	29. Security	2003 (Section	managing						reducing the re-		regard to parolees	systems	
	Classification;	30; 31 &	overcrowding						offending rate		Centralising a	Systems	
	30.	Section 5; 13;	in correctional						onenang rate		self-managed		
	Segregation;	20; 32; 38);	facilities								function within		
	31. Mechnical	Mental Health	demacs								DCS results in		
	Restraints; 32.	Care Act, No.	CARE								increased risks if		
	Use of Force;	17 of 2002, as	- Provide								information is not		
	33. Non-lethal	amended	inmates with								automated and		
	incapacitation	(Section 3; 8; 9;	HIV & AIDS								centrally managed		
	devices; 34.	13; 49; 50; 51;	and TB services	2. Detention	- Incarceration	Core	Service	Currently	Current	Current	Current	Current	Adoption
	Firearms; 35.	53 ); Extradition	to improve life	and	- incarceration		Beneficiaries	insourced and			Risks associated	Current model	
	Other	Act, No. 67 of	· ·			Security			Security	Disjointed			towards a
			expectancy; - Provide	Incarceration services			- Inmates	decentralised	determined by	security function	with the current	assumes that	partially
	Weapons; 36.	1962 (Act in it's					<ul><li>Dignitaries</li><li>Visitors</li></ul>	Decentralised	facility and location	leads to an	decentralised	security delivers	centralised
	Objective of	entirety); Public Service Act, No.	inmates with	- Detention			- Court Officials		requirements	ineffective	function relate to	effectively on its	function which
	implementatio	103 of 1994, as	appropriate Nutritional	services			- SAPS	through	Duamasad	rendering of	DCS not benefiting	mandate being	remains
	n of sentence of	Amended	Services;	- Incarceration services			- DCS Staff	Regional Offices:	Proposed	security services	from	segregated as it is and that it has	insourced
	incarceration;	(Section 3(1);	- Provide	- Transfer of				- Remand	Conglomeration	across the DCS	conglomerated		Head Office to
	37. General	28; );	inmates with				- Legal		of security	• Resource	intelligence and	access to sufficient	coordinate and
	Principles; 43.			remand			Representative	Detention	functions across	limitations result in	innovative	resources and skills	
	•	Immigration	appropriate	detainees/			S	Centres	the DCS will allow	adjacent functions,	methods of	to do so	direct services
	location and transfer of	Act, No. 13 of	Hygiene	offenders			To allow at	- Correctional	for deeper	resources,	management of	Durana	centrally and
		2002 (Section	Services during	Note: This			Indirect	Services	knowledge	headcount as well	the security	Proposed	standardise
	sentenced offenders; 44.	34); South	the period of	services			<b>Beneficiaries</b> - Public	Centres	professionalisation	as service delivery	function.  • Inherent risk to	Will require	service
		African Police	incarceration	applies to			- Families and	- Community	and service	functions being		structure changes and change	offerings with
	Temporary	Service Act, 1995 (Act No		both 2(a) and				Corrections Centres	delivery of safely	conglomerated	delivery of		a degree of
	Leave; 46.			2(b)			Communities		securing inmates.	within other	mandate to safely	management	flexibility/
	Management, safe custody	68 of 1995) (Section 2 c, (i)		Note: Detention				- Head Offices	This will give the	functions not	secure inmates is	Proposed model     recognises the	differentiation
									necessary priority	suited toward	to continue with	recognises the	to occur in
	and well-being	2k, 3, 3 g, 13,		pertains to the					and attention to	security	the status quo	severe limitations	regions
	of remand	34-1, 34-5, 34-		detention					security across the	Duamagad	Decentralised	related to	
	detainees;	7, 34-8 34-9);		needs of					DCS and its linked	Proposed	management	resources and	
	47/48. Food	Probation		remand					supporting	May affect	without	budget	
	and drink	Services Act,		detainees					services.	resource and	information	• Fully functional	
	(duplication	1991 (Act No		within remand					And enable	structure	systems that	information	
	within act); 49.	116 of 1991)		detention					security matters to	Designs and	integrate all service	systems	
	Safekeeping of	(Act in it's		facilities while					be managed more	implications on	delivery modes		
	information	entirety); Use		incarceration					timeously.	budget.	poses a risk to		
	and records;	of Official		needs refers to					DCS correctional	Internal	operational		
	49A. Pregnant	Languages Act,		the					officials become	resistance to	efficiency.		
	women; 49B.	No. 12 of 2012;		incarceration of					focused on safety	change may delay	• Fully manual		
	Disabled	United Nations		inmates within					and security	benefit realisation	operations		
	remand	Standard		correctional						May have			
	detainees; 49C.	Minimum Rules		centres						financial	Proposed		
	Aged remand	(SMR) (Nelson								implications in the	Internal		

eral	Specific	Supplementar	2015-2020		Linked Value	Value Chain	Service	Current Mode		Ana	lysis		Agreed
ndate	Mandate	y Mandate	Strategic Objectives	Services	Chain Component	Component	Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	detainees; 49D.	Mandela	Objectives		Component			Delivery		short term	resistance to		Delivery
	Mentally ill	Rules);								Change	change may delay		
	remand	Unemployment								management	benefit realisation		
	detainees; 56.	Insurance								required for	Risks are key		
	Medical	Contributions								strategic and	when relating to		
	Examination;	Act, No. 4 of								operational	non-automated		
	64.	2002 as								approval of	function without		
	Programmes;	Amended 2017;								centralising	appropriate		
	79. Medical	Public Service								functioning would	information		
	Parole; 81.	Regulations,								result in costs	systems to support		
	Special	2016;									delivery of function		
	measures for	Protection of		6. Health	- Care	Core	Service	Currently	Current	Current	Current	Current	To remain
	reduction of	Personal		Services		Care	Beneficiaries	largely	Currently all	If all resources	Risk that the CSA	Care services	decentralised
	correctional	Information		- Primary			- Inmates	insourced and	resources required	required for DCS	act and linked acts	should be	and partially
	centre	Act, No. 4 of		Health Care				decentralised	for DCS are	are insourced,	do not reflect the	resourced and	outsource
	population; 90.	2013;		- Palliative Care			Indirect		insourced and	knowledge	"mini government	procured for	
	Powers,	Promotion of		- Rehabilitative			Beneficiaries	Decentralised	allows for deep	deepening on the	concept' which	internally and the	Decentralised
	functions and	Equality and		Care			- Public	through	knowledge on Care	delivery of Care	requires	DCS caters	through the
	duties of the	Prevention of		- Referral			- Visitors	Regional	services except for	services may	collaboration and	effectively for this	regions.
	Inspecting	Unfair		Services			- Court Officials	Offices:	nutritional services	distract the DCS	mandate	demand.	-
	Judge; 93.	Discrimination					- SAPS	- Remand	which are	from other core	ownership across	Collaboration	Partially
	Powers,	Act, No. 4 of		Nutrition			- Legal	Detention	outsourced for	services relating to	departments	between Care and	towards
	functions and	2000;		Services			Representative	Centres	bigger centres only	safe security of	Fully manual	Rehabilitation is	outsourced
	duties of	Promotion of					s	- Correctional	,	inmates and ignore	operations that are	sufficient in its	modes with
	Independent	Access to		Personal and			- Families and	Services	Proposed	opportunities for	not automated	present form	greater
	Correctional	Information		Environmental			Communities	Centres	• If Care is	partnerships and	Supply Chain	'	reliance upon
	Centres	Act, No. of		Hygiene				- Community	outsourced and	outsourcing to	risks for external	Proposed	other .
	Visitors; 96.	2000; Position		Services				Corrections	partnered the 'mini	entities whose	procurement of	An interlinkage	intergovernm
	Powers,	Paper on the						Centres	government'	specialisation is	essential goods	between the	ntal services
	functions and	Revised Parole							delivery challenge	deeper in these	and services	outputs of	
	duties of	System for						External	can be distributed	areas.	related to Care	Rehabilitation and	Possible
	correctional	South Africa;						Modes:	across other key	High cost of		Production could	External
	officials; 98.	PFMA Checklist						- Public	mandated	sourcing externally	Proposed	be leveraged for	Modes:
	Professionals;	for Public						Hospitals	stakeholders where		Stakeholder and	the inputs of basic	- Public
	99. Access to	Entities -						·	sister departments	internally within	partnership	goods for Care.	Hospitals
	correctional	Corporate							take on their	the DCS without	collaboration may	• A deep	- Education/
	centres; 100.	Management;							mandated role	subsidisation	be rejected or fails	administration	skills
	Arrest; 101.	Outcome 3							within correctional		internally and	framework to	development,
	Entry, search	Delivery							centres	Proposed	externally	manage	SETAs and
	and seizure;	Agreement;							Outsourcing	Requires	Supply and	partnerships and	related
	102. Use of	Occupational							opportunities exists	structured	demand	demand with a	institutions
	force; 103.	Health and							for nutritional	management	requirements are	strong partnership	- Inter-
	Contract for	Safety Act No.							services and	framework	not effectively	agreement based	governmental
	public-private	85 of 1993, as							partnerships for	managing multiple	managed with the	on SLA turnaround	partnerships
	partnership	amended;							health,	stakeholders	entity responsible	times.	- NGOs
	correctional	National							psychological,	• Internal	for production and	Overlaps between	
	centres; 104.	Development							Spiritual care and	resistance to	workshops and	Care and	
	Duties and	Plan Vision							social work as well	change may delay	failure to delivery	Rehabilitation are	
	restrictions	2030; National							as psychiatric,	benefit realisation	services internally	identified and	
	applying to	Crime							specialized medical	Time delays if	results	mapped within a	
	contractors;	Prevention							services –however	procurement of	Dependency of	partnership	
	105.	Strategy, 1996;							where there is	essential goods is	other departments	framework	
	Appointment	Medium Term							overlap between	not produced at	may affect service		
	of a controller;	Strategic							services offered in	rate of demand	delivery if not		
	106. Powers,	Framework,							Care and	. ato o. acmana	mandated, agreed		

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Interiors and address of a controller 30, family Mark No. Application of controller 30, family No. No. Applicat	General Mandate	Specific Mandate	Supplementar y Mandate		Services		Value Chain Component	Service Beneficiaries		Advantages	Disadvantages	Risks	Assumptions	Method of
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offenders; 122.   amended; 2015   Implementatio   Facilities   o Existing   correctional centres and communication or interference with offenders; 123. Prohibited publication; 124.   Mandela maintenance, unather of the control of t								_	Decentralised		caeges		_	particularly over
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centres and communication or interference with offenders; 123. Prohibited publication; 124. Unauthorised Unauthorised Rules";  O Facility maintenance of communication or interference with offenders, 123. Prohibited publication; 124. Unauthorised Rules";  O Facility maintenance of Families and communication or interference with offenders, and or including building maintenance, maintenance, maintenance, electrical  O Facility maintenance by leveraging of offenders and offenders, agreement with facilities regarding of inmates with gainful employment opportunities in oversee the offenders and maintenance by leveraging of offenders and offenders and maintenance by leveraging of offenders and offend		entry at	n Strategy:		o Existing			Indirect	Offices:	<ul> <li>A model which</li> </ul>	skilled artisan staff	viability	Training	quality
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Masquerading     and reduce idle		Masquerading								and reduce idle				Public Works

	c :c		2015-2020		Linked Value	V. I. GI .	<b>.</b> .	<b>Current Mode</b>		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	as an official;		Objectives		Component			Delivery	time.				- Private Public
	126. False								• This will result in				Partnerships
	representations ; 127.								cost savings to the DCS assuming that				
	Unauthorised								artisans are				
	disclosure of								appropriately				
	information;								budgeted for.				
	128.								Further				
	Unauthorised								opportunities for				
	access to or modification of								outsourcing lie in PPP facilities				
	computer								PPP lacilities				
	material; 128A.												
	Falsifying												
	identification;												
	129. Indirect												
	complicity; 131.												
	Liability for patrimonial												
	loss arising												
	from												
	performance of												
	service by												
	persons under												
	community corrections;												
	134.												
	Regulations												
	2(c)	Public Finance	<u>REHABILITATI</u>	8.	-	Support	Service	Currently	Current	Current	Current	Current	Adoption of a
	promoting the	Management	<u>ON</u>	Rehabilitation	Rehabilitation	ICT	Beneficiaries	<b>insourced</b> and	• Insourced	Decentralised	• The risk of	Assumption that	partially
	social	Act, No. 1 of	- Improve life	Services			- DCS	largely	competencies for	helpdesk is not an	continuing in fully	decentralised ICT	insourced and
	responsibility and human	1999 (Section 2 & 3(a));	skills of offenders with	- Assessment services			Employees - Offenders	decentralised	the development of internal software	effective use of ICT resources and	manual operations to security of	may be less costly	partially centralised
	development	Criminal	Correctional	- Development			- Offenders	Centralised:	• Insourced	could incur higher	inmates and to the	Proposed	function
	of all	Procedure Act,	Sentence Plans	and monitoring			Indirect	- Strategy,	helpdesk function	costs for the DCS	core service	That IIMS and	
	sentenced	No. 51 of 1977	(CSPs) through	of Correctional			Beneficiaries	oversight and	·	Disparate skills	delivery mandate	other key	Central
	offenders	(Section 285;	provisioning of	Sentence Plans			- Families and	system	Proposed	mean that ICT	of DCS	automation	direction and
	7(2)	Sections 6(1)(c),	correctional	(CSPs)			communities	development	Centralise	becomes a	Dunnand	projects are	coordinated
	7(3) Accomodation;	Section 297(1)(a)(i)(ccA)	programmes targeting	- Provision of Psychological			- Visitors - Courts	from Head Office	through automation and	background function amongst	• Risk profiling on	delivered on time and within budget.	through Head Office, some
	13. Contact	, 297(1)(a)(i)(ccA)	offending	Services and			- SAPS	Jince	decision making	many other cross	generic services	That data has	functions
	with	Child Justice	behaviour;	Programmes			- Legal	Decentralised	Maintain Finance,	disciplined	that are	been categorised,	decentralised
	community; 14.	Act, No. 75 of	- Improve	- Provision of			Representative	through	Logistics and HR as	functions	outsourced are not	in terms of storage,	to regions (e.g.
	Religion, belief	2008 (Sections	offender's	Social Work			S	Regional	government wide		done correctly	access to	helpdesk)
	and opinion;	2; 21; 33; 41;	personal	Services and				Offices:	systems that are	Proposed	Risk profiling on	information	
	16. Correction,	42; 51; 52; 53;	development	Programmes				- Remand Detention	transversally	Potentially loss of     control and	specialized services that are	relating to inmates	Insourced
	development and care	55; 57; 72,73,75);	through provision of	- Provision of Spiritual				Centres	<ul><li>managed</li><li>Opportunity for</li></ul>	control and oversight from	outsourced are not	is secure  That generic	<b>functionality</b> with <b>some</b>
	programmes	Promotion of	literacy,	Services and				- Correctional	SITA arrangement	Head Office- but	done correctly	services (of low	outsourcing of
	and services;	Administrative	education and	Programmes				Services	with partnerships	could be mitigated		risk) will be	highlighy
	18. Reading	Justice Act, No.	skills	- Provision of				Centres	and extending	Skills not		outsourced	specialised
	Material; 19.	3 of 2000 (Act	competency	Correctional				- Community	relationships with	deepened within		provided they have	services
	Children; 30.	in it's entirety);	programmes	Programmes  Provision of				Contros	CSIR on	DCS (areas of		the necessary	
	Segregation; 31. Mechanical	National Health Act, No. 61 of	during the time of	- Provision of Educational				Centres Note: ICT	technological innovation	execution not adequately		expertise to provide and where	
	JI. MECHAINCAL	ACL, NO. OI OI	UI .	Luucational				INOIG. ICT	IIIIOvation	adequatery		Provide and where	

Comount	Considia	Complementar	2015-2020		Linked Value	Value Chain	Service	Current Mode		Ana	alysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Component	Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	Restraints; 36.	2003 (Section	incarceration;	Programmes				functions	Enterprise	equipped with ICT		DCS cannot deliver	
	Objective of	5; 13; 20; 38 &	- Offender	and Skills				largely	architecture cannot	skill-set)		on that, example	
	implementatio	Section 4; 27;	behaviour is	Development				decentralised	be insourced			email hosting	
	n of sentence	30); Mental	corrected	Programmes				across offices	should be			Highly specialised	
	of	Health Care	through access	- Provision of					outsourced along			services will have	
	incarceration; 37. General	Act, No. 17 of 2002, as	to psychological,	Sport, Recreation,					with cybercrime, as this area is too			to be outsourced given the DCS lack	
	Principles; 38.	amended	social work and	Arts, Culture					specialized will			of such expertise	
	Assessment; 40.	(Sections 3; 6;	spiritual	and Libraries					require			Leverage other	
	Labour of	8; 13; 49; 50;	services	Services					partnerships and			public sector	
	sentenced	51; 53);							arrangements with			entities including	
	offenders; 41.	Extradition Act,	SOCIAL						other entities			CSIR to drive	
	Treatment,	No. 67 of 1962	<u>REINTEGRATI</u>									technological	
	development	(Act in it's	<u>ON</u>									enhancements	
	and support	entirety); Public	- Consider									within DCS	
	services; 42.	Service Act, No.	offenders for	9. Social	- Social	Support	Service	Currently	Current	Current	Current	Current	Adoption
	Case	103 of 1994, as	possible	Reintegration	Reintegration	Human	Beneficiaries	partially	Some functions	Some functions	Fully manual	Balanced	towards a
	Management	Amended	placement on	services		Resources	- DCS	insourced and	are centralised and	are centralised and	operations	decentralising and	balanced
	Committee; 45.	(Section 3(1);	parole or	- Community			Employees	partially	other are	other are	• Current resource	centralising is risky	insourced and
	Placement and release; 49.	28; ); Immigration	correctional supervision;	Liaison services - Job-Matching			To dive et	decentralised	decentralised	decentralised	limitation	for current	balanced centralised
	Safekeeping of	Act, No. 13 of	Improve	services			Indirect Beneficiaries	Planning	allowing flexibility with regard to	which may result in confusion across	perpetuates a more centralised	operational reality as administration	function
	information	2002 (Section	compliance on	- Reintegration			- Remand	partly	decision making	regions and which	approach to HR	resources will be	lanction
	and records;	34); South	conditions set	Programmes			Detainnees	centralised at	where appropriate	may unnecessarily	management and	diluted for security	Greater
	50. Objectives	African Police	for parolees				- Offenders	Head Office	to the function	burden Head	is being seen as a	and other functions	centralised
	of community	Service Act,	and							Office decision	mitigating factor to	not within HR	planning and
	corrections; 51.	1995 (Act No	probationers					Execution	Proposed	making	the resource		control of the
	Persons subject	68 of 1995)	under					largely	Aim toward	Heavy load on	sharing problem	Proposed	function
	to community	(Act in it's	Community					decentralised	balanced	HO to currently do		That a phased	through Head
	corrections; 52.	entirety);	Corrections;					through	centralisation of	all appointments	Proposed	approach is	Office, with
	Conditions	Probation	- Improve					Regional	HR function	on admin level for	Risk of resourcing	adopted and that	autonomy and
	relating to	Services Act,	victims/ offended,					Offices:	utilising delegation	CF .	not being	all delegations of	day-to-day
	community corrections; 53.	1991 (Act No 116 of 1991)	parolees and					- Remand Detention	of authority where	Some regions operate differently	<ul><li>prioritised</li><li>Risk of regions</li></ul>	authority are updated	running through
	Serving	(Section 2, 3,	probationers					Centres	appropriate downstream. This	based on hybrid	not embedding	accordingly.	Regions
	community	3A, 4); White	participation in					- Correctional	will allow:	model differing	change with regard	Assuming that	Regions
	corrections; 54.	Paper on	restorative					Services	HR staff	between regions	to Administration	the structure caters	Key services to
	Day parole; 55.	Population for	justice					Centres	regionally to	which creates	resources	for in terms of	remain in-
	Commenceme	South Africa,	processes;					- Community	remain focused on	inconsistency	remaining with	headcount and	sourced with
	nt; 56. Medical	1998; Welfare	- Improve					Corrections	core function	Current	their profession	budget, the	greater
	Examination;	Law	accessibility to					Centres	• Further	delegations do not	Stakeholder and	resources required	outsourcing
	58. Supervision	Amendment	Community					<u>.</u>	operational control	allow for balanced	partnership	for the 4 keys	Possible
	Committee; 59.	Act, No. 106 of	Corrections					External	downstream	central/decentralis	collaboration for	functions	external modes:
	House detention; 60.	1997; Use of Official	Services,					modes:	combined with the	ation	training, coaching	separately i.e. a	- service
	Community	Languages Act,	through increasing					- Service providers	appropriate technology,	Proposed	and mentoring is rejected or fails	functional structure is required before	providers - SETAs and
	service; 61.	No. 12 of 2012;	service points					providers	delegations and	• Aiming toward	internally and	this model can be	other
	Seeking	United Nations	Jervice points						governance	balanced	externally	considered i.e.	education and
	employment;	Standard							Regions would	centralised could	• If	professionalising	skills
	62.	Minimum Rules							take more	indicate a loss of	upskilling/professio	admin functions	development
	Employment;	(SMR) (Nelson							ownership of	control on quality	nalisation is not	Fully functional	entities
	63.	Mandela							administration and	May lead to	part of the model it	information	
	Compensation;	Rules);							HR functions	culture resistance	will be	systems	
	64.	Unemployment							resulting in less	and fear regarding	unsuccessful	• Updated	
	Programmes;	Insurance							bureaucracy and	job certainty		delegations of	

			2015-2020		Linked Value			<b>Current Mode</b>		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	65.	Contributions	Objectives		Component			Delivery	more agility	Training and		authority	Delivery
	Contribution to	Act, No. 4 of							Opportunity to	upskilling will result		Norms, standards	
	costs; 66. Fixed	2002 as							leverage	in financial		and prescripts,	
	address; 67.	Amended 2017;							partnerships with	implications		Performance	
	Use of alcohol	Social Work							regard to training,	Headcount		management will	
	or illegal drugs;	Policy, 2005;							mentoring and	requirements will		be driven from HO	
	68. Monitoring;	Social Work							coaching SETAs,	result in financial			
	69. Additional	Amendment							international	implications across			
	conditions for	Act, No. 102 of							training courses	the organogram			
	children; 70.	1998; Social											
	Non-compliance; 71.	Service Professions Act,											
	Change of	No. 110 of											
	conditions; 72.	1978; Social											
	Complaints and	Assistance Act,											
	requests; 73.	No. 59 of 1992;											
	Length and	Social											
	form of	Assistance Act,											
	sentences; 74.	No. 13 of 2004;											
	Correctional	Public Service											
	supervision and	Regulations,											
	parole boards;	2016; Public											
	75. Powers,	Health and											
	functions and	Social											
	duties of	Development											
	Correctional	Sectoral											
	Supervision	Bargaining Council											
	and Parole Boards; 77.	Resolution 2 of											
	Powers of	2010;											
	Correctional	Protection of											
	Supervision	Personal											
	and Parole	Information											
	Review Board	Act, No. 4 of											
	in respect of	2013;											
	cases decided	Promotion of											
	by Correctional	Equality and											
	Supervision	Prevention of											
	and Parole	Unfair											
	Board; 80.	Discrimination											
	Special remission of	Act, No. 4 of 2000;											
	sentence for	Promotion of											
	highly	Access to											
	meritorius	Information											
	services; 82.	Act, No. of											
	Powers of	2000;											
	President; 83.	Prevention and											
	Structure of	Treatment of											
	National	Drug											
	Council; 81.	Dependency											
	Special	Act, No. 20 of											
	measures for	1992; PFMA											
	reduction of	Checklist for											
	correctional	Public Entities -											

			2015-2020		Linked Value			Current Mode		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic	Services	Chain	Value Chain Component	Service Beneficiaries	of Service	Advantages	Disadvantages	Risks	Assumptions	Method of
ivialidate			Objectives		Component	Component	Belleficiaries	Delivery	Advantages	Disadvantages	KISKS	Assumptions	Delivery
	centre	Corporate											
	population; 90. Powers,	Management; Outcome 3											
	functions and	Delivery											
	duties of the	Agreement;											
	Inspecting	Occupational											
	Judge; 93.	Health and											
	Powers,	Safety Act No.											
	functions and	85 of 1993, as											
	duties of	amended;											
	Independent	National Skills											
	Correctional Centres	Development Strategy III;											
	Visitors; 96.	National											
	Powers,	Development											
	functions and	Plan Vision											
	duties of	2030; National											
	correctional	Crime											
	officials; 99.	Prevention											
	Access to	Strategy, 1996;											
	correctional	Medium Term											
	centres; 100.	Strategic											
	Arrest; 101. Entry, search	Framework, 2014-2019;											
	and seizure;	Intergovernme											
	102. Use of	ntal Relations											
	force; 105.	Framework Act,											
	Appointment	No. 13 of 2005;											
	of a controller;	Employment											
	106. Powers,	Equity Act, No.											
	functions and	55 of 1998, as											
	duties of a	amended; Division of											
	controller; 114. Interference	Revenue Act,											
	with	No. 3 of 2017;											
	community	Compensation											
	corrections	for											
	conditions; 116.	Occupational											
	Unauthorised	Injuries and											
	removal of	Diseases Act,											
	inmate from	No. 130 of											
	correctional centre; 117.	1993, as amended; Child											
	Escaping and	Care Act, No.											
	absconding;	74 of 1983;											
	121. Selling or	Broad-Based											
	supplying	Black Economic											
	articles to	Empowerment											
	offenders; 122.	Act 53 of 2003,											
	Unauthorised	As Amended;											
	entry at	B-Order; Basic											
	correctional centres and	Conditions of Employment											
	communication	Act, No. 75 of											
	or interference	1997 as											
									1				

General Mandate	Specific Mandate	Supplementar y Mandate	2015-2020 Strategic	Services	Linked Value Chain	Value Chain Component	Service Beneficiaries	Current Mode of Service	Advantages		nlysis Risks	Assumptions	Agreed Method of
		y Mandate  amended; Advisory board on Social Development Act, No. 3 of 2001; 2015 Implementatio n Strategy: Revised Standard Minimum Rules for the Treatment of Prisoners: "The Nelson Mandela Rules";	Strategic Objectives	Services	Chain Component	Component		of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	community corrections; 134.												
	Regulations 3(2) the Department must – (a)Fulfil the purpose of the correctional system in terms of this Act; (b) As far as practicable, be self-sufficient and operate	Public Finance Management Act, No. 1 of 1999 (Section 2 & 3(a)); Criminal Procedure Act, No. 51 of 1977 (Section 21, 27 and 29 & Section 276(1)(h), 276(1)(i),	ADMINISTRAT ION _Improve the image and overall performance rating of the department; - Root out corrupt activities within the Department;	Strategic Planning and Reporting Services  Policy development and review services  Risk and Governance services	- Strategic Admin	Support Supply Chain	Service Beneficiaries - DCS Employees - Remand detainees - Offenders  Indirect Beneficiaries - Other Departments	Currently insourced and decentralised  Demand planning, Acquisition management and Logistics management decentralised through regional	Current  Currently, distribution and transport of goods are coordinated by the DCS ensuring the security of goods Supply Chain Demand and Acquisition is decentralised for regional speed and	Current  • High cost associated with maintenance of vehicles and trucks for the distribution and transport of goods  • Since the Finance and Supply Chain function is conglomerated, there is a dilution	Current  Risk of corruption with regard to demand and acquisition of services Risk of collusion and fraud  Proposed Reliance on outsourced partners to deliver	Current  • All aspects of SCM are insourced and decentral  Proposed  • Hybrid mix of decentralising logistics and centralising demand and acquisition, with outsourcing	To maintain a balanced outsourced and partially centralised function for Demand and Acquisition whilst Logistics remains decentralised

	Smooifie	Cumplemente	2015-2020		Linked Value	Value Chain	Comics	Current Mode		Ana	lysis		Agreed
l te	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	according to	276(1)(b),	- Provide	- Internal Audit	<u> </u>			offices:	efficiency	of skills	goods may not be	transport and	centralisation
	business	276A(3),	reliable,	- Risk				- Remand			in accordance to	distribution	Head Office t
	principles;	276A(3)(a),	integrated and	Management				Detention	Proposed	Proposed	SLA and demand	Assuming that	allow for
	(c) Perform all	276(1)(i),	secure ICT					Centres	Decentralised SC	May result in	requirements	DCS will have the	strategic
	work	276(1)(h),	infrastructure	Strategic				- Correctional	Logistics but	resistance at	Resistance from	necessary	sourcing, cos
	necessary for	276(1)(i),	and business	Partnerships				Services	centralise SC	regional level and	region causes a	technology to	saving and ris
	its effective	276A(3)(a)(ii),	application	Services				Centres	Demand and	increased pressure	delay in adoption	support central	mitigation;
	management;	276A(3)(e)(ii),	system;	(International/				- Community	Acquisition to	and load of		coordination	while providi
	and	276B , Section	- Improve	Inter-				Corrections	improve cost	resources at HO		Necessary SLA in	decentralise
	(d) Manage remand	63(A), Section 50, Section 285;	organisational capacity for	governmental and non-				Centres	management and reduce corruption			place with outsource partners	control to regions
	detainees	Sections 6(1)(c),	enhanced	governmental)					The DCS should			in the transport	regarding
	3(3)The	Sections $O(1)(0)$ ,	service delivery;	governmental)					look at JIT stock			and distribution of	logisitics
	National	297(1)(a)(i)(ccA)	- Provide	Financial					and warehousing			goods	logisities
	Commissioner	, 297(1)(b));	effective and	Services					to obtain process			Leveraging off	Greater
	of	Child Justice	efficient	- Budget					efficiency gains			the production	outsourcing
	Correctional	Act, No. 75 of	financial and	Management					that can be made			agency when	through
	Services is	2008 (Section	supply chain	and Reporting					in adopting a			established to	strategic
	appointed in	26(3); Section	management;	- Income and					uniform approach			maximise internal	partnership
	terms of the	76(4)(a);	- Provide	Expenditure					Further demand			consumption of	Possible
	Public Service	Section	effective	Management					should also be			DCS related	External Mo
	Act, but the	76(4)(b);	independent	- Payroll					leveraged out of			outputs	-
	conditions of	Section 30;	oversight	Services					the production and			<b>'</b>	Intergvove
	service of the	Section 33 &	relating to the						workshops entity				ental
	National	Sections 2; 21;	treatment of	Monitoring					to ensure a				partnership
	Commissioner	41; 42; 51; 52;	inmates and	and					sustainable feed of				
	are governed	53; 55; 57;	the conditions	Evaluation					supplies based on				
	by this Act	72,73,75);	in the	Services					demand within the				
	and he or she	Promotion of	correctional						DCS world				
	is also entitled	Administrative	facilities and	ICT	- ICT	Support	Service	Currently	Current	Current	Current	Current	To remain
	to the	Justice Act, No.	Public-Private	- ICT		Strategic	Beneficiaries	insourced and	Strategic admin is	Hybrid model in	Lack of control of	Strategic	insourced a
	privileges of a	3 of 2000 (Act	Partnership	Infrastructure		Admin	- Offenders	fully	currently run	place which is	resources	requirements are	centralise a
	head of a	in it's entirety);		Services			- DCS	centralised	centrally with	currently hindered	executing work	best suited within	elevate
	department	National Health		- ICT Helpdesk			Employees	with	execution largely	by challenges of	related to	Head Office to	partnership
	which are	Act, No. 61 of		Services				partnerships	driven regionally,	communication,	specialised	direct and control	and
	conferred by	2003 (Section		- ICT Systems			Indirect	that are	with the exception	understanding of	function e.g. HR,	the execution of	Monitoring
	the Public	30; 31 &		for the			Beneficiaries	partially	of regional	the mandate, and	finance, etc.	the mandate, with	and Evaluat
	Service Act.	Section 5; 13;		purposes of			- Public	decnetralised.	partnerships which	resource		provisions for	function
	3(4) The	20; 38 &		record keeping			- Families and		occurs on an ad	constraints	Proposed	autonomous	
	Department	Section 4; 27);		and data			Communities	Centralised	hoc basis	All strategic	May experience	decisions as per	Centralised
	consists of the	Mental Health		management			- Visitors	through Head	• The present	admin areas do not	lack of control for	the legislation	coordinatio
	National	Care Act, No.		ad reporting			- Courts	Office.	model which allows	necessarily have	the short term until	Due to lack of	required to
	Commissioner,	17 of 2002, as amended		- ICT			- SAPS	Partnerships	for a matrix	counterparts in the	relevant	specialised	direct/
	other correctional	(Section 3; 6; 8;		Governance & Security			- Legal	partially decentralised	structure of	regions to execute effectively	delegations,	knowledge,	coordinate functions of
	officials	9; 13; 49; 50;		Security			Representative	through	reporting to ensure cross-coordination	• Strategic admin	structures and shared	outsourced functions are not	strategic
	Jiliciais	51; 53 );					- Other	Regional	of relevant areas	function reportedly	understanding	recommended	natures, and
	annointed by						Departments	Offices:	of felevallt aleas	operates beyond	developed through	recommended	formalise
	appointed by the National						Departments		_	'	, ,		lomianse
	the National	Extradition Act,						- Remand	Dronocod	COND OF WORK IN	the organication	Dronosed	nartnarchin
	the National Commissioner	Extradition Act, No. 67 of 1962						- Remand	• Strategic	scope of work, i.e.	the organisation  • May experience	• Necessary	1 .
	the National Commissioner in terms of	Extradition Act, No. 67 of 1962 (Act in it's						Detention	Strategic	policy	May experience	Necessary	through a
	the National Commissioner in terms of this Act and	Extradition Act, No. 67 of 1962 (Act in it's entirety); Public						Detention Centres	• Strategic partnerships	policy development,	May experience challenges with	Necessary technological	through a centralised
	the National Commissioner in terms of this Act and other	Extradition Act, No. 67 of 1962 (Act in it's entirety); Public Service Act, No.						Detention Centres - Correctional	• Strategic partnerships recommended to	policy development, directing and	May experience challenges with localised	Necessary technological requirements, i.e.	through a
	the National Commissioner in terms of this Act and	Extradition Act, No. 67 of 1962 (Act in it's entirety); Public						Detention Centres	• Strategic partnerships	policy development,	May experience challenges with	Necessary technological	centralised

C	C	C la marta	2015-2020		Linked Value	Val. a Chair	C	Current Mode		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	Public Service	28; );	, , , , , , , , , , , , , , , , , , , ,					Corrections	coordinated effort	counterparts within	adequately aligned	interface correctly	functions
	Act.	Immigration						Centres	which will formalise	the region	in terms of	to automate	require it to be
	3(5) The	Act, No. 13 of							and address ad hoc	Partnerships are	leadership,	currently manual	insourced.
	Department is	2002 (Section							coordination;	developed on an	structure,	processes and	
	under the control of the	34); South African Police							however, there	ad hoc basis rather than coordinated	processes and	information flow	
	National	Service Act,							must be a degree of flexibility for	formally and	technology, people and culture	Adequate feedback loop	
	Commissioner,	1995 (Act No							localisation	requires consistent	Regional	from decentralised	
	who must,	68 of 1995)							Clear delineation	application	differentiation	functions to ensure	
	without	(Act in it's							of skill-sets	Reported dilution	must be accounted	continuous	
	derogating	entirety);							required for	of skills within	for at a HO level to	development	
	from the	Probation							functions across	Finance and Supply	mitigate against	Necessary	
	generality of	Services Act,							the value chain	Chain	the 'cookie-cutter'	strategies, policies	
	subsection	1991 (Act No							<ul> <li>Professionalised</li> </ul>		approach	and programmes	
	(2)—	116 of 1991)							counterparts	Proposed		to be aligned to	
	(a) determine the fixed	(Act in it's entirety); White							recommended	May result in		the new service delivery model	
	establishment	Paper on Post							within regions, i.e. within the areas of	greater requirement for		delivery model	
	of the	School							admin,	resources due to			
	Department	Education and							incarceration and	professionalisation			
	and the	Training, 2013;							rehabilitation-	'			
	number and	White Paper on							social re-				
	grading of	Population for							integration. This				
	posts;	South Africa,							will address				
	(b) determine	1998; White							disadvantages				
	the	Paper on Batho							within the current				
	distribution of the numerical	– Pele Principles;		Human	- Human				model				
	strength of	White Paper for		Resource	Resources								
	the	Post School		Services	Resources								
	Department;	Education and		- Recruitment									
	(c) organise or	Training		and Selection									
	reorganise the	(National		- Talent									
	Department at	· ·		Management									
	a national or	Plan (NDP):		- Performance									
	provincial level into	Vision 2030; Welfare Law		Management									
	various	Amendment		- Employee Health and									
	components,	Act, No. 106 of		Wellness									
	units or	1997; Use of		- OD Services									
	groups;	Official		Supply Chain	- Supply Chain								
	(d) establish	Languages Act,		Management									
	and maintain	No. 12 of 2012;		Services									
	training	United Nations		- Demand									
	institutions or centres for the	Standard Minimum Rules		Planning									
	training of	(SMR) (Nelson		- Acquisition Management									
	students or	Mandela		- Logistics									
	correctional	Rules);		Management									
	officials;	Unemployment		J									
	(e) award to	Insurance											
	any person	Contributions											
	who is or was	Act, No. 4 of											
	a correctional	2002 as											
	official such	Amended 2017;											

C	C · · · · ·	C la	2015-2020		Linked Value	Val Chair	<b>G</b>	Current Mode		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	monetary or	Spiritual Care	Objectives		Component			Delivery					Belivery
	other reward	Policy											
	for	Procedures;											
	exceptional	South African											
	ability or	Qualification											
	possessing	Authority											
	special qualifications	(SAQA) Act, No. 58 of 1995;											
	or rendering	Social Work											
	meritorious	Policy, 2005;											
	service, as is,	Social Work											
	in his or her	Amendment											
	opinion, a	Act, No. 102 of											
	fitting reward;	1998; Social											
	(f) award a	Service											
	monetary or	Professions Act,											
	other reward	No. 110 of 1978; Social											
	to any person who performs	Assistance Act,											
	an act which	No. 59 of 1992;											
	promotes the	Social											
	interests of	Assistance Act,											
	the	No. 13 of 2004;											
	Department;	Skills											
	(g) appoint,	Development											
	remunerate,	Act, No. 97 of											
	promote,	1998; Sexual											
	transfer, discipline or	Offences and Related											
	dismiss	Matters											
	correctional	Amendment											
	officials in	Act, No. 32 of											
	accordance	2007; Sexual											
	with this Act,	Offences and											
	the Labour	related matters											
	Relations Act	Amended Act,											
	and the Public Service Act;	No. 32 of 2007; Rules of											
	and	Conduct											
	(h) enter into	Pertaining											
	collective	Specifically to											
	agreements as	Psychology;											
	provided for	Public Service											
	in the Labour	Regulations,											
	Relations Act	2016; Public											
	pertaining to	Health and											
	matters within his or her	Social											
	authority.	Sectoral											
	6. The	Bargaining											
	National	Council											
	Commissioner	Resolution 2 of											
	and	2010;											
	correctional	Psychological											
	officials must	Services Policy											

			2015-2020		Linked Value			<b>Current Mode</b>		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	perform the	and	Objectives		Component			Delivery					Beliver,
	functions of	Procedures;											
	the	Protection of											
	Department as	Personal											
	prescribed in	Information											
	this Act,	Act, No. 4 of											
	subject to	2013;											
	such policy as	Promotion of											
	the Minister	Equality and											
	may	Prevention of											
	determine.	Unfair											
	12(0)()	Discrimination											
	13(6)(c)	Act, No. 4 of											
	Contact with	2000;											
	community;	Promotion of											
	16(4)	Access to											
	Correction, development	Information Act, No. of											
	and care	2000;											
	programmes	Prevention and											
	and services;	Treatment of											
	49.	Drug											
	Safekeeping of	Dependency											
	information	Act, No. 20 of											
	and records;	1992; Policy on											
	76. Correctional	Youth											
	Supervision	Offender, 2006;											
	and Parole	Policy on											
	Review Board;	Spiritual Care;											
	77. Powers of	Policy on											
	Correctional	Offenders with											
	Supervision	Disabilities,											
	and Parole	2006; Policy on											
	Review Board	Correctional											
	in respect of	Programmes,											
	cases decided	2006; Policy on											
	by Correctional	Child Offender,											
	Supervision and Parole	2007; PFMA Checklist for											
	Board; 78.	Public Entities -											
	Powers of	Corporate											
	Minister in	Management;											
	respect of	Outcome 3											
	offenders	Delivery											
	serving life	Agreement;											
	sentences; 79.	Older Persons											
	Medical Parole;	Act, No. 13 of											
	80. Special	2006; Offender											
	remission of	Rehabilitation											
	sentence for	Plan;											
	highly	Occupational											
	meritorius	Health and											
	services; 81.	Safety Act No.											
	Special	85 of 1993, as											
	measures for	amended;											

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Establishment of Judicial inspection and inspection														
Establishment of Judicial Inspectorate for Correctional Services, 86 Judge, 88 Conditions of service of rettred Judges, 88 Appointment of the Chel Statistian of Statistian of Services of Appointment of the Chel Statistian of Services of Statistian of Services of Appointment of the Chel Statistian of Services of Services of Services of Appointment of the Chel Statistian of Services of Services of Services of Statistian of Services of S														
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Executive Officer 89. Health Act No. Appointment of staff and assistants; 90. Powers, functions and duttes of the Inspecting Judge; 91. Report 191, Expenses of Judicial Inspectorate of independent of independent Correctional Centre Visitors; 93. Powers, functions and duttes of the Correctional Centre Visitors; 94. Plan Visitors' Visitors; 94. Visitors; 94. Visitors; 94. Visitors; 94. Visitors; 94. Visitors; 95. Committee: Com														
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of staff and assistants; 90. Educational Powers, Formal duties of the Inspecting Judge; 91. Report 191, Expenses of Judicial Inspectate; 91. Powers, Policy Act. No. 92. Appointment of Independent Correctional Centre Visitors; 93. Powers, functions and duties of Prace Policy Act. No. 93. Powers, functions and duties of Prace Policy Polic														
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of Independent Correctional Centre Visitors; 93. Powers, functions and duties of Independent Correctional Strategy, 1996; Independent Correctional Strategic Centres Framework, Visitors; 94. Visitors' International Committee; Covenant on 95A. Civil and														
Correctional Plan Vision Centre Visitors; 2030; National 93. Powers, Crime functions and duties of Strategy, 1996; Independent Correctional Centres Framework, Visitors; 94. 2014-2019; Visitors' International Committee; Covenant on 95A. Civil and														
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duties of Strategy, 1996; Independent Medium Term Strategic Framework, Visitors; 94. 2014-2019; Visitors' International Committee; Covenant on 95A. Civil and														
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Departmental Political Rights;			Civil and											
		Departmental	Political Rights;											

			2015-2020		Linked Value			<b>Current Mode</b>		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	Investigation	Intergovernme											
	Unit; 95B. Code	ntal Relations											
	Enforcement;	Framework Act,											
	95C. Report to	No. 13 of 2005;											
	Commissioner;	Health Care											
	96. Powers, functions and	Policy											
	duties of	Procedures, 2010, screening											
	correctional	on admission;											
	officials; 97.	Generic											
	Delegation of	National											
	powers; 98.	Artisan											
	Professionals;	Workplace,											
	100. Arrest;	Data, Learner											
	102. Use of	Grant Funding											
	force; 103.	and											
	Contract for	Administration											
	public-private	Policy, 2017;											
	partnership	Employment											
	correctional	Equity Act, No.											
	centres; 104.	55 of 1998, as											
	Duties and	amended;											
	restrictions applying to	Elderly Offender											
	contractors;	Policy, 2008;											
	107.	Division of											
	Appointment	Revenue Act,											
	of a Director;	No. 3 of 2017;											
	108. Powers,	DCS Mothers											
	functions and	and Babies											
	duties of	Policy, 2013;											
	Director; 109.	DCS'											
	Appointment	Framework on											
	of custody	the											
	officials; 110.	implementatio											
	Powers and	n of the Child											
	duties of	Justice Act, No.											
	custody officials; 111.	75 of 2008; Continuing											
	Preservation of	Education and											
	confidentiality;	Training Act											
	112. National	2006, No. 16 of											
	Commissioner's												
	powers in an	Compensation											
	emergency at	for											
	public-private	Occupational											
	partnership	Injuries and											
	correctional	Diseases Act,											
	centres; 113.	No. 130 of											
	Interference	1993, as											
	with	amended; Child											
	correctional or	Care Act, No.											
	custody officials; 114.	74 of 1983; Broad-Based											
	Interference	Black Economic											
	Interierence	PIACK ECOHOLLIC											

			2015-2020		Linked Value			<b>Current Mode</b>		Ana	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Value Chain Component	Service Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	with	Empowerment											
	community	Act 53 of 2003,											
	corrections	As Amended;											
	conditions; 116.	B-Order; Basic											
	Unauthorised	Conditions of											
	removal of inmate from	Employment Act, No. 75 of											
	correctional	1997 as											
	centre; 117.	amended;											
	Escaping and	Advisory board											
	absconding;	on Social											
	121. Selling or	Development											
	supplying	Act, No. 3 of											
	articles to	2001; 2015											
	offenders; 122.	Implementatio											
	Unauthorised	n Strategy:											
	entry at	Revised Standard											
	correctional centres and	Minimum Rules											
	communication	for the											
	or interference	Treatment of											
	with offenders;	Prisoners: "The											
	123. Prohibited	Nelson											
	publication;	Mandela											
	124.	Rules";											
	Unauthorised												
	wearing of departmental												
	dress or												
	insignia or												
	prescribed												
	sentenced												
	offender dress;												
	125.												
	Masquerading												
	as an official; 126. False												
	representations												
	; 127.												
	Unauthorised												
	disclosure of												
	information;												
	128.												
	Unauthorised												
	access to or modification of												
	computer												
	material; 128A.												
	Falsifying												
	identification;												
	129. Indirect												
	complicity; 132.												
	Establishment,												
	management												
	and exemption												

			2015-2020		Linked Value			Current Mode		Δna	lysis		Agreed
General Mandate	Specific Mandate	Supplementar y Mandate	Strategic	Services	Chain	Value Chain Component	Service Beneficiaries	of Service	Advantages	Disadvantages	Risks	Assumptions	Method of
	from certain moneys of canteens at correctional centres; 133. Agreements for articles, supplies and services; 134. Regulations  In addition, all sections oulined above are applicable to these		Objectives		Component			Delivery					Delivery
Correctional Services Regulations, 1998 as amended in 2012	services.  The Regulations in its entirety is applicable to the Department of Correctional Services. The regulations specifies functions, powers and empowered entities in addition to the Correctional Services Act, No. 111 of 1998, as amended. These include: - Custody of all inmates under conditions of human dignity - Sentenced Offenders - Management, Safe Custody and Wellbeing of Remand Detainees - Community Corrections - Release from Correctional Centre and Placement												

Conoral	Specific	Sumplementer	2015-2020		Linked Value	Value Chain	Service	<b>Current Mode</b>	Analysis				Agreed
General Mandate	Mandate	Supplementar y Mandate	Strategic Objectives	Services	Chain Component	Component	Beneficiaries	of Service Delivery	Advantages	Disadvantages	Risks	Assumptions	Method of Delivery
	Under												
	Correctional												
	Supervision												
	and Day Parole												
	as well as												
	Parole												
	- Compliance												
	Management												
	- Human												
	Resource												
	Organisation												
	Matters												

## **ANNEXURE 3 – PROPOSED COMMUNICATIONS**

COMMUNICATION PLATFORM	TARGETED AUDIENCE	FREQUENCY	KEY MESSAGES
Email Communique	All Staff	Bi-weekly	<ul> <li>Status update and implementation progress</li> <li>'Word from the National Commissioner</li> <li>Key Successes</li> <li>Key contacts</li> </ul>
Notice Boards / Pamphlets	All Staff	Bi-monthly	<ul> <li>Status update and implementation progress</li> <li>Explaining new processes, functions, operating models, governance structures</li> <li>Key contacts</li> </ul>
Newsletters	All Staff	Monthly	<ul> <li>Status update and implementation progress</li> <li>Explaining new processes, functions, operating models, governance structures</li> <li>Key contacts</li> </ul>
Website / Intranet	All Staff	Monthly	<ul> <li>Status update and implementation progress</li> <li>Explaining new processes, functions, operating models, governance structures</li> <li>Key contacts</li> <li>Access to detailed policies, processes and procedures</li> <li>'Word from National Commissioner</li> </ul>
Personalised Emails	Individual	Ad-hoc	<ul> <li>Dependent on purpose of personalised emails, e.g.:</li> <li>Data requirements</li> <li>Status update and implementation progress</li> <li>Process / structure / operating model / governance discussion</li> <li>Changes to occur with their post or division</li> <li>Key contacts</li> </ul>
Departmental / Staff Meetings	Departmental	Standing item on schedule	<ul> <li>Status update and implementation progress</li> <li>Key changes under Department</li> <li>Changes in the modes of operations, i.e. Services Delivery Model</li> <li>Implications of organisational structure and process of roll-out</li> </ul>

COMMUNICATION PLATFORM	TARGETED AUDIENCE	FREQUENCY	KEY MESSAGES
			<ul> <li>Solicitation of information from staff</li> <li>Q&amp;A</li> </ul>
Roadshows / Events	Regional / Park	Once-off, initial	<ul> <li>Purpose of PMO</li> <li>Status update and implementation progress</li> <li>Changes in the modes of operations, i.e. Services Delivery Model</li> <li>Implications of organisational structure and process of roll-out</li> <li>Roadshow is a platform for employees to bring forth their grievances with the process</li> <li>Q&amp;A</li> </ul>
Workshops	Group Setting	Ad-hoc	<ul> <li>Status update and implementation progress</li> <li>Changes in the modes of operations, i.e. Services Delivery Model</li> <li>Implications of organisational structure and process of roll-out</li> <li>Workshop is a platform for employees to relay shortcoming, of the implemented process / structure / operating model</li> <li>Development or proposals of solutions for challenges faced through implementation</li> <li>Q&amp;A</li> </ul>
One-on-One Meetings	Individual	Ad-hoc	<ul> <li>Dependent on purpose of one-on-one meeting, e.g.:</li> <li>Data requirements</li> <li>Status update and implementation progress</li> <li>Process / structure / operating model / governance discussion</li> <li>Changes to occur with their post or division</li> <li>Q&amp;A</li> </ul>

$\Box$	CC	SED	\/ICE	DEI	T\/EDV	Mode	1

The Service Delivery Model of Correctional Services is compiled with the latest available information from departmental and other sources. Some of this information is unaudited or subject to revision.

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