Department of Correctional Services

Revitalising DCS

Transforming prisons into correctional centres - places of new beginnings
DCS has been revitalised over past 4 years:
• National symposium on Correctional System
• Mvelephanda Strategic Planning session
• Gearing DCs for Rehabilitation
• Restructuring and Transformation in line with Resolution 7/2002
• Drafting of White Paper
• Development of White Paper Implementation Plan and costing it
• Strategic Planning based on White Paper Implementation Plan
• Centres of Excellence as studies of implementation of White Paper
Purpose of correctional system is to contribute to maintaining & protecting just, peaceful & safe society by —

(a) enforcing sentences of courts in manner prescribed by this Act;

(b) detaining all prisoners in safe custody whilst ensuring their human dignity; &

(c) promoting social responsibility & human development of all prisoners & persons subject to community corrections

(Correctional Services Act, Act No 111 of 1989)
**LEGAL MANDATE**

**Mandate Drawn From:**
- RSA Constitution
- National Crime Prevention Strategy
- White Paper On Corrections In South Africa
- Correctional Services Act 111/98, & Regulations
- Subordinate Policy & Institutional Orders

**Impact and Challenges of mandate:**
- **Safe custody to protect society**
  - Escapes and prison violence
- **Humane conditions of custody**
  - Violation of offender rights
- **Promotion of social responsibility**
  - Corruption & social irresponsibility
- **Promotion of human development**
  - Frustration of offender development
TRANSFORMATION 1993 - 2000

- Alignment of Department with human rights culture due to 1993 Interim Constitution led to 1994 White Paper
- Appointment of Inspecting Judge – treatment of inmates oversight
- Affirmative Action process
- Approval of National Crime Prevention Strategy in 1996
- Demilitarization 1 April 1996
- New Constitution in 1996 & Bill of Rights
- New Correctional Services Act in 1998
STRATEGIC REALIGNMENT SINCE 2000

- Rehabilitation placed at center of all DCS activities
- Overhaul of internal strategic planning
- Unit Management mainstreamed as vehicle for rehabilitation
- Reconceptualizing of rehabilitation in 2001/2
- New corporate culture to support rehabilitation & correction
- Correction as holistic process
- DCS is State’s agent in correction
- Upgrade DCS involvement in integrated governance
VISION & CORE VALUES

VISION: To be one of best in world in delivering correctional services with integrity & commitment

DCS CORE VALUES are necessary for rehabilitation orientation of department & members:

- Development
- Integrity
- Recognition of human dignity
- Efficiency
- Accountability
- Justice
- Security
- Equity
Placing rehabilitation at centre of all DCS activities in partnership with external stakeholders through:

• Integrated application & direction of all DCS resources to focus on correction of offending behaviour, promotion of social responsibility & overall development of person under correction;
• Cost effective provision of correctional facilities that will promote efficient security, care & development services within enabling human rights environment
• Progressive & ethical management & staff practices within which every correctional official performs effective correcting & encouraging role
Incarcerated population 187 065
Capacity of DCS facilities 113 551
Unsentenced inmates 54 750
Sentenced inmates 132 315

Overcrowding concentrated in regions where

- major renovations required,
- demography has changed, putting pressure on CJS infrastructure and processes resulting in large numbers of ATDs, &
- impact of minimum sentences
<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
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<tbody>
<tr>
<td>Children under 18 years in detention</td>
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<tr>
<td>Unsentenced</td>
<td>2 232</td>
</tr>
<tr>
<td>Under 14</td>
<td>6</td>
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<tr>
<td>Sentenced</td>
<td>1 926</td>
</tr>
<tr>
<td>Under 14</td>
<td>9</td>
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<tr>
<td>Community Corrections</td>
<td>53 556</td>
</tr>
<tr>
<td>Probationers</td>
<td>20 673</td>
</tr>
<tr>
<td>Parolees</td>
<td>32 883</td>
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</table>
Total statistics re Staff members

SMS - 125 filled; 57 vacant
Middle and junior management - 1903 filled; 355 vacant
COs - 28629 filled; 1 743 vacant

Professional staff: 2071 filled and 1147 vacant at various levels

Total: 32 719 filled and 2947 vacant
CORRECTIONAL CENTRES

Organisation of Correctional Administration
233 Active Correctional centres
- 5 closed for renovations
- 8 women’s correctional centres
- 13 Youth Development Centres
- 140 Men only
- 72 which accommodate women in a section in Centre

Divided into 48 Management Areas
Management Areas grouped into 6 Regions
Correctional Services Act allows for Joint Venture Prisons

- Mangaung, Bloemfontein
- KutamaSinthumule, Louis Trichardt
- Contract Management of relationship between DCS & these companies
- Operational coordination between relevant Regional Commissioner and management of these prisons
- Accommodate 5920 maximum security offenders
**KEY CHALLENGE –**

**BASELINE INADEQUATE TO DELIVERY ON WHITE PAPER**

<table>
<thead>
<tr>
<th>Baseline Allocation</th>
<th>Year 0 2003/2004 R’000</th>
<th>Year 0+1 2004/2005 R’000</th>
<th>Year 0+2 2005/2006 R’000</th>
<th>Year 0+3 2006/2007 R’000</th>
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<tr>
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<td>7 677 021</td>
<td>8 407 789</td>
<td>9 034 541</td>
<td>9 627 375</td>
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</table>

**% Increase**

<table>
<thead>
<tr>
<th></th>
<th>9.5%</th>
<th>7.5%</th>
<th>6.7%</th>
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<tbody>
<tr>
<td>Category</td>
<td>2004/05 R’000</td>
<td>2005/06 R’000</td>
<td>2006/07 R’000</td>
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<tr>
<td>--------------------------</td>
<td>---------------</td>
<td>---------------</td>
<td>---------------</td>
</tr>
<tr>
<td>1. Administration</td>
<td>2 707 337</td>
<td>2 904 916</td>
<td>3 318 145</td>
</tr>
<tr>
<td>2. Corrections</td>
<td>503 256</td>
<td>526 288</td>
<td>544 386</td>
</tr>
<tr>
<td>3. Security</td>
<td>2 707 660</td>
<td>2 938 654</td>
<td>2 996 169</td>
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<tr>
<td>4. Facilities</td>
<td>1 622 151</td>
<td>1 748 500</td>
<td>1 808 697</td>
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<tr>
<td>- Apops</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Capital Works</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Facility Management</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5. After Care</td>
<td>318 729</td>
<td>335 179</td>
<td>352 838</td>
</tr>
<tr>
<td>6. Development</td>
<td>407 889</td>
<td>430 437</td>
<td>450 894</td>
</tr>
<tr>
<td>7. Care</td>
<td>765 685</td>
<td>811 132</td>
<td>856 314</td>
</tr>
<tr>
<td>Internal Charges</td>
<td>(624 918)</td>
<td>(660 565)</td>
<td>(700 068)</td>
</tr>
<tr>
<td>Total</td>
<td>8 407 789</td>
<td>9 034 541</td>
<td>9 627 375</td>
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## CAPITAL WORKS BUDGET

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<tr>
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<tbody>
<tr>
<td>NEW PRISONS</td>
<td>250 046 834</td>
<td>598 344 491</td>
<td>611 122 841</td>
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<tr>
<td>PRISON UPGRADING</td>
<td>255 673 197</td>
<td>13 359 627</td>
<td>133 399 148</td>
</tr>
<tr>
<td>RAMP: 33 &amp; 146 PRISONS</td>
<td>406 550 372</td>
<td>279 091 452</td>
<td>207 454 876</td>
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<tr>
<td>NEW HEAD OFFICE</td>
<td>1 587 597</td>
<td>91 274 430</td>
<td>56 978 135</td>
</tr>
<tr>
<td><strong>TOTALS</strong></td>
<td><strong>913 858 000</strong></td>
<td><strong>982 070 000</strong></td>
<td><strong>1 008 953 000</strong></td>
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</tbody>
</table>
HIGH LEVEL ORGANISATIONAL STRUCTURE AFTER Restructuring

MINISTER

DEPUTY MINISTER

Commissioner

Corrections

Development & Care

Corporate Services

Central Services

Finance

6 Regional Commissioners
WHITE PAPER ON CORRECTIONS IN SA

- Motivation for new white paper
- History of transformation of dept
- Correction as societal responsibility
- Objectives of correctional system
- Approach to correctional administration & management
- Integrated governance
- Who are South Africa’s offenders
- Ideal correctional official in appropriate organizational culture
• Government’s responsibilities towards ATDS
• Needs-based intervention plan & parole
• Safety, security & human dignity as part of rehabilitation
• Special categories of offenders
• Appropriate & cost effective facilities
• External partnerships
• Governance & administration
<table>
<thead>
<tr>
<th>REGION</th>
<th>SELECTED CENTRES</th>
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<tbody>
<tr>
<td>Western Cape</td>
<td>Malmesbury</td>
</tr>
<tr>
<td></td>
<td>Goodwood</td>
</tr>
<tr>
<td></td>
<td>Dwarsrivier and</td>
</tr>
<tr>
<td></td>
<td>Drakenstein Youth</td>
</tr>
<tr>
<td>Eastern Cape</td>
<td>Cradock</td>
</tr>
<tr>
<td></td>
<td>Idutywa</td>
</tr>
<tr>
<td></td>
<td>Stutterheim</td>
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</table>
IMPLEMENTATION OF WHITE PAPER

- Development of phased & costed implementation plan
- Alignment of strategic & operational planning with White Paper Implementation Plan
- Development of institutional capacity for delivery on White Paper
- Paradigm shift of 34 000 members
- Alignment of work of relevant Govt Departments & strategic partners with White Paper
LONG TERM STRATEGY PILLARS

DCS as an Institution of Rehabilitation
(1)

Promotion of Correction As Societal Responsibility
(2)
Transformation from prison service to correctional service

Institutional practices directed at offender

Institutional practices with dept administration
  – Management practices
  – Processes & systems
  – Employee profile

Management of external relations – other government departments & service providers & stakeholders
PROMOTION OF CORRECTION AS SOCIETAL RESPONSIBILITY

- Reduction of new offending from society
  - Families & communities must address causes of crime & must have correcting influence prior to involvement of criminal justice system
- Active support of DCS internal programmes
  - Support for parolees & people serving community service sentences
  - As accredited service providers (jointly with DSD)
  - Family support / visits
- Active support for re-entry or restoration of released people into society
  - As families, employers, community structures
STRATEGIC PRIORITIES 2004/5

1. Policy Implementation
2. Improve Compliance with Internal Control Policies
3. Implement Intervention Programmes
4. Implement HRD Strategy
5. Improve Correction Administration
6. Improve Departmental Administrative Capacity
7. Improve Communication & build relations with External Stakeholders
8. Improve Information & Decision Management support

KEY CHALLENGE TO BUILD INSTITUTIONAL CAPACITY FOR DELIVERY ON WHITE PAPER
NEW DEPARTMENTAL PROGRAMMES

New Budget Programmes to align budget allocations with service delivery range:

• Administration
• Corrections
• Security
• Facilities
• After Care
• Development
• Care
CHALLENGES FACING DCS

IMPROVED HUMAN RESOURCE CAPACITY

• Retraining of members

• Recruitment of appropriate human resources & orientation – proposed Cabinet Memo on appropriate resourcing of DCS

• Compliance with policy & corruption prevention

• Corruption investigation & sanction

• Management of employee stress & morale
DCS ANTI-CORRUPTION STRATEGY

- Corruption as inherent in correctional systems - nature of inmates; levels of remuneration of officials; value of correctional system
- Cabinet approved three-pronged anti-corruption strategy in 2002 focusing on
  - Corruption prevention,
  - Corruption investigation &
  - Disciplinary sanction of members found to be involved in corruption or serious mismanagement
- Will need sustainable programme over at least METF to impact on corruption
- Key challenge to build Anti-Corruption internal capacity & to liaise with various external agencies involved in anti-corruption work with & in DCS
CHALLENGES FACING DCS

• IMPROVED ADMINISTRATION & INSTITUTIONAL CAPACITY
• Managing information as strategic resource
• Effective, efficient & systematic approach to creating, using & preserving information
• Integrated information management system to support all DCS processes
• Compliance with policy & procedures
• Ensuring evidence-based (research driven) programmes & interventions
CHALLENGES FACING DCS

CORRECTION, DEVELOPMENT & CARE SERVICES

• Rehabilitation – correction & development - of prisoners

• Community involvement - Social Restoration & Reintegration

• Needs of special categories of offenders

• Management of HIV/AIDS & other health issues
CHALLENGES FACING DCS

IMPROVED MANAGEMENT OF SECURITY & FACILITIES

• Reduction of escapes
• Improvement of safety of offenders
• Renovation of DCS facilities to be appropriate for rehabilitation services
• Appropriate use of Technology – inmate tracking, security equipment
• Transformation of institutional “Prison Culture” & prison violence
Delivery on white Paper is being tested in Centres of Excellence

Establishment of Centres of Excellence as process of aspiring to achieve excellence:
• In provision of Correctional Services
• Maintaining set standards
• Piloting best practice
• Benchmarking with similar systems guided by provisions of White Paper

Implementation Implications
• Compliance with Legal Mandate
• Measurable Objectives
• Value for Money
• Clear Performance Indicators
Establishment of sustainable service delivery point, by creating environment for integrated holistic service delivery to offender as required by mandate, to ensure that offender leaves as productive, law abiding, socially responsible person, adequate to task of good citizenship.
• Creation of Centres of Excellence
• Implementation of White Paper in selected Centres
• Resource provisioning
• Service range - Offender Service; DCS Personnel; External Role Players
• Provide a Frame for roll-out throughout DCS
CHARACTERISTICS

- Test practical options for implementing White Paper approach to Rehabilitation in context of safe, secure & humane environment
- Implementing principles of unit management
- Employ mechanisms to improve compliance with legislation, policies & procedures
- Put measures in place to create corruption free environment
- Involvement & effective management of external service providers as partners in rehabilitation of offenders
• Improve competencies of personnel through retraining, re-orientation, in-service training, staff development & effective performance management

• Align programmes with provision of White Paper & ensure that they are informed by needs of offenders

• Put monitoring & evaluation mechanisms to enable management to have early warning signs

• Set service level standards with clear performance indicators

• Improve information management systems
IMPLEMENTATION

• Selecting sites in each region
• Establishment of Institutional Structures at three level
• Appointment of Technical Team
• Auditing of selected Centres of Excellence
• Resource provisioning
• Development of Business Plan
• Launch
Envisaged that Centres of Excellence will serve as:

• Barometer for performance in DCS
• Places of best practice
• Afford offenders optimal opportunities
• Allow optimal utilization of limited resources
Correctional Services values your role in breaking the cycle of crime: in making rehabilitation work.

Thank you

Together we can strengthen the social compact against crime, for a better life.