



Submission to Portfolio Committee on Correctional Services



Public Hearings: 3 - 5 February 2004



"Draft White Paper on Corrections in South Africa"



Submitted by: Bloemfontein Correctional Contracts (Pty) Limited



## **Introduction**

As stakeholders and Service Provider, we want to thank the Portfolio Committee for affording us the opportunity to comment on the "Draft White Paper on Corrections in South Africa" (**DWPCS**). Although we would have appreciated being consulted by the Department of Correctional Services, in the process of drafting the **DWPCS**, we will eagerly use this opportunity to show our support for the vision as embodied in the **DWPCS**.

We believe that we have shown our commitment to the Correctional System in South Africa. We consider ourselves as a true partner of Government, and we believe that in a true partnership, there is no place for a silent Partner. The views expressed in this submission, should therefore not be regarded as criticism, but as contribution toward building "Excellence in Corrections" in South Africa.

## **Acknowledgement and Overview of Comments**

We want to take the opportunity to acknowledge the time and effort the Department of Correctional Services has invested in creating this **DWPCS**. We are of the opinion that it shows the direction the Department wants to take in future, and we support it in principle.

We also want to acknowledge the need for being consulted in drafting the way towards Excellence in Corrections, and we specifically want to acknowledge the Portfolio Committee for granting us this opportunity.

Although we only received a copy of the **DWPCS** on 13 January 2004, we will endeavour not to limit our comments to certain areas, but to address all areas of the **DWPCS**.

- As a point of departure we want to record that the **DWPCS** creates the impression that there is a lot wrong in the department, without sufficiently acknowledging the good work that has been done by the previous and current Minister, leadership of the Department, and thousands of committed Correctional Officers, throughout South Africa. We want to acknowledge their commitment and contributions towards building a Correctional System, which can be seen as one of the best systems in the developing world. We specifically want to acknowledge the Portfolio Committee for the role that they have played in the transformation of Correctional Services.

We, however, are of the opinion that more thought and consultation could have gone into the drafting Process of the **DWPCS** and the overall role out of the process. It needs to be mentioned that we have been invited to attend a role-out meeting with the Department of Correctional Services which is only scheduled for 29 January 2004. Our impression of the

**DWPCS**, is that the White paper does not bring as much new direction as anticipated and we comment as follows:

- Most of the areas covered within the **DWPCS**, confirms what is already in the Correctional Services Act 111 of 1998. The **DWPCS** use the same concepts as the Act, but calls it by a different name. Example: the Act refers in section 38 to a plan for the development of the inmate, while the **DWPCS** refers to it as a "Correctional Sentence Plan". We are of the opinion that the **DWPCS** should not result in as much new legislation, as one would expect to result from a White Paper.
- The Vision as set out in the **DWPCS**, does not materially deviate from the Mvelaphanda Strategic Plan as adopted by the Department in October 2002.
- All the correctional outcomes as envisaged in the **DWPCS**, have already been part of the outcomes made applicable on the APOPS Prison. If one takes into account that these outcomes form part of the Contract with these partners in Corrections, and that the Contract was signed during March 2000, it gives a better understanding of why a perception would exist that the **DWPCS** does not really give us insight into the new Direction of the Department of Correctional Services.

It is encouraging that the Department of Correctional Services is eager to take their vision forward and has already reorganised to align themselves to this vision, even before White Paper is approved.

With the above in mind, it should be clearly stated that the **DWPCS** is a well-structured document, which now, for the first time, embodies, the vision of the current leadership of the Department for the Correctional System for South Africa.

The **DWPCS** has "Correction" and "Rehabilitation" as its main focus areas. In the Executive Summary of the **DWPCS** it is stated that the reader can expect to be informed of the "operational framework for the new correctional system". In studying the **DWPCS** it became apparent that one could not really get a clear view of the intention of how such a system of correction and rehabilitation, would be organised on a structural basis.

If consideration is given to various factors, like the existing infrastructure, the facilities and programmes available within the various prisons around the country, we would recommend that the current processes be reengineered so as to have maximum impact in terms of addressing offending behaviour, as well as empowering offenders through development programmes.

We would therefore recommend that the Department of Correctional Services should consider a system in which every offender that is admitted to a Correctional Centre, be

transferred to an assessment unit, or assessment centre. In this assessment centre the inmate is assessed and a proper profile and correctional sentence plan is developed. The inmate is then transferred to the Correctional Centre, where the interventions and development needs, as identified in his correctional Sentence Plan is available.

Such a system is paramount, with the starting point in the process being that of addressing offending behaviour. In the current system, the availability of beds or capacity of prisons dictates in most cases where inmates are transferred. Inmates are transferred to a training centre, without having a real desire, or need, to be trained, thereby denying others who have a real need to acquire those skills. We believe that such an approach will enable the Department to allocate inmates to the correct facility, and therefore they will not have to duplicate all services to all Correctional Centres, from the outset. It should be noted that this approach is commonly found in other countries, and has been successfully implemented in the Mangaung Maximum Security Prison. It is also believed that this approach is key to the successes of the Mangaung Prison.

It is worth noting that the Mangaung Prison has shown in the last two years that it has had huge successes in various programmes such as an 88% pass rate for matric subjects in 2002, followed by a 96.8% pass rate for matric subjects in 2003.

#### **Comments on specific proposals in the DWPCS:**

##### Chapter 1:

The **DWPCS** refers in par 1.18 that the previous White Paper did not provide an appropriate framework in areas such as HIV/AIDS. We recommend that since the Department is of the opinion that it was lacking in the 1994 White Paper, it should be addressed in the current **DWPCS**.

It is stated in par. 1.2.9 that legislation follows the White Paper. As stated previously in this document, it is clear that the **DWPCS** is in line with the 1998 Correctional Services Act. We are of the opinion that emphasis should be given to implement the 1998 Act in full, since it is still not fully promulgated.

We have noted that reference is made to the overcrowded prisons in South Africa. Although we agree that the prisons in South Africa are overcrowded, it needs to be mentioned that South Africa is using a norm to determine overcrowding that is different from the norm that is used internationally. In essence, the international norm prescribes the square feet available to each inmate. Should this norm be used in South Africa it would show that prisons are less over crowded. The international (American Correctional Association (ACA)) norm makes a different norm applicable to inmates who are out of cell

for more than 10 hours, as opposed to inmates that spend less time out of their cell. This approach allows cells that are only used as "sleeping space" to accommodate more inmates. Thus motivating prison managers to find creative ways of keeping inmates constructively busy, outside their cells during the day. Cells that accommodate inmates that do not leave the cell for more than an hour, are also less cramped if the norm is used.

It is worth noting that should the ACA norm be used in a Prison like Mangaung Maximum Security Prison, where inmates are out of their cells for more than 10 hours a day, an additional 500 inmates could be accommodated in the current cells, without any capital expenditure.

Although we are sympathetic to the challenges that the current overcrowded prisons bring, we do not support the perception that overcrowding prevents the Department from delivering rehabilitation programmes to offenders. There are best practices available abroad, which show that, even in prisons that are more than 60% overcrowded, effective programmes are being delivered.

#### Chapter 2:

Although this chapter deals with the history of Corrections in South Africa, and therefore does not warrant comment, the following has been noted:

The **DWPCS** refers to the Mvelaphanda Strategic Plan adopted in October 2002. It should be mentioned that this plan shows the vision until 2005, which vision does not materially deviate from the DWPCS. Since this 2002 plan is still not implemented fully, we are delighted that most of the aspects have been incorporated in the DWPCS. We have also noted that should the DWPCS be replacing the Mvelaphanda Document, certain good initiatives will be lost.

#### Chapter 3:

We support this chapter and the vision of the Department.

#### Chapter4:

We support the principles embodied in this chapter.

#### Chapter 5:

We support the principles embodied in this chapter. Some of the principles outlined in this chapter, have already been successfully implemented in the Mangaung Maximum Security Prison. This implementation has resulted in the following benefits to the local community:

15 tons (454 bags) of vegetables was donated from the prison gardens to charities in the Mangaung and Bloemfontein area, (charities like soup kitchens, underprivileged schools and people with disabilities)

- R 40 504 was donated to the following charity organisations in Bloemfontein:
 

○ Ikhwezi Trust	R 11 708
○ Naledi Hospice	R 8 376
○ Association for Persons with Disabilities	R 5 108
○ CANSA	R 6 708
○ Nicro	R 3 083
○ Famsa	R 3 521
○ The Court for Sexual Offences	R 2 000
- Clothing that was made in the Tailoring Workshop at the Vocational Training Department was donated to homeless children in Bloemfontein. These items included:
  - Tracksuits
  - Shirts
  - Skirts
  - T-Shirts
  - Dresses
- Trainers from the horticulture department in the prison provided four training sessions to approximately 120 community members of the following organizations:
  - FAMSA - Welkom
  - KMD (Kerklike Maatskaplike Dienste) – Bloemfontein
  - KMD (Kerklike Maatskaplike Dienste) –Senekal
  - OVV (Oranje Vroue Vereniging) – Bloemfontein

It can also be mentioned that the Prison donated seedlings to establish eco circles in the community.
- Facilitate development of community
 

Eight workshops were held to empower local religious workers and 170 people attended these workshops.

We also negotiated bursaries from the Dutch Reformed Church of the Free State to enable seven religious workers from the community to enrol for various courses in prison ministry through UNISA.
- During the festive season of 2003 Global Solutions also reached out to the local community. A Project was launched during November and December 2003 where inmates were given the opportunity to make Christmas Gifts for the less privileged. These gifts consisted of small boxes containing sweets, crackers and soap carvings, and were donated to:
  - Sunflower House for Aids Orphans
  - Elios Trust Street Child Shelter
  - Tsepong Shelter for Domestic Violence

- Boikutshu Old Age Home
- Ons Kinderhuis
- Tsireletsong Place of Safety
- Jean Webber Home

The **DWPCS** refers to Unit management and creates the impression that Unit Management and Direct Supervision are interdependent of each other. Best practices in Corrections have shown that Unit Management can be utilised as a management style, even in prison designs where Direct Supervision is not possible. Unit Management is the complete management process of a Unit, while Direct Supervision is a unique method of supervising inmates by applying eight different supervision principles, these are:

- Effective control
- Effective supervision
- Competent staff
- Safety of staff and inmates
- Manageable and cost-effective operations
- Effective communication
- Induction
- Justice and fairness

The Department of Corrections can apply Unit Management very successfully in their current correctional centres using existing infrastructure. Although they will have to follow a combination of direct and indirect supervision, it can be successfully done. The Manguang Maximum Security Prison has implemented Direct Supervision in all its living Units, but makes use of a creative combination of both direct and indirect supervision in its Special Treatment Units. The Units are, however, still managed through the Unit Management approach.

In our experience, Unit Management has been key in successfully managing a large number of offenders. We believe that this management style was key to the accolades received from the British Commissioner of Correctional Services, Mr. Martin Narey, when he indicated that Manguang was one of the best prisons in the World. We, therefore, support the view that Unit Management should be the Management style of the future in Corrections.

Global Solutions, as a leader in the field of Unit Management, can render a valuable service to the Department in this regard by giving training to their staff and sharing our expertise.

#### Chapter 6:

We support the principles embodied in this chapter

Chapter 7:

We support the principles embodied in this chapter

Chapter 8:

We support the principle that each person does indeed impact on rehabilitation. We also believe that every correctional officer is a leader and some of them are leading other colleagues, or teams of people or even inmates on a daily basis. We trust them to lead effectively and to make the decisions that should be made quickly and effectively within the guidelines of the policies and procedures. It is therefore imperative that these officers should be developed and empowered to do their job to the best of their ability, and should be remunerated accordingly.

We support the intention to establish Values that all employees must commit to, through active participation. In our experience the following is imperative to success in this area:

- Values should be known and measures must be in place to ensure that employees know and live the values.
- The performance of employees must be managed on a daily basis and interventions must be implemented to maintain and improve performance levels of employees.
- Employees must be trained in relevant and updated information, to share information faster and more effectively. This will improve the knowledge of staff on all levels with regard to policies and procedures. A common understanding must be created among all on what their colleagues are doing and how everybody's performance impacts on their ability to do their best
- Consistent application of policies and procedures across all Departments is of critical importance.
- Recognition must be given to the employees that are doing well and Management must be informed if there are any areas of concern so that these can be rectified.
- A measurement or survey must be conducted regularly to measure the overall culture in the Department. Specific interventions should then be developed and implemented to address any shortcomings identified from the survey to ensure constant improvement in the culture of the Department and morale of the workforce. A culture should exist that encourages performance, participation and organisational growth.

Chapter 9:

We support the overall principles embodied in this chapter. However, we disagree with the principle that it is stated in par.9A.6.2 of the **DWPCS** that the Department of Justice will be responsible to pay "for the accommodation and feeding of awaiting trial detainees". We recommend that this aspect be debated with all relevant Government Departments.

Detention of people awaiting trial in a prison, is not the responsibility of the Department of Justice. The period of detention is determined, by amongst others, the quality of work done by the investigating officers availability of witnesses etc.

Possible solutions to this should be sought by proper diversion programmes and these need to be addressed inter-sectorally, and not by shifting budgets between departments. We recommend that Government address this issue holistically, and not through "left pocket-right pocket accounting". The basic question that should be answered on a holistic level is: "Which Government Department, or its subcontractor, is equipped or can be equipped and has the ability, experience and infrastructure, to detain people awaiting trial, within a system that guarantees their rights as stipulated in the Constitution?"

International Best Practises show that multiple functions can be utilized in one properly developed facility must be kept in mind. This means that these facilities can be shared by two or more Departments in ideal circumstances. Usually a Justice Centre, will have shared facilities, such as detention facilities, courts, offices for social development, the South African Police Services, etc.

#### Chapter 10:

We support the principles embodied in this chapter. We, however, we want to recommend the following:

- That one should not focus only on knowledge and skills, but also place emphasis on the change in attitude, knowledge, behaviour, skills and social circumstances. One is not always able to change social circumstances, but one can always focus on functional adjustment despite unfavourable social circumstances.
- Religious care should also be included into the needs-based intervention programme. Please note that between 11 – 12 % of inmates participate in religious care services in the Mangaung maximum Security Prison on a daily basis.
- A holistic approach regarding needs-based intervention would also include emphasis on mental health programmes and the understanding of the internal dynamics of the offender – specifically in the assessment of the profile of the offender.
- The physical and cultural development of the offender should be included in a holistic approach and therefore place emphasis on the delivery of activity programmes including various sports, indoor activities, games, choirs, dramas, gum boot dancing, music etc.
- Assessment tools should be utilised and continuous revising of sentence plans should take place. These assessment tools should include, the Assessment system for prisoners, Suicide and Self-harm Prevention Programme, Anti-bullying, general risk factor screening during admissions and departmental specific assessments.

- Although services must be rendered according to court and departmental referrals, one should not exclude the self-identified needs of the inmates. Inmates should, therefore, also be allowed to apply to see a specific department within the multi-disciplinary team.

Chapter 11:

We support the principles embodied in this chapter. We would, however, wish to emphasize the following:

- Safety and security as part of rehabilitation is of vital importance. However we feel that within the various levels of security Dynamic Security should be included. This can be described as the way in which employees and inmates interact to provide and maintain a safe, secure, purposeful regime on a day to day basis, which constitutes direct supervision, personal officers, case work, activities, recreation, work and visits.
- Security classification as part of safety and security is vital. However, the classification system should make provision for an approach to systematically assign inmates, with similar behavior characteristics, to housing units within an institution. It constitutes placing together inmates with similar interests and behavior patterns, thereby separating likely predators from their victims and reducing the number of acts of inmate on inmate violence and exploitation.
- Enforcing discipline, positively, can make a valuable contribution towards the successful integration of an inmate into the community. However, the pro-active approach of employees towards prevention of inmate offences is vital and should authority be delegated to employees, who are in direct supervision of inmates in housing units. Discipline should not be used as punishment, but the emphasis should be on behaviour modification.
- The effective management of gangs is fully supported and with the aid of the classification process and intelligence management as implemented by Global Solutions, valuable assistance can be given to the DCS, in the anti-prison gang strategy that needs to be adopted by correctional management.

Chapter 12:

We support the principles embodied in this chapter.

Chapter 13:

The **DWPCS** refers to a need for new generation prisons. Although we support the need for purpose designed correctional facilities, with sufficient facilities to deliver the outcomes as outlined in the **DWPCS**, we have studied the proposed New Generation Prison Design that was developed by the Department and their consultant. We have evaluated this design

using a team of architects, security experts and operational experts, and found the design to be expensive, difficult to manage in the South African environment, and a security risk. We have developed a more cost effective design for the South African environment at a more affordable price. We would therefore recommend that the Department of Correctional Services considers requesting stakeholders to scrutinize the current design and to make suggestions on how to optimise costs effectively and operational outcomes. Perhaps the Portfolio Committee can be involved in these deliberations, since the Portfolio Committee has a responsibility towards their constituents.

We agree that it "is early days to assess the rehabilitation impact of the PPP correctional facilities". It should be mentioned that the impact of the PPP facilities cannot only be measured in the terms of rehabilitation only, but also on the impact it has on the community.

The Mangaung Maximum Security Prison has, and will continue to have, a significant impact on the local community and we show below an extract from a recent report in this regard:

***"In order to understand the full extent of these benefits it is necessary to look at the various stages of the project, namely, the formation of the Special Purpose Vehicle, the design phase, the construction stage, the operational phase and the part played by the Ikhwezi Community Trust.***

1. *Formation of the Special Purpose Vehicle (later known as the board of Bloemfontein Correctional Contracts (Pty) Limited)*

*In the original documentation issued by Government, it was a requirement that black owned and operated companies holds a minimum of 40% of the equity. Right from the outset, it was the board's intention to structure the company in such a way that it exceeded Government's target and this was done as follows:*

<b>Company name</b>	<b>Equity percentage</b>
<i>GSL Solutions SA (formerly Group 4)</i>	<i>20%</i>
<i>Murray &amp; Roberts Limited</i>	<i>20%</i>
<i>Fikile Projects</i>	<i>20%</i>
<i>Ten Alliance Investments BEE Companies</i>	<i>20%</i>
<i>Ikhwezi Community Trust</i>	<i>20%</i>

2. Design phase

*Carter Goble in the USA prepared the original conceptual drawings for the prison. We then arranged for them to develop these designs with the local architects, Stauch Vorster, who, in turn, formed a joint venture with Consortium, a BEE Company and they were responsible for 25% of the design work and associated fees.*

*The remaining professional services were carried out by Gibb Africa and they, in turn, entered into partnership arrangements with the following Companies:*

<i>Karabo Electrical - Electrical Engineering</i>	<i>25% Joint Venture</i>
	<i>25% Joint Venture</i>
<i>Mncwango Shaw - Mechanical Engineering</i>	<i>25% Joint Venture</i>
<i>DEC - Civil &amp; Structural Engineering</i>	<i>25% Joint Venture</i>

3. Construction phase

*Once again, in the original documentation issued by Government, they set out their minimum contract participation goals, which meant that Murray & Roberts were responsible for allocating 25% of the construction work to Local Affirmative Business Enterprises, Affirmable Business Enterprises and Previously Disadvantaged Enterprises. In order to ascertain the total value of construction work to be undertaken by these businesses, the following calculation was made:*

<i>Value of the construction work</i>	<i>R270 436 277</i>
<i>Group 4's operation start up costs</i>	<i>R 57 776 418</i>
<i><u>Total value</u></i>	<i><u>R328 212 695</u></i>

<i>Target of 25% of this value to be carried out by Local ABE's, ABE's &amp; PDE's</i>	<i>R 82 053 174</i>
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*The previous page showed the participation goal set by Government at the start of the project, but the following shows the actual amounts paid, as at the end of May, 2001, to the various groups:*

<i>Local Affirmative Business Enterprises</i>	<i>R48 198 310</i>
<i>Affirmative Business Enterprises</i>	<i>R17 370 263</i>
<i>Previously Disadvantaged Enterprises</i>	<i><u>R28 454 224</u></i>
<i><u>Actual total paid to BEE organisations</u></i>	<i><u>R94 022 797</u></i>

*A joint venture agreement was entered into between Murray & Roberts and Fikile Projects to manage these BEE organisations, comprising 58 Local Affirmative Business*

Enterprises, 25 Affirmable Business Enterprises and 11 Previously Disadvantaged Enterprises.

In addition to the above, Government laid down that the local labour employed on the project should be within a radius of 100 kms from the site and they also set a target to be spent, calculated as follows:

Total value	R328 212 695
<u>Target of 2,5% of the total value</u>	<u>R 8 205 317</u>

Some 69 local individuals and organisations were employed from within the 100km radius of the project and the total amount paid is as follows:

<u>Actual total paid to BEE local labour</u>	<u>R10 740 806</u>
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Then there was the whole aspect of training as the project progressed. Murray & Roberts set aside R1,2 million for this purpose and then arranged for the Small Contractor Development Programme for SMME's. They also registered the site as a training site with the Building Industries Training Board, for on the job training for various trades. Both the Development Programme and the Skills Training are accredited courses and at the end of the project certificates were handed out to all who had completed these courses. Some 22 SMME companies participated in these programmes and the results are shown below:

<b>Type of course</b>	<b>Number of SMME's Attending</b>
SMME Contractor Development	77
Business Excellence Course	25
Safety representatives	9
First aid course	11
RPL tests	68
Bricklaying	72
Plastering	16
Painting	12
Plumbing	11
<u>Total SMME's who received accredited training</u>	<u>303</u>

In addition to the formal training as shown above, Murray & Roberts conducted Aids awareness courses and the results are shown below:

<u>Total SMME's who attended the Aids Awareness Courses</u>	<u>1 311</u>
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4. Operational Phase

*It should be noted that during the construction of the prison, it was Global Solutions' responsibility to advertise in the local press for the various staff required, to appoint them and then train the 500 successful candidates. It is worth recalling that following the advertisements in the local press, there were some 26 000 applications were received. It was a requirement in the contract documents that a substantiated percentage of those appointed by Global Solutions should be from the local community and the current staff figures of PDI's are shown below:*

<i>PDI Males</i>	<i>299</i>
<i>PDI Females</i>	<i><u>111</u></i>
<i><u>Total</u></i>	<i><u>410</u></i>

<i>Amount spent by Global Solutions on the training of newly appointed personnel to run the prison</i>	<i>R 2 542 000</i>
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*The prison has now been operating for 2½ years and the impact that this has had on the Bloemfontein local economy is quite significant. Global Solutions spends R 100 000 000 per year in the local economy and this includes salaries to staff that are spent in their local communities. R75 000 000 was paid in salaries and wages to previously disadvantaged employees since opening of the prison in July 2001.*

*In terms of the Contract, Government set requirements and targets to enhance the appointment of previous disadvantaged individuals (PDI's) to the labour force. The requirements and targets are referred to as "Targeted Labour Goal" in the Contract and these included:*

- *PDI's have to be South African Citizens*
- *PDI's have to live within a municipality situated or commencing with in a 100 km radius from the prison*
- *The definition of a PDI only refers to those not having the franchise to vote before 1984, in other words, white women are not regarded as a PDI*
- *Various training and development targets should be met.*

*A target was also set for the percentage of income received from Government to be spent on the wages and allowances for PDI's. These targets are increasing annually over the length of the contract.*

*The results achieved in terms of Targeted Labour are clearly visible from the following diagram:*

	<i>Amount spend on PDI's on target labour in Rand value</i>	<i>Actual Goal Achieved</i>
<i>First Year of Operation</i>	<i>R 29 543 248</i>	<i>Target exceeded by 26%</i>
<i>Second Year of Operation</i>	<i>R 33 676 564</i>	<i>Target exceeded by 16.9%</i>

*Government also set requirements and targets to enhance procurement through PDI suppliers. The requirements and targets are referred to as "Targeted Procurement Goal" in the Contract*

*As part of these requirements, GSL Correction Services Bloemfontein is required to purchase the prisons day-to-day requisites from previously disadvantaged suppliers. The company currently utilises various PDE and ABE empowered suppliers.*

*The results achieved in terms of Targeted Labour are clearly visible from the following diagram:*

	<i>Amount spend on PDE's on target Procurement in Rand value</i>	<i>Actual Goal Achieved</i>
<i>First Year of Operation</i>	<i>R11 338 183</i>	<i>Target exceeded by 2.4%</i>
<i>Second Year of Operation</i>	<i>R27 336 670</i>	<i>Target exceeded by 4.3%</i>

*GSL Solutions SA also has a social responsibility programme, which has resulted in the following benefits being passed on to the local communities:*

- *15 tons (454 bags) of vegetables was donated from the prison gardens to charities in the Mangaung and Bloemfontein area, (charities like soup kitchens, underprivileged schools and people with disabilities)*
- *R40 504 was donated to the following charity organisations in Bloemfontein:*
  - *Ikhwezi Trust* *R11 708*
  - *Naledi Hospice* *R 8 376*
  - *Association for Persons with Disabilities* *R 5 108*
  - *CANSA* *R 6 708*
  - *Nicro* *R 3 083*
  - *Famsa* *R 3 521*
  - *The Court for Sexual Offences* *R 2 000*
- *Clothing that was made in the Tailoring Workshop at the Vocational Training Department was donated to homeless children in Bloemfontein. These items included:*

- *Tracksuits*
- *Shirts*
- *Skirts*
- *T-Shirts*
- *Dresses*
- *Trainers from the horticulture department in the prison provided four training session to approximately 120 community members of the following organizations:*
  - *FAMSA - Welkom*
  - *KMD (Kerklike Maatskaplike Dienste) – Bloemfontein*
  - *KMD (Kerklike Maatskaplike Dienste) –Senekal*
  - *OVV (Oranje Vroue Vereniging) – Bloemfontein*

*It can also be mentioned that the Prison donated seedlings to establish eco circles in the community.*

- *Facilitate development of community*
  - *Eight workshops were held to empower local religious workers and 170 people attended these workshops.*
  - *We also negotiated bursaries from the Dutch Reformed Church of the Free State to enable seven religious workers from the community to enrol for various courses in prison ministry through UNISA.*

*Global Solutions as part of its responsibility towards the community also took part in community projects (e.g. International Aids Day, Anti-tobacco day, Nicro creative arts projects, etc) in order to enhance the contact between the community and the inmates.*
  - *Cansa's Anti Tobacco Day (March 2003) where every housing unit took part in a poster competition and inmates were cautioned about the dangers of smoking.*
  - *Nicro Creative Arts Competition (October 2003) where inmates from the whole of the Free State Province were given the opportunity to enter their creative artwork. Entries from Global Solutions amounted to about 75% of the total entries and we won 8 out of the 12 categories.*
  - *Community Indaba (November 2003) where 33 representatives of 23 organisations attended. Role players from security agencies in the surrounding area as well as organisations involved in the development of inmates took part.*
  - *International Aids Day (December 2003) where information about HIV/AIDS was given to all inmates. The inmates took part in dramas, acting out the dangers of HIV/AIDS.*

*During the festive season of 2003 Global Solutions also reached out to the local community. A Project was launched during November and December 2003 where inmates were given the opportunity to make Christmas Gifts for the less*

*privileged. These gifts consisted of small boxes containing sweets, crackers and soap carvings, and were donated to:*

- *Sunflower House for Aids Orphans*
- *Elios Trust Street Child Shelter*
- *Tsepong Shelter for Domestic Violence*
- *Boikutshu Old Age Home*
- *Ons Kinderhuis*
- *Tsireletsong Place of Safety*
- *Jean Webber Home*

*This project amounted to a total value of R 24 000*

*We have also invested heavily in the rehabilitation of offenders, to enhance the safety of the community, after the release of these inmates. Various developments programmes and interventions to address offending behaviour were delivered by highly trained staff, including social workers, psychologists, educationists, and various other professionals. Our results from our education and training division bears testimony to the successes obtained as follows:*

- *In 2002 we had a 100% pass rate for ABET level 4 and 88 percent pass rate for matric subjects.*
- *In 2003 we had a 96.8% pass rate for ABET level 4 and a 95% pass rate for matric, while learner numbers increased with up to 500%*
- *During 2002 a total of 331 certificates were issued to inmates for successfully completing various vocational skills courses. During 2003 a further 490 certificates was issued.*

##### **5 Ikhwezi Community Trust involvement**

*The Trust is a 20% shareholder in the company, Bloemfontein Correctional Contracts and was established as a vehicle for identifying needs in the local community and using the dividends generated by the company, to address these needs. It has taken some time to appoint an Executive committee, with business leaders from the community, but this is now in place and the Trust has been fairly active during 2003. Below is an extract from the Trust's strategy programme for the distribution of their initial funds:*

*Programme Focus Areas:*

- *The funding of these projects will be over a period of at least 2 years.*
- *Some of the funds will be sunk into the projects, whilst some funds will be recycled from project to project.*

*Three focus areas will be managed as follows:*

#### **1. Education and Training (R 75,000 per annum)**

i. *Women Skills Development (R 25,000 per annum)*

*Objective: To provide women with training and skills development for sustainable economic participation in targeted production and manufacturing sectors, i.e. woodcrafting, welding, cloth-manufacturing, etc. The service provider, to be SETA accredited, should focus on management and technical expertise development, which should be enhanced with practical experience and market development.*

*Beneficiaries: 10 unemployed women per annum*

ii. *Early Childhood Development (R 20,000 per annum)*

*Objective: To improve the quality of nurturing children through high quality early-childhood education. The funds will provide bursaries, education and training material, and food supplies.*

*Beneficiaries:*

- a. *Primary: Children not attending Day-care centres because of financial constraints*
- b. *Secondary: Day-care centres malfunctioning because of financial constraints*

iii. *Business and Alternative Skills Development (R30,000 per annum)*

*Objective: To fund the costs to be incurred towards development of life skills for individuals. This is to include activities such as voluntary services, in-service training, mentorship, career exploration, skills improvement, capacity building, and special skills focus areas. Expected costs include course materials, registrations, transport, accommodation, daily subsistence, and programme materials.*

*Beneficiaries: Youth with low levels of education and literacy, unemployed individuals and volunteers for community services.*

**2. Socio-economic development (R100,000 per annum)**

i. *Fresh Produce Mini-Market (R 70,000 per annum)*

*Objectives:*

- a. *To alleviate poverty through provision of fresh produce at affordable and subsidised prices.*
- b. *To provide an outlet for small-scale farming products.  
This market will sell fresh produce at relatively affordable prices to the community whilst also providing a facility to sell home produced products.*

*Beneficiaries: The community in the vicinity of Mangaung Maximum Prison.*

ii. *Home-Based Care Services (R10, 000 per annum)*

*Objective: To make a financial contribution towards home-care based initiatives. The potential costs include consumables, e.g. medical-care swabs and medicines, transport, accommodation and daily subsistence.*

*Beneficiaries: Home-based care Programmes addressing The Aged and Sick people.*

iii. *Feeding Schemes (R 20,000 per annum)*

*Objective: To make a financial contribution towards organisations operating feeding schemes within the area of Mangaung.*

*Beneficiaries:*

*a. Lebone: R 10,000 in 2003*

*b. Phetoho: R 10,000 in 2003*

*Other organisations will be included during year 2004.*

**3. SMME Development (R 50,000 per annum)**

i. *Kick-Start Funding (R 25,000 per annum)*

*Objective: To assist with kick-starting of business opportunities through:*

- a. *Provision of soft loans at 5-10% rate (interest is simply to cover administration costs)*
- b. *Provision of collaterals for raising finance*

*Beneficiaries:*

*a. Projects initiated by ex-prisoners*

*b. Mangaung based entrepreneurs*

- c. *Projects or business ventures creating employment within Mangaung*
- ii. *Business Growth and Expansion (R 25,000 per annum)*

*Objective: To provide financial assistance to enterprises that are in the process of growing due to economic demands. These programmes should increase the creation of employment.*

*Beneficiaries:*

- a. *Mangaung based entrepreneurs*
- b. *Projects or business ventures creating employment within Mangaung*

*We are aware that the Trust needs to build up critical mass and fulfill its obligations to the greater Bloemfontein community in terms of its mandate. This is at present not possible due to its lack of funding and limited number of dedicated skilled personnel. But the previous pages have shown the Trust's good progress to date."*

It is clear from the above that the PPP facilities have made significant contributions to the local community and the Bloemfontein economy as a whole. Although the DWPCS creates the impression that there is no framework available to align feasibility studies and public sector comparators, it should be stated that the principles of these frameworks can be found in various policies of National Treasury, as well as the Treasury Regulations (specifically Regulation 16) of the Public Finance Act, 1999.

The Portfolio Committee will no doubt recall that a Task Team reported to the Portfolio Committee during November 2002 and recommended to the Portfolio Committee that the follow actions be taken within the following time scales:

	<b>Target date proposed to Portfolio Committee</b>
Engage PPP contractors to improve value for money by: Reviewing standards & specifications; Amending fee payment structure; Accommodating additional inmates; Negotiating debt funding	1 Dec 02
Adoption of the Feasibility Protocol for all future prison projects	1 Dec 02
Training of key DCS personnel in:	March 03

DCS's Prison Feasibility Protocol and DCS's Procurement policy, methods and standards.	
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It is unfortunate that these time frames were not kept. It is a concern that the Department now motivates for frameworks to be put in place, while the Task Team (Chaired by the Department) already informed the Portfolio Committee of the "FUTURE EVALUATION METHODOLOGY: FEASIBILITY PROTOCOL" that will be used during November 2002.

**We recommend** that this aspect of the **DWPCS** be reconsidered and that the Framework, as presented to the Portfolio Committee by National Treasury, be made applicable to the Department of Correctional Services.

**We further recommend** that the actions mentioned above are presented to the Portfolio Committee and that these be fast tracked, with regular feedback being given to the Portfolio Committee. It is important to fast track the abovementioned actions, since the Department has requested tenders for Transaction Advisors to advise them on, inter alia:

- The "Feasibility study for the Procurement of the New Prisons and if required thereafter possible support to the procurement processes"

The **DWPCS** also " argues that the correctional system is not sufficiently consolidated and codified to ensure that there is no possibility for divergent approaches to be learnt". It should be stated categorically that the current contract with PPP suppliers in the Correctional Services field allows the Department to request the Contractor to change the service deliverables, to ensure that new Government policies are implemented.

#### Chapter 14:

We support the principles embodied in this chapter. At the Mangaung Prison the following has resulted from actively partnering with external organisations:

- We established a community indaba, in cooperation with the local community, to make a difference regarding crime in our local community. Different focus groups were formed to maximize qualitative decision-making. Examples of these focus groups are: social and probation services, institutions of further education, government departments, support services, etc.
- This involvement is evaluated as highly successful when measured against the outcomes of different projects. Examples include: the well-established eco-circles, NICRO arts competition, Christmas gifts project, anti-tobacco and HIV/Aids day, involvement of the church (50 religious care workers from 35 different denominations).

- The Mangaung prison was also able to establish a good working relationship with all emergency response groups, including air force, police, fire brigade and civil defence
- Other successes were mentioned in our comments and inputs in terms of Chapter 13 of the **DWPCS**.

Chapter 15:

We support the principles embodied in this chapter.

**Conclusion**

In conclusion we would summarise as follows:

We support the Draft White Paper and the directions envisaged, but we would also like you to consider including our recommendations and the points that we have brought to your attention in the various sections of this report.

We also want to make use of this opportunity to commit ourselves again to the improvement of the Correctional System within South Africa, as a true partner of the Department of Correctional Services, and the Government of South Africa.