

DEPARTMENT OF  
CORRECTIONAL SERVICES

# Annual Report

for the 2009/10 Financial Year



**correctional services**

Department:  
Correctional Services  
**REPUBLIC OF SOUTH AFRICA**



### OUR Vision

To be one of the best in the world in delivering correctional services with integrity and commitment to excellence.

### OUR Mission

To contribute to maintaining and protecting a just, peaceful and safe society

- by enforcing decisions and sentences of courts in the manner prescribed in legislation
- by detaining all inmates in safe custody while ensuring their human dignity, and
- by promoting the rehabilitation, social responsibility and human development of all offenders.

### Submission of the annual report to the Executive Authority

I have the honour of submitting the 2009/2010 Annual Report of the Department of Correctional Services in terms of the Public Finance Management Act, 1999.

Mr Tom Moyane  
National Commissioner of Correctional Services

## Management Structure

As at 31 May 2010

- 01 Ms Nosiviwe Mapisa-Nqakula, MP  
Minister of Correctional Services
- 02 Ms Hlengiwe Mkhize, MP  
Deputy Minister of Correctional Services
- 03 Mr Tom Moyane  
National Commissioner of Correctional Services  
(Appointed 15 May 2010)
- 04 Ms Jenny Schreiner  
CDC Operations and Management Support  
(Was also Acting National Commissioner for most of the financial year 2009/10)
- 05 Mr Siphwe Sokhela  
Chief Financial Officer  
(Appointed 15 May 2010. Ms Nandi Mareka acted in this position for most of the financial year 2009/10)
- 06 Mr Teboho Motseki  
CDC Corrections
- 07 Ms Subashini Moodley  
CDC Development and Care
- 08 Mr Alfred Tsetsane  
CDC Corporate Services
- 09 Mr Jack Shilubane  
Acting CDC Central Services
- 10 Ms Nontsikelelo Jolingana  
RC Eastern Cape
- 11 Mr Zacharia Modise  
RC Free State and Northern Cape
- 12 Mr James Smallberger  
RC Western Cape
- 13 Mr Teboho Motseki  
Acting RC Gauteng
- 14 Mr Mnikelwa Nxele  
RC KwaZulu-Natal
- 15 Ms Lunga Tseana  
Acting RC Limpopo, Mpumalanga and North West



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*"I have appointed a Ministerial Task Team of independent members to conduct an audit of various categories of inmates."*

## Part 1: General Information



*Minister Nosiviwe Mapisa-Nqakula on her way to parliament to deliver her budget vote speech.*

### 1.1 Foreword by the Minister of Correctional Services, Ms N Mapisa-Nqakula, MP

The 2009/10 Annual report represents an account of the work done by the department in the first year of term of the new Executive Authority.

It represents a period during which we sought to align an existing Strategic Plan and Budget to meet some of the urgent strategic interventions that were required to stabilise operations and improve services.

Part of this alignment, in specific reference to the budget, was as a result of the pressure put on the department's finances due to the implementation of the Occupation Specific Dispensation for correctional officers.

Despite this, we committed ourselves that the year 2009/10, should represent our initial stage to accelerate and enhance the transformation of the Department of Correctional Services into an effective and integral component of the rejuvenated Criminal Justice System of our country.

This transformation of the department should be aimed towards positioning and capacitating the DCS to properly fulfill its mandate as core partner in the fight against crime. In line with the objectives of the JCPS cluster, the department should not simply serve to incubate inmates behind security fences, but play a meaningful role in ensuring that our people are and feel safe.

The 2005 White Paper on Corrections remains the basis for our policy and operational planning as it places emphasis on rehabilitation programs aimed at correcting offender behavior and the successful reintegration of offenders back into their communities.

As we account for the work done during the year in review, we are glad to report a degree of progress and remain confident that this progress has laid the necessary foundations for us to reposition the DCS and its operation in the remaining years of government's five year Medium Term Strategic Framework.

Some of the work we report on in this Annual Report may not have been included in the Strategic Plan of the department for the year as approved by the previous Parliament, but forms part of the key pronouncements and undertakings that we made during the presentation of the Budget Vote last year.

We made an undertaking that we shall develop a framework that clearly defines the role that the Offenders Labour Force can play in the development of communities. Although the work of developing the framework is taking long due to the protracted process of consultation, we are happy to report that inmates are currently involved in work to help communities with the maintenance of schools, government buildings, school furniture and recreation facilities.

During the year in review, the department also developed the new guidelines on the implementation of the policy on medical parole. Although it has been our intention to start to implement the policy by beginning of the new financial year, it has however become clear that before this can be done, changes will have to be made to the Correctional Services Act.

New members of the National Council on Correctional Services have also been appointed as the term of the previous members expired towards the end of the financial year. The new NCCS will finalise such urgent matters as the new amendments to the Correctional Services Act to provide clarity on the policy for medical parole and the future of the incarceration framework.

Although there was a general reduction on the levels of overcrowding during the year in review, we remain concerned that these remain at levels too high to allow for effective implementation of rehabilitation programmes.

As part of our response to the problem of overcrowding, I have appointed a Ministerial Task Team of independent members to conduct an audit of various categories of inmates with a view of determining the status of those inmates regarding their appearance before parole boards, the reclassification of their sentences, application of the bail protocol and the conversion of custodial sentences into correctional supervision.

The task team will also audit various categories and status of vulnerable inmates, including the elderly, inmates with psychiatric problems, children and women. Their report will help us to implement provisions of the law in terms of the early release of inmates based on reliable data.

We have continued with the work to establish a Remand Detention Branch in order to create capacity for the management of all matters relating to awaiting trial detainees. We have appointed an inter-departmental task team to investigate the modus operandi and to propose a structure for the new branch.

In the meantime, a Video Remand Court system has been established, which means that awaiting trial detainees who have their cases remanded, do not necessarily have to appear physically in court, but can be linked to the court via this video facility.

The process of the review of the procurement process for four new facilities started during the year in review and should be finalized during the 2010/2011 financial year. The new correctional facility in Kimberley was also commissioned during the same period, and this additional bed capacity will be used to further alleviate overcrowding.

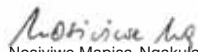
As part of the implementation of the 2007 resolution on the OSD for the department, the 7-day establishment is now fully operational in all of our centres. We have also allowed for flexibility of centres to implement the most suitable shift system in order to ensure that there is always adequate capacity for security and service in all the centres.

We are fully aware that a lot of work still has to be done if we are to build into some of these short term interventions and embed a more sustainable turn-around of the DCS in the medium and long term. We are determined that, not only should we manage the resources that are at our disposal efficiently, but that at all times this should be linked to performance compliance as well.

The new leadership that has been appointed in the department, including the National Commissioner and CFO, have been tasked to review our business processes and to realign our strategy and business programme structure, to ensure that we have both the planning and resource capacity adequate for us to succeed and achieve policy objectives.

What we have set ourselves to achieve, and the challenge we have ahead of us are by no means easy, but we are determined that we shall succeed, whatever it takes.

We declare ourselves ready!

  
Nosiviwe Mapisa-Nqakula  
Minister of Correctional Services  
31 May 2010



## 1.2 Foreword by the Deputy Minister of Correctional Services, Prof H Mkhize, MP

*Deputy Minister Hlengiwe Mkhize connects with one of the babies in the Eastern Cape's Female Correctional Centre during the launch of the Imbeleko project in August 2009.*

This annual report marks the first twelve months of the fourth democratic parliament under the leadership of President Jacob Zuma. It represents an opportunity to report back to the people of South Africa on performance against the 2009/10-2013/14 Strategic Plan of the Department of Correctional Services. As we continue to build on the foundation laid by those who came before us, over a 16 year period, it is increasingly clear that each passing year brings us closer to achieving the ideals contained in the Constitution of the Republic of South Africa, 1996 which remains our northern star.

During the period under review my office had a number of constructive engagements with the Honourable Mr. Justice DH van Zyl and his office. These engagements culminated in the development of a framework to guide our collaboration in sharpening our focus and entrenching a human rights culture within our correctional centres. To this end, the President proclaimed sections 23 to 25 of the Correctional Services Amendment Act (Act 25 of 2008) in October 2009, further strengthening the independence of the judicial inspectorate and their oversight function. This progressive proclamation of sections of the Correctional Services Amendments Act are beginning to take shape and will have far reaching implications in the immediate future and beyond for corrections in the country.

My maiden year as the Deputy Minister of Correctional Services saw me travel the length and breadth of the country; visiting correctional centres with the aim of addressing officials and offenders; conducting site visits to assess existing structures in relation to the rehabilitation mandate and to interact with on-site service providers supporting the departments' rehabilitation initiative. The visits were a salutary experience as they revealed a number of on-going concerns that continue to plague the department, such as the twin challenges of overcrowding and recidivism, but also exposed our officials' gallantry in progressively riding the department of its challenges.

In fulfilment of the promise during the Budget Vote Speech, to give special attention to the most vulnerable groups in our correctional centres, we have since concluded an audit on the conditions under which babies incarcerated with their mothers are kept. The results of the audit gave rise to the establishment of a number of programmes aimed at alleviating the plight of mothers with babies in correctional centres. Our flagship programme is Imbeleko - a traditional African society practice of mothers using an animal hide, as a blanket, to protect and bond with their children – is aimed at addressing the plight of mothers with babies in correctional centres.

The process of establishing a branch dealing with Remand Detention Management in keeping with the Cabinet directive is under way. In this regard we have recently concluded a comprehensive discussion document that was consulted widely with our partners in the Justice, Crime Prevention and Security Cluster (JCPS). The discussion document will form the basis of a White Paper on the Management of Remand Detention to be concluded during the 2010/2011 financial year.

In keeping with our commitment to enhancing rehabilitation and promoting corrections as a societal responsibility, we have strengthened our collaboration and partnership with Non-Governmental Organisations, Faith Based Organisations, and Community Based Organisations in our crime prevention initiatives. In this regard we would like to extend our appreciation to Amakhosi for their unstinting support of our outreach programmes.

We also would like to extend our thanks to the Sexual Offences and Community Affairs Unit of the National Prosecuting Authority (NPA) for their cooperation during the Ndabezitha initiative aimed at creating a common understanding of the Domestic Violence Act among rural women. As we conclude the first year of this administration, we would like to offer our support and encouragement to and draw lessons from Princess Bajrakitiyabha of Thailand for her initiative on the review of the United Nations Standard Minimum Rules for the Treatment of Prisoners and the proposed supplement to address the unique needs of women and their children in prison.

During August 2009 we hosted a successful workshop of experts in fields such as psychiatry, psychology and criminology with the theme "Understanding the Relationship between a Person's Mental Health Status and Crime". The participants deliberated at length on the link between mental health and patterns of crime in society and also raised questions of whether current legislation adequately guides us in trial process and incarceration of people with such challenges. The workshop concluded that an international conference on this subject should be convened to benefit from international best practice on this neglected area of our work.

Let me take this opportunity to thank Minister N Mapisa-Nqakula for her able leadership, senior management of the department for the support and all officials of the department who continue to perform outstanding work in the face of insurmountable challenges. Appreciation is also extended to all our social partners who, through their efforts, have demonstrated their understanding of our premise that corrections is a societal responsibility and we call on all of civil society to join us as we make the ideals of the Constitution (1996) of our country a living reality.



**Hlengiwe Mkhize**  
Deputy Minister of Correctional Services  
Date: 31 May 2010



*"The progress made in many areas within the department is evidence that despite the challenges we faced, the department continued to function."*

- Mr T.S. Moyane  
National Commissioner of Correctional Services

### 1.3 Introduction by the National Commissioner of Correctional Services

This is the first annual report of the fourth parliament of the Republic of South Africa and I am pleased to report to Parliament on how the department performed in the 2009/10 financial year. I joined the Department only in May 2010, and so introducing a report on work done prior to my taking over the helm of this Department. It was a period of marked leadership instability and financial constraints, and it is against this context that the department strove to deliver on what was expected when they developed their 2009/10 Strategic Plan.

In 2009/10, the MTSF outlined a number of priorities for delivery by government. The department incorporated these priorities into its Strategic Plan. This annual report reflects on how the department performed within the context of government's MTSF priorities as well as its mandate to contribute to maintaining and protecting a just, peaceful and safe society.

The progress made in many areas within the department is evidence that despite the challenges we faced, the department continued to function. The implementation of the 7-Day Establishment and implementation of Occupation Specific Dispensations are areas worth taking note of. Although the process got off on a slow start, the implementation of the 7-Day Establishment is completed and the first phase of the OSD for Correctional Officials is well underway and in the 2010/11 financial year, the department will be rolling out the second-phase of the OSD implementation.

In 2009/10 the department spelt out a number of priority areas that included the development of the Remand Detention Branch. The branch has not been established as yet but the department has made progress in the area of policy development. The establishment of the branch is a high priority area and the Minister in her budget speech made a commitment that the branch will be in place in 2010/11. The bail protocol has been signed, as well as the discussion document aimed at dealing with management of remand detainees.

While the department has strengthened measures for security, the escapes that took place are an indication of the need to ensure that we put in place an integrated security framework. The framework will not only look at the security technology but human aspects



as well. The escape of nine inmates from the Westville Medium A Correctional Centre is a regrettable incident which should belong to the past.

In 2009/10 there were several areas in development of inmates worth taking note of. These include, accreditation of facilities for production, provision of ABET material for inmates, registration of inmates in e-literacy and permanent employment of eight women inmates in a Firefighting Programme provided by the Department of Public Works.

This year was without doubt a year of challenges for management. At the end of the financial year five SMS members were suspended, 19 SMS members were subjected to disciplinary measures with a total of three that were found guilty, four were cleared, while none were dismissed. At the end of the financial year cases involving 12 SMS members were still in progress. The disciplinary processes undertaken during the financial year are geared towards breaking the cycle of impunity and clearly undermine the general perception that SMS members are beyond reproach. It is also an indication that the corporate governance arrangements in the DCS are functioning well.

The department, in partnership with Wits Business School has placed SMS members through a leadership course to assist in the further development of management competencies among SMS members. In another effort the department, with Works Dynamics took all SMS members for competency based assessment. The results will contribute meaningfully towards optimal utilisation of resources the department has.

The financial situation that the department is facing is real and is not likely to change soon. In the past year it was proved that a lot can be delivered if the attention is focused on what matters most. This means that our plans have to be realistic and be based on what resources we have at hand and what alternative and innovative measures can be employed to deliver. The strategic human resource plan, the technology strategy, the MISIP, the procurement plan and the MTEF allocations are essential components of our plan and delivery and these elements remain key to what we can and cannot do.

I am hoping that as we enter the new financial year, that the experiences of the past financial year with its trials and tribulations, mixed with successes, provide the basis on which we move forward.



National Commissioner of Correctional Services  
Mr T.S. Moyane  
Date: 31 May 2010



## 1.4 Information on the Ministry of Correctional Services

### 1.4.1 Work of Statutory Bodies

#### 1.4.1.1. The National Council for Correctional Services

During 2009/10 the term of office of the National Council for Correctional Services (NCCS) came to an end, and we took leave of various members of the NCCS, some of whom have served the department over a number of years. The process of receiving nominations of new members of the NCCS was initiated and as from 1 March 2010, the new NCCS took over the reins from outgoing committee that was chaired by Judge Desai. Judge Desai has served on the committee for an extended period of time and chaired the National Council for two terms of office.

The new members that have been appointed, including three judges, academics and community members:

- Chairperson of the NCCS: Honourable Madam Justice TC Ndlana (Western Cape High Court, Cape Town)
- Vice-Chairperson of the NCCS: Honourable Mr Justice HJ Lacob (Northern Cape High Court, Kimberley)
- Vice-Chairperson of the NCCS: Honourable Mr Justice A Ledwaba (North Gauteng High Court, Pretoria)

Other members are:

- Mr Adriaan Bekker, Regional Court Magistrate, Pretoria, has been appointed after consultation with the Chairperson of the Magistrates Commission. Adv S Mzinyathi, Director of Public Prosecutions for the North Gauteng High Court has been appointed after consultation with the National Director of Public Prosecutions.
- Ms Conny Nxumalo, Chief Director: Families and Social Crime has been appointed after consultation with the Director-General of DSD
- Mr Motseki, CDC Corrections, has been appointed after consultation with the Minister of Correctional Services.
- Ms Jolingana, Regional Commissioner for the Eastern Cape has been appointed after consultation with the Minister of Correctional Services.
- Director P Lesese has been appointed after consultation with the National Commissioner of the South African Police Service.

Academics

- Prof Charl Cilliers: Prof Cilliers is currently a member of the NCCS. He is a professor in Penology at UNISA and holds a PhD in Penology from UNISA. (Expert in penology)

- Prof Velile Notshulwana: Prof Notshulwana has extensive experience in correctional services, rehabilitation of offenders and has done research on risk reduction amongst sex offenders and substance abuse among inmates and engaging offender to become responsible fathers.

#### Clinical psychologists

- Dr Kgamadi Joseph Kometsi: Dr Kometsi is a clinical psychologist nominated by Prof Sodi (the latter is currently a member of the NCCS). Dr Kometsi is currently the National Coordinator: Racism and Non-Discrimination at the South African Human Rights Commission.
- Ms Lusanda Unathi Zisiwe: Clinical psychologist who worked at DCS for 8 months in 1997.
- Dr Maletse Mako: Registered clinical psychologist (PhD in Clinical Psychology). Was a member of Vereeniging Parole Board in 1996-1997.

#### Members of the public

- Ms Busi Ngobeni: Ms Ngobeni has been nominated by Contra-lit. She is currently a member of the NCCS and serves in this capacity as a Community Development expert.
- Ms Lynn Smit: Ms Smit works for an NGO called "The Promised Land" which has been assisting DCS in the Eastern Cape to promote social reintegration of offenders back into society. Ms Smit has attached two letters from the Area Commissioner for the East London Management Area expressing appreciation for the services rendered to the Department

#### Medical practitioners

- Dr MF Rander: Dr Rander is a medical doctor who has previously served on the NCCS and is currently on the Board of the South African Medical Association.

#### Experts in criminal law, criminology, penology or restorative justice:

- Dr Hema Hargovan: Dr Hargovan has a doctorate in the field of criminology. She is a lecturer at the University of KwaZulu-Natal in the fields of criminology, victimology and social studies.
- Mr S Nkanunu (Practising Attorney, Eastern Cape): Mr Nkanunu is currently a member of the NCCS and has again been nominated.

#### The work of the NCCS

The National Council for Correctional Services (NCCS) is an advisory board with the primary aim of advising the Minister on her request or on its own accord, in developing policy in regard to the correctional system and the sentence management process. In addition to this advisory function, the NCCS serves as the recommending institution to the Minister in relation to parole decisions for offenders sentenced to life imprisonment. A total of 52 inmates sentenced for life imprisonment were considered for possible placement on parole in the 2009/10 financial year. The NCCS also serves as the parole review mechanism and meets as the Correctional Supervision and Parole Review Board. In the 2009/10 financial year 22 cases were referred by the Department to the CSPRB.

During the debate on the Department of Correctional Services' 2009 Budget Vote, the Minister indicated that she had requested Judge Siraj Desai, the Chairperson of the National Council for Correctional Services (NCCS), to review the application of section 79 of the Correctional Services Act, in order to make proposals with regard to medical parole in a much broader sense than its current application. The Minister also indicated that this task would involve the setting of guidelines for the application of the legislation in order to ensure consistency in dealing with such applications.

The NCCS completed the review of the medical parole policy of the Department in January 2010 and presented a draft policy and recommendations to the Minister. The Minister convened a roundtable at the end of January 2010 to discuss the recommendations of the NCCS. The reworking of the medical parole policy has not as yet been finalised and the newly appointed NCCS is still seized with the matter.

Sections 48 and 49 of the Correctional Services Amendment Act, 2008 (Act 25 of 2008) have not as yet been put into operation. In terms of these provisions the NCCS, in consultation with the National Commissioner, must develop an incarceration framework. The NCCS is still seized with the development of the framework.

#### 1.4.1.2 Judicial Inspectorate for Correctional Services

The Judicial Inspectorate for Correctional Services was established in 1998, with the statutory objective namely to "facilitate the inspection of correctional centres in order that the Inspecting Judge may report on the treatment of inmates in correctional centres and on conditions in correctional centres" (Section 85 of the Correctional Services Act 111 of 1998).

The Inspectorate stands under the control of the Inspecting Judge, currently the Honourable Mr. Justice DH van Zyl.

The Department of Correctional Services, under leadership of the Minister, continued on its path to promote and give effect to the values of transparency, equality and fairness, as set out in our Constitution. For this reason, we continued in our efforts to strengthen the Judicial Inspectorate for Correctional Services and the oversight role of the Inspecting Judge.

On 1 October 2009 sections 23 to 25 of the Correctional Services Amendment Act (Act 25 of 2008) were put into operation, by proclamation in the government gazette. These sections are aimed at strengthening the independence of the Judicial Inspectorate and at expanding the powers of the Inspecting Judge. For the first time, Heads of Correctional Centres are now compelled, by law, to report instances of the "use of force" to the Inspecting Judge. Inmates have furthermore been given the right of appeal to the Inspecting Judge, against any decision concerning their segregation and the Inspecting Judge has been mandated, by the Act, to refer matters concerning parole, including medical parole, to the Correctional Supervision and Parole Review Board.

We have also removed from the laws governing Correctional Services, the concept of "solitary confinement" associated with the inhumane practise of keeping people locked up in total isolation for a long period of time.

The Amendment Act also requires the Judicial Inspectorate to extend the system of Independent Visitors to all correctional centres. These Independent Visitors, who are appointed from the ranks of community members after a process of publicly calling for nominations and consulting with community organisations; are tasked with the responsibility to visit correctional centres on a regular basis; interview inmates in private and to report to the Inspecting Judge on complaints which cannot be resolved at local level through the Head of Correctional Centre.

The Annual Report of the Judicial Inspectorate for Correctional Services, for the 2008/09 financial year was tabled in Parliament in compliance with section 90 of the Correctional Services Act (Act 111 of 1998), during October 2009. The Department of Correctional Services will continue to work with the Inspectorate to address the shortcomings identified in the annual and other reports.



#### 1.4.1.3 Bills submitted to the legislature during the financial year

No bills were submitted during the Financial Year. The Correctional Services Amendment Act (Act 25 of 2008) was put into operation on 01/10/2009.



The delegation that took part at the United Nations Congress on crime prevention held in Brazil.

#### 1.4.2 Ministerial visits abroad

##### 1.4.2.1 Minister

The Minister undertook international visits abroad as part of her responsibilities in the corrections multilateral institutions both in African and the world, and as part of study tours.

Date	Place	Purpose
June 2009	Swaziland	Inter-State Defence and Security Committee (ISDSC)
31 July -02 August 2009	Swaziland	Southern African Development Community Ministerial Committee of the organ (SADC MCO)
November 2009	Zimbabwe, Harare	Zimbabwe Bi-Lateral Meeting led by the Defence Minister
December 2010	London(UK)	To attend the meeting with International Hospitals Group (IHG) for exploration on the health centres earmarked for 2010 and beyond.
March 2010	Greece	To study Greece Correctional Systems and to interact with Counterparts in Greece.
April 2010	Brazil, Salvadore, United States of America and London	To lead the South African delegation to the 12th United Nations Congress on Crime Prevention and Criminal Justice between 16-21 April 2010 then, USA & London to explore alternative holdings cells for 2010 and beyond as well as secure specialised health care facilities.

##### 1.4.2.2 Deputy Minister

The Deputy Minister of Correctional Services, Ms Hlengiwe Mkhize, MP undertook visits internationally in pursuit of the resolution to strengthen International cooperation, share experiences and to learn from best practice.

Date	Place	Purpose
October 2009	Australia	During a visit to Australia, to visit the EMU Plains Correctional Centre, a female minimum security centre and the Alexander Maconochie Correctional Centre, a modern rehabilitation focused institution with offender industries
January 2010	Gulu District In Uganda	To deliver a keynote address on the occasion of the launch of the Training Centre, which will design programs for women survivors of the Gulu War in Uganda
March 2010	New York	To Attend The United Nations 54th Session of the Committee on the Status of Women; with a site visit to the Red Hook Community Justice Centre, an innovative community based court which has a close relationship with the community; with a strong prevention element and a restorative justice approach.

#### 1.5. Vision and Mission Statement

**Vision:** To be one of the best in delivering correctional services with integrity and commitment to excellence

The Department reviewed the Mission Statement in the preparation for the Strategic Plan for 2009/10-2013/4 and amended it to be:

**Mission:**

To contribute to maintaining and protecting a just, peaceful and safe society

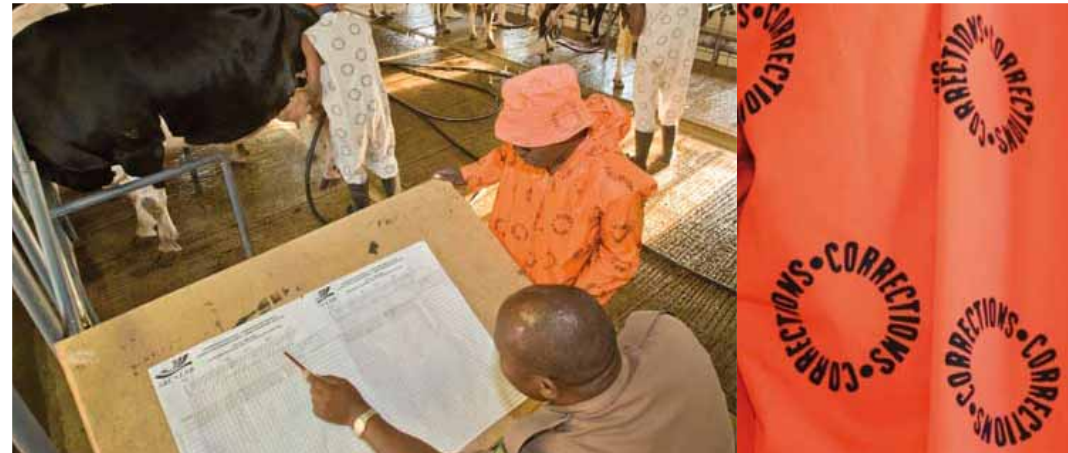
- by enforcing decisions and sentences of courts in the manner prescribed in legislation
- by detaining all inmates in safe custody while ensuring their human dignity, and
- by promoting the rehabilitation, social responsibility and human development of all offenders.

#### 1.6. Constitutional, Legislative, Functional and Policy Mandates

The strategic direction of the Department for the medium term is guided and informed by numerous policies, including the:

- Basic Conditions of Employment Act (Act 75 of 1997);
- Compensation for Occupational Injuries and Diseases Act (Act 130 of 1993);
- Constitution of the Republic of South Africa (Act 108 of 1996);
- Criminal Procedure Act (Act 51 of 1977);
- Correctional Services Act (Act 8 of 1959);
- Correctional Services Act (Act 111 of 1998);

- Correctional Services Amendment Act (Act 25 of 2008);
- Employment Equity Act (Act 55 of 1998);
- Labour Relations Act (Act 66 of 1995);
- Mental Health Act (Act 17 of 2003);
- National Crime Prevention Strategy (1996);
- National Education Policy Act. (Act 27 of 1996);
- National Health Act (Act 61 of 2003);
- Occupational Health and Safety Act (Act 85 of 1993);
- Preferential Procurement Policy Framework Act (Act 5 of 2000);
- Promotion of Access to Information Act (Act 2 of 2000);
- Public Finance Management Act, (Act 1 of 1999);
- Public Service Act (Act 103, of 1994);
- SITA Act (Act 88 of 1998);
- Skills Development Act, (Act 97 of 1998);
- South African Qualifications Authority Act, (Act 58 of 1995);
- Public Service Regulations, 2001;
- Treasury Guideline 2002;
- Treasury Regulations for Departments, trading entities, constitutional institutions and public entities, as amended 2005;
- White Paper of Corrections (2005);
- White Paper on Human Resources In Public Services (1997);
- White Paper on Reconstruction and Development (1994).



## PART 2: Programme Performance

### Voted Funds

Final Appropriation	Main Appropriation	Adjusted Appropriation	Actual Amount Spent	Over/Under Expenditure
13,834,545	13,238,568	595,977	13,687,343	147,202

### 2.1 Aim of the vote

The aim of the Department of Correctional Services is to contribute to 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.

#### Programme A: Administration

**Purpose:** To provide effective & coordinated alignment of operations strategy, human resources strategy, communication strategy, knowledge management strategy, financial strategy and technology strategy for good governance, improved service delivery and accountability to oversight institutions.

#### Programme B: Security

**Purpose:** Provide safe and secure conditions for all persons incarcerated, consistent with human dignity, and thereby provide security for personnel and the public.

#### Programme C: Corrections

**Purpose:** Provide needs-based correctional sentence plans and interventions, based on an assessment of the security risk and criminal profile of individuals, targeting all elements associated with offending behaviour, and focusing on the offence for which a person is sentenced to correctional supervision, remanded in a correctional centre or paroled.

#### Programme D: Care

**Purpose:** Provide needs-based care programmes and services aimed at maintaining the personal well-being of incarcerated persons in the Department's care.

#### Programme E: Development

**Purpose:** Provide needs-based personal development programmes and services to all offenders.

**Programme F: Social Reintegration**

**Purpose:** Provide services focused on offenders' preparation for release, their effective supervision after release on parole, and on the facilitation of their social reintegration into their communities.

**Programme G: Facilities**

**Purpose:** Ensure that physical infrastructure supports safe and secure custody, humane conditions, and the provision of corrective services, care and development, and general administration.

**2.2 Overview of the service delivery environment for 2009/10****Overview of the Finances for 2009/10**

The financial year started with a deficit of R483,8 million which affected a significant number of strategic projects across the budget programmes. The deficit was due to payment of overtime in cash rather than through days-off as a result of the implementation of Resolution 1 of 2007, and the delay in the implementation of the 7-Day Establishment, due for implementation on 1 April 2008, which placed severe strain on the Compensation of Employees budget. As part of managing this budget pressure in 2008/9, the Department had introduced a moratorium on the filling of certain categories of posts.

In the 2009/10 financial year the Department signed the GPSSBC Resolution number 2 of 2009 which made provision for the implementation of OSD for correctional officials. The Department also made the declaration for the implementation of the 7-Day Establishment with effect from the 01 July 2009. National Treasury initially allocated R300 million per year over the MTEF period to fund the Department on the full implementation of the 7-Day Establishment. This funding was used to settle the overtime that was paid for a five-day working week during the first quarter of 2009/10 prior to implementation of the 7-Day Establishment. It should however be noted that the implementation of the 7-Day Establishment resulted in a reduction in overtime expenditure from R1.2billion in the previous financial year to R307million in 2009/10.



Phase one of the OSD consisted of the implementation of the once-off back payments of R7500 per qualifying officials, to compensate for the non-implementation of the OSD on the due date of July 2008, of which the total amount of R288 million was paid to the correctional officials. In addition to the budget shortfall arising from the once-off back payments, there were also the budget shortfalls resulting from the OSD projected salary increase of R677 million plus 1% pay progression amounting to R47 million. Provision was also made at the time for the projected higher employee contribution as a result of the continuing and pending final conversion of members to GEMS although the final date had not been determined.

As the Department did not have funds for the implementation of OSD in terms of the GPSSBC Resolution number 02 of 2009, the Budget Committee decided to continue with and intensify the moratorium on the filling of the posts for the rest of this financial year 2009/10 in order to generate savings to be used to finance the OSD payments.

An intensive exercise of savings identification also took place and belt-tightening measures were implemented across the following areas: - travelling, subsistence and the related accommodation expenditure; appointment of consultants in the Department; purchases of furniture and vehicles (Financial Circular number 08 of 2009/10 suspended new orders for machinery and equipment until further notice); purchases of uniform for administrative staff members; Departmental printing; telephone landline utilization; stores management and maintenance of economic stock levels; national events celebration was decentralised to Management Area and monitoring visits by National Office were placed on hold, excluding facilities visits due to the lack of such expertise within the regions.

As a result of this exercise enforced savings were taken from Goods & Services (R264 million), from Machinery & Equipment (R53 million) and from Building & Other Structures (R108 million). These were shifted to Compensation of Employees (R425 million). This left the Department with an estimated remaining shortfall of R381 million. After the re-prioritisation of funds exercise was completed, the Department then submitted the Cabinet Memoranda to National Treasury to request a net amount of R414 million to fund the budget shortfalls resulting from the implementation of the following Occupation Specific Dispositions:

- An amount of R381 million was requested to fund the OSD implementation for Correctional Officials in line with the GPSSBC Resolution number 2 of 2009.
- An amount was included to fund the OSD implementation for Legal Practitioners, Social Workers, Educators, Medical Practitioners, for Artisans plus Engineers plus Architects.

The Department received an amount of R595, 164 million from National Treasury to fund the implementation of the Occupation Specific Dispositions and the general salary inflation adjustment.

The final outcome was that Department did overspend on Goods & Services to the tune of R169, 7 million. An overspending on the vote was however averted due to the eventual under-spending on Compensation of Employees which was used to fund the projected shortfall on stores items and livestock as indicated above. The eventual underspending on Compensation of Employees was due to lower than anticipated expenditure on medical benefits of members with the conversion to GEMS, funds allocated to finance posts for the New Kimberley Correctional Centre not being spent due to appointments not materialising before financial year end, delays in implementing other OSDs and vacancies resulting from natural attrition.

As indicated in the Programme Performance Reporting below, these financial and human



resource constraints impacted negatively on certain aspects of service delivery, however the projected over-expenditure was avoided in line with the PFMA requirements.

### **Monitoring, Evaluation and Reporting**

The process of developing an effective Monitoring, Evaluation and Reporting system in the DCS started as early as 2005. In 2007, National Treasury developed the Framework for Managing Programme Performance Information (FMPPi), which was piloted in DCS in 2007. Prior to the introduction of the FMPPi, the Department had changed indicators on regular basis. From 2007 onwards, the Department reached several important milestones. One of the key achievements is the development of multi-year performance indicators that enable trendable performance information. The FMPPi and the establishment of a dedicated project have also resulted in:

- The development and approval of the Policy on MER.
- The finalisation of the LOGIC model, outcomes and outputs for DCS, and suite of indicators.
- Approval of 44 performance indicators.
- The initiation of a process of validation of data against these indicators.

The process of incorporating the reporting on performance indicators into reporting requirements and performance agreements of the Budget Programme Managers and Regional Commissioners is work in progress. The validation of data on the indicators has identified a number of areas in which the MER project will assist the Department in ensuring availability of accurate data, and timely and reliable information going forward. At this point in time, the Department has not been able to finalise the required work on all of the indicators. This Annual Report indicates where targets had been set for performance indicators and what achievement had been made against that target; indicates where no targets were set but baseline information has been generated to enable target setting going forward; and where data collection and verification challenges require that work still needs to be done to determine baseline information.

### **Governance in the Department**

Governance in the Department has been affected by several suspensions of Senior Management Services (SMS) members that included the National Commissioner. In the case of Ms Sibeko, the Minister re-determined her contract on 22 February 2010 and the former Commissioner was paid out in full in March 2010. The outcome of the disciplinary hearings for Regional Commissioners of Gauteng and of Limpopo, Mpumalanga and North West are still pending finalisation in 2010/11. In the meantime Acting Regional Commissioners have been appointed to ensure continuity in service delivery and stability at executive management level. In 2009/10 a number of SMS members faced disciplinary action for various infringements ranging from poor performance to financial mismanagement. This is a reflection of the commitment of the Department in dealing with maladministration and corruption. The continued work of the Department against corruption has been recognised in a recent report published by the Department of Public Service and Administration. In a report entitled "An Audit of the internal anti-corruption capacity in the Department of Correctional Services" it was found that among other things, there are good practices such as the inclusion of the anti-corruption strategy in the Strategic Plan, that there are strong prevention initiatives and that there are high levels of training and awareness.

In 2009/10 compliance with the submission of financial disclosure forms, and the verification of the accuracy of such forms against the DCS database of approval of remunerative work outside of DCS, the CIPRO records, and the DCS procurement database, has taken place. The Correctional Services Act, in s118 (1), prevents officials from doing business

with DCS, and so before submission of financial disclosure forms to the Executive Authority, the Department has cross referenced any companies that SMS members have listed against the DCS database. Financial Disclosure forms for 2007/8 and 2008/9 were submitted to the Public Service Commission.

The Public Service Commission released a report on grievances in the public service. According to the report, Correctional Services and the South African Police Services have the highest number of grievances, largely relating to performance assessment and salaries. The figure though compared to the total number of officials in the DCS is a very low percentage. The Department has made notable improvements in the area of performance management. One of the key areas of improvement is the alignment of performance agreements with the Strategic Plan and the standardizations of Key Results Areas at SMS level. This essentially means that individual performance is linked to organizational performance.

The Minister approved a revamped Management System for the Department with a view to streamlining the functioning and sequencing of meetings, and this has managed to sustain improved regularity of meetings. This has been supported by the improved management of a centralized decision register that enables tracking of implementation of decisions.

## **2.3 Strategic Overview and Key Policy Developments for the 2009/10 Financial Year**

### **Policy developments**

The Department has made considerable progress in the area of policy development. The Correctional Services Amendment Act (Act 25 of 2008) was operationalised in 2009. The Department has not yet been able to repeal the A and B Orders as the approval of the outstanding policies and procedures have not been completed.

Policy processes are not finite as challenges continue to emerge within the correctional services environment. In 2009/10, the parole system in the Department came under the spotlight. This had necessitated the Department to strengthen the parole system and this included the review of the medical parole legislation and policy, and the development of the draft incarceration framework. Although many policies have been approved, the remaining aspect is implementation of policies. Only once they have been monitored will the Department be in the position to provide enough information about the effectiveness of the current policies and make decisions towards review or replacing the policy.

### **Strategic Human Resource Plan**

The Department has developed and submitted to DPSA its annual Strategic Human Resource Plan (SHRP). The key objective of the plan is to ensure alignment between the human resourcing and the Strategic Plan over the MTEF. For the first time, a high level summary of the SHRP is included in the 2010/11 Strategic Plan. The delivery of services in the Department is dependant on having the right people in right places with competencies that correspond to their work. Therefore the SHRP will provide the Department with the required information to be able to make decisions about what strategies are deliverable and what capacity exists or is required and enable appropriate sequencing of resourcing strategy and service delivery implementation.

### Women and children in DCS facilities – Imbeleko project

The Department launched the Imbeleko programme which seeks to provide, as far as possible, a home-like environment for children below the age of two in our centres and subsequently to place children of two years of age and above outside correctional facilities with sustainable family structures. The objectives of the programme are aligned with those of the United Nations Convention on the Rights of the Child. As on Saturday 31 March 2010 there were 129 infants and young children in detention with their mothers. The first phase of the Imbeleko project was successfully rolled out across all the regions. This entailed the creation of a safe, humane and friendly environment for the mother-child interaction. The second phase will focus on finding alternative placement for children above two years, outside correctional facilities.

### Overview on progress made on three strategic priority areas for 2009/10 financial year

The Department identified three strategic multi-year priority areas in support of the Departmental core mandate, implementation of the White Paper on Corrections 2005 and cluster priorities: This section aims to provide a brief overview of how the Department performed on each of these areas, but more details will be covered under the section on budget programmes.

#### Improved centre level service delivery on core mandates

- **Improved rehabilitation and reintegration of offenders**

In 2009/10 a decision was taken to develop seven new work streams for the Offender Rehabilitation Path project. A Closing Report was completed on the achievements and shortcomings of the previous project charter and project plan. Aspects of the initial project governance documents have already been incorporated into the ORP planning. Work then commenced around the newly developed work streams. To date a new draft project charter was developed, as well as draft action plans for the respective work streams. These project governance documents must still be approved by the ORP Steering Committee.

The key elements of improvement of rehabilitation and reintegration of offenders lies in the implementation of the Correctional Sentence Plans, the work of the case management committees and parole processes, and the refinement of job functions of correctional officials that has been part of the OSD process.

- **Improved Remand Detention Management System**

Development of the remand detention system is a Departmental and cluster priority and the policy framework has been put into place. In 2009/10, the Department signed the bail protocol with the Minister of Justice and Constitutional Development and the Minister of the Police. The objective of the agreement is to ensure that inmates who committed petty crimes and fails to afford bail are diverted through alternative programs. In 2010/11 the Department expects to have finalised the setting up of the Remand Detention Branch and have it fully functioning over the MTSF.

- **Enhanced internal and public safety and security**

Operation Vala is a flagship campaign which focuses on tightening security during the festive period, was also successfully implemented. Over the past five years the numbers of security incidents was reduced. In 2009/10 however, there has been an increase against the security performance indica-

tors when compared with the Operation Vala of the previous financial year. The migration to the new shift system of the 7-Day Establishment and staff shortages not yet addressed underlies this worrying trend and the Department needs to continue its vigilance.



#### Corrections as a societal responsibility

- **Improved stakeholder relations**

The stakeholder relations management still needs more coordination. Despite this challenge, there have been a number of areas where the relationship between the Department and stakeholders has borne fruit. In the 2009/10 financial year stakeholder relations were taken forward through various Round Table discussions – mental health and criminality seminar, health round table; parole summit, medical parole work session, and through intense interaction with the Portfolio Committee on Correctional Services.

Offenders were awarded opportunities to participate in community development projects by providing offender labour. In an effort to enhance the utilization of the available resources, the Department has engaged various stakeholders to involve offenders in their mainstream activities that could lead towards poverty alleviation within communities. The aim of engagement was to formulate a relationship with other government Departments and stakeholders so that they consider offenders as an available workforce which can be used as some sort of reparation and pay back to the communities they have offended. The Department has developed a draft concept document on the utilisation of offenders in meaningful work activities. The document aims to regulate external hiring of offenders to participate in community projects. The involvement of offenders in community projects or meaningful activities is of fundamental importance in their rehabilitation and reintegration process.

Offender labour projects have varied from Region to Region. In order to promote social acceptance of ex offenders and create conditions that are conducive for their employment, bilaterals with the Tshwane Municipalities, EPWP and Jo'burg Metro were held and agreement was reached to assist ex offenders. An electronic database has been developed and it has 50 ex-offenders who were successfully reintegrated into their communities. A major project partook by offenders in LMN is the reconstruction of a house in Kwaggafontein for an elderly person. In the Eastern Cape, in 10 vegetable farming and agricultural projects, 1338 offenders spent 9504 hours of their time at the value of R105, 735 in 22 communities. In the Free State Northern Cape region, 69 cleaning projects were identified in com-

*The objectives of the programme are aligned with those of the United Nations Convention on the Rights of the Child.*



munities, involving 1276 offenders for 2873 hours with a value of R461 264. The repair and renovation at the Department of Social Development in Kroonstad is another example. In KZN, 5 projects on construction were embarked on involving 61 offenders with the value of the work being R24 950. The projects took place in Enseleni, Pietermaritzburg and Bhokuzulu Community. In the Western Cape, offenders were involved in vegetable gardening in Breede River, Goodwood, Southern Cape, Voorberg, West Coast and Pollsmoor, where 95 offenders participated or contributed in the project and the value of their work was R21 341.

The work of DCS towards establishing an all-Africa corrections body had seen fruit with the launch in September 2008 of the Africa Correctional Services Association (ACSA). South Africa was appointed as the Secretary of ACSA. The Department hosted an ACSA conference in February 2010. The five day conference culminated in the development of a five year plan which focuses on seven key areas namely strengthening governance, research and development, human resource development, education and training, learning and knowledge management, awarding excellence as well as technical assistance in post-conflict reconstruction and development.

The Department has been actively involved in the SADC substructures, including interaction with our counterparts on the complex issue of transfer of foreign national offenders to countries of origin to promote rehabilitation and social reintegration.

#### Building internal capacity for improved service delivery

In 2009/10 the building of institutional capacity focused on migration to a 7- Day Establishment and implementation of a new shift system. The system is intended to create more hours during the day to facilitate, amongst others, implementation of a structured day programme in the management of centres; compliance with legislation relating to staff and offenders; creating more time for interaction with offenders by professionals, service providers and staff in order to enhance service delivery.

The implementation of the OSD for correctional officials, the OSDs for various other professions, and the approval of amended structures where structure and function had been appropriately aligned, created an opportunity to migrate qualified correctional officials who worked in administration to the coalface in centres and the retention of some scarce and critical skills that may have been lost.

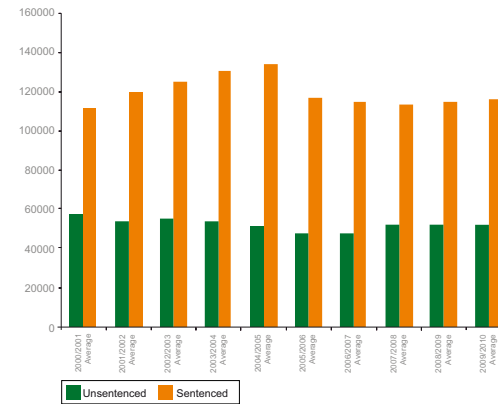
The Department prioritised areas of focus for implementation of the recruitment of scarce and critical skills, although this has been impacted on by the pressure on the compensation of employees' budget and the moratorium. Similarly, human resource development planning was directed towards areas that have been prioritised in the Strategic Plan, albeit that budget constraints impacted negatively on planned training. During 2009/10 therefore, the focus for building internal capacity was done in collaboration with SASSETA. The Department managed to secure R1 792 692, 00 donor funding from Safety and Security Sector Education and Training Authority (SASSETA) to deliver the following accredited skills programmes: Skills Development Facilitator Course (67 officials trained), Moderator course (218 officials trained), Assessor (221 officials trained) and Mentorship Course (55 officials were trained). The Department in partnership with SASSETA appointed 96 graduates to acquire work experience in different fields with a total costs of R 3 000 000, 00. Moreover, during the financial year 2009/10 a total of 116 students were offered student internship opportunity to acquire work experience in different fields in line with their study fields.

A total of 74 secretaries were trained on the Public Service Administration Learnership funded by Safety and Security Sector Education and Training Authority to a total of R 1 125 600, 00.

The Department delivered among others the following internal training programmes: Narcotic Dog Training (14 officials trained), Patrol Dog Training (20 officials trained), Fire Arm training (1504 officials trained), Basic Corrections Science Learnership (73 officials trained), Basic Training for people with disability (32 officials trained), and Basic Training for Control Room Operators (540 officials trained).

## 2.4 Composition of Inmates

Figure 1: Women in DCS facilities – 2000-2009 – sentenced and unsentenced



Women, both sentenced and unsentenced, constitute 1.63% of the total inmate population in 2009/10. The key concern for the Department is that, despite the seemingly low numbers of women who are in the DCS facilities, challenges faced by women are unique and require a special approach. The DCS facilities have been designed largely to accommodate men. Some women enter facilities heavily pregnant and while others have just given birth. While DCS is of the view that such women should not be incarcerated, and their sentencing or implementation of their sentencing postponed, in the meantime future upgrading and construction of facilities have to take the specific needs of women inmates into account. To this end DCS led ACSA to support Princess Bajrakitiyabha of Thailand initiative at the UN Conference on Crime Prevention and Criminal Justice in Brazil in April 2010 on a resolution that the UN must reconsider the minimum standards for the treatment of women inmates. The Imbeleko project is already leading the way in improving conditions for women and children.



Figure 2: Unsentenced aged under 14

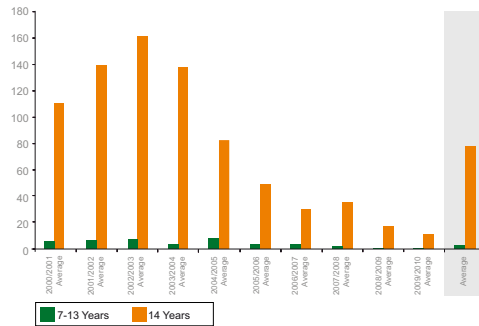


Figure 3: Sentenced children under 14

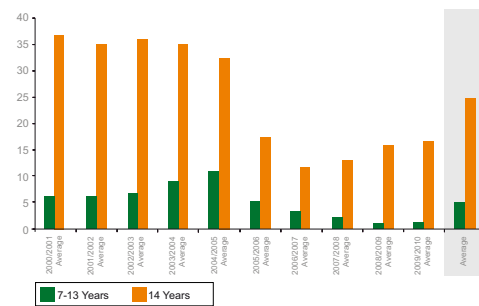


Figure 4: Sentenced children aged 14-18

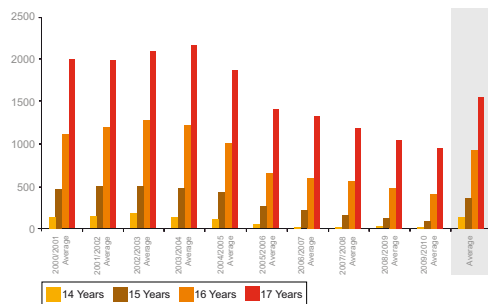
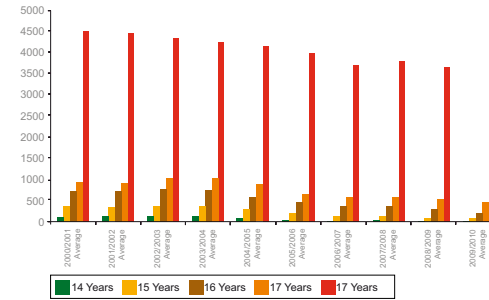


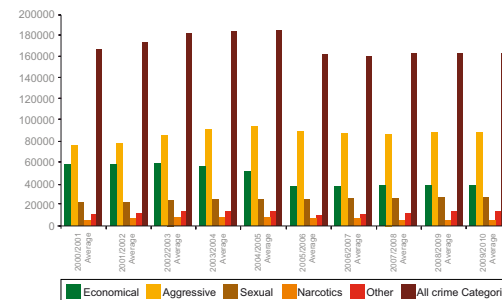
Figure 5: Unsentenced children aged 14-18 years



Another category that is an area of focus for the Department is child inmates. As at 31 March 2010, we had a total of 1 275 children (21 of whom were girl children) under the age of 18 years of age. The passing of the Child Justice Act and its implementation as from 1 April 2010 is an important milestone and contains provisions that will alleviate problems of children in facilities and help DCS focus on adult supervision, security and rehabilitation.

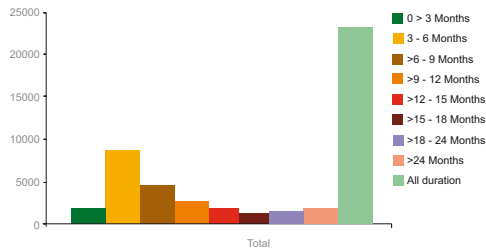
The percentage of the inmate population who are youth is a cause of real concern in South Africa. We have a youth inmate population of 18-25 years of 56 520 as at 31 March 2010 against the total offender population of 164 793. Of this total approximately 58% were sentenced and 42% were un-sentenced. The largest number of youth offenders was between the ages of 22-25 and represented approximately 62% of the total number of youth offenders. Approximately 60% sentenced youth offenders were classified as mediums and maximum youth offenders constituted about 21%. The majority of youth offenders were incarcerated for aggressive crimes, constituted about 50% of the total youth offender population. The Department has 15 youth development centres, accommodating both medium and maximum offenders, but housed separately, with programmes of formal education; skills development (vocational and entrepreneur training). SRAC, production workshops and agriculture, care programmes, HIV&AIDS, risk profiling and risk assessment being offered in them. It is the Department's intention to procure youth resilience programmes and training all social workers and correctional officials at youth over MTEF.

Figure 6: Inmates in custody per crime category 2000-2010



Violence in South Africa occupies headlines on daily basis. The figure above reflects that most of the people incarcerated in the DCS are in for aggressive crimes. It is for this reason that correcting offending behaviour remains central in the Department's rehabilitative endeavours towards offenders. Aggressive crimes are followed closely by Economic crimes. The growth in economic crimes can be linked to, among others, greed. The latest National Victims of Crime Survey (NVCS) conducted in 2008 found that greed was a reason why people were committing crime, replacing unemployment which was cited as the reason in the 2003 NVCS. These are followed by sexual offences. The low figure for sexual offences, again from the NVCS, is that victims and perpetrators are known to each other and often victims either withdraw charges or refuse to testify. The low numbers for narcotics could be that people are often convicted for acts such as robbery, murder and sexual offences, conducted while under influence rather than for possession or consumption.

**Figure 7: Remand Detainees length of Detention Period**



Of the 50 511 detainees as at 31 March 2010, 24 305 detainees had been in detention for longer than 3 months.



## 2.5: Programme Performance

### 2.5.1 Programme A: Administration

**Purpose:** Provide the administrative, management, financial, ICT, research, policy co-ordination and good governance support functions necessary for all service delivery by the Department and in support of the functions of the Ministry.

#### Finance Service Delivery Highlights

The DCS state of financial affairs has been covered under the Strategic overview.

<b>PROGRAMME: ADMINISTRATION SUB PROGRAMME FINANCE</b>
<b>A.1 To provide effective and efficient financial and supply chain management.</b>
<b>PERFORMANCE INDICATORS</b>
<b>Percentage of expenditure; 98.9%</b>
<b>Percentage of expenditure to HDI service providers:</b> Number of Contracts awarded: 1310 Value of Contracts Awarded: R334 464 463 % Contracts awarded to Black Enterprises: 78.34% % Contracts awarded to Black Women Enterprises: 56.91% % Contracts awarded to White Women Enterprises: 13.76% % Contracts awarded to Non HDI Enterprises: 10.81%
<b>Number of audit qualifications and matters of emphasis</b> Qualification: Major movable tangible assets. Minor movable tangible assets. Emphasis of Matter: Unauthorised expenditure

ADMINISTRATION; SUB PROGRAMME FINANCE REGULATORY AND MONITORING STRATEGY		
Strategy	Service Delivery Target	Actual Performance
A.1.1 Monitor compliance with Finance & SCM prescripts	Monitor, evaluate and report on compliance in two (2) management areas per region	Monitoring plan was compiled and approved but no monitoring visits were conducted in the Regions and Management Areas as planned due to the introduction of belt tightening measures. However monitoring visits were conducted at the two PPP Correctional Centres reports are available
	Reduce the level of deficiencies using 2008/09 A-G report as a basis	Deficiencies were addressed through various measures. They are: Officials were trained in the following courses: BAS: Functionalities - 45 Safety Web-0 SCOA-26 Logis:713 Fleet management - 68 Contract Management - 33 Procurement: 30 Preparation of financial statements - 4 Information mapping - 7 Internal control and risk management - 5 Policy development – 6 In Year Monitoring (IYM) reporting and budgeting - 393 All centres are utilising LOGIS for processing Logistical transactions such as orders, payments, warehouse and asset management thereby improving Logistical Information Management. The number of orders on LOGIS increased from 36 837 in 2008/09 to 107 107 in 2009/10  Asset management improved through monthly reconciliation and balancing of major and minor assets
A.1.2 Implement centralised data base and information on relevant output and outcome indicators and supply chain management	Data base on: • Losses • Disposals • Debts • Fleet management Bids • Analytical report	All activities were deferred to future MTEF processes when the bid will be funded, as the project involves sourcing IT expertise Logistical losses and disposal databases are kept on LOGIS Existing databases of financial losses and debts were maintained and updated Fleet management information is managed through Excel database

Strategy	Service Delivery Target	Actual Performance
		Statistics on Bids and price Quotations awarded were captured and monthly certification of accuracy and correctness of bids information were received from Regions
A.1.3 Monitor delivery against performance indicators and service delivery targets in operations strategy	Quarterly performance information report	Comparison between targets and actual achievements was done on monthly basis  Deviations between targets and actual achievements were addressed during the midterm review and the operational plan was adjusted accordingly
Finance Operations Strategy		
Strategy	Service Delivery Target	Actual Performance
Monitor Compliance with Finance and SCM policy	Findings on finance and supply chain management on monitoring visits implemented and monitoring in 2 management areas per region	Reports of findings on monitoring visits which addressed controls in Fleet management, losses and procurement and Petty Cash were issued to Area Commissioners and Heads of Centres at Eastern Cape
	Identified deficiencies in 2008/09 AGSA management and audit reports reduced	Action plans were developed to address deficiencies identified by AGSA and they were updated  Training was conducted and financial circulars were disseminated to all officials for compliance  Reports of losses earmarked for write off were submitted to Head Office and Management of losses has improved in all Regions
	<ul style="list-style-type: none"> <li>• Created data base on Losses</li> <li>• Disposals</li> <li>• Debts</li> <li>• Fleet Management Bids</li> <li>• Analytical report</li> </ul>	Database on losses, disposals, debt, fleet management, Bids were developed and maintained in all Regions and Management Areas
A.1.3 Monitor delivery against performance indicators and service delivery targets in operations strategy	Quarterly performance information report	Comparison between targets and actual achievements was done on monthly basis  Deviations between targets and actual achievements were addressed during the midterm review and the operational plan was adjusted accordingly



### Corporate Service Delivery Highlights

The 7 Day Establishment project has been well implemented thus far. In so doing it has enabled the Department to comply with section 8(5) of the Correctional Services Act which prescribes intervals between meal times for offenders. The additional benefit is that expenditure on overtime was projected to be R 1, 4 billion for 2009 / 2010 but the actual expenditure saw this figure reduced to R 1, 1 billion. The implementation of a shift system as a component of the 7 Day Establishment has made more time available in the day to day programmes of correctional centres. This enabled rehabilitation activities to be implemented and for an improved offender labour programme. The shift system also allows for compliance with legislation on basic conditions of employment as adequate rest time is now available to personnel.

The OSD implementation was delivered within budget, but with cost to service delivery. The implementation of the OSDs has allowed for the creation of career pathing for professions within DCS. The additional positive consequence of implementing this system of remuneration is the migration of qualified personnel to the coalface of service delivery. It also provides the opportunity to distinguish between correctional services officials and officials appointed in administrative posts in terms of the Public Service Act. These appointments (Public Service Act) will have a positive impact on the compensation budget by seeing a reduction.

The Housing Policy was approved and implemented with specific reference to SMS members. It has allowed for the creation of a framework for effective management of housing for senior and other levels of officials.

The Department has supported the Presidential call for providing employment by accepting placement of interns in conjunction with SASSETA. This placement has been monitored and evaluated by SASSETA.

The Department has placed considerable emphasis on firearm training of officials. A master training programme was implemented to decentralise the process and has been quite successful with 767 officials trained in the use of firearms.

A youth development programme has been successful in empowering 33 unemployed youth and 27 offenders in the Zonderwater vicinity as artisans in upholstery, carpentry, cabinet making and spray painting.

468 Officials attended gender empowerment workshops. A National Call Centre has been established and a sexual harassment work interface post box created. 40 Focal Points and Regional Coordinators were trained on Gender Empowerment. 7 officials from NC/FS were trained on Gender Mainstreaming by PALAMA. Furthermore, the pilot of the organisational culture survey was completed in keeping with the requirements of the White Paper to develop a positive organisational culture in the Department. This survey is one of the priority projects to roll out in the future.

#### PROGRAMME: ADMINISTRATION SUB PROGRAMME CORPORATE SERVICES

##### A2 To improve human resource capacity & management to enable department to fulfill its mandate

##### PERFORMANCE INDICATORS

**Percentage compliance with Government Equity Targets:** The 50:50 target of female representation has not been achieved at top management. The current ration of male to female 55:45. At level 13 and 14 only at 29% are female.

##### Number of person days lost due to leave against the total number of annual working days; Number of person days lost

- Sick leave – 369 408 days
- Disability leave – 59132 days
- Annual leave - 982782.6
- Capped - 28723

**Number of grievances handled within 30 days vs total number of grievances recorded –** Number of grievances lodged is 1204 and 606 were resolved. No target set for indicator in this financial year. 606 represents a baseline.

**Percentage of posts no filled vs financed posts:** The vacancy rate is currently at 12,6 % on the establishment of 46880. However, Treasury has instructed that the establishment be reduced to 41500 from 1 April 2010. This will translate to a vacancy rate of 1,2 % as there will then be 500 vacancies.

**Number of person days lost due to suspensions against the total number of annual working days –** Average number of days lost due to suspension is 294.41. No target has been set yet

##### Corporate Services Regulatory and Monitoring Strategy

Strategy	Service Delivery Targets	Actual Performance
A.2.1 Compliance with HR policies, procedures, standards and applicable legislation	Monitoring of compliance with HR policies: Recruitment, Transfers and Termination, PER-SAL Data Management and Access Security, Organisational Development, Employee Health and Wellness, Corporate Wear, Service Benefits, Performance and Career Management, Employee Relations, Language, HRD	Policies submitted for approval: They are: <ul style="list-style-type: none"> <li>• Employee Health and Wellness Policy, Employment Equity and Sexual Harassment, and Language Policy</li> <li>• Some policies are still in process of being consulted with Labour</li> <li>• M&amp;E visits postponed due to budget cuts</li> </ul>
	Average vacancy rate of 7% maintained	The vacancy rate could not be reduced due to the moratorium. The vacancy rate is currently at 12,6 % on the establishment of 46880. However, Treasury has instructed that the establishment be reduced to 41500 from 1 April 2010. This will translate to a vacancy rate of 1,2 % as there will then be 500 vacancies
	Turnaround time for filling vacancies reduced to 120 days	Target not achieved due to the moratorium

Strategy	Service Delivery Target	Actual Performance
	Vacancy rate for professional and scarce skills maintained below 50%	The average vacancy rate is 38,5% which means the target has been met as it is well below 50%. Only pharmacists and psychologists in the individual categories are above the target at 52 % and 67% respectively
	Approved National Strategic HR Plan reviewed and new plan for financial year developed	National Strategic HR Plan reviewed and available
	HR provisioning of service delivery priorities	This target could not be met due to the continuing process of consultation on the revised establishment structure
A.2.3 Improve management of service terminations	Turnaround time for processing of terminations reduced to 180 days	The target is surpassed where documentation is in order and there are no disputes with a turnaround time of 120 days. The challenge is where documentation is not in order for or where there is more than one claimant on an estate. A positive interdepartmental relationship with GEPP has led to better management of termination administration
	Exit Management Programme implemented	The exit management programme is being implemented. Questionnaires are completed and analysed. Recommendations are made to address reasons for termination, however current funding constraints prevent some of these measures from being implemented
A.2.4 Improve performance and career management systems	Career management model developed	<ul style="list-style-type: none"> <li>The OSD for correctional officials was implemented. Phase two has been submitted for approval</li> <li>Pay progression and grade progression principles for OSDs for Correctional Officials, Nursing, Social Workers, Artisans, Legal Administration Officers, General Occupations not covered by the OSD is available</li> <li>OSD for social workers, medical officers, pharmacists and artisans have been implemented</li> <li>Implementation of OSD for educators awaits translation keys from DPSA</li> <li>Draft Career Pathing Framework is available</li> </ul>
	Implement DCS related OSD's	<ul style="list-style-type: none"> <li>OSDs for correctional officials, social workers, medical practitioners, pharmacists, artisans and legal administrative officers have been approved and implemented on PERSAL</li> <li>Organisational structure, post establishment and job descriptions have been revised in line with the OSDs</li> </ul>

Strategy	Service Delivery Target	Actual Performance
	Aligned performance management systems.	<ul style="list-style-type: none"> <li>PMDS aligned with OSD for nurses, correctional officials, legal admin officers, social workers</li> <li>SMS members undertook competency based assessments and intervention plans put in place for levels 2-12. Performance agreements aligned with Strategic Plan</li> </ul>
A.2.5 Improve human resource data integrity and access security to HR systems	Valid, reliable and accurate human resource data maintained and provided	<ul style="list-style-type: none"> <li>Discrepancies in HR data on the PERSAL system are identified and rectified. Desk top audits on OSD once off payments have resulted in the recovery of just over R 0,5 million</li> <li>Other audits on overtime and irregular fluctuations are being investigated. Acting allowances and various other allowances have also been audited. These actions have led to the achievement of the target</li> </ul>
	Employee Relations data integrity improved	While slight improvements have been noted, there are several challenges that remains to be addressed
A.2.6 Provide human resource development programmes and services based on organisational priorities & strategic direction	Graduate internship programme provided at 1,5% of financed establishment	<ul style="list-style-type: none"> <li>Due to financial constraints the 1,5% target could not be reached. However, 94 interns were placed. A monitoring report from SASSETA is awaited</li> <li>70 Learners trained in public service administration</li> </ul>
	Provide opportunities for experiential learning for 200 unemployed students in learnerships and towards university qualifications	18 interns and 47 auxiliary social workers have been placed for experiential learning toward university qualifications
	Functional training offered in terms of the prioritised needs determined by the National Learning Committee	<ul style="list-style-type: none"> <li>36 people with disabilities trained in basic training</li> <li>361 officials completed basic training for the first intake</li> <li>767 officials completed competency based firearm training</li> <li>447 officials trained in a variety of external training interventions</li> <li>Officials workshopped on accreditation of training centres</li> </ul>
		2 centres in Western Cape received full accreditation and 3 received provisional accreditation on firearm training
		<ul style="list-style-type: none"> <li>A pilot project for training in monitoring and evaluation was completed</li> <li>The Khaedu training for SMS and MMS was postponed due to the financial constraints</li> </ul>

Strategy	Service Delivery Target	Actual Performance
		<ul style="list-style-type: none"> <li>Benchmarking was done with existing Professional Councils (Nursing, Engineering Council of SA) towards establishing a professional council for corrections</li> </ul>
		<ul style="list-style-type: none"> <li>112 officials trained as follows: 75 Assessors, 80 Moderators, 27 Mentors, 43 OD-ETDP, 21 Dog Patrol, 14 Dog Narcotics, 20 Food Services, 85 Control Room Training</li> </ul>
		<ul style="list-style-type: none"> <li>Two fundamental Unit Standards reviewed &amp; approved by SASSETA ETQA. Arrangements put in place for training of Heads of Correctional Centres</li> <li>Eight Master trainers trained on Tactical shooting course</li> </ul>
A.2.7 Building HR capacity, sports and wellness in SADC / African Countries in the context of Corrections	Training in terms of the MOU / Declaration of Intent between South Africa and Southern Sudan, Zambia and Swaziland implemented	While MOUs were signed, this target could not really be achieved due to Departmental financial constraints
A.2.8 Coordinate and monitor implementation of the integrated employee health and wellness programme	Integrated EHW Programme designed and implemented	<p>Integrated EHW Programme implemented and the following were also achieved:</p> <ul style="list-style-type: none"> <li>Senior managers have been appointed in terms of Section 16.2 of the Act</li> <li>70% of firefighters and first aiders have been appointed in all Regions, Head Office and Training Colleges</li> <li>A total of 126 firefighters and first aiders from Head Office, Western Cape and Gauteng have been trained</li> <li>COID training for 141 officials has been completed in Gauteng, LMN and Eastern Cape</li> <li>Health and Safety committees are functional in all regions except LMN</li> </ul>
		Employee assistance programmes are being delivered although a serious challenge is the shortage of practitioners
		<p>HIV and AIDS programmes implemented in the Regions with a concentration on awareness raising</p> <p>Western Cape has implemented a behaviour modification programme</p>
		Participation in the World Police and Fire Games resulted in 86 gold, 59 silver, 71 bronze medals being brought home

Strategy	Service Delivery Target	Actual Performance
A.2.9 Improve employee relations	Functioning of labour relations forums evaluated and reported on	Labour relations forums functioning and evaluation reports available
	Relationship Building by Objective (RBO) resolutions evaluated and reported on	Relationship Building by Objective (RBO) resolutions evaluation reports available
A.2.10 Manage workforce representation in line with the Employment Equity Plan and accelerate the empowerment of women and people with disabilities to achieve substantive equality	Job Access Strategy for the employment of people with disabilities developed	<ul style="list-style-type: none"> <li>Draft DCS Job Access strategy is available</li> <li>Several key stakeholders within DCS have been orientated on the Strategy.</li> <li>Special recruitment for people with disabilities approved although the moratorium on the filling of posts hindered implementation</li> </ul>
		The Deputy Minister launched the "Free the Innocent project" in the Chesterville Community in line with the Job Access Strategy where DCS commemorated the International Disability Day
	The Employment Equity Plan reviewed	<ul style="list-style-type: none"> <li>A draft Employment Equity Plan is available</li> <li>A youth development programme has been successful in empowering 33 unemployed youth and 27 offenders in the Zonderwater vicinity as artisans in upholstery, carpentry, cabinet making and spray painting</li> </ul>
	Accelerate development programme for women	<ul style="list-style-type: none"> <li>The 50:50 target of female representation has not been achieved at top management. The current ration of male to female 55:45. At level 13 and 14 only at 29% are female</li> <li>26 Officials were empowered on the relationship between HIV and AIDS and gender</li> <li>468 officials attended gender empowerment workshops</li> <li>National Call Centre has been established and a sexual harassment work interface post box created</li> <li>41 Focal Points and Regional Coordinators trained on Gender Empowerment. National Gender Forum was held. Head Office Gender Forum has been established. Gender web page published and receives a significant number of site visitors</li> <li>Officials in policy development in the Branches Corporate Services and Finance have been trained in gender mainstreaming</li> </ul>

Strategy	Service Delivery Target	Actual Performance
		<ul style="list-style-type: none"> <li>Arrangements to fast track training of middle and junior female managers has to be postponed due to the financial constraints experienced by the Department this year</li> </ul>
A.2.11 Participate in national Governance and Administration (G&A) Cluster sub-structures	Representation in local cluster meetings and substructures.	DCS is participating in the development of the Integrated Financial Management System blueprint
A.2.12 Ensure centralised data base & information system for monitoring of performance information on relevant output and outcome indicators	Data base on: Equity targets, Training, Terminations, Exit management, EHW, Analytical report	Database created and placed on the departmental Management Information System. Reports are generated and are available
A.2.13 Post establishment aligned to the approved organizational structure	Post establishment aligned to the approved organizational structure	The target is not met. The organisational structure was not approved therefore the post establishment could not be aligned
		The structure for Area Commissioner, Correctional Centre, Community Corrections and Correctional Unit was signed on the 16 October 2009. 6 job descriptions for control rooms were developed and approved on 30 December 2009 which is as follows: National Office, Regional Office and Correctional Centre Level
	20% of job descriptions revised in line with the approved organizational structure	Target not achieved and only 1000 job descriptions have been approved
	20% mandatory jobs evaluated	The target was not fully achieved due to the implementation of the OSD and to posts needing to be categorised in terms of the Correctional Services Act and the Public Services Act. Only 271 posts were evaluated including five SMS and 31 in the new Kimberley Centre
A.2.14 Development of mentoring and coaching system	Mentoring and coaching system developed	This target could not be achieved due to financial constraints experienced by the Department

Corporate Services Operations Strategy		
Strategy	Service Delivery Target	Actual Performance
A.2.1 Compliance with HR policies, procedures, standards and applicable legislation	HR Policies implemented: Recruitment Transfers and Termination Personal data management and Access Security Access security Organizational development Employee health & wellness Corporate wear Service benefits Performance and Career management Employee Relations	Policies not finalised for implementation
A.2.2 Coordinate and monitor improvement of provision, maintenance and management of human resources	Average vacancy rate of 7% maintained	The vacancy rate could not be reduced due to the moratorium. The vacancy rate is currently at 12,6 %
	Turnaround time for filling vacancies reduced to 120 days	Target not achieved due to the moratorium
A.2.3 Management of service terminations	Vacancy rate for professional and scarce skills maintained below 50%	38.5% lower than the 50% target -
	Exit management programme implemented	Exit management not effectively implemented
	Turnaround time for processing of terminations reduced to 180 days	Partnerships with GEPF have improved management of terminations
A.2.4 Improve performance and career management systems	Performance management systems implemented	Performance and Development Management system aligned with OSDs  Performance Agreements aligned with Strategic Plan
A.2.5 Improve human resource data integrity and access security to HR systems	Maintain and provide valid, reliable and accurate human resource data	Human resource data monitored and discrepancies identified
A.2.6 Provide human resource development programmers and services based on organizational priorities & strategic direction	Placements for graduate internship programme provided	1.5% target not reached due to budgetary constraints



Strategy	Service Delivery Target	Actual Performance
	Engage with local government structures in training and development initiatives	Zonderwater 49 officials trained on Business skills by Business Place organized by Enkengwini municipality;  Pretoria utilized the following government departments SAPS for fingerprint identification course and tactical policing, Metro council for First Aid & Fire Fighting courses, Justice Department trained DCS officials on Court Officials;
		Krugersdorp utilized the following government departments for training West Rand District Municipality on advanced fire fighting 09 officials trained, SAPS trained 23 DCS official on first aid & 01 official trained on tactical shooting and 23 officials trained on EST
	Prioritised functional training as per the Workplace Skills Plan implemented	See strategy A2.6 in Regulatory and Monitoring
A.2.8 Coordinate and monitor implementation of the integrated employee health and wellness programme	EHW programme implemented and baseline information established	Integrated EHW programme implemented (see detailed information under Regulatory and Monitoring strategy A2.6)
	Engagements with local government structures in providing health and wellness programmes	Engage with local government structures in providing Health and wellness programmes have taken place  Zonderwater and Baviaanspoort Management Areas were engaged with Tshwane Metro Police, with Nokeng Tsa Taemane Municipality and with Ekurhuleni Municipality do discuss matters of mutual interest and strengthen relationships  Pretoria Management Area were engaged with Tshwaranang (NGO) on health issues. Leeuwkop were engaged with SASSETA on wellness day
A.2.9 Improve employee relations	Labour forums utilised to improve labour relations	Labour forums functioning
	RBO functions according to requirements	Resolution evaluation reports available

Strategy	Service Delivery Target	Actual Performance
A.2.10 Manage workforce representation in line with the Employment Equity Plan and accelerate the empowerment of women and people with disabilities to achieve substantive equality	Current EE Plan implemented: 60:40 targets for levels 2-12 50:50 for levels 13-16 2% for people with disabilities	See strategy 2.10 in Regulatory and Monitoring
A.2.11 Implement Safety, Health and Environment (SHE) programme at all levels of the Department	Health and safety representatives, first aiders and fire fighters appointed and trained	70% first aiders and fire-fighters appointed nationally
	Health and safety committees established	<b>Eastern Cape:</b> OHS Committees established at all management areas and Regional Office. Quarterly meetings held at management areas and regional Level (minutes available)  <b>Gauteng:</b> Health and safety Committees in the Region have been established and no report is available, due to implementation of 7 day establishment, migration and belt tightening impacts on meetings of OHS committees  <b>LMN:</b> Health & Safety committees established but not functional
	Injuries and diseases in the workplace reported and investigated	<b>Eastern Cape:</b> Total number of IOD registered : 58 Database available Mass screening of officials St.Albans = 173 Kirkwood = 151 East London = 24 Sada = 171 During the second quarter there was an increase in IOD due to sport injuries ( contact sport)  <b>LMN:</b> The target was not achieved due to lack of capacity i.e Coordinators OHS  <b>Gauteng:</b> Total Injuries 35 and 2 diseases in the workplace have been reported and investigated. (Twisted wrist -1; Injured leg -2; twisted ankle-1; gunshot-1; accidents-7; post traumatic stress-1; slip and fall-10; finger crushed-2; hand injury-1; sprain-; splattered blood-1; tooth off -1; assault-3; smoke inhalation-2; cut eye/nose-1; stabbing-1; fist fight-1. Measles-2)

Strategy	Service Delivery Target	Actual Performance														
	Risk assessments conducted	The department has established a Risk Management Committee and risk are assessed and reported on quarterly														
	Persons working in hazardous conditions identified	<p><b>Eastern Cape:</b> Exposed officials and offenders per M/A</p> <table border="0"> <tr> <td>Amathole -</td> <td>296</td> </tr> <tr> <td>Kirkwood -</td> <td>309</td> </tr> <tr> <td>East London -</td> <td>244</td> </tr> <tr> <td>St Albans -</td> <td>619</td> </tr> <tr> <td>Sada -</td> <td>164</td> </tr> <tr> <td>Mthatha -</td> <td>187</td> </tr> <tr> <td>Total persons exposed</td> <td>2713</td> </tr> </table> <p><b>LMN:</b> Database of persons working in hazardous conditions was created</p> <p><b>Gauteng:</b> Persons working in hazardous conditions have been identified</p> <p>Database available: Members 1141, offenders 3188, contractors 10 have been registered as persons working in hazardous conditions in the workshops, agriculture, in the centres, at maintenance and boilers</p>	Amathole -	296	Kirkwood -	309	East London -	244	St Albans -	619	Sada -	164	Mthatha -	187	Total persons exposed	2713
Amathole -	296															
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	Medical surveillance (pre-employment, periodic and exit employment conducted)	<p><b>LMN:</b> 7 out of 8 management areas participated in medical surveillance as prescribed.(TB and MDR)</p> <p><b>Gauteng:</b> Medical Surveillance was conducted to 363 employees</p>														
A.2.12 Participate in local governance and administration cluster substructures	Service delivery on G and A priorities	<b>Gauteng:</b> No G & A substructures (DPSA, PALAMA, Treasury, etc.) exist on Regional level														

#### Reasons for major variances

While the 7 Day Establishment has been implemented generally, there are areas where the shortage of personnel has hampered full implementation. This situation will be further exacerbated by reduction of the personnel baseline by Treasury to 41500.

A major challenge experienced this year was the budget restriction and belt tightening measures implemented generally in the Department. Many milestones set could not be achieved fully as a result.

#### Central Services Service Delivery Highlights

Continued winning of the war on fraud and corruption as confirmed by the following highlights:

- Anti-fraud and corruption capacity of the Department is rated as third most efficient of 85 Departments audited by the Department of Public Services and Administration.
- The measures put in place by the Department resulted in 88.99% conviction rates

- during the financial year
- R2.5 million was recovered from the R4.5 million debts by 702 officials found guilty of defrauding the Department's medical aid scheme.

The **Correctional Services Amendment Act** as promulgated in October 2009 now brings the Correctional Services Act in line with the white paper on issues such as incarceration framework and unit management.

The **Automated Personal Identification System (APIS)** has been developed and implemented in 14 Correctional Centres to provide capacity for identity verification of inmates through the capturing of inmate photos and fingerprints. The benefits of the system include elimination of erroneous releases, publication of photos to assist in tracking down escapees, as well as quicker turn around in presenting inmates to police and courts. This contributes directly to the efficiency of Correctional Services and therefore the broader Criminal Justice System.

An IT based system of capturing, tracking and providing case notes on all corruption, maladministration, litigation and disciplinary cases was developed and contributed to the successes and efficiencies of the Department in these areas. The **integrated legal system, named – LESEDI** – has received acclaim from other spheres of government. Currently discussions are underway with the State Information technology Agency (SITA) as well for strategic collaboration and use of this and other pioneering systems of Correctional Services across government.

As Cabinet appointed National Coordinator of the **United Nations Commission on Crime Prevention and Criminal Justice (UNCCPCJ)**, Correctional Services successfully drove preparations for the 12th Congress held in Brazil. The Department convened an inter-departmental committee and drive the development of a Country Report on progress made since the previous Congress. The report was tabled before the meeting of the JCPS Ministers, approved and printed for distribution at the UNCCPCJ Congress.

The Department of Correctional Services, as the Secretariat of the **Africa Correctional Services Association (ACSA)** organised a meeting of Senior Officials in February 2010 with the aim of developing a Strategic Plan for the newly formed association. The meeting, held in Pretoria from 1-5 February 2010, was also attended by the ACSA Executive Committee members, other Commissioners and Senior Officials. South Africa was assigned the responsibility of establishing an ACSA Secretariat Office. The Strategic Plan was endorsed by the Executive Committee of ACSA in a teleconference meeting organised by South Africa early in the new financial year.

A **communications strategy** was developed and executed with the following highlights: Budget Vote speech in June, Corrections Week in September, launch of the Corrections Contact Centre internally as phase one of the campaign in July as well as the publication of SA Corrections (electronic version) and Digital Video Discs on key projects and events.

**PROGRAMME: ADMINISTRATION SUB PROGRAMME CENTRAL SERVICES****A.3. To ensure effective, legally sound, policy compliant and corruption free management of Correctional Services; and effective knowledge management****Performance Indicators****Percentage of litigation cases won by DCS against the total number of cases filed against it****Arbitration=309**

250: pending  
59: finalised  
24 against the Department  
35 In favour of Department.

**Motions= 69**

08: finalised  
61: pending.

**Claims =90**

01: finalised  
89: pending.

**Losses=22**

03: finalised  
19 pending

**Number of officials found guilty of fraud, corruption and serious maladministration against the total number of officials charged in such cases:** 97 officials found guilty against 109 officials, charged, representing 88.99% conviction rate

**CENTRAL SERVICES REGULATORY AND MONITORING STRATEGY**

Strategy	Service Delivery Targets	Actual Performance
A.3.1 Provide legal support to the Department	Legal opinions provided	141 Opinions provided
	Litigation cases instituted against or by the Department handled	<p>Arbitration=309 250: pending – Arbitrations are managed by the GPSSBC who determine dates and postponements. Some of the cases might be ongoing for some time. The start date of each case will have to be checked to answer as to when they started. 59: finalised 24 against the Department 35 in favour of Department</p> <p><b>Motions= 69</b> 08: finalised 61: pending due to court processes and overloaded court rolls</p> <p><b>Claims =90</b> 01: finalised 89: pending due to court processes and overloaded court rolls</p>

Strategy	Service Delivery Target	Actual Performance
		<b>Losses=22</b> 03: finalised 19 pending due to number of cases that have been referred back for further investigation
	Implementation of court decisions claims against officials monitored	Monthly reports on implementation of court decisions provided
	Analysis of trends on litigation cases for executive management	The 1st Bi-annual report was submitted during October 2009
	Workshops /road shows on prominent legal issues affecting the operations of the Department and on Legal Services Policy and Procedures in the department conducted	Two road shows held in head office on prominent legal issues affecting the operations of the Department and on Legal Services Policy and Procedures conducted
	Draft legislation / regulations of the Department	<ul style="list-style-type: none"> <li>Legal Services Procedures approved by the Commissioner.</li> <li>Correctional Services Amendment Act 2008 was put into operation on 01/10/2009.</li> </ul>
A.3.2 Anti-corruption strategy: Prevention; Investigation and Sanctions	Reported cases investigated and case information managed accordingly	<p>309 cases reported for 2009/2010FY</p> <p>224 cases closed as unfounded</p> <p>32 cases forwarded to Code Enforcement</p> <p>1 enquiry forwarded to Code Enforcement</p> <p>219 cases are currently open (still under investigation) the total includes cases which were received late in the financial year and had to be carried over to the next financial year. Some of these cases required further investigation or the complexity of the matter made it impossible for the case to be finalised before the end of the financial year</p>
	Awareness on Anti-corruption and Fraud Prevention conducted	Eight workshops conducted
	Implementation of the Fraud Prevention Plan monitored	Fraud Prevention Plan implemented

Strategy	Service Delivery Target	Actual Performance
	Disciplinary steps instituted	Cases (hearings / appeals / arbitrations) finalised: 109 Guilty: 97 Acquittal/not guilty/re-instated/with-drawn: 12 Success Rate 88.99%
	Implementation of sanctions monitored.	One sanction handed out at end of March 2010 still to be implemented
	Training of initiators and chairpersons increased by 10 % against the baseline (2007/2008:175)	Due to restriction on expenditure, no training took place
A.3.3 Alignment of procedures with the policies of the department	Produce quarterly policy and procedure audit report which will reflect on policy & procedure development, gaps, monitoring and evaluation, and reviews	Fourth Quarterly policy and procedure audit reports reflecting progress on policies and procedures that were compiled and published on the intranet
	Provide support to and ensure training for managers in policy & procedure development, implementation, monitoring and evaluation	A total of eight (8) directorates approached the directorates for assistance with the completion of their procedures
	Facilitate the development of policy & procedure implementation framework, monitoring and evaluation system	The reworked policy implementation framework will be submitted for approval in May 2010
A.3.4 Coordinate activities of the Integrated Justice System (IJS) Research Coordination Committee	Protocol for cluster information sharing	The protocol for cluster information sharing was developed, workshopped and presented to the Development Committee members for approval
	Audit of cluster research capacity	An audit report of research capacity and available research was compiled using information elicited from departments participating in the IJS Research Coordination Committee
	Cluster research database populated	The IJS Research Coordination Committee portal was reconfigured and the new look of the portal was presented and tested. All officials responsible to populate the portal were registered. A user manual was compiled to allow easy access and use of the portal

Strategy	Service Delivery Target	Actual Performance
	Coordinate/Integrated Justice System (Research Coordinating Committee) meetings	All monthly progress reports between April 2009 and March 2010 were compiled and submitted to the Development Committee
A.3.5 Develop a re-offending framework	Develop a proposal for the measuring tool and submit for approval	Officials to serve in the task team to develop a framework to measure re-offending within the JCPS cluster were appointed by different departments  The draft framework was compiled and circulated for comments
A.3.6 Develop a strategy for the utilization of research findings	Audit the utilization of research findings by Branches	Information on which research findings influenced the Branches' area of work was collected and a draft report was developed. The report shows that although there is a need for research, there is limited utilisation of research findings
A.3.7 Provide support to sourcing of international best practices in corrections	Develop strategy to source international best practices in corrections	The draft framework was developed, consulted and distributed for comments and inputs
A.3.8 Improve relations with oversight institutions and other institutions of democracy	Implementation of recommendations of oversight reports and submissions to oversight bodies	Some of the recommendations of the oversight reports from Cluster & Parliamentary Liaison were implemented such as suggestions on the reduction of overcrowding, the implementation of offender labour and the review of privileges for offenders
A.3.9 Promote effective communication with internal publics – staff and offenders.	Officials targeted plan	The planned target of producing six editions per year was met, however the last 3 editions were distributed electronically due to lack of funds to print hard copies
		At least 30 enquiries per day are received via the departmental email and also quite a number of hotline enquiries which were reported and answers given.
		The internal capacity to produce DVD in support of the department's work has improved resulting in 15 video recordings DVDs were distributed to all centres and placed on the websites
	Offenders targeted plan	SA Corrections internal newsletter produced and distributed to offenders through libraries and information centres
		Distribution of communication material such as DVDs, internal notices, etc. is also done by the regional and local structures on an ongoing bases
		Rights and responsibilities booklet could not be produced due to lack of funds and human resources



Strategy	Service Delivery Target	Actual Performance
A.3.10 Enhance productive media and stakeholder relations.	Comprehensive media plan developed	A media plan was developed. The plan has been rolled out on an ad hoc basis depending on the type of engagement.
	Existing stakeholder relations management plan updated and improved	Stakeholder relations management plan updated and improved
A.3.11 Drive the implementation of the Image Turn Around Campaign	Integrated marketing plan	The department staged various events including Corrections Week, Budget Vote Speech, and roundtables with stakeholders. The department also decentralised events management for better access to officials and stakeholders at community level
	Campaigns and events	The highlight for 2009/2010 financial year were: <ul style="list-style-type: none"> <li>Internal launch of the Corrections Contact Centre has Profiling of the ACSA conference and</li> <li>Budget Speech on in Parliament coupled with a DCS exhibition and a pre-budget vote speech media briefing</li> </ul>
A.3.12 Improve ICT resource utilisation	Reviewed and approved IT Technical Plan	<ul style="list-style-type: none"> <li>The review of the DCS Master Information Systems Plan (MISP) was completed.</li> <li>The review of the MISP Annexures is 70% complete</li> </ul>
	Enterprise Architecture	Business case developed
	Develop and Implement an Integrated Technology Strategy	Integrated Technology Strategy developed and approved
	Open Source Software (OSS) Move away from proprietary software to Open Source Software to ensure alignment with the OSS government strategy	The first draft of the Open Source Software (OSS) Strategy was developed and submitted to IT Management
	Approved ICT Governance Framework	<ul style="list-style-type: none"> <li>Critical processes to be implemented were identified</li> <li>The Incident Management Process was developed</li> <li>The Service Level Management Process was developed and aligned to the approved IT Solution Delivery Framework(SDF)</li> </ul>

Strategy	Service Delivery Target	Actual Performance
	IT Continuity	<ul style="list-style-type: none"> <li>A Business Continuity Plan was developed and sent for inputs</li> <li>Scoping of the Disaster Recovery Plan was completed</li> <li>An IT Continuity Strategy was developed and sent on route for approval</li> </ul>
	<b>Updated Business Solutions</b> Remand Detainee and Offender Management System (RDOMS)Phase 1 (Core Functions)	<ul style="list-style-type: none"> <li>A Tripartite Contract for the development of RDOMS Phase 1 was entered into between DCS, SITA and the Dimension Data Consortium</li> <li>An order was made out to SITA for the contract</li> <li>A prototype of the system was built and reviewed by business</li> <li>The Functional Design Specification was developed and signed off</li> <li>The RDOMS architecture was signed off</li> <li>An infrastructure assessment of the Johannesburg Management Area Pilot Site was done and a report drafted</li> <li>User Acceptance Testing of Release 1 is 63% complete</li> </ul>
	APIS (Automated Person Identification System)	<ul style="list-style-type: none"> <li>Thirty seven biometric devices and cameras were received</li> <li>The system was tested at Pretoria Local and implemented at 16 correctional facilities</li> </ul>
	Remand Detainee and Offender Management System (RDOMS)Phase 4 (Basic Care)	The Electronic Tuberculosis Register was received from the Dept of Health, customized, tested, integrated with the DCS Admission and Release (A&R) System and installed at the Pretoria Management Area
	Video Remand Project	<ul style="list-style-type: none"> <li>A Steering Committee for the project was appointed and the project plan approved</li> <li>22 Video Remand Sites were identified.</li> <li>Site plans were completed and submitted to the Dept of Public Works (DPW)</li> <li>Live testing of the system was done to connect with the courts</li> <li>14 of the 22 Video Remand sites were refurbished</li> <li>One Video Remand site was delivered</li> </ul>

Strategy	Service Delivery Target	Actual Performance
	Electronic Document and Records Management System (EDRMS)	<ul style="list-style-type: none"> <li>A Tripartite Contract was entered into between DCS, SITA and Waymark for the development and implementation of a pilot system</li> <li>Cleanup of the Registry Offices was done in the LMN region at Witbank and Middelburg</li> <li>An R&amp;D Proposal for data migration was compiled and approved</li> <li>Waymark accepted responsibility for the development of the integration between Documentum and K2 workflow</li> <li>The Documentum software was installed on the EDRMS server</li> <li>Change Management awareness sessions were held in LMN and FSNC regions and Super Users identified</li> <li>A User Requirements Verification week was held to confirm user requirements</li> <li>DCS, SITA and Waymark reached an agreement regarding the Documentum interface with k2.net for workflow</li> <li>A proposal was received from K2 for the K2.net integration</li> <li>The R&amp;D proposal for data migration was approved</li> <li>EDRMS pilot sites - Super Users were identified and approval obtained for them to assist with Change Management</li> <li>User Requirements Specification (URS) verification week was held, giving users an opportunity to verify their requirements</li> </ul>
	Correctional Services Act Monitoring System (CSAMS)	<ul style="list-style-type: none"> <li>Development of the system was completed and alpha testing done</li> <li>Users have been identified for training and change management has commenced</li> <li>A request for funds was submitted to the Open Society Foundation of South Africa (OSF-SA)</li> </ul>
	Corporate Performance Management System (CPMS)	<p>The Business Case and Project Charter were completed and sent en route for approval</p> <ul style="list-style-type: none"> <li>SAPS collaboration workshops were held</li> <li>A Performance Indicator (PI) register was developed and presented to DCS management</li> <li>PI champions were appointed in the regions</li> </ul>

Strategy	Service Delivery Target	Actual Performance
		<ul style="list-style-type: none"> <li>Change management requirements were defined and incorporated in the project plan</li> <li>A data capturing tool was developed and is ready for use in the completion of the analysis exercise</li> <li>All Microsoft components that make up the Business Intelligence component of the system have been defined for licensing and budgeting purposes</li> </ul>
	Project Phetogo (Integrated Human Resource Management System)	<ul style="list-style-type: none"> <li>Approval was obtained for DCS to participate in the customization of the HR modules of the IFMS</li> <li>An audit of HR personnel computers was completed</li> <li>A workshop was held with business to redefine the project approach</li> </ul>
	Corrections Contact Centre (CCC) Phase 1	<ul style="list-style-type: none"> <li>User Acceptance Testing, training and deployment of the system was completed and signed off</li> <li>The CCC monitoring tool was developed and tested</li> <li>The internal launch of the CCC was held in July 2009</li> <li>A Service Level Agreement for the Agents was entered into with SITA for the hosting of the CCC</li> <li>A Project Close-Out Report for Phase 1 was compiled and submitted to the Project Sponsor and Steering Committee for signature</li> <li>A Risk Management document was compiled and sent to business to inform them of the risk of delaying the operationalization of the system</li> </ul>
		<ul style="list-style-type: none"> <li>All project documentation was handed to the Project Sponsor</li> <li>The project team members were redeployed to other projects</li> </ul>
	Integrated Legal System (Lesedi) Phase 2	<ul style="list-style-type: none"> <li>All system testing was completed and user changes incorporated</li> <li>The system was put into production/live environment for utilization and stabilization. It will be handed over to the System Owner once integration of all other phases (i.e. Lesedi Phase 3) is complete and stable according to the System Owner's satisfaction</li> </ul>
	Integrated Legal System (Lesedi) Phase 3 (Legal Services)	<ul style="list-style-type: none"> <li>User Acceptance Testing, training and deployment of the system was completed and signed off</li> </ul>

Strategy	Service Delivery Target	Actual Performance
		<ul style="list-style-type: none"> <li>Requested changes were made and tested</li> <li>All phases of the system (Phases 1, 2 and 3) were integrated</li> <li>The system was put into production/live environment for utilization and stabilization. It will be handed over to the System Owner once is stable according to the System Owner's satisfaction</li> </ul>
	Cluster and Parliamentary Liaison Management System (CPLMS)	<ul style="list-style-type: none"> <li>User Acceptance Testing, training and deployment of the system was completed and signed off</li> <li>Requested changes were made and tested</li> <li>The system was put into production/live environment for utilization and stabilization. It will be handed over to the System Owner once is stable according to the System Owner's satisfaction</li> </ul>
	Basic Infrastructure	<ul style="list-style-type: none"> <li>Cabling, data points and switches were installed at 96 sites throughout the country</li> <li>A needs analysis was done</li> <li>A bid was completed for the IJS to provide project funding</li> <li>Some funding was secured from IJS to procure routers and switches</li> <li>The bid for project funding for 2010-11 was updated and resubmitted to Treasury</li> <li>A Task Team and Project Steering Committee were established</li> </ul>
	Wide Area Network (WAN)/Virtual Private Network (VPN) Solution	<ul style="list-style-type: none"> <li>A VPN proposal was received from Telkom</li> <li>A VPN research proposal was received from the CSIR</li> <li>The project was registered and a Project Manager assigned</li> </ul>
	Telecommunications (voice) Related Projects	<ul style="list-style-type: none"> <li>Suspension and removal of Ghost Lines was completed</li> <li>A Telecommunications Strategy was compiled</li> <li>SITA recommended the winning bidder for the Least Cost Routing (LCR) Tender</li> <li>A tender was published for the Head Office PABX</li> </ul>
	Information Systems Security (ISS)	<ul style="list-style-type: none"> <li>A Request for Quotation (RFQ) was submitted to SITA for maintenance of the firewalls and Intrusion Prevention/Detection System</li> </ul>

Strategy	Service Delivery Target	Actual Performance
		<ul style="list-style-type: none"> <li>Technical re-evaluation of the Information System Security (ISS) maintenance tender was completed</li> <li>An RFQ resubmitted to SITA because quotations were not in line with DCS's requirement</li> </ul>
	Kimberley Project	<ul style="list-style-type: none"> <li>The technology project management plan and low level design were received and signed off</li> <li>Internet Protocol Telephony (IPT), LAN was configured and low level designs signed off</li> <li>User acceptance testing forms were signed off</li> </ul>
	ICT Asset Register	<ul style="list-style-type: none"> <li>All data was removed from computers to be disposed of</li> <li>An ICT Asset Register was compiled for equipment stored in Head Office store-rooms and submitted to Logistics</li> <li>The ICT Asset Register was updated to include all ICT equipment at Head Office (west block)</li> </ul>
	ICT Equipment Disposal	<ul style="list-style-type: none"> <li>An ICT Equipment Disposal Strategy was compiled and submitted to various stakeholders for inputs</li> </ul>
	Printing Project	<ul style="list-style-type: none"> <li>A Printing Strategy and Business Case were compiled and submitted to IT Management for review</li> <li>An analysis was done of the DCS printing environment</li> </ul>
A.3.13 Improve information management in DCS	Implementation and monitoring of the utilization of operational and management information systems	<p><b>The following systems are fully implemented:</b> Lesedi I, Cluster and Parliamentary Liaison, Admission and Release (A&amp;R), Head of Correctional Centres System, Spiritual Care, Community Corrections, Risk Assessments tool on A&amp;R, Pharmaceutical, Community Corrections, MIS, Operational System Inspection and Biometric fingerprints and photos in the A&amp;R. Overall utilisation of MIS has improved</p>
	System users trained	<p><b>MIS Training:</b>                      64 users trained on the MIS                      20 users trained on A&amp;R                      289 users trained to capture Photo and Biometric functionality on the Admission and Release system                      8499 Fingers have been captured since and 8613 Photos</p>
		<p><b>Cluster and Parliament Liaison System (CPLMS)</b>                      7 users trained</p>

Strategy	Service Delivery Target	Actual Performance
		<b>Spiritual Care System</b> 101 users trained
		HoCC 23 users trained
		<b>Risk Assessment tool</b> 8 users trained
		According to the Admission and Release (A&R) performance monitoring tool, the overall performance with A&R policy and procedures for the financial year was 96 %
		Mechanisms were identified to assist in the monitoring of compliance with Community Correction system policies and procedures
		Spiritual Care Monitoring tool completed and available on MIS
	Data audits conducted	<b>Admission, Release and Detention:</b> Data Audits were conducted in LMN, Free State and Northern Cape
		<b>Community Corrections:</b> Data Audits conducted in LMN and Eastern Cape
	Approval of Information & Knowledge Management Strategy	Information & Knowledge Management Strategy implemented
	Updated Information Plan to inform MISP and operational systems	Final draft completed and submitted end Aug 2009
	Implementation of Records Management Plan and Strategy	PAIA requests: In the FY 2009/2010: 23 requests were received, 11 requests granted in full; 3 refused in full; 2 refused partially and 7 requests were withdrawn by requesters due to none compliance
		A records management strategy drafted
		Both Records Management & Access to Information Policy Procedures were approved
		Formal Training on the File Plan did not take place in the FY 2009/2010, only informal training as and when there is a need occurred
		EDRMS Change Management was conducted in LMN, OMS and Ministry office. Due to budget constraints, change management was not done on all sites. EDRMS Project Charter finalised and approved

Strategy	Service Delivery Target	Actual Performance
		Tripartite Agreement has been signed between DCS, SITA and Waymark. URS Verification week with users within the pilot arranged by Waymark took place in August 2010
		Clean up of paper records in preparation for migration to electronic document management system was finalized in LMN regional office; Witbank (management & Correctional Centre), Middleburg. Clean Up has not been completed at the Ministry in Cape Town
		Use requirements specification for back-scanning of paper records in preparation for migration to electronic document management system
		Draft destruction registry completed.
	Development of Integrated Resource Centre Multi-Year- Plan	Costed Information Resource Centre developed and submitted for approval
		St Albans and Uppington have been cabled, dedicated rooms for IRC allocated. St Albans has started the refurbishments of the room already. Dedicated qualified Librarian for St Albans Management Area is available. No librarian for Uppington Management Area
		Eastern Cape Provincial libraries ready to engage with DCS towards the development of the draft SLA
		Due to lack of resources, no Marketing of library services was done in the FY2009/2011
A.3.14 Ensure centralised database & information system for monitoring of performance information on relevant output and outcome indicators for Communications, LSO, GITO, Policy Co-ordination and Research and Intergovernmental Relations	Data base on: Litigations, Opinions, Findings, Sanctions, Research reports, Participation in local and cluster structures, DCS performance rating, Media coverage, Stakeholders, Events, Communication with publics, Analytical report	<ul style="list-style-type: none"> <li>• Draft International Relations Database available</li> <li>• Cluster &amp; Parliamentary Liaison Management System which is aimed at receiving and retrieving information relating to Parliamentary Questions and Presentations is being piloted at Head Office, currently a manual database is being utilised. It is envisaged that the system will be operational in the next financial year</li> <li>• Lesedi I (DIU) fully operational, phases II (Code Enforcement) and III (Legal Services) are not yet operational due to some software problems that is in the process of being sorted out, currently manual databases are being utilised</li> </ul>



Strategy	Service Delivery Target	Actual Performance
A.3.15 Monitor delivery against performance indicators and service delivery targets in operations strategy	Quarterly performance information report	The process to align each Performance Indicator with the respective data elements is 50% complete
	Participate in International Corrections organisations to promote and influence global governance related to corrections and Criminal Justice System	Follow up processes on the resolutions of ACSA Launch Conference executed. These include setting up of ACSA Secretariat and interim nomination of officials to serve as principal officer, deputy principal officer and support staff
		ACSA Senior Officials meeting and Exco Strategic Planning session held from 01-05 February 2010. Meeting developed the Strategic Plan for ACSA for the period 2010-15
	Participate in Multilateral processes	Country Report for UN Commission on Crime Prevention and Criminal Justice Conference compiled based on inputs received from stakeholder departments  Country Report submitted to inter-ministerial principals for final approval before printing
	Consolidate DCS involvement in SADC processes	DCS participated in meetings of SADC Public Safety Sub-Committee, ISDSC and SADC Organ on Politics and Defence Ministerial Council to discuss integration of corrections/prisons services in the SADC region. Strategic issues discussed include draft protocols on transfer of prisoners, security information and area of cooperation
	Building Bilateral relations on the African Continent and participation in Post Conflict Reconstruction	Bilateral discussions were held with Namibia, Lesotho, Mozambique and Zimbabwe with a view to concluding bilateral agreements with these countries. Ongoing discussions under the auspices of DIRCO were held to determine country assistance package for Southern Sudan to help the country achieve durable peace
	Provide support to sourcing of International best practices in corrections	Zimbabwe, Botswana, Uganda, Seychelles undertook study visits to South Africa to exchange best practices on parole systems rehabilitation, community service and case management. ACSA member countries agreed on a joint statement to UNCCPCJ on treatment of female offenders

CENTRAL SERVICES OPERATIONS STRATEGY		
Strategy	Service Delivery Target	Actual Performance
A.3.1 Provide legal support to the Department	Legal opinions provided Litigation cases successfully handled.	141 opinions provided
A.3.2. Enforcement of Disciplinary Code	Disciplinary steps instituted and implementation of sanctions monitored	Target not achieved
	Training of initiators and chairpersons increased by 10 % against the baseline (2007 / 2008: 175)	Target not reached due to belt-tightening
A.3.3 Mainstream corrections and criminal justice into multilateral processes	Participate in multilateral processes	The DCS participated in Criminal Justice System Review (CJSR), Integrated Justice System Re-Offending research and JCPS processes
A.3.4 Implement operation Masibambisane (local govt)	Engagements with local government structures	Strategy shifted to Social Reintegration
A.3.5 Improve communication with internal and external publics including inmates	Elements of communication strategy implemented	Communication strategy dealing with inmates not developed. Ad hoc communication to offenders
A.3.6 Improve stakeholder relations	Partnership agreements with civil society formations.	Stakeholder relations management plan updated and improved
A.3.7. Promotion of DCS Corporate Image	Image turn around strategy implemented	Target not achieved due to lack of budget
	New branding regulations at 50% of correctional facilities.	Target depended on implementation of the Image turn around which has not been implemented
A.3.8. Maintain accurate and up-to-date, web based information systems	Data audits conducted	Admission, Release and Detention: Data Audits were conducted in LMN, Free State and Northern Cape  Community Corrections: Data Audits conducted in LMN and Eastern Cape
	Maintain and provide valid, reliable and accurate data	Statistical reports provided for internal and external use within the turn around time of three days providing the information is available on the MIS
	System users trained	Reported under Strategy 3.13 above
A.3.9. Compliance with policies, procedures, standards and applicable legislation	National Archives Act, Minimum Security Standards (MISS), PAIA implemented	PAIA requests: In the FY 2009/2010: 23 requests were received, 11 requests granted in full; 3 refused in full; 2 refused partially and 7 requests were withdrawn

Strategy	Service Delivery Target	Actual Performance
The new file plan approved by the National Archives was implemented		
	Records management plan implemented	A records management strategy drafted and not yet implemented. Records Management & Access to Information Policy Procedures were approved

**Reasons for major variances**

- High vacancy rates in among others IT, Communications and Legal Services with at least 60% vacancies.
- Under-funding and budget cuts resulting in over R80 million taken from Central Services, affecting adversely honouring of debts owed to essentially SITA.
- Ageing and inadequate IT basic infrastructure that is not able to cope with requirements of the new systems ready for deployment. A bid has been made for funds through the IJS board to access a share of the R900 million made available for this financial year for the Criminal Justice review processes.

**Operations and Management Support**

**Service Delivery Highlights**

As referred to in the Strategic Overview and in the Accounting Officer's Report, the MER Project in the department has been developed to improve level of compliance across region. The MER framework of the department has improved last year, while the work is ongoing.

**PROGRAMME: ADMINISTRATION SUB PROGRAMME OPERATIONS AND MANAGEMENT SUPPORT**

**A.4. To ensure effective planning, resourcing, delivery, project management, monitoring, evaluation and reporting for improved service delivery**

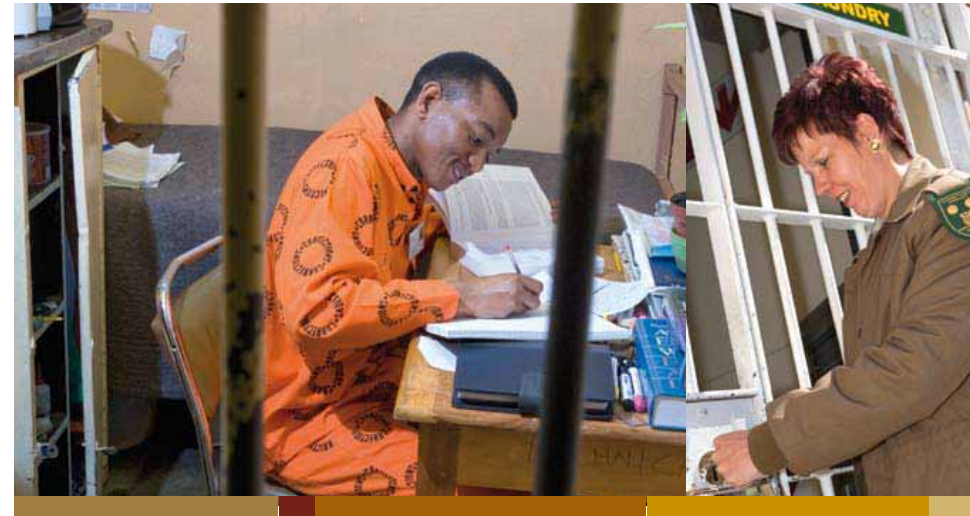
**PERFORMANCE INDICATOR**

**Percentage of compliance in Compliance Improvement Plan inspection:** The overall national performance on the Compliance Improvement Plan improved by 1% only (87% - 88%) and the set 5% improvement to 92% target could not be achieved.

Strategy	Service Delivery Target	Actual Performance
A.4.1 Ensure integrated Strategic, Operational, Financial, HR and IT planning, resourcing and performance reporting	Reduced audit queries on performance information	<ul style="list-style-type: none"> <li>• Department has developed and approved 44 indicators</li> <li>• Reporting against performance indicators not up to expectations</li> <li>• Monitoring, Evaluation and Reporting policy approved</li> </ul>
	Departmental Strategic Plan reconciled with the 2010/11 - 2011/12 allocated budget	<ul style="list-style-type: none"> <li>• Strategic Plan developed and successfully tabled in parliament.</li> <li>• Number of copies for 2010/11-2014/15 Strategic Plan reduced due to budgetary limitations, but electronic copies were distributed</li> </ul>

Strategy	Service Delivery Target	Actual Performance
A.4.2 Establish effective structure, system and processes for portfolio management in DCS	Phased institutionalisation of portfolio management in DCS on the basis of PM-BOK principles	<ul style="list-style-type: none"> <li>• Project Portfolio Management strategy has been revised and published for 2010/2011 Financial year</li> <li>• Framework and Terms of reference have been drafted and approved</li> <li>• The draft Project Management procedures are available and will be submitted for approval in the new financial year</li> </ul>
A.4.3 Improve levels of compliance in DCS	Improve level of compliance from 87% to 92%	The overall national performance on the Compliance Improvement Plan improved by 1% only (87% - 88%) and the set 5% improvement target could not be achieved. This is mainly attributed to the failure by most management areas to improve on their previous level of performance and lack of effective corrective measures to address shortcomings identified in the previous inspections. This gap will be addressed through the development, implementation and proper monitoring of the implementation of corrective measures on all issues of non-compliance as uncovered during the inspection process
A.4.4 Ensure centralized data base & information system for monitoring of performance information on relevant output and outcome indicators	Data base on: Inspections Plans, Reports Service delivery, improvement plans and reports, Innovations, Centers of Excellence, Analytical report	Virtual MIC established and in the process of being activated
A.4.5 Monitor delivery against performance indicators and service delivery targets in operations strategy	Quarterly performance information report	Reporting on quarterly performance information poor due to non-submission of reports against performance indicators
A.4.6 Ensure DCS participation in Criminal Justice System Review in order to ensure corrections issues are addressed	Identify components that will participate in the CJS review; developed a DCS agenda	<p>Operations and Management Support participates in the CJS review.</p> <p>DCS agenda tabled. DCS ensured that the agenda of the CJS Review now covers the entire cjs from beginning to end of value chain by including non-custodial sentences, rehabilitation and parole processes into the action plan</p>

Strategy	Service Delivery Target	Actual Performance
A.4.7 Development of Innovation Management Framework	Innovation Policy and Innovation Board established	Acting NC recommended approval of the Framework for Innovation Management in DCS to Minister. Business case, Project Charter and Project Plan signed off by all members of the Interim Innovation Board. Innovation in Action eNewsletter launched
A.4.8 Development of business case for business continuity management project	Approved business case and project initiated	Draft Business Case is available, however progress limited due to appointment of Project Sponsor as Acting National Commissioner
<b>OPERATIONS AND MANAGEMENT OPERATION STRATEGY</b>		
A.4.1. Improve levels of compliance in DCS	Level of compliance improved by 5 % from baseline	The overall national performance on the Compliance Improvement Plan improved by 1% against the target 5%



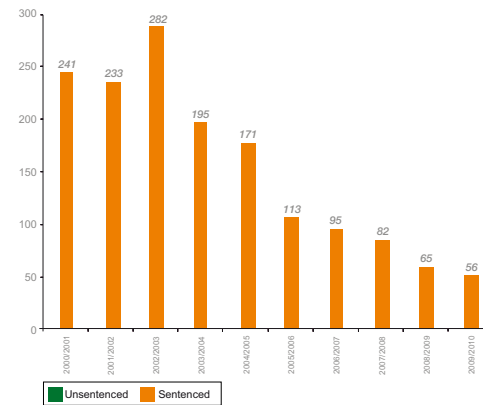
**2.5.2 Programme B: Security**

**Purpose:** Provide safe and secure conditions for all persons incarcerated, consistent with human dignity, and thereby provide security for personnel and the public.

**Security**

**Service Delivery Highlights**

*Figure 1: Escapes in DCS facilities 2000-2010*

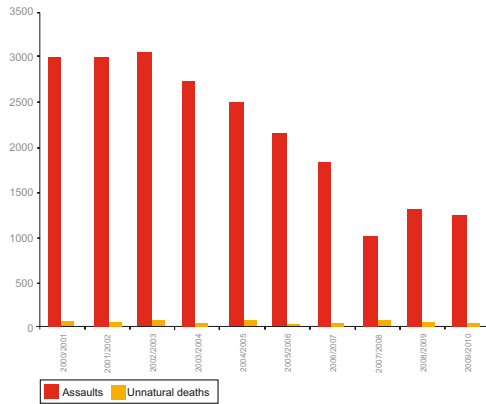


Escapes from the department of correctional services have over the last 10 years been showing a downward trend. The highest recorded escapes in ten years were in 2002/03. In 2004/05, the department escalated its measures to improve security and this included security operations, technological installations, policy developments and training of personnel. The decrease in these escapes can partly be attributed to these initiatives.

**Assaults and unnatural deaths**

There has been an increase in unnatural deaths and assaults. Operation Vala report released by the department for the festive season points to changing trends and overall increase in security infringements. Despite the increased security in many of its facilities, assaults continue to be a cause for concern. Statistics on sexual violence and rape have been included in the assaults statistics which were not reported on in the past. This is only after the amendment of the Correctional Services Act. Although the number of assaults remains high they show a downward trend.

**Assaults and Unnatural deaths 2000/01 to 2009/10**



**PROGRAMME: SECURITY**

**B.1. Prevent persons incarcerated from participating in criminal activities and escaping, by providing an environment that ensures the safety of all persons entrusted to the department's care as well as the safety of the public.**

**PERFORMANCE INDICATORS**

**Number of assaults in Correctional Centres and Remand Detention facilities (per 10 000 inmates);** 2240 alleged assaults on inmates occurred which represents 137.7 assaults per 10 000 inmates. Required target of less than 83 assaults per 10 000 inmates

**Percentage of correctional centres and remand detention facilities with access security turnstiles installed and functioning vs the total number of correctional centres and remand detention facilities planned to have installed and functioning turnstiles;** No budget was made available for the delivery on this indicator in 2009/10

**Number of escapes from Correctional Centres and Remand Detention Facilities (per 1 000 inmates) per year;** 56 escapes occurred which represents 3.5 escapes per 10 000 inmates. Required target less than 4.3 inmates escape per 10 000 inmates

**Percentage of vetted personnel vs the total personnel requiring vetting;** 22 out of 149 DCS managers have been vetted representing 14.8%; 2478 staff vetted, baseline set and no target was set for this financial year.

**Number of unnatural deaths measured per 10 000 inmates;** 50 unnatural deaths occurred which represents 3.1 unnatural deaths per 10 000 inmates. Required target was less than 3.3 unnatural deaths per 10 000 inmates

**SECURITY REGULATORY AND MONITORING STRATEGY**

Strategy	Service Delivery Target	Actual Performance
B.1.1 Compliance with Security policies, procedures, programmes, standards & applicable legislation	Implementation of Security policies, procedures, standards & applicable legislation monitored	The Security Inspection Manual as a tool to monitor implementation of Security policies and procedures was approved and implemented. Due to austerity measures implemented by the Department no physical inspections were conducted
B.1.2 Ensure centralized data base & information system for monitoring of performance information on relevant output and outcome indicators in Security	Data base on: Escapes, Assaults, Unnatural deaths, Participation of personnel in escapes, Erroneous releases, Access security, Analytical report	Indicators and database developed. Analytical reports were submitted on a quarterly basis
B.1.3 Develop a security personnel skills development framework	Security personnel skills development framework	Skills requirements for security personnel was determined but the framework has not been initialised due to delayed processes of aligning to SAQA standards
B.1.4 Develop a security risk management framework	Security risk management Framework	The Security Risk Management Framework was developed into the DCS corporate risk profile (monitoring templates into DCS security risks 6 and 34)
B.1.5 Develop an integrated security technology framework	Integrated security technology framework	Security Technology Framework finalized and approved by Bi-lateral Steering Committee on 17 February 2010
B.1.6 Develop and implement a facility security optimization framework	Facility security optimization framework	The framework was not developed due to austerity measures implemented by DCS

**PROGRAMME: SECURITY OPERATIONS STRATEGY**

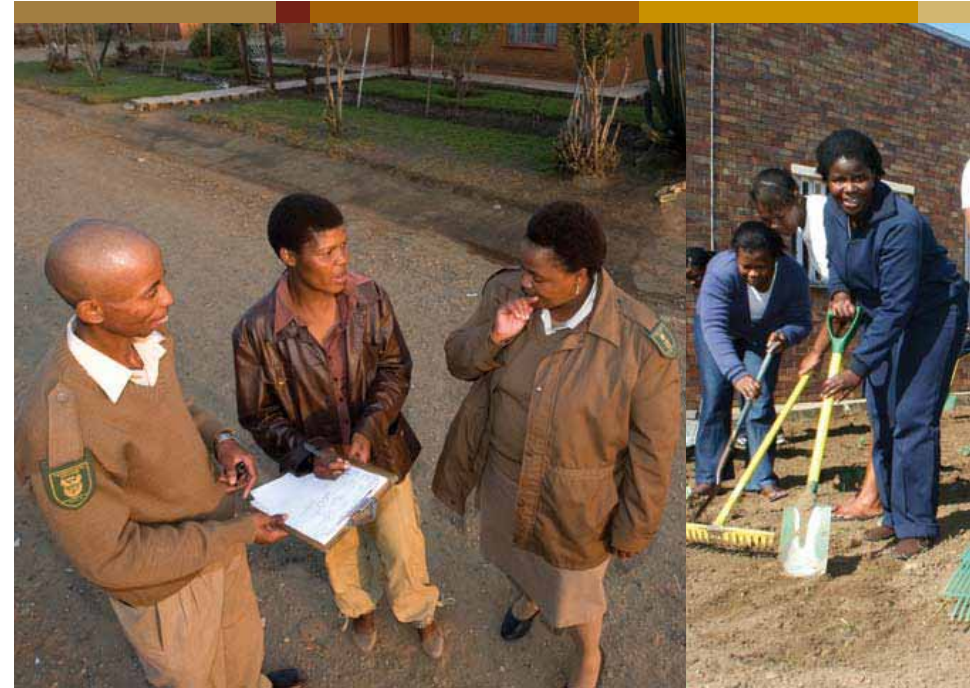
Strategy	Service Delivery Target	Actual Performance
B.1.1 Compliance with Security policies, procedures, standards & applicable legislation	Security policies, procedures, standards and applicable legislation implemented	Implementation of Security Policies, procedures, standards and applicable legislation varies across the regions
	Report on number of officials involved in assisting escapes and erroneous releases	Erroneous releases leading to escape: 2008/2009: 6 2009/2010: 3
	Action plans based on threat and risk analysis report implemented	Officials found guilty of aiding escapes: 2008/2009: 1 2009/2010: 0  Action plan drawn and quarterly analysis reports submitted



Strategy	Service Delivery Target	Actual Performance
	Compliance improved by 10%	The target of 10% could not be achieved due to austerity measures. Limited number of inspections were carried out in the regions and compliance which differed from region to region. Western Cape reported 95% measures
B.1.2 Improve security management to improve detention & working environment of inmates, staff, service providers & safety of the public	Roll out of 8 additional sites with security access control & fences	No roll-out of additional sites as there was no budget allocated for this activity
	Report on provision of access security at DCS facilities	Reports indicate that provision of access security is poor
	Less than 4,3 inmates per 10 000 inmates who escape	<b>Escapes for 2009/2010 year:</b> 56 escapes occurred which represents 3.5 escapes per 10 000 inmates
	Less than 83 assaults per 10 000 inmates in DCS facilities	2 240 assaults representing 137.7 per 10 000
	Less than 3,3 unnatural deaths per 10 000 inmates in DCS facilities	<b>Unnatural deaths: 50</b> deaths occurred which represents 3.1 deaths per 10 000 inmates
B.1.3 Implement Operation Vala	10% reduction in security incidents over the Festive Season	Target not achieved due to non-reporting by three regions viz Western Cape, Eastern Cape and LMN. Free State/Northern Cape and Gauteng reported on action plans that have been developed
	Effectiveness of Operation Vala evaluated	Western Cape, KZN and Gauteng reported successes regarding escapes but little impact on unnatural deaths and assaults. Eastern Cape, Free State, Northern Cape and LMN did not report

**Reasons for major variances**

Roll out of security access control and fences; eight additional sites did not take place as no budget was allocated for this financial year. The impact of this is that security is compromised in many facilities.

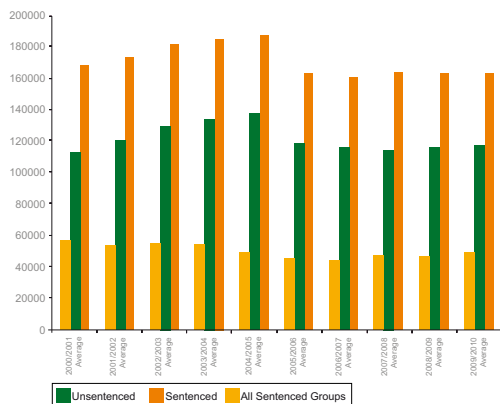


**2.5.3 Programme C: Corrections**

**Purpose:** Provide needs-based correctional sentence plans and interventions, based on an assessment of the security risk and criminal profile of individuals, targeting all elements associated with offending behaviour, and focusing on the offence for which a person is sentenced to correctional supervision, remanded in a correctional centre or paroled.

**Service Delivery Highlights**

In 2009/10 the department managed to reduce overcrowding by 4%. This is a welcome achievement since overcrowding is the department's biggest challenge. The reduction by a combination of efforts within the department and across the JCPS such as the completion of Kimberly, the signing of bail protocols and application of diversion in terms of the Criminal Procedure Act by Heads of Centers. The latter contributed to significant drop in number of children awaiting trial.



At the end of the financial year there was a total of 163 793, of whom remand detainees were 50 511 and sentenced offenders were 114 282. Of these inmates 26 078 were classified as maximum offenders; 65 028 were classified as medium, and 9 651 were classified as minimum. The impact of reclassification process has reduced maximum security of-fender population from 35% to 23%.

Overcrowding remains high and at the end of the 2009/10 financial year it stood at 38.70% against a target of 40%. During 2009/10 the department undertook several projects that included upgrading and construction of new facilities as part of initiatives to address overcrowding. The Kimberley facility was completed and handed over to the department during 2009/10 which assisted the department in surpassing the target of 40%. In addition, the Ministers in the Criminal Justice cluster have signed a bail protocol. The drafting of the Incarceration framework was also completed in 2009/10. The Remand Detention project, facilities and policy initiatives are part of processes geared towards dealing with the problem of overcrowding. The Ministerial Inmate Audit Task Team established in February 2010 has as part of its mandate to advise on how to strengthen the Departments eight pronged strategy against overcrowding. The findings of this audit will be made available in 2010.

**PROGRAMME: CORRECTIONS**

**C.1. To address the specific rehabilitation needs of persons who have been sentenced to correctional supervision or sentenced to incarceration in a correctional centre or paroled, through regular assessment and providing needs-based correctional programmes to address all the elements associated with offending behaviour.**

**PERFORMANCE INDICATORS**

**Percentage of overcrowding in Correctional Centres and Remand Detention facilities;** The daily average level of overcrowding decreased from 42.03% to 38.70%.

**Percentage of incarcerated offenders with sentences longer than 24 months with correctional sentence plans versus the number of offenders with sentences longer than 24 months;** CSPs developed for 29 216 newly admitted offenders vs the target of 11 000 offenders; CSPs developed for 15 826 offenders with parole consideration dates. Backlog of 53 614 offenders without Correctional Sentence Plans reduced with 21 362 (reduced with 39.8%) Required target reduce backlog by 2681 i.e. by 5%.

**Percentage of comprehensive profiles compiled within 21 days versus the total number of offenders that should have been profiled within 21 days;** No target set for 2009/10.

**Percentage of offenders participating in a corrections programme calculated against those who are eligible for corrections programmes in terms of their sentence plans;** A total number of 44 481 offenders sentenced for longer than 24 months have completed correctional programmes which exceeds the target of 40 975 offenders (target exceeded by 7.88%).

**Percentage of offenders with work opportunities calculated against the total offender population who qualify for work opportunities;** a new baseline to be set following implementation of 7-day establishment which impacted on the achievement of the previous target (there was a decline in offenders participating in labour).

**Percentage of quality assured corrections programmes provided by external service providers calculated against the total number of quality assured correctional programmes per year;** No target was set and no baseline information available.

**CORRECTIONS REGULATORY AND MONITORING STRATEGY**

Strategy	Service Delivery Target	Actual Performance
C.1.1 Develop a policy on remand detention system	Policy on remand detention system	Widely consulted Discussion Document and Draft White Paper  The discussion document on improved management of remand detainees was developed and consulted with internal and external stakeholders of the JCPS cluster
C.1.2 Develop system for service level agreements/ MOU's and remuneration of NGOs	Procedures on remuneration for NGO service providers approved	Draft Policy on remuneration for NGO service providers finalized and awaits approval  Procedures will only be compiled after the policy has been approved
C.1.3 Monitor compliance with Corrections policies, procedures, standards, and applicable legislation	Implementation of Corrections policies, procedures, standards & applicable legislation monitored	Branch Corrections Policy and Policy Procedures were developed, consulted and submitted for approval
C.1.4 Monitor delivery against performance indicators and service delivery targets in operations strategy	Quarterly performance information report	Quarterly Performance report available
C.1.5 Develop Corrections monitoring and evaluation tools	Monitoring tools developed for Case Management and Overcrowding  Maintain level of overcrowding at 40%	Monitoring tools on Case Management and on Overcrowding approved for implementation. A total of 99 officials were trained on the monitoring tools  The average level of overcrowding is standing at 38.70%

Strategy	Service Delivery Target	Actual Performance
C.1.6 Develop remand detention tools and protocols	Develop classification tool for high risk remand detainees	The discussion document aimed for the development of the White Paper includes the development of classification tools for high risk ATDs and has proven that classification for ATD is a sensitive matter, therefore completion of the project will await finalisation of the White Paper
	Develop 4 protocols for management of Remand detainee	The draft protocol on Foreign Nationals was developed and consulted with all the regions within DCS
	<ul style="list-style-type: none"> <li>- Management of High Risk Remand detainees</li> <li>- Foreign National Remand detainees</li> <li>- Transportation of Remand detainees</li> <li>- Service Protocols</li> </ul>	<p>Transportation, Services and High risk protocols could however not be developed due to the austerity measures implemented by the Department</p> <p>The service protocol has not been developed because all the proposals with regard to the services required by different categories of remand detainees have been included in the discussion document</p>
C.1.7 Ensure centralized data base & information system for monitoring of performance information on relevant output and outcome indicators	Data base on:	A tool to create a centralized data base and information system for offenders that completed correctional programmes was developed
	Anger Management programmes	
	Substance Abuse programmes	
	Preparatory Programme for Sexual Offenders	
	Pre-release programmes	
	New Beginnings programme	
	Cross Roads programme	
	Restorative Justice programmes	
	Analytical report	
C.1.8 Develop / procure further correctional programmes	Develop / procure Behaviour Modification Programme	Draft Behaviour Modification Programme was developed and is being consulted

Strategy	Service Delivery Target	Actual Performance
C.1.9 Participate effectively in JCPS National substructures	Department of Correctional Services service delivery in JCPS priorities	JCPS priorities involved in: National Integrated Case Flow Management Steering Committee, Integrated Steering Committee on Child Justice
C.1.10 Improve stakeholder relations within Corrections field	Develop stakeholder management document, Create a data base of stakeholders, Establish Learnership Programme with two Academic Institutions, Establish partnerships with the following, stakeholders: (NICRO, Khulisa, Phaphama, LoveLife, Gambling Anonymous, Alcoholics Anonymous and Narcotics Anonymous)	MOUs have been developed between the Department of Correctional and the following Departments and agencies:  Department of Cooperative governance and Traditional Affairs in relation to a project on towns and city cleaning project
		Education in relation to Pillar to Post project, Pick it Up company in relation to the project on cleaning
		Department of Public Works in relation to Employability of offenders, Tshwane Municipality
		Service Level agreement has been signed with Pillar to Post
		Bilaterals were held with the following agencies to mobilize them to support the quest for successful reintegration and rehabilitation by the Department of Correctional Services: National House of Traditional Affairs (NHTL), South African Local Government Association (SALGA), Cooperative Governance and Traditional Affairs (CoGTA), Department of Justice and Constitutional Development and Tshwane Municipality Bilaterals meetings were also held with Phaphama Initiatives, Nicro and Former Convict Development Initiative (FOCODI), Siphilisiwe in Kwazulu which is responsible for the reintegration of offenders

CORRECTIONS OPERATIONS STRATEGY		
Strategy	Service Delivery Target	Actual Performance
C.1.1 Compliance with policies procedures, standards, programmes and applicable legislation	Corrections Policies, procedures, standards and applicable legislation implemented	Policies are reported to be available and disseminated but the extent of implementation remains unclear
	Compliance improved by 10%	Target not achieved as not all regions reported the level of compliance
	Report on offender enrolment and participation (including special categories of offenders) in Corrections programmes and services versus targets set	A total number of 44 481 offenders sentenced for longer than 24 months have completed correctional programmes which exceeds the target of 40 975 offenders (target exceeded by 7.88%)  The total of the regions who have reported is 19 091 (Gauteng reported a percentage and KZN did not report)
	Policy on compulsory programmes implemented	Inconsistency in reporting. While other regions reported the implementation of the policy, others reported that the policy has not been received
C.1.2 Improve effective and compliant administration and management of Correctional Centres	Unit management, Structured day programmes, Section 8 (5) of the Correctional Services Act with regard to prescribed intervals between meals implemented at 138 correctional centres:	The number of correctional centres that fully comply with Unit Management, including the Structured Day Programme and Three meals a Day System, increased from 86 to 126 out of the targeted 138 correctional centres
C.1.3 Implement Correctional Sentence Plans	Compile CSPs for 11 000 newly admitted offenders serving 24 months and more in dedicated admission / assessment centres of expertise;	25 324 newly admitted offenders vs the target of 11 000 offenders
	CSPs compiled for all offenders that were sentenced for 24 months and more with parole consideration dates	15 900 offenders with parole consideration dates
	Reduce backlog (53614) of CSPs by 5% (2681)	Backlog of 53 614 offenders without Correctional Sentence Plans reduced with 11 492 (reduced with 21.4%)
	Report on the implementation of CSP using CSPRF	40 381 Correctional Sentence Plan Revision Frameworks were compiled

Strategy	Service Delivery Target	Actual Performance
C.1.4 Implement correctional programmes	Improve implementation of correctional programmes viz; Anger Management, Substance Abuse, Preparatory Programme for Sexual Offenders; Pre-release; New Beginnings; Cross Roads and Restorative Justice by 10% to offenders serving 24 months and longer	63 officials orientated on generic facilitation skills and implementation of correctional programmes  4 000 correctional programme booklets were distributed to regions and orientation material distributed to selected centres  Monitoring visits, focusing on different components were conducted in all Regions except Eastern Cape due to austerity measures  Reports on Unit Management, Structured day programme, 3 meal system, Correctional Sentence Plans and Correctional Programmes compiled and submitted
C.1.5 Improve Management of Offender population levels	Maintain level of overcrowding at 40 %	38.70%
C.1.6 Effective management of remand detention	No target for year 1. Tool not available	Not applicable in 2009/10
C.1.7 Management of court appearances	Baseline for the number of detainees not appearing when required established	Five regions reported 100% of court appearances for their detainees. KZN only had one case where a detainee did not appear to court
C.1.8 Video Arraignment	Manage the installation of video postponement equipment in 12 facilities	Only one of the 12 facilities has been upgraded with video postponement rooms All necessary equipment for Video Remand were procured but owing to readiness of facilities, installation could not be completed
C.1.9 Effective Participation in JCPS regional and local substructures	Interaction with JCPS regional and local substructures with regard to alleviation of overcrowding, implementation of anti-rape strategies	Regions reported on a number of meetings held with the Members of the JCPS cluster. None of the regions reported on the how the meetings impacted on overcrowding
	Number of cases pending trial reduced	GP and KZN reported an increase in cases. LMN and WC Reported a decrease. Whilst FS/NC and EC failed to report
	Child remand detainees removed to secure care facilities	All regions reported a decrease in a number of child detainees

### Reasons for Major Variances

The department had set to upgrade 12 facilities with video postponement rooms. The required equipment was procured. However, only one facility has been upgraded. The other 11 could not be upgraded as facilities were not in the required state of readiness.



#### 2.5.4 Programme D: Care

**Purpose:** Provide needs-based care programmes and services aimed at maintaining the personal well-being of incarcerated persons in the department's care.

#### Care

##### Service Delivery Highlights

##### Imbeleko project

The Imbeleko project is addressing the management and treatment of babies incarcerated with their mothers. It epitomizes the goodwill of providing a positive environment for nurturing child development. The Deputy Minister together with external stakeholder departments and organisation launched the project in six regions during the previous financial year. The strategy of the Imbeleko is two pronged.

- To place the babies out of DCS facilities and to the care of the significant others (relatives and willing community members)
- To improve the conditions of those living in DCS facilities by converting the "prison" environment into a child friendly environment where babies are accommodated with their mothers.

### Achievement of targets

The actual achievement of 171 746 sessions exceeded the target set of 105 000 sessions. The involvement of external service providers in the provision of social work services contributed to the targets being exceeded. The actual achievement of 9 494 offenders involved in Psychological Services exceeded the set target of 8 400, this is due to the increase in the number psychologists during the 2009/10 financial year. The number of psychologists increased from 28 to 34. A total number of 7 640 offenders were on Anti Retroviral Treatment which exceeded the set target of 5 100 during the 2009/10 financial year.

### Accredited ARV Sites

Two additional sites namely: Boksburg and Krugersdorp Correctional Centers were accredited to provide antiretroviral treatment. This will assist in increasing access to antiretroviral treatment within DCS facilities bringing the total number to 21 accredited ARV sites within DCS.

#### PROGRAMME: CARE

**Measurable Objectives: D.1. To ensure the personal well-being of incarcerated persons by providing various needs-based services.**

#### PERFORMANCE INDICATORS

**Number of offenders on antiretroviral treatment versus the number of offenders with the CD4 count below 200:** Number of offenders on antiretroviral treatment - 7 640

**Number of offenders who have tested HIV positive vs. the total number of offenders who have been tested:** Number tested positive is 10 730 against the total number who have been tested which is 47 011 – 22.8%

**Percentage of offenders treated with mental illnesses vs. the total offender population with mental illnesses:** 152 offenders treated with mental illness

**Percentage of care programmes provided by external service providers vs. the total number of quality assured care programmes per year:** no baseline information available and the indicator requires a target to be set.

**Percentage of offenders participating in care programmes vs. the total offender population who are eligible for care programmes in terms of their sentence plans:** no base line information and targets needs to be set.

**Percentage of offenders participating in care programmes vs. the total offender population:** The total number of offenders who participated in care programmes is 146 559

**Percentage of offenders on medical treatment for communicable diseases (excluding HIV and AIDS), hypertension and diabetes vs. the total offender population:** The information required to report on the identified indicators cannot be accessed on the MIS. These challenges have been addressed by upgrading the manual reporting system. The data collecting tools, reporting formats and templates have been reviewed, finalised and approved for implementation in the new financial year (2010-2011)



CARE REGULATORY AND MONITORING STRATEGY		
Strategy	Service Delivery Target	Actual Performance
D.1.1 Compliance with policies, procedures, standards, programmes and applicable legislation	Monitor: Compliance with policies, procedures, standards and applicable legislation	<ul style="list-style-type: none"> <li>Limited M&amp;E visits were conducted in LMN, EC and Gauteng</li> <li>Six Policies and Procedures were approved: <ul style="list-style-type: none"> <li>Social Work Services</li> <li>Infants and Mothers</li> <li>Youth, Child, Offenders with Disabilities and Elderly Offenders</li> </ul> </li> <li>Policy Procedures on Compulsory Rehabilitation Programmes</li> <li>The following policies and procedures were submitted for approval namely: Health Care Services and Nutritional Service, Cleaning Guide and Manual for Training Food Handlers, Management of Health Care Waste, Personal Hygiene, Pharmaceutical Services and Communicable Disease. Reviewed Spiritual Care Guidelines and distributed to the Regions for implementation:</li> <li>M&amp;E Framework for Spiritual Care was reviewed to enhance monitoring</li> <li>35 Social Workers and 19 Correctional Officials from LMN, FS/NC and Gauteng were trained on Policies and Procedures on Special categories</li> <li>Compliance improvement checklists were finalized for Infants and Mothers, Youth, Offenders with Disabilities and Elderly Offenders</li> </ul>
	Monitor: Provision of Health Care Services, HIV and AIDS, Social Work, Psychological and Spiritual Care programmes and services	<ul style="list-style-type: none"> <li>The 2009/10 HIV and AIDS target for awareness sessions conducted was 21 000</li> <li>The number of offenders that have participated in Prevention Programmes and Correctional Centre Based Care was 72 227</li> <li>Number of functional support groups - 103</li> <li>14% of the total offenders population participated in Comprehensive HIV and AIDS programmes</li> </ul>
	Monitor: Participation of offenders (including special categories of offenders) in these programmes	<p>Social Work achievements for the year:</p> <p>Interviews: 144 412  Assessment: 37 115  Group Work: 27 334  Total: 208 861</p> <ul style="list-style-type: none"> <li>The total number of Offenders participated in Social Work programmes: 28 187</li> </ul>

Strategy	Service Delivery Target	Actual Performance
		<ul style="list-style-type: none"> <li>The total number of offenders involved in Social Work programmes rendered by External Service Providers: 14 396</li> <li>Spiritual Care conducted: 178 776 sessions <ul style="list-style-type: none"> <li>Church/ faith services: 50 123</li> <li>Group sessions: 48 068</li> <li>Individual: 80 585 pastoral sessions</li> </ul> </li> <li>The total number of offenders that participated in psychological services were 9 494 of which 2 107 were special categories of offenders and 3 229 were offenders who participated in structured interventions</li> <li>Monitoring was done using existing tools</li> </ul>
D.1.2 Ensure centralized database & information system for monitoring of performance information on relevant output and outcome indicators	Database on: Health Care Services, HIV and AIDS, Social Work, Psychological and Spiritual Care. Analytical report: Health Care Services, HIV and AIDS, Social Work, Psychological and Spiritual Care	<p>Defined outcome and output indicators for Spiritual Care information system</p> <p>Reviewed and Tested the Spiritual Care monthly, quarterly and annual reporting tool</p> <p>The G249 form for the collection of Spiritual Care information was reviewed and adjusted</p> <p>The G388 statistical form was reviewed and finalised and the SWK LAN system was aligned with the G388 form to also reflect special category of offenders</p> <p>The SWK LAN system is in the final stage of being reviewed</p> <p>Psychological Services provided inputs to develop a new process of recording information on MIS</p>
D.1.3 Develop / procure new needs based care programmes	New needs based care programmes available	<p>New Spiritual Care programmes had been identified for development:</p> <ul style="list-style-type: none"> <li>Heartlines for Youth</li> <li>Family Programme</li> </ul> <p>Finalised framework for Spiritual Care Family Programme. 16 Facilitators trained for piloting of Heartlines for Youth in Emthonzeni Youth Centre</p>
D.1.4 Participate in national Social Sector Cluster substructures	Department of Correctional Services service delivery on Social Sector priorities	<p>Participated in: National Multi-sectoral cluster meeting at NDoH where cholera and swine flu (H1N1 Influenza) reports were presented and measures to control the diseases were addressed. Assisted with determination of OSD with Dept of Health</p>

Strategy	Service Delivery Target	Actual Performance
		Inter Departmental Management Committee participated in Social Cohesion Task Team, Moral Regeneration Movement and Central Drug Authority. Determined indicators for GPOA, Social Security and Human Development, Cultural, Religious and Linguistic Affairs Commission, UN-ODC, Interdepartmental Task Team for the Prevention and Treatment of Drugs
D.1.5 Improve stakeholder relations	Stakeholder management document developed	<p>Community Participation Policy was reviewed and a draft framework for Stakeholder Participation Management was developed</p> <p>Held Child Protection commemoration event at Thohoyandou Management Area and 107 children were reached including seven external service providers as well as the community of Thohoyandou in order to understand the best interest of the child and to protect children</p> <p>Participated in various task teams involving stakeholders and Tertiary Institutions</p>
	Database of external stakeholders and service providers available	Database of external stakeholders and service providers on Personal Well-Being is available
D.1.6 Monitor delivery against performance indicators and service delivery targets in operations strategy	Quarterly performance information report	Monthly and Quarterly Reports were submitted as required

Care Operations Strategy		
Strategy	Service Delivery Target	Actual Performance
D.1.1 Compliance with policies, procedures, programmes, standards and applicable legislation	Care Policies, procedures, standards and applicable legislation implemented	The following policies were distributed: ARV Policy Procedure, Correctional Centre based Care Policy, Final HIV and Aids Policy Procedures, Final procedures for Correctional Centre Based Care, Final revised HIV and Aids Policy, PEP Policy for offenders, HCT Policy (Gayle Sherman) final Art Guidelines - Adults, ART Guidelines - Pediatrics, policy and policy procedure on Community participation, Infants and Mothers Policy Procedures, Offenders with Disability Procedures, Youth Policy Procedure and Policy Procedures, Special Category Offenders
	Report on offender enrolment and participation (including special categories of offenders) in Social Work, Psychological, Spiritual Care and HIV and AIDS programmes and services versus targets set	All regions confirmed participation of offenders as reported under strategy D.1.1 in Regulatory and Monitoring
	Policy on Compulsory programmes implemented	Policy procedures on compulsory procedures are not yet approved by National Head Office however management areas are implementing the Offender Rehabilitation Path wherein sentence plans for offenders are executed
D.1.2 Provide primary health care services to all offenders, awaiting trial detainees and babies of incarcerated mothers	Primary health care services (including government priority health programmes) provided at all correctional health facilities	All offenders have 100% access to PHC. Focus were on TB, HIV, Aged, Babies, Mothers, Children and other communicable diseases
D.1.3 Implement the pharmaceutical services framework	Baseline information established on the status of pharmaceutical services according to the existing framework	The framework has been disseminated to all pharmacies in all the Regions. Baseline information available on M&E framework
D.1.4 Improve cooperation with regional Departments of Health	SLAs on health care service provision	SLA's with respective Provincial Departments of Health and Social Development. Implemented in all management areas in all regions

Strategy	Service Delivery Target	Actual Performance
D.1.5 Provide Social Work, Psychological and Spiritual Care needs based programmes and services	Social Work, Psychological and Spiritual Care needs based programmes and services implemented  Impact measurement instrument implemented	All regions confirmed participation of offenders - see also statistics reported in the Regulatory and Monitoring Strategy with regard to offenders participating in respective programmes  Final Impact Measurement Tool was received from Head Office in December 2009. General orientation was provided by Head Office. All Regions have started implementation. Respective regions are at different levels of implementation according to availability of resources
D.1.6 Improve stakeholder involvement in the delivery of Social Work, Psychological, Spiritual Care and HIV and AIDS needs based programmes and services	Partnerships with community members and other role players and stakeholders in the delivery of Social Work, Psychological, Spiritual Care and HIV and AIDS needs based programmes and services formalised	Partnerships with community members and other role players and stakeholders in the delivery of Social Work, Psychological, Spiritual Care and HIV and AIDS needs based programmes and services were formalised
D.1.7 Provide comprehensive HIV and AIDS programmes and services to all offenders	KAPB tool implemented in 40% of management areas	Results of pilot study to be disseminated by Head Office. In preparation for the roll-out of the KAPB tool each region has identified management areas where the tool will be piloted to constitute the 40% as required
	HIV and AIDS programmes and services implemented	The Comprehensive HIV and AIDS programmes and services were implemented in all regions consisting of HIV and AIDS awareness and Information sessions, Voluntary Counselling and Testing, Peer Education programmes and Condom distribution programme  Challenges experienced were the critical shortage of officials that can implement HIV and AIDS programmes and services in Correctional Centres, non-availability of HIV and AIDS Management Area Coordinators, belt-tightening measures causing financial constraints
D.1.8 Effective participation in Social Sector provincial and local level substructures	Representation in Municipal and Provincial meetings and sub-structures	The Regional Offices and Management Areas are part of the Municipal and Provincial structures and actively participated
	Identify and engage in community projects and services to strengthen local and provincial initiatives and priorities	Regions confirmed participation in community projects



**2.5.5 Programme E: Development**

**Purpose:** Provide needs-based personal development programmes and services to all offenders.

**Service Delivery Highlights**

Offenders participated for the first time in the National Arts Festival in Grahamstown through poetry, drama, dance and an arts exhibition.

2010 FIFA World Cup was launched in all Regions in partnership with the 2010 FIFA WC Local Organizing Committee and the Department of Sport, Arts, Culture and Recreation.

The offender participation target in Skills Development Programmes was exceeded due to the following reasons: (a) Huge interest of offenders in the NC (V) programme. (b) Improved reporting by Regions as a result of the implementation of the reviewed Skills Development statistics gathering tool (spread sheet), training of skills development practitioners on utilization of the tool, as well as continuous support provided to regions by Head Office. (c) Improved marketing of skills development programmes to offenders.

Unemployed community members were recruited and trained as ECD Practitioners thus ensuring that they are empowered with a skill which they can use for self sufficiency and in the course of that they also received a stipend.

**PROGRAMME DEVELOPMENT**

**Measurable Objective E.1. To provide needs-based educational, skills and other development-related programmes, to facilitate the reintegration of offenders into communities.**

**PERFORMANCE INDICATORS**

**Number of offenders participating in literacy programmes against those identified to participate as per their Sentence Plans;**

The following was the average enrolment for the 2009 academic year:

Literacy (Pre-Abet): 4 835

Usethubeni Youth Centre (KZN) is the only centre that wrote the NCS curriculum achieved a 97% pass rate in Grade 12 examination.

**Percentage of offenders who have registered for ABET programmes versus the total offenders eligible for ABET; Abet: 10 309.**

**Percentage of offenders in FET Programmes calculated against the total offender population eligible for FET; FET:** Formal Education Programmes: 3 445, (FET Skills Programmes: 33 375)

**Percentage of offenders participating in skills development programmes vs. the total offender population who are eligible for skills development programmes in terms of their sentence plans;** The total participation of offenders in skills development programmes was 78 282.

**Percentage of offenders involved in sports, recreation, arts and culture programmes calculated against the total offender population per year;** The average number of offenders that participated in Offender SRAC Programmes and Services were 127 293. (sport : 36 959, Recreation: 55 906, Culture: 12 000, and Arts 5 819, Libraries 16 596) – 81.5%

**Percentage of offenders participating in production workshop and agriculture programmes vs. the total offender population who are eligible for such programmes in terms of their sentence plans.** The average number of offenders involved in agriculture from 1 April 2009 were 2 905 offenders against the May 2005 Baseline of 2 471 offenders. This is an increase of 17,5%. The average number of offenders involved in production workshops were 1 745 offenders. This is 36,3% lower than the 2005 baseline. Lower totals can be ascribed to availability of suitable offenders to participate in Workshop activities.

**DEVELOPMENT REGULATORY AND MONITORING STRATEGY**

Strategy	Service Delivery Target	Actual performance
E.1.1 Compliance with Development policies, procedures, standards and applicable legislation	Monitor: Compliance with policies, procedures, standards and applicable legislation on Formal Education, Skills Development, SRAC, Production Workshops and Agriculture	The following policies and procedure guidelines were approved and disseminated to regions: <ul style="list-style-type: none"> <li>• Production Workshop Procedure Manual,</li> <li>• Cost and Price Policy for Production Workshops and Agriculture 2010/2011</li> <li>• Offender SRAC Policy,</li> <li>• Offender SRAC Manual,</li> <li>• Offender SRAC Policy Procedures,</li> <li>• Offender SRAC Inspection Checklist,</li> <li>• Offender SRAC Monitoring and Evaluation Tool,</li> <li>• Monthly statistical Reporting Format,</li> <li>• Offender SRAC Cost and Price Tariff Guidelines placed on route to National Treasury for approval,</li> <li>• Mass participation Reporting Framework distributed to all regions,</li> <li>• Library Policy Procedures,</li> <li>• The Skills Development Cost and Price Tariff Structure were approved by the National Treasury for implementation.</li> </ul> The following Skills Development Curriculum guidelines were developed in line with the Department of Education directives: <ol style="list-style-type: none"> <li>(a). Final Assessment, Moderation and Examination Guidelines</li> <li>(b). The Assessment Management Plans for Engineering Studies, National Certificate (Vocational) for the 2009 financial year</li> </ol>

Strategy	Service Delivery Target	Actual Performance
	Compliance improved by 10%	Target of 10% could not be achieved due to limited M&E visits as a result of budgetary constraints  A Monitoring and Evaluation Plan developed Limited
E.1.2 Ensure centralised data base & information system for monitoring of performance information on relevant output and outcome indicators within Development	Data base on: Formal education Skills development Production workshop and Agriculture Sports and Recreation Analytical report	The outcome and output indicators of the sub directorate Agriculture were finalized and included in the Agric MIS  Systems Development is finalizing the system changes on the MIS on the outcome and output indicators of production workshops  The Home Page of Production Workshops and Agriculture was updated
		Four Youth Correctional Centres have been registered as full time National Curriculum Statement (NCS) Centres with EMS numbers  250 Youth Offenders participated in the e-literacy programme in partnership with the Presidential National Commission (PNC)  The Formal Education EMS was decentralized to the regions for capturing of updated information in preparation for the new programmes and services in the Centres of Specialization. New elements were developed for the reviewed Formal Education MIS  The implementation of Skills Development LAN System was monitored monthly  A data base of existing DCS Further Education Training centres was developed
E.1.3 Consolidate poverty alleviation initiatives, link with War on Poverty and Mafisa strategy of government and monitor implementation of Poverty Alleviation Strategy	Monitor regional projects and report on priorities  Quarterly reports	Poverty Alleviation Procedure Manual was reworked  Statistical format amended to include poverty alleviation projects in the regions. Engaged with the Department of Education (DoE) to remunerate ECD practitioners (unemployed Community members) as a poverty alleviation initiative providing ECD programmes to babies incarcerated with their mothers in DCS, Training for ECD by DoE has commenced at the following regions: Gauteng: 6 practitioners; KZN: 2 practitioners; WC: 2 practitioners

Strategy	Service Delivery Target	Actual Performance
E.1.4 Participate in national Social Sector Cluster substructures	Department of Correctional Services service delivery on Social Sector priorities	<p>Launched Skills Development Project for female offenders in partnership with The Services Seta, Susca Watts Academy for Advanced Beauty Technology and Isikhathi Training Dynamics</p> <p>Partnership established with Department of Arts and Culture to distribute art material for National Mural Painting Project</p> <p>Established a partnership with the Department of Education. DoE trained 42 Master Trainers from all regions on the New ABET Level 2 Curriculum and training material was procured for this purpose</p> <p>DoE distributed Kha Ri Gude Learning material to Pretoria Management Area</p>
E.1.5 Improve stakeholder relations within Development	Develop stakeholder management framework	<p>Engage in community service projects through The President's Award for Youth Empowerment Programme</p> <p>The Community Participation Policy Procedure was reworked and renamed the Stakeholder Management Policy Procedure</p> <p>Operational Agreement between DCS and The Presidents Award (TPA) was drafted</p> <p>MoU was signed with Golfwise and Ambassadors in Sport</p> <p>Partnerships were established with Bikers that Care and Pronto Holding</p>
	Data base of external stakeholders and service providers available	<p>Database on stakeholders involved in Formal Education Directorate available. A successful partnership with the South African Institute of Chartered Accountants (SAICA) has resulted in a sponsorship of some students from Usethubeni Youth Centre to pursue their studies in B.Comm. Accounting at the Nelson Mandela Metropolitan University</p> <p>A database for Skills Developments stakeholder and service providers has been developed. A data base of DCS FET centres was developed</p>

Strategy	Service Delivery Target	Actual Performance
E.1.6 Monitor and expand delivery against performance indicators and service delivery targets in operations strategy	Quarterly performance information report	<p>Wood products completed were 56 632 (197,7% of the objective.)</p> <p>Steel products completed were 71 752 (76%)</p> <p>Textile products completed were 1 350 285 (70,2%)</p> <p>Number of bread baked was 2 098 209 (70,8%)</p> <p>Milk production was 6 133 467 lt (100,6 %)</p> <p>Red meat production was 581 477kg (105,1%)</p> <p>Pork production was 1 870 286 kg (91,4%)</p> <p>Chicken production was 1 083 177kg (78,9%)</p> <p>Egg production was 1 543 542doz (110,3%)</p> <p>Vegetable production was 9 420 220 kg (66,3%)</p> <p>Fruit production was 463 118kg (76,2%)</p> <p>Production Workshop and Agriculture Service Level Standards were developed</p>
		<p>Designed a management plan which will help Regions to synchronise their activities with regards to registration of learners, writing of examinations as well as submission of relevant reports to Head Office</p> <p>Trained 88 educators on the Automated Assessment Management System at the following Computer Based Training (CBT)</p> <p>A Further Education programme capturing tool was designed</p> <p>E-literacy training commenced at the identified Correctional Centres targeting Youth Offenders</p>



DEVELOPMENT OPERATIONS STRATEGY		
Strategy	Service Delivery Target	Actual Performance
E.1.1 Compliance with policies, procedures, programmes, standards and applicable legislation	Development Policies, procedures, standards and applicable legislation implemented	Confirmation received from Regions that all policies pertaining to Personal development of offenders are implemented  Cost and Price Policy for Production Workshops and Agriculture 2010/2011 received and implemented by regions.
	Compliance improved by 10%	Monitoring and Evaluation Visits were conducted within available budget by the Regional Commissioner's offices to determine and confirm compliance improvement.
	Report on offender enrolment and participation (including special categories of offenders) in Formal Education, Skills Development, SRAC, Production Workshops and Agriculture programmes versus targets set	All regions confirmed participation of offenders - see also statistics reported in the Regulatory and Monitoring Strategy with regard to offenders participating in Development programmes.  The following was the average enrolment for the 2009 academic year:  Literacy (Pre-Abet): 4 835 Abet: 10 309 FET: 3 445 HET: 2 056 CBT: 907  Usethubeni Youth Centre (KZN) is the only centre that wrote the NCS curriculum achieved a 97% pass rate in Grade 12 examination.  The average number of offenders that participated in Offender SRAC Programmes and Services were 127 293
		The total participation of offenders in skills development programmes was 78 282  The average number of offenders involved in agriculture from 1 April 2009 were 2 905 offenders against the May 2005 Baseline of 2 471 offenders. This is an increase of 17,5%. The average number of offenders involved in production workshops were 1 745 offenders. This is 36,3% lower than the 2005 baseline. Lower totals can be ascribed to availability of suitable offenders to participate in Workshop activities
	Policy on Compulsory programmes implemented	Target not achieved

Strategy	Service Delivery Target	Actual Performance
E.1.2 Enhance education levels of offenders	Formal Education programmes and services implemented	The following five programmes have been implemented: Early Childhood development, Pre-ABET, ABET, Further and Higher Education and Training. The programmes improved education levels/standards of offenders in the respective Regions
E.1.3 Enhance participation of offenders in sports, recreation, arts, and culture programmes and services	Sports, recreation, arts, and culture programmes and services implemented	Six (6) programmes were rendered by the respective regions: namely Sport (soccer, athletics, rugby, cricket), Recreation, Arts, Culture, Library and The Presidents Awards. This impacted positively on the offenders physical and mental wellbeing
E.1.4 Improvement of the skills utilisation of offenders and enhancement of opportunities for their employability	Skills Development Master Plan implemented	The Skills Development Master Plan has been implemented consisting of Computer Skills Training, Basic Occupational Skills Training, NC(V), Engineering Studies, Business Studies, Vocational Training, and Entrepreneurial Training Skilling of offenders contributes to increasing their chances of employability upon release
	Opportunities for skills utilisation and employability of offenders improved by 20% of the baseline in Agriculture and Production workshops	The number of offenders participating in these programmes are determined by availability of offenders that qualify to be utilized and availability of workable material. Budget cuts influenced the availability of workable material negatively and consequently the number of offenders used in production workshops also went down
	Master Plans for Production Workshops and Agriculture implemented	Regions confirmed that Master Plans for Production Workshops and Agriculture were implemented
	Farm plans and the production workshop schedules implemented	Approved Farm Plans was implemented at all relevant management areas. Farm activities was negatively influenced by insufficient funds and budget cuts
	Income generation increased by R0.25 million of the baseline by the sales of surplus products	The availability of funds for Production Workshops meant that the availability of raw materials declined. The low budget affected productivity and the offender labour of most of the Workshops and consequently the target could not be reached by all regions. However, some regions reported an income generated beyond the set target
E.1.5 Implement the income generation and poverty alleviation strategy	Regional integrated poverty alleviation programme implemented	The involvement of Regions in community development, food security projects and cleaning and renovation of some of Government institution has been a satisfying one

Strategy	Service Delivery Target	Actual Performance
E.1.6 Improve stakeholder involvement in the delivery of Formal Education, Skills Development, SRAC, Production Workshops and Agriculture programmes and services	Partnerships formalized with community members and other role players and stakeholders in the delivery of Formal Education, Skills Development, SRAC, Production Workshops and Agriculture programmes and services	Regions confirmed that a number of stakeholders have been identified and Memoranda of understanding signed on involvement in the respective areas
E.1.7 Effective participation in Social Sector provincial and local level substructures	Representation in Municipal and Provincial meetings and sub-structures	Regions confirmed representation in Municipal and Provincial meetings and sub-structures
	Identify and engage in community projects and services to strengthen local and provincial initiatives and priorities	A number of community projects were reported on by the respective regions where for example a school was adopted and where the Section education and training is presenting crime awareness programmes  Involvement in FIFA World cup arrangements also reported

**Major variances**

No major variances were reported except those that affected all programmes across the department such as the belt-tightening.



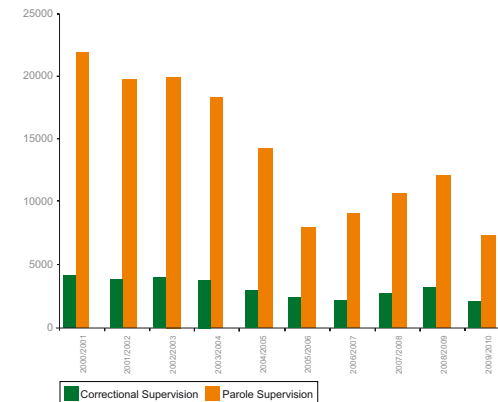
**2.5.6 Programme F: Social Reintegration**

**Purpose:** Provide services focused on offenders' preparation for release, their effective supervision after release on parole, and on the facilitation of their social reintegration into their communities.

**Service Delivery highlights**

- The reduction in parole violations is attributed to the project on Prevention and Management of absconding and parole violation which was initiated in 2008/09.
- The department hosted a parole board summit to evaluate the parole system. The summit produced an action plan with all the measures to be undertaken by the regions to ensure consideration of public safety upon release.
- The Incarceration Framework has been developed also to improve the parole system.

**Parole Violations - Correctional Supervision and Parole Supervision 2000/2001 to 2009/10**



PROGRAMME: SOCIAL REINTEGRATION		
<b>F.1 To provide needs-based programmes and services to offenders to facilitate their social acceptance and effective reintegration of offenders into their communities</b>		
<b>PERFORMANCE INDICATORS</b>		
<b>Percentage of parole violations per 10 000 parolees;</b> 9 757 paroles violated their parole conditions against the set target of 10 780, less violations by 9.5%		
<b>Percentage of cases considered by the parole board versus the number of cases eligible for consideration;</b> a total number of cases considered by the Parole Board is 24 800 versus the number of eligible cases which is 24 987, which is 99.3%		
<b>Percentage of cases referred to the parole review board per 100 cases considered by the Parole Board;</b> the total number of cases referred to the Parole Board is 10 per 100 cases representing 0.04%		
<b>Percentage of probationers versus the total number of incarcerated offenders with sentences less than 24 months;</b> The total number of probationers (daily average of the 2009/10 financial year) is 21 782. The total number of incarcerated offenders (daily average of the 2009/10 financial year) with sentences of less than 24 months is 12 740. – 58.4%		
<b>Number of Parole cases in which victims of crime make representation vs the total number of Parole Cases;</b> 83 cases of victims representations against 24 800		
<b>Percentage of Remand Detainees under Community supervision versus the total remand detainee population with bail;</b> The total number of remand detainees under Community supervision (daily average of the 2009/10 financial year) is 2 116. The total number of remand detainee population (daily average of the 2009/10 financial year) with bail is 10 089 – 20.9%		
<b>Percentage of offenders completing pre-release programmes calculated against the total number of offenders with approved parole dates;</b> The number of offender who attended the pre-release programme in 2009/10 financial year is 28 527 against number of offenders who have received parole dates which is 24 800 and the percentage is 115%.		
<b>SOCIAL REINTEGRATION: REGULATORY AND MONITORING STRATEGY</b>		
Strategy	Service Delivery Target	Actual Performance
F.1.1 Compliance with Social Reintegration policies, procedures, standards and applicable legislation	Monitor: Compliance with policies, procedures, programmes, standards and applicable legislation. Provision of reintegration programmes and services. Enrolment and participation of parolees and probationers in these programmes	Full Compliance monitoring with social reintegration policy procedures could not be achieved due to austerity measures and capacity constraints. But parole violations cases and those sentenced to correctional supervision by the courts were monitored.
F.1.2 Monitor, evaluate and report on effective administration of Correctional Supervision and Parole systems	Approved compliance monitoring tool for CSPB's. Report on compliance monitoring.	Compliance monitoring tool developed and is available .Reports on compliance monitoring available
F.1.3 Ensure centralized data base & information system for	Database on: offenders eligible for parole, offenders considered	Database created and updated. Electronic database not available due to delayed implementation of RDOMS.

Strategy	Service Delivery Target	Actual Performance
monitoring of performance information on relevant output and outcome indicators in Social Reintegration	for parole, offenders awarded parole, offenders on probation sentence to correctional supervision by the Court CSPB, disagreement with CMC. Parole review board disagreement with CSPB	
F.1.4 Improved stakeholder involvement in community corrections	Develop stakeholder management document	Target not achieved due to capacity constraints
	Create a data base of stakeholders	Database created and updated
	Develop service level agreement	Service Level Agreement available
	Promote alternative non custodial sentencing	This target could not be realised due to austerity measures and capacity constraints
F.1.5 Monitor implementation of systems and tools for community corrections	Implementation of the admission risk classification tool for probationers and parolees at community corrections offices	Training of community corrections officials could not conducted due to austerity measures and capacity constraints
F.1.6 Develop victim support intervention programmes	Realign departmental policy with the integrated cluster policy on VEP. (draft strategy on restorative justice)	Restorative Justice model has been developed and not implemented due to austerity measures and capacity constraints.
SOCIAL REINTEGRATION OPERATIONS STRATEGY		
Strategy	Service Delivery Targets	Actual
F.1.1 Compliance with policies, procedures, standards and applicable legislation	Social Reintegration Policies, procedures, standards and applicable legislation implemented.	All the six regions successfully complied with the implementation of the following policies: Correctional Services Act 111 of 1998: Chapter VI: Community Corrections, B- Oder 4: Community Corrections, Social Reintegration policy, Position Paper on Social Reintegration, Community Participation policy and procedure manual, Framework on the management and prevention of absconding, Service Charter for victims of crime, Orientation manual for probationers and parolees directly from the court or correctional centre, Policy on poverty alleviation, Policy on management and supervision on ATD 62f, Policy on Restorative Justice, Policy on

Strategy	Service Delivery Target	Actual Performance
		Unit Management, Code of conduct and minimum standard rule for non-custodial sentences, Whistle blowing policy, ORP stages 8&9
	Compliance improved by 10%	Total percentage for four regions is 75 % compliance which is above the target set
	Number of violations reduced by 2% from the average baseline of 10 780 (215)	The regions did not meet the target but instead indicated an increase in violations. The highest percentage being FS/NC with 80% above the baseline and the lowest KZN with 5% above the baseline
F.1.2 Reduce the backlog of cases of offenders who should have been considered for placement into the system of community corrections	Backlog of offenders eligible for consideration for parole who have not been considered by the HCC / CSPB identified	The backlog of cases generally decreased. Three regions report no backlog of cases for the entire year. While the other three reported cases that were below the baseline
	Action plans implemented to reduce the backlog of cases which should have been considered for placement into the system of community corrections	The three that had indicated the backlogs developed and implemented the action plans for reduction of backlog cases
	Number of cases referred for review where PRB reverses CSPB decision	Three regions recorded no cases where referred for the review, and the remaining three reported a total of nine cases
F.1.4 Implement systems and tools for community corrections	Admission risk classification tool for probationers and parolees at community corrections offices implemented	GP, WC and FS/NC reported the use of the admission tool in Community Corrections. LMN , KZN and EC has not implemented the admission tool
F.1.5 Engage with local government structures and other stakeholders in delivering community corrections programmes	Interactions and service level agreements with local government structures and other stakeholders	The regions generally reported on number of outreach programmes undertaken with various stakeholders

**Reasons for major variances**

There is a considerably low number of victims that make representations in parole board hearings. Despite of the existence of the guidelines and policy in victim involvement, there is a low turn out. The department needs to develop a major marketing strategy that will involve JCPS, particularly in the regions.



**2.5.7 Programme G: Facilities**

**Purpose:** Ensure that physical infrastructure supports safe and secure custody, humane conditions, and the provision of corrective services, care and development, and general administration.

**Service Delivery Highlights**

The addition of 2 880 bed spaces to the existing capacity.

PROGRAMME: FACILITIES		
<b>B. 1. Prevent persons incarcerated from participating in criminal activities and escaping, by providing an environment that ensures the safety of all persons entrusted to the department's care as well as the safety of the public.</b>		
<b>PERFORMANCE INDICATOR</b>		
<ul style="list-style-type: none"> <li>Number of new correctional centres created versus planned new bed spaces; Kimberley was completed and added 2 880 beds</li> </ul>		
FACILITIES: REGULATORY AND MONITORING STRATEGY		
Strategy	Service Delivery Target	Actual Performance
G.1.1 Compliance with Facilities policies, procedures, minimum requirements, standards and applicable legislation	Service Level Agreement with DPW approved and monitored	SLA not available yet, only draft SLA was received from NDPW in March 2010
	Compliance with Facilities policies, procedures, minimum requirements, standards and applicable legislation approved and monitored	Could not be achieved due to capacity constraints and austerity measures

Strategy	Service Delivery Target	Actual Performance
G.1.2 Ensure centralized database & information system for monitoring of performance information on relevant output and outcome indicators in Facilities	Database on available and additional bed spaces created	Database not developed due to capacity constraints
G.1.3 Provide leasehold office accommodation for all needs	Leased office accommodation sustained percentage of rental needs addressed	All leases in our portfolio sustained
G.1.4 Management of stakeholders within Facilities	Stakeholder management document developed	Carried over to next financial year
G.1.5 Monitor delivery against performance indicators and service delivery targets in operations strategy	Quarterly performance information report	Kimberley project 100% achieved
		Construction of upgrading of existing correctional centre project at Ceres (262 additional beds) - 47% complete
		Construction of upgrading of existing correctional centre project at Brandvlei (346 additional beds) - 51% complete
		Construction of replacement correctional centre at Vanrhynsdorp (338 additional beds) - 66% complete
		Construction of 53 social reintegration facilities (parole boards) - 81.1% completed; 11.3% in construction; 7.5% in tender stage
		Provision of 12000 beds via PPPs at Nigel, Allandale, East London, Klerksdorp - Not achieved due to re-evaluation of departments position on outsourcing
<b>Facilities Operations Strategy</b>		
Strategy	Service Delivery Target	Actual Performance
G.1.1 Compliance with Facilities policies, procedures, minimum requirements, standards and applicable legislation	Facilities Policies, procedures, minimum requirements, standards and applicable legislation implemented	All the regions implemented all the policies and this includes the Minimum Facilities Standards document and UAMP manual
G.1.2 Audit of immovable assets for immovable assets register and management system	50% of immovable assets audited	The audits on immovable assets were conducted in five regions

	Database developed	Five regions successfully developed the databases of audited immovable assets
G.1.3 Management of maintenance plan and implementation of own resources programme	Maintenance management document developed with clear responsibilities and targets for Area Commissioners and Regional Offices	GP and WC regions developed the maintenance management document but LMN, EC and FS/NC reported to have awaited for guidance from National Office
	Personnel to implement maintenance management document trained	Only two regions (GP and WC) reported to have trained officials, while others did not, due to financial limitations

#### Reasons for major variances

Delays were experience in the approval of the Service Level Agreement between the Department of Correctional Services and Public Works. The absence of the SLA impacted on the delivery of services at acceptable standards.

#### 2.6 Summary of the Service Delivery Improvement Plan

Service Delivery Targets	Actual Performance
Preparation of SDIP & SDIP Implementation plans for submission to Minister & DPSA	In the previous financial year 3 key services were identified. After consultation it was resolved that the DCS would focus on 4 key services, 3 new and to keep the visitation key service as well from the previous year  The 4 key services are: 1. Improve telephone etiquette; 2. Improve management of external service providers to CC 3. Improve payment of bail and fines 4. Improve visitation to CC  The 09/10 SDIP was signed off by Minister in June. The 10/11 SDIP was also finalised and Minister signed it on 25 February, as well as the letter to the DPSA Minister. Both SDIPs were submitted to the DPSA together with the finalized Service Delivery Charter
Develop SDIP Implementation Plans	Regional SDIP Implementation plans are valid for 3 years and quarterly reporting was done based on the implementation plans
Database on Service Delivery Improvement Implementation Plans.	This target was not met due to resource constraints
Analyse Evaluation report from DPSA, disseminate results to regions.	CASE was appointed as a service provider to evaluate the SDIP implementation in government departments. This happened in 2008.9. In the meantime the Key services changed. The CASE report took very long to be released from the DPSA. A copy was received in September 10 and uploaded on the portal



Service Delivery Targets	Actual Performance
Monitor, evaluate and report on implementation of new SDIP (6 regional implementation plans)	Key Service on Visitation was incorporated into the Corrections Week programme. A position paper was formulated on visitation for inclusion in document packs. Designed a customer satisfaction survey for visitors to complete after a visit No site visits took place due to belt tightening processes
Develop a Service Charter for DCS	In compliance with the Public Service Regulations a DCS Service Delivery Charter was developed and launched by Minister before the Budget Vote Speech on 25 March 09. 60,000 copies printed. This process has been long overdue and is regarded as a huge milestone for DCS
Develop a marketing strategy	A range of branding and marketing materials were developed for service delivery improvement and promoting Batho Pele principles in DCS
Site visits to 6 CC to monitor implementation of 4 key services	Belt tightening processes prevented SDI from reaching the target
Facilitate and coordinate second round of evaluation by DPISA to verify DCS compliance on Service Delivery Charter	DSC Service Delivery Charter posters available at each service point in DCS. DPISA will be conducting an audit to verify the DCS compliance on its Service Delivery Charter (incl SDIP) in the new Aug 10

## 2.7 Project Portfolio Management Framework

COLOURS		MEANING		PERIOD	
RED	PORTFOLIOS	PROGRAMMES			
GREEN	LONG TERM PROJECTS		5-15 YRS DELIVERY		
GOLD	MEDIUM TERM PROJECTS		3 TO 5 YEARS DELIVERY		
BROWN	SHORT TERM PROJECTS		1 TO 3 YEAR DELIVERY		
BLUE					

PORTFOLIO MANAGEMENT		MASTER INFORMATION SYSTEM PLANNING		
OBJECTIVE	BUILD INSTITUTIONAL CAPACITY FOR SERVICE DELIVERY IMPROVEMENT			
PROGRAMME	PROJECT	OUTPUT	5 YEAR TARGET DELIVERY: 2009/2010- 2013/14	MILESTONE FOR YEAR 1
<b>PROGRESS REPORT YEAR 1</b>				
ICT Governance	Makombandela II:	Approved ICT Governance Framework	<ul style="list-style-type: none"> <li>The review of the DCS Master Information Systems Plan (MISP) was completed.</li> <li>The review of the MISP Annexures is 70% complete.</li> </ul>	Updated MISP
Information Plan	Makombandela II:	Approved Information Plan	<ul style="list-style-type: none"> <li>The review of the DCS Master Information Systems Plan (MISP) was completed.</li> <li>The review of the MISP Annexures is 70% complete.</li> </ul>	Updated MISP
Knowledge Management Plan	Makombandela II:	Approved Knowledge Management Plan	<ul style="list-style-type: none"> <li>The review of the DCS Master Information Systems Plan (MISP) was completed.</li> <li>The review of the MISP Annexures is 70% complete.</li> </ul>	Updated MISP
IT Infrastructure	Basic Infrastructure	Stable and efficient Environment,	<ul style="list-style-type: none"> <li>Cabling, data points and switches were installed at 96 sites throughout the country.</li> <li>A needs analysis was done.</li> <li>A bid was completed for the IJS to provide project funding.</li> <li>Some funding was secured from IJS to procure routers and switches.</li> <li>The bid for project funding for 2010-11 was updated and resubmitted to Treasury.</li> <li>A Task Team and Project Steering Committee were established.</li> </ul>	Environment Enhancement Plan
Telecommunication Services	Telephone Management System	Stable Telephony environment	<ul style="list-style-type: none"> <li>Suspension and removal of Ghost Lines was completed.</li> <li>A Telecommunications Strategy was compiled.</li> <li>A tender was published for the Head Office PABX.</li> </ul>	Implemented Telephone Management System
	Least Cost Routing	Cost effective voice communication solution	<ul style="list-style-type: none"> <li>SITA recommended the winning bidder for the Least Cost Routing (LCR) Tender</li> </ul>	Implemented Least Cost routing System
	Virtual Private Network	Consolidated wide area network with quality of service	<ul style="list-style-type: none"> <li>A VPN proposal was received from Telkom.</li> <li>A VPN research proposal was received from the CSIR.</li> <li>The project was registered and a Project Manager assigned.</li> </ul>	Appointment of the Service Provider, Completed Audit of the environment

PORTFOLIO MANAGEMENT		MASTER INFORMATION SYSTEM PLANNING		
OBJECTIVE	BUILD INSTITUTIONAL CAPACITY FOR SERVICE DELIVERY IMPROVEMENT			
PROGRAMME	PROJECT	OUTPUT	5 YEAR TARGET DELIVERY: 2009/2010- 2013/14	MILESTONE FOR YEAR 1
PROGRESS REPORT YEAR 1				
Remand Detainee and Offender Management System (RDOMS)	Phase 1 Admission and Release (Core Functionality)	Reengineered Core Business System to support White Paper on Corrections	<ul style="list-style-type: none"> <li>A Tripartite Contract for the development of RDOMS Phase 1 was entered into between DCS, SITA and the Dimension Data Consortium.</li> <li>An order was made out to SITA for the contract.</li> <li>A prototype of the system was built and reviewed by business.</li> <li>The Functional Design Specification was developed and signed off.</li> <li>The RDOMS architecture was signed off.</li> <li>An infrastructure assessment of the Johannesburg Management Area Pilot Site was done and a report drafted</li> <li>User Acceptance Testing of Release 1 is 63% complete</li> </ul>	Implemented Phase 1 functionality
	Automated Personal Identification System (APIS) excluding Tracking	Verification, identification and tracking of inmates	<ul style="list-style-type: none"> <li>Thirty seven biometric devices and cameras were received</li> <li>The system was tested at Pretoria Local and implemented at 16 correctional facilities</li> </ul>	Completed development of Photo Verification and Biometric functionality
	Video Arraignment	Fast tracking of court appearance for remand detainees	<ul style="list-style-type: none"> <li>A Steering Committee for the project was appointed and the project plan approved</li> <li>22 Video Remand Sites were identified.</li> <li>Site plans were completed and submitted to the Dept of Public Works (DPW).</li> <li>Live testing of the system was done to connect with the courts</li> <li>14 of the 22 Video Remand sites were refurbished.</li> <li>One Video Remand site was delivered</li> </ul>	Completed deployment for Phase 1 Sites
Integrated Corporate Services system (ICSS)	ICSS Phase 1 Human Resource Management System in relation IFMS	Implementation of Integrated Human Resource Management System to support Integrated HR strategic of the department	<ul style="list-style-type: none"> <li>Approval was obtained for DCS to participate in the customization of the HR modules of the IFMS.</li> <li>An audit of HR personnel computers was completed.</li> <li>A workshop was held with business to redefine the project approach</li> </ul>	Preparations for IFMS

PORTFOLIO MANAGEMENT		MASTER INFORMATION SYSTEM PLANNING		
OBJECTIVE	BUILD INSTITUTIONAL CAPACITY FOR SERVICE DELIVERY IMPROVEMENT			
PROGRAMME	PROJECT	OUTPUT	5 YEAR TARGET DELIVERY: 2009/2010- 2013/14	MILESTONE FOR YEAR 1
PROGRESS REPORT YEAR 1				
Integrated legal System	Phase 4: Employee Relations, integration, BI	Fully completed Integrated Legal System	This project was not part of our 2009 - 2010 Ops Plan. It is currently on our 2010 - 2011 Ops Plan.	Fully completed integration, Completed Analysis for BI
Collaboration Services Management System	Reporting and task management System	Standardized reporting system	This project was removed from the Ops Plan during the mid term review of the Ops Plan	To commence in Year 2
	Cluster and Parliamentary liason Management System	To allow the department to respond to Parliamentary questions effectively	<ul style="list-style-type: none"> <li>User Acceptance Testing of the system was completed and signed off.</li> <li>Requested changes were made and tested.</li> <li>The system was put into production.</li> </ul>	Implemented Phase 1, completed Analyses for Phase 2
Electronic Document and Records Management System	Electronic Document and Records Management System	Enterprise Content Management solution	<ul style="list-style-type: none"> <li>A Tripartite Contract was entered into between DCS, SITA and Waymark for the development and implementation of a pilot system.</li> <li>Cleanup of the Registry Offices was done in the LMN region at Witbank and Middelburg.</li> <li>An R&amp;D Proposal for data migration was compiled and approved.</li> <li>Waymark accepted responsibility for the development of the integration between Documentum and K2 workflow.</li> <li>The Documentum software was installed on the EDRMS server.</li> <li>Change Management awareness sessions were held in LMN and FS/NC regions and Super Users identified.</li> <li>A User Requirements Verification week was held to confirm user requirements</li> <li>DCS, SITA and Waymark reached an agreement regarding the Documentum interface with k2.net for workflow.</li> <li>A proposal was received from K2 for the K2.net integration.</li> <li>The R&amp;D proposal for data migration was approved.</li> <li>EDRMS pilot sites - Super Users were identified and approval obtained for them to assist with Change Management.</li> <li>User Requirements Specification (URS) verification week was held, giving users an opportunity to verify their requirements.</li> </ul>	Completed Clean up, Completed the piloting of the Administration process

PORTFOLIO MANAGEMENT		MASTER INFORMATION SYSTEM PLANNING		
OBJECTIVE	BUILD INSTITUTIONAL CAPACITY FOR SERVICE DELIVERY IMPROVEMENT			
PROGRAMME	PROJECT	OUTPUT	5 YEAR TARGET DELIVERY: 2009/2010- 2013/14	MILESTONE FOR YEAR 1
PROGRESS REPORT YEAR 1				
Solution 3 Contact Management	Corporate Knowledge Management System	Corporate Knowledge Management Strategy	This project was removed from the Ops Plan during the mid term review of the Ops Plan	To commence in Year 2 Deployment of Call Centre System
	Corrections Contact Centre (CCC) Phase 1	Call Centre System and Satellites	<ul style="list-style-type: none"> <li>The system was deployed and is operational.</li> <li>The workflow ticketing interface was rolled out at Head Office and 500 users trained.</li> <li>The CCC monitoring tool was developed and tested.</li> <li>The internal launch of the CCC was held in July 2009.</li> <li>A Service Level Agreement was entered into with SITA for the hosting of the CCC.</li> <li>A government order was given to SITA</li> <li>An additional 90 business processes were completed.</li> <li>A Project Close-Out Report was compiled and submitted to the Project Sponsor and Steering Committee</li> <li>A Risk Management document was compiled and sent to business to inform them of the risk of delaying the implementation of the system.</li> <li>All project documentation was handed to the Project Sponsor.</li> <li>The project team members were redeployed to other projects.</li> </ul>	
	CCC Phase 2	Establishment of Kiosks	This project was removed from the Ops Plan during the mid term review of the mid term review	
		Integrated IT Help Desk into CCC	This was not on the 2009/10 IT Operational plan.	

PORTFOLIO MANAGEMENT		MASTER INFORMATION SYSTEM PLANNING		
OBJECTIVE	BUILD INSTITUTIONAL CAPACITY FOR SERVICE DELIVERY IMPROVEMENT			
PROGRAMME	PROJECT	OUTPUT	5 YEAR TARGET DELIVERY: 2009/2010- 2013/14	MILESTONE FOR YEAR 1
PROGRESS REPORT YEAR 1				
		Integrated Facilities Help Desk into CCC	<ul style="list-style-type: none"> <li>The system was deployed and is operational.</li> <li>The workflow ticketing interface was rolled out at Head Office and 500 users trained.</li> <li>The CCC monitoring tool was developed and tested.</li> <li>The internal launch of the CCC was held in July 2009.</li> <li>A Service Level Agreement was entered into with SITA for the hosting of the CCC.</li> <li>A government order was given to SITA</li> <li>An additional 90 business processes were completed.</li> <li>A Project Close-Out Report was compiled and submitted to the Project Sponsor and Steering Committee.</li> <li>A Risk Management document was compiled and sent to business to inform them of the risk of delaying the implementation of the system.</li> <li>All project documentation was handed to the Project Sponsor.</li> <li>The project team members were redeployed to other projects.</li> </ul>	
Solution 4 Strategic Planning and Corporate Performance Management System	Corporate Performance Management System	Corporate Performance Management and Balanced Score card System	<ul style="list-style-type: none"> <li>The Business Case and Project Charter were completed and sent on route for approval.</li> <li>SAPS collaboration workshops were held.</li> <li>A Performance Indicator (PI) register was developed and presented to DCS management.</li> <li>PI champions were appointed in the regions.</li> <li>Change management requirements were defined and incorporated in the project plan.</li> <li>A data capturing tool was developed and is ready for use in the completion of the analysis exercise.</li> <li>All Microsoft components that make up the Business Intelligence component of the system have been defined for licensing and budgeting purposes.</li> </ul>	Completed Analysis of automating performance indicators
	Strategic Planning Management System	Automated Strategic planning process	This project was removed from the Ops Plan during the mid term review of the Ops Plan	Completed Analysis

PORTFOLIO MANAGEMENT		MASTER INFORMATION SYSTEM PLANNING		
OBJECTIVE	BUILD INSTITUTIONAL CAPACITY FOR SERVICE DELIVERY IMPROVEMENT			
PROGRAMME	PROJECT	OUTPUT	5 YEAR TARGET DELIVERY: 2009/2010- 2013/14	MILESTONE FOR YEAR 1
PROGRESS REPORT YEAR 1				
	Solution 7 Security Management System	Consolidated and Integrated Security Management System	<ul style="list-style-type: none"> <li>A Request for Quotation (RFQ) was submitted to SITA for maintenance of the firewalls and Intrusion Prevention/Detection System.</li> <li>Technical re-evaluation of the Information System Security (ISS) maintenance tender was completed.</li> <li>An RFQ resubmitted to SITA because quotations were not in line with DCS's requirement.</li> </ul>	Completed Audit of the environment

PORTFOLIO MANAGEMENT - ORGANISATIONAL DEVELOPMENT STRATEGY					
POORTFOLIO OBJECTIVE	Build institutional capacity for service delivery improvement				
PROGRAMME	PROJECT	OUTPUT	5 YEAR TARGET DELIVERY: 2009/2010- 2013/14		MILESTONE FOR YEAR 1
			YEAR 1	PROGRESS REPORT	
Capacity building	7 Days establishment and job refinement	Implementation of work shift system	30%	All the regions are implementing the 45 hour work week. The migration process from the Non Centre to Centre level is taking place. The National roll out strategy has been developed and disseminated to the Regions for implementation	Roll out of 7 days work system
	Development of Corrections Professional Body	Functional professional body	Research concluded	Legislation amended	Research concluded
	Management Leadership Training: Management Development Programme Risk Management CCSDEP	Trained and compliant management	MDP Delivery decentralised to regions and activated	Project stalled due to funding constraints, SMS members have been trained on Leadership Development	Evaluative report on training conducted
	Appointment of an accredited service provider to train investigators HK 2/2007	Trained investigators	training completed	Project suspended due to financial constraints	2000 person hours of training completed
	Records Management	Improved Records Management practices (PAIA compliance, File Plan implemented, Infrastructure, disposition of archived records )	PAIA compliance: 30% File Plan implemented: 10% Infrastructure: 10% Disposition of archived record: 10%	The file plan has been developed, approved and disseminated to the Department for implementation. Records management policy and the Access to information policy procedures have been approved.	Improved Records Management practices (PAIA compliance, File Plan implemented, Infrastructure, disposition of archived records)
	Modernisation of Facilities Fund	Modernised facilities fund Enhanced wellbeing of employees	20%	Planning completed, bid specifications and contract documents finalized for the appointment of a service provider	Planning

PORTFOLIO MANAGEMENT - ORGANISATIONAL DEVELOPMENT STRATEGY					
POORTFOLIO OBJECTIVE	Build institutional capacity for service delivery improvement				
PROGRAMME	PROJECT	OUTPUT	5 YEAR TARGET DELIVERY: 2009/2010- 2013/14		MILESTONE FOR YEAR 1
			YEAR 1	PROGRESS REPORT	
Monitoring, evaluation and reporting	MER Regulatory Framework	Verified Performance Information Against Performance Indicators	100%	Policy has been approved and disseminated to Branches for implementation	Approved policy
	Performance information indicator data bases	Centralised performance information	50%	Performance Indicator owners appointed and validation has been completed.	Refined Centre Level Performance Rating Tool for 14 Performance Indicators Centre Level Performance Rating conducted 1xper quarter
	Management Information Centre	Functional MIC	Virtual MIC	Quarterly Reports are being loaded on the virtual MIC.	Functional Center
	Budget Programme Structure Review	Aligned plans and budgets	50%	New budget structure from 7 to 4 programmes finalized and presented to National Treasury	Budget aligned to plans
	Centres of excellence	Centre Level Performance Rating System	50%	Interim performance indicator tool developed. Branding of the Centres of Excellence approved and posters disseminated to the Regions. The Excellence charter has been signed by the Executive Management.	Electronic Centre Level Perf Rating System Model for CoE
Organisational culture	Image Turnaround Strategy	Approved ITAC strategy is effectively and progressively implemented with clear outputs and outcomes.	Baseline on public confidence and trust is established, while progress in branding is audited and ITAC roll out kicked off	The Service provider has been appointed to assist the Department in branding and marketing. Various events took place to show case and market the Department, these include the Corrections week, budget vote speech with the stake holders	Payoff line done, branding performance audit report finalised while a multimedia promotional campaign is kicked off.

PORTFOLIO MANAGEMENT - ORGANISATIONAL DEVELOPMENT STRATEGY					
POORTFOLIO OBJECTIVE	Build institutional capacity for service delivery improvement				
PROGRAMME	PROJECT	OUTPUT	5 YEAR TARGET DELIVERY: 2009/2010- 2013/14		MILESTONE FOR YEAR 1
			YEAR 1	PROGRESS REPORT	
	DCS/Rehab TV and Radio services.	A Rehab TV and Radio project is approved, financed, piloted and rolled out with Video production capacity optimally used.	Rehab Radio concept is piloted in some centres of excellence.	Project suspended due to budgetary constraints.	Rehab TV and Radio get the approval and are tested in Pilot centres.
	Integrated Resource Centre	Functional resource centre	Infrastructure for IRC,	Centres have been identified to accommodate information needs for members and offenders.	Dedicated rooms for IRC in all management areas



Infrastructure development Strategy			
TO PROVIDE APPROPRIATE INFRASTRUCTURE AND TECH NOLOGY TO SUPPORT SERVICE DELIVERY IMPROVEMENT			
PROJECT	OUTPUT	5 YEAR TARGET DELIVERY	
		PROGRESS REPORT YEAR 1	MILESTONE FOR YEAR 1
Provision of additional bedspace in Correctional Centres	Additional bed space Rehabilitation facilities ( 2375 beds for upgrades, 1623 beds for replacements, 3000 beds for new correctional centers)	<ul style="list-style-type: none"> <li>• Warmbokke veld= 54% complete</li> <li>• Van Rhynsdorp= 73% complete</li> <li>• Brandvlei =76% complete</li> <li>• Tzaneen- 1% complete</li> </ul>	Continue with construction of Warmbokkeveld
Construction of new centers	Kimberley Correctional Center	Construction completed	Completion of Kimberley CC
Construction of Social reintegration facilities	Parole boards	85% of the 52 parole boards completed	Completion of 52 parole boards offices
Procurement of DCS head office	New office space for National Office	Space planning expert appointed and the space planning report submitted for approval.	Space planning
Procurement of five (5) PPP Correctional Centres	Additional bed space	Planning of these projects have been put on hold.	Approved project plans

PORTFOLIO MANAGEMENT - Crime Prevention Strategy				
TO ENHANCE THE DEPARTMENT TO DELIVER ON ITS MANDATE				
PROGRAMME	PROJECT	OUTPUT	PROGRESS REPORT YEAR 1	MILESTONE FOR YEAR 1
Remand Detention Management System	Regulatory framework for Remand Detention Management System	Policy Framework on MATD	Draft discussion document consulted with DCS, external stakeholders and JCPS MATD task team.	Widely consulted Discussion Document and draft White Paper
		Legislative Framework	A process for appointing a consultant to do a research has been completed	To commence in Year 3
	Video Remand	Virtual courts in operation	Procedures for Video Arraignment have been completed. Pretoria Local CC has had the Video Arraignment System completely installed and is carrying out live daily court proceedings as of December 2009.	Development of plans
	Inmate Tracking System	Functional Inmate Tracking system	Not yet started	Conceptualization
	Management of 11 dedicated RDF's	Dedicated RDFs	Minimum framework (infrastructure) for RDFs completed.	Migration Approved HR Strategy Development of Training Manuals in consultation with HRD Development of risk classification tool

PORTFOLIO MANAGEMENT -	Crime Prevention Strategy			
PORTFOLIO OBJECTIVE	TO ENHANCE THE DEPARTMENT TO DELIVER ON ITS MANDATE			
PROGRAMME	PROJECT	OUTPUT	PROGRESS REPORT YEAR 1	MILESTONE FOR YEAR 1
Rehabilitation	Offender Rehabilitation Path	Effective management and delivery of ORP programmes	Draft Governance document have been completed and await approval of the steering Committee	Approved reviewed project Plan, Business Case, Project Budget, implementation in 6 CoEs
	Procurement of tool for Psychological Risk Assessment	Clinical determination of risk of offenders, development and implementation of appropriate needs-based programmes	Project suspended due to financial constraints	Procured tool, trained Psychologists
	Procurement of Youth Resilience Programmes in the Correctional facilities and at Community Corrections: HK18/2007	More effective resilience qualities in youth who are in conflict with the law	Service provider has been appointed. Training for Social Workers is continuing at a slow pace due to funding	Programme procured, trained officials
	Supply, delivery, installation, and commissioning and maintenance of television systems and monitors to all correctional centres within DCS: HK25/2005	Supply, delivery and installation (SCM), Maintenance (GITO), Development of content material of rehabilitation programmes for screening (Development and Care)	Televisions have been supplied and installed in various centres. The contract is being monitored to ensure compliance to the contract documentation. Reporting framework has been developed and approved for usage by the Regions.	Screening of rehabilitation programmes
	Social Reintegration	Research Outcomes and recommendations	A fieldwork has been completed and the outcome document submitted to the Project Sponsor for implementation	Field work completed

PORTFOLIO MANAGEMENT -	Crime Prevention Strategy			
PORTFOLIO OBJECTIVE	TO ENHANCE THE DEPARTMENT TO DELIVER ON ITS MANDATE			
PROGRAMME	PROJECT	OUTPUT	PROGRESS REPORT YEAR 1	MILESTONE FOR YEAR 1
Safe, secure and humane conditions of incarceration	Safety and Security enhancement	Security personnel establishment	Operational structure for security personnel revised and incorporated in aligned structure of DCS.	Migration of security personnel
		Security Risk Management Framework	Risk Management framework has been developed and approved, it forms part of the Corporate Risk Management framework	Security risk management framework
	Anti Gang strategy	Strategy	The Gang Management strategy has been developed and approved as a working document	Strategy
	Security system integrations	Integrated security technology framework	Integrated security technology framework has been developed and submitted for approval	1. Integrated security technology framework 2. Facility security optimisation framework



## Part 3: Audit Committee Report

Audit committee report for the year ended 31 March 2010

### 3.1 Report of the Audit Committee

We are pleased to present our report for the financial year ended 31 March 2010

#### Audit Committee Members and Attendance:

The Audit Committee consists of the members listed hereunder and should meet at least four times annually, as per the approved terms of reference. During the current year five meetings were held.

Member	Meetings attended				
	27 May 2009	27 July 2009	28 Sept 2009	25 Nov 2009	30 Mar 2010
R N Theunissen (Acting Chairperson)	√	√	√	√	√
C Motau	√	√	√	√	√
K Buthelezi	A	√	A	√	√

Legend:  
A – Apology

#### Audit Committee responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38(1)(a) of the PFMA and Treasury Regulation 3.1.13

The Audit Committee further reports that it has adopted appropriate formal terms of reference as its charter, has regulated its affairs in compliance with its charter and has discharged all its responsibilities as contained therein.

#### The effectiveness of internal controls

In line with the PFMA and the King Code on Corporate Governance requirements, Internal Audit provides the Audit Committee and Management with assurance that the internal controls are appropriate and effective. This is achieved by means of the risk management process, as well as the identification of corrective actions and suggested enhancements to controls and processes. From the various reports of the Internal Auditors, the audit report on the Annual Financial Statements and the management report of the Auditor-General it was noted that certain matters were reported indicating deficiencies in the system of internal control and deviations there from. In certain instances the matters reported in prior years have not been fully and satisfactorily addressed.

#### The quality of in year management and quarterly reports submitted in terms of the PFMA and the Division of Revenue Act.

The Audit Committee is satisfied with the content and quality of quarterly reports prepared and issued by the acting Accounting Officer of the Department during the year under review.

#### Evaluation of the Annual Financial Statements

The Audit Committee has:

- Reviewed and discussed the audited annual financial statements to be included in the annual report with the Auditor-General and the Accounting Officer;
- Reviewed the Auditor-General's management report and management's responses thereto;
- Reviewed the Department's compliance with legal and regulatory provisions; and
- Reviewed significant adjustments resulting from the audit

The Audit Committee concurs and accepts the Auditor-General's conclusions on the annual financial statements and is of the opinion that the audited annual financial statements be accepted and read together with the report of the Auditor-General.

#### Internal Audit

The Audit Committee considers the internal audit function to be under-resourced and internal audit cannot operate optimally, given its current resources and budget, in order to address the risks pertinent to the Department in its audit.

#### Auditor-General South Africa

The Audit Committee has met with the Auditor-General South Africa to ensure that there are no unresolved issues

R N Theunissen – Acting Chairperson of the Audit Committee  
Date: 27 July 2010



## Part 4: Audited Financial Statements

### 4.1 Report by the Accounting Officer to the Executive Authority and Parliament of the Republic of South Africa.

#### 1. General review of the state of financial affairs

##### 1.1 Important policy decisions and strategic issues facing the department

As indicated above there has been significant, albeit incomplete progress in policy development aligned to the White Paper on Corrections. In the reporting period, various significant policy decisions were taken. Firstly, Cabinet took a decision to establish a dedicated Remand Detention Management capacity within DCS – this entailed significant and ongoing policy development. Secondly, the Minister indicated her intention to review the policy on outsourcing the core business of the Department in PPP facilities. Thirdly the department faced some criticism over its parole policy and particularly medical parole and this work has been taken forward in relation to the Incarceration framework and a discussion document on medical parole. Fourthly, the allocation and management of official housing and rental of accommodation was subjected to a policy development process.

While the department had identified a number of strategic focus areas as outlined above on pp 24 to 27, there were particular strategic issues that came to the fore in the 2009/10 financial year:

- the implementation of the 7 day establishment and management of shift systems;
- the implementation of the OSD and the migration of staff to centre-based posts;
- the work towards the establishment of the remand detention branch in DCS, which has been taken forward with appropriate interaction with National Treasury as required by the PFMA;
- the management of the inmate population in compliance with the regulatory framework and overcrowding; and
- the finalisation of the New Kimberly correctional centre and upgrade projects.

The financial constraints that emerged during the financial year that are explained in detail on pp 20-22 resulted in adjustments of plans and reprioritising. This had in turn impacted on achievements of some performance targets.

##### 1.2 Comment on significant events that have taken place during the year

The financial year 2009/10 was filled with various events that provided opportunities and challenges.

- The financial year started at the time when South Africans went to the polls to vote for the new administration. The new administration took office in May and presented the Medium Term Strategic Framework which was incorporated into the Strategic Plan and provided direction over the MTSF. The latter document identified ten priorities that included the intensification of the fight against crime and corruption, growing and transforming the economy to create decent work and sustainable livelihoods and building a developmental state.
- The publication of the paper by the Presidency on managing performance of government is a critical milestone that will lead to improved reporting, service delivery and monitoring and evaluation. The department has made notable progress towards improving monitoring, evaluation and reporting.
- The Department has been a key role player in the JCPS Cluster work on the Outcome 3: "People in South Africa are and feel safe" and the development of the outputs to achieve this outcome. At all times, DCS assured that there was alignment between the Outputs and the Strategic Plan of the department. The coherence of the JCPS Cluster has significantly improved in this FY and it is expected that improved integration of processes and delivery will be seen in the coming years
- In 2009/10 as indicated above on pp 22 the department experienced a high level of instability in senior management as part of the ongoing process of enhancing compliance and the anti-corruption strategy in DCS.
- During the reporting financial year, the department appointed the Regional Commissioner for KwaZulu-Natal to fill the vacancy that has been open for over a year. This will bring some level of stability at management level within the region.
- The department received the final report on Special Investigation Unit (SIU) on corruption in major tenders in 2004/5 in Correctional Services. In this respect a complaint was laid by the Department with the South African Police Services and is currently being investigated.
- The department implemented the much awaited Seven-Day establishment resulting in the remarkable reduction in the spending for overtime. The Department spent R1.2 billion on overtime in the 2008/9 financial year, including payments for Sundays and Public Holidays. From July 2009 (with the implementation of the 7 day establishment) to March 2010 the expenditure has decreased to R243,9 million. See table below. Comment on major projects undertaken or completed during the year

The Kimberley Correctional Centre was completed during 2009/10 and handed over to the department. The migration of offenders has started but will be implemented over several months.

Schedule for intake of offenders up to June 2010		
Month 2010	Transferred From	Total
January	FS/NC: 199 LMN: 39	238
February	FS/NC: 146 LMN: 50	196
March	FS/NC: 400 LMN: 150	550
April	LMN: 250 Gauteng: 50 W Cape: 200	500
May	LMN: 150 Gauteng: 150 KZN: 150 E Cape: 200	650

Month 2010	Transferred From	Total
June	LMN:100 Gauteng: 346 KZN: 200 W Cape: 100	746
<b>TOTAL</b>		<b>2880</b>

### 1.3 Spending trends

#### Reasons for under spending

The department spending decreased from 103,9 per cent (R12,8 billion against an allocated budget of R12,3 billion) in the 2008/09 financial year to 98,9 per cent (R13,7 billion against an allocated budget of 13, 8 billion) in the 2009/10 financial year. The under spending was mainly due to savings under Compensation of Employees as a result of lower than anticipated expenditure on medical benefits of members with the conversion to GEMS, funds allocated to finance posts for the New Kimberley Correctional Centre not being spent due to appointments not materialising before financial year end, vacancies resulting from natural attrition and result of the non-finalisation of the payment for the occupation specific dispensations related to Pharmacists, Medical Practitioners and Psychologists and educators.

Savings were also incurred under Buildings and other fixed structures as a result of the lower than anticipated expenditure arising from the late billing from the Department of Public Works as well as the non-finalisation of the new Public Private Partnership (PPP) correctional centre bid process. An amount of R22, 590 million has been requested for roll-over for the new PPP centres bid process.

### 1.4 Virements

#### 1.4.1 Programme Administration

The net increase of R40,778 million under Programme Administration was mostly due to shifting of funds from other programmes to fund the shortfalls under Goods and services which were mainly related to expenditure on store items for inmates.

#### 1.4.2 Programme Security

The net decrease of R60,140 million under Security was mainly due to funds shifted from this programme arising from savings under Compensation of Employees as a result of lower than anticipated expenditure on medical benefits of members with the conversion to GEMS, non-spending of funds allocated to finance posts for the New Kimberley Correctional Centre and vacancies resulting from natural attrition.

#### 1.4.3 Programme Corrections

The net increase of R9,979 million under Corrections was mostly due to shifting of funds from other programmes to fund the shortfalls under Compensation of Employees arising from the once-off back pay for the implementation of the occupation specific dispensation for correctional officials.

#### 1.4.4 Programme Care

The net decrease of R25,399 million under Care was mainly due to funds shifted from this

programme arising from savings under Goods and Services as a result of the non-clearing of internal charges in line with the request and consumption of stores items issued.

#### 1.4.5 Programme Development

The net increase of R18,061 million under Development was mostly due to shifting of funds from other programmes to fund the shortfalls under Goods and services on Agriculture and Animal Production.

#### 1.4.6 Programme Social Reintegration

The net decrease of R4,831 million under Social Reintegration was mainly due to funds shifted from this programme arising from savings under Goods and services as a result of lower than anticipated payments made for GG transport under correctional supervision as well as under Transfers to households resulting from the lower than anticipated payment of indigent gratuity to inmates on release.

#### 1.4.7 Programme Facilities

The net increase of R21,552 million under Facilities was mostly due to shifting of funds from other programmes to fund the higher than anticipated indexed fee which is linked to the consumer price index for the Public Private Partnership Centres under Goods and Services.

#### Virement approval

The virements were approved by the Accounting Officer of the Department in line with section 43 of the Public Finance Management Act 1 of 1999 as amended by Act 29 of 1999 (PFMA).

### 1.5 Fruitless and wasteful expenditure

The Department incurred fruitless and wasteful expenditure to the total value of R86 619.45. The cases are pending investigation.

## 2. Services rendered by the department

The aim of the Department of Correctional Services, as defined in the Correctional Services Act, section 2, is to contribute towards maintaining and protecting a just, peaceful and safe society, by enforcing court-imposed sentences in the manner prescribed by the Correctional Services Act, detaining inmates in safe custody and promoting social responsibility and the human development of all offenders and persons subjected to community corrections.

To this end, as reflected above in the purpose of the budget programmes, the Department renders the following services:

- Provide safe and healthy environment for inmates, in conditions consistent with human dignity, and thereby provide security for personnel, service providers and the public.
- Provide needs-based correctional sentence plans for all offenders who are sentenced to community correctional supervision, incarcerated in correctional centre and on parole, based on their individual assessed security risk and criminal profile, focusing on their specific offence, and targeting all elements associated with the offending behaviour.



- Maintain the well-being of inmates by providing for physical fitness, nutrition, and social links with family and society, spiritual and moral well being, psychological well-being and health care, based on their needs.
- Provide opportunities for social development and the development of social conscience including vocational and technical training, recreation, sport and education opportunities, in order to promote the development of personal and social competencies that will enable incarcerated offenders to reintegrate into communities as productive citizens.
- Provide services to offenders to facilitate their effective reintegration into their communities and to promote general social acceptance of offenders.
- Provide, maintain and upgrade the physical infrastructure required for those legally entrusted to the department's care, as well as office accommodation required by personnel and ensuring that facilities are available to meet the Department's rehabilitation responsibilities and objectives.

**Service Delivery Diagrams**

**Service delivery Range - Correctional services**



**Service delivery Range - Remand Detention**

**3. Tariff policy**

All the tariffs are calculated according to the applicable inflation rate for the reporting period, and in each case, different role players are consulted in this regard to give their inputs. In the event of necessary changes in the tariff structure, this information is consolidated and submitted to National Treasury for approval, after which the approved tariffs are implemented. The only changes were due to inflation adjustment and were accordingly revised and approved by the Accounting Officer.

**4. Free Services**

The total expenditure incurred for free services amounting to R43,888 million (R43,622 million). This consists of compensation of employees of R42,963 million (R42,235 million) for 243 (290) officials working directly with Clubs and Messes and R924,229 (R822,403) for 3 (3) officials in the Head Office Biokinetics Centre.

**5. Inventories**

Inventories on hand at financial year end 31 March 2010. (Average prices are used to calculate totals)

CATEGORIES	R '000
Agriculture	17,919
Special clothing and uniform	248,121
Food and food supplies	45,359
Other consumables	14,458
Fuel oil and gas	1,648
Domestic consumables	50,120
Parts and other maintenance material	16,511
Sport and recreation	897
Stationary and printing	39,092
Medical supplies	86
Weapons and armaments	7,562
Other inventory	372,972
<b>TOTAL</b>	<b>814,745</b>

**6. Capacity constraints**

The implementation of the 7 day establishment with a 2x12 shift system reflected staffing shortages at centre level, with negative consequences for the structured day and for security. This has been addressed through enabling Area Commissioners to adopt what they consider to be an appropriate shift system for their centres and staffing levels and the migration of officials who have opted for centre-based responsibilities to the centres. The complete release of some of these centre-based officials to work in the centres has been prevented by DCS not having had the budget to fill supply chain management and finance, administration and HR posts with Public Service Act appointments in 2009/10.

Overcrowding will for a foreseeable future remain one of the key and constant constraints. To deal with overcrowding, the department has prioritised the establishment of the Re-

mand Detention Management Branch. In addition, strategies were identified and these are population management, upgrading of facilities and improving the parole system. Over and above this, the department has initiated an audit of small centres with a view to rationalising centres to optimise the functioning of these centres. Overcrowding has a notable impact on delivery of programmes and services. For example, it impacts on the ratio between officials and inmates, particularly in centres where there are remand detainees. This affects lock-up times and time allocated for programmes and services.

## 7. Utilisation of donor funds

Funds allocated to the Department from the USA PEPFAR Programme is as follows:

	R'000
Balance carried forward from 2008/09 financial year	1,604
Expenditure for 2009/10 financial year	(1,097)
<b>Balance carried forward</b>	<b>507</b>

These funds were used on the following activities:

- Five Regional Consultation Forums with external and internal service providers to enhance service delivery with regard to HIV/AIDS
- World Aids Day celebrations
- Voluntary counselling and testing
- Training of offenders as Master peer Educators in HIV and AIDS

## 8. Trading entities and public entities

There are no trading entities and public entities related to DCS

## 9. Organisations to whom transfer payments have been made

In accordance with the Skills Development Act, 97 of 1998, R0 (R3,947 million) was transferred to SASSETTA during the year under review.

## 10. Public private partnerships (PPP) (Facilities)

Bid Submissions on PPP Correctional Centres for Paarl, East London, Nigel and Klerksdorp were received on 29 May 2010. The Minister then did a policy review on PPPs and put the PPP Procurement process on hold for nine months. The process was resumed in March 2010 and a Bid Specification Amendment process commenced to facilitate the policy review. No new PPP contracts were entered into during the financial year. The PPP process for Port Shepstone was put on hold due to site issues.

The Department has established the PPP Management Committee to ensure that there is a common approach to manage the contracts and to manage performance information of the PPPs in a coordinated manner. This structure will also enable improved stakeholder management between DCS and the contractors. The contractor, Bloemfontein Correctional Contracts, is currently operating Mangaung Correctional Centre in the Free State province and the contractor, South African Custodial Services, is currently operating Kutama-Sinthumule Correctional Centre in Limpopo.

The Department paid, on a monthly basis a daily contract fee per available inmate place

to the private companies to operate the two correctional centres. For the financial year 2009/10, total cost incurred by the Department amounted to R728,610 million as compared to R674,219 million for the 2008/09 financial year.

## 11. Corporate governance arrangements

### Risk management approach

The department has a fully established Risk Management Committee comprising of all Deputy Commissioners based at the National Head Office as well as the Deputy Regional Commissioners. The Deputy Commissioners based at National Head Office serve as National Risk Managers. The Chief Deputy Commissioners serve as risk owners for the risks pertaining to their budget programme(s). The Regional Commissioner's and the Deputy Regional Commissioners have the key responsibilities in relation to risk mitigation. The Risk Management Committee is chaired by the Chief Deputy Commissioner: Operations and Management Support.

The Department as an approved risk management policy developed in line with the Public Sector Risk Management Framework. The policy paved way for the development of risk management procedures which enables an environment for improved risk management within DCS. The policy ensures that risk management is embedded at all levels within DCS.

The focus of risk management in the DCS is on identifying, assessing, managing and monitoring all known forms of risks across the department. A risk assessment is conducted annually in September and a risk management strategy which includes a fraud prevention plan is documented and used. This process is guided by the provisions as set out in the National Treasury guidelines. The Risk Assessment held in September 2008 resulted in 14 risks being rated 50 percent and more. The RMC concentrated on these risks during the 2009-10 FY, with the management of the risks rated below 50% lying with the National Office Branches and Chief Directorates.

The following milestones have been established and or achieved during the financial year.

- Alignment of risk management activities to the Public Sector Risk Management Framework
- Continued implementation of the risk management policy, procedures and processes
- The risk management framework was continuously revised during the reporting period and supported with a number of reporting templates to ease use and reduce uncertainties and complexities.
- Internal Audit has assisted in training of some of the regional managers on risk assessment, which will add value going forward to the identification of risk within the Management Areas.

During the quarterly in-depth discussions the RMC concluded that due to the moratorium on the filling of vacancies as well as the budgetary constraints faced by DCS, there was an inability to mitigate Risk number 2- Unacceptable turnaround time from advert to appointment and excessive vacancies and Risk number 5- State of readiness for 7 day establishment. The impact of the OSD costs on DCS also exasperated and inhibited the mitigation on cross cutting risks that required human resources intervention. The migration of officials from non-centre based to centre based posts, and vice versa, also impacted on the mitigation of some of the risks that were monitored by the RMC.

The Risk Assessment done in September 2009 has recognised that the impact of the

external and internal environments on DCS in 2009/10 has exacerbated the risk situation, and there were 22 risks rated above the 50% risk rating level. These risks in priority order are:

1. Risk of Litigation
2. Inadequate Fraud Prevention
3. Unacceptable turnaround time for filling of vacancies; Excessive vacancies, including inadequate resourcing in relation to scarce skills and critical skills.
4. Overcrowding
5. Inconsistency in funding levels of posts; inconsistency in post establishment and structure
6. Non-compliance with security requirements & inadequate provision of security & safety minimum standards
7. Impact of HIV & AIDS & related risks for offenders and for members
8. Inadequate Asset/Fleet Management
9. Impact of implementation of OSDs
10. Inadequate management of Service Terminations, of Debt Management, & of Loss Control
11. Incomplete and inconsistent implementation of 2x12 shift system
12. Non-adherence to OHS Act
13. Lack of comprehensive & accurate data
14. Inadequate functioning of Case Management Committees
15. Inadequate functioning of parole boards
16. Ineffective implementation of investigation findings/outcomes
17. Inadequate contract management
18. Inadequate management of stores
19. Lack of effective monitoring, evaluation and reporting system
20. Non-compliance with directives, policy and procedures in HRM
21. Poor quality of investigations
22. The impact of Inadequate integrated resource planning on service delivery

Risk 11 has been mitigated by the decision to allow Area Commissioners to adapt the shift system to their specific environment, and so monitoring of this risk will ascertain to what extent to which the adjusted shift systems enable delivery on the strategies related to the Offender rehabilitation Path, the 3 meals a day, the structured day and enhanced security.

The Financial Year tested the DCS risk management system's ability to deal with the complex inter-dependency between various risks in DCS, and in particular with the reality that financial and HR risk underlies and exacerbates risk in a number of Departmental service delivery areas.

#### **Fraud prevention policies:**

The department has a fraud prevention plan, rates the risk of fraud as part of the annual risk assessment process annually, has a Fraud Prevention Committee and has a zero tolerance approach to any fraudulent activities. As such fraud that is reported or detected is investigated, is subjected to disciplinary and where appropriate criminal processes, and sanctions are meted out as appropriate.

#### **Effectiveness of internal audit and Audit Committee**

The Department has an internal audit unit reporting to the National Commissioner which functions under the control and direction of the audit committee. The internal audit directorate currently functions on a co-sourced basis until October 2010. The approved establishment consists of 28 posts for the in-house staff which includes two support posts. The

function is currently centralized at head office level and auditors have to travel to regions to perform audits. This results in auditors spending valuable audit time for travelling purposes. The Department is currently reviewing the structure to cater for regional representation. Towards the end of the financial year, only 10 of the 28 posts were filled.

During the year under review internal audit functioned according to an approved charter. Notwithstanding the vacancies, Internal Audit managed to perform the audits as were approved on the Annual Internal Audit Plan for the period ending 31 March 2010. No less than 34 Internal Audit Reports with recommendations were issued during the 2009/10 financial year. Various audits, including follow up reviews and ad hoc requests from Management were conducted at Head Office, Regional Offices as well as at Correctional Centre Level. The Department's Audit Committee functions according to an approved charter. Audit Committee meetings were held during the 2009/10 financial year and internal audit tabled reports at these meetings. The Internal Audit coverage plan for 2010/11 was endorsed by the Audit Committee.

Limited resources, including financial resources impacted on the internal audit activity's ability to function optimally. The internal audit staff is members of the Institute for Internal Auditors.

#### **Inspections and Compliance Improvement Plan**

The Inspectorate as one of the quality assurance components conducts inspections in order to assess the level of compliance within the Department, particularly over the past 3 years with regard to the monitoring of progress in respect of the Compliance Improvement Plan. The Compliance Improvement Plan is the Department's compliance management strategy aimed at improving the level of compliance on non-compliance matters that have been recurring in the Audit Reports. During the financial year under review there has been a general improvement in five Regions whilst the performance of the KwaZulu-Natal Region had a slight decline. All Regional Commissioners have been directed to ensure a consistent and sustainable compliance improvement through the development, implementation and close monitoring of the implementation of corrective measures.

While recognising the reason for the focus of the Inspectorate on the Compliance Improvement Plan since 2005/6, the Audit Committee has advised the Department that the resources of the Inspectorate should increasingly be shifted back to focus on the core business of the department going forward, while the Internal Audit capacity should focus on the elements covered by the Compliance Improvement Plan.

Since the inception of the Compliance Improvement Plan in 2005/06 there has been a progressive improvement in the management of compliance across the country although some centres have been found to be experiencing some challenges in either sustaining or effecting further improvement on their level of compliance.

The Department has complied with the requirements of the KING III report regarding the responsibilities of Accounting Officers and has functioned according to sections 38, 39 and 40 of the Public Finance Management Act (PFMA).

#### **12. Discontinued activities/activities to be discontinued**

Monitoring and Evaluation visits to regions conducted by branches from National Office. During the 2nd Quarter of the Financial Year, and as a result of belt tightening measures the Department's management, discontinued monitoring visits to regions by National Office managers. This did not prevent ongoing monitoring and evaluation as there are monitoring tools in place within the Department.

### 13. New/proposed activities

There are no proposed new activities

### 14. Asset management

- The Department has an asset register for tangible, intangible, biological and cultivated assets that complies with the minimum requirements set out in the Asset Management Framework of National Treasury
- Physical asset verification for the financial year 2009/10 was conducted and the asset register updated
- The Department complied with the Asset Management Reform
- The Department experienced problems regarding misallocations of asset categories, but the challenge is being addressed through training

### 15. Events after the reporting date

The department appointed a new National Commissioner and the Chief Financial Officer. This will bring much needed stability at management level.

### 16. Performance information

As reflected on pp 104 the department has a multi-year Monitoring, Evaluation and Reporting Project, now in its 3rd year. The project is divided into various work streams. One of the work streams deals with the development of and validation of performance indicators. In 2009/10 the department finalised the indicator development process and identified 44 indicators that have been reflected in the Strategic Plan annually. During the same period, the process of validating the indicators was started and the process has revealed the following in relation to recording, reporting and measuring performance information that will form the focus of the work of this project in 2010/11:

- Not all regions report on all indicators (report averages)
- Directorates report averages as exact figures
- Timeframes for data availability are inconsistent
- Data identification not always possible
- Certain data is limited to only certain centres
- Unique Offender Identification on some elements not yet possible
- Data not available
- Hand systems totals different from MIS totals
- Data Not available for the full financial year

However, the department has put in place various measures to report and record performance information. The policy on Monitoring, Evaluation and Reporting has been developed and spells out responsibilities for performance information. Various other circulars including the reporting circular and the service delivery reporting circular, outline the process of reporting, the time-frames and the responsibilities as well. While the MER system is being finalised the department has established the virtual Management Information Centre (MIC) and branches were instructed to place their data systems or sheets on the MIC portal for the purposes of co-ordinating data and easy access.

### 17. SCOPA resolutions and prior modifications to audit reports

Include a table on the SCOPA resolutions. The table should conform to the following format:

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
<b>Qualified opinion</b>		
Movable tangible capital assets	<b>2005/2006 Audit finding</b> <ul style="list-style-type: none"> <li>• Three (3) different computer programs were used for the management of inventory and fixed assets namely the Provisioning Administration System (PAS), Web Asset Tool (WAT) and the BAS. No reconciliations were performed between three systems.</li> <li>• At year end a large number of assets purchased and captured on BAS had not been captured on the WAT.</li> <li>• No fixed asset register was maintained for intangible assets.</li> <li>• Not all assets had been bar-coded and recorded in the fixed asset register.</li> </ul>	<b>Actions taken by department (what was done)</b> <p>The Department developed an action plan that included amongst others:</p> <ul style="list-style-type: none"> <li>• Migrating to a single logistical system</li> <li>• Training of logistical staff on asset management</li> <li>• Maintaining of a register for intangible assets</li> <li>• Asset verification through which assets, not captured on the system, will be identified, bar-coded and captured</li> </ul> <b>Achievements</b> <ul style="list-style-type: none"> <li>• National Treasury approved that the Department migrate to LOGIS despite the moratorium placed on migration to new systems</li> <li>• Training was provided to logistical officials</li> <li>• Asset verification was conducted</li> <li>• A register of intangible assets was established. Internally developed systems were serialized and captured on the asset register of WAT.</li> </ul> <b>What was not achieved by the department</b> <ul style="list-style-type: none"> <li>• Not all stores finalised their asset verification on time</li> <li>• There were a number of misallocation of assets</li> <li>• Not all assets were captured with fair values</li> </ul> <b>Measures instituted to address what was not achieved</b> <p>All actions which were not achieved were carried over to the following year's action plan</p>
Movable tangible capital assets	<b>2006/2007 Audit finding</b> <ul style="list-style-type: none"> <li>• No reconciliation was performed between the three different computer systems used by the department.</li> </ul>	<b>Actions taken by department (what was done)</b> <p>An action plan was developed to address the findings of AGSA which included amongst other the following:</p> <ul style="list-style-type: none"> <li>• Reconciliation between the three existing logistical systems</li> <li>• Asset verification</li> </ul>

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
<b>Qualified opinion</b>		
	<p>The undertaking by management to perform manual reconciliation between BAS/WAT and PAS did not materialize.</p> <ul style="list-style-type: none"> <li>WAT was not with all additions</li> <li>In certain instances assets were captured at incorrect amounts on WAT.</li> <li>Disposal of R2, 3 million per note 29.2 to the financial statement were disclosed at book values and not at cost price as prescribed by National Treasury.</li> <li>Not all assets selected from the fixed asset register could be traced to their physical location and not all assets were bar-coded.</li> </ul>	<ul style="list-style-type: none"> <li>Migration to the new logistical system</li> <li>Allocation of fair values to R1 items</li> <li>Disclosing of disposals at cost</li> </ul> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>Guidelines for reconciliations between the three existing logistical systems were developed and logistical officials received training</li> <li>Asset verification for LOGIS implementation was conducted</li> <li>By the end of the financial year 3 out of 142 stores had implemented LOGIS</li> <li>A database of asset fair values was developed and placed on the Intranet. All stores embarked on a project to allocate fair values to assets captured at R1</li> <li>At the end of the financial year (2007/08) disposals were disclosed in the financials at cost</li> <li>Intangible asset were captured on the asset register</li> </ul> <p><b>What was not achieved by the department</b></p> <ul style="list-style-type: none"> <li>Not all stores performed asset reconciliations and some of those who did perform reconciliations, were incorrect</li> <li>Some of the assets, especially those from big tenders arranged at Head Office, which were delivered at various centres, were not captured at the relevant centres</li> <li>Not all centres had migrated to LOGIS as planned</li> <li>Not all centres allocated fair values to R1 assets</li> </ul>
		<p><b>Measures instituted to address what was not achieved</b></p> <p>Those tasks which were not fully achieved, were included in the next financial year's action plan</p>
Movable tangible capital assets	<p><b>2007/2008 Audit finding</b></p> <ul style="list-style-type: none"> <li>Included in note 29.1 are additions to machinery and equipment to the value of R87 million whereas the</li> </ul>	<p><b>Actions taken by department (what was done)</b></p> <p>An action plan was developed to address the findings of AGSA which included amongst other the following:</p> <ul style="list-style-type: none"> <li>Reconciliation between LOGIS, BAS and asset balancing on LOGIS</li> </ul>

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
<b>Qualified opinion</b>		
	<p>fixed asset register amount for additions is R 55 million. No reconciliation was provided for the difference of R32 million.</p> <ul style="list-style-type: none"> <li>A difference of R108 million exists between the amounts as reflected in the closing balance of the tangible capital assets note 29 to the financial statements and the fixed asset register. The difference can be attributed to the following:</li> <li>The fixed asset register included depreciation while the amount in note 29 to the financial statements excludes depreciation.</li> </ul>	<ul style="list-style-type: none"> <li>Asset verification</li> <li>Allocation of fair values to assets captured at R1</li> <li>Disclosing of disposals at cost</li> </ul> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>Monthly reconciliations between LOGIS, BAS and asset balancing on LOGIS.</li> <li>Asset verification for the financial year was conducted</li> <li>The Department also continued to allocate fair values to assets captured at R1</li> <li>Disposals were disclosed at cost on the financials</li> <li>The following accounting stores implemented LOGIS: <ul style="list-style-type: none"> <li>Uppington – 13 February 2008</li> <li>Springbok – 13 February 2008</li> <li>Kuruman – 18 February 2008</li> </ul> </li> </ul> <p><b>What was not achieved by the department</b></p> <ul style="list-style-type: none"> <li>48 sites did not migrate to LOGIS before 31 March 2008 as planned</li> <li>Not all stores performed monthly reconciliations as prescribed</li> </ul> <p><b>Measures instituted to address what was not achieved</b></p> <p>Those tasks which were not fully achieved, were included in the next financial year's action plan</p>
Movable tangible capital assets	<p><b>2008/2009 (SCOPA resolutions not yet received)</b></p> <p><b>Audit finding</b></p> <ul style="list-style-type: none"> <li>Unable to obtain sufficient appropriate audit evidence concerning occurrence, completeness and accuracy of amounts disclosed in note 30.1 to the financial statements relating to the current year's adjustments</li> </ul>	<p><b>Actions taken by department (what was done)</b></p> <p>An action plan was developed to address the findings of AGSA which included amongst other the following:</p> <ul style="list-style-type: none"> <li>Reconciliation between LOGIS, BAS and asset balancing on LOGIS</li> <li>Asset verification</li> <li>All regions submitting to Head Office all documents supporting transactions on the asset register</li> </ul> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>Monthly reconciliation was improved through the submission of supporting documents to Head Office</li> </ul>



Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
<b>Qualified opinion</b>		
	<p>to the opening balances of the tangible capital assets to the value of R264 million .</p> <ul style="list-style-type: none"> <li>Included in note 30.2 to the financial statements are additions to capital assets to the value of R92 million whereas the amounts for additions to capital assets as per asset register is R 436 million. No reconciliations was provided for the difference of R344 million.</li> <li>Unable to confirm the existence and valuation of assets of approximately R236 million in the closing balance in disclosure note 30.1 to the financial statements and furthermore unable to confirm if assets were included in the closing balance in disclosure note 30.1 to the financial statements. The department implemented a new asset register system in the financial year and did not implement adequate controls to ensure that the asset register was updated with the actual assets physically on hand.</li> </ul>	<ul style="list-style-type: none"> <li>Asset verification was conducted and the asset register updated accordingly</li> </ul> <p><b>What was not achieved by the department</b></p> <ul style="list-style-type: none"> <li>Supporting documentation were not always submitted on time</li> <li>Discrepancies identified through monthly reconciliations were not always corrected timeously</li> </ul> <p><b>Measures instituted to address what was not achieved</b></p> <ul style="list-style-type: none"> <li>Training was conducted on reconciliations and performance on mid-term and year-end closure</li> </ul>

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
<b>Qualified opinion</b>		
	<p>Was unable to perform alternative procedures to verify the existence, completeness and valuation of these assets.</p> <ul style="list-style-type: none"> <li>Was unable to confirm if assets recorded in the assets register with an approximate value of R38 million were recorded at the correct amount due to a lack of supporting evidence.</li> </ul>	
<b>Emphasis of matter – Unauthorised expenditure</b>	<p>2008/09 – 2009/10 financial year</p> <ul style="list-style-type: none"> <li>Unauthorised expenditure to the amount of R483 million was incurred by the Department in 2008/09 financial year</li> </ul>	<p><b>Actions taken by department (what was done)</b></p> <p>An action plan was developed to address the findings of AGSA:</p> <p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>Monthly unauthorised expenditure return was implemented for submission with the monthly IYM</li> <li>Cost containment measures introduced in 2008/09 were further tightened and new ones were introduced in 2009/10</li> <li>The monthly financial meeting agenda was enhanced to incorporate unauthorised, irregular, fruitless and wasteful expenditures to be discussed and corrective measures taken at all management levels</li> <li>The voted funds for 2009/10 were 98,9% spent</li> </ul>
<b>Matters of non-compliance with applicable legislation</b>		
Public Service Regulations	<p>2008/09 – 2009/10 financial year</p>	<p>The National Strategic Human Resource Plan of 2009/10 financial year was approved by the Acting National Commissioner on the 25/02/10</p>

Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
<b>Qualified opinion</b>		
The Human Resource (HR) plan has not been updated with the projected information for the 2006-07 financial year, resulting in the department not complying with chapter 1, part 3, paragraph D1(c), of the Public Service Regulations (PSR).		
<b>Correctional Services Act</b>		
Correctional centres remain overcrowded, resulting in the department not complying with section 7 of Correctional Services Act, 1998 (Act which requires that prisoners be detained under conditions of human dignity).		The level of overcrowding was successfully decreased from a daily average of 42.03% during the 1st Quarter 2009/10 to 40.98% during the 3rd Quarter 2009/10 (more recent information is currently not available) by utilizing the various provisions of the Criminal Procedure Act, 1977 (Act No 51 of 1977) to divert ATD's from correctional centres and to place sentenced offenders under correctional supervision.

#### 18. Exemptions and deviations received from the National Treasury

No exemption from the PFMA or Treasury Regulations or deviations from the financial reporting requirements were received for the current and/or prior financial year.

#### 19. Other

Please refer to the overview of 2009/10 Annual Report on financial state of affairs. No expenditure relating to the 2010 FIFA World Cup was incurred by the Department

#### 20. Approval

The Annual Financial Statements set out on pages 135 to 193 have been approved by the Accounting Officer.



National Commissioner of Correctional Services  
Mr T.S. Moyane  
Date: 31 May 2010

## 4.2 Report of the Auditor-General to Parliament on the financial statements of vote no. 18: Department of Correctional Services for the year ended 31 March 2010

### Report on the Financial Statements

#### Introduction

1. I have audited the accompanying financial statements of the Department of Correctional Services which comprise the appropriation statement, the statement of financial position as at 31 March 2010, and the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory information, as set out on pages 135 to 192.

#### Accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the modified cash basis of accounting determined by National Treasury as set out in accounting policy note 1.1 to the financial statements and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), and the Correctional Services Act, 1998 (Act No. 111 of 1998). This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error; selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

#### Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa and section 4 of the Public Audit Act, 2004 of South Africa, my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with International Standards on Auditing and *General Notice 1570 of 2009* issued in *Government Gazette 32758 of 27 November 2009*. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

**Basis for qualified opinion:****Major movable tangible assets**

7. Included in the opening balance for major movable tangible assets, as disclosed in disclosure note 31.1 to the financial statements, are adjustments of R129 million (2009: R264 million) that were effected to the opening balance of last year for which management was unable to provide us with supporting documents to support these adjustments. As a result of this I was unable to verify the occurrence, accuracy and completeness of these adjustments. The entity's records did not permit the application of alternative procedures to verify these amounts.
8. I was unable to verify the existence of major movable tangible assets with an approximate value of R63 million (2009: R236 million) as disclosed in disclosure note 31.1 to the financial statements as these assets could not be physically identified. Furthermore, I was unable to verify the completeness of major movable tangible capital assets disclosed in disclosure note 31.1 to the financial statements as I could not trace some of these assets to the asset register. Management had failed to implement adequate controls to ensure that the assets as per the asset register and financial statements agree with the physical assets on hand. The entity's records did not permit the application of alternative audit procedures to verify the existence and completeness of these assets.
9. The financial reporting framework for departments requires a department to value its assets at cost, fair value or R1. The department's major movable tangible assets as disclosed in disclosure note 31.1 to the financial statements did not always reflect the cost or fair value of the assets and consequently its assets were overvalued by approximately R57 million (2009: R236 million). This resulted from inadequate controls over the review of information captured on the asset register.

**Minor movable tangible assets**

10. I could not satisfy myself as to the existence of minor tangible capital assets valued at approximately R31 million (2009: R38 million) as disclosed in disclosure note 31.5 to the financial statements as these assets could not be physically identified. Furthermore, I was unable to verify the completeness of minor tangible capital assets disclosed in disclosure note 31.5 to the financial statements as I was unable to trace some of the assets to the asset register. Management had failed to implement adequate controls to ensure that the assets as per the asset register and financial statements agree with the physical assets on hand. The entity's records did not permit the application of alternative audit procedures to verify the existence and completeness of these assets.

**Qualified opinion**

11. In my opinion, except for the possible effects of the matters described in the Basis for qualified opinion paragraphs these financial statements present fairly, in all material respects, the financial position of the Department of Correctional Services as at 31 March 2010 and its financial performance and its cash flows for the year then ended, in accordance with the modified cash basis of accounting determined by National Treasury, as described in accounting policy note 1.1 to the financial statements and in the manner required by the PFMA.

**Emphasis of matter**

I draw attention to the matters below. My opinion is not modified in respect of these matters:

**Basis of accounting**

12. The department's policy is to prepare financial statements on the modified cash basis of accounting determined by the National Treasury as set out in accounting policy note 1.1.

**Unauthorised expenditure**

13. As disclosed in note 10 to the financial statements, unauthorised expenditure to the amount of R483 million was incurred by the department during the 2008-09 financial year. At the date of this report, this expenditure was still awaiting authorisation by Parliament.

**Material losses**

14. As disclosed in note 7.1 to the financial statements the department has incurred material losses to the amount of R9 million. This was as a result of significant loss in state vehicles amounting to R5 million and from claims amounting to R3 million and from other sources amounting to R1 million.

**Additional matter**

I draw attention to the matter below. My opinion is not modified in respect of this matter:

**Unaudited supplementary schedule**

15. The supplementary annexure 6 set out on page 193 do not form part of the financial statements and is presented as additional information. I have not audited this schedule and accordingly I do not express an opinion thereon.

**REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS**

16. In terms of the PAA of South Africa and *General notice 1570 of 2009*, issued in *Government Gazette No. 32758 of 27 November 2009* I include below my findings on the report on predetermined objectives, compliance with the PFMA and financial management (internal control).

**Findings****Pre-determined objectives****Non-compliance with regulatory requirements****Lack of effective, efficient and transparent systems and internal controls regarding performance management**

17. The accounting officer did not ensure that the department has and maintains an effective, efficient and transparent system and internal controls regarding performance management, which describe and represent how the institution's processes of performance planning, monitoring, measurement, review and reporting will be conduct-

ed, organised and managed, as required in terms of section 38(1) (a) (i) and (b) of the PFMA.

#### **Inadequate quarterly reporting on performance information**

18. The quarterly reports of the department did not track progress against targets as per the approved strategic annual performance plan and therefore did not facilitate effective performance monitoring and evaluation, as required by Treasury Regulation 5.3.1.

#### **Presentation of reported performance information**

##### **Reasons for major variances between planned and actual reported targets were not explained adequately**

19. Adequate explanations for major variances between the planned and the actual reported targets for the corrections, security and facilities programmes were not reported as required in terms of the relevant reporting guidance. In total 68% of the reported targets with major variances had inadequate explanations for those variances.

#### **Inadequate presentation of reported information**

20. The reported performance information to be included in the annual report was not presented in a simple and accessible format, relevant and useful to the intended users, and in accordance with the relevant guidance applicable to reporting for the financial year-end.

#### **Inadequate content of strategic plan**

21. The strategic plan of the department did not include indicators (measures) that are linked to targets for all of the entity's programmes, as required by Treasury Regulation 5.2.3(d).

#### **Usefulness of reported performance information**

The following criteria were used to assess the usefulness of the planned and reported performance:

- Consistency: Has the department reported on its performance with regard to its objectives, indicators and targets in its approved strategic plan, i.e. are the objectives, indicators and targets consistent between planning and reporting documents?
- Relevance: Is there a clear and logical link between the objectives, outcomes, outputs, indicators and performance targets?
- Measurability: Are objectives made measurable by means of indicators and targets? Are indicators well defined and verifiable, and are targets specific, measurable, and time bound?

The following audit finding relate to the above criteria:

#### **Reported information not consistent with planned targets**

22. The department did not report throughout on its performance against predetermined targets which was consistent with the approved strategic plan. For the programmes facilities and corrections, in some instances reported actual performance did not relate to the target or was in a different format such that it was not possible to evaluate the department's level of achievement of its targets.

#### **Compliance with laws and regulations**

##### **Non-adherence to legislation**

##### **Public Finance Management Act No. 1 of 1999 and Treasury Regulations of 2005**

23. Contrary to the requirements of TR 8.2.3 and sections 38(1) (f) of the PFMA, payments due to creditors were not always settled within 30 days from the receipt of an invoice.

#### **INTERNAL CONTROL**

24. I considered internal control relevant to my audit of the financial statements and the report on predetermined objectives and compliance with the Public Finance Management Act, but not for the purposes of expressing an opinion on the effectiveness of internal control. The matters reported below are limited to the deficiencies related to the basis of qualifications identified during the audit.

##### **Leadership**

- An effective organisational structure that places people with appropriate accounting skills in asset management, especially at regional level, was not in place.
- Human resource policies did not facilitate adequate training and disciplining of personnel as far as asset management is concerned.
- Actions were not sufficiently taken to address risks relating to the achievement of complete and accurate financial and performance reporting.
- Control weaknesses were not always analysed, and appropriate follow-up actions were not always taken that address the root causes.

##### **Financial and performance management**

- Pertinent information was not always identified and captured in a form and time frame to support financial and performance reporting.
- Requested information was not always available and supplied within reasonable time period.

##### **Governance**

- The department did not identify all risks relating to the achievement of financial and performance reporting objectives.
- Internal controls were not carefully selected and adequately developed to prevent material misstatements in financial reporting and reporting on predetermined objectives.

#### **OTHER REPORTS**

##### **Investigations**

25. The Departmental Investigation Unit (DIU) has submitted its report on fraud cases investigated during the year under review. A total number of 309 fraud cases were received, 256 of which were finalised. Some of these cases related to amongst others fraud, corruption, theft and serious maladministration.

**Performance audits**

26. A performance audit on the use of consultants by the department was conducted during the year under review. At the date of this report, however, the audit had not been finalised.

*Auditor - general*

Pretoria  
31 July 2010



AUDITOR - GENERAL  
SOUTH AFRICA

*Auditing to build public confidence*

#### **4.3 DEPARTMENT OF CORRECTIONAL SERVICES VOTE 18 ACCOUNTING POLICIES for the year ended 31 March 2010**

The Financial Statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the Financial Statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the Act and the Division of Revenue Act, Act 2 of 2006.

##### **1. Presentation of the Financial Statements**

###### **1.1 Basis of preparation**

The Financial Statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The modified cash basis constitutes the cash basis of accounting supplemented with additional disclosure items. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid.

###### **1.2 Presentation currency**

All amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.

###### **1.3 Rounding**

Unless otherwise stated all financial figures have been rounded to the nearest one thousand Rand (R'000).

###### **1.4 Comparative figures**

Prior period comparative information has been presented in the current year's financial statements. Where necessary figures included in the prior period financial statements have been reclassified to ensure that the format in which the information is presented is consistent with the format of the current year's financial statements.

###### **1.5 Comparative figures - Appropriation Statement**

A comparison between actual amounts and final appropriation per major classification of expenditure is included in the Appropriation Statement.

##### **2. Revenue**

###### **2.1 Appropriated funds**

Appropriated funds comprises of departmental allocations as well as direct charges against revenue fund (i.e. statutory appropriation).

Appropriated funds are recognised in the financial records on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the financial records on the date the adjustments become effective.



The total appropriated funds received during the year are presented in the statement of financial performance.

Unexpended appropriated funds are surrendered to the National Revenue Fund. Any amounts owing to the National Revenue Fund at the end of the financial year are recognised as payable in the statement of financial position.

## **2.2 Departmental revenue**

All departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the National Revenue Fund, unless stated otherwise.

Any amount owing to the National Revenue Fund is recognised as a payable in the statement of financial position.

No accrual is made for the amount receivable from the last receipt date to the end of the reporting period. These amounts are however disclosed in the disclosure note to the annual financial statements.

## **2.3 Direct Exchequer receipts / payments**

All direct exchequer receipts are recognised in the statement of financial performance when the cash is received and subsequently paid into the National Revenue Fund, unless otherwise stated.

All direct exchequer payments are recognised in the statement of financial performance when final authorisation for payment is effected on the system (by no later than 31 March of each year).

Any amount owing to the National Revenue Funds at the end of the financial year is recognised as a payable in the statement of financial position.

## **2.4 Aid assistance**

Aid assistance is recognised as revenue when received

All in-kind aid assistance is disclosed at fair value on the date of receipt in the annexures to the Annual Financial Statements

The cash payments made during the year relating to aid assistance projects are recognised as expenditure in the statement of financial performance when final authorisation for payments is effected on the system (by no later than 31 March of each year)

The value of the assistance expensed prior to the receipt of funds is recognised as a receivable in the statement of financial position.

Inappropriately expensed amounts using aid assistance and any unutilised amounts are recognised as payables in the statement of financial position.

# **3. Expenditure**

## **3.1 Compensation of employees**

### **3.1.1 Short-term employee benefits**

The cost of short-term employee benefits are expensed in the statement of financial performance when financial authorisation for payment is effected on the system (by no later than 31 March each year)

Short-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements. These amounts must not be recognised in the statement of financial performance or position.

Employee cost are capitalised to the cost of a capital project when an employee spends more than 50% of his/her time in the project. These payments form part of expenditure for capital assets in the statement of financial performance.

### **3.1.2 Post retirement benefits**

Employer contributions (i.e. social contributions) are expensed in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March each year).

No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Funds and not in the financial statements of the employer department.

Social contribution (such as medical benefits) made by the department for certain of its ex-employees are classified as transfers to households in the statement of financial performance.

### **3.1.3 Termination benefits**

Termination benefits such as severance packages are recognised as an expense in the statement of financial performance as a transfer (to households) when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

### **3.1.4 Other long-term employee benefits**

Other long-term employee benefits (such as capped leave) are recognised as an expense in the statement of financial performance as a transfer (to households) when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

Long-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements.

## **3.2 Goods and services**

Payments made for goods and/or services are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

The expense is classified as capital if the goods and/or services were acquired for a capital project or if the total purchase price exceeds the capitalisation threshold (currently R5, 000). All other expenditures are classified as current.

### **3.3 Interest and rent on land**

Interest and rental payments are recognised as an expense in the statement of financial performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). This item excludes rental for the use of buildings or other fixed structures. If it is not possible to distinguish between payment for the use of land and the fixed structures on it, the whole amount should be recorded under goods and services.

### **3.4 Financial transactions in assets and liabilities**

Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending of appropriated funds. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts but an estimate is included in the disclosure notes to the financial statements amounts.

All other losses are recognised when authorisation has been granted for the recognition thereof.

### **3.5 Transfers and subsidies**

Transfers and subsidies are recognised as an expense when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

### **3.6 Unauthorised expenditure**

When confirmed unauthorised expenditure is recognised as an asset in the statement of financial position until such time as the expenditure is either approved by the relevant authority, recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

Unauthorised expenditure approved with funding is derecognised from the statement of financial position when the unauthorised expenditure is approved and the related funds are received.

Where the amount is approved without funding it is recognised as expenditure in the statement of financial performance on the date of approval.

### **3.7 Fruitless and wasteful expenditure**

Fruitless and wasteful expenditure is recognised as expenditure in the statement of financial performance according to the nature of the payment and not as a separate line item on the face of the statement. If the expenditure is recoverable it is treated as an asset until it is recovered from the responsible person or written off as irrecoverable in the statement of financial performance.

### **3.8 Irregular expenditure**

Irregular expenditure is recognised as expenditure in the statement of financial performance. If the expenditure is not condoned by the relevant authority it is treated as an asset until it is recovered or written off as irrecoverable.

## **4. Assets**

### **4.1 Cash and cash equivalents**

Cash and cash equivalents are carried in the statement of financial position at cost.

Bank overdrafts are shown separately on the face of the statement of financial position.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

### **4.2 Other financial assets**

Other financial assets are carried in the statement of financial position at cost.

### **4.3 Prepayments and advances**

Amounts prepaid or advanced are recognised in the statement of financial position when the payments are made and where the goods and services have not been received by year end.

Prepayments and advances outstanding at the end of the year are carried in the statement of financial position at cost.

### **4.4 Receivables**

Receivables included in the statement of financial position arise from cash payments made that are recoverable from another party or from the sale of goods/rendering of services.

Receivables outstanding at year-end are carried in the statement of financial position at cost plus any accrued interest. Amounts that are potentially irrecoverable are included in the disclosure notes.

### **4.5 Investments**

Capitalised investments are shown at cost in the statement of financial position.

Investments are tested for an impairment loss whenever events or changes in circumstances indicate that the investment may be impaired. Any impairment loss is included in the disclosure notes.

### **4.6 Loans**

Loans are recognised in the statement of financial position when the cash is paid to the beneficiary. Loans that are outstanding at year-end are carried in the statement of financial position at cost plus accrued interest.

Amounts that are potentially irrecoverable are included in the disclosure notes.

### **4.7 Inventory**

Inventories that qualify for recognition must be initially reflected at cost. Where inventories are acquired at no cost, or for nominal consideration, their cost shall be their fair value at the date of acquisition.

All inventory items at year-end are reflected using the weighted average cost or FIFO cost formula.

#### **4.8 Capital assets**

##### **4.8.1 Movable assets**

###### **Initial recognition**

A capital asset is recorded on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the movable capital asset is stated at fair value. Where fair value cannot be determined, the capital asset is included in the asset register at R1.

All assets acquired prior to 1 April 2002 are included in the register R1.

###### **Subsequent recognition**

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as "expenditure for capital asset" and is capitalised in the asset register of the department on completion of the project.

Repairs and maintenance is expensed as current "goods and services" in the statement of financial performance.

##### **4.8.2 Immovable assets**

###### **Initial recognition**

A capital asset is recorded on receipt of the item at cost. Cost of an asset is defined as the total cost of acquisition. Where the cost cannot be determined accurately, the immovable capital asset is stated at R1 unless the fair value for the asset has been reliably estimated.

###### **Subsequent recognition**

Work-in-progress of a capital nature is recorded in the statement of financial performance as "expenditure for capital asset". On completion, the total cost of the project is included in the asset register of the department that legally owns the asset or the national department of public works.

Repairs and maintenance is expensed as current "goods and services" in the statement of financial performance.

### **5. Liabilities**

#### **5.1 Payables**

Recognised payables mainly comprise of amounts owing to other governmental entities. These payables are carried at cost in the statement of financial position.

#### **5.2 Contingent liabilities**

Contingent liabilities are included in the disclosure notes to the financial statements when it is possible that economic benefits will flow from the department, or when an outflow of economic benefits or service potential is probable but cannot be measured reliably.

#### **5.3 Contingent assets**

Contingent assets are included in the disclosure notes to the financial statements when it is possible that an inflow of economic benefits will flow to the entity.

#### **5.4 Commitments**

Commitments are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

#### **5.5 Accruals**

Accruals are not recognised in the statement of financial position as a liability or as expenditure in the statement of financial performance but are included in the disclosure notes.

#### **5.6 Employee benefits**

Short-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements. These amounts are not recognised in the statement of financial performance or the statement of financial position.

#### **5.7 Lease commitments**

##### **Finance lease**

Finance leases are not recognised as assets and liabilities in the statement of financial position. Finance lease payments are recognised as an expense in the statement of financial performance and are apportioned between the capital and interest portions. The finance lease liability is disclosed in the disclosure notes to the financial statements.

##### **Operating lease**

Operating lease payments are recognised as an expense in the statement of financial performance. The operating lease commitments are disclosed in the disclosure notes to the financial statement.

#### **5.8 Provisions**

Provisions are disclosed when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate of the obligation can be made.

### **6. Receivables for departmental revenue**

Receivables for departmental revenue are disclosed in the disclosure notes to the annual financial statements.

## 7. Net Assets

### 7.1 Capitalisation reserve

The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the statement of financial position for the first time in the current reporting period. Amounts are recognised in the capitalisation reserves when identified in the current period and are transferred to the National Revenue Fund when the underlining asset is disposed and the related funds are received.

### 7.2 Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year. Amounts are either transferred to the National Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.

## 8. Related party transactions

Specific information with regards to related party transactions is included in the disclosure notes.

## 9. Key management personnel

Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.

## 10. Public private partnerships

A description of the PPP arrangement, the contract fees and current and capital expenditure relating to the PPP arrangement is included in the disclosure note

## Department of Correctional Services - Vote 18 Appropriation Statement for the year ended 31 March 2010

	Appropriation per Programme									
	2009/10					2008/09				
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure		
R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000	R'000
<b>1. Administration</b>										
Current payments	3,397,588	43,902	3,441,490	3,441,490	-	100.0%	3,227,279	3,227,279		3,227,279
Transfers and subsidies	10,995	(3,207)	7,788	7,788	-	100.0%	9,282	9,282		9,282
Payments for capital assets	67,698	83	67,781	67,781	-	100.0%	78,905	78,905		78,905
<b>2. Security</b>										
Current payments	4,957,133	(74,643)	4,882,490	4,811,045	71,445	98.5%	4,063,901	4,533,789		4,533,789
Transfers and subsidies	2,068	14,334	16,402	16,402	-	100.0%	10,538	10,538		10,538
Payments for capital assets	791	169	960	960	-	100.0%	7,693	7,693		7,693
<b>3. Corrections</b>										
Current payments	1,220,089	14,715	1,234,804	1,234,804	-	100.0%	1,005,657	1,005,657		1,005,657
Transfers and subsidies	21,870	(4,295)	17,575	17,575	-	100.0%	16,272	16,272		16,272
Payments for capital assets	874	(441)	433	433	-	100.0%	527	527		527
<b>4. Care</b>										
Current payments	1,580,474	(26,729)	1,553,745	1,543,825	9,920	99.4%	1,344,425	1,344,425		1,344,425
Transfers and subsidies	0	2,738	2,738	2,738	-	100.0%	594	594		594
Payments for capital assets	3,584	(1,408)	2,176	2,176	-	100.0%	4,846	4,846		4,846
<b>5. Development</b>										
Current payments	428,900	19,075	447,975	428,575	19,400	95.7%	422,597	422,597		422,597
Transfers and subsidies	0	633	633	633	-	100.0%	406	406		406
Payments for capital assets	9,124	(1,647)	7,477	7,477	-	100.0%	30,363	30,363		30,363
<b>6. Social Reintegration</b>										
Current payments	470,879	(2,474)	468,405	468,405	-	100.0%	408,670	424,774		424,774
Transfers and subsidies	3,723	(2,405)	1,318	1,318	-	100.0%	1,586	1,586		1,586
Payments for capital assets	87	48	135	135	-	100.0%	230	230		230
<b>7. Facilities</b>										
Current payments	645,520	76,062	721,582	721,582	-	100.0%	666,628	666,641		666,641
Transfers and subsidies	0	810	810	810	-	100.0%	244	244		244
Payments for capital assets	1,013,148	(55,320)	957,828	911,391	46,437	95.2%	1,038,177	1,035,993		1,035,993
<b>Subtotal</b>	<b>13,834,545</b>	-	<b>13,834,545</b>	<b>13,687,343</b>	<b>147,202</b>	<b>98.9%</b>	<b>12,338,820</b>	<b>12,822,641</b>		<b>12,822,641</b>
<b>Total</b>	<b>13,834,545</b>	-	<b>13,834,545</b>	<b>13,687,343</b>	<b>147,202</b>	<b>98.9%</b>	<b>12,338,820</b>	<b>12,822,641</b>		<b>12,822,641</b>

**Appropriation per Programme**

	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Reconciliation with Statement of Financial Performance</b>								
<b>Add:</b> Prior year unauthorised expenditure approved with funding			-	-			-	-
Departmental receipts			108,478	-			80,506	-
Aid assistance			-	-			2,431	-
<b>Actual amounts per Statement of Financial Performance (Total Revenue)</b>			<b>13,943,023</b>				<b>12,421,757</b>	
<b>Add:</b> Aid assistance				1,097				1,716
Prior year unauthorised expenditure approved				-				-
Prior year fruitless and wasteful expenditure authorised				-				-
<b>Actual amounts per Statement of Financial Performance Expenditure</b>				<b>13,688,440</b>				<b>12,824,357</b>

**Appropriation per Economic classification**

	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>								
Compensation of employees	9,312,966	(146,652)	9,166,314	9,065,549	100,765	98.9%	7,616,225	8,077,840
Goods and services	3,376,370	196,658	3,573,028	3,573,028	-	100.0%	3,522,891	3,544,946
Interest and rent on land	57	(57)	-	-	-	0.0%	41	41
Financial transactions in assets and liabilities	-	11,151	11,151	11,151	-	100.0%	-	2,335
<b>Transfers &amp; subsidies</b>								
Provinces & municipalities	6,021	(3,780)	2,241	2,241	-	100.0%	1,997	1,997
Departmental agencies & accounts	4,715	(4,715)	-	-	-	0.0%	3,947	3,947
Public corporations & private enterprises	250	(10)	240	240	-	100.0%	219	219
Households	27,671	17,111	44,782	44,782	-	100.0%	32,759	32,759
<b>Payment for capital assets</b>								
Buildings & other fixed structures	1,012,463	(55,556)	956,907	910,470	46,437	95.1%	1,045,236	1,043,052
Machinery & equipment	94,032	(49,845)	44,187	44,187	-	100.0%	83,305	83,305
Biological or cultivated assets	-	162	162	162	-	100.0%	40	40
Software & other intangible assets	-	35,533	35,533	35,533	-	100.0%	32,160	32,160
Land & subsoil assets	-	-	-	-	-	0.0%	-	-
<b>Total</b>	<b>13,834,545</b>	<b>-</b>	<b>13,834,545</b>	<b>13,687,343</b>	<b>147,202</b>	<b>98.9%</b>	<b>12,338,820</b>	<b>12,822,641</b>



**Detail per programme 1 - Administration**

Programme per subprogramme	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>1.1 Minister</b>								
Current payments	1,709	(3)	1,706	1,706	-	100.0%	1,081	1,081
Transfers and subsidies	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	0.0%	-	-
<b>1.2 Deputy Minister</b>								
Current payments	1,407	73	1,480	1,480	-	100.0%	1,656	1,656
Transfers and subsidies	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	0.0%	-	-
<b>1.3 Management</b>								
Current payments	380,002	25,799	405,801	405,801	-	100.0%	353,682	353,682
Transfers and subsidies	155	2,560	2,715	2,715	-	100.0%	1,394	1,394
Payments for capital assets	1,148	(203)	945	945	-	100.0%	2,706	2,706
<b>1.4 Corporate Services</b>								
Current payments	1,053,401	(87,483)	965,918	965,918	-	100.0%	912,707	912,707
Transfers and subsidies	4,715	(2,935)	1,780	1,780	-	100.0%	4,402	4,402
Payments for capital assets	2,049	708	2,757	2,757	-	100.0%	5,619	5,619
<b>1.5 Finance</b>								
Current payments	678,369	115,219	793,588	793,588	-	100.0%	867,514	867,514
Transfers and subsidies	6,044	(2,802)	3,242	3,242	-	100.0%	3,394	3,394
Payments for capital assets	3,188	8,324	11,512	11,512	-	100.0%	19,468	19,468
<b>1.6 Central Services</b>								
Current payments	279,922	(11,503)	268,419	268,419	-	100.0%	241,383	241,383
Transfers and subsidies	81	(30)	51	51	-	100.0%	92	92
Payments for capital assets	61,313	(8,746)	52,567	52,567	-	100.0%	51,112	51,112
<b>1.7 Property Management</b>								
Current payments	1,002,778	1,800	1,004,578	1,004,578	-	100.0%	849,256	849,256
Transfers and subsidies	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	0.0%	-	-
<b>1.8 Theft and Losses</b>								
Current payments	-	-	-	-	-	0.0%	-	-
Transfers and subsidies	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	0.0%	-	-
<b>Total</b>	<b>3,476,281</b>	<b>40,778</b>	<b>3,517,059</b>	<b>3,517,059</b>	<b>-</b>	<b>100.0%</b>	<b>3,315,466</b>	<b>3,315,466</b>

Economic classification	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>								
Compensation of employees	1,788,176	(71,355)	1,716,821	1,716,821	-	100.0%	1,526,980	1,502,603
Goods and services	1,597,777	121,215	1,718,992	1,718,992	-	100.0%	1,700,258	1,722,313
Interest and rent on land	57	(57)	0	-	-	0.0%	41	41
Financial transactions in assets and liabilities	-	5,679	5,679	5,679	-	100.0%	-	2,322
<b>Transfers &amp; subsidies</b>								
Provinces & municipalities	6,021	(3,780)	2,241	2,241	-	100.0%	1,997	1,997
Departmental agencies & accounts	4,715	(4,715)	-	-	-	0.0%	3,929	3,929
Universities & technikons	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	250	(10)	240	240	-	100.0%	219	219
Non-profit institutions	-	-	-	-	-	0.0%	-	-
Households	10	5,296	5,306	5,306	-	100.0%	3,137	3,137
Gifts and donations	-	-	-	-	-	0.0%	-	-
<b>Payments for capital assets</b>								
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-
Machinery & equipment	79,275	(47,028)	32,247	32,247	-	100.0%	46,705	46,705
Biological or cultivated assets	-	-	-	-	-	0.0%	40	40
Software & other intangible assets	-	35,533	35,533	35,533	-	100.0%	32,160	32,160
Land & subsoil assets	-	-	-	-	-	0.0%	-	-
<b>Total</b>	<b>3,476,281</b>	<b>40,778</b>	<b>3,517,059</b>	<b>3,517,059</b>	<b>-</b>	<b>100.0%</b>	<b>3,315,466</b>	<b>3,315,466</b>

**Detail per programme 2 - Security**

Programme per subprogramme	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>2.1 Security</b>								
Current payments	4,957,133	(74,643)	4,882,490	4,811,045	71,445	98.5%	4,063,901	4,533,789
Transfers and subsidies	2,068	14,334	16,402	16,402	-	100.0%	10,538	10,538
Payments for capital assets	791	169	960	960	-	100.0%	7,693	7,693
<b>Total</b>	<b>4,959,992</b>	<b>(60,140)</b>	<b>4,899,852</b>	<b>4,828,407</b>	<b>71,445</b>	<b>98.5%</b>	<b>4,082,132</b>	<b>4,552,020</b>

**Detail per programme 2 - Security**

Economic classification	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current</b>								
Compensation of employees	4,835,443	(83,765)	4,751,678	4,680,233	71,445	98.5%	3,897,153	4,367,041
Goods and services	121,690	4,087	125,777	125,777	-	100.0%	166,748	166,748
Interest and rent on land	-	-	-	-	-	0.0%	-	-
Financial transactions in assets and liabilities	-	5,035	5,035	5,035	-	100.0%	-	-
<b>Transfers &amp; subsidies</b>								
Provinces & municipalities	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	0.0%	-	-
Households	2,068	14,334	16,402	16,402	-	100.0%	10,538	10,538
Gifts and donations	-	-	-	-	-	0.0%	-	-
<b>Capital</b>								
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-
Machinery & equipment	791	7	798	798	-	100.0%	7,594	7,594
Biological or cultivated assets	-	162	162	162	-	100.0%	99	99
Software & other intangible assets	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	0.0%	-	-
<b>Total</b>	<b>4,959,992</b>	<b>(60,140)</b>	<b>4,899,852</b>	<b>4,828,407</b>	<b>71,445</b>	<b>98.5%</b>	<b>4,082,132</b>	<b>4,552,020</b>

Detail per programme 3 - Corrections

Programme per subprogramme	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>3.1 Personal Corrections</b>								
Current payments	1,220,089	14,715	1,234,804	1,234,804	-	100.0%	1,005,657	1,005,657
Transfers and subsidies	21,870	(4,295)	17,575	17,575	-	100.0%	16,272	16,272
Payments for capital assets	874	(441)	433	433	-	100.0%	527	527
<b>Total</b>	<b>1,242,833</b>	<b>9,979</b>	<b>1,252,812</b>	<b>1,252,812</b>	<b>-</b>	<b>100.0%</b>	<b>1,022,456</b>	<b>1,022,456</b>

Detail per programme 3 - Corrections

Economic classification	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current</b>								
Compensation of employees	1,193,787	16,622	1,210,409	1,210,409	-	100.0%	973,387	973,387
Goods and services	26,302	(1,908)	24,394	24,394	-	100.0%	32,270	32,270
Interest and rent on land	-	-	-	-	-	0.0%	-	-
Financial transactions in assets and liabilities	-	1	1	1	-	100.0%	-	-
<b>Transfers &amp; subsidies</b>								
Provinces & municipalities	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	0.0%	-	-
Households	21,870	(4,295)	17,575	17,575	-	100.0%	16,272	16,272
Gifts and donations	-	-	-	-	-	0.0%	-	-
<b>Capital</b>								
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-
Machinery & equipment	874	(441)	433	433	-	100.0%	527	527
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-
Software & other intangible assets	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	0.0%	-	-
<b>Total</b>	<b>1,242,833</b>	<b>9,979</b>	<b>1,252,812</b>	<b>1,252,812</b>	<b>0</b>	<b>100.0%</b>	<b>1,022,456</b>	<b>1,022,456</b>

Detail per programme 4 - Care

Programme per subprogramme	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>4.1 Personal Wellbeing</b>								
Current payments	1,580,474	(26,729)	1,553,745	1,543,825	9,920	99.4%	1,344,425	1,344,425
Transfers and subsidies		2,738	2,738	2,738	0	100.0%	594	594
Payments for capital assets	3,584	(1,408)	2,176	2,176	0	100.0%	4,846	4,846
<b>Total</b>	<b>1,584,058</b>	<b>(25,399)</b>	<b>1,558,659</b>	<b>1,548,739</b>	<b>9,920</b>	<b>99.4%</b>	<b>1,349,865</b>	<b>1,349,865</b>

Detail per programme 4 - Care

Economic classification	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current</b>								
Compensation of employees	658,224	(6,398)	651,826	641,906	9,920	98.5%	526,400	526,400
Goods and services	922,250	(20,333)	901,917	901,917	-	100.0%	818,025	818,025
Interest and rent on land	-	-	-	-	-	0.0%	-	-
Financial transactions in assets and liabilities	-	2	2	2	-	100.0%	-	-
<b>Transfers &amp; subsidies</b>								
Provinces & municipalities	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	0.0%	18	18
Universities & Technikons	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	0.0%	-	-
Households	-	2,738	2,738	2,738	-	100.0%	576	576
Gifts and donations	-	-	-	-	-	0.0%	-	-
<b>Capital</b>								
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-
Machinery & equipment	3,584	(1,408)	2,176	2,176	-	100.0%	4,846	4,846
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-
Software & other intangible assets	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	0.0%	-	-
<b>Total</b>	<b>1,584,058</b>	<b>(25,399)</b>	<b>1,558,659</b>	<b>1,548,739</b>	<b>9,920</b>	<b>99.4%</b>	<b>1,349,865</b>	<b>1,349,865</b>

Detail per programme 5 - Development

Programme per subprogramme	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>5.1 Personal Development of Offenders</b>								
Current payments	-	19,075	447,975	428,575	19,400	95.7%	422,597	422,597
Transfers and subsidies	428,900	633	633	633	-	100.0%	406	406
Payments for capital assets	9,124	(1,647)	7,477	7,477	-	100.0%	30,363	30,363
<b>Total</b>	<b>438,024</b>	<b>18,061</b>	<b>456,085</b>	<b>436,685</b>	<b>19,400</b>	<b>95.7%</b>	<b>453,366</b>	<b>453,366</b>

Detail per programme 5 - Development

Economic classification	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current</b>								
Compensation of employees	308,104	2,629	310,733	291,333	19,400	93.8%	242,388	242,388
Goods and services	120,796	16,372	137,168	137,168	-	100.0%	180,209	180,209
Interest and rent on land	-	-	-	-	-	0.0%	-	-
Financial transactions in assets and liabilities	-	74	74	74	-	100.0%	-	-
<b>Transfers &amp; subsidies</b>								
Provinces & municipalities	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	0.0%	-	-
Households	-	633	633	633	-	100.0%	406	406
Gifts and donations	-	-	-	-	-	0.0%	-	-
<b>Capital</b>								
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-
Machinery & equipment	9,124	(1,647)	7,477	7,477	-	100.0%	30,363	30,363
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-
Software & other intangible assets	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	0.0%	-	-
<b>Total</b>	<b>438,024</b>	<b>18,061</b>	<b>456,085</b>	<b>436,685</b>	<b>19,400</b>	<b>95.7%</b>	<b>453,366</b>	<b>453,366</b>

Detail per programme 6 - Social Reintegration

Programme per subprogramme	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>6.1 Community Liaison</b>								
Current payments	470,879	(2,474)	468,405	468,405	-	100.0%	408,670	424,774
Transfers and subsidies	3,723	(2,405)	1,318	1,318	-	100.0%	1,586	1,586
Payments for capital assets	87	48	135	135	-	100.0%	230	230
<b>Total</b>	<b>474,689</b>	<b>(4,831)</b>	<b>469,858</b>	<b>469,858</b>	<b>-</b>	<b>100.0%</b>	<b>410,486</b>	<b>426,590</b>

Detail per programme 6 - Social Reintegration

Economic classification	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current</b>								
Compensation of employees	435,578	1,350	436,928	436,928	-	100.0%	374,600	390,704
Goods and services	35,301	(3,950)	31,351	31,351	-	100.0%	34,070	34,070
Interest and rent on land	-	-	-	-	-	0.0%	-	-
Financial transactions in assets and liabilities	-	126	126	126	-	100.0%	-	-
<b>Transfers &amp; subsidies</b>								
Provinces & municipalities	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	0.0%	-	-
Households	3,723	(2,405)	1,318	1,318	-	100.0%	1,586	1,586
Gifts and donations	-	-	-	-	-	0.0%	-	-
<b>Capital</b>								
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-
Machinery & equipment	87	48	135	135	-	100.0%	230	230
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-
Software & other intangible assets	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	-	-	-
<b>Total</b>	<b>474,689</b>	<b>(4,831)</b>	<b>469,858</b>	<b>469,858</b>	<b>-</b>	<b>100.0%</b>	<b>410,486</b>	<b>426,590</b>



**Detail per programme 7 - Facilities**

Programme per subprogramme	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>7.1 PPP Prisons</b>								
Current payments	510,148	26,838	536,986	536,986	-	100.0%	482,258	482,258
Transfers and subsidies	-	-	-	-	-	0.0%	194,731	194,731
Payments for capital assets	200,517	(5,778)	194,739	194,739	-	100.0%	63,107	63,107
<b>7.2 Facilities Planning</b>								
Current payments	-	54,086	54,086	54,086	-	100.0%	826,206	824,022
Transfers and subsidies	-	-	-	-	-	0.0%	121,263	121,276
Payments for capital assets	790,290	(43,942)	746,348	699,911	46,437	93.8%	244	244
<b>7.3 Building and Maintenance</b>								
Current payments	135,372	(4,862)	130,510	130,510	-	100.0%	17,240	17,240
Transfers and subsidies	-	810	810	810	-	100.0%	-	-
Payments for capital assets	22,341	(5,600)	16,741	16,741	-	100.0%	-	-
<b>Total</b>	<b>1,658,668</b>	<b>21,552</b>	<b>1,680,220</b>	<b>1,633,783</b>	<b>46,437</b>	<b>97.2%</b>	<b>1,705,049</b>	<b>1,702,878</b>

**Detail per programme 7 - Facilities**

Economic classification	2009/10						2008/09	
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current</b>								
Compensation of employees	93,654	(5,735)	87,919	87,919	-	100.0%	75,317	75,317
Goods and services	552,254	81,175	633,429	633,429	-	100.0%	591,311	591,311
Interest and rent on land	-	-	-	-	-	0.0%	-	-
Financial transactions in assets and liabilities	-	234	234	234	-	100.0%	-	13
<b>Transfers &amp; subsidies</b>								
Provinces & municipalities	-	-	-	-	-	0.0%	-	-
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-
Non-profit institutions	-	-	-	-	-	0.0%	-	-
Households	-	810	810	810	-	100.0%	244	244
Gifts and donations	-	-	-	-	-	0.0%	-	-
<b>Capital</b>								
Buildings & other fixed structures	1,012,463	(55,556)	956,907	910,470	46,437	95.1%	1,037,642	1,035,458
Machinery & equipment	297	624	921	921	-	100.0%	535	535
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-
Software & other intangible assets	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	0.0%	-	-
<b>Total</b>	<b>1,658,668</b>	<b>21,552</b>	<b>1,680,220</b>	<b>1,633,783</b>	<b>46,437</b>	<b>97.2%</b>	<b>1,705,049</b>	<b>1,702,878</b>

Department of Correctional Services - Vote 18  
Notes to the Appropriation Statement  
for the year ended 31 March 2010

**1. Detail of transfers and subsidies as per Appropriation Act (after Virement):**

Detail of these transactions can be viewed in note 8 (Transfers and subsidies) and Annexure 1 (A-L) to the annual financial statements.

**2. Detail of specifically and exclusively appropriated amounts voted (after Virement):**

Detail of these transactions can be viewed in note 1 (Annual Appropriation) to the annual financial statements.

**3. Detail on financial transactions in assets and liabilities**

Detail of these transactions per programme can be viewed in note 7 to Financial transactions in assets and liabilities to the annual financial statements.

**4. Explanations of material variances from Amounts Voted (after virement):**

**4.1 Per programme:**

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Development	456,085	436,685	19,400	95.7%

The net underspending is mainly due to savings under Compensation of Employees as a result of the non-finalisation of the payment for the occupation specific dispensation related to educators. An amount was requested for roll-over for the occupation specific dispensation related to educators.

Facilities	1,680,220	1,633,783	46,437	97.2%
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The net underspending is mainly due to savings under Buildings and other fixed structures as a result of the lower than anticipated expenditure arising from the late billing from the Department of Public Works as well as the non-finalisation of the PPP correctional centre bid processes. An amount of R22,590 million was requested for roll-over.

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
<b>4.2 Per economic classification:</b>				
<b>Current expenditure</b>				
Compensation of employees	9,166,314	9,065,549	100,765	98.9%
Goods and services	3,573,028	3,573,028	-	100.0%
Interest and rent on land	-	-	-	-
Financial transactions in assets and liabilities	11,151	11,151	-	-
<b>Transfers and subsidies</b>				
Provinces and municipalities	2,241	2,241	-	100.0%
Departmental agencies and accounts	-	-	-	100.0%
Public corporations & private enterprises	240	240	-	-
Households	44,782	44,782	-	100.0%
<b>Payments for capital assets</b>				
Buildings and other fixed structures	956,907	910,470	46,437	95.1%
Machinery and equipment	44,187	44,187	-	100.0%
Biological or cultivated assets	162	162	-	100.0%
Software & other intangible assets	35,533	35,533	-	100.0%

Department of Correctional Services - Vote 18  
Statement of Financial Performance  
for the year ended 31 March 2010

REVENUE	Note	2009/10 R'000	2008/09 R'000
Annual appropriation	1	13,834,545	12,338,820
Departmental revenue	2	108,478	80,506
Aid assistance	3	-	2,431
<b>TOTAL REVENUE</b>		<b>13,943,023</b>	<b>12,421,757</b>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	4	9,065,549	8,077,840
Goods and services	5	3,573,028	3,544,946
Interest and rent on land	6	-	41
Financial transactions in assets and liabilities	7	11,151	2,335
Aid assistance	3	1,069	574
<b>Total current expenditure</b>		<b>12,650,797</b>	<b>11,625,736</b>
<b>Transfers and subsidies</b>		47,263	38,922
Transfers and subsidies	8	47,263	38,922
<b>Expenditure for capital assets</b>			
Tangible capital assets	9	954,846	1,127,539
Software and other intangible assets	9	35,534	32,160
<b>Total expenditure for capital assets</b>		<b>990,380</b>	<b>1,159,699</b>
<b>TOTAL EXPENDITURE</b>		<b>13,688,440</b>	<b>12,824,357</b>
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>254,583</b>	<b>(402,600)</b>
<b>Reconciliation of Net Surplus/(Deficit) for the year</b>			
Voted Funds		147,202	(483,821)
Departmental revenue	2	108,478	80,506
Aid assistance	3	(1,097)	715
<b>SURPLUS/(DEFICIT) FOR THE YEAR</b>		<b>254,583</b>	<b>(402,600)</b>

Department of Correctional Services - Vote 18  
Statement of Financial Position  
at 31 March 2010

ASSETS	Note	2009/10 R'000	2008/09 R'000
<b>Current assets</b>		585,055	578,653
Unauthorised expenditure	10	483,821	483,821
Cash and cash equivalents	11	1,500	1,476
Prepayments and advances	12	69	171
Receivables	13	99,665	93,185
<b>TOTAL ASSETS</b>		<b>585,055</b>	<b>578,653</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>		555,907	549,694
Voted funds to be surrendered to the Revenue Fund	14	147,202	-
Departmental revenue to be surrendered to the Revenue Fund	15	5,082	(31,976)
Bank overdraft	16	399,982	556,032
Payables	17	3,134	24,034
Aid assistance repayable	3	507	1,604
<b>TOTAL LIABILITIES</b>		<b>555,907</b>	<b>549,694</b>
<b>NET ASSETS</b>		<b>29,148</b>	<b>28,959</b>
<b>Represented by:</b>			
Recoverable revenue		29,148	28,959
<b>TOTAL</b>		<b>29,148</b>	<b>28,959</b>

Statement of Changes in Net Assets for the year ended  
31 March 2010

	2009/10 R'000	2008/09 R'000
<b>Recoverable revenue</b>		
Opening balance	28,959	24,088
Transfers	189	4,871
Debts recovered (included in departmental receipts)	189	4,871
Closing balance	29,148	28,959
<b>TOTAL</b>	<b>29,148</b>	<b>28,959</b>

Department of Correctional Services - Vote 18  
Cash Flow Statement  
for the year ended 31 March 2010

	Note	2009/10 R'000	2008/09 R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts		13,941,621	12,420,345
Annual appropriated funds received	1.1	13,834,545	12,338,820
Departmental revenue received	2	107,076	79,094
Aid assistance	3	-	2,431
Net (increase)/ decrease in working capital		(27,278)	(305,532)
Surrendered to Revenue Fund		(71,420)	(377,645)
Current payments		(12,650,797)	(11,141,915)
Transfers and subsidies paid		(47,263)	(38,922)
<b>Net cash flow available from operating activities</b>	<b>18</b>	<b>1,144,863</b>	<b>556,331</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	9	(990,380)	(1,159,699)
Proceeds from sale of capital assets	2.4	1,402	1,412
<b>Net cash flows from investing activities</b>		<b>(988,978)</b>	<b>(1,158,287)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Increase in net assets		189	4,871
<b>Net cash flows from financing activities</b>		<b>189</b>	<b>4,871</b>
Net increase/ (decrease) in cash and cash equivalents		156,074	(597,085)
Cash and cash equivalents at beginning of period		(554,556)	42,529
<b>Cash and cash equivalents at end of period</b>	<b>19</b>	<b>(398,482)</b>	<b>(554,556)</b>

Department of Correctional Services - Vote 18  
Notes to the Annual Financial Statements  
for the year ended 31 March 2010

## 1. Annual Appropriation

## 1.1 Annual Appropriation

Included are funds appropriated in terms of the Appropriation Act for National Departments (Voted Funds)

Programmes	Final Appropriation 2009/10 R'000	Actual Funds Received R'000	Funds not requested/ not re- ceived R'000	Appropriation Received 2008/09 R'000
Administration	3,517,059	3,476,281	40,778	3,154,779
Security	4,899,852	4,959,992	(60,140)	4,200,695
Corrections	1,252,812	1,242,833	9,979	1,099,182
Care	1,558,659	1,584,058	(25,399)	1,411,534
Development	456,085	438,024	18,061	406,214
Social Reintegration	469,858	474,689	(4,831)	413,972
Facilities	1,680,220	1,658,668	21,552	1,652,444
<b>Total</b>	<b>13,834,545</b>	<b>13,834,545</b>	<b>-</b>	<b>12,338,820</b>

## 2. Departmental Revenue

	Note	2009/10 R'000	2008/09 R'000
Sales of goods and services other than capital assets	2.1	42,560	17,268
Fines, penalties and forfeits	2.2	15,694	16,836
Interest, dividends and rent on land	2.3	753	375
Sales of capital assets	2.4	1,402	1,412
Financial transactions in assets and liabilities	2.5	47,926	44,554
Transfers received	2.6	143	61
<b>Departmental Revenue collected</b>		<b>108,478</b>	<b>80,506</b>

## 2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department	40,769	14,885
Sales by market establishment	21,942	(2,241)
Administrative fees	-	-
Other sales	18,827	17,126
Sales of scrap, waste and other used current goods	1,791	2,383
<b>Total</b>	<b>42,560</b>	<b>17,268</b>

## 2.2 Fines, penalties and forfeits

Fines	15,551	16,632
Forfeits	143	204
<b>Total</b>	<b>15,694</b>	<b>16,836</b>

## 2.3 Interest, dividends and rent on land

Interest	753	375
<b>Total</b>	<b>753</b>	<b>375</b>

## 2.4 Sales of capital assets

Machinery and equipment	1,402	1,412
<b>Total</b>	<b>1,402</b>	<b>1,412</b>

Department of Correctional Services - Vote 18  
Notes to the Annual Financial Statements  
for the year ended 31 March 2010

## 2.5 Financial transactions in assets and liabilities

	Note	2009/10 R'000	2008/09 R'000
Receivables		38,585	36,548
Stale cheques written back		822	990
Other receipts including recoverable revenue		8,519	7,016
<b>Total</b>		<b>47,926</b>	<b>44,554</b>

## 2.6 Transfers received

Public corporations and private enterprises		143	61
<b>Total</b>		<b>143</b>	<b>61</b>

## 3. Aid assistance

## 3.1 Assistance received in cash from RDP

Foreign			
Opening Balance		1,604	889
Revenue		-	2,431
Expenditure		(1,097)	(1,716)
Current		(1,069)	(574)
Capital		(28)	(1,142)
<b>Closing Balance</b>		<b>507</b>	<b>1,604</b>

## 3.2 Total

Opening Balance		1,604	889
Revenue		-	2,431
Expenditure		(1,097)	(1,716)
Current		(1,069)	(574)
Capital		(28)	(1,142)
<b>Closing balance</b>		<b>507</b>	<b>1,604</b>

## Analysis of balance

Aid assistance repayable		507	1,604
RDP		507	1,604
<b>Closing balance</b>		<b>507</b>	<b>1,604</b>

## 4. Compensation of employees

## 4.1 Salaries and wages

Basic salary	5,630,689	4,488,783
Performance award	18,262	31,198
Service Based	12,051	16,801
Compensative/circumstantial	827,630	1,449,949
Periodic payments	25,103	32,001
Other non-pensionable allowances	834,923	685,330
<b>Total</b>	<b>7,348,658</b>	<b>6,704,062</b>

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	Note	2009/10 R'000	2008/09 R'000
<b>4.2 Social contributions</b>			
<b>Employer contributions</b>			
Pension		901,659	712,437
Medical		813,938	660,214
UIF		44	32
Bargaining council		1,250	1,095
<b>Total</b>		<b>1,716,891</b>	<b>1,373,778</b>
<b>Total compensation of employees</b>		<b>9,065,549</b>	<b>8,077,840</b>
Average number of employees		41,316	41,390
<b>5. Goods and services</b>			
Administrative fees		6,720	6,207
Advertising		5,428	6,932
Assets less than R5,000	5.1	33,357	70,619
Bursaries (employees)		2,593	2,928
Catering		8,753	9,060
Communication		90,335	92,877
Computer services	5.2	84,010	105,914
Consultants, contractors and agencies/outsourced services	5.3	637,845	698,406
Entertainment		216	660
Audit cost - external	5.4	41,257	26,793
Government motor transport		24,872	19,514
Inventory	5.5	828,716	809,868
Operating leases		1,138,978	966,425
Owned and leasehold property expenditure	5.6	465,807	437,666
Transport provided as part of the departmental activities		2,938	4,248
Travel and subsistence	5.7	185,383	251,541
Venues and facilities		4,986	19,582
Training and staff development		470	831
Other operating expenditure		10,364	14,875
<b>Total</b>		<b>3,573,028</b>	<b>3,544,946</b>
<b>5.1 Assets less than R5,000</b>			
<b>Tangible assets</b>		33,357	70,619
Biological assets		5,510	5,083
Machinery and equipment		27,847	65,536
<b>Total</b>		<b>33,357</b>	<b>70,619</b>
<b>5.2 Computer Services</b>			
SITA computer services		57,253	91,996
External computer service providers		26,757	13,918
<b>Total</b>		<b>84,010</b>	<b>105,914</b>

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	Note	2009/10 R'000	2008/09 R'000
<b>5.3 Consultants, contractors and agency/outsourced services</b>			
Business and advisory services		145,655	176,384
Infrastructure and planning		441	345
Laboratory services		10,643	13,434
Legal costs		24,488	11,335
Contractors		123,128	119,157
Agency and support/outsourced services		333,490	377,751
<b>Total</b>		<b>637,845</b>	<b>698,406</b>
<b>5.4 Audit cost-external</b>			
Regularity audits		38,919	26,544
Performance audits		1,051	126
Other audits		1,287	123
<b>Total</b>		<b>41,257</b>	<b>26,793</b>
<b>5.5 Inventory</b>			
Learning and teaching support material		1,077	1,384
Food and Food supplies		342,592	310,867
Fuel, oil and gas		21,526	23,459
Other consumables		261,769	258,312
Maintenance material		100,225	124,745
Stationery and Printing		47,381	49,868
Medical Supplies		54,119	41,225
Military stores		27	8
<b>Total</b>		<b>828,716</b>	<b>809,868</b>
<b>5.6 Owned and leasehold property expenditure</b>			
Municipal services		412,517	374,695
Property maintenance and repairs		49,781	62,204
Other		3,509	767
<b>Total</b>		<b>465,807</b>	<b>437,666</b>
<b>5.7 Travel and subsistence</b>			
Local		182,107	248,811
Foreign		3,276	2,730
<b>Total</b>		<b>185,383</b>	<b>251,541</b>
<b>5.8 Other operating expenditure</b>			
Professional bodies, membership and subscription fees		252	1,052
Resettlement costs		3,933	6,747
Other		6,179	7,076
<b>Total</b>		<b>10,364</b>	<b>14,875</b>
<b>6. Interest and rent on land</b>			
Rent on land		-	41
<b>Total interest and rent on land</b>		<b>-</b>	<b>41</b>

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	Note	2009/10 R'000	2008/09 R'000
<b>7. Financial transactions in assets and liabilities</b>			
Other material losses written off	7.1	9,185	2,334
Debts written off	7.2	1,966	1
<b>Total</b>		<b>11,151</b>	<b>2,335</b>
<b>7.1 Other material losses</b>			
<b>Nature of losses</b>			
State vehicles		5,009	51
Claims		3,119	2,266
Other		1,057	17
<b>Total</b>		<b>9,185</b>	<b>2,334</b>
<b>7.2 Debts written off</b>			
<b>Nature of debts written off</b>			
Transfer to debts written off			
Overpaid salaries		418	1
Leave without pay		220	-
Tax debt		158	-
State Guarantees		224	-
Other		946	-
<b>Total</b>		<b>1,966</b>	<b>1</b>
<b>8. Transfers and subsidies</b>			
Provinces and municipalities	ANNEXURE 2A	2,241	1,996
Departmental agencies and accounts	ANNEXURE 2B	-	3,947
Public corporations and private enterprises	ANNEXURE 2C	240	219
Households	ANNEXURE 2D	44,782	32,760
<b>Total</b>		<b>47,263</b>	<b>38,922</b>
<b>9. Expenditure for capital assets</b>			
<b>Tangible assets</b>		954,846	1,127,539
Buildings and other fixed structures	33.1	910,469	1,035,458
Machinery and equipment	31.2	44,217	91,942
Biological assets	31.2	160	139
<b>Software and other intangible assets</b>		35,534	32,160
Capitalised Development Costs	32.1	32,203	32,160
Computer software		3,331	-
<b>Total</b>		<b>990,380</b>	<b>1,159,699</b>

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	2009/10 R'000	2008/09 R'000	
The following amounts have been included as project costs in Expenditure for capital assets			
Compensation of employees	16,278	11,205	
<b>Total</b>	<b>16,278</b>	<b>11,205</b>	
	<b>Voted Funds R'000</b>	<b>Aid assist- ance R'000</b>	<b>TOTAL R'000</b>
<b>9.1 Analysis of funds utilised to acquire capital assets - 2009/10</b>			
<b>Tangible assets</b>	<b>954,818</b>	<b>28</b>	<b>954,846</b>
Buildings and other fixed structures	910,469	-	910,469
Machinery and equipment	44,189	28	44,217
Biological assets	160	-	160
<b>Software and other intangible assets</b>	<b>35,534</b>	<b>-</b>	<b>35,534</b>
Capitalised development costs	32,203	-	32,203
Computer software	3,331	-	3,331
<b>Total</b>	<b>990,352</b>	<b>28</b>	<b>990,380</b>
<b>9.2 Analysis of funds utilised to acquire capital assets - 2008/10</b>			
<b>Tangible assets</b>	<b>1,126,397</b>	<b>1,142</b>	<b>1,127,539</b>
Buildings and other fixed structures	1,035,458	-	1,035,458
Machinery and equipment	90,800	1,142	91,942
Biological assets	139	-	139
<b>Software and other intangible assets</b>	<b>32,160</b>	<b>-</b>	<b>32,160</b>
Capitalised development costs	32,160	-	32,160
<b>Total</b>	<b>1,158,557</b>	<b>1,142</b>	<b>1,159,699</b>
	<b>2009/10 R'000</b>	<b>2008/09 R'000</b>	
<b>10. Unauthorised expenditure</b>			
<b>10.1 Reconciliation of unauthorised expenditure</b>			
Opening balance	483,821	-	
Unauthorised expenditure - discovered in the current year	-	483,821	
Amounts approved by Parliament/Legislature (with funding)	-	-	
<b>Unauthorised expenditure awaiting authorisation</b>	<b>483,821</b>	<b>483,821</b>	
<b>11. Cash and cash equivalents</b>			
Cash on hand	1,500	1,476	
<b>Total</b>	<b>1,500</b>	<b>1,476</b>	



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	Note	2009/10 R'000	2008/09 R'000			
<b>12. Prepayments and advances</b>						
Travel and subsistence		69	171			
<b>Total</b>		<b>69</b>	<b>171</b>			
<b>13. Receivables</b>						
	Less than one year	One to three years	Older than three years	2009/10 Total	2008/09 Total	
	R'000	R'000	R'000	R'000	R'000	
Claims recoverable	ANNEXURE 4 13.1	3,153	1,274	-	4,426	6,730
Recoverable expenditure	13.2	11,251	13,186	8,072	32,509	26,310
Staff debtors	13.3	11,780	18,794	32,155	62,730	60,145
<b>Total</b>		<b>26,184</b>	<b>33,254</b>	<b>40,227</b>	<b>99,665</b>	<b>93,185</b>
<b>13.1 Claims recoverable</b>						
National departments		2,314			4,898	
Provincial departments		2,112			1,832	
<b>Total</b>		<b>4,426</b>			<b>6,730</b>	
<b>13.2 Recoverable expenditure (disallowance accounts)</b>						
Disallowance Miscellaneous		(79)			(23)	
Disallowance Dishonoured Cheques		8			6	
Disallowance Damages and Losses		17,532			17,852	
Disallowance Payment Fraud		4,788			236	
Damaged vehicles		8,117			6,724	
Private telephone		201			184	
Salary disallowance accounts		1,942			1,331	
<b>Total</b>		<b>32,509</b>			<b>26,310</b>	
<b>13.3 Staff debtors</b>						
Debt account		62,730			60,145	
<b>Total</b>		<b>62,730</b>			<b>60,145</b>	
<b>14. Voted funds to be surrendered to the Revenue Fund</b>						
Opening balance		-			262,030	
Transfer from Statement of Financial Performance		147,202			(483,821)	
Add: Unauthorised expenditure for current year	10	-			483,821	
Paid during the year		-			(262,030)	
Closing balance		<b>147,202</b>			<b>-</b>	
<b>15. Departmental revenue to be surrendered to the Revenue Fund</b>						
Opening balance		(31,976)			3,133	
Transfer from Statement of Financial Performance		108,478			80,506	
Paid during the year		(71,420)			(115,615)	
Closing balance		<b>5,082</b>			<b>(31,976)</b>	

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	Note	2009/10 R'000	2008/09 R'000
<b>16. Bank Overdraft</b>			
Consolidated Paymaster General Account		399,982	556,032
<b>Total</b>		<b>399,982</b>	<b>556,032</b>
<b>17. Payables – current</b>			
Clearing accounts	17.1	3,108	23,999
Other payables	17.2	26	35
<b>Total</b>		<b>3,134</b>	<b>24,034</b>
<b>17.1 Clearing accounts</b>			
Salary accounts		3,412	23,866
Telephone control accounts		(131)	164
Conversion accounts		-	26
Other		(173)	(57)
<b>Total</b>		<b>3,108</b>	<b>23,999</b>
<b>17.2 Other payables</b>			
Rental deposits		26	35
<b>Total</b>		<b>26</b>	<b>35</b>
<b>18. Net cash flow available from operating activities</b>			
Net surplus/(deficit) as per Statement of Financial Performance		254,583	(402,600)
Add back non cash/cash movements not deemed operating activities		890,280	958,931
(Increase)/decrease in receivables – current		(6,480)	161,262
(Increase)/decrease in prepayments and advances		102	840
Increase/(decrease) in payables – current		(20,900)	16,187
Proceeds from sale of capital assets		(1,402)	(1,412)
Expenditure on capital assets		990,380	1,159,699
Surrenders to revenue fund		(71,420)	(377,645)
<b>Net cash flow generated by operating activities</b>		<b>1,144,863</b>	<b>556,331</b>
<b>19. Reconciliation of cash and cash equivalents for cash flow purposes</b>			
Consolidated Paymaster General Account		(399,982)	(556,032)
Cash on hand		1,500	1,476
<b>Total</b>		<b>(398,482)</b>	<b>(554,556)</b>

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These amounts are not recognised in the financial statements and are disclosed to enhance the usefulness of the financial statements.

	Note	2009/10 R'000	2008/09 R'000
<b>20. Contingent liabilities</b>			
<b>Contingent liabilities</b>			
<b>Liable to</b>			
Motor vehicle guarantees			
Housing loan guarantees			
Claims against the department			
Other departments (interdepartmental unconfirmed balances)			
	<i>ANNEXURE 3A</i>	69	258
	<i>ANNEXURE 3A</i>	10,169	14,252
	<i>ANNEXURE 3B</i>	1,383,315	1,276,072
	<i>ANNEXURE 5</i>	19,782	131,890
<b>Total</b>		<b>1,413,335</b>	<b>1,422,472</b>
<b>21. Commitments</b>			
<b>Current expenditure</b>			
Approved and contracted	*	961,477	472,465
Approved but not yet contracted		-	-
<b>Total Commitments</b>		<b>961,477</b>	<b>472,465</b>
<b>Capital Expenditure</b>			
Approved and contracted		2,265	1,005,479
Approved but not yet contracted		-	-
		<b>2,265</b>	<b>1,005,479</b>
<b>Total Commitments</b>		<b>963,742</b>	<b>1,477,944</b>

\*The amount reflects contracts for periods more than one year.

	30 Days R'000	30+ Days R'000	Total R'000	Total R'000
<b>22. Accruals</b>				
<b>Listed by economic classification</b>				
Goods and services	61,558	15,019	76,577	126,739
Transfers and subsidies	83	4,522	4,605	84
Buildings and other fixed structures	16,539	-	16,539	82,851
Machinery and Equipment	14	-	14	1,180
Other	-	16	16	-
<b>Total</b>	<b>78,194</b>	<b>19,557</b>	<b>97,751</b>	<b>210,854</b>
<b>Listed by programme level</b>				
Administration		22,271	70,155	
Security		4,614	131	
Development		115	5,434	
Care		6,236	5,866	
Corrections		115	2,164	
Facilities		64,374	127,086	
Social Reintegration		26	18	
<b>Total</b>		<b>97,751</b>	<b>210,854</b>	

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	Notes	2009/10 R'000	2008/09 R'000
Confirmed balances with departments	<i>ANNEXURE 5</i>	96,993	294
<b>Total</b>		<b>96,993</b>	<b>294</b>
<b>23. Employee benefits</b>			
Leave entitlement		195,529	129,487
Thirteenth cheque		261,822	200,991
Capped leave commitments		728,604	585,112
<b>Total</b>		<b>1,185,955</b>	<b>915,590</b>
<b>24. Lease Commitments</b>			
<b>Operating leases expenditure 2009/2010</b>			
		<b>Mach-</b>	<b>Total</b>
		<b>inery and</b>	<b>R'000</b>
		<b>equip-</b>	<b>R'000</b>
		<b>ment</b>	
Not later than 1 year		6,888	6,888
Later than 1 year and not later than 5 years		6,305	6,305
Later than five years		-	-
<b>Total lease commitments</b>		<b>13,193</b>	<b>13,193</b>
<b>2008/2009</b>			
Not later than 1 year		9,920	9,920
Later than 1 year and not later than 5 years		4,999	4,999
Later than five years		-	-
<b>Total lease commitments</b>		<b>14,919</b>	<b>14,919</b>
<b>25. Receivables for departmental revenue</b>			
Sales of goods and services other than capital assets		63	78
<b>Total</b>		<b>63</b>	<b>78</b>
<b>26. Irregular expenditure</b>			
<b>26.1 Reconciliation of irregular expenditure</b>			
Opening Balance		1,499	*1,211
Add: Irregular expenditure - relating to current year		625	288
Less: Amounts condoned		(788)	-
Less: Amounts recoverable (not condoned)		(423)	-
<b>Irregular expenditure awaiting condonement</b>		<b>913</b>	<b>1,499</b>
<b>Analysis of awaiting condonement per age classification</b>			
Current		625	288
Prior years		288	1,211
<b>Total</b>		<b>913</b>	<b>1,499</b>

\* 2008/09 opening balance of R1,617 million restated due to the outcome of the investigations, which indicated that the cases were originally not Irregular expenditure as defined.

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		2009/10 R'000
<b>26.2 Details of irregular expenditure - current year</b>		
<b>Incident</b>	<b>Disciplinary steps taken/criminal proceedings</b>	
Approval of price quotation where bids should have been invited for perishables	Two officials were reprimanded in writing	536
Occupational Epoch for occupational health and safety training course	Pending investigation	89
		<u>625</u>
<b>26.3 Details of irregular expenditure condoned</b>		
<b>Incident</b>	<b>Condoned by (condoning authority)</b>	
Installation of walk-in-freezer	Accounting Officer	41
Upgrading of electricity	Accounting Officer	127
Repair of PABX system	Accounting Officer	178
Media handling training	Accounting Officer	25
Signing of agreements with MTN	Accounting Officer	417
		<u>788</u>
<b>26.4 Details of irregular expenditure recoverable (not condoned)</b>		
<b>Incident</b>	<b>Condoned by (condoning authority)</b>	
Hiring of PABX system	Accountant General	286
Advertising on Internet as part of profiling DCS leadership	Accountant General	137
		<u>423</u>
<b>26.5 Details of irregular expenditure under investigation</b>		
<b>Incident</b>		
Squeeze bottles		48
Media coverage by Motswaka		78
Forensic investigation		69
Occupational Epoch for occupational health and safety training course		89
SADC workshop 2-7 June 2008 in Angola		93
		<u>377</u>

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		2009/10 R'000	2008/09 R'000
<b>27. Fruitless and wasteful expenditure</b>			
<b>27.1 Reconciliation of fruitless and wasteful expenditure</b>			
Opening balance		-	-
Fruitless and wasteful expenditure – relating to prior year		-	-
Fruitless and wasteful expenditure – relating to current year		87	-
Less: Amounts condoned		-	-
Less: Amounts transferred to receivables for recovery		-	-
<b>Fruitless and wasteful expenditure awaiting condonement</b>		<u>87</u>	<u>-</u>
<b>Analysis of awaiting condonement per economic classification</b>			
Current		87	-
Capital		-	-
Transfers and subsidies		-	-
<b>Total</b>		<u>87</u>	<u>-</u>
<b>27.2 Analysis of Current Year's Fruitless and wasteful expenditure</b>			
<b>Incident</b>	<b>Disciplinary steps taken/criminal proceedings</b>		2009/10 R'000
Hired chartered aircraft	Pending investigation		25
Trip from Makhado to Randburg	Pending investigation		1
Delegates not attending EAP conference	Pending investigation		61
<b>Total</b>			<u>87</u>
<b>28. Key management personnel</b>			
<b>Description</b>	<b>No of Individuals</b>	<b>2009/10 R'000</b>	<b>2008/09 R'000</b>
Political Office Bearers		3,186	2,739
Officials			
Level 15 to 16		12,573	9,600
Level 14		23,849	17,536
Family members of key management personnel	22	3,668	5,823
<b>Total</b>		<u>43,276</u>	<u>35,698</u>
<b>29. Public Private Partnership</b>			
<b>29.1 Description of the arrangement</b>			
To design/finance/contract and manage a maximum security correctional centre for a contract period of 25 years. The contractor "Bloemfontein Correctional Services Contracts" is currently operating Manguang Maximum Security Correctional Centre in the Free State Province and the contractor "South African Custodial Services" is currently operating Kutama-Sinthumule Maximum Security Correctional Centre in the Limpopo Province.			

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**29.2 Significant terms of the arrangement that may effect the amount, timing and certainty of future cash flows**

The cash flow models for the two public private partnerships (PPP) projects were created. The cash flow models enables the Department to determine the estimated costs of the two projects over their 25 year contract period. The contract fee is based on the daily available inmate places. This fee is split into components, the fixed component and the indexed component for each year.

The indexed component will be escalated on each review date (every six months) as stipulated in Schedule E to the contract. The fixed component will however remain the same for a period of 15 years, whereafter the fixed fee will fall away.

**29.3 The nature and extent of:**

**Rights to use specified assets.**

Assets must be managed and maintained by the contractor for the whole contract period.

**Intellectual Property Rights:**

All rights in data, reports, drawings, models, specifications and/or other material produced by or on behalf of the department shall vest in and be the property of the state and the contractor is hereby granted an irrevocable non-exclusive and royalty-free license to use such material for the purpose of the project.

The contractor hereby grants the department an irrevocable non-exclusive license in perpetuity, to use the data, reports, drawings, models, specifications, plans, software designs, inventions and/or other material solely for the purpose of maintaining and operating the correctional centre.

**Obligations to provide or rights to expect provisions of services.**

Contractor:

- Construction of the correctional centre.
- Maintenance and operation of the correctional centre for the contract period of 25 years.
- Keep inmates in safe custody.
- Maintaining order, discipline, control and a safe environment.
- Providing decent conditions and meeting inmate's needs.
- Providing structured day programmes.
- Preparing inmates for return to the community.
- Delivering correctional centre services.
- Involvement with the community.

**Correctional Services:**

- To ensure that there are always inmates placed in available inmate spaces.
- To pay the contractor on a monthly basis.
- To manage the contract on a monthly basis.

Obligations to acquire or build items of property, plant and equipment.  
Original buildings constructed according to DCS specifications. Any further changes / alterations and additions to be negotiated.

Obligations to deliver or rights to receive specified assets at the end of the concession period.  
All assets including equipment become the property of DCS after expiry of the contract period.

**Renewal and termination options.**

Can be negotiated if so directed by Government.

**Other rights and obligations.**

All maintenance obligations are the responsibility of the contractor for the entire contract period.

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	2009/10 R'000	2008/09 R'000
<b>Contract fee paid</b>	<b>728,610</b>	<b>674,219</b>
Fixed component	194,731	194,731
Indexed component	533,879	479,488
<b>Current expenditure</b>		
Goods and Services(excluding lease payments)	533,879	479,488
<b>Capital/(Liabilities)</b>		
Property	194,731	194,731
<b>Total</b>	<b>728,610</b>	<b>674,219</b>
Future obligations for the remaining period of 16 years.	1,317,608	1,512,343
<b>30. Provisions</b>		
<b>30.1 Potential irrecoverable debts</b>		
Staff debtors	32,155	17,258
Claims recoverable	8,072	-
<b>Total</b>	<b>40,227</b>	<b>17,258</b>

**31. Movable Tangible Capital Assets**

**31.1 Movement in Movable Tangible Capital Assets Per Asset Register for the year ended 31 March 2010**

	Opening balance Cost R'000	Current Year Adjustments to prior year balances Cost R'000	Additions Cost R'000	Disposals Cost R'000	Closing balance Cost R'000
<b>Machinery And Equipment</b>	1,447,411	(567,626)	117,076	34,339	962,522
Transport assets	387,554	59,053	31,164	25,317	452,454
Specialised military assets	30,858	(22,739)	320	1,184	7,255
Computer equipment	127,486	(2,717)	44,965	2,532	167,202
Furniture and Office equipment	633,474	(571,435)	9,116	1,630	69,525
Other machinery and equipment	268,039	(29,788)	31,511	3,676	266,086
<b>Biological Assets</b>	707	2,662	2,275	368	5,276
Biological assets	707	2,662	2,275	368	5,276
<b>Total Movable Tangible Capital Assets</b>	<b>1,448,118</b>	<b>(564,964)</b>	<b>119,351</b>	<b>34,707</b>	<b>967,798</b>

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## 31.2 Additions To Movable Tangible Capital Asset Per Asset Register For The Year Ended 31 March 2010

	Cash Cost R'000	Non-Cash Fair Value R'000	(Capital work in progress - current costs) R'000	Received current year, not paid (Paid cur- rent year, received prior year) Cost R'000	Total Cost R'000
<b>Machinery and Equipment</b>	44,216	74,026	-	(1,166)	117,076
Transport assets	11,073	21,257	-	(1,166)	31,164
Specialised military assets	-	320	-	-	320
Computer equipment	22,064	22,901	-	-	44,965
Furniture and Office equipment	1,928	7,188	-	-	9,116
Other machinery and equipment	9,151	22,360	-	-	31,511
<b>Biological Assets</b>	160	2,115	-	-	2,275
Biological assets	160	2,115	-	-	2,275
<b>Total Additions To Movable Tangible Capital Assets</b>	<b>44,376</b>	<b>76,141</b>	<b>-</b>	<b>(1,166)</b>	<b>119,351</b>

## 31.3 Disposals Of Movable Tangible Capital Assets Per Asset Register For The Year Ended 31 March 2010

	Sold for cash R'000	Transfer out or destroyed or scrapped R'000	Total dispos- als R'000	Cash received actual R'000
<b>Machinery and Equipment</b>	7,929	26,410	34,339	1,402
Transport assets	6,164	19,153	25,317	1,384
Specialised military assets	377	807	1,184	-
Computer equipment	12	2,520	2,532	-
Furniture and Office equipment	106	1,524	1,630	-
Other machinery and equipment	1,270	2,406	3,676	18
<b>Biological Assets</b>	11	357	368	-
Biological assets	11	357	368	-
<b>Total Disposal Of Movable Tangible Capital Assets</b>	<b>7,940</b>	<b>26,767</b>	<b>34,707</b>	<b>1,402</b>

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## 31.4 Movement for 2008/09

## Movement In Movable Tangible Capital Assets Per Asset Register For The Year Ended 31 March 2009

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
<b>Machinery and Equipment</b>	1,453,577	51,289	57,455	1,447,411
Transport assets	416,509	18,562	47,517	387,554
Specialised military assets	30,919	-	61	30,858
Computer equipment	97,758	33,345	3,617	127,486
Furniture and Office equipment	632,042	2,717	1,285	633,474
Other machinery and equipment	276,349	(3,335)	4,975	268,039
<b>Biological Assets</b>	641	139	73	707
Biological assets	641	139	73	707
<b>Total Movable Tangible Capital Assets</b>	<b>1,454,218</b>	<b>51,428</b>	<b>57,528</b>	<b>1,448,118</b>

## 31.5 Minor assets

## Minor Assets Of The Department For 31 March 2010

	Intangible assets R'000	Heritage assets R'000	Machinery and equip- ment R'000	Biologi- cal assets R'000	Total R'000
Minor Assets	137	-	519,561	9,604	529,302
<b>Total</b>	<b>137</b>	<b>-</b>	<b>519,561</b>	<b>9,604</b>	<b>529,302</b>

	Intangible assets R'000	Heritage assets R'000	Machinery and equip- ment R'000	Biologi- cal assets R'000	Total R'000
Number of R1 minor assets	24	-	5,578	4	5,606
Number of minor assets	245	-	628,629	14,996	643,870
<b>Total</b>	<b>269</b>	<b>-</b>	<b>634,207</b>	<b>15,000</b>	<b>649,476</b>

## 31.6 Minor Assets

## Minor Assets of the Department for 31 March 2009

	Intangible assets R'000	Heritage assets R'000	Machinery and equip- ment R'000	Biologi- cal assets R'000	Total R'000
Minor Assets	254	-	449,253	2,043	451,550
<b>Total</b>	<b>254</b>	<b>-</b>	<b>449,253</b>	<b>2,043</b>	<b>451,550</b>

	Intangible assets R'000	Heritage assets R'000	Machinery and equip- ment R'000	Biologi- cal assets R'000	Total R'000
Number of minor assets	544	-	490,770	7,767	499,081
<b>Total</b>	<b>544</b>	<b>-</b>	<b>490,770</b>	<b>7,767</b>	<b>499,081</b>

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## 32. Intangible Capital Assets

## 32.1 Movement In Intangible Capital Assets Per Asset Register For The Year Ended 31 March 2010

	Opening balance Cost R'000	Current Year Adjustments to prior year balances Cost R'000	Additions Cost R'000	Disposals Cost R'000	Closing balance Cost R'000
Capitalised Development Costs	38,537	(38,537)	-	-	-
Computer Software	-	38,824	3,331	-	42,155
<b>Total Intangible Assets</b>	<b>38,537</b>	<b>287</b>	<b>3,331</b>	<b>-</b>	<b>42,155 *</b>

\*The closing balance of intangible assets on the asset register is R64,515 million and the Department is only disclosing an amount of R42,155 million on the AFS. The variance of R22,360 million is due to 22 intangible assets which were internally developed before 1 April 2006 and were given fair values before the closure of the financial year. The re-evaluation of the set intangible assets were reversed due to the need to review the fair value model.

## 32.2 Additions To Intangible Capital Assets Per Asset Register For The Year Ended 31 March 2010

	Cash R'000	Non-cash R'000	(Develop- ment work in progress - current costs) R'000	Received current year, not paid (Paid cur- rent year, received prior year) R'000	Total R'000
<b>Software and Other Intangible Assets</b>					
Capitalised Development Costs	32,203	-	(32,203)	-	-
Computer software	3,331	-	-	-	3,331
<b>Total</b>	<b>35,534</b>	<b>-</b>	<b>(32,203)</b>	<b>-</b>	<b>3,331</b>

## 32.3 Movement for 2008/09

## Movement In Intangible Capital Assets Per Asset Register For The Year Ended 31 March 2009

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Capitalised Development Costs	38,537	-	-	38,537
<b>Total</b>	<b>38,537</b>	<b>-</b>	<b>-</b>	<b>38,537</b>

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## 33. Immovable Tangible Capital Assets

## 33.1 Movement In Immovable Tangible Capital Assets Per Asset Register For The Year Ended 31 March 2010

	Opening balance R'000	Current year adjustments to prior year balances R'000	Additions R'000	Disposals R'000	Closing balance R'000
<b>Buildings and other fixed structures</b>	9,263	(9,220)	-	-	43
Dwellings	274	(274)	-	-	-
Non-residential buildings	7,829	(7,786)	-	-	43
Other fixed structures	1,160	(1,160)	-	-	-
<b>Heritage Assets</b>	211	(211)	-	-	-
Heritage assets	211	(211)	-	-	-
<b>Total immovable tangible capital assets</b>	<b>9,474</b>	<b>(9,431)</b>	<b>-</b>	<b>-</b>	<b>43</b>

## 33.2 Additions

## Additions to immovable tangible capital assets per asset register for the year ended 31 March 2010

	Cash R'000	Non-cash R'000	(Capital work-in- progress current costs and fi- nance lease payments) R'000	Received current, not paid (Paid current year, received prior year) R'000	Total R'000
<b>Buildings and other fixed structures</b>	910,469	-	(910,469)	-	-
Dwellings	9,487	-	(9,487)	-	-
Non-residential buildings	715,746	-	(715,746)	-	-
Other fixed structures	185,236	-	(185,236)	-	-
<b>Total additions to immovable tangible capital assets</b>	<b>910,469</b>	<b>-</b>	<b>(910,469)</b>	<b>-</b>	<b>-</b>



## 33.3 Disposals

Disposals of immovable tangible capital assets per asset register for the year ended 31 March 2010

	Sold for cash R'000	Transfer out or destroyed or scrapped R'000	Total dis- posals R'000	Cash received Actual R'000
<b>Buildings and other fixed structures</b>	-	-	-	-
Dwellings	-	-	-	-
Non-residential buildings	-	-	-	-
Other fixed structures	-	-	-	-
<b>Total disposal of immovable tangible capital assets</b>	-	-	-	-

## 33.4 Movement for 2008/09

Movement in immovable tangible capital assets per asset register for the year ended 31 March 2009

	Opening bal- ance R'000	Additions R'000	Disposals R'000	Closing bal- ance R'000
<b>Buildings and other fixed structures</b>	9,263	-	-	9,263
Dwellings	274	-	-	274
Non-residential buildings	7,829	-	-	7,829
Other fixed structures	1,160	-	-	1,160
<b>Heritage Assets</b>	211	-	-	211
Heritage assets	211	-	-	211
<b>Total tangible capital assets</b>	<b>9,474</b>	-	-	<b>9,474</b>

## ANNEXURE 1

## STATEMENT OF LOCAL AND FOREIGN AID ASSISTANCE RECEIVED

Name of donor	Purpose	Opening Balance R'000	Revenue R'000	Expenditure R'000	Closing Balance R'000
Received in cash United States of America's Presi- dent's Emergency plan for AIDS relief (PEPFAR) in Africa	Prevention and controlling of HIV/ AIDS and infectious diseases	1,604	-	1,097	507
<b>TOTAL</b>		<b>1,604</b>	<b>-</b>	<b>1,097</b>	<b>507</b>

## ANNEXURE 2A

## STATEMENT OF UNCONDITIONAL GRANTS AND TRANSFERS TO MUNICIPALITIES

Name of municipal- ity	Grant allocation			Transfer		Spent		2008/09 Total Available R'000		
	Amount R'000	Roll Overs R'000	Adjust- ments R'000	Total Available R'000	Actual Transfer R'000	% of Available Funds Trans- ferred %	Amount received by munici- pality R'000		Amount spent by municipal- ity R'000	% of avail- able funds spent by municipal- ity %
Various municipal- ities	-	-	-	-	2,241	-	-	-	-	1,996
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>2,241</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>1,996</b>

## ANNEXURE 2B

## STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

Department/agency/account	Transfer allocation				Transfer		2008/09
	Adjusted Ap- propriation	Roll Overs	Adjustments	Total Avail- able	Actual Trans- fer	% of Avail- able Funds Transferred	Final Appro- priation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
SA SSETA	-	-	-	-	-	-	3,947
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3,947</b>

## ANNEXURE 2C

## STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

Name of public corporation/private enterprise)	Transfer allocation				Expenditure				2008/09
	Adjusted Ap- propriation Act	Roll Overs	Adjust- ments	Total Available	Actual Transfer	% of Available Funds Trans- ferred	Capital	Current	Total Avail- able
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Private Enterprises									
Non life Insurance	-	-	-	-	240	-	-	-	219
<b>TOTAL</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>240</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>219</b>

## ANNEXURE 2D

## STATEMENT OF TRANSFERS TO HOUSEHOLDS

Non profit organisation	Transfer allocation				Expenditure		2008/09
	Adjusted Ap- propriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Transferred	Final Appro- priation Act
	R'000	R'000	R'000	R'000	R'000	%	R'000
Leave gratuity					31,269		19,397
Poverty relief					1,015		1,510
Prisoner gratuity (Pocket money)	-	-	-	-	12,498	-	11,853
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>44,782</b>	<b>-</b>	<b>32,760</b>

ANNEXURE 2E

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

Name of organisation	Nature of gift, donation or sponsorship	2009/10 R'000	2008/09 R'000
<b>Received in cash</b>			
Open Society Foundation	Development of an electronic tool to monitor the implementation of the Correctional Services Act 111 of 1998	143	61
<b>Subtotal</b>		143	61
<b>Received in kind</b>			
Various private persons	Animals	8	2
Various private persons	Sport and recreation	257	26
Various private companies	Computer equipment and software	80	2
Various private persons/companies	Books	3	36
Various private persons	Food and related products	7	-
Various private persons	Toiletries	-	2
Various private persons/companies	Electrical appliances	345	11
Various private persons/companies	Toys, baby accessories and recreation	11	18
Various private persons/companies	Other	54	3
<b>Subtotal</b>		<b>765</b>	<b>100</b>
<b>TOTAL</b>		<b>908</b>	<b>161</b>

ANNEXURE 2F

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE REMISSIONS, REFUNDS AND PAYMENTS MADE AS AN ACT OF GRACE

Nature of gift, donation or sponsorship	2009/10 R'000	2008/09 R'000
<b>Made in kind</b>		
Corporate gifts to private persons	1	7
Poverty alleviation (clothing and food) to private organisations	267	327
Other	1	3
<b>Subtotal</b>	<b>269</b>	<b>337</b>
<b>Total</b>	<b>269</b>	<b>337</b>

Totals in respect of "made in kind" do not form part of the totals as on the face of the Statement of Financial Performance.

## ANNEXURE 3A

## STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2010 - LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2009 R'000	Guarantee drawdowns during the year R'000	Guarantee repayments/cancelled/reduced/released during the year R'000	Currency Revaluations R'000	Closing balance 31/03/2010 R'000	Guaranteed interest outstanding 31/03/2010 R'000	Realised losses not recoverable, i.e. claims paid out R'000
	<b>Motor Vehicles</b>								
Stannic fleet Management	Motor Vehicles	1,118	258	(189)	-	-	69	-	-
	<b>Subtotal Housing</b>	<b>1,118</b>	<b>258</b>	<b>(189)</b>	<b>-</b>	<b>-</b>	<b>69</b>	<b>-</b>	<b>-</b>
Standard Bank	Housing	-	3,703	-	992	-	2,711	-	-
Nedbank Limited	Housing	-	432	-	250	-	182	-	-
First Rand Bank	Housing	-	808	34	111	-	731	-	-
Nedbank (INC B)	Housing	-	172	-	37	-	135	-	-
Meeg Bank Limited	Housing	-	82	-	-	-	82	-	-
ABSA	Housing	-	1,471	471	325	-	1,617	-	-
Unique Finance	Housing	-	64	-	-	-	64	-	-
Old Mutual Finance	Housing	-	444	-	69	-	375	-	-
Peoples Bank FB	Housing	-	387	-	178	-	209	-	-
Nedbank LTD (NBS)	Housing	-	1,287	-	223	-	1,064	-	-
FNB-Former Saambou	Housing	-	2,192	-	771	-	1,421	-	-
Old Mutual (NEDB/P)	Housing	-	414	57	84	-	387	-	-
TNBS Mutual Bank	Housing	-	25	-	-	-	25	-	-
Ithala Limited	Housing	-	793	-	70	-	723	-	-
Free State Dev Cor	Housing	-	92	-	30	-	62	-	-

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2009 R'000	Guarantee drawdowns during the year R'000	Guarantee repayments/cancelled/reduced/released during the year R'000	Currency Revaluations R'000	Closing balance 31/03/2010 R'000	Guaranteed interest outstanding 31/03/2010 R'000	Realised losses not recoverable, i.e. claims paid out R'000
North West Housing Corp	Housing	-	6	-	-	-	6	-	-
Mpumalanga Housing Fin Cor	Housing	-	245	-	49	-	196	-	-
Housing Dev Board	Housing	-	7	-	-	-	7	-	-
Community Bank	Housing	-	11	-	-	-	11	-	-
NP Development Cor	Housing	-	40	-	-	-	40	-	-
Green Start Home Loans	Housing	-	89	-	-	-	89	-	-
NHFC (Masikheni)	Housing	-	32	-	-	-	32	-	-
	<b>Subtotal</b>	<b>-</b>	<b>12,796</b>	<b>562</b>	<b>3,189</b>	<b>-</b>	<b>10,169</b>	<b>-</b>	<b>-</b>
	<b>Total</b>	<b>1,118</b>	<b>13,054</b>	<b>373</b>	<b>3,189</b>	<b>-</b>	<b>10,238</b>	<b>-</b>	<b>-</b>

## ANNEXURE 3B

## STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2010

Nature of Liability	Opening Balance 01/04/2009	Liabilities incurred during the year	Liabilities paid/ cancelled/reduced during the year	Liabilities recoverable	Closing Balance 31/03/2010
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Damages	15,144	-	-	-	15,144
Damages HIV	3,455	-	-	-	3,455
Defamation	1,325	470	-	-	1,795
Bodily Injury/Assault	988,558	2,540	4,500	-	986,598
Unlawful Detention	161,891	14,344	-	-	176,235
Compensation	25,107	-	-	-	25,107
Death in detention	1,050	13,080	-	-	14,130
Claim for legal cost	40,004	-	-	-	40,004
Unlawful Deduction	10	-	-	-	10
Unpaid Rental	476	850	-	-	1,326
Breach of Contract	3,030	84	66	-	3,048
Rape	1,002	3,087	-	-	4,089
Pain and suffering	13,997	1,140	4,200	-	10,937
Damages to properties	2,127	367	-	-	2,494
Motor accidents	2,816	1,065	29	-	3,852
Other	16,080	79,326	315	-	95,091
<b>Total</b>	<b>1,276,072</b>	<b>116,353</b>	<b>9,110</b>	<b>-</b>	<b>1,383,315</b>

## ANNEXURE 4

## CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2010	31/03/2009	31/03/2010	31/03/2009	31/03/2010	31/03/2009
	R'000	R'000	R'000	R'000	R'000	R'000
Department	-	-	982	143	982	143
Water Affairs and Forestry	-	-	-	519	-	519
Agriculture	-	-	143	11	143	11
Defence	-	-	-	-	-	-
Public Service and Administration	-	-	-	56	-	56
Foreign Affairs	-	-	-	4	-	4
Local Government	-	-	-	19	-	19
Housing	-	-	-	16	-	16
SAPS	-	-	1,204	3,259	1,204	3,259
Justice	-	-	81	10	81	10
Department of Public Works	-	-	366	634	366	634
Home Affairs	-	-	1,197	83	1,197	83
Health	-	-	44	3	44	3
SASSA	-	-	-	63	-	63
Social Development	-	-	-	30	-	30
Transport	-	-	29	-	29	-
Safety and Liaison	-	-	-	11	-	11
Land Affairs	-	-	-	-	-	-
Private & other institutions	-	-	-	1,017	-	1,017
Water Affairs Gauteng	-	-	43	36	43	36
National Prosecuting Authority	-	-	-	29	-	29
Gauteng Treasury	-	-	-	331	-	331
Home Affairs Gauteng	-	-	18	26	18	26
Limpopo Provincial Department	-	-	20	-	20	-
Rural Development	-	-	32	-	32	-
National Treasury	-	-	7	-	7	-
Trade and Industry	-	-	70	-	70	-
Education	-	-	28	-	28	-
Arts and Culture	-	-	70	-	70	-
Labour	-	-	6	-	6	-
Sport and Recreation	-	-	18	-	18	-
Public Enterprise	-	-	18	-	18	-
GEPP	-	-	50	-	50	-
International Relations	-	-	-	-	-	-
<b>Sub Total</b>	<b>-</b>	<b>-</b>	<b>4,426</b>	<b>6,300</b>	<b>4,426</b>	<b>6,300</b>
<b>Other Government Entities</b>						
Dr George Mukhari Hospital	-	-	-	430	-	430
<b>Total</b>	<b>-</b>	<b>-</b>	<b>4,426</b>	<b>6,730</b>	<b>4,426</b>	<b>6,730</b>

## ANNEXURE 5

## INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance out-standing		Unconfirmed balance out-standing		TOTAL	
	31/03/2010	31/03/2009	31/03/2010	31/03/2009	31/03/2010	31/03/2009
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Departments</b>						
Current						
SAPS	-	33	-	245	-	278
SASSA	-	-	39	-	39	-
Housing Gauteng	-	17	-	-	-	17
Justice and Constitutional Development	-	-	51	-	51	-
Social Development Kwazulu Natal	-	-	30	-	30	-
Public Works	96,990	-	19,423	105,490	116,413	105,490
Water Affairs and Forestry	-	4	-	-	-	4
Health	-	240	-	-	-	240
Arts and Culture	-	-	3	7	3	7
Foreign Affairs	-	-	17	17	17	17
Sport and Recreation	-	-	-	10	-	10
Public Administration Leadership and Management	-	-	1	1	1	1
Public Service and Administration	-	-	68	68	68	68
Presidency	-	-	4	-	4	-
Education	-	-	10	23	10	23
Printing Works	-	-	-	4,248	-	4,248
National Prosecuting Authority	-	-	-	14	-	14
Health North West	-	-	128	128	128	128
Health Gauteng	-	-	-	21,344	-	21,344
Health Free State	3	-	-	-	3	-
Health Eastern Cape	-	-	-	280	-	280
Science and Technology	-	-	5	-	5	-
Social Development Eastern Cape	-	-	-	1	-	1
Social Development Free State	-	-	-	11	-	11
Agriculture Conservation and Environment North West	-	-	3	3	3	3
<b>Total</b>	<b>96,993</b>	<b>294</b>	<b>19,782</b>	<b>131,890</b>	<b>116,775</b>	<b>132,184</b>

## ANNEXURE 6

INVENTORY	Quantity	2009/10 R'000
<b>Inventory</b>		
Opening balance	504,643,577	526,338
Add/(Less): Adjustments to prior year balances	(103,886,900)	3,421,004
Add: Additions/Purchases - Cash	955,714,194	828,716
Add: Additions - Non-cash	83,915,762	1,370
(Less): Disposals	(13,734,645)	(45,110)
(Less): Issues	(1,229,261,863)	(1,250,900)
Add/(Less): Adjustments	(46,822)	(2,666,673)
<b>Closing balance</b>	<b>197,343,303</b>	<b>814,745</b>





## Part 5: Human Resource Management

### 1. Public Service Regulations

The statistics and information published in this part of the annual report are required in terms of Chapter 1, Part III J.3 of the Public Service Regulations, 2002 and have been prescribed by the Minister for the Public Service and Administration for all departments within the Public Service.

The statistical tables provide high-level information on key human resource issues. The information aims to empower legislatures, the media, the public and other key stakeholders to monitor whether departments:-

1. Are exercising the powers granted under Public Service and Public Finance legislation in a responsible manner,
2. Are achieving national transformation priorities established by the Cabinet, for example, affirmative action.

Annual reports are produced after the end of the financial year. This is aimed at strengthening the accountability of departments to key stakeholders.

The tables in this report are revised on a regular basis by the Department of Public Service and Administration (DPSA). If you wish to see additional information included in this report, please send suggestions (with a clear motivation) to:-

The Director-General  
Department of Public Service and Administration  
ATTENTION: Public Service Information Unit  
P.O. Box 916, Pretoria, 0001  
psiu@dpsa.gov.za  
fax: (012) 314-7020

To ensure that enough time is available to evaluate and incorporate your suggestions, please ensure that all submissions are submitted on or before 31 August.

For a detailed description and explanation of the terminology used in this section of the report, please consult the publication from the DPSA entitled 'A guide to understanding the oversight report of departmental annual reports'. A copy of the guide is available from all departments or can be accessed from the DPSA website ( www.dpsa.gov.za ).

### 2. Expenditure

Department's budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 2.1) and by salary bands (Table 2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within the department.

TABLE 2.1 – Personnel costs by programme, 2009/10

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as a percent of total expenditure	Average personnel cost per employee (R'000)
Administration	3,517,059	1,716,972	443	175,374	42.21%	42
Security	4,828,407	4,680,233	5	55,424	41.61%	114
Corrections	1,252,812	1,210,409	0	92	96.61%	30
Care	1,548,739	641,906	0	399,750	64.71%	16
Development	436,685	291,333	0	23,577	6.1%	7
Social Reintegration	469,858	436,928	0	88	93%	11
Facilities	1,633,783	87,919	22	12,783	0%	2
<b>Z=Total as on Financial Systems (BAS)</b>	<b>13,687,343</b>	<b>9,065,700</b>	<b>470</b>	<b>667,088</b>	<b>66.3%</b>	<b>221</b>

TABLE 2.2 – Personnel costs by salary bands, 2009/10

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	2,461	0	351,571
Skilled (Levels 3-5)	1,974,218	22.2	160,898
Highly skilled production (Levels 6-8)	5,804,375	65	229,333
Highly skilled supervision (Levels 9-12)	1,089,123	12.2	269,919
Senior management (Levels 13-16)	123,899	1.4	728,818
Contract (Levels 1-2)	138	0	0
Contract (Levels 3-5)	1,037	0	94,273
Contract (Levels 6-8)	6,507	0.1	241,000
Contract (Levels 9-12)	31,144	0.3	346,044
Contract (Levels 13-16)	6,575	0.1	469,643
Periodical Remuneration	24,277	0.3	13,896
Abnormal Appointment	1,795	0	32,054
<b>TOTAL</b>	<b>9,065,700</b>	<b>102</b>	<b>206,786</b>

The following tables provide a summary per programme (Table 2.3) and salary bands (Table 2.4), of expenditure incurred as a result of salaries, overtime, home owners allowance and medical assistance. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

TABLE 2.3 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2009/10

Programme	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost
Administration	1,071,639	68.5	2,324	2.5	17,370	1.1	316,759	18.4
Security	2,911,521	64.9	293,488	3.7	65,676	1.5	326,022	7.0
Facilities	70,841	66.9	83,668	3.5	1,136	1.1	6,680	7.6
Care	397,702	68.1	78	3.5	5,493	0.5	34,118	5.3
Development	289,150	69.1	16	2.7	4,362	0.9	20,100	6.9
Corrections	870,507	66.3	5	3.7	15,735	1.2	83,486	6.9
Social Reintegration	293,437	66.6	17,041	3.8	6,119	1.4	26,772	6.1
<b>TOTAL</b>	<b>5,904,797</b>	<b>66.3</b>	<b>313,050</b>	<b>3.4</b>	<b>115,537</b>	<b>1.3</b>	<b>813,937</b>	<b>9.0</b>

TABLE 2.4 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2009/10

Salary Bands	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost
Lower skilled (Levels 1-2)	1,387	56	0	0	33	1.3	286	11.6
Skilled (Levels 3-5)	1,245,875	63	70,222	3.6	36,110	1.8	163,073	8.3
Highly skilled production (Levels 6-8)	3,710,957	66.1	225,450	3.9	69,893	1.3	377,622	6.7
Highly skilled supervision (Levels 9-12)	799,472	71.9	17,366	1.6	7,987	0.7	43,693	3.9
Senior management (Levels 13-16)	102,986	78	0	0	1,508	1.1	1,668	1.3
Contract (Levels 1-2)	130	94.2	0	0	0	0	3	2.2
Contract (Levels 3-5)	919	88.4	9	0.9	0	0	30	2.9
Contract (Levels 6-8)	5,875	90	3	0	0	0	0	0

Salary Bands	Salaries		Overtime		Home Owners Allowance		Medical Assistance	
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost
Contract (Levels 9-12)	30,147	94	0	0	6	0	123	0.4
Contract (Levels 13-16)	6,068	91.1	0	0	0	0	8	0.1
Periodical Remuneration	21	0.1	0	0	0	0	0	0
Abnormal Appointment	960	51.6	0	0	0	0	227,431	3.5
<b>TOTAL</b>	<b>5,904,797</b>	<b>66.3</b>	<b>313,050</b>	<b>3.4</b>	<b>115,537</b>	<b>1.3</b>	<b>813,937</b>	<b>9</b>

### 3. Employment and vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables: - programme (Table 3.1), salary band (Table 3.2) and critical occupations (Table 3.3). Departments have identified critical occupations that need to be monitored. Table 3.3 provides establishment and vacancy information for the key critical occupations of the department.

The vacancy rate reflects the percentage of posts that are not filled.

TABLE 3.1 – Employment and vacancies by programme, 31 March 2010

Programme	Number of Posts	Number of Posts Filled	Vacancy Rate	Number of Posts Filled Additional to the Establishment
Administration	8,031	5,724	28.7	26
Security	24,928	23,479	5.8	1
Facilities	550	413	24.9	0
Care	3,296	2,525	23.4	12
Development	1,712	1,343	21.6	0
Corrections	6,334	5,635	11.1	0
Social Reintegration	2,029	1,866	8	0
<b>TOTAL</b>	<b>46,880</b>	<b>40,985</b>	<b>12.6</b>	<b>39</b>

TABLE 3.2 – Employment and vacancies by salary bands, 31 March 2010

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	418	9	97.8	0
Skilled (Levels 3-5)	12,931	12,270	5.1	5
Highly skilled production (Levels 6-8)	28,353	24,359	14.1	1
Highly skilled supervision (Levels 9-12)	4,842	4,030	16.8	0
Senior management (Levels 13-16)	194	175	10	0
Contract (Levels 3-5)	11	11	0	7
Contract (Levels 6-8)	27	27	0	11
Contract (Levels 9-12)	90	90	0	6
Contract (Levels 13-16)	14	14	0	9
<b>TOTAL</b>	<b>46,880</b>	<b>40,985</b>	<b>12.6</b>	<b>39</b>

TABLE 3.3 – Employment and vacancies by critical occupation, 31 March 2010

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Artisan project and related superintendents	7	0	100	0
Chaplain and related professionals	34	22	35.3	0
Client inform clerks (switchboard receptionist inform clerks)	47	32	31.9	0
Custodian personnel	10,535	7,143	32.2	16
Educationists	578	429	25.8	0
Financial and related professionals	199	64	67.8	0
Head of department/chief executive officer	1	0	100	0
Information technology related	74	16	78.4	0
Legal related	40	19	52.5	0
Logistical support personnel	93	18	80.6	0
Medical practitioners	15	11	26.7	0
Other administrative policy and related officers	2,795	2,512	10	0
Pharmacists	42	21	50	0
Professional nurse	1,228	897	27	0
Psychologists and vocational counsellors	10	10	0	8
Rank: Minister, Permanent	1	1	0	0

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Secretaries & other keyboard operating clerks	132	86	34.8	1
Security officers	30,081	29,026	3.5	5
Senior managers	194	175	10	9
Social work and related professionals	774	503	35	0
<b>TOTAL</b>	<b>46,880</b>	<b>40,985</b>	<b>12.6</b>	<b>39</b>

The information in each case reflects the situation as at 31 March 2010. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

#### 4. Job evaluation

The Public Service Regulations, 1999 introduced job evaluation as a way of ensuring that work of equal value is remunerated equally. Within a nationally determined framework, executing authorities may evaluate or re-evaluate any job in his or her organisation. In terms of the Regulations all vacancies on salary levels 9 and higher must be evaluated before they are filled. This was complemented by a decision by the Minister for the Public Service and Administration that all SMS jobs must be evaluated before 31 December 2002.

The following table (Table 4.1) summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

TABLE 4.1 – Job Evaluation, 1 April 2009 to 31 March 2010 assumptions

Salary band	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	418	0	0	0	0	0	0
Contract (Levels 3-5)	11	0	0	0	0	0	0
Contract (Levels 6-8)	27	0	0	0	0	0	0
Contract (Levels 9-12)	90	0	0	0	0	0	0
Contract (Band A)	7	0	0	0	0	0	0
Contract (Band B)	5	0	0	0	0	0	0
Contract (Band C)	2	0	0	0	0	0	0
Skilled (Levels 3-5)	12,931	6	0	0	0	0	0
Highly skilled production (Levels 6-8)	28,353	7	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	4,847	15	0.3	3	20	0	0

Salary band	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Senior Management Service Band A	146	2	1.4	2	100	0	0
Senior Management Service Band B	30	0	0	0	0	0	0
Senior Management Service Band C	11	1	9.1	0	0	0	0
Senior Management Service Band D	2	0	0	0	0	0	0
<b>TOTAL</b>	<b>46,880</b>	<b>31</b>	<b>0.1</b>	<b>5</b>	<b>16.1</b>	<b>0</b>	<b>0</b>

The following table provides a summary of the number of employees whose salary positions were upgraded due to their posts being upgraded. The number of employees might differ from the number of posts upgraded since not all employees are automatically absorbed into the new posts and some of the posts upgraded could also be vacant.

TABLE 4.2 – Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2009 to 31 March 2010

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Employees with a disability					0

The following table summarises the number of cases where remuneration levels exceeded the grade determined by job evaluation. Reasons for the deviation are provided in each case.

TABLE 4.3 – Employees whose salary level exceed the grade determined by job evaluation, 1 April 2009 to 31 March 2010 (in terms of PSR 1.V.C.3)

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
Other administrative policy and related officers	1	8	9	Arbitration award
Other administrative policy and related officers	3	9	10	Arbitration award
Other administrative policy and related officers	4	11	12	Arbitration award
Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2009/10				8
Percentage of total employment				0

Table 4.4 summarises the beneficiaries of the above in terms of race, gender, and disability.

TABLE 4.4 – Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2009 to 31 March 2010 (in terms of PSR 1.V.C.3)

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	6	0	2	0	8
<b>Total</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>8</b>

## 5. Employment changes

This section provides information on changes in employment over the financial year.

Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band (Table 5.1) and by critical occupations (Table 5.2). (These "critical occupations" should be the same as those listed in Table 3.3).

TABLE 5.1 – Annual turnover rates by salary band for the period 1 April 2009 to 31 March 2010

Salary Band	Number of employees per band as on 1 April 2009	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	7	0	0	0
Skilled (Levels 3-5)	13,327	452	178	1.3
Highly skilled production (Levels 6-8)	25,272	158	697	2.8
Highly skilled supervision (Levels 9-12)	2,481	25	119	4.8
Senior Management Service Band A	134	1	5	3.7
Senior Management Service Band B	25	1	3	12
Senior Management Service Band C	10	0	1	10
Senior Management Service Band D	3	1	3	100
Contract (Levels 1-2)	0	0	2	0
Contract (Levels 3-5)	18	13	16	88.9
Contract (Levels 6-8)	34	34	38	111.8
Contract (Levels 9-12)	11	23	18	163.6
Contract (Band A)	3	8	6	200
Contract (Band B)	0	7	1	0
Contract (Band C)	0	2	1	0
<b>TOTAL</b>	<b>41,325</b>	<b>725</b>	<b>1,088</b>	<b>2.6</b>

TABLE 5.2 – Annual turnover rates by critical occupation for the period 1 April 2009 to 31 March 2010

Occupation:	Number of employees per occupation as on 1 April 2009	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Other administrative policy and related officers	53	2	68	128.3
Chaplain and related professionals	33	0	0	0
Client inform clerks (switchboard, receptionist, information clerks)	42	0	1	2.4
Custodian personnel	38,705	599	895	2.3
Educationists	427	5	17	4
Engineers and related professionals	2	0	0	0
Financial and related professionals	220	8	1	0.5
General legal administration & related Professionals	19	1	3	15.8
Language practitioners interpreters & other communication	1	0	0	0
Logistical support personnel	96	5	3	3.1
Medical practitioners	10	2	4	40
Messengers porters and deliverers	1	0	0	0
Other information technology personnel	79	3	1	1.3
Pharmacists	25	14	13	52
Professional nurse	860	44	33	3.8
Psychologists and vocational counsellors	17	12	7	41.2
Secretaries & other keyboard operating clerks	96	1	6	6.3
Security officers	0	0	0	0
Senior managers	132	20	18	13.6
Social work and related professionals	507	9	18	3.6
<b>TOTAL</b>	<b>41,325</b>	<b>725</b>	<b>1,088</b>	<b>2.6</b>

TABLE 5.3 – Reasons why staff are leaving the department

Termination Type	Number	% of total resignation
Death	299	27.5
Resignation	295	27.1
Expiry of contract	72	6.6
Dismissal – misconduct	144	13.2
Discharged due to ill-health	48	4.4
Retirement	208	19.1
Transfers to other Public Service Departments	13	1.2
Other	9	0.8
<b>Total</b>	<b>1,088</b>	<b>100</b>
Total number of employees who left as a % of the total employment	2.6	

TABLE 5.4 – Promotions by critical occupation

Occupation	Employees as at 1 April 2009	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Other administrative policy and related officers	53	2	3.8	24	45.3
Chaplain and related professionals	33	1	3	22	66.7
Client inform clerks (switchboard receptionist inform clerks)	42	0	0	23	54.8
Custodian personnel	38,705	188	0.5	24,686	63.8
Educationists	427	11	2.6	158	37
Engineers and related professionals	2	1	50	0	0
Financial and related professionals	220	19	8.6	118	53.6
General legal administration & related professionals	19	2	10.5	7	36.8
Head of department/ chief executive officer	0	1	0	0	0
Language practitioners interpreters & other communication	1	0	0	0	0
Logistical support personnel	96	8	8.3	52	54.2
Medical practitioners	10	1	10	0	0
Messengers porters and deliverers	1	0	0	0	0

Occupation	Employees as at 1 April 2009	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Other information technology personnel.	79	4	5.1	48	60.8
Pharmacists	25	3	12	6	24
Professional nurse	860	119	13.8	406	47.2
Psychologists and vocational counsellors	17	0	0	0	0
Secretaries & other keyboard operating clerks	96	6	6.3	41	42.7
Security officers	0	23	0	11	0
Senior managers	132	10	7.6	0	0
Social work and related professionals	507	13	2.6	7	1.4
<b>TOTAL</b>	<b>41,325</b>	<b>424</b>	<b>1</b>	<b>25,609</b>	<b>62</b>

TABLE 5.5 – Promotions by salary band

Salary Band	Employees 1 April 2009	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	7	0	0	4	57.1
Skilled (Levels 3-5)	13,324	22	0.2	8,482	63.7
Highly skilled production (Levels 6-8)	25,269	160	0.6	15,614	61.8
Highly skilled supervision (Levels 9-12)	2,401	219	9.1	1,509	62.8
Senior management (Levels 13-16)	172	14	8.1	0	0
Contract (Levels 3-5)	21	0	0	0	0
Contract (Levels 6-8)	37	2	5.4	0	0
Contract (Levels 9-12)	91	7	7.7	0	0
Contract (Levels 13-16)	3	0	0	0	0
<b>TOTAL</b>	<b>41,325</b>	<b>424</b>	<b>1</b>	<b>25,609</b>	<b>62</b>

## 6. Employment equity

The tables in this section are based on the formats prescribed by the Employment Equity Act, 55 of 1998.

TABLE 6.1 – Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2010

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	70	16	3	15	34	2	2	5	147
Professionals	264	44	3	51	496	112	13	103	1,086
Technicians and associate professionals	1,007	261	33	575	1,289	290	35	356	3,846
Clerks	1,591	338	44	534	499	85	8	125	3,225
Service and sales workers	17,113	3,649	400	3,562	6,316	1,063	140	416	32,659
Elementary occupations	4	7	0	0	3	0	0	0	14
Total	20,049	4,315	483	4,737	8,637	1,552	198	1 005	40,979
Employees with disabilities	97	13	0	28	69	9	1	4	221

TABLE 6.2 – Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2010

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	4	0	0	2	4	0	1	1	12
Senior Management	75	19	5	16	36	4	1	2	158
Professionally qualified and experienced specialists and mid-management	1,433	337	44	821	956	182	25	235	4,033
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	11,343	3,275	356	3,847	3,938	815	99	689	24,361
Semi-skilled and discretionary decision making	7,143	670	76	43	3,654	546	70	67	12,269
Unskilled and defined decision making	0	0	0	0	6	1	0	2	9
Contract (Top Management),	1	0	0	0	0	0	0	1	2

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Contract (Senior Management),	5	0	0	0	3	1	0	3	12
Contract (Skilled technical),	1	0	2	5	9	1	2	7	27
Contract (Semi-skilled),	3	1	0	0	7	0	0	0	11
<b>TOTAL</b>	<b>20,055</b>	<b>4,315</b>	<b>483</b>	<b>4,737</b>	<b>8,638</b>	<b>1,552</b>	<b>198</b>	<b>1,007</b>	<b>40,985</b>

TABLE 6.3 – Recruitment for the period 1 April 2009 to 31 March 2010

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	1	0	0	0	1
Senior Management	1	0	0	0	1	0	0	0	2
Professionally qualified and experienced specialists and mid-management	3	0	1	1	11	3	1	5	25
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	66	11	0	7	68	3	3	0	158
Semi-skilled and discretionary decision making	224	20	1	3	188	16	0	0	452
Contract (Top Management),	1	0	0	0	0	0	0	1	2
Contract (Senior Management),	6	0	1	0	3	1	0	4	15
Contract (Professionally qualified),	6	0	0	3	13	1	0	0	23
Contract (Skilled technical),	3	0	2	5	13	2	2	7	34
Contract (Semi-skilled),	4	1	0	0	8	0	0	0	13
<b>TOTAL</b>	<b>314</b>	<b>32</b>	<b>5</b>	<b>19</b>	<b>306</b>	<b>26</b>	<b>6</b>	<b>17</b>	<b>725</b>
<b>Employees with disabilities</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>

TABLE 6.4 – Promotions for the period 1 April 2009 to 31 March 2010

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	0	0	0	1	2
Senior Management	7	1	0	1	2	1	0	0	12
Professionally qualified and experienced specialists and mid-management	652	141	20	196	498	111	17	93	1 728
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	7,933	1,959	201	1,818	2,948	566	75	271	15,771
Semi-skilled and discretionary decision making	5 079	614	60	42	2 195	404	49	61	8,504
Unskilled and defined decision making	0	0	0	0	2	2	0	0	4
<b>Total</b>	<b>13,672</b>	<b>2,715</b>	<b>281</b>	<b>2,057</b>	<b>5,645</b>	<b>1,084</b>	<b>141</b>	<b>426</b>	<b>26,021</b>
<b>Employees with disabilities</b>	<b>61</b>	<b>13</b>	<b>0</b>	<b>12</b>	<b>42</b>	<b>5</b>	<b>0</b>	<b>3</b>	<b>136</b>

TABLE 6.5 – Terminations for the period 1 April 2009 to 31 March 2010

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	1	1	0	1	4
Senior Management	4	0	0	1	2	0	0	1	8
Professionally qualified and experienced specialists and mid-management	48	9	1	21	22	8	3	7	119
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	404	62	9	101	72	19	0	30	697
Semi-skilled and discretionary decision making	114	11	3	1	42	2	2	3	178
Contract (Top Management),	0	0	0	0	0	0	0	1	1



Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Contract (Professionally qualified),	4	0	1	4	8	1	0	0	18
Contract (Skilled technical),	7	0	0	2	14	3	3	9	38
Contract (Semi-skilled),	4	0	0	0	12	0	0	0	16
Contract (Unskilled),	1	0	0	0	1	0	0	0	2
<b>TOTAL</b>	<b>588</b>	<b>83</b>	<b>15</b>	<b>130</b>	<b>177</b>	<b>35</b>	<b>8</b>	<b>52</b>	<b>1,088</b>
Employees with disabilities	2	0	0	2	1	0	0	1	6

TABLE 6.6 – Disciplinary action for the period 1 April 2009 to 31 March 2010

	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary action									
Correctional counselling	300	171	1	46	66	22	0	11	617
Verbal warning	480	205	17	57	63	39	0	13	874
Written warning	455	191	13	61	71	32	0	7	830
Final written warning	359	151	9	53	29	11	0	4	616
Dismissal	61	37	1	18	8	0	0	0	125
Demotion	9	1	0	5	1	0	0	1	17
Suspended without payment	87	26	1	11	7	1	0	1	134
Withdrawal	172	53	1	11	22	2	1	4	266
Acquittal	137	60	0	12	23	7	0	1	240
No outcome	43	8	4	1	9	0	0	0	65
<b>TOTAL</b>	<b>2,103</b>	<b>903</b>	<b>47</b>	<b>275</b>	<b>299</b>	<b>114</b>	<b>1</b>	<b>42</b>	<b>3,784</b>

TABLE 6.7 – Skills development for the period 1 April 2009 to 31 March 2010

Occupational categories	Male				Female				TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	78	27	18	21	137	28	12	19	340
Professionals	558	112	21	89	411	129	39	92	1,451
Technicians and associate professionals	35	4	4	14	18	3	1	5	84
Clerks	581	269	16	134	498	235	23	172	1,928
Service and sales workers	4,839	1,514	226	846	3,040	500	253	440	11,658
Skilled agriculture and fishery workers	2	1	2	0	0	0	0	0	5
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>6,093</b>	<b>1,927</b>	<b>287</b>	<b>1,104</b>	<b>4,104</b>	<b>895</b>	<b>328</b>	<b>728</b>	<b>15,466</b>
Employees with disabilities	54	0	0	3	15	1	0	4	77

## 7. Performance rewards

To encourage good performance, the department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, and disability (Table 6.1), salary bands (table 6.2) and critical occupations (Table 6.3).

TABLE 7.1 – Performance Rewards by race, gender, and disability, 1 April 2009 to 31 March 2010

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
African, Female	1,723	8,573	20.1	3,563	2,068
African, Male	3,752	19,966	18.9	7,961	2,122
Asian, Female	48	197	24.4	99	2,056
Asian, Male	123	483	25.5	278	2,259
Coloured, Female	364	1,543	23.6	848	2,329
Coloured, Male	874	4,302	20.3	2,025	2,317
Total Blacks, Female	2,135	10,309	20.7	4,510	2,112
Total Blacks, Male	4,749	24,737	19.2	10,264	2,161
White, Female	353	1,003	35.2	910	2,578

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
Employees with a disability	42	221	19	87	2,066
<b>TOTAL</b>	<b>8,449</b>	<b>40,979</b>	<b>20.6</b>	<b>18,853</b>	<b>2,231</b>

TABLE 7.2 – Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2009 to 31 March 2010

Salary Bands	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee
Lower skilled (Levels 1-2)	0	7	0	0	0
Skilled (Levels 3-5)	1,662	12,270	13.5	2,500	1,504
Highly skilled production (Levels 6-8)	5,803	24,361	23.8	12,577	2,167
Highly skilled supervision (Levels 9-12)	981	4,035	24.3	3,769	3,842
Contract (Levels 3-5)	0	11	0	0	0
Contract (Levels 6-8)	0	27	0	0	0
Contract (Levels 9-12)	0	90	0	0	0
<b>TOTAL</b>	<b>8,446</b>	<b>40,801</b>	<b>20.7</b>	<b>18,846</b>	<b>2,231</b>

TABLE 7.3 – Performance Rewards by critical occupations, 1 April 2009 to 31 March 2010

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Other administrative policy and related officers, Permanent	0	53	0	0	0
Chaplain and related professionals, Permanent	0	33	0	0	0
Client inform clerks (switchboard receipt inform clerks), Permanent	15	42	35.71	18	1,200
Information Technology related, Permanent	0	79	0	0	0
Custodian personnel, Permanent	7,989	38,365	20.82	17,428	2,181
Educationists., Permanent	135	427	31.61	316	2,340
Engineers and related professionals, Permanent	0	2	0	0	0
Financial and related professionals, Permanent	2	220	0.9	14	7,000

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Professional Nurse, Permanent	164	860	19.06	676	4,121
Language practitioners interpreters & other commun, Permanent	0	1	0	0	0
Logistical support personnel, Permanent	0	96	0	0	0
Medical practitioners, Permanent	1	10	10	8	8,000
Messengers porters and deliverers, Permanent	0	1	0	0	0
Pharmacists, Permanent	3	25	12	11	3,666
Psychologists and vocational counsellors, Permanent	0	17	0	0	0
Secretaries & other keyboard operating clerks, Permanent	41	96	42.7	65	1,585
Security officers, Permanent	0	0	0	0	0
Senior managers, Permanent	3	132	2.27	22	7,333
Social work and related professionals, Permanent	92	507	18.14	275	2,989
<b>TOTAL</b>	<b>8,449</b>	<b>40,985</b>	<b>20.6</b>	<b>18,853</b>	<b>2,231</b>

TABLE 7.4 – Performance related rewards (cash bonus), by salary band, for Senior Management Service

Salary Band	Beneficiary Profile			Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within band			
Band A	0	140	0	0	0	0
Band B	0	30	0	0	0	0
Band C	0	12	0	0	0	0
Band D	0	2	0	0	0	0
<b>Total</b>	<b>0</b>	<b>184</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

## 8. Foreign workers

The tables below summarise the employment of foreign nationals in the department in terms of salary bands and by major occupation. The tables also summarise changes in the total number of foreign workers in each salary band and by each major occupation.

TABLE 8.1 – Foreign Workers, 1 April 2009 to 31 March 2010, by salary band

Salary Band	1 April 2009		31 March 2010		Change	
	Number	% of total	Number	% of total	Number	% change
Periodical Remuneration	11	100	14	100	3	100
<b>TOTAL</b>	<b>11</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>3</b>	<b>100</b>

TABLE 8.2 – Foreign Workers, 1 April 2009 to 31 March 2010, by major occupation

Major Occupation	1 April 2009		31 March 2010		Change	
	Number	% of total	Number	% of total	Number	% change
National security and custodian personnel	8	72.7	9	64.3	1	33.3
Professionals and managers	3	27.3	5	35.7	2	66.7
<b>TOTAL</b>	<b>11</b>	<b>100</b>	<b>14</b>	<b>100</b>	<b>3</b>	<b>100</b>

#### 9. Leave utilisation for the period 1 January 2009 to 31 December 2009

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 9.1) and disability leave (Table 9.2). In both cases, the estimated cost of the leave is also provided.

TABLE 9.1 – Sick leave, 1 January 2009 to 31 December 2009

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Sick Leave	% of Total Employees using Sick Leave	Average Days per Employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	304	92.4	24	0.1	13	63
Skilled (Levels 3-5)	139,941	79.3	11,364	32	12	40,802
Highly skilled production (Levels 6-8)	196,764	75.1	20,428	57.6	10	93,145
Highly skilled supervision (Levels 9-12)	30,602	76.4	3,385	9.5	9	24,238
Senior management (Levels 13-16)	858	80.2	122	0.3	7	2,222
Contract (Levels 3-5)	46	84.8	9	0	5	10
Contract (Levels 6-8)	219	51.1	42	0.1	5	100

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Sick Leave	% of Total Employees using Sick Leave	Average Days per Employee	Estimated Cost (R'000)
Contract (Levels 9-12)	632	77.2	80	0.2	8	711
Contract (Levels 13-16)	42	71.4	8	0	5	108
<b>TOTAL</b>	<b>369,408</b>	<b>76.8</b>	<b>35,462</b>	<b>100</b>	<b>10</b>	<b>161,399</b>

TABLE 9.2 – Disability leave (temporary and permanent), 1 January 2009 to 31 December 2009

Salary Band	Total Days	% Days with Medical Certification	Number of Employees using Disability Leave	% of Total Employees using Disability Leave	Average Days per Employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	24	100	4	0.1	6	5
Skilled (Levels 3-5)	9,152	99.7	554	20.1	17	2,781
Highly skilled production (Levels 6-8)	43,310	99.8	1,940	70.5	22	20,882
Highly skilled supervision (Levels 9-12)	6,514	99.6	241	8.8	27	5,083
Senior management (Levels 13-16)	40	100	5	0.2	8	112
Contract (Levels 3-5)	18	100	1	0	18	4
Contract (Levels 9-12)	74	100	5	0.2	15	95
<b>TOTAL</b>	<b>59,132</b>	<b>99.8</b>	<b>2,750</b>	<b>100</b>	<b>22</b>	<b>28,962</b>

Table 9.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

TABLE 9.3 – Annual Leave, 1 January 2009 to 31 December 2009

Salary Band	Total Days Taken	Average days per Employee
Lower skilled (Levels 1-2)	331.68	12
Skilled (Levels 3-5)	249,165.48	22
Highly skilled production (Levels 6-8)	621,088.48	25
Highly skilled supervision (Levels 9-12)	105,165.8	25
Senior management (Levels 13-16)	4277	24
Contract (Levels 1-2)	5	3
Contract (Levels 3-5)	207	23

Salary Band	Total Days Taken	Average days per Employee
Contract (Levels 6-8)	560	12
Contract (Levels 9-12)	1,861	19
Contract (Levels 13-16)	123	10
<b>TOTAL</b>	<b>982,782.6</b>	<b>23</b>

TABLE 9.4 – Capped leave, 1 January 2009 to 31 December 2010

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2009
Skilled (Levels 3-5)	135	5	15
Highly skilled production (Levels 6-8)	24,225	7	41
Highly skilled supervision (Levels 9-12)	4,296	8	68
Senior management (Levels 13-16)	67	6	80
Contract (Levels 3-5)	65	65	118
<b>TOTAL</b>	<b>28,788</b>	<b>7</b>	<b>45</b>

TABLE 9.5 – Leave payouts for the period 1 April 2009 to 31 March 2010

The following table summarises payments made to employees as a result of leave that was not taken.

Reason	Total Amount (R'000)	Number of Employees	Average Payment per Employee
Leave payout for 2009/10 due to non-utilisation of leave for the previous cycle	34	5	6,800
Capped leave payouts on termination of service for 2009/10	12,236	1 571	7,789
Current leave payout on termination of service for 2009/10	1,189	175	6,794
<b>TOTAL</b>	<b>13,459</b>	<b>1,751</b>	<b>7,686</b>

## 10. HIV and AIDS and health promotion programmes

TABLE 10.1 – Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Mainly Correctional Officials working in Correctional Centres	The Post Exposure Prophylaxis Guidelines are accessible on the DCS intranet and have been disseminated nationally. Universal Precautions are applied where relevant i.e. by health care workers and centre based correctional officials.

TABLE 10.2 – Details of Health Promotion and HIV and AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Mr. MP Mashabela, Director HR Support. HIV & AIDS is a sub-component within a sub-directorate.
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	X		There is only one national and one Regional (2 year contract) HIV & AIDS Co-ordinators for officials at ASD level. EAP's assist with counselling on HIV & AIDS. There are 11 EAP's (salary levels 8) nationally. The annual budget is approximately R2.3 million for compensation of employees.
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	X		The employee assistance programme within the department covers three fundamental methods: <ul style="list-style-type: none"> <li>• Therapeutic services available for all employees provided by trained professionals. The emphasis is on short term counselling and effective and appropriate referral processes.</li> <li>• Wellness programmes and training which focus on prevention programmes such as financial life-skills, stress management, burn-out, HIV/AIDS, Gender Empowerment and Healthy Lifestyles</li> <li>• Marketing and Information centre which provides. Information on various topics such as Child Maintenance, the Domestic Violence Act, HIV/AIDS, Healthy Lifestyles.</li> </ul>
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.		X	
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	X		The Department has a draft Integrated Employee Health and Wellness Policy and Procedures. Section 7.3.2 in the policy addresses discrimination against employees on the basis of their HIV & AIDS status
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	X		The Code of Conduct, the draft Employee Health and Wellness Policy and Procedure and the Equity Policy protect HIV positive employees against discrimination. DCS respects the Constitution of South Africa as well as the Basic Conditions of Employment Act.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have achieved.	X		The number of employees who participated in VCT's per region are: KZN: 342; FS/NC: 22; WC: 820; EC: 22; LMN: 16; Gauteng: 143 & Head Office: 162. TOTAL: 1364.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	X		The department developed a HIV/AIDS Quarterly Monitoring tool which was implemented in 2008. The indicators are: Number of officials who tested voluntarily, number of officials who tested HIV positive; number of officials who revealed their HIV status; number of HIV/AIDS awareness sessions; number of officials who underwent HIV counselling; number of officials who access ARV's from the major medical aid. The above indicators are reported on quarterly to the Risk Management Committee.

## 11. Labour relations

The following collective agreements were entered into with trade unions within the department.

TABLE 11.1 – Collective agreements, 1 April 2009 to 31 March 2010

Subject Matter	Date
None	n/a

The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

TABLE 11.2 – Misconduct and disciplinary hearings finalised, 1 April 2009 to 31 March 2010

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	619	16.36
Verbal warning	869	22.97
Written warning	823	21.75
Final written warning	618	16.33
Dismissal	125	3.30
Demotion	13	0.34
Suspension without payment	134	3.54
Withdrawal	264	6.98
Acquittal	254	6.71
No outcome	65	1.72
<b>TOTAL</b>	<b>3,784</b>	<b>100</b>

TABLE 11.3 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Fails to comply with, or contravenes an Act, regulation or legal obligation.	496	12.79
Mismanages the finances of the State.	9	0.23
Without permission possesses or wrongfully uses the property of the State, another employees and/or a visitor.	29	0.74
Misuse/abuse of movable/immovable property of the State.	35	0.90
Damage to and or cause loss of state property.	45	1.16
Endangers the lives of self or others by disregarding safety rules or regulations.	43	1.10
Prejudice the administration, discipline or efficiency of a department, office or institution of the State.	93	2.39
Misuse of position in the DCS to promote or to prejudice the interest of any political party, organization, company or individual.	2	0.05
Theft, bribery, fraud, corruption or any combination thereof.	87	2.24
Accepts any compensation in cash or otherwise from a member of the public, another employee or an offender for performing her or his duties without written approval from the department.	15	0.38
Fails to carry out a lawful order or routine instruction without just or reasonable cause.	280	7.22
Absence or repeated absence from work without a valid reason or permission.	1,419	36.60
Commits an act of sexual harassment.	24	0.62

Type of misconduct	Number	% of total
Discriminates on the basis of race, gender, disability, sexuality or other grounds outlawed by the Constitution.	6	0.15
Poor or inadequate performance for reasons other than incapacity.	82	2.11
Dereliction of duties.	255	6.57
Allowing a disciplinary hearing to fall away (Refer to clause 7.3.2 of the Procedure).	3	0.07
Performing of work for compensation in a private capacity for another person or organization either during or outside working hours without written approval.	9	0.23
Breaching the conditions pertaining to authorized private work.	2	0.05
Sleeping on duty.	59	1.52
While on duty, is under the influence of an intoxicating, illegal, unauthorized, habit-forming and/or stupefying drug, including alcohol.	85	2.19
Being in possession of alcohol in the workplace.	11	0.28
Being in possession of illegal, unauthorized, habit-forming and/or stupefying drug on departmental premises.	12	0.30
Permitting an offender to take alcohol or any prohibited drug or to have these substances in his/her possession.	3	0.07
While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner.	77	1.98
Contravention of the DCS Code of Conduct.	110	2.83
Assault, attempt or threatens to assault, another employee or person while on duty.	182	4.68
Incites other personnel to un-procedural and unlawful conduct.	13	0.33
Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	61	1.70
Intimidation or victimization of fellow employees or other persons.	9	0.23
Prevents/force other employees from belonging/not belonging to any trade union or employee organization.	0	0.00
Operates any money lending scheme for employees for own benefit during working hours in the workplace.	0	0.00
Carries or keeps firearms or other dangerous weapons in the workplace without the written authorization of the employer.	0	0.00
Misuse of firearms and/or other dangerous weapons in the workplace.	6	0.15
Breaching of security measures.	274	7.06
Furnishing of false statements or evidence in the execution of his or her duties.	22	0.56
Falsification of records or any other documentation.	8	0.20
Participation in un-procedural, unprotected and/or unlawful industrial action.	9	0.23
Commitment of a common law or statutory offence whilst on duty and/or on state premises.	1	0.02
<b>TOTAL</b>	<b>3,876</b>	<b>99.92</b>

TABLE 11.4 – Grievances lodged for the period 1 April 2009 to 31 March 2010

	Number	% of Total
Number of grievances resolved	606	50.34
Number of grievances not resolved	598	49.66
Total number of grievances lodged	1,204	100

TABLE 11.5 – Disputes lodged with Councils for the period 1 April 2009 to 31 March 2010

	Number	% of Total
Number of disputes upheld	44	49.43
Number of disputes dismissed	45	50.57
Total number of disputes lodged	89	100

TABLE 11.6 – Strike actions for the period 1 April 2009 to 31 March 2010

1. Total number of person working days lost		
Total cost (R'000) of working days lost		0
Amount (R'000) recovered as a result of no work no pay		0

TABLE 11.7 – Precautionary suspensions for the period 1 April 2009 to 31 March 2010

Number of people suspended	392
Number of people whose suspension exceeded 30 days	215
Average number of days suspended	294.41
Cost (R'000) of suspensions	R 13,992,360.00

## 12. Skills development

This section highlights the efforts of the department with regard to skills development.

TABLE 12.1 – Training needs identified 1 April 2009 to 31 March 2010

Occupational Categories	Gender	Number of employees as at 1 April 2009	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	43	0	171	0	171
	Male	104	0	849	0	849
Professionals	Female	724	0	571	0	571
	Male	362	0	1,084	0	1,084
Technicians and associate professionals	Female	1,970	0	0	0	0
	Male	1,876	0	0	0	0
Clerks	Female	586	0	723	0	723
	Male	2,507	0	1,875	0	1,875
Service and sales workers	Female	7,379	254	1,180	0	1,434
	Male	24,724	255	1,728	0	1,983
Skilled agriculture and fishery workers	Female	0	0	1,427	0	1,427
	Male	10	0	1,442	0	1,442

Occupational Categories	Gender	Number of employees as at 1 April 2009	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Craft and related trades workers	Female	3	0	0	0	0
	Male	23	0	0	0	0
Elementary occupations	Female	3	0	0	0	0
	Male	11	0	0	0	0
Sub Total	Female	10,710	254	4,072	0	4,326
	Male	29,615	255	6,978	0	7,233

TABLE 12.2 – Training provided 1 April 2009 to 31 March 2010

Occupational Categories	Gender	Number of employees as at 1 April 2009	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	43	0	196	0	196
	Male	104	0	144	0	144
Professionals	Female	724	0	671	0	671
	Male	362	0	780	0	780
Technicians and associate professionals	Female	1,970	0	27	0	27
	Male	1,876	0	57	0	57
Clerks	Female	586	60	0	868	928
	Male	2,507	7	0	993	1,000
Service and sales workers	Female	7,379	55	0	4,178	4,233
	Male	24,724	12	0	7,413	7,425
Skilled agriculture and fishery workers	Female	0	0	0	0	0
	Male	10	0	5	0	5
Craft and related trades workers	Female	3	0	0	0	0
	Male	23	0	0	0	0
Elementary occupations	Female	3	0	0	0	0
	Male	11	0	0	0	0
Sub Total	Female	10,710	115	894	5,046	6,055
	Male	29,615	19	986	8,406	9,411

### 13. Injury on duty

The following tables provide basic information on injury on duty.

TABLE 13.1 – Injury on duty, 1 April 2009 to 31 March 2010

Nature of injury on duty	Number	% of total
Required basic medical attention only	475	51.9
Temporary Total Disablement	359	39.2
Permanent Disablement	76	8.3
Fatal	5	0.5
<b>Total</b>	<b>915</b>	<b>100</b>

### 14. Utilisation of consultants

Table 14.1 – Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Appointment of a service provider to conduct a comprehensive feasibility study for the outsourcing of food provisioning services to inmates within DCS	8	Six months	R 1,148,162.40
RDOMS	9 Consultants	18,078 hours	R 7,446,930.87
			R 17,179,655.15
EDRMS	4 Consultants	8,397 hours	R 2,802,631.86
Development of Corrections Contact Centre (NCC)	14 Consultants	29,497 hours	R 12,512,486.67
Development and implementation of Lesedi	2 Consultants & SITA contract	3,586 hours	R 1,682,275.20
IT Governance	3 Consultants & SITA	6,000 hours	R 2,972,597.31
IT infrastructure maintenance support	18 Consultants	44,386 hours	R 13,180,612.35
SITA Contracts for Projects	4 Projects	2009/10	R 19,439,870.42
<b>Total number of projects</b>	<b>Total individual consultants</b>	<b>Total duration: Work days</b>	<b>Total contract value in Rand</b>
30	94	179,999.5 hours	R 58,166,031.51

Table 14.2 – Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Appointment of a service provider to conduct a comprehensive feasibility study for the outsourcing of food provisioning services to inmates within DCS	53.70%	60%	5
RDOMS	88.89%	100%	8
EDRMS	100.00%	100%	4
Development of Corrections Contact Centre (NCC)	71.43%	0%	10
Development and implementation of Lesedi	100.00%	100%	2
IT Governance	100.00%	100%	3
IT infrastructure maintenance support	88.89%	75%	16

Table 14.3 – Report on consultant appointments using Donor funds

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
Development of electronic tool to monitor implementation of Correctional Services Act	2		Open Society Foundation
IT internship programme	2	12 Months	R 84,000
DRS			
IT internship programme	6	12 Months	R 252,000
BCIT			
IT internship programme	1	12 Months	R 42,000
Kwesthuba			
IT internship programme	1	12 Months	R 42,000
MAGIX			
IT internship programme	2	12 Months	R 84,000
PARAGON			
IT internship programme	1	12 Months	R 42,000
PYTRON			
IT internship programme	2	12 Months	R 84,000
TIPP FOCUS			
IT internship programme	1	12 Months	R 42,000
TSS			
IT Internship Programme	16	16 x 12 Months	R 672,000





## Acronyms

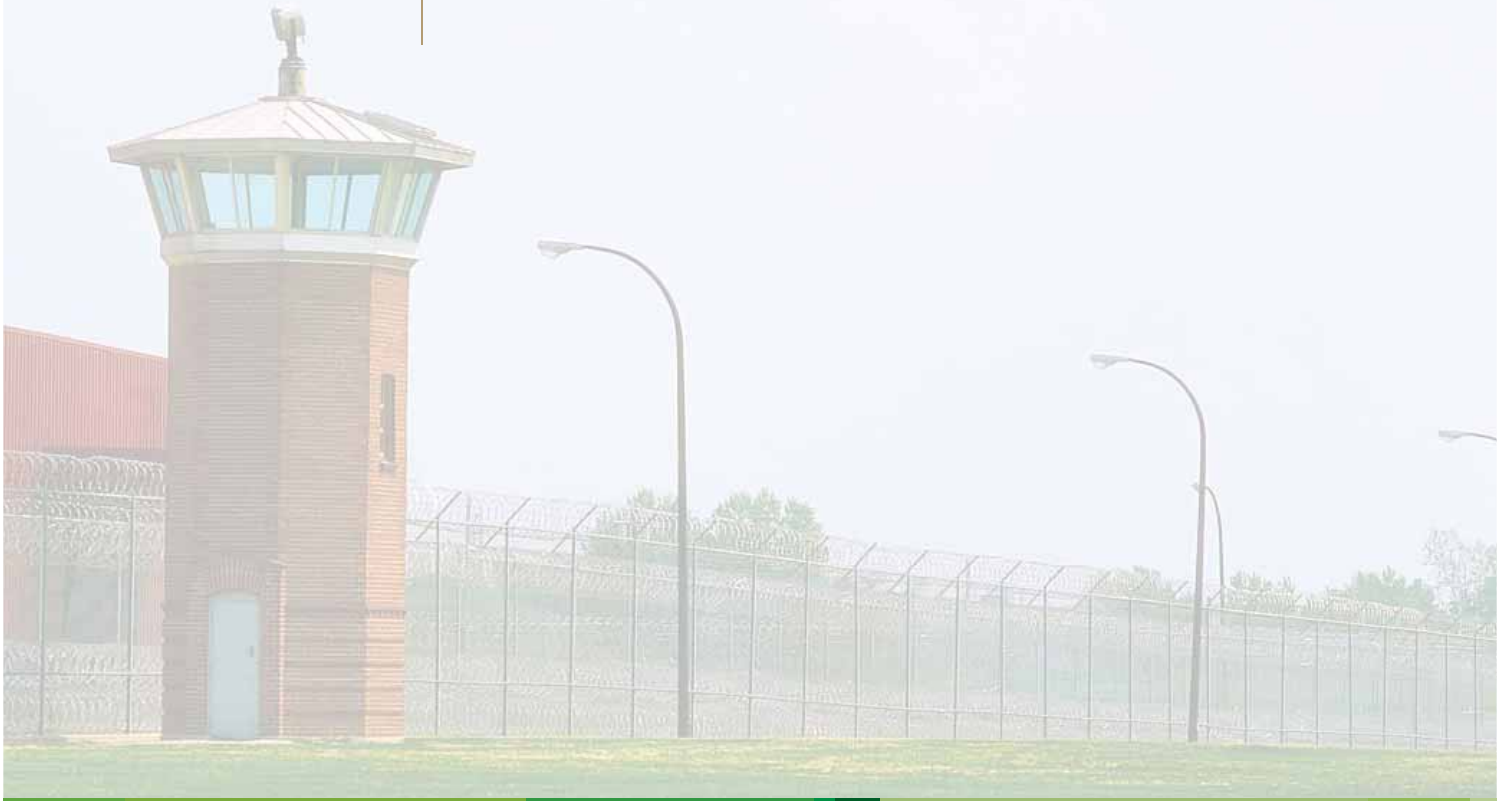
<b>A &amp; R</b>	Admission and Release	<b>MIC</b>	Management Information Centre
<b>ABET</b>	Adult Basic Education and Training	<b>MOU</b>	Memorandum of Understanding
<b>ACSA</b>	African Correctional Services Association	<b>NCS</b>	National Curriculum Statement
<b>AGSA</b>	Auditor-General of South Africa	<b>NDOH</b>	National Department of Health
<b>ARV</b>	Anti-retroviral	<b>NHTL</b>	National House of Traditional Leaders
<b>BAS</b>	Basic Accounting System	<b>OSD</b>	Occupational Specific Dispensation
<b>CBT</b>	Computer Based Training	<b>OSF-SA</b>	Open Society Foundation- South Africa
<b>CCC</b>	Corrections Contact Centre	<b>OSS</b>	Open Source Software
<b>COGTA</b>	Department of Co-operative Governance and Traditional Affairs	<b>PAA</b>	Public Audit Act
<b>CJSR</b>	Criminal Justice System Review	<b>PAIA</b>	Promotion of Access to Information Act
<b>DIRCO</b>	Department of International Relations and Cooperation	<b>PHC</b>	Primary Health Care
<b>DIU</b>	Departmental Investigation Unit	<b>PPP</b>	Public Private Partnerships
<b>DOE</b>	Department of Education	<b>RBO</b>	Relationship by Objectives
<b>DIRCO</b>	Department of International Relations and Cooperation	<b>RDF</b>	Remand Detention Facility
<b>EC</b>	Eastern Cape	<b>RDOMS</b>	Remand Detention and Offender Management System
<b>EDRMS</b>	Electronic Document and Records Management System	<b>SALGA</b>	South Africa Local Government Association
<b>EE</b>	Employment Equity	<b>SAICA</b>	South Africa Institute of Chartered Accountants
<b>EST</b>	Emergency Support Team	<b>SAPS</b>	South African Police Service
<b>FET</b>	Further Education and Training	<b>SAQA</b>	South African Qualification Authority
<b>FIFA</b>	Federation of International Football Association	<b>SASSETA</b>	Safety and Security Sector Education and Training Authority
<b>FS/NC</b>	Free State/Northern Cape	<b>SITA</b>	South African Information Technology Association
<b>GEPF</b>	Government Employee Pension Fund	<b>SLA</b>	Service Level Agreements
<b>GITO</b>	Government information technology officer	<b>SMS</b>	Senior Management Services
<b>GP</b>	Gauteng Province	<b>UNCCPCJ</b>	United Nations Congress on Crime Prevention and Criminal Justice
<b>GPOA</b>	Government Programme of Action	<b>UNODC</b>	United National Office on Drugs and Crime
<b>HCR</b>	High Commissioner for Refugees	<b>URS</b>	User Requirements Specification
<b>HET</b>	Higher Education and Training	<b>VCT</b>	Voluntary Counselling and Testing
<b>HR</b>	Human Resource	<b>VPN</b>	Virtual Private Network
<b>IFMS</b>	Integrated Financial Management System	<b>WC</b>	Western Cape
<b>IJS</b>	Integrated Justice System	<b>WAN</b>	Wide Area Network
<b>IPT</b>	Internet Protocol Telephony		
<b>IRC</b>	Internet Relay Chat		
<b>ISDSC</b>	Inter State Defense and Security Committee		
<b>ITAC</b>	Image Turn Around Campaign		
<b>IYM</b>	In-Year-Monitoring		
<b>KZN</b>	Kwa-Zulu Natal		
<b>LAN</b>	Local Area Network		
<b>LCR</b>	Least Cost Routing		
<b>LMN</b>	Limpopo, Mpumalanga and North West		
<b>LOGIS</b>	Logistics Information System		
<b>MATD</b>	Management of Awaiting Trial Detention		
<b>MDP</b>	Management Development Program		
<b>MER</b>	Monitoring, Evaluation and Reporting		

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