

DEPARTMENT OF
CORRECTIONAL SERVICES

Rehabilitation
Development of offenders
Social Reintegration

DEPARTMENT OF
CORRECTIONAL SERVICES
Annual Report 2011/12



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA



Human Resources

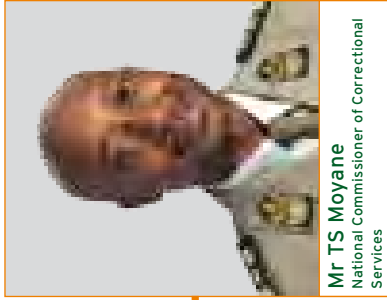
Ms. Nosiviwe Mapisa-Nqakula
Minister of Correctional Services

I have the honour of submitting the Annual Report of the Department of Correctional Services for the period 1 April 2011 to 31 March 2012.

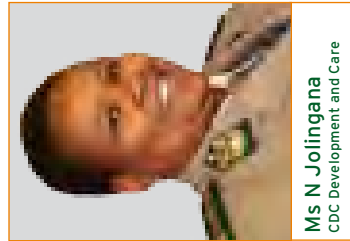
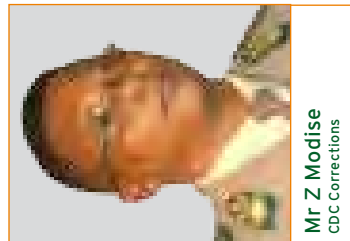
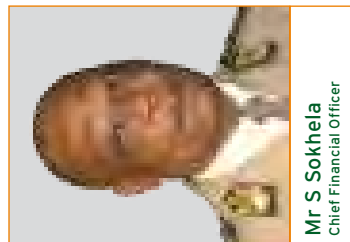


Mr Tom Moyane
National Commissioner of Correctional Services
31 May 2012

MANAGEMENT STRUCTURE



Chief Deputy Commissioners



Regional Commissioners

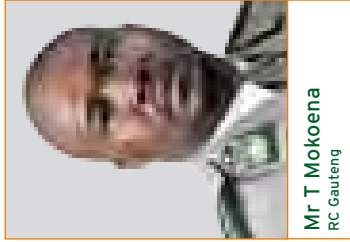
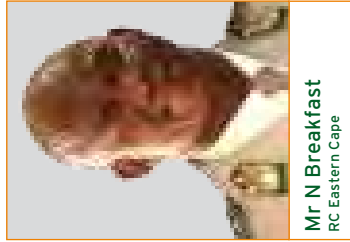
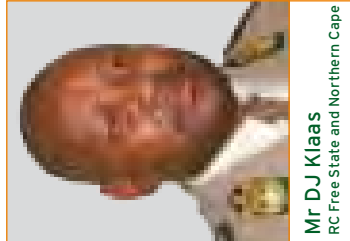
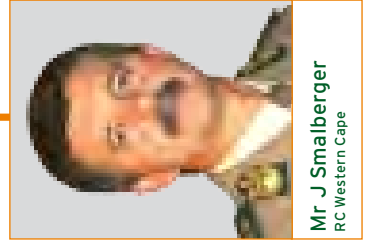
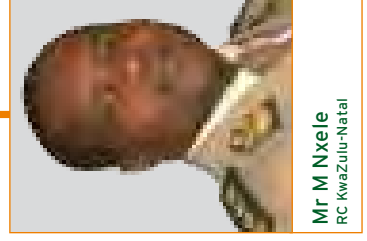
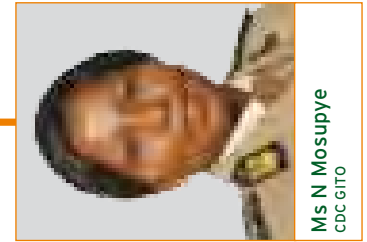
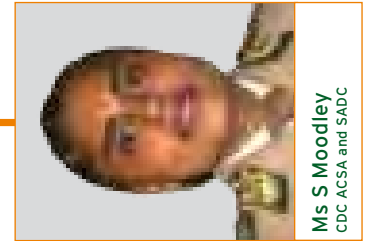
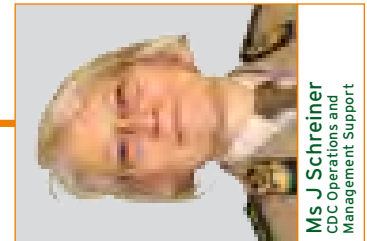
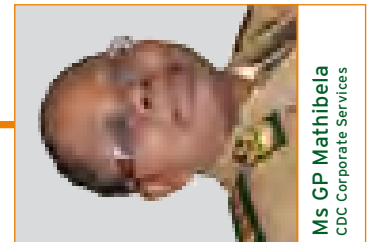


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PART 1: GENERAL INFORMATION

1.1 Vision, Mission and Values

The Vision of the Department remains to be one of the best service providers in the world by delivering correctional services with integrity and commitment to excellence.

The Mission of the Department is 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.

Values

Development

- Enablement and empowerment
- Faith in the potential of people
- Providing opportunities and facilities for growth

Integrity

- Honesty
- Disassociating yourself from all forms of corruption and unethical conduct
- Sound business practices

Recognition of Human Dignity

- Accepting people for who they are
- Humane treatment of offenders
- Recognizing the inherent human rights of all people

Efficiency

- Productivity
- The best work methods
- Excellent services

Accountability

- Desire to perform well
- Accepting accountability for your behaviour
- Commitment

Justice

- Fair treatment
- Justice for all
- Fairness and equality before the law

Security

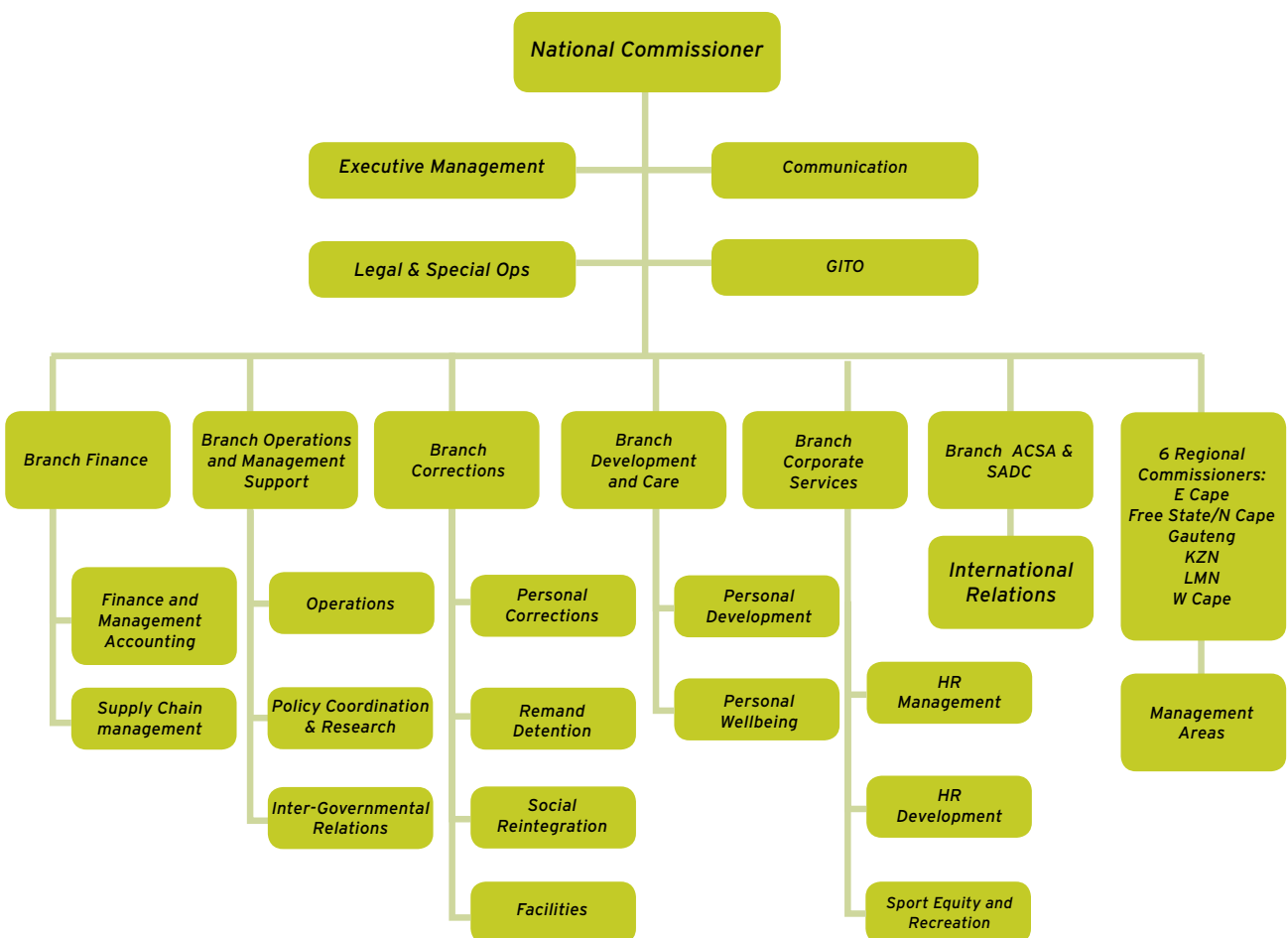
- Safety of employees, offenders and the community

Equity

- Non-discrimination
- Affirmative action
- Gender equality
- Integration of disability issues

1.2 Organisational Structure

DCS Structure as at end of 2011/12 Financial Year



1.3 Legislative Mandate and Other Mandates

Constitutional Mandates

The Constitution of the Republic of South Africa, (Act No. 108 of 1996), compels the department to comply with the following sections in terms of the treatment of offenders:

Section 9 - Equality

Section 10 - Human dignity

Section 12 - Freedom and security of the person

Section 27 - Right to health care services

Section 28 - Children's rights

Section 29 - Right to education

Section 31 - Freedom of religion

Section 35 - Rights to humane treatment and to communicate and be visited by family, next of kin, etc

Legislative Mandates

Correctional Services Act, (Act 111 of 1998)

Correctional Services Amendment Act, (No. 25 of 2008)

Based on four pillars:

- Safe custody
- Humane detention
- Promotion of social responsibility
- Promotion of human development

Criminal Procedure Act (Act 51 of 1977)

- The following sections of the Criminal Procedure Act, 1977 (Act No 51 of 1977) are of particular importance to DCS, namely, section 63A, Chapter 28 and section 299A.
- Section 63A of the CPA, provides for a procedure in terms of which the court may, on application by a Head of a Correctional Centre and if not opposed by the Director of Public Prosecutions concerned, order the release of certain accused on warning in lieu of bail or order the amendment of the bail conditions imposed by that court on the accused. Section 63A also forms the basis of a protocol between JCPS departments to encourage the utilization of this provision to assist accused who do not pose a danger to society to be released from detention in circumstances where the bail set by the court cannot be afforded by the accused or his or her family.
- Chapter 28 of the CPA deals with sentencing and the whole Chapter is applicable to DCS's mandate. Offenders must be detained in accordance with the sentences handed down under this Chapter.
- The granting of parole and the conversion of sentences to correctional supervision is also done in accordance with this Chapter, read together with the Correctional Services Act, 1998 (Act No 111 of 1998).
- Finally, section 299A of the CPA regulates victim involvement in the decisions of parole boards.

Legislation tabled in parliament during 2011/12 financial year

- Correctional Matters Amendment Act (Act 5 of 2011)

1.4 Entities Reporting to the Minister

No entities report to the Executive Authority of the Department of Correctional Services.

1.5 Minister's Statement



In the few months that I have been at the helm of the Correctional Services Portfolio I have familiarized myself with the achievements and challenges of the department and I am committed to provide leadership to address those challenges.

"I will particularly focus on how the department deals with the planning, monitoring, evaluation and reporting processes, and how it manages its performance information and uses it as a management tool for effective decision making."

*- Mr Sibusu Ndebele (MP)
Minister of Correctional Services*

I have already witnessed the effect that overcrowding has in correctional centres, the need for more educational opportunities and skills development, the need to deal effectively with remand detention processes and the need to pay special attention to special categories of offenders including women incarcerated with their babies, young offenders and offenders with disabilities. It is within this context that I may reprioritize some of the key strategic drivers of the department in order to ensure that the department delivers on its legal mandate to contribute to maintaining and protecting a just, peaceful and safe society.

In pursuing this legal mandate of the department, I will build on the strides made by my predecessor and no effort will be spared to improve conditions of detention so offenders may have an environment conducive for them to participate in the rehabilitation opportunities and development programmes offered by the department. Underpinning this position is the fact that the department needs to have the necessary capacity in terms of human resources, finance and facilities to ensure delivery against the achievement of its strategic outcome oriented goals.

I will particularly focus on how the department deals with the planning, monitoring, evaluation and reporting processes, and how it manages its performance information and uses it as a management tool for effective decision



Minister Sibusiso Ndebele smiles when feeling the weight of a cabbage he has harvested.

making. Compliance with the necessary planning and reporting frameworks will be non-negotiable. The quarterly reviews on the performance of the department will not only determine in which areas the department needs to put more energy, but it will also provide the opportunity to ensure that the department produces credible, reliable and accurate information.

A handwritten signature in black ink, appearing to read 'S. Ndebele', written over a light-colored background.

S. Ndebele (MP)
Minister of Correctional Services
Date: 18 September 2012



1.6 Former Minister's Statement

At the beginning of the 2011/12 financial year I stated that the organization continued to face serious organizational and policy challenges that inhibited its ability to implement both the White Paper and the Correctional Services Act of 1998, as amended.

DCS continues to establish ambitious plans and priorities for success in making South Africa a safe country for all who live in it. During the 2011/12 financial year, DCS played a crucial role in steering the administration for correctional services on behalf of the country.

*- Ms Nosiviwe Mapisa-Nqakula
Minister of Correctional Services*

It is important for all of us to understand that the policy shift towards rehabilitation and social reintegration and the approval of the White Paper was a fundamental transition in the work of the department, its operations, processes and systems. It requires the creation of a completely new system, ethos and emphasis in both the organization and functioning of our penal system.

The South African Government's 2012 January Cabinet Lekgotla purposefully undertook a mid-term review to appraise the Government Programme of Action starting from 2009 to January 2012. Amongst other Government Programme Of Action's priorities, progress in the fight against crime was reviewed. The 2010/11 crime statistics indicate a decline in the number of reported serious crimes compared to the previous years. However, the trend in relation to length of sentence raises some concern as there has been an upward trend in offenders sentenced to life over the past 6 years.

As a member of the Justice, Crime Prevention and Security (JCPS) cluster, the Department of Correctional Services (DCS) never rests. It continued to plan together with other JCPS members around the fight against crime. During the 2011/12 financial year, the JCPS made significant progress in dealing with crime. It improved the detection and conviction rate. The Remand Detention System was implemented to provide improved management of remand detainees and through a focused integrated approach overcrowding has further been down managed to 35.95% in the 2011/12 financial year, hence contributing to improved conditions of detention. These are but a few areas to mention from progress made by the JCPS cluster.

As Minister of Correctional Services, I am delighted to present the 2011/12 Annual Report of the Department of Correctional Services that delineates successes and challenges faced by the DCS during the course of the 2011/12 financial year.

DCS continues to establish ambitious plans and priorities for success in making South Africa a safe country for all who live in it. During the 2011/12 financial year, DCS played a crucial role in steering the administration for correctional services on behalf of the country. Relative progress has been made with the development of a Planning, Monitoring, Evaluation and Reporting system to compel the department's systems, processes and procedures towards providing quality information and services, however much more needs

PART 1: GENERAL INFORMATION

to be done by line function branches. The department has showed improvement in the following areas: reduction of escapes, reduction of overcrowding and improved conditions of detention, offender involvement in correctional programmes and the finalisation of the review of medical parole legislation and regulations. There has also been significant progress with establishing a Remand Detention System to the extent that the position for Chief Deputy Commissioner: Remand Detention has been advertised, and on 27 February 2012, I have gazetted (Nr 35071) the establishment of 26 Remand Detention Facilities country wide and another 109 Correctional Centres which are authorised to accommodate remand detainees in dedicated sections or units and in which the Head of Centre must determine such section or unit.

As part of transforming our parole and social reintegration systems, the Electronic Monitoring of Parolees system was implemented on 14 February 2012. This system will alleviate the challenges of parolees absconding from the system of community corrections while also reducing the risk of recidivism. On 24 February 2012, the first Halfway House for parolees was launched in Naturena (Gauteng Region). This event introduced a whole new era in the department with regard to assisting offenders with their social reintegration. Halfway Houses will assist offenders who do not have a fixed and monitorable address to have a stable home environment.

During my 2009 Budget Vote speech, I announced a review of the Medical Parole regulatory framework under section 79 of the Correctional Service Act, of 1998. As a result of this action, the Correctional Matters Amendment Act (Act 5 of 2011) came into effect in September 2011. The purpose of this Act is to enhance the effectiveness of the parole system. Aligned to this development I introduced the Medical Parole Advisory Board on 23 February 2012 to assist in making the medical parole application processes trouble-free, fair and transparent. The DCS will continue to ensure that matters in correctional services are managed according to these systems and within the department's legal frameworks. By so doing the DCS' quality of services will continue to improve.

In the financial year 2012/13, DCS will persevere with the transformation of the business processes, systems and advance the implementation and compliance with regulatory frameworks. I express my gratitude to the department, the JCPS cluster, and all the stakeholders of the DCS and JCPS cluster for their on-going commitments and dedications in making it possible for us to have collective actions in the fight against crime. I am confident that together we will continue to improve ways in dealing with crime and that we will not stop to do so until we are confident that South Africans and people who live in this country are and feel safe.

As we enter the 2012/13 financial year I have confidence in the support and commitment from the National Commissioner and his management team to build and improve on the work that was done in the 2011/12 financial year.



N. Mapisa-Nqakula (MP)
Minister of Correctional Services
Date: 31 May 2012



Minister Nosiviwe Mapisa-Nqakula explains the merits of the halfway house project to a Morning Live television presenter while some of the residents of the house listen attentively.



1.7 Deputy Minister's Statement

I am confident to say that the Department of Correctional Services has made significant progress during the 2011/12 financial year in a number of critical areas that are essential for any correctional system to be successful.

The downward trend in the management of overcrowding has been sustained. This provides the department with the opportunity to create conditions conducive to pursue its rehabilitation agenda.

*- Adv. N Ramathlodi
Deputy Minister of Correctional Services*

The downward trend in the management of overcrowding has been sustained. This provides the department with the opportunity to create conditions conducive to pursue its rehabilitation agenda. The progress made in separating the system of management of Remand Detainees from the system of management of sentenced offenders will further contribute to the advancement of this agenda. I am pleased that the strengthening of relationships with the office of the Judicial Inspectorate for Correctional Services will not only pave the way for making sure that there is a good understanding from both sides in terms of their legislative responsibilities but it will indeed enhance the fostering of a human rights culture in correctional centres.

The Department of Correctional Services in particular made progress in focusing on vulnerable groups during the 2011/12 financial year and will continue to do so during the 2012/13 financial year. During my presentation on the Women's Day Function at the Johannesburg Correctional Centre on Monday 8 August 2011, I emphasised that the Department of Correctional Services value women and all vulnerable groups in our correctional centres. The department is committed to taking special care of the female offender population. This means that the department has to increase resources allocated to female correctional centres. A very significant achievement during the 2011/12 financial year was the establishment of Mother and Baby Units for women offenders who are serving time and have their babies with them in correctional centres. The focus on youth and in particular ensuring that education is provided to youth offenders is another area where progress have been made. Going forward, the department will ensure that more facilities will be made available to allow access to education for youth offenders. The one area that I am sure much more can be done is in terms of caring for offenders with disabilities in our correctional centres.

PART 1: GENERAL INFORMATION

Significant progress has also been made in advancing the social reintegration of offenders. The electronic monitoring of parolees, with a pilot project focusing on lifers, is a huge step in this direction. This system will reduce the workload for guarding, enhance effective utilization of correctional supervision, promote the confidence of various partners and the public to enhance effective utilization of alternative sentencing options, and alleviate the problems of overcrowded correctional centres.



Government buildings custodian Ms Gwen Mahlangu Nkabinde, Dr Ngoako Ramatlhodi and their entourage touring the Tswelopele Correctional Centre after its official opening

The involvement of the department in the review of the criminal justice system has resulted in the development of two draft protocols amongst all the JCPS role players to enable DCS to put into operation sections 49E and 49G of the Correctional Matters Amendment Act (Act 5 of 2011), i.e. the draft Protocol on the Maximum Incarceration Periods for Remand Detainees and the draft Protocol on the Referral of terminally ill remand or severely incapacitated remand detainees to court.

An effort has also been undertaken to review the Protocol on procedure to be followed in applying section 63A of the Criminal Procedure Act, the so-called Bail Protocol, in order to further the use of this provision whereby a court could order the release on warning instead of bail or the amendment of bail conditions for accused who have been granted bail but who cannot afford to pay the amount granted and as a result remain in DCS facilities.

As we have progressed from the 2011/12 financial year and ahead, I am certain that the Department of Correctional Services will continue to work with enthusiasm to ensure that remand detention, corrections incarceration and community corrections in South Africa are executed within a culture of human rights and a respect for human rights.

A handwritten signature in black ink, appearing to read 'N. Ramatlhodi', written over a light-colored background.

Adv. N Ramatlhodi
Deputy Minister of Correctional Services
Date: 31 May 2012



1.8 Accounting Officer's Overview

Our Annual Report is the most important means by which we discharge our accountability to Members of Parliament and the public. It covers our operations during the preceding financial year from 1 April 2011 to 31 March 2012, outlines how resources were used and it is a key document for the financial review of our performance and operations.

"As reflected in the 2011/12 Annual Performance Plan, the department, aligned with the broader government approach, continued to use its Outcome-based Approach for the delivery of services.."

**- Mr. Tom Moyane
National Commissioner of the
Department of Correctional
Services**

The past year held a number of challenges, but also produced many successes. I believe the Department of Correctional Services is in a stronger position today to continue to improve public safety, reduce re-offending and deliver better public service.

Before presenting our significant strategies and achievements, I pronounce that this Annual Report adheres to the specific requirements outlined in the National Treasury's Guide for the Preparation of Annual Reports and other relevant government planning and reporting principles. The report is based on the department's approved Annual Performance Plan (APP) for 2011/12 and details the department's 2011/12 successes and failures. I am proud to declare that this report is informed by good governance as it takes into consideration the issue of accountability and transparency.

As reflected in the 2011/12 APP, the department, aligned with the broader government approach, continued to use its Outcome-based Approach for the delivery of services. The DCS continued to implement strategic planning systems to improve the management of performance information in the department. Progress in this regard is the review of the Planning, Monitoring, Evaluation and Reporting Policy, the process of developing Technical Indicator Descriptors for performance indicators in the Annual Performance Plan, and the completed development of an Annual Performance Plan Data Capturing Tool subject to its adjustment to the new set of indicators from 2012/13 APP. The implementation of these planning related systems were accompanied by the implementation of service delivery business processes, improvement systems like the establishment of Remand Detention Facilities, Electronic Monitoring of Parolees and the establishment of a Halfway House system to assist with the reintegration of offenders.

PART 1: GENERAL INFORMATION

The Department worked hard to fill funded vacant posts in the 2011/12 financial year in order to provide capacity for service delivery. We have in the 2011/12 financial year resolved the long standing misalignment between funding and post establishment on persal, which will place DCS in a far better position to manage the compensation of employees' budget and the



Mr Tom Moyane and Minister Mapisa-Nqakula arriving at the National Corrections Excellence Awards.

HR provisioning strategy. Personnel have been encouraged constantly to produce quality work. During the 2011/12 Corrections Excellence Awards ceremony, the Department rewarded officials for remarkable achievements in the delivery of services.

DCS will continue to advance its targets, approaches and systems in the delivery of services and mitigation of operational risks to ensure that corrections contribute effectively to the safety of all people living in South Africa.

A handwritten signature in black ink, appearing to read 'Tom Moyane', is shown next to a circular stamp.

Mr Tom Moyane
National Commissioner of Correctional Services
Date: 31 May 2012





PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

2.1 Overall Performance

The Department's planning and performance in 2011/12 was focused on three legs:

- Ensuring service delivery as required by the regulatory framework;
- Preventing or mitigating operational risk within the DCS environment; and
- Improving or changing business processes to improve the manner in which services are delivered.

Once again the actual performance of the Department has illustrated areas where the department has made significant progress in terms of service delivery, operational risk mitigation or changed business processes, and other areas where more can and must be done to improve service delivery, reduce risk and improve business processes.

In the 2011/12 financial year the variance between spending plans and actual expenditure amounted to R333,025 million, resulting in 2% under spending. The Department had unauthorised expenditure amounting to R483,821 million incurred in the 2008/09 financial year. Parliament approved that the unauthorised expenditure be funded through savings from the Department's budget and the Department has processed the R483,821 million against the 2011/12 under expenditure.

The department has published in this annual report performance on the two PPP facilities. Going forward this process will be refined

Virements

Virements are reported in detail in Part 3 under the Accounting Officer's Report

The Risk Management Framework was reviewed and approved in the 2011/12 financial year to ensure alignment with the Public Sector Risk Management Framework published by National Treasury during April 2010. The 2011/12 Risk Assessment process, that evaluated and rated the significant risk in the Department, resulted in a refined risk register and mitigation strategies will focus going forward on the top prioritised risks as indicated in the Accounting Officers Report. The relevant business units developed mitigation plans to address the mitigation of the risks and to enable reporting on mitigation progress on a quarterly basis to the Risk Management Committee, which then reported to both the National Commissioner and to the Audit Committee. This process has further been enhanced in the 2011/12 financial year by the improvement of the internal audit capacity as well as compliance and internal controls. All of the risks in the risk register are addressed in some way through the Annual Performance Plan.

2.1.1 Voted Funds

Main Appropriation R'000	Adjusted Appropriation R'000	Actual Amount Spent R'000	Under Expenditure R'000
16,559,196	16,686,925	16,276,801	410,124
Responsible Minister	Honourable N Mapisa-Nqakula		
Administering Dept	Department of Correctional Services		
Accounting Officer	Mr TS Moyane		

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

In the 2011/12 financial year the variance between spending plans and actual expenditure amounted to R410,124 million, resulting in 2.5% under spending. The Department had unauthorised expenditure amounting to R483,821 million incurred in the 2008/09 financial year. Parliament approved that the Unauthorised Expenditure be funded through savings from the Department's budget and the Department has processed the R483,821 million against the 2011/12 under expenditure.

2.1.2 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, developing the sense of social responsibility of offenders, and promoting the general development of all offenders and persons subject to community corrections.

2.1.3 Strategic Outcome Oriented Goals

The Department is committed to delivery on three core functions, which are directed towards delivery of the following strategic outcome oriented goals, and which are achieved of implementation through the relevant goal statement:

Core Function	To contribute to enhanced public safety through effective management of remand detention
Strategic Outcome Oriented Goal 1	There is effective criminal justice through the effective management of remand processes
Goal Statement	Establish effective management of remand processes by ensuring that remand detainees are held in secure, safe and humane conditions, have conditions conducive for participation in court processes, that their social and family needs are supported and that they are healthy

Core Function	To contribute to reduced re-offending through offender management and rehabilitation interventions
Strategic Outcome Oriented Goal 2	Society is protected through incarcerated offenders being secure and rehabilitated
Goal Statement	To provide services and interventions that will contribute to the safety and rehabilitation of offenders by ensuring that offenders are held in secure, safe and humane conditions, correctional sentence plans are managed, offending behavior is corrected, offender literacy, education, skills competency is improved and that offenders are healthy

Core Function	To contribute to social reintegration of offenders through management of non-custodial sentences and parole
Strategic Outcome Oriented Goal 3	Society is protected by offenders being reintegrated into the community as law abiding citizens
Goal Statement	To provide services and interventions that will contribute to the reintegration of offenders as law-abiding citizens into communities by ensuring that probationers are rehabilitated, monitored and accepted by communities; offenders under community correctional supervision are rehabilitated, monitored and accepted by communities; and parolees are rehabilitated, monitored and accepted back by communities

Since 2006/7, the Department has been increasingly moving to results based management. In the 2011/12 financial year, the Department reviewed the Logic Model which had been developed in 2006/7 and approved the following refined logic model that maps the outcomes that the Department contributes towards achieving the impact that people in South Africa are and feel safe.

Government Level Outcome / Department of Correctional Services Impact

ALL PEOPLE IN SOUTH AFRICA ARE AND FEEL SAFE

Ultimate Outcome

THERE IS ENHANCED PUBLIC SAFETY AND REDUCED RE-OFFENDING

Intermediate Outcomes

1. There is effective criminal justice through effective management of remand processes		2. Society is protected through incarcerated offenders being secure and rehabilitated		3. Society is protected by offenders being reintegrated into the community as law abiding citizens	
Immediate Outcomes					
1.1 Remand detainees are held in secure, safe and human conditions	1.2 Remand detainees have conditions conducive for participation in court processes	1.3 Remand detainees social and family needs are supported	1.4 Remand detainees are healthy	2.1 Offenders are held in safe, secure and humane custody	2.2 Correctional Plans are managed
			2.3 Offending behaviour is corrected	2.4 Offender literacy, education, skills competency is improved	2.5 Offenders are healthy
				3.1 Probationers are rehabilitated, monitored and accepted by communities	3.2 Offenders under community correctional supervision are rehabilitated, monitored and accepted by communities
					3.3 Parolees are rehabilitated, monitored and accepted back into communities



2.1.4 Overview of the service delivery environment for 2011/12

The service delivery environment of the Department of Correctional Services is rooted in increasing realisation of the ideals of the Constitution of the Republic of South Africa, the White Paper on Corrections in South Africa (2005), the draft White Paper on Remand Detention and contributing to government’s outcome approach to service delivery. The service delivery environment is fundamentally shaped by the size and nature of the inmate population and the community corrections population, products of the functioning of the criminal justice system, the state of the Departmental infrastructure and the organisational environment.

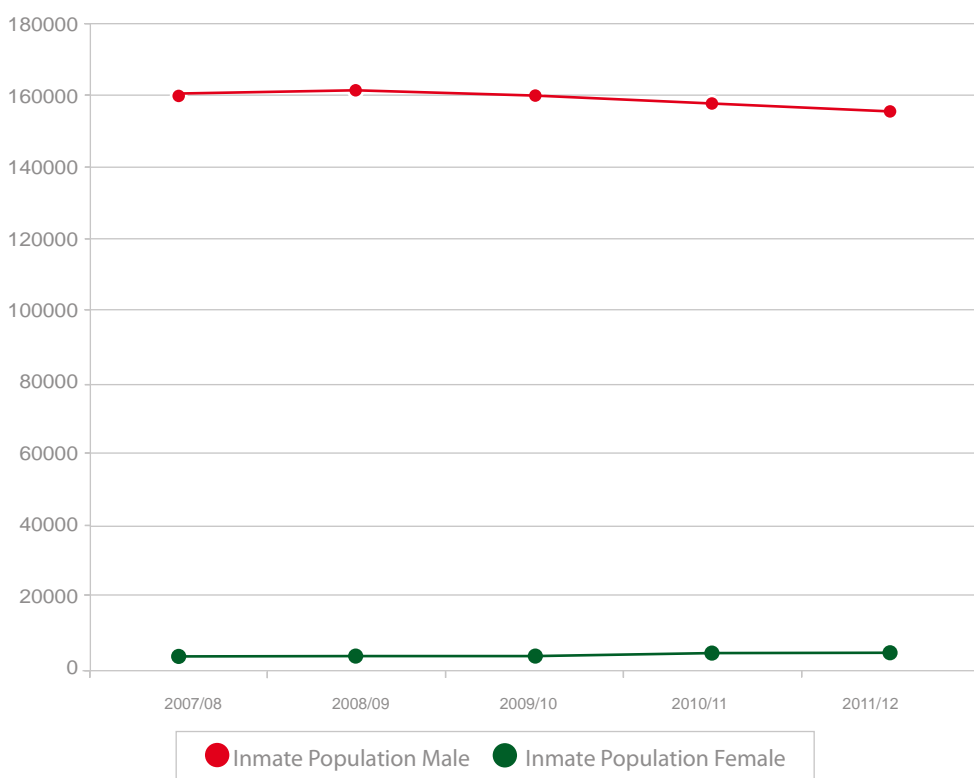
The Department of Correctional Services is located within the value chain of the integrated criminal justice system at various points as illustrated in the figure below.



Various activities of other departments in the criminal justice system, such as arrest trends, management of investigation processes, case management and case backlogs and sentencing trends, impact directly on the service delivery environment of the Department of Correctional Services, and are beyond the direct control of the Department. The Department is fed by the criminal justice system during the arrest and court process as accused persons are incarcerated as remand detainees with or without bail. The second point at which the Department receives inputs from the criminal justice system is at the end of the trial process when an accused person is convicted and then sentenced either to incarceration, or as a probationer, sentenced to non-custodial sentences into the Departmental systems. The third input of inmates is from within the Department's own processes as parolees are released into the community corrections system.

For the 2011/12 financial year the inmate population was on average 158 790. Since the 2009/10 financial year there was a slight decrease annually in the male inmate population (2009/10 – 160 280; 2010/11 – 157 345 and 2011/12 – 155 032) whilst there was a slight increase in the female inmate population from 2010/11 to 2011/12 (2010/11 – 3 562; 2011/12 – 3 758). (Graph 1).

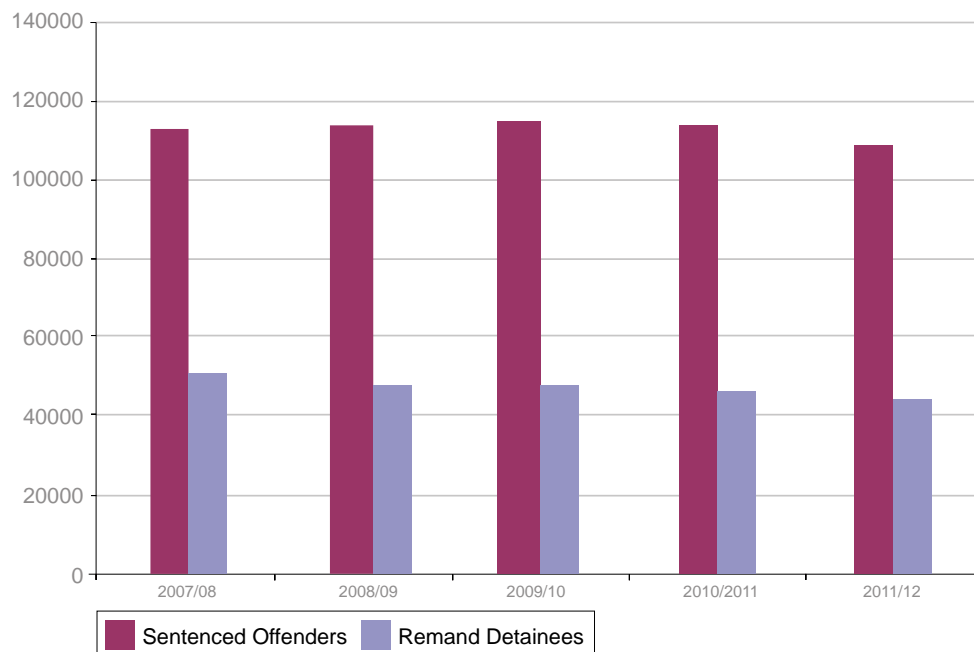
Graph 1: Inmate Population: Gender Distribution: 2007/08 - 2011/12



The average number of sentenced offenders for the 2011/12 financial year was 112 748 and Remand Detainees at 46 062. Since 2007/08 to 2009/10 there was an increase of 2 432 in the sentenced offender population which represents a growth of 0.71%. During the same period there was a decrease of 1 424 in the Remand Detainee population which represents a decrease of 0.97%. The 2010/11 financial year compared to 2011/12, there was a decrease of 2 716 in the sentenced offender population which represents a decrease of 1.2% and during the same period the downward trend with regard to Remand Detainees continued with 2 363 which represents a decrease of 1.7%. Compared to the 2010/11 financial year there was thus a decrease of 2.9% in the inmate population (See graph 2). However, at the same time for that period there was an increase of 1 756 offenders sentenced to life imprisonment which represents an increase of 8.3%. Thus, while the inmate population has decreased with 2.9% since the 2010/11 financial year, just the one category of offenders, those sentenced to life imprisonment have increase by 8.3%.

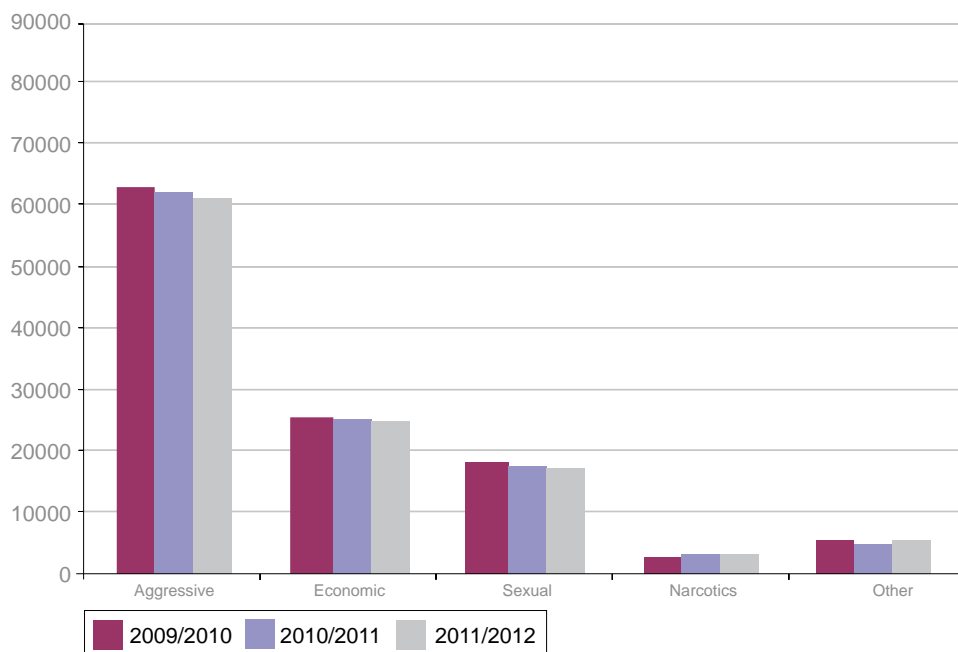
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Graph 2: Sentenced Offenders vs Remand Detainees: 2007/08 - 2011/12



In comparison with previous years, the 2011/12 financial year did not show much change with regards to statistics on the various categories of crime for which offenders are incarcerated.

Graph 3: Crime categories per sentenced from 2009/2010 to 2011/12



	2009/2010	2010/2011	2011/2012
Aggressive	63 746	62 267	61 174
Economical	25 694	25 575	25 417
Sexual	18 405	18 128	18 040
Narcotics	2 561	2 641	2 691
Other	5 285	5 081	5 214

The situation with regard to child offenders in the 2011/12 financial year was that a total of 729 sentenced children were admitted in DCS and a total of 564 children were released during the same time. This is a total of 165 less releases than admissions. The total after considering the admissions and releases was 740 sentenced children in DCS facilities as at 31 March 2012.

With regard to youth remand detainees the following situation existed in the 2011/12 financial year - there was a total of 2441 youth remand detainees in DCS facilities and a total of 2370 were released during the same time. This is a total of 71 less releases than admissions. The total after considering the admissions and releases was 386 youth remand detainees in DCS facilities as at 31 March 2012.

As at March 2012, there were 243 correctional facilities with an approved bed capacity of 118 441 in the department. It should be noted that during the course of the year some of these were temporarily closed either as the centre or as a section, resulting in an available bed space for the financial year of 118 154. There is massive diversity in terms of size, minimum standards and facilities across the South African correctional centres, given the time periods over which they were built, the purposes for which they were built and the political landscape that prevailed when they were built. DCS must manage this legacy to enable a set of minimum norms and standards to prevail across all centres and to ensure cost-effective and delivery efficient centres. Of the 243 correctional centres, there are:

- 156 centres with a bed capacity of 0 - 500 beds with a combined capacity of 27 837 beds.
- Of these 112 correctional centres have a bed capacity less than 250, which represents 13 214 approved bed spaces; and
- 44 centres have a bed capacity of 250 < 500 beds that represent 14 626 approved bed spaces.
- 61 centres in the capacity group 500 < 1000 beds with a combined capacity of 42 502 beds.
- 11 centres which have a capacity of 1000 < 1500 accounting for approved bed space of 13 705, and
- 15 centres (13 plus the two private prisons) who have a capacity of >1500, which represents 34 397 approved bed spaces.

The capital works programme of the Department consists of the procurement of new facilities, the upgrading and refurbishment of existing facilities, the maintenance of facilities, and the day-to-day maintenance. The partnership between the Department and the Department of Public Works in the management and delivery of the infrastructure development programme has been a focus of attention in the past year. In the 2008/09 financial year DCS initiated the signing of a Service level Agreement with DPW. The National Commissioner of Correctional Services signed the SLA in March 2011 but it was not signed by DPW. Processes between the two departments are underway to sign a redrafted SLA. By 31 March 2012 the redrafted SLA was not signed yet. The Department has also established a monthly client forum meeting to evaluate the progress on the various projects managed by Public Works at national and regional levels. The two Departments have also striven to improve the billing and payment processes between the two departments. Correctional Services has however ensured that the Public Works route is not the only path to be able to deliver on the infrastructural programme. In trying to resolve the shortcomings in delivery and the underspending in this budget programme, the Department has signed a Memorandum of Agreement with IDT on 30 September 2011 and has appointed IDT to manage various infrastructural and technology projects.

The Department has conducted an analysis of cost and resource efficiency of the various size correctional centres, and has conducted benchmark research, which recommends that an optimal size correctional centres has 1 371 bed capacity (Trumbull and White, 1982). Going forward DCS infrastructure planning will be informed by a strategy to optimize the size of facilities. To this end the Department is considering two models for ideal size of facilities. Model 1: Correctional centres should in principle not cater for a capacity less than 500 inmates; and Model 2: Correctional centres should ideally cater for between 1000 and 1500 inmates. The Department has determined that the specifications that had been published in the tenders that were cancelled should be reworked to appropriate cost effective and delivery efficient size facilities.

Appropriate facilities are critical in the delivery of programmes and services to remand detainees and offenders and to create an environment that is conducive for effective centre administration, rehabilitation and security. The upgrade and maintenance programme and construction of new facilities are programmes meant to create this environment. During the 2011/12 financial year, the Brandvlei project was completed, resulting in an additional 346 bed space. The main reason why 13.5% of the target of 21.2% additional bed space was not achieved was poor performance by contractors in the Ceres and Van Rhynsdorp projects. Penalties were imposed because of the poor performance.

Remand Detention, Correctional Incarceration and Community Corrections are all essentially people driven services. The service delivery environment is thus very directly, even more so than most departments, dependent on the management of human resources and hence on the organisational environment.

As a critical component at various nodes in the integrated criminal justice value chain, the service delivery environ-

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ment of the Department is also critically impacted on by the ICT systems of the criminal justice system. The inter-operability of systems across the criminal justice system is a direct enabler of the work of the Department of Correctional Services. The purpose of this integration is to enable the sharing of information from DCS to the Integrated Justice System Business Intelligence in order to facilitate the reporting of this information. During the previous financial year progress has been made on the following projects:

- Audio Video Remand (AVR) which intends to fast track and reduce the transporting Remand Detainees going to courts on a daily basis. Phase 1 of the project has been implemented in 21 Correctional Centres that are linked to 46 courts;
- Automated Persons Identification System (APIS) implemented at 32 correctional centres and 99 community corrections offices in 2011/12, which will ultimately link to DHA HANIS for the identity of the offenders; and
- DCS completed the assessment of end-points, which will allow for possible message transformation and communicate with the Integrated Justice System (IJS) Interoperability Hub.

The participation of DCS in the IJS will continue in the new financial year to ensure seamless flow and sharing of information.

The mandate of the department is to house inmates in a secure and humane environment consistent with human rights principles, to ensure efficient management of court attendance for remand detainees, and to ensure the effective rehabilitation and social reintegration of those inmates who are offenders. Moving to an overall assessment of the performance of the Department, and considering the three legs of delivery of mandatory services, mitigation of operational risks, and improvement of business processes, the following can be recorded as delivered during 2011/12:

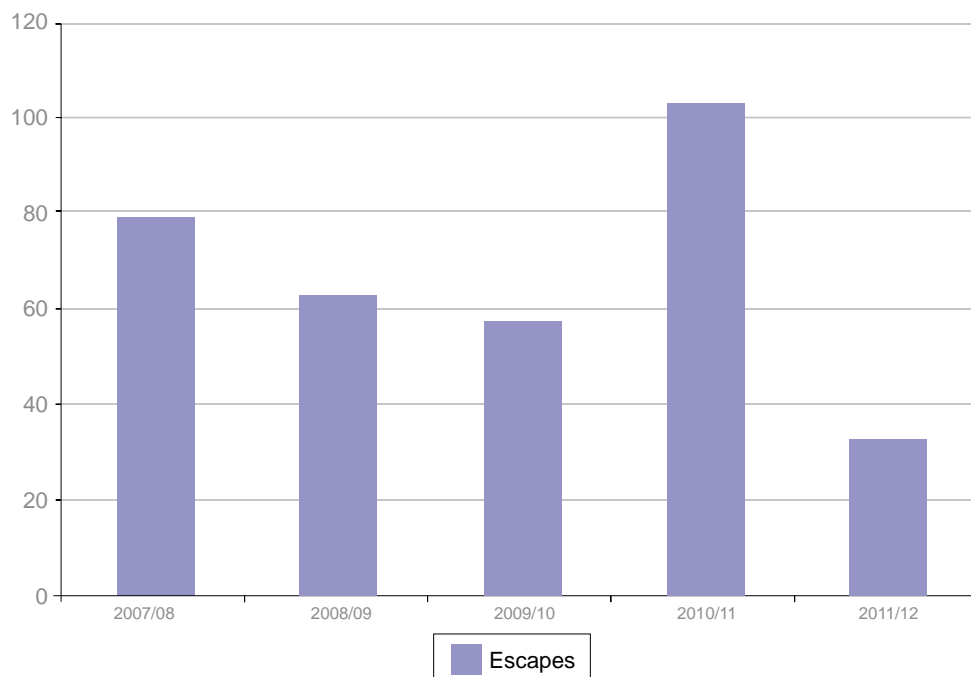
Evaluation of service delivery:

- **Corrections budget programme** resources the provision of programmes aimed at managing the risk profile of the offender and addressing offending behaviour. This budget programme also covers the administration services in correctional centres.
- Participation in Correctional Programmes was recorded at 239%, however it should be noted that this currently involves possible double counting. The process of reporting against participation of offenders in programmes will be refined in 2012/13 in order to avoid double counting and to ensure that going forward offenders are counted once they have completed a programme, and not the number of times they attend programmes.
- During the 2011/12 financial year, the department completed the categorization of rehabilitation programmes resulting in 28 Correctional Programmes, 30 Development Programmes and 2 Care Programmes.
- **Care services** are aimed at the well-being of the inmates. 43% of inmates were tested for HIV and all inmates diagnosed with mental illness, communicable diseases, hypertension and diabetes were provided with the necessary treatment that they needed.
- **Development programmes** seek to provide inmates with skills that will promote self-worth such as education, technical skills development, including computer training.
- The department did not achieve the target of 18.9% access to skills development and the 5% improvement on the baseline of 2008/09 with regard to participation in production workshop programmes by offenders. The main reason for the underperformance in skills development was the lack of funding for skills training programmes and in terms of the underperformance in production workshop programmes was the non-filling of 131 vacant artisan posts.
- However, the targets with regard to access to adult education and agriculture programmes were exceeded with 4.1% and 4.35% respectively.
- **Social reintegration** is a programme that facilitates the strengthening of ties between offenders and their communities and the return of the offender to society. The number of victims who made representations at parole sittings increased very significantly from 253 in 2010/11 to 684 in 2011/12.
- Progress has also been made in international relations with South Africa organizing a conference in Sandton in March 2011 which resulted in the establishment of the Southern African Corrections Forum.

Evaluation of mitigation of operational risk:

- The department has once again performed well in terms of litigation and the fight against corruption. A success rate of 74% was recorded in terms of all litigation cases and 97.24% for cases relating to fraud, corruption and serious maladministration.
- Overcrowding is still a challenge in the department but once again in the 2011/12 financial year the department has achieved the target of 36% set with regard to overcrowding with the level of overcrowding at the end of 2011/12 being 35.95%.
- In relation to mitigation of security risk, the focus is on ensuring that violence and escapes are reduced in order to facilitate the rehabilitation of inmates. Escapes have been down managed from 106 in the 2010/11 financial year to 41 in the 2011/12 financial year. This down management of escapes in 2011/12 is a continuation of the trend that existed before the mass escape episode in the 2010/11 financial year which distorted the good work the department has done with regard to the down management of escapes (See graph 4).

Graph 4: Escapes: 2007/08 - 2011/12



- For the 2011/12 financial year the department did not succeed in bringing down assaults. A target of 2.48% assaults was set but the actual performance was at 3.30%. Some of the contributing factors to the under achievement with regards to assaults are the high levels of frustration due to centres that are still overcrowded, inmates still being idle in some centres, especially remand detainees, gangsterism, and misinterpretation with regard to the use of minimum force.
- The department did however succeed in bringing down unnatural deaths (46 vs 51 of 2010/11) and in that sense contributed to the creation of a secure environment within correctional centres.
- Strategies to deal with escapes, assaults and unnatural deaths include installation of intercom systems and panic buttons, the vigorous implementation of the gang management strategy, the retraining of officials on the human rights approach to corrections and the use of minimum force, and specific attention to programmes for offenders and meaningful activities for remand detainees, and the effective implementation of multi-pronged strategy to reduce overcrowding.
- In the 2011/12 financial year 76.1% parolees did not violate their parole conditions thus indicating an important mitigation of the risk of recidivism.

Evaluation of business process improvement:

- Despite the above successes in offender involvement in programmes, the development of Correctional Sentence Plans within the prescribed twenty one days remains a challenge.
- Social reintegration processes have been enhanced by the department's piloting of electronic monitoring with parolees.
- The establishment of pilot Halfway House enables the process of social reintegration for those potential parolees who do not have monitorable addresses and the confirmation of a viable support system.
- The establishment of the Remand Detention Branch aimed at improvement of business processes for the incarceration of accused persons denied bail or with bail that has not been paid, and the policy on Remand Detention were finalized.
- The Medical Parole Advisory Board has also been announced by the Minister of Correctional Services on 23 February 2012.
- Procurement, upgrading of and maintenance of Facilities also remain areas for improvement in the department

The above strategies are complementary and the overall aim is to promote the management of remand detention, the rehabilitation of the offender and the social reintegration of the offender.

The department has in particular contributed to delivery on Outcome 3 – All people in South Africa are and feel safe – by contributing to shorten the time remand detainees spend in correctional centres, increasing the number of parolees that did not violate their parole conditions, increasing the number of victims that were involved in parole sittings and increasing the number of offenders who participated in rehabilitation programmes.

2.1.5 Overview of the organisational environment for 2011/12

The organisational environment over the past few years has involved instability of leadership, inadequate and inappropriate staffing patterns, unstable and insecure ICT systems, inconsistencies in spending patterns, and challenges in procurement and contract management.

In order for the Department as from 1 April 2012 to operate on the basis of the new Budget Programme Structure, 2011/12 saw the Department cascade its historical and projected financial information into the new budget programme structure. The new Budget Programme Structure was brought in due to the alignment across government of the Administration Budget Programme by National Treasury, in response to repeated direction from National Treasury that the department had too many budget programmes, and that some programmes had only one sub-programme, and finally the need to align the department's budget programme structure with the logic of the core business of the Department. All processes were finalized during 2011/12 to align the department's financial reporting with the new Budget Programme Structure so that historical financial information is available in a manner consistent with the new Budget Programme Structure. The new budget programme comprises five programmes that reflect the core business of the department more appropriately. These five Budget Programmes are: Administration, Incarceration, Rehabilitation, Care and Social Reintegration.

During the 2011/2012 financial year, a total of 2057 appointments were made, including the 859 Entry Level appointments. The adequate staffing of correctional centres, remand detention facilities and community corrections offices cannot be addressed without a turnaround in relation to the entry level appointments, which require completion of basic training before appointment into the Department. To this end, the department has decided to increase the annual intake. Since the beginning of 2011 the Department has taken in two groups for the Learnership in Correctional Services and, in March of 2012, the first group of 859 referred to above was appointed permanently to beef up capacity at production level. The Department will in the financial year 2012/13 take in another 2 groups of learners, a total of 2064 learners.

At the end of March 2012 the vacancy rate in the department was at 3%. Although the department succeeded in exceeding the target of filling 1476 vacancies set as target for the 2011/12 financial year, there still remain challenges at centre level in terms of service delivery. A very significant development in the 2011/12 financial year was that the department has corrected an anomaly of many years standing that resulted in the number of posts on persal and the number of posts for which there was funding being misaligned. This development ensures that the number of funded posts will correspond with the number of posts on persal and a correct vacancy rate can therefore be reflected.

The 2011/12 financial year therefore saw improved stability within the Executive Management and within the Senior Management echelon in general. The establishment of the Internal Control & Compliance unit in Branch Finance and the appointment of a Chief Audit Executive at the level of Deputy Commissioner has brought expertise and focused attention on both internal and external audit processes and on the corrective action plans to address findings of internal and external audits.

A number of vacant senior posts have been filled in 2011/12. These include:

- Regional Commissioner Eastern Cape
- Regional Commissioner Free State/ Northern Cape
- Regional Commissioner Gauteng
- Chief Deputy Commissioner Corporate Services
- Regional Commissioner Limpopo/Mpumalanga/North West, filled through transfer
- Chief Deputy Commissioner : GITO
- Deputy Regional Commissioner Gauteng
- Deputy Regional Commissioner Eastern Cape
- Area Commissioner Pretoria, filled through transfer
- Area Commissioner Durban Westville, filled through transfer
- Area Commissioner Johannesburg, filled through transfer
- Area Commissioner Pollsmoor, filled through transfer
- Deputy Commissioner Human Resource Management
- Deputy Commissioner Employee Relations
- Deputy Commissioner Communications
- Deputy Commissioner Internal Control and Compliance
- Chief Audit Executive
- Chief Executive Officer, Office of the Inspecting Judge

During the 2011/12 financial year the Department through the EPMO has developed a high level organisational re-

structuring proposal for the Minister of Correctional Services. This proposed structure aims to address serious functional misalignments, the unmanageable span of command of the Accounting Officer, and to put strategic and operations management functions into correct alignment. The proposed structure reflects the following lines of reporting – reporting directly to the National Commissioner are a Chief Operating Officer post to whom the 6 Regional Commissioner's will report; the Head of Strategic Management, the CFO, the Head of HR, the GITO and the Chief Audit Executive will report directly to the National Commissioner; in addition, the three heads of core functions – remand detention; corrections custody; and community corrections - will report directly to the National Commissioner. This high level organisational structure will be implemented in a phased manner, with the initial phase being implemented in the 2012/13 financial year.

The implementation of the settlement of the 2007 public sector strike remains an on-going challenge in the department with various interpretations of the settlement and various approaches to the shift system. All approved OSDs have been implemented in accordance with relevant OSD resolutions. However, the DCS is not in a position to implement/extend ELRC 1 of 2008 to DCS Educators. The mandate of the DPSA directive has been implemented in so far as the initial translations are concerned. In relation to the correctional services OSD, a total of 908 officials moved from non-centre based to centre-based positions and a total of 379 officials moved from centre-based to non-centre based positions in line with the choices made. Some of the officials, despite having migrated on persal, are however still performing the functions they previously had, as the Department has not yet been able to recruit the staff to perform these functions and discontinuity in these posts will be disastrous. The department has prioritised the revision and migration of employees to the security, corrections, remand detention and community corrections streams in view to maximise the benefits that are brought about by the OSD resolution. Moreover, through interaction with management and labour, it has become clear that the distinction between centre-based and non-centre based causes operational challenges, and this matter is in the process of being re-negotiated. Efforts are in place to sign an agreement on averaging of hours and ideal shift model(s) to enhance the implementation of the 7 Day Establishment. Roll out of appropriate shift model is targeted for 2012/13. An additional estimated 18 430 posts need to be created and the department will require an additional R4.8 billion for the proper implementation of the 7 Day Establishment with an appropriate shift system. In addition to these posts, it is the requirement of Resolution 2 of 2009 to increase the establishment with specialised posts.

The retention and attraction of scarce skills like Psychologists, Artisans, Pharmacists, Social Workers, Health Care Workers and Educators remains a challenge and the Department has identified that it needs to revise the various retention strategies.

During the 2011/12 financial year, 126 bursaries were awarded in the scarce and critical skills to create a pool for the forecasted needs and as a means of attraction and retention of scarce skills. All Head Correctional Centres (HCC) have been trained and retrained in Employee Relations i.e. disciplinary code and procedure with specific emphasis on sexual harassment, initiating of cases and chairing of disciplinary hearings as part of the HCC training programme. The Disciplinary Code and Procedure is in the process of being reviewed to introduce new sanctions. Regional Employee Relations Officers were trained on dispute resolution processes.

The past few years have been characterised by serious risk within the IT environment in DCS. The risk related to IT security risk, inadequate basic infrastructure to maintain and enable the DCS Information systems, and the mismanagement of IT consultants.

Although tangible improvement in the Information Technology Communication environment took place in 2011/12, like the Network Infrastructure renewal that was started with the implementation of a Virtual Private Network (VPN) to improve security based on international standards and the Access Control and Fencing Virtual Private Network that was run and controlled by an external service provider but taken over by department in 2011/12, a lot still needs to be done in improving the IT landscape in the department.

In discussion with Department of Home Affairs on the Database (AFIS-HANIS) it was realized that it is not possible at this stage to use the database (AFIS-HANIS) because offenders do not necessarily provide DCS with their ID numbers during admission. Trying to match a fingerprint on database (AFIS-HANIS) without an ID number will result in a full scan of more than 50 million records stored in the Database. As a result the DCS system of Automated Personal Identity System (APIS) which was developed through the Inmate Tracking Project has been implemented at 32 correctional centres and 99 community corrections offices to date. This will eventually interface with DHA database (AFIS-HANIS) to verify the identity of the offenders.

The Department has significantly cut the number of consultants working in IT. The procurement of appropriate resources for delivery on the IT turnaround strategy and the Master Information Systems Plan through, on the one hand, filling of IT technical posts, something that the Department has not previously had in the GITO structure resulting in

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an overdependence on consultants, and the procurement of necessary consultants through a new tender process.

The department has engaged in a number of interventions in the 2011/12 financial year to turn around the management of performance information, including the development of technical indicator descriptors for performance indicators and the development of an Annual Performance Plan Data Capturing Tool that will assist in getting reliable and timeous information for decision making purposes. While the solution to performance measurement and data integrity lies in part in resolving the ICT basic infrastructure challenges and in the refinement and implementation of the Master Information System Plan roadmap, the improvement of the departments management of records and the management of data collection are essential stepping stones to ensuring the Department has appropriate, accurate, timeous data for accountability on performance and for decision making.

The management of procurement of goods and services and the management of contracts has remained a challenge to the Department. The need to extend the nutrition services contract, in the face of a policy directive from the Minister that nutrition services should be insourced, was due to weaknesses in the governance systems and internal controls in relation to the management of contracts. The nutrition services contract has been extended with 12 months and the nutrition services will be insourced by 31 January 2013. The National Bid Adjudication Committee now has the responsibility to monitor all large contracts that have under a year to expiry date in order to ensure that appropriate processes are put in place and appropriate decision making takes place at appropriate times.

2.1.6 Key policy developments

The Correctional Matters Amendment Act, No 5 of 2011, has brought a major policy development in relation to the management of remand detention to bear, which is supported and embroidered on in the draft White Paper on Remand Detention. The Amendment Act also regulates detention in police cells by stipulating that no inmate may be detained in a police cell for a period exceeding seven days, whether for purposes of further investigation or because there are no correctional centres of remand detention facilities in a district. This is resulting in more remand detainees being referred to the department by SAPS.

A further key area in the Amendment Act is the Medical Parole Policy, which was finalised and implementation will take place in 2012/13.

Another key policy development that was approved by the Minister and disseminated to regions for inputs in 2011/12 is the Offender Labour Policy Framework. This policy is aimed at improving the participation of offenders in labour and facilitates the possibility for employment after release.

Two significant changes in business process resulted in the initiation of policy development in the relation to Halfway Houses and in relation to electronic monitoring of parolees. These policies were however not yet approved in 2011/12.

After conducting the review on the provision of new facilities through the PPP model, a decision was taken to cancel the procurement process in October 2011. The building and maintenance of correctional facilities (capital costs) may still be best provided by third parties, but such a decision can only be taken once DCS had pronounced on its long-term demand for facilities in relation to both the optimal size for inmate type and location.

2.1.7 Departmental revenue, expenditure and other specific topics

	2008/09 Actual R'000	2009/10 Actual R'000	2010/11 Actual R'000	2011/12 Target R'000	2011/12 Actual R'000	% deviation from target
Tax revenue						
Non-tax revenue						
Sale of goods & services other than capital assets	17 268	42 560	43 185	44 951	47 544	105.8%
Fines, penalties and forfeits	16 836	15 694	16 071	19 330	18 129	93.8%
Interest, dividends and rent on land	375	753	1 224	470	654	139.1%
Sales of capital assets	1 412	1 402	768	6 000	23 188	386.5%
Transactions in financial assets & liabilities	44 554	47 926	54 170	55 370	57 364	103.6%
Transfer received	61	143	0	0	3	3%
Total Departmental Receipts	80 506	108 478	115 418	126 121	146 882	116.5%

2.1.8 Departmental expenditure

Of the final appropriation of R16,687 billion, R16,277 billion was spent, amounting to 97,5% of final appropriation resulting in an under expenditure of R410,124 million (2,5%), after charging R483,821 million unauthorised expenditure incurred in 2008/09 financial year approved during 2011/12 financial year without funding. The main reasons for under expenditure are as follows:

Compensation of Employees

The under spending is mainly attributed to vacant funded posts which the Department is in the process of filling. The department's overall vacancy rate at end of March 2012 was 3.3% representing 1 256 posts. Part of the under expenditure was utilised to fund R483,821 million unauthorised expenditure incurred in 2008/09 financial year.

Goods and Services

The under spending was a result of funds put aside in the 4th quarter to procure for uniform for Remand Detainees. This was in line with the implementation of section 48 of Correctional Matters Amendment act no 5 of 2011 approved by the President on the 25th May 2011 which was then effective from the 1st March 2012. Wearing of uniform by Remand Detainees is compulsory in terms of the Act and it also minimises the element of risk of escapes in correctional centres.

Buildings and Other Fixed Structures

The Capital Works Projects contributed to the under expenditure. This section is reported in detail under the Report of the Accounting Officer on pages 79 to 81.



2.2 Programme Performance

Programme 1: 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.

Strategic Objectives

Sub programme Management: To ensure effective planning, resourcing, project management, monitoring, evaluation and reporting for improved service delivery

Sub programme Corporate Services: To improve human resource capacity & management to enable department to fulfill its mandate

Sub programme Finance: To provide effective and efficient financial and supply chain management

Sub programme Central Services: To ensure effective, legally sound, policy compliant and corruption free management of Correctional Services; and effective knowledge management

Performance indicators and targets:

The department continued to implement strategy related planning systems to improve the management of performance information in the department and the completion of the Planning, Monitoring, Evaluation and Reporting Policy, the development of Technical Indicator Descriptors for performance indicators in the Annual Performance Plan and the finalization of an Annual Performance Plan Data Capturing Tool is evidence of that. The work of the Enterprise Project Management Office has supported line functional managers in relation to various projects. The Gallows Restoration Project is one example in this regard. This project is aimed at contributing to nation building and recording history that shall never be repeated in our beloved country. Phase 1 was the reconstruction of the Gallows which had been dismantled by decision in the mid 90's. The President of the Republic of South Africa officiated at the launch of the Gallows Museum on 15 December 2011.

Sub programme: Management				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of accurate, reliable and timely data for decision making	Head of Correctional Centre System (HCC) - A total of 28201 hits were registered Health System: Roll out of the ICD10 codes implemented and is functional Automated Personnel Identification System (APIS) project: Phase II of Biometric and Photos for Correctional Centres Completed. A total of 44 correctional centres were implemented with Biometric functionality. The Admission and Release system was enhanced to incorporate policy changes in Corrections, through the development and implementation of 27 new functionalities on the system.	MER system development initiated; improvement of performance information for decision making purposes and accountability.	MER policy has been reviewed to have an inclusive Integrated Planning, Monitoring Evaluation and Reporting Policy .The process of consulting business to recommend the approval of the Integrated Planning, Monitoring Evaluation and Reporting Policy was underway at the end of the financial year 2011-2012. The Annual Performance Plan Data Capturing Tool was developed and implemented in order to improve performance information for decision making purposes and accountability.	Due to challenges relating to ICT basic infrastructure, the development of the Corporate Performance Management System was put on hold.
Percentage of vetted personnel	6.15% vetted personnel, representing 2478 vetted personnel against 40 286 not vetted personnel	7% (2841/40286)	8.94% 3603/40286	No major variance
Functional EPMO	New Indicator	Setting up of a EPMO Transformation agenda	EPMO Transformation Agenda has been set up and approved by the Executive Management. This agenda is based on the Ministerial Task Team report, Budget Vote Speech commitments and challenges identified by the Executive Management.	No major variance

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Sub programme: Management				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
			<p>16 Key strategic drivers of the Transformation Agenda have been identified and projects initiated to deliver on the strategic drivers. These projects are multi-year projects. In the 2011-2012 financial year the Electronic Monitoring for Parolees Project, review of current and past projects to align to DCS current strategies, Gallows Project, Sanitary Towels Project, Halfway House, Mother and Baby Units were delivered.</p> <p>In line with the National Treasury Framework for Project Management a draft Project Management Policy was submitted on 23 March 2012 for approval.</p> <p>One of the deliverables in the Project Management Framework is to establish a departmental Enterprise Project Management Office. Against the deliverable a submission was made on the 20 February 2012 to the Accounting Officer for the approval of a structure.</p>	

Changes to planned targets: No targets have changed in the Management sub-programme during the course of the financial year.

Sub programme: Corporate Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of financed posts not filled	<p>The vacancy as at 31 March 2011:</p> <ul style="list-style-type: none"> • 15,28% measured against 47 336 approved posts, of which only 41 500 are funded. • The vacancy rate in the scarce skills occupational class was as follows: <ul style="list-style-type: none"> • Social Workers = 38,28% • Psychologists = 50,86% • Nurses = 26,23% • Medical Practitioners = 26,67% • Pharmacists = 37,25% 	1476 funded vacant posts filled	<p>In the 2011/12 financial year, a total of 2057 appointments were made in various posts. For the same period 859 entry level appointments were finalized.</p> <p>The target of 1476 appointments was therefore exceeded with a total of 581 appointments.</p> <p>Vacancy rate at 31/03/2012 was 3.3%.</p>	No major variance
Structure aligned to the functions of the DCS and White Paper imperatives	<p>DPSA was consulted on the incorporation of the organizational structure into the functional organizational structure.</p> <p>The functional organizational structure was developed and approved by the Minister on the 05 March 2011 for:</p> <ul style="list-style-type: none"> • Branch: Finance Branch: GITO, Chief Directorate: Health Care Services, Chief Directorate: Employee Relations, Chief Security Officer, Chief Audit Executive, Chief Directorate: Legal Services <p>The migration will form part of the implementation plan after the approval of the structure.</p>	Approved structure that is aligned to the functions of the DCS (Project 1.1)	A draft macro structure was developed which will be finalised pending consultation with the Minister, National Commissioner and Top Management of the department in the new financial year.	Delays in obtaining/ receiving inputs from the stakeholders. Lack of regular presentation of the draft organisational structure to the governance structures.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Corporate Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of person days lost due to leave	<p>The number of days lost to leave was as follows:</p> <ul style="list-style-type: none"> • An average of 6 TIL days per employee, • 8 PIL days per employee, • 4 sick days per employee, • 6 days of leave without pay per employee and injury on duty days per employee per annum. <p>The average days lost for the required categories are:</p> <ul style="list-style-type: none"> • Sick leave: 16.2, • Leave Without Pay: 3.12, • Injury on Duty: 15.5, • Temporary incapacity leave 2.51 	Well informed workforce on EHW	<p>Policy and procedures realigned to accommodate all four pillars as proposed by DPSA.</p> <p>HIV/Aids and TB management – Contagious diseases added to DPSA model and incorporated into first pillar.</p> <p>Safety Health Environment and Risk Quality (SHERQ) management pillar includes OHS, ergonomics as well as procedures for workshops.</p> <p>Work Life balance pillar introduced to cater for EAP Fourth pillar includes Sport, Recreation and Wellness Centre management.</p> <p>Policy and procedures disseminated and work shopped with Labour.</p> <p>Processes to ensure that EHW will feature in performance agreements of Senior Management finalised</p> <p>Implemented MoU with Department of Health</p> <p>Wellness Centres established in Pollsmoor and St Albans.</p>	No major variance

Sub programme: Corporate Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
		Sick leave and temporary incapacity leave (TIL) in DCS benchmarked with other Departments in the Public Service to determine rate	Sick leave and TIL were benchmarked with SAPS, DOJCD and DOD. From the stats, the DCS seemed to be utilising more Sick and TIL than other Security Departments. Interventions will have to be determined to curb the abuse.	No major variance
Implementation of appropriate work shift system	The following shift patterns have been proposed for implementation: <ul style="list-style-type: none"> • 40 Hr and 45 Hr Work Week; • The 10 Hr over a 5 Day period in a 7 Day cycle; • The 12 Days on and 2 Days off in a 14 day cycle; and • The 10 Days on and 4 Days off in a 14 Day cycle. 	Review the shift system	The following shift patterns have been proposed for implementation: <ul style="list-style-type: none"> • 40Hr and 45 Hr Work Week: <ul style="list-style-type: none"> • The 10Hr over a 5 week period in a 7 Day cycle; • The 12 Days on and 2 Days off in a 14 day cycle; • The 10 Days on and 4 Days Off in a 14 Day cycle. <p>A series of negotiations had taken place between the employer and the organised labour regarding the need to sign the averaging agreement and consideration of the payment of alleged overtime worked since 2009.</p> <p>Concerted efforts are put together to ensure that a solution is reached and the two mentioned issues are resolved.</p>	No major variance

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Corporate Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of person days lost to suspensions	<p>462 employees were suspended in the 2010/11 financial year of whom 402 have been uplifted within the financial year, and of those 157 were finalized / uplifted within 30 days (39.05%).</p> <p>The employees were therefore on average suspended for period of 52.5 days and the cost of suspension amounted to R14 107 403.32.</p>	2010 / 2011 baseline reduced by 10%	<p>Suspensions increased 462 in 2010/11 financial year to 532 in the 2011/12.</p> <p>Similarly the average period of suspensions increased from 52 days to 85.24 days.</p> <p>The Cost of suspension increased from R14107 million to R15678 million.</p> <p>The number of days lost during the 2011/12 financial year amounted to 45 910 days.</p>	<p>Unpredictability of the occurrence of misconduct.</p> <p>High number of suspensions in Gauteng and KwaZulu/Natal.</p> <p>Large number of employees suspended at Empanjeni - suspensions only uplifted after intervention by acting Regional Commissioner.</p> <p>Long pending appeals in KZN Regional office.</p>
Percentage of grievances handled within 30 days	771 grievances recorded in the financial year of whom 421 have been finalized, of those 208 were finalized within 30 days (49.4% of grievances been finalized within 30 days).	All outstanding grievances currently beyond 30 days finalised.	1382 grievances recorded of which 907 (66%) finalized. Of those, 347 (38.26%) were finalized in 30 days.	<p>More grievances were recorded that is 1382 in 2011/12 financial year versus 771 in 2010/11 financial year.</p> <p>More employees were aggrieved – indicating more alleged unfair labour practice and poor staff morale.</p> <p>Grievances increased with approximately 100% in 2011/12 financial year.</p> <p>Grievances finalised in 30 working days also increased with 59.9%.</p>
Functional Corrections Academy	New Indicator	Approved Business Case for Corrections Academy based on partnerships with other government academies.	<p>Project charter and project plan developed.</p> <p>Benchmarking done with South African National Defence Force. Research into international best practices done.</p>	Lack of budget resource allocation for the project.

Sub programme: Corporate Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
			Unit standards identified and training manuals developed for the accreditation of the Heads of Correctional Centres, Emergency Support Team and Patrol and Dog Training Programmes.	
Number of officials trained per skills development programme	<p>24 865 Personal Development</p> <p>Plans were received through the HR Connect Skills audit process where all officials were required to indicate their training needs.</p> <p>Personal Development Plans were developed and used to develop the regional Workplace</p> <p>Skills plans.</p>	Training provided in line with the work place skills plan (WSP)	<p>A total of 978 completed the Corrections Services learnership on 27 January 2012.</p> <p>859 of these learners were subsequently appointed permanently in March 2012.</p> <p>The other group (of which there are 1013) that is also engaged in the same learnership commenced in August 2011 is engaged in the experiential portion of the learnership which they commenced in January 2012.</p> <p>In the 2011/12 financial year there were 39 HR interns in the system.</p> <p>National Training projects have focused on and trained the following in terms of numbers during the quarter:</p> <ul style="list-style-type: none"> • Advanced Management Development Programme: 121 • Computer Training: 18 EDRMS Computer Training:45 EDRMS File Plan: 100 • EDRMS Functional Training:14 • Electrical Engineering: 11 	The Internship Programme target was not met due to the prioritisation of the filling of permanent posts in terms of funding

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Corporate Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
		<ul style="list-style-type: none"> • Emerging Management • Development Programme: 143 • Emergency Support Teams:495 • Food Services Management: 22 • Heads Correctional Centres:236 • Logis: 1181 • Management of Awaiting Trial Detainees: 151 • Monitoring and Evaluation: 55 • Narcotics Dog Handling: 6 • Occupation Directed Education and Training Development Programme: 32 • Parole Board: 358 • Patrol Dog Handling: 25 • Plumbing: 9 • Risk and Fraud Management:15 • Risk Management E-learning:30 • Skills Development Facilitation:36 <p>Over and above these training interventions regions have reported functional training of 25644 officials during the 2011/12 financial year.</p>		
Functional professional body for corrections	Legislation has not been developed	Procurement of specialist skills; development of a business case.	The following activities which will lead to the appointment of a service provider to develop a business case for a professional body for corrections were finalised during the 2011-12 financial year:	

Sub programme: Corporate Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Institutionalise diversity management	New Indicator	Approved Diversity Management Framework.	Diversity Management Framework Final Draft is available and being refined following wide consultation with both internal and external stakeholders including recognised labour unions and all regions.	Consultation extended to ensure participation of all critical stakeholders before approval.

Changes to planned targets: No targets have changed in the Corporate Services sub-programme during the course of the financial year.

Sub programme: Finance				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of allocated budget spent	97.5% of final appropriation spent resulting in an under expenditure of R410,124 million (2.5%).	No unauthorised expenditure Under expenditure limited to a quarter of a percent of voted funds.	The projected expenditure for the spending plan up to March 2012 was R16 686,925 million versus the actual expenditure of R16 276,801 million – 97.5% of budget spent (after charging 2008/09 unauthorised expenditure of the 2011/12 under expenditure). The variance between spending plans and actual expenditure amounted to R410,124 million (R410,124 million/ R16 686,925 million = 2,5%).	Percentage of allocated budget spent.
Value of contracts awarded to HDI service providers	<ul style="list-style-type: none"> • % of expenditure: 83.13%. • Number of contracts awarded: 2 135 • Value of contracts awarded: R422, 043, 842.00 • % Contracts awarded to Black Enterprises: 71.54% 	80% of contracts awarded to HDI service providers increase in value of contracts awarded to HDI against baseline of 2009/10.	The Procurement Contract Information System is in the process of being revamped to align it with the new revised Preferential Procurement Policy Framework Act requirements that came into effect on 07 December 2011.	National Treasury has instructed that the capturing of contracts on Procurement Contract Information system must be placed on hold until further notice.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Finance				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
	<ul style="list-style-type: none"> • % Contracts awarded to Black Women Enterprises: 54.48% • % Contracts awarded to White Women Enterprises: 15.30% • % Contracts awarded to Non HDI Enterprises: 16.87% 			
Number of audit qualifications	<p>Qualification on additions and disposals of movable tangible capital assets.</p> <p>Emphasis of matters on 2008/09 unauthorised expenditure, material losses and material under spending of the budget.</p>	Reduce level of deficiencies using the 2010/11 AGSA report.	One (1) qualification on major and minor movable tangible capital assets. Two (2) emphasis of matters on restatement of 2010/11 corresponding figures on operating lease commitments and material underspending of the budget.	No major variance.
Appropriate Allocation of budget for delivery on White Paper	New Indicator	Budget allocation on basis of new Chart of Management Accounts.	<p>Budget Committee includes reporting per budget programme, per government classification system and per organisational component.</p> <p>The Budget allocation is based on budget estimates submitted by Budget Programme Manager and the indicative allocation.</p>	No major variance

Changes to planned targets: No targets have changed in the Finance sub-programme during the course of the financial year.

Sub programme: Central Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of finalised litigation cases successfully defended by the Correctional Services	Total number of cases finalised: 200 In favour DCS = 153 (76.5%). Against DCS = 47 (23.5%).	72% success rate in all litigation.	74% success rate. 674 litigation cases received. <ul style="list-style-type: none">• 165 cases finalized: 122 in favour of DCS and 43 against DCS.• 963 requests for opinion were received.	No major variance
Percentage of officials charged with fraud, corruption and serious maladministration and found guilty of at least one count	DIU: 219 cases finalized <ul style="list-style-type: none">• 185 closed as unfounded,• 34 forwarded to CE. Success rate is 81.72%. CE: 103 officials charged: <ul style="list-style-type: none">• 94 guilty,• 9 not guilty. Success rate of 91.26%. 10 cases withdrawn before the start of the hearing.	84% conviction rate.	97.24% success rate. <ul style="list-style-type: none">• 145 official hearings finalised,• 141 found guilty,• 4 Acquitted. Sanctions: <ul style="list-style-type: none">• Verbal Warning 2;• Written Warning 3;• Final Written Warning: 82;• Suspension without salary 28;• Dismissal 25;• Demotion:1• Cases withdrawn 15;• Officials resigned 2;• Contract Rescinded: 1 Total Cases handled 163	No major variance
Creating a peering point to enable interoperability between DCS CBS and other Systems within JCPS cluster	New Indicator	Baseline on levels of integration through audit.	Completed the baseline for integration points. APIS implemented at 32 correctional centres and 99 community corrections offices. Implemented Video Remand in 21 Correctional Centres that are linked to 46 courts.	No major variance
% of uptime on the ICT Network	New Indicator	100% Readiness of Virtual Private Network.	100% VPN pre-requisite phase completed.	The pre-requisite phase of the VPN included the following <ul style="list-style-type: none">• Finalization of DCS security policy.• DCS site audit• Perusal and BAS users.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Central Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
				The above activities were concluded. The other activities were not concluded because of shortage of resources in the Department.
New network, consolidated servers and automated security policies	New Indicator	70% Functional LAN and WAN, Operational data centres, automated security policies.	40% improvement on current functionality. Draft security policy completed.	The 70% could not be fully archived as negotiation with SITA on the consolidation of servers was not initiated and VPN due to dependency.
Percentage of people rating Correctional Services as performing well	In terms of GCIS independent analysis of media coverage, Correctional Services improved from -26% at the beginning of 2010 to -9% by March 2011, following analysis of 3 400 print and electronic media articles. The Department remains the second most negatively reported JCPS cluster member as a proportion of the whole (3400 articles, 590 negative and 104 positive).	A new baseline on the public rating of performance is established.	New baseline established.	No major variance
Numbers of stories / articles originated by the Department to set a favourable media agenda and track overall improvement	A minimum of 48 media statements were released during the year.	40 own good news stories and 12 op-ed pieces are published in print and electronic media in a year.	53 Good News stories and 12 opinion pieces published.	Limited cooperation from experts/senior managers to assist in the generation of opinion pieces. A directive from the Office of the National Commissioner to all CDCs to generate at least one opinion piece per quarter from branches and regions.

Sub programme: Central Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
	<p>Corrections, writing and placement of 150 staff notices on intranet and notice boards, a new editorial manual for publications envisaged in the strategic documents, 26 events were captured on video with nine (9) produced into DVDs that were circulated to all CCs & other stakeholders, including the Portfolio Committee visit to five CCs; intranet received a face lift while an in-depth analysis and review is undertaken; a pioneering teleconference meeting of National Commissioner with over 5000 officials nationally.</p> <p>Numerous publications were designed and produced internally including UNCCPCJ country report, brochures on community profiling, colour coding of internal communications.</p>			
Integrated Communication and Marketing Strategy (ICMS) is approved and executed	<p>A five year internal communication strategy draft was done for officials and offenders.</p> <p>Elements of the strategies were implemented. These include the electronic publication of two issues of SA Corrections, writing and placement of 150 staff notices on intranet and notice</p>	The draft ICMS is finalised, approved and execution begun in line with targets and implementation begun.	The strategy was finalised in May 2011 but never formally adopted. However, a significant number of activities reflected in the strategy were implemented.	Buy-in and approval from Executive Management and Communication budget allocation must be aligned to the strategy. A strategic session to achieve this is scheduled for June 2012.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Central Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
	<p>boards, a new editorial manual for publications envisaged in the strategic documents, 26 events were captured on video with nine (9) produced into DVDs that were circulated to all CCs & other stakeholders, including the Portfolio Committee visit to five CCs; intranet received a face lift while an in-depth analysis and review is undertaken; a pioneering teleconference meeting of National-Commissioner with over 5000 officials nationally.</p> <p>Numerous publications were designed and produced internally including UNCCPCJ country report, brochures on community profiling, colour coding of internal communications.</p>			
Formalised regional, continental and international partnerships	<p>Southern African Corrections Conference:</p> <ul style="list-style-type: none"> DCS hosted the Southern African Corrections which launched the Southern African Corrections Forum. The Forum will serve as a vehicle to promote transformation and harmonization of corrections and prisons in the region. 	Establishment of the Southern African Corrections Forum.	<p>Southern African Correction forum established in 2011.</p> <p>Steering Committee established between Botswana, Mozambique and South Africa.</p> <p>Meeting held in Mozambique to develop a Draft Joint Declaration - forwarded to SADC countries for inputs.</p> <p>Inputs received from Mauritius, Tanzania and Botswana.</p>	Awaiting inputs from SADC countries

Sub programme: Central Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
	<p>ACSA EXCO meetings organized by DCS as scheduled.</p> <p>DCS provided institutional support to ACSA and was instrumental in convening the ACSA Biannual Conference in Ghana in September 2010.</p>	Provision of secretariat for ACSA	<p>DCS convened ACSA EXCO teleconference.</p> <p>Draft Structure and design of ACSA Secretariat finalised.</p> <p>ACSA EXCO meeting outcomes implemented.</p> <p>Secretariat support provided for ACSA 2012.</p>	Awaiting outcome of DCS restructuring process to be finalised.
	The Conference agreed on common action to address challenges and exchange best practices in Africa.		Biennial Planning Committee Meeting in Uganda.	
	Delegation sent to Sudan on 7-11 March 2011 to restart negotiations on the 4th phase of capacity Building	Provision of capacity building program to South Sudan.	<p>Engagement with DIRCO to obtain Donor funding to operationalise capacity building for the government of South Sudan.</p> <p>Interdepartmental engagements held for briefing on the Republic of South Sudan's new dispensation.</p>	Delays in sourcing of Donor Funding by DIRCO.
	<p>Bilateral discussions were held with Lesotho.</p> <p>To draft the Rules of Engagement and prioritize areas for cooperation.</p>	Implementation of MoU with Lesotho.	<p>RSA/Lesotho Joint Committee re-established.</p> <p>Joint Committee met in Bloemfontein.</p> <p>An Action plan was developed.</p> <p>Report finalised.</p> <p>Awaiting Needs Analysis from Lesotho Correctional Services.</p>	Awaiting approval of action plan for implementation.
		Implementation of MOU with Zambia.	<p>Memo for the revival of the Joint SA/ Zambia.</p> <p>Committee received for further consultation.</p>	Approval for the revival of RSA/ Zambia Joint Committee.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Central Services				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
		Formalised bi-laterals with Mozambique.	DCS Technical Team visited Mozambique. Draft MoU between RSA and Mozambique en route for approval.	No major variance
		Formalised MoU with City of New York	Declaration of Intent forwarded to New York with DCS identified areas of co-operation	Endorsement of areas of cooperation

Changes to planned targets: No targets have changed in the Legal and Special Operations, GITO, Communications and ACSA & SADC sub-programmes during the course of the financial year.



Programme 2: Security

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

Strategic Objectives: 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 and targets:

The department has succeeded in reducing the number of escapes from 106 in the 2010/11 financial year to 41 in the 2011/12 financial year. The reduction in escapes continued the downward trend that existed up to 2009/10. The financial year 2010/11 saw a dramatic increase in the number of escapes but that was due to an incident of mass escape and it is clear that the department has put in place the necessary security measures to prevent such event in the 2011/12 financial year. The gang management strategy has furthermore been implemented and contributed to the safety of inmates, staff and the broader community.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Security				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of inmates assaulted in correctional and remand detention facilities per year	317 alleged assaults per 10 000 inmates	2.48% (4 162/167 816)	3.30% (5284/160 103)	<p>The majority of the alleged assaults (83%) are inmate on inmate with 17% alleged assaults staff on inmate.</p> <p>Major contributing factors are high levels of frustration due to overcrowding and inmates being idle especially remand detainees.</p> <p>Other contributing factors include gangsterism, mind set of officials and misinterpretation with regard to the use of minimum force.</p> <p>Strategies do deal with assaults include installation of inter-com system/ panic buttons, the vigorous implementation of gang management strategy, the retraining of officials on the Human rights culture and the use of minimum force, specific attention to programmes and meaningful activities and the effective implementation of multi-pronged strategy to reduce overcrowding.</p>
Percentage of gang related violent incidents	New Indicator	Reviewed and implemented gang management strategy.	The Gang Management Strategy of the Department was reviewed and implemented in all regions.	Target achieved

Sub programme: Security				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
			The review and analysis of the strategy also led to the establishment of a Gang Management Task Team that will function at national, regional as well as operational level at identified centres.	
DCS Gang Management Unit established and implemented	New Indicator	DCS Gang Management Unit approved.	The unit has been approved at national level and includes representation at regional level and affected management area level. The inaugural meeting took place on 13 February 2012.	No major variance
Percentage of unnatural deaths in correctional and remand detention facilities per year	3.2 unnatural deaths per 10 000 inmates (51 inmates died an unnatural death).	0.03% (50/167 816)	0.03% (46/160 103)	No major variance
Percentage of inmates who escape from correctional and remand detention facilities per year	6.65 escapes per 10 000 inmates	0.036% (60/167816)	0.03% (41/160 103)	
Percentage of centres with fully functional access control security turnstiles	80% planned electronic access control systems functional.	92.85% 78 out of intended total of 84 correctional centres with turnstiles,	27% (21 out of intended 78)	Variance caused by contractual problems experienced in terms of the maintenance and replacement of end of life cycle equipment linked to the previous partial deactivation of the system.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Security				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
				The current maintenance contract also expired and due to a lack of technical expertise within the Department an external service provider was appointed to assist DCS with the procurement of a Security specialist and a service provider for the management, maintenance and upgrading of the access control system.
Integrated Security Technology Strategy for department approved	Project Plan was developed and submitted on 14 May 2010	Security Technology specifications developed and approved	Security technology specifications 43% developed. Progress of the development of the specifications of the following sub-projects are as follows: <ul style="list-style-type: none"> • Automated Persons Identification System (APIS) – Completed 100% • Audio Video Remand (AVR) – Completed 100% • Body Scanning Devices – incomplete (Bid specification committee was appointed in December 2011) • Inmate Tracking – Incomplete (Business Case completed, Bid Specification Committee to be appointed) • Automated Finger print Identification System (AFIS)- Incomplete 	This target was not met due to the limited technical expertise in DCS regarding this matter

Sub programme: Security				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
			<ul style="list-style-type: none"> • Security Access Control – Incomplete • Security Fences – Completed 100%. 	
Functional electronic inmate tracking system to monitor movement of offenders within correctional centres	New Indicator	Functional electronic inmate tracking system approved	<p>Discussion document completed.</p> <p>Draft Business Case (version1) completed.</p> <p>Project Committee appointed</p>	<p>A memorandum was drafted to the National Commissioner to approve the Bid Specification Committee.</p> <p>Work will only be done in 2012/13 as per 2012/13 APP</p>
Body scanning machines utilised (Project 15.1)	New Indicator	Costed roll out plan approved	A costed roll out plan approved for implementation at identified at-risk centres over the next two financial years	Target achieved
Partnership with Department of Home Affairs (DHA) to have access to AFIS for inmate identification (Project 15.1)	New Indicator	DCS to access AFIS	Not achieved. Meetings held with DHA with regard to the drafting of MOU	<p>Not possible at this stage to use the database (AFIS-HANIS) because offenders do not necessarily provide DCS with their ID numbers during incarceration.</p> <p>Matching a fingerprint on database (AFIS-HANIS) without an ID number will result in a full scan of more than 50 million records stored in the Database.</p>
Revised Security Policy Procedures approved and implemented	New Indicator	Re-submit revised Security Policy Procedures for approval.	Security policy procedures 90% revised.	Review of security policy procedures included alignment to Minimum Security Standards took longer than anticipated. Approval and implementation of Security policy procedures set as a target for 2012/13 financial year

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Changes to planned targets: No targets have changed in the Security sub-programme during the course of the financial year.

Kuthama Sinthumule

2011/12 Performance	
Area	Performance
Escapes	0
Assaults	219
Suicides	0
Unnatural Deaths	0

Mangaung

2011/12 Performance	
Area	Performance
Escapes	0
Assaults	41
Suicides	0
Unnatural Deaths	0



Programme 3: 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

Strategic Objectives: 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 and targets:

The Department succeeded in keeping the level of overcrowding within the target of 36% for the 2011/12 financial year. The eight pronged strategy that are utilised to down manage overcrowding is proving to be effective, while there is a need to make greater impact on the level of overcrowding. The draft protocol on interstate transfers of inmates has been widely consulted in the JCPS Cluster and submitted to DIRCO via Branch ACSA & SADC. While the interstate transfer approach is driven by the department's approach to rehabilitation and the inability of effective reintegration of foreign nationals into their home countries, such inter-state transfers will also have a positive impact on levels of overcrowding. The current achievement with regard to the number of offenders with correctional sentence plans is 93, 9% against the set target of 70%. Participation in Correctional Programmes was recorded at 239%, however, the process of reporting against participation of offenders in programmes will be refined in order to avoid double counting and to ensure that the offenders are counted and not the number of times they attend programmes.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Personal Corrections				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of overcrowding in correctional and remand detention facilities	34.87%	36% (42 539/118 165)	35.95% (42 481/118 154)	Target achieved
Percentage of offenders serving sentences longer than 24 months who have sentence plans	55% (23 029 of 41 828)	70% (71 601/102 288)	93.9% (93 339/99 400)	The denominator of 102 288 was a projected lockup of offenders. The actual lockup as at 31 March 2012 was 99 400.
Percentage of newly admitted offenders whose profiles/ CSPs were compiled within 21 days	91.6% (19 964/21 804)	100% of newly admitted offenders serving sentences longer than 24 months with comprehensive profiles within 21 days.	89% (27 577/31 014)	Shortage of staff to do the profiling was a major reason for not achieving the 100% target.
Percentage of corrections programmes that are provided by external service providers	Indicator has been reworked for the new financial year and reporting will be different.	73% (19/26)	68% (19/28)	Two new correctional programmes provided by Corrections to address theft and fraud related offences have been endorsed during the financial year under review.
Percentage of offenders with approved parole dates who completed pre-release programmes	56.95% - 13 243 offenders completed the pre-release programmes against 23 254 offenders for whom the Parole Boards approved parole.	14 356	29 432	The targets for the regions, as formulated in the beginning of the financial year, were low. As from the new financial year the targets will be formulated by the regions based on the number of offenders that are being released in a specific month.
Offender involvement in corrections programmes	161% improvement: 116 097 offenders attended corrections programmes against target of 51 153.	53% (48 929)	239% (116 716)	Offenders might attend more than one correctional programme at a specific time and in a specific financial year.

Sub programme: Personal Corrections				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
				The effect of this is that one offender could be counted more than once per financial year. Consultation is in progress with GITO to have a system where an offender will only be counted once in a specific financial year.
Percentage of eligible offenders with work opportunities	49% (159 771/326 093)	41% (37 379/91 487) Offender labour policy framework, with attention to women offenders access to labour opportunities approved.	47% (35 898/76 641) Offender labour policy framework approved and implemented.	Target achieved
Protocol on interstate transfers	New Indicator	Protocol on interstate transfer of offenders finalised and approved	Draft protocol submitted to DIRCO prior submission to Cabinet Final inputs pertaining to Cabinet memorandum and discussion document provided.	Target achieved
Number of dedicated short term facilities for offenders with sentences less than 24 months	New Indicator	Dedicated facilities to house offenders with sentences less than 24 months.	Total of 30 dedicated centres/ units have been identified nationally.	Target achieved
Operationalisation of the White Paper and provisions of the Correctional Matters Amendment Act	New Indicator	Draft regulations approved.	The draft regulations were approved by the Parliament.	Target achieved
Reduce average length of time in remand detention from 150 to 120 days	2009/10 baseline was 150 days	140 days (reduction by 10 days)	96 days Data for 170 865 records was analysed.	No major variance

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Personal Corrections				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of eligible RDs with bail against all RDs with bail (Eligibility refers to RDs with Bail who have been charged for schedule 7 crimes for section 63A and all RDs with bail for section 63(1))	The Bail Protocol was implemented in all six regions. 26 415 applications were submitted to courts via the National Prosecuting Authority from April to March and 14 944 (56.57%) were approved	4% (941/23 534)	65% (5 387/8 371) 5387 refers to RDs with bail who are eligible for referral to court for review of bail in terms of section 63 application. The total number of RDs with bail were 8 371	A lack of understanding of the indicator led to incorrect conceptualizing which was reflected on the Technical Descriptor of the Indicator. This then led to errors in the determination of baseline figures and setting of targets. Moving forward i.e., from 2012/13 onwards the indicator has been reviewed to measure the outcome of the submission of applications to court. The revised indicator is <i>"Percentage of RDs with bail placed under non-custodial system against those with bail"</i> .
Framework for Operational classification system for Remand Detainees	New Indicator	Framework for Operational classification system for Remand Detainees approved.	Target not achieved	SAPS requested an extension to the time limits as they had not completed the classification tool. A draft tool has been developed which will be piloted at a RDF and there after implemented at all RDFs.
Rationalization of correctional facilities.	New Indicator	Development of a costed rationalization plan.	Different models developed and submitted for consideration. Received request to rework certain models and to determine the financial implications.	The development of the costed rationalization plan is depended on the options developed.
Maximised utilisation of land allocated to DCS	New Indicator	Audit for appropriate utilisation of land allocated to DCS.	All regions conducted the audits of which their land use plans for the identified unused land have been submitted during 2011/2012 financial year.	No major variance

Changes to planned targets: Four targets were changed in the Personal Corrections sub-programme viz. The target on percentage of offenders with approved parole dates who completed pre-release programmes; offender involvement in Correction Programmes; Percentage of eligible RDs with bail against all RDs with bail (Eligibility refers to RDs with Bail who have been charged for schedule 7 crimes for section 63A and all RDs with bail for section 63(1) and the target on external service providers who provided correctional programmes. The department has finalised the process of re-categorising rehabilitation programmes and this resulted in 30 Development Programmes, 26 Correctional Programmes and 2 Care Programmes. Percentage of eligible RDs with bail against all RDs with bail (Eligibility refers to RDs with Bail who have been charged for schedule 7 crimes for section 63A and all RDs with bail for section 63(1) indicator catered percentage of remand population granted bail and placed under community supervision. In terms of eligible Remand Detainees with bail, the initial conceptualization of the indicator was flawed and this had an influence on the determination of baseline and the target for 2011/12.

Kuthama-Sinthumule

Area	Performance
Lock-up at 31/3/2012	3024
Work Opportunities created	3008 (average number of inmates worked per day during 2011/12 financial year)
Total number of work opportunities 2011/12	36096
External services providers providing rehabilitation programmes	0

Mangaung

Area	Performance
Lock-up at 31/3/2012	2928
Work Opportunities created	28732
External services providers providing rehabilitation programmes	0



Programme 4: Care

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

Strategic Objectives: To ensure the personal well-being of incarcerated persons by providing various needs-based services

Performance indicators and targets:

Targets have been exceeded in terms of the percentage of inmates that were tested for HIV, mentally ill offenders who received treatment and the number of offenders who participated in Care Programmes. This did not only improve access of offenders to health care services but also contributed to the personal wellbeing of offenders.

The following development took place with regard to the establishment of mother and baby units in the department.

Phase I – Durban Westville and Pollsmoor: Durban and Pollsmoor Mother and Baby Units (MBUs) were completed in August 2011, but fencing was outstanding at Pollsmoor. The department allocated capital funding to the regional Facilities Corrections unit for completion of execution by March 2012.

Phase II – Eastern Cape, Johannesburg, and Pretoria: The department has appointed the IDT and consultants have been provided to design, plan and implement this phase of the programme for completion by September 2012.

Phase III – Free State-Northern Cape, Limpopo-Mpumalanga-Northwest: The department has appointed the IDT and consultants have been provided to design, plan and implement this phase of the programme for completion by March 2013.

In relation to the **Sanitary Dignity Campaign** the Department of Correctional Services launched a pilot project to establish low volume sanitary towel manufacturing to enhance self-sufficiency. From the onset it was evident that information from local suppliers on the manufacture of sanitary towels was scarce and closely guarded by the market stakeholders. After intensive research the Department managed to procure one machine for the Eastern Cape region to kick start the project. The name of the project is Letshadi Boitumiso (Female Pride). The project is piloted at East London Medium C Female Centre. A suitable site inside the centre has been identified and upgraded and machinery has been installed. The necessary application to the South African Bureau of Standards (SABS) for approval has been done and the SABS manual has been received to manufacture sanitary towels according to their specifications. Currently 10 maximum security offenders are being trained and participating in this project with three officials.

Sub programme: Personal Wellbeing				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of inmates tested for HIV	19.1% (10 226/53 361)	23% (38 598/167 816)	42.5% (67 409/158 577)	The Directorate over achieved the target due to the HCT campaign that was launched by Department of Health as well as the involvement of external partners and more awareness sessions which were conducted.
Percentage of HIV positive inmates eligible placed on antiretroviral treatment	1 323 new admissions to ART	49% (18 913/38 598)	43% (9 339/21 883)	Achievements vary due to the fact that offenders who are eligible for Anti-Retroviral Treatment (ART) differs on a month to month basis due to: <ul style="list-style-type: none"> • Not all offenders who qualified were put on treatment because they were undergoing treatment readiness counselling as prescribed by National Department of Health (DoH) ART Guidelines. • Some of the offenders refused to take ARV Interventions to strengthen HIV and AIDS awareness to be implemented
Percentage of inmates with CD4 count below 350, who are on ARV treatment	8 091 (cumulative over Financial Years)	92% (12 186/13 161)	69% (6 095/8 819)	Achievements vary due to fact that offenders that are eligible for Anti-Retroviral Treatment (ART) differed on a month to month basis due to reasons mentioned above.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme: Personal Wellbeing				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of inmates diagnosed with mental illness and placed under treatment	88.74%	70% (1 190/1 760)	98.78% (3 007/ 3 044)	No major variance
Percentage of inmates on medical treatment for communicable diseases, hypertension and diabetes	7.5%	8% (13 425/167 816)	5.45% (8 796/ 161 455)	All inmates diagnosed with communicable diseases, hypertension and diabetes received treatment. Fewer inmates suffered from communicable diseases, hypertension and diabetes and had required treatment than projected.
Percentage of offenders who participate in care programmes	Social Work Services: <ul style="list-style-type: none"> Yearly Actual performance 82.2% (134 358/163 427). Offender participation for the year Spiritual Care: 55.16% (90 151/163 427). HIV Programmes 94.5% (154 461/163 427). 	45% (75 517/167 816)	Spiritual Care 49.49% (83198/167 816) Social Work Services 54% (40469/75517)	No major variance
Percentage of care programmes provided by external service providers	Spiritual Care: 53.8% (7 of 13 programmes). HIV & AIDS - 100% (63/63 programmes).	63% (45/72)	100% (2/2)	No major variance
Number of food service units with the required resources for the provision of food services.	New Indicator	Conduct baseline of status of food service units	A baseline survey was conducted to determine the status of nutritional services in the department. The information gathered will be utilized to ensure that food service units are adequately resourced.	No major variance

Changes to planned targets: In the Personal Wellbeing sub-programme the target on external service providers who provided Care Programmes changed during the course of the financial year. The department has finalised the process of re-categorising rehabilitation programmes and this resulted in 30 Development Programmes, 26 Correctional Programmes and 2 Care Programmes. The target and reporting relating to this indicator thus had to be changed.

Kuthama Sinthumule

2011/12 Performance	
Area	Performance
Access to Psychological Services	2073
Access to Social Work Services	1770
Access to Spiritual Care	1887
Natural Deaths	15
Offenders tested for HIV	601

Mangaung

2011/12 Performance	
Area	Performance
Access to Psychological Services	2664
Access to Social Work Services	10340
Access to Spiritual Care	65397
Natural Deaths	14
Offenders tested for HIV	34.55%

Note: In 2011/12 Mangaung has measured performance in relation to social work services and spiritual care on the basis of attendance and not on the basis of the number of offenders who participated. In 2012/13 reporting will be adjusted to correlate with DCS performance indicators.



Programme 5: Development

Purpose: Provide needs-based personal development services to all offenders

Strategic Objectives: To provide needs-based educational, skills and other development-related programmes, to facilitate the reintegration of offenders into communities

Performance indicators and targets:

The following achievements that contributed to the development of offenders have been recorded as follows: 65% of eligible offenders had access to adult education, eight, instead of the target of six schools have been registered as full time schools and this will allow more offenders to participate in formal education programmes. The targets for offenders participating in Further Education and Training College Programmes and participation in Agricultural Programmes were also exceeded.

Sub programme / programme: Personal Development of Offenders				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of eligible offenders who participate in literacy training as stipulated in their sentence plans	64.4% 4389 / 6811	64.6% (4404/6811)	36% (2452 /6811)	The yearly target stipulated at the beginning of the academic year took into account that there were going to be two half yearly intakes in this programme. However all Regions only had one intake of offenders, due to the fact that the Mass Literacy Campaign known as Kha Ri Gude in which all centres participate only began in June and this contributed to the low intake in 2011 academic year. A survey will be conducted in the course of 2012 financial year to determine the real baseline for this target.
Percentage of eligible offenders who participate in ABET programmes as stipulated in their sentence plans	69.8% 12 051/17 273	60.9% (10 515/17 273)	65.4% (11 296 /17 273)	No major variance
Percentage of eligible offenders who participate in FET mainstream education programmes	12% 4 844/4 0370	10.9% (4 415/40 370)	1.4% (546/40 370)	The yearly target of 4 415/4 0370 = 10.9% took into account participation in two programmes namely, Nated 550 (old Curriculum) and the New Curriculum and Assessment Policy Statements (CAPS).

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme / programme: Personal Development of Offenders				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
				<p>With effect from 01 July 2011, only participation in CAPS has been considered due to the fact that even with the Department of Basic Education the old curriculum (Nated 550) is no longer considered as a determination of performance in schools hence the new target indicated on the APP is $522/40\ 370 = 1.3\%$.</p> <p>Taking this into account then the actual performance is above the norm.</p>
Percentage of eligible offenders who participate in FET College programmes	16.65% (3 267/19 616)	13,1% (28 17/21 427)	17.05 % (3 655/21 427)	Some regions established partnerships with external FET Colleges which provided additional resources and that resulted in more learner enrolment.
Percentage of youth involved in formal schooling		<p>Establish baseline on youth involvement in formal education.</p> <p>6 centers registered as full time schools by Department of Basic Education.</p> <p>6 Full time Schools (3220/ 18064) = 17.7%.</p>	Youth: 18.8% (3 351/17 856) 7 fulltime schools.	No major variance
Percentage of eligible offenders who participate in skills development programmes	The overall participation of offenders in various skills development programmes is 5 036 /35 571 = 14.16	18.92% (7 058/37 303)	10.52% (3 924/37 303)	The target could not be reached because of inadequate resource planning for offender training and shortage of technical educators, artisans and other professionals for the provision of skills development programmes.

Sub programme / programme: Personal Development of Offenders				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of eligible offenders who participate in production workshop and agriculture programmes	<p>On average 1 693 offenders daily work in the relevant production workshops against a target to increase these offenders by 25% of the May 2005 Baseline of 2 741 offenders.</p> <p>This was not attained. Only 61, 7% (1 691/2 741) of the May 2005 Baseline was attained. This is 2,17 % of the sentenced minimum and medium offender population.</p>	5% (1890) improved offender involvement in Production Workshops against the 2008/2009.	<p>The average of the financial year under review is 1 608 offenders which is 10, 6% below the baseline of 2010/2011 and 14, 9% below the target for 2011/2012. This is 2, 07 % of the sentenced medium and minimum offenders (77 644).</p> <p>Eligibility for production workshop refers: 2, 07% of the sentenced minimum and medium offenders.</p>	<p>There were 131 artisan posts vacant in the respective production workshops at the end of the financial year. Each artisan is supervising 8 offenders.</p> <p>The slow tempo of appointment, due the scarcity of artisans, impacted on the attainment of this target.</p>
	<p>2 906 offenders on average worked on the different correctional centre farms against the objective of a 25% increase on the 2005 baseline of 2 471 offenders, which amounts to 3 089 offenders. This is an increase of 16, 67% on the 2005 baseline. This is 3, 73% of the sentenced minimum and medium offender population.</p>	2% (3 138) improved offender involvement in Agriculture	<p>The average financial year under review is 3 215 offenders which is 4, 35% above the baseline of 2010/2011 and 2, 45% above the target for 2011/2012. This is 4, 14% of the sentenced medium and minimum offenders (77 644). Eligibility for agriculture produce refers: 4, 13 % of the sentenced minimum and medium offenders.</p>	No major variance
Trading entity established	New Indicator	Approved business case.	Benchmarking was done with the Department of Water Affairs as well as with the Government Printing Works. Business case not developed or approved.	Inadequate expertise in the relevant Branch, resulting in the National Commissioner requests Finance Branch to provide support.
Percentage of attainment of agricultural targets	New Indicator	Milk production 6 793 000 litres.	The total national year to date milk production was 6 347 395 L, which was 93, 4% of the target.	Production increased due to good season.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme / programme: Personal Development of Offenders				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
		Red meat production 561 500 kg	The total year to date red meat production was 583 723 kg, which is 104 % of the year to date target.	No major variance
		Pork production 2 076 000 kg	The total national year to date pork production was 1 740 243 kg, which was 83, 8% of the target.	Pork production increased with 89 779kg since the previous financial year, but is still not meeting the objective. This was due to management problems experienced at three piggeries, Groenpunt, Grootvlei and Middledrift.
		Chicken production 1 338 300	The total national year to date chicken production was 1 181 760 kg, which was 88, 3% of the target.	The non-attainment of the chicken production target was caused by broken abattoir equipment at Zonderwater as well as problems experienced with the supply of day old chickens.
		Egg production 1 464 000 doz	The total national year to date egg production was 1 547 534 doz, which was 105, 7% of the target.	
		Vegetable production 14 155 000	The total national year to date production was 9 091 151 kg, which was 64, 2% of the year to date target.	The decrease of vegetable production was due to old and dilapidated infrastructure, machineries and implements. The shift system and vacant Agriculture Technician posts have also attributed to short working hours and the decreased production.
		Fruit production was 562 000kg	The total year to date fruit production was 652 131 kg, which is 116% of the year to date target.	Production increased due to good season.

Sub programme / programme: Personal Development of Offenders				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of offenders involved in sports, recreation, arts and culture	77.4%(126 416/163 427) offenders participated: <ul style="list-style-type: none"> • 38 003 in sport • 54 240 in recreation • 5 294 in arts • 11 540 in culture • 17 339 in library 	4% Increased Mass Participation in sport, Recreation, Arts and Culture against the 2010/2011 baseline. Sport: 38003, <ul style="list-style-type: none"> • Recreation: 54240, • Arts 5 294, • Culture: 11 540, • Libraries: 17 339 • Total= 126 416 	Total number of participants in Sport, Recreation, Arts and Culture programmes and services to date: <ul style="list-style-type: none"> • 78.39% (99 105/126 416) 	Reporting on participation in recreation has reduced due to the registration of active participants instead of passive participants. Reporting on participation in Library programmes and services has been reduced to accommodate only active participants and not passive participants' i.e. counting only those are registered in the Library programmes and services.

Changes to planned targets: No targets in the Personal Development sub-programme have changed during the course of the financial year.

Kuthama Sinthumule

2011/12 Performance	
Area	Performance
Participation in Adult Education	544
Participation in Further Education	421
Participation in Skills Development	625
Participation in Computing	159
Participation in Sports	3008
Participation in Recreation	3024
Participation in Arts & Culture	1200

Mangaung

2011/12 Performance	
Area	Performance
Participation in Adult Education	4594
Participation in Further Education	
Participation in Skills Development	2962
Participation in Sports	140692

Note: In 2011/12 Mangaung has measured performance in relation to education and sport on the basis of the number of times offenders attended and not on the basis of the number of offenders who participated. In 2012/13 reporting will be adjusted to correlate with DCS performance indicators.



Programme 6: 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.

Strategic Objectives: To provide needs-based programmes and services to offenders to facilitate their social acceptance and effective reintegration of offenders into their communities

Performance indicators and targets:

The Interim Case Management Committees (CMC) Structures were established in all centres in accordance with section 42 of the Correctional Services Act 111 of 1998. On the 26th March 2012 the Minister of Correctional Services held a National work session for Correctional Supervision and Parole Boards (CSPB) and Case Management Committees (CMC) in Pretoria Management Area to improve the effective functioning of the CMC's and CSPB.

The Incarceration Framework was replaced through the Correctional Matters Amendment Act. In addition the Medical Parole System has been included in the regulatory framework and operationalised. On 23 February 2012 the Minister of Correctional Services announced the Medical Parole Advisory Board that will ensure fair and transparent evaluation of medical parole applications.

During the 2011/12 financial year a total of 175 members of Parole Boards and Case Management Committees attended a one week training session and another 185 attended a follow-up session of 2 days.

Currently 53 Parole Boards have been approved. The position with regard to filling of posts on 31 March 2012 was as follows:

- Chairpersons appointed: 49, vacancies: 4
- Vice Chairpersons: appointed: 33, vacancies 20
- Additional Community members: appointed: 69, vacancies: 37
- DCS Representatives: appointed 49, vacancies: 4

In the 2011/12 financial year 76.1% parolees did not violate their parole conditions while the number of victims who made representations at parole sittings increased from 253 in 2010/11 to 684 in 2011/12. A need was identified for orientation/training of community corrections officials on the correct interpretation of procedures on how to deal effectively with parole violators. Training of Regional Coordinators: Social Reintegration, HRD Regional Master Trainers and Selected Community Corrections officials took place during the third quarter of 2011/12. It is anticipated that the set target will be met during the next financial year due to officials who were trained and on-going engagement between Head Office and regions

Sub programme / programme: Social Reintegration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Percentage of parolees without violations per year	New Indicator	76.2% (31 237/40 993)	76.1% (35 819/47 095)	No major variance
Percentage of parole cases in which victims of crime make representations	253	2.22% (530/23 921)	2.1% (684/32 827)	Lack of transportation of victims to parole board hearings.
Percentage of eligible cases considered by Parole Board	94.77% <ul style="list-style-type: none"> Offenders (CSPB cases) eligible for parole: 11 108 Offenders considered by CSPB for parole: 8 756 Offenders awarded parole by CSPB: 5 313 Number of offenders who have not received a decision on parole consideration by CSPB within 2 months after recommendations have been submitted by CMC to CSPB: 202. 	90% (41 873/46 526)	75.98% (60 884/80 131)	Functional training of new CSPB members was attended by CMC chairperson and emphasis was made on the timely submission of all applicable documents to the CSPB in order to prevent any backlogs.
Percentage of cases considered by the Parole Board and referred to Parole Review Board	0.11% <ul style="list-style-type: none"> CSPB disagreement with CMC: 940 Parole disagreement with CSPB: 6. 	0.08% (34/41 873) Training of 53 (100%) CSPB's.	0.03% (15/45 842)	Performance which is lower than the target implies that CSPB's are working properly in compliance with applicable prescripts; hence cases were not submitted to the Parole Review Board.
Ratio of incarcerated offenders with sentences of 24 months and less to probationers	The average number of probationers under community supervision increased from 9 265 to the current average of 9 370 versus an average number of 11 616 incarcerated offenders with sentences less than 24 months.	1:1.5	1:43.1 19 301 probationers versus 13 419 offenders with sentences of 24 months and less.	Department of Correctional Services is reliant on the Department of Justice & Constitutional Development to sentence persons to alternative non-custodial sentences.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme / programme: Social Reintegration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
				<p>The Judiciary still perceive incarceration as the most appropriate sentencing option.</p> <p>Marketing campaigns for the promotion of alternative non-custodial sentencing and placement options in Regions and Management Areas are an on-going process.</p>
Functional electronic monitoring system for parolees and probationers	New Indicator	Development of specifications and procurement.	<p>Electronic Monitoring Pilot Project was launched on 16 May 2011.</p> <p>The contract was awarded to Engineered Systems Solutions (ESS) on the 21st of December 2011 for 150 offenders. The twelve months pilot project officially commenced on the 28th March 2012 and will run until the 27th March 2013.</p> <p>The EMPP central control room was set up and tested in Head Office and is staffed by ESS and DCS.</p>	No major variance

Sub programme / programme: Social Reintegration				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
			The company trained regional coordinators of social reintegration and selected staff at Community Corrections offices who are responsible for managing the 'Van Vuuren Lifers'. Eighty-nine (89) offenders were placed under EM by the 31st of March 2012.	
Percentage of offenders released on medical parole	(Medical Parole) Included in Draft Bill which was approved by Parliament in 2011.	Effective Medical Advisory Board.	The Medical Parole Advisory Board was appointed by the Minister and came into effect on 1 March 2012.	No major variance
Consideration of all offenders sentenced before 1 March 1994	New Indicator	Consideration of all offenders sentenced before 1 March 1994.	100% (368/368) <ul style="list-style-type: none"> • Parole: 47 • Day Parole: 95 • Further Profile: 220 • Referred to Mental Institution: 3 • Deported: 3 	No major variance
Framework for halfway houses and piloted half way houses	New Indicator	A comprehensive feasibility study on the efficiency and effectiveness of Halfway Houses in the South African situation.	Halfway House pilot was successfully launched in JHB Naturena. Halfway House Policy drafted.	No major variance

Changes to planned targets: No targets in Community Liaison sub-programme have changed during the course of the financial year.



Programme 7: Facilities

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

Strategic Objectives: 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 and targets:

Three models on which correctional centres should be based have been developed and are currently being considered. A facilities Rationalization workshop was held on 23 March 2012. The meeting agreed to recommend to National Commissioner a continuation of new facilities projects under a form of contract in which DCS core functions are not outsourced and private partners provide facilities and maintenance only.

In the 2011/12 financial year only Brandvlei upgrading had been completed, resulting in 346 additional bed space.

The department has identified three (3) facilities to be converted and/or upgraded to special facilities for female offenders at Pretoria, Emthonjeni and East London. Business cases are currently being processed.

**Sub programme / programme:
Public Private Partnership Prisons Facilities Planning Building and Maintenance**

Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
Number of new bed spaces created		0/12 000 (Build new facilities through PPP).	No bed space created	Not achieved due to cancellation of PPP projects. Workshop convened to devise alternative proposals to achieve the creation of additional 12 000 bedspace.
		21.2% (956/4 511)	7.67% complete (346 bedspace at Brandvlei)	Construction behind schedule, poor performance by contractor at Ceres & Vanrhynsdorp. Portfolio Committee also met with contractor in 2011 due to poor performance.
	Brandvlei 98%	Brandvlei 100% completion - 346 beds.	100% complete	No major variance
	Ceres Warmbokkeveld 63%	Ceres 100% completion - 282 beds.	75% completed	Construction behind schedule, poor performance by contractor. Penalties have been imposed by DPW.
	Vanrhynsdorp 74%	Vanrhynsdorp 100% completion - 328 beds.	97% completed	Construction behind schedule, poor performance by contractor. Penalties have been imposed by DPW.
New Office Space		Business Case and Awarding of Tender for Head Office.	DPW was given all documentation required for the procurement. Tenders not yet advertised due to internal processes of DPW.	Accounting Officer has met several times with the Acting DGs of DPW to speed up the process but to no avail. Official communication to IDT to proceed with the procurement.
		Business Case for LMN Regional Office relocation.	The draft business case has been completed on 30th March 2012 and submitted to Regional Commissioner on the same date for verification before submission to Accounting Officer.	Completion of draft business case delayed due to the extent of information required - Region first had to decide on location, thereafter consultation with municipalities to find out availability of

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme / programme: Public Private Partnership Prisons Facilities Planning Building and Maintenance				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
				buildings for rental in the preferred location, thereafter consultation with DPW concerning availability of state land in the area, costing to move members staying in Pretoria to the preferred location etc.
		Rental of office for relocation of KZN Regional Office outside of Management Area.	<p>The region has agreed with DPW to repair an old supreme court for the Regional Office. The repairs are now 80% completed although this is the phase 1 of the project which covers offices for SMS members only.</p> <p>The second phase covers the construction of additional office space for the rest of the staff.</p> <p>The business case will focus mainly on the second phase to source approval for funding and prioritizing the project.</p>	Region is still busy with the draft. The business case for phase 2 will be given urgent attention.
Percentages of centres appropriately equipped for White Paper delivery		Construction of nodes for IT servers; Implementation of the short-term target based on business case.	Not required anymore.	With the appointment of CDC GITO a decision was taken to utilise existing SITA nodes and not to build DCS nodes for IT servers.
		Repair and Renovation - Brandvlei Max (upgrade for OHS Act Compliance).	DPW was instructed to develop the scope documentation.	No major variance
		Replacement of Juvenile at Leeuwkop as part of the new 3 000-bed correctional centre.	Business case approved by Accounting Officer.	No major variance

Sub programme / programme: Public Private Partnership Prisons Facilities Planning Building and Maintenance

Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
		Audit of Compliance of infrastructure.	22 centres were audited.	No major variance
		Building of school facilities.	Business case was submitted to the Commissioner via CDC Corrections on the 13/02/2012 for approval.	No major variance
		Gauteng Women's Centre	Business case for Gauteng Women's centre at Baviaanspoort/ Emthonjeni was submitted for the National Commissioner's approval. Submission was returned to the region with remarks by Minister and supported by National Commissioner that the region should revisit their proposal and indicate where the juveniles from Emthonjeni would be relocated once the Females were moved there, in case the proposed Leeuwkop Juvenile Centre was not approved or if the Leeuwkop Centre would not be ready at the same time.	The business case had not been resubmitted in 2011/12 financial year. As a result, the scope development and site investigation through DPW could not be undertaken.
		Workshop capacity	Business case for Four Region submitted to the National Commissioner for approval on the following dates: <ul style="list-style-type: none"> • St Albans bakery 24 November 2011 • Pollsmoor bakery 5 January 2012 • Brandvlei bakery 5 January 2012 • East London bakery 28 January 2012 	A decision was made that regions must confirm the availability of funds before he approved the business case. Regional Commissioners were requested to evaluate their budgets and indicate the availability of funds within this financial year.

PART 2. INFORMATION ON PREDETERMINED OBJECTIVES

Sub programme / programme: Public Private Partnership Prisons Facilities Planning Building and Maintenance				
Performance Indicator	Baseline (Actual Output) 2010/11	Actual Performance against Target		Reason for Variance
		Target 2011/12	Actual 2011/12	
			The establishment of the St Albans bakery is in the process because the region was able to finance this venture.	

Changes to planned targets: Due to reconsideration of PPP projects the target in PPP sub-programme had to change during the course of the financial year.



PART 3. ANNUAL FINANCIAL STATEMENTS

3.1 Report of the Audit Committee

We are pleased to present our report for the financial year ended 31 March 2012.

Audit Committee Members and Attendance:

The Audit Committee consists of the members listed below and is required to meet four times per annum as per its approved terms of reference. During the current year eight (9) meetings were held.

Meetings for 2011/2012

NAME OF MEMBER	NUMBER OF ORDINARY MEETINGS ATTENDED	NUMBER OF SPECIAL MEETINGS ATTENDED
Adv. B Madumise – Chairperson from July 2011 to July 2012	3	3
Mr. K Buthelezi – Member from March 2010 to July 2012	4	3
Mr. R Theunissen – Chairperson from March 2011 to June 2011 and Member from July 2011 to July 2012	4	3
Mr. C Motau – Member from March 2010 to date	5	4
Mr. L Majake – Current Chairperson from July 2012 and Member from July 2011 to June 2012	4	3
Ms. M Maponya – Member from July 2012 to date	1	0

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

The effectiveness of internal control

The system of internal control required improvement during the year under review as compliance with prescribed policies and procedures was lacking in certain instances. The instances of noncompliance were reported by both internal and external auditors. Management committed itself to addressing all areas of noncompliance.

The Committee reviewed and discussed with management the material risks to which the Department was exposed and evaluated the strategy for managing those risks. The risk management strategy included a fraud prevention plan and was used to direct internal audit effort and priority.

The quality of in year management and monthly/quarterly reports submitted in terms of the PFMA and the Division of Revenue Act was not always satisfactory.

Evaluation of Financial Statements

The Committee reviewed and discussed with the Auditor-General and the Accounting Officer the audited Annual Financial Statements included in the Annual Report. The Committee also reviewed the Auditor-General's management letter and management's response thereto.

The Committee concurs with the conclusion of the Auditor-General South Africa on the annual financial statements, and accepts the conclusions of the Auditor-General South Africa 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 internal audit function was assisted by the PriceWaterHouseCoopers – Sekela Consortium to execute its mandate. The Committee played an oversight role in respect of the internal audit function to ensure its effectiveness. The committee, amongst others:

- approved the internal audit charter;
- approved the risk based internal audit three year and annual plans;
- ensured that the Chief Audit Executive was effectively managing the relationship with the Consortium;
- ensured that the Chief Audit Executive reports functionally to the committee;
- regularly met separately with the Chief Audit Executive; and
- reviewed and discussed internal audit reports

Auditor-General South Africa

The Committee met with the Auditor General South Africa and reports that there were no unresolved issues.



Mr. L Majake
Chairperson of the Audit Committee

Date: 9 September 2012

3.2 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

The implementation of the Correctional Matters Amendment Act (Act 5 of 2011) will require focused attention by the department. The basic Information Technology Communications Infrastructure renewal is meant to improve systems, resourcing and optimum utilisation of information and serious attention should be paid to this area. The Remand Detention branch will deal with difficulties associated with this population, such as security, human resources and overcrowding, hence structures, systems and processes will have to be developed urgently to facilitate the effective functioning of the branch.

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

On 26 September 2011 the Minister of Correctional Services launched Corrections Week when she hosted the media for a media tour of Zonderwater Correctional Centre. The tour was aimed at creating greater awareness and understanding of correctional matters among the media. Corrections Week in the 2011/12 financial year focused on the importance of reintegration of offenders into the community. All the efforts done to correct offending behaviour and to prepare offenders for a meaningful and self-sustaining life after placement on parole are fruitless if communities are not prepared to give them a second chance. In a hostile environment and with no support system and income there is a great likelihood that offenders will revert back to crime to sustain their lives. Preventing re-offending is one of the key objectives in trying to reduce the level of crime in the country and to make communities a safer place.

The first day of Corrections Week coincided with Africa Corrections Day. South Africa has been at the forefront of the continent's initiative to bring together corrections and prison systems to address common challenges in ensuring public safety. A further aim of having a continental perspective on corrections is the establishment of an environment that is conducive for the citizens of this continent, especially its vulnerable groups such as women and children. South Africa plays an instrumental role in charting the future of the African Correctional Services Association (ACSA). This is illustrated by the fact that South Africa was unanimously elected to serve a second term as the secretariat of ACSA in 2010.

On 28 September 2011 the Minister further strengthened the relationship with communities when she engaged with the people of Soweto at the Grace Bible Church in Pimville, Soweto. During interactions with the public, parolees complained about stigmatisation and being shunned by potential employers because of their criminal records. Others said it was more difficult to function in the community than to survive in custody because in a correctional centre they were guaranteed meals and shelter. Of grave concern was the fact that government expects the business sector to employ ex-offenders while the government itself discriminates against them because they have a criminal record.

Mothers whose children are incarcerated raised concerns about the limited visitation time and that there were inconsistencies about this between different centres. Some mothers complained that their children were not treated humanely.

In response, the Minister told the community that they must recognise that officials are also their children and therefore their wellbeing must also be considered, not only those of the offenders. "Officials are stabbed by offenders as part of their sick initiation. Not all officials are corrupt, abusive. We have committed members who sacrifice their family time to care and develop these offenders," she said in defence of her committed officials.

Commending a parolee who has started a shoe making business despite financial challenges, the Minister said, "We need the Vuku'zenzele (self starter) type of parolees, people who can take initiatives to better their lives. We want to start a project to deploy skilled ex-offenders to go back to correctional facilities to reinvest their skills by teaching other offenders."

The President of the Republic of South Africa officiated at the launch of the Gallows Museum on 15 December 2011.

The Electronic Monitoring of Parolees and Probationers system was implemented on 14 February 2012. This system will alleviate the challenges of parolees absconding from the system of community corrections while also reducing the risk of recidivism.

The Minister of Correctional Services announced the Medical Parole Advisory Board on 23 February 2012.

On 24 February 2012, the first Halfway House for parolees was launched in Naturena (Gauteng Region). This event introduced a whole new era in the department with regard to assisting offenders with their social reintegration.

1.3 Comment on major projects undertaken or completed during the year

Mother and Baby Units: Phase I – Durban Westville and Pollsmoor: Durban and Pollsmoor Mother and Baby Units (MBUs) were completed in August 2011. The next phase of the programme is the establishment of mother and baby units in Eastern Cape, Johannesburg, and Pretoria. The department has appointed the IDT, and they have provided consultants to design, plan and implement this phase of the programme for completion by September 2012. Phase Three of the programme will attend to Free State-Northern Cape, and Limpopo-Mpumalanga-Northwest. The IDT has provided consultants to design, plan and implement this phase of the programme for completion by March 2013.

The Gallows Restoration Project is aimed at contributing to nation building and recording history that shall never be repeated in our beloved country. Phase 1 was the reconstruction of the Gallows which had been dismantled by decision in the mid 90's. The project is far from over, as the public access to the Gallows must be designed in a manner that does not jeopardize the security of the Pretoria Management Area, but this will require substantial funds that must still be sourced.

Halfway House Pilot Project –The 2012/13 Financial Year focus is to ensure that the framework for Halfway Houses is finalized and approved, that staff are trained on this framework and that an implementation plan for Halfway Houses is developed by the end of the financial year. The evaluation of the pilot Halfway House will provide critical input into this process. The Department has developed a business plan approved by the National Commissioner to secure funding for the project. The model of funding entails provision of administrative support in financial terms to Non Profit Organizations that are administering Halfway Houses. The programme will be rolled out to all regions and regions would be required to budget for the Halfway Houses within their respective regions. A draft working document and standards in relation to the Halfway Houses has been developed.

Sanitary Dignitary Campaign - The Department of Correctional Services launched a pilot project to establish low volume sanitary towels manufacturing to enhance self-sufficiency. From the onset it was evident that information from local suppliers on the manufacture of sanitary towels was scarce and closely guarded by the market stakeholders. After intensive research the Department managed to procure one machine for the Eastern Cape region to kick start the project. The name of the project is Letshadi Boitumiso (Female Pride). The project is piloted at East London Medium C Female Centre. A suitable site inside the centre has been identified and upgraded and machinery has been installed. The necessary application to the South African Bureau of Standards (SABS) for approval has been done and the SABS manual has been received to manufacture sanitary towels according to their specifications. Currently 10 maximum security offenders are being trained and participating in this project with three officials.

1.4 Spending trends

Of the final appropriation of R16,687 billion, R16,277 billion was spent, amounting to 97.5% of final appropriation resulting in an under expenditure of R410,124 million (2.5%), after charging R483,821 million unauthorised expenditure incurred in 2008/09 financial year approved during 2011/12 financial year without funding. The main reasons for under expenditure are as follows:

Compensation of Employees

The under spending is mainly attributed to vacant funded posts which the Department is in the process of filling. The department's overall vacancy rate at end of March 2012 was 3.3% representing 1 256 posts. Part of the under expenditure was utilised to fund R483,821 million unauthorised expenditure incurred in 2008/09 financial year.

Goods and Services

The under spending was a result of funds put aside in the 4th quarter to procure for uniform for Remand Detainees. This was in line with the implementation of Section 48 of Correctional Matters Amendment Act no 5 of 2011 approved by the President on the 25th May 2011 which was then effective from the 1st March 2012. Wearing of uniform by Remand Detainees is compulsory in terms of Act and it also minimises the element of risk of escapes in correctional centres.

Buildings and Other Fixed Structures

The Capital Works Projects which contributed to the under expenditure are tabulated hereunder with their respective impacts and measures taken:

**Department of Correctional Services - Vote 21
Report of the Accounting Officer
for the year ended 31 March 2012**

Project	Reason for funds not spent in 2011/12	Impact: Outstanding Works	Actions taken or planned to avoid recurrence in 2012/13
Security fencing – R150,887 million	In 2011/12 financial year, security fencing tender was awarded on the 20th February 2012 for the erection of security fences in order to reinforce security in Correctional Centres across the regions. As at 31 March 2012 an amount of R163,057 million was paid to IDT against the reviewed cashflow projection of R313,944 million. As per the project plan the amount of R150,886 million will be spent before the end of 2012/13 financial year.	The security projects are committed and works on sites are starting. The funds are critical to ensure the completion of the upgrade of perimeter fence of high risk security facilities. The department are committed contractually to complete these project.	The department will monitor the projects at 3 levels, client top management level -quarterly, monthly steering committee meetings and site meetings. Monthly reports to be supplied and separate monthly meetings to be held also by DCS on overall with IDT and contractor to track projects progress.
Thohoyandou Correctional	Upgrading of Thohoyandou Correctional Service's waste water purification system for R9,802 million. The project was delayed due to late approval of Environmental Impact Assessment (EIA). Contractor also took longer to start on site due to EIA requirements.	The project is critical to the purification of water and the area encounters serious water shortage. Serious non-compliance with Environmental Act is foreseen. Water shortage also has lead to challenges with offenders because of limited water available.	The management of DCS to monitor on monthly basis to ensure that the critical project proceed as planned by tracking progress reports and site visits.
Tzaneen Correctional Centre	Replacement of old facility in Tzaneen Correctional Centre for R35,567 million. The project is in progress. R65,130 million was spent in the previous financial year. The contract is 58% complete and contract 133 working days behind schedule. Due to windows and metal doors and manufacturing/ delivery major delays were experienced on the project.	<p>The project is one of the key extra bed space projects for 2012/13 to reduce overcrowding.</p> <p>The major challenges encountered previous financial years of supply of materials have been resolved.</p> <p>The department is committed contractually to complete the project and funds must be made available to pay the contractor.</p>	Detail monthly report that reflects S-curve of cash flow against actual projections will be reported on monthly basis. Management of DCS will monitor progress of the project. Regular inspections will be made on site to further ensure progress against projected plan.
	At the moment 170 of 200 metal doors were supplied and the site team has been increased to accelerate the completion of the super structure. The project completion is expected by end of March 2013.		

**Department of Correctional Services - Vote 21
Report of the Accounting Officer
for the year ended 31 March 2012**

Project	Reason for funds not spent in 2011/12	Impact: Outstanding Works	Actions taken or planned to avoid recurrence in 2012/13
Ceres Correctional Centre	Upgrading of Ceres Correctional Centre for R27,176 million. The progress on the contract is behind schedule at 75%. The extended completion date of the contract was the 10 June 2011 and the contractors are in penalties. Under expenditure on the contract is due to the poor performance of the contractor. The project is to be completed in the current financial year.	The project is part of the strategic delivery of extra bed space. The contractual commitment requires the department to pay. The contractor is closely monitored by NDPW and the department.	The NDPW will penalise the contractor because the project is over the contract completion date to motivate the contractor to complete a.s.a.p. The project progress is also reported to National Commissioner on monthly basis. Detail monthly progress reports will be supplied with cash flow reports projected versus actual achieved.
Van Rhynsdorp Correctional Centre	Upgrading of Van Rhynsdorp Correctional Centre for R11,433 million. The progress on the contract is behind schedule at 75%. The extended completion date of the contract was the 10 June 2011 and the contractors are in penalties. Under expenditure on the contract is due to the poor performance of the contractor. This is the same contractor responsible for Ceres Correctional Centre project as in par. 2.2.2.3. The project is to be completed in the current financial year.	The project is part of the strategic delivery of extra bed space. The contractual commitment requires the department to pay. The contractor is closely monitored by NDPW and the department.	The NDPW will penalise the contractor because the project is over the contract completion date to motivate the contractor to complete asap. The project progress is also reported to National Commissioner on monthly basis. Detail monthly progress reports will be supplied with cash flow reports projected versus actual achieved.

Machinery and Equipment

The under spending is due to the fact that funds were provided for the acquisition of Body Scanning Equipment which is a critical intervention in line with security priorities and also improving security in Correctional centres.

1.5 Virement:

Administration:

The net increase is mostly due to the funds which were shifted to this programme from other programmes to fund gallows memorials projects, municipal services, learnerships paid under Goods and Services and unauthorised expenditure approved without funding under Compensation of Employees.

Security:

The net decrease is mostly due to savings on vacancies under Compensation of Employees which were shifted to fund shortfalls under programme Administration.

Corrections:

The net increase is due to funds shifted to this program under Goods and Services to fund the need of new uniform for Remand Detainees as a result of the implementation of Section 48 of Correctional Services matters amendment Act no. 5 of 2011 which was effective from 1 March 2012.

Care:

The net decrease is mostly due to the savings under Compensation of Employees as a result of vacancies and as

well as under Goods and Services on consumables for inmates under personal services which were shifted to fund shortfalls in programme Administration.

Development:

The net decrease is mostly due to savings under Compensation of Employees as a result of vacancies and as well as under Goods and Services on animal production which were shifted to fund shortfalls under programme Administration.

Social Reintegration:

The net decrease is mostly due to savings from Goods and Services under GG transport which were shifted to fund shortfalls in programme Administration.

Facilities:

The net decrease is mostly due to savings under Goods and Services on reduction of operating lease payments on PPPs correctional centres and capital works funds which were budgeted for repairs and maintenance of correctional centres shifted to fund shortfalls under programme Administration.

All virements are in line with section 43 of the PFMA and approved by the Accounting Officer. Any other material matter (The unauthorised expenditure incurred during 2008/09 financial year amounting to R483,821 million which resulted from the implementation of the Public Service Coordinating Bargaining Council Resolution number 1 of 2007 which stipulated that overtime should not be compensated by time-off in lieu of payment; was approved without funding as per Finance Act 2012, Act No. 2 of 2012. Following the approval, the Department charged the R483, 821 million against the 2011/12 budget allocation as stipulated in Schedule 3 of the Finance Act 2012.

2. Service rendered by the department

The mandate of the department is to house inmates in a secure and humane environment consistent with human rights principles and to ensure the effective rehabilitation and social reintegration of those inmates who are offenders. The following key services were delivered to inmates during the 2011/12 financial year:

Security – the focus is on ensuring that violence and escapes are reduced in order to facilitate the rehabilitation of inmates. For the 2011/12 financial year the department did not succeed in bringing down assaults. A target of 2.48% (4 162/167 816) assaults was set but the actual performance was at 3.30% (5 284/160 103). The department did however succeed in bringing down escapes (41 vs 106 of 2010/11) and unnatural deaths (46 vs 51 of 2010/11) and in that sense contributed to the creation of a secure environment within correctional centres. Some of the contributing factors to the under achievement with regards to assaults are the high levels of frustration due to centres that are still overcrowded, inmates still being idle in some centres, especially remand detainees, gangsterism, and misinterpretation with regard to the use of minimum force.

Strategies to deal with assaults include installation of intercom systems and panic buttons, the vigorous implementation of the gang management strategy, the retraining of officials on the human rights approach to corrections and the use of minimum force, and specific attention to programmes for offenders and meaningful activities for remand detainees and the effective implementation of multi-pronged strategy to reduce overcrowding.

Corrections provides programmes aimed at addressing offending behaviour. During the 2011/12 financial year the department completed the categorization of rehabilitation programmes resulting in 28 Correctional Programmes, 30 Development Programmes and 2 Care Programmes. This budget programme also covers the administration services in correctional centres and services aimed at offender risk profiling.

Care services are essentially aimed at the well-being of the inmates. 43% of inmates were tested for HIV and all inmates diagnosed with mental illness, communicable diseases, hypertension and diabetes were provided with the necessary treatment that they needed.

Development programmes seek to provide inmates with skills that will promote self-worth such as education, technical skills development, including computer training. The department did not achieve the target of 18.9% access to skills development and the 5% improvement on the baseline of 2008/09 with regard to participation in production workshop programmes by offenders. However, the targets with regard to access to adult education and agriculture programmes were exceeded with 4.1% and 4.35% respectively. The main reason for the under performance in skills development was the lack of funding for skills training programmes and in terms of the under performance in production workshop programmes was the non-filling of 131 vacant artisan posts.

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Social reintegration is a programme that facilitates the strengthening of ties between offenders and their communities and the return of the offender to society. In the 2011/12 financial year 76.1% parolees did not violate their parole conditions while the number of victims who made representations at parole sittings increased from 253 in 2010/11 to 684 in 2011/12.

The above programmes are complementary and the overall aim is to promote the rehabilitation of the inmate.

Appropriate Facilities are critical in the delivery of programmes and services and to create an environment that is conducive for rehabilitation and security. The upgrade and maintenance programme and construction of new facilities are programmes meant to create this environment. During the 2011/12 financial year it was only the Brandvlei project that was completed, resulting in an additional 346 bed space. The main reason why 13.5% of the target of 21.2% additional bed space was not achieved was poor performance by contractors in the Ceres and Van Rhynsdorp projects. Penalties were imposed because of the poor performance.

The department has in particular contributed to delivery on Outcome 3 – All people in South Africa are and feel safe – by contributing to shorten the time remand detainees spend in correctional centres, increasing the number of parolees that did not violate their parole conditions, increasing the number of victims that were involved in parole sittings and increasing the number of offenders who participated in rehabilitation programmes.

3. Tariff policy

All tariffs are calculated according to the applicable inflation rate for the reporting period. The only changes in 2011/12 financial year were due to inflation adjustment and were accordingly approved by the Accounting Officer. In the event of necessary changes in the tariff structure, National Treasury's approval will be sought, after which the approved tariffs are implemented.

4. Free Services

The total expenditure for Free Services amounted to R51,385 million (R25,763 million). This amount consists of Compensation of Employees of R51,384 million (R42,963 million) for 274 (243) officials working directly with Clubs and Messes and R1,215 million for three (3) officials in the Head Office Biokinetics Centre.

5. Inventories

Inventories on hand at financial year end 31 March 2012. (Average prices are used to calculate totals)

CATEGORIES	R'000
Agriculture	43 410
Learning and teaching support material	14
Food and food supplies	90 089
Other consumables	8 896
Fuel oil and gas	2 202
Domestic consumables	28 170
Parts and other maintenance material	20 654
Sport and recreation	340
Stationery and printing	92 359
Medical supplies	6 028
Weapons and armaments	9 404
Other inventory	374 127
TOTAL	675 693

6. Capacity constraints

The key cost drivers are the management of Correctional Centres and inmates. The current capacity and the level of overcrowding pose several challenges and risks for the department. These include:

- Compliance with safe, secure and human conditions for those in custody
- Delivery of programmes relating to correcting of offending behaviour and development of offenders
- Optimal utilization of personnel and facilities

The human resource area remains a critical area in the delivery of services. The implementation of the shift system and the migration of officials have had a negative impact on the operations. In particular, there has been a notable impact on provision of programmes and on security. The shortage of personnel has meant that in various places officials are overstretched and this has led to a number of unintended consequences such as increase in absenteeism. Although the department succeeded in filling the 1 476 vacancies set as target for the 2011/12 financial year, there still remain challenges at centre level in terms of service delivery. It must be stated though that the filling of vacancies at senior management level brought stability at that level in the 2011/12 financial year.

The constraints are also experienced in relation to facilities for women and children, inmates with mental illnesses, and the youth. Many DCS facilities were designed to accommodate male offenders and therefore not suitable for certain categories. The department is looking into reviewing this situation to ensure that capacity issues are addressed economically and effectively. The department has identified three (3) facilities to be converted and/or upgraded to special facilities for female offenders at Pretoria, Emthonjeni and East London. Business cases are currently being processed.

7. Trading entities and public entities

There are no trading and public entities related to the Department.

8. Organisations to whom transfer payments have been made

In accordance with the Skills Development Act, 97 of 1998; R6,188 million (R10,142 million) was transferred to SASSETA during the year under review.

9. Public Private Partnerships (PPPs) (Facilities)

The department is operating two facilities under Asset Procurement and Operating Partnership Systems (APOPS). Private companies on behalf of the department operate the two facilities, Mangaung Correctional Centre in Bloemfontein and Kutama-Sinthumule Correctional Centre in Makhado.

The PPP's were designed to assist government in provision of correctional facilities and in the case of DCS; the aim is that the risk and provision of offender places (beds) for inmates are transferred to the private sector, while the department monitors contractual obligations and is responsible for overall discipline of offenders among other things.

The department appoints Controllers who are based at the two facilities, whose main function is to monitor contract compliance on a daily basis and report to Head Office. The department's Contract Management Directorate manages the contracts and acts as a regulatory body. In addition, inspections are conducted by the Inspectorate to ensure contractual obligations and follow up on the work of the Controller.

Mangaung Correctional Centre and Kutama-Sinthumule Correctional Centre were both in their 11th and 10th year of operations respectively. Mangaung Correctional Centre makes provision for 2 928 prisoner places and Kutama-Sinthumule Correctional Centre 3 024 prisoner places. Both facilities were utilised to full capacity for the period 1 April 2011 to 31 March 2012.

The department paid, on a monthly basis, a daily contract fee per available inmate places to the private companies to operate the two Correctional Centres. For the financial year 2011/12 the total cost incurred by the department amounted to R819,666 million as compared to R774,253 million for the 2010/11 financial year.

No new PPPs were entered into.

10. Corporate governance arrangements

Risk management approach

Risk management processes have been embedded within the department since the 2003/04 financial year and the Risk Management Framework has been reviewed and approved in the past financial year to ensure alignment with the Public Sector Risk Management Framework published by National Treasury during April 2010. The department operates risk management against a Risk Management Policy, Risk Management Charter and Risk Management Implementation Strategy, conducting an annual risk assessment to identify risks that pose threats to the achievement of goals within the organization. Mitigation strategies will focus on the top risks in the department, namely the following in priority order:

1. Lack of an integrated IT Strategy;

2. Inadequate implementation and management of ORP Strategy;
3. Ineffective implementation and management of the DCS communication strategy;
4. Inadequate implementation and management of an integrated HR Strategy;
5. Inadequate comprehensive, accurate and reliable data in management information systems and inadequate records management for effective reporting and decision making;
6. Inadequate integration of strategic and resource planning, implementation, monitoring and reporting;
7. Overcrowding;
8. Poor management of investigations leading to delayed, inconsistent, poor decision making;
9. Lack of harnessing organizational culture to improve DCS image;
10. Inadequate integration of planning and implementation in relation to the commissioning of upgrade and new centre/facilities;
11. Inadequate asset and inventory management;
12. Inadequate health care strategy for inmate; and
13. Inadequate fraud and corruption prevention.

The relevant business units are tasked to develop a mitigation plan to address the mitigation of the risks and to report on them on a quarterly basis to the Risk Management Committee. Subsequent to the quarterly meetings, quarterly reports are refined and submitted to the National Commissioner and to the Audit Committee.

Fraud prevention policies

Fraud prevention continues to be an integral element in improving work ethics and in turn improve delivery of services. During the 2011/12 Financial Year 163 cases were handled. 145 disciplinary hearings were finalised in which 141 officials were found guilty and 4 acquitted. 15 cases have been withdrawn, 2 officials resigned and the contract of 1 official had been rescinded.

Effectiveness of internal audit and audit committee

The Audit Committee conducted its affairs in compliance with its terms of reference and discharged its responsibilities contained therein. Membership of the Audit Committee is only composed of external members to the Department to enhance independence and objectivity. The Committee has appropriate and requisite technical knowledge about accounting, auditing, internal control, information technology and is knowledgeable about the Department. The meetings of the Committee were conducted in a collaborative, participatory, interactive and organized manner as required in its terms of reference.

The Internal Audit function reports centrally with responsibility for reviewing and providing assurance on the adequacy of the internal control environment across all of the department's operations. The Chief Audit Executive independently reported the findings of the internal audit work against the approved internal audit plan to the Audit Committee on a regular basis.

11. Discontinued activities/activities to be discontinued

Branch Central Services was disbanded and the chief directorates moved to the office of the National Commissioner and Operations and Management Support as an interim measure, while the re-structuring of the Department is being finalised. This however did not mean that the functions, activities nor accountability were discontinued.

12. New/proposed activities

- ACSA/SADC secretariat established at head office and headed by a Chief Deputy Commissioner
- The establishment of the Remand Detention Branch
- Government Information Technology set up as a Branch

13. Asset management

- The Department has an asset register that complies with the minimum requirements set out in the asset management framework of the National Treasury.
- Physical asset verification for the financial year 2011/12 was conducted and asset register updated.
- The department complied the Asset Management Reforms (AMR).
- The department experienced problems regarding the isolation and exclusion of inter-stores transfers as the asset management system (LOGIS) did not have a mechanism to identify such transactions. The department approached the National Treasury and they developed a function isolate inter-store transfers. The department also developed (outside the LOGIS) a method to isolate inter-store transfers. The method ensured that the inter-store transfers are not included in the Annual Financial Statement as disposal and additions.

14. Performance information

The department has engaged in a number of interventions in the 2011/12 financial year to turn around the management of performance information. The Department has been through a process of developing Technical Indicator Descriptors (TID) for the indicators in the Strategic Plan (SP) and Annual Performance Plan (APP). These technical indicator descriptors first provide a definition of the indicator in order for everyone who should capture the data relating to the indicator to have the same understanding of the indicator. It further guides the data capturers in terms of what data should be collected, how the data should be collected, when it should be collected, from which source documents the data should be taken, how the calculations should be done and who should verify the data that was captured. During 2011/12 financial year 51 technical indicator descriptors have been finalised out of the 91 performance indicators in the department. Work sessions on source documents were held during 2011/12 with Heads of Centres to ensure a common understanding of source documents and how it should serve as evidence for the next level of reporting. The learning from the auditing of performance information is being utilised to improve on the technical Indicator descriptors for the next financial year against the Strategic Plan and Annual Performance plan of 2012/13.

The Department has further in 2011/12 developed an Annual Performance Plan (APP) data capturing tool to ensure capturing of data at Management Area per correctional centre. The Area Coordinators at Management Area level have been identified to do the capturing and they have been trained to that effect. The information per budget programme against the performance indicators in the APP had been captured with a clear trail of who captured the data and who verified the data. This process has already resulted in better quality reports in the 4th quarter of 2011/12 and the Annual Report for 2011/12 will be based on this process which will ensure an improvement in the reliability of the information published. The APP data capturing tool also resulted in information being available more readily and it provided the Branch: Operations and Management Support with a monitoring ability over the certification and completeness of data capturing. However the sustainable solution to performance measurement is the completion of the basic infrastructure renewal, the capturing of the backlog of data on the operating systems, the alignment of the operating systems with the technical indicator descriptors and the automation of performance management reporting from the operating systems in the Management Information System. This will be a multi-year process, but with significant improvements in 2012/13.

15. SCOPA resolutions and prior modifications to audit reports

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
Qualified opinion		
Movable tangible capital assets	Audit finding: 2005/2006 <ul style="list-style-type: none"> • 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. • At year end a large number of assets purchased and captured on BAS had not been captured on the WAT. • No fixed asset register was maintained for intangible assets. • Not all assets had been bar-coded and recorded in the fixed asset register. 	Actions taken by department (what was done) <p>The Department developed an action plan that included amongst others:</p> <ul style="list-style-type: none"> • Migrating to a single logistical system • Training of logistical staff on asset management • Maintaining of a register for intangible assets • Asset verification through which assets, not captured on the system, will be identified, bar-coded and captured Achievements: <ul style="list-style-type: none"> • National Treasury approved that the Department migrate to LOGIS despite the moratorium placed on migration to new systems • Training was provided to logistical officials • Asset verification was conducted

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<p style="text-align: center;">Qualified opinion</p>		<ul style="list-style-type: none"> • A register of intangible assets was established. Internally developed systems were serialized and captured on the asset register of WAT <p>What was not achieved by the department:</p> <ul style="list-style-type: none"> • Not all stores finalised their asset verification on time • There were a number of misallocation of assets (Not all assets were captured with fair values) <p>Measures instituted to address what was not achieved:</p> <ul style="list-style-type: none"> • All actions which were not achieved were carried over to the following year's action plan
<p>Movable tangible capital assets</p>	<p>2006/2007 Audit finding</p> <ul style="list-style-type: none"> • No reconciliation was performed between the three different computer systems used by the department. The undertaking by management to perform manual reconciliation between BAS/WAT and PAS did not materialize. • WAT was not with all additions. • In certain instances assets were captured at incorrect amounts on WAT. • 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. • Not all assets selected from the fixed asset register could be traced to their physical location and not all assets were bar-coded. 	<p>Actions taken by department (what was done)</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"> • Reconciliation between the three existing logistical systems • Asset verification • Migration to the new logistical system • Allocation of fair values to R1 items • Disclosing of disposals at cost <p>Achievements:</p> <ul style="list-style-type: none"> • Guidelines for reconciliations between the three existing logistical systems were developed and logistical officials received training • Asset verification for LOGIS implementation was conducted • By the end of the financial year 3 out of 142 stores had implemented LOGIS • 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 • At the end of the financial year (2007/08) disposals were disclosed in the financials at cost • Intangible assets were captured on the asset register

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Qualified opinion		
		<p>What was not achieved by the department:</p> <ul style="list-style-type: none"> • Not all stores performed asset reconciliations and some of those who did perform reconciliations, were incorrect • 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 • Not all centres had migrated to LOGIS as planned • Not all centres allocated fair values to R1 assets
		<p>Measures instituted to address what was not achieved:</p> <ul style="list-style-type: none"> • Those tasks which were not fully achieved, were included in the next financial year's action plan
Movable tangible capital assets	<p>2007/2008 Audit finding:</p> <ul style="list-style-type: none"> • Included in note 29.1 are additions to machinery and equipment to the value of R87 million whereas the fixed asset register amount for additions is R 55 million. No reconciliation was provided for the difference of R32 million. • 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: • The fixed asset register included depreciation while the amount in note 29 to the financial statements excludes depreciation. 	<p>Actions taken by department (what was done)</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"> • Reconciliation between LOGIS, BAS and asset balancing on LOGIS • Asset verification • Allocation of fair values to assets captured at R1 • Disclosing of disposals at cost <p>Achievements:</p> <ul style="list-style-type: none"> • Monthly reconciliations between LOGIS, BAS and asset balancing on LOGIS. • Asset verification for the financial year was conducted • The Department also continued to allocate fair values to assets captured at R1 • Disposals were disclosed at cost on the financials • The following accounting stores implemented LOGIS: <ul style="list-style-type: none"> • Upington – 13 February 2008 • Springbok – 13 February 2008 • Kuruman – 18 February 2008
		<p>What was not achieved by the department:</p> <ul style="list-style-type: none"> • 48 sites did not migrate to LOGIS before 31 March 2008 as planned • Not all stores performed monthly reconciliations as prescribed <p>Measures instituted to address what was not achieved</p>

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Qualified opinion		
		Those tasks which were not fully achieved, were included in the next financial year's action plan
Moveable tangible capital assets	<p>2008/2009 Audit finding</p> <ul style="list-style-type: none"> • 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 to the opening balances of the tangible capital assets to the value of 264 million • 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. • 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. Was unable to perform alternative procedures to verify the existence, completeness and valuation of these assets. • 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. 	<p>Actions taken by department (what was done)</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"> • Reconciliation between LOGIS, BAS and asset balancing on LOGIS • Asset verification • All regions submitting to Head Office all documents supporting transactions on the asset register <p>Achievements:</p> <ul style="list-style-type: none"> • Monthly reconciliation was improved through the submission of supporting documents to Head Office • Asset verification was conducted and the asset register updated accordingly <p>What was not achieved by the department:</p> <ul style="list-style-type: none"> • Supporting documentation were not always submitted on time • Discrepancies identified through monthly reconciliations were not always corrected timeously <p>Measures instituted to address what was not achieved:</p> <ul style="list-style-type: none"> • Training was conducted on reconciliations and performance on mid-term and year-end closure

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Qualified opinion		
Moveable tangible capital assets	<p>2009/2010 Audit finding:</p> <ul style="list-style-type: none"> • 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 supporting documents to support these adjustments. As a result of this the occurrence, accuracy and completeness of these adjustments could not be verified. The entity's records did not permit the application of alternative procedures to verify these amounts • 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, the completeness of major movable tangible capital assets disclosed in disclosure note 31.1 to the financial statements could not be traced to 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 Department's records did not permit the application of alternative audit procedures to verify the existence and completeness of these assets • 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 	<p>Actions taken by department (what was done) An action plan was developed to address the findings of AGSA:</p> <p>Achievements:</p> <ul style="list-style-type: none"> • The department was using a system called WAT which had many shortcomings. The system for example depreciated assets. This created a problem when accounting for the depreciated values with source documents at a later stage. The department approached National Treasury for assistance in this matter. It was agreed that asset verification should be conducted and a report be tabled which will assist the National Treasury make a decision on a new acceptable balance. • The department conducts monthly asset reconciliation to ensure that all transactions are accounted for with documentation. • The department has created a database for the purpose of allocating fair values to all assets that have been captured at R1.00 value.

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Qualified opinion		
	R57 million (2009: R236 million). This resulted from inadequate controls over the review of information captured on the asset register	
Minor movable tangible assets	<p>2009/2010 Audit finding</p> <ul style="list-style-type: none"> 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 could not be physically identified. Furthermore, the completeness of minor tangible capital assets disclosed in disclosure note 31.5 to the financial statements could not be verified. 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 Department's records did not permit the application of alternative audit procedures to verify the existence and completeness of these assets. 	<p>Actions taken by department (what was done)</p> <p>An action plan was developed to address the findings of AGSA:</p> <p>Achievements:</p> <ul style="list-style-type: none"> The department has appointed asset controllers and sub asset controllers to carry out functions of asset management. These officials are required to conduct monthly spot-checks. The annual asset verification is also conducted with the assistance of the interns.
Asset Management	<p>The Department received a qualified audit opinion in 2010/11 on fixed assets. The basis for qualified opinion was due to the following:</p> <ul style="list-style-type: none"> Non-cash additions overstated by internal transfers of movable tangible capital assets between departmental stores Non-cash disposals overstated by internal transfers of movable tangible capital assets between departmental stores. <p>This was a result of LOGIS deficiency in not being able to account for internal transfers separately. The matter was brought to the attention of National Treasury for National Treasury to amend the Annual Financial Statement (AFS) Framework as well as LOGIS.</p>	<p>Actions taken by department (what was done)</p> <p>This was a result of LOGIS deficiency in not being able to account for internal transfers separately. The matter was brought to the attention of National Treasury for National Treasury to amend the Annual Financial Statement (AFS) Framework as well as LOGIS.</p> <p>In the meantime while National Treasury was in the process of amending the AFS framework and LOGIS, the Department implemented an improved system of internal controls. A template was designed and implemented with effect from 1 April 2011; to account for non-cash additions and non-cash disposals.</p>
		<p>The Department managed to account for inter-store transfers using the template; the reconciliation was performed for non-cash additions and non-cash disposals from April 2011 to March 2012.</p>

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Qualified opinion		
Emphasis of matter –		
Unauthorised expenditure	2008/2009 Audit finding <ul style="list-style-type: none"> • Unauthorised expenditure to the amount of R483 million was incurred by the Department in 2008/09 financial year 	Actions taken by department (what was done) An action plan was developed to address the findings of AGSA: Achievements: <ul style="list-style-type: none"> • Monthly unauthorised expenditure return was implemented for submission with the monthly IYM • Cost containment measures introduced in 2008/09 were further tightened and new ones were introduced in 2009/10 • 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 • The voted funds for 2009/10 were 98,9% spent
Unauthorised expenditure	2009/2010 Audit finding <ul style="list-style-type: none"> • 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. 	Actions taken by department (what was done) The Department still reflects in the 2010/11 financial statements the unauthorised expenditure incurred during 2008/09 financial year which resulted from the implementation of the Public Service Coordinating Bargaining Council Resolution number 1 of 2007 which stipulated that overtime should not be compensated by time-off in lieu of payment. As at 31st March 2011 this expenditure was still awaiting authorisation processes.
Material losses	2009/2010 Audit finding <ul style="list-style-type: none"> • 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 	Actions taken by department (what was done) <ul style="list-style-type: none"> • The department has compiled a risk mitigation plan in order to address thefts and accidents. The department only allows officials who have been tested and granted a permit to drive a state vehicle. Officials that have been found to have abused the state vehicle, had their permits suspended.

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Qualified opinion		
Matters of non-compliance with applicable legislation	2009/2010 Audit finding <ul style="list-style-type: none"> • 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 	Actions taken by department (what was done) An action plan was developed to address the findings of AGSA: Achievements: <ul style="list-style-type: none"> • Reports reflecting payments after 30 days of receipt of invoices are drawn and distributed to each region and Head Office branches on a monthly basis. • Monthly finance meetings are held where payments after 30 days of receipt of invoices are monitored and reasons for payment after 30 days are addressed. • All suppliers for payments R1 million and above (BAS and PERSAL) are verified on Safety-web. Supporting documents are also checked after payments are approved on Safety-web.
Unauthorised expenditure	2010/2011 Audit finding As disclosed in note 9 to the financial statements, unauthorised expenditure of R483 million was incurred by the department as a result of implementing Public Service Co-ordinating Bargaining Council (PSCBC) Resolution No. 1 of 2007 on the improvement in salaries and other conditions of service for the 2007-08 to 2010-11 financial years. At the date of this report, this expenditure was still awaiting authorisation by Parliament.	Actions taken by department (what was done): <ul style="list-style-type: none"> • The Department had unauthorised expenditure amounting to R483,821 million incurred in 2008/09 financial year. There was engagement with SCOPA on this matter on the 17 August 2011, SCOPA recommended to Parliament that the Unauthorised Expenditure be funded through savings from the Department's budget • The matter was subsequently adopted by National Assembly on the 08th November 2011 • The R483,821 million was included in the 2012 Finance Bill which was assented to by the President on 2012 March 22 • The Department has funded the R483,821 million against the Department's under expenditure on Compensation of Employees in 2011/12.
Material losses were incurred amounting to R3,387 million, with R2,922 million attributable to damage to state vehicles and other claims were R465 000.	2010/2011	Actions taken by department (what was done) A circular on retesting of drivers and issuing of new departmental drivers permits was issued to all the regions, in order to minimize losses incurred through accidents to state vehicles.

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Qualified opinion		
		<p>Drivers have been retested and issued with new drivers permits. During the financial year 2011/12; 305 cases amounting to R1,576 537 of accidents were reported, 109 cases amounting to R251,163 cases were finalized. Disciplinary action was taken against 26 officials. Recovery cases 26 amounting to R31,987, write off cases were 83 amounting to R 219,176 and cases still being investigated are 196 amounting R1,325,374.</p>
<p>There was material under-spending of the budget (vote) by R728, 622 million; due to savings on Compensation of Employees, delays in finalizing Service Level Agreement (SLA) with SITA for IT projects and slow progress by DPW contractors as well as delays in tender processes and appointing of contractors by DPW</p>	2010/2011	<p>Actions taken by department (what was done) The Department filled all vacant senior management (sms)posts and some levels below sms to reduce the vacancy rate and under-spending on Compensation of Employees. All SLAs with SITA have been signed. In an attempt to reduce under-spending on capital projects; an MoA was signed between the Department and IDT to run with some of the capital projects for 2011/12.</p>
<p>Predetermined objectives and performance Information</p> <p>Presentation of information</p> <p>Performance against predetermined objectives had to be reported in accordance with the National Treasury guidelines. The Department could not provide adequate explanations for major variances between the planned and actual reported targets for corrections, security, and social reintegration programmes, as required by the National Treasury guidelines.</p> <p>Usefulness of information</p> <p>Objectives, indicators, and outputs should be defined, verifiable, specific, and measurable, time bound and have a clear and logical link with performance targets as well as consistency between planning and reporting.</p> <p>The audit revealed that there was no link between indicators and targets in the strategic plan.</p>	2010/2011	<p>Actions taken by department (what was done) During 2011/12 the development of indicators and the establishment of targets as measurement instruments for performance have been workshopped with Executive Management during the 1st and 2nd quarterly review on performance and with Policy Coordinators during monthly Policy Coordinators Forum meetings. The aspect of explanations for major variances was taken into consideration when the National Management Committee had its mid-year review in November 2011 and compliance with this will be ensured in the 2011/12 Annual Report. The 2012/13 SP and APP has refined indicators and aligned targets with indicators. The time period for delivery on indicators has been specified in the 2012/13 APP. The draft APP was submitted to National Treasury and the Presidency for quality check upon which a positive response was received.</p>

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Qualified opinion		
<p>For the selected programmes namely; corrections, security and social reintegration there were inadequacies for planned and reported targets, a large portion were not:</p> <ul style="list-style-type: none"> • specific in clearly identifying the nature and the required level of performance (24%); • measurable in identifying the required performance (30%); • time bound in specifying the time period or deadline for delivery (100%). 		
<p>Reliability of information</p> <p>Reported information had to be valid, accurate and complete, to ascertain that what is reported has actually occurred, is recorded correctly with no errors or omissions and all information had been included in the annual performance report.</p> <p>Auditor- General could not establish the validity and completeness of reported targets, as some correctional centres did not report performance information to management areas and some management areas did not report on all targets or reported information that was not relevant to the targets. In many cases, the information reported by management areas was different from the information in regional performance reports.</p> <p>At correctional centres, the validity of 43% of the reported targets for corrections, 50% for security and 20% for social reintegration could not be established, as relevant source documentation could not be provided. At correctional centres, the completeness of 33% of the reported targets for the security programme could not be established, as relevant source documentation could not be provided.</p>	<p>2010/2011</p>	<p>Actions taken by department (what was done)</p> <p>During 2011/12 financial year 51 technical indicator descriptors have been finalised out of the 91 performance indicators in the department. Work sessions on source documents were held during 2011/12 with Heads of Centres to ensure a common understanding of source documents and how it should serve as evidence for the next level of reporting.</p> <p>The Department has further in 2011/12 developed an APP data capturing tool to ensure capturing of data at Management Area per correctional centre. The Area Coordinators at Management Area level have been identified to do the capturing and they have been trained to that effect. The information per budget programme against the performance indicators in the APP had been captured with a clear trail of who captured the data and who verified the data. This process has already resulted in better quality reports in the 4th quarter of 2011/12 and the Annual Report for 2011/12 will be based on this process which will ensure an improvement in the reliability of the information published. The APP data capturing tool also resulted in information being available more readily and it provided the Branch: Operations and Management Support with a monitoring ability over the certification and completeness of data capturing.</p>

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Qualified opinion		
<p>Compliance with laws and regulations</p> <p>Strategic planning: The accounting officer did not ensure that the institution had and maintained effective, efficient and transparent systems of financial and risk management and internal control, as required by section 38(1)(a) of the PFMA. Departmental systems to collate and report performance information were not adequate.</p>	2010/2011	<p>Actions taken by department (what was done) Progress Report: In the 2011/12 financial year the department has published and distributed the DCS Planning, Resourcing and Reporting Cycle calendar in order for every official in the department to be aware of when and how planning and reporting should be dealt with in the department. This has yielded results in the sense that the department has complied with the tabling dates for the Strategic Plan (2012/13 – 2016/17) and the Annual Performance Plan for 2012/13 which the department tabled on 7 March 2012.</p> <p>The internal control of certification of monthly and quarterly performance reporting has proved to be inadequate as the quality of reporting is still not as desired in relation to complete, accurate and timeous reporting. The APP Data Capturing Tool is designed to improve the system for collation of data for performance reporting. As mentioned earlier, the APP data capturing tool will in the interim ensure that the quality of performance information is improved until such time that the operating systems in the department have been refined.</p>
<p>Expenditure management In certain cases expenditure was incurred without the approval of a delegated official as per the requirements of section 44 of the PFMA and Treasury Regulations (TR) 8.2.1 and 8.2.2. Payments due to creditors were not always settled within 30 days from receipt of an invoice as per the requirements of section 38(1) (f) of the PFMA and TR 8.2.3.</p>	2010/2011	<p>Actions taken by department (what was done) The Department has since improved the system of internal controls as the deficiencies on payment of invoices within 30 days were reduced and mainly invoices that were disputed were not paid within the prescribed 30 days.</p>

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Qualified opinion		
<p>Procurement and contracts In some cases awards were made to suppliers who did not declare their employment by the department, their connection with a person employed by the department or their relationship with persons involved in the evaluation and/or adjudication of the bids, as per the requirements of Practice Note 7 of 2009-10. Some of the department's employees performed remunerative work outside their employment in the department without written permission from the relevant authority, as per the requirements of section 30 of the Public Service Act of South Africa, 1994 (Act No. 103 of 1994).</p> <p>The prospective supplier list for procuring goods and services through quotations was not updated at least quarterly to include new suppliers that qualify for listing and prospective suppliers were not invited to apply for such listing at least once a year, as per the requirements of National Treasury Practice Note 8 of 2007-08.</p>	2010/2011	<p>Actions taken by department (what was done): MAWENI (22340050) JJ CONSTRUCTION The case is still pending, recommendation was made that the official must appear before the disciplinary hearing for contravening Section 118 of Correctional Services Act as (amended). QINGA (21225931) NGQANGULE TRADING The case was finalised, the official rendered services to DCS before being appointed as DCS official. DE LANGE (12264431) AZRACRAFT Disciplinary hearing was instituted against the official for contravening section 118 of Correctional Services Act 111 of 1998 (as amended). Outcome of which was a final written warning. MATLALA (22346481) SIBESHO TRADING Disciplinary hearing was instituted against the official for contravening section 118 of Correctional Services Act 111 of 1998 (as amended). Outcome of which was a final written warning.</p> <p>The List of Prospective Suppliers is updated continuously and not only on a quarterly basis. The advertisement to invite suppliers to apply for listing on the List of Prospective Suppliers is placed annually during September in local representative newspapers or by any other means.</p>
<p>Leadership Oversight responsibility regarding financial and performance reporting and compliance as well as related internal controls was not fully exercised.</p> <p>Effective human resource management was not implemented to ensure that adequate and sufficiently skilled resources were in place, especially as far as asset management was concerned.</p>	2010/2011	<p>Actions taken by department (what was done) All financial reports are reviewed and certified by the CFO before submitting to Accounting Officer and/or oversight structures and quarterly performance reports are discussed by management of the Department in consultation with the Accounting Officer.</p>

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Qualified opinion		
<p>The development and implementation of action plans to address internal control deficiencies were not effectively monitored.</p> <p>An effective IT governance framework was not established to support and enable the business, deliver value and improve performance.</p>		<p>Asset Management unit headed by a Director has been established, as a remedial action, Interns were taken on contract with the intention of absorbing them in vacant posts, to focus on asset management.</p> <p>Implementation of action plans is monitored on a regular basis and the Auditor-General team is updated periodically on progress of implementing audit action plans. The AGSA interim audit for 2011/12 has shown some improvement as there was no recurrence on some of the finding reported in 2010/11.</p> <p>The Department is addressing the challenge of IT; the unit has since been upgraded from a Chief directorate to a Branch headed by a CDC / DDG with a revised job description and structure for the business unit.</p> <p>A comprehensive IT strategy that will address the challenges of IT and a complete overhaul plan of current infrastructure and review of current MIS, aligned to Government Wide Enterprise Architecture (GWEA) which will encompass DCS Enterprise Architecture. The concept of the re-engineering is included in the Strategic Plan of 2012/13 to 2016/17 and Annual Performance Plan 2012/13.</p>
<p>Financial and performance management</p> <p>The financial statements and other information to be included in the annual report were not sufficiently reviewed for completeness and accuracy prior to submission for auditing.</p> <p>Requested information was not always made available and supplied without any significant delay.</p>	<p>2010/2011</p>	<p>Actions taken by department (what was done)</p> <p>Financial statements are since reviewed by the CFO and exceptions are followed up immediately to confirm if they are rectified timely.</p> <p>Filling has since been improved, and there is a unit which liaise with the Auditor-General team to follow up any outstanding requested information and / or findings.</p> <p>Monthly financial statements are compiled; reconciliation performed and identified discrepancies rectified.</p>

**Department of Correctional Services - Vote 21
Report of the Accounting Officer
for the year ended 31 March 2012**

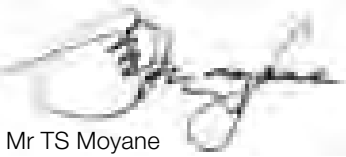
Nature of qualification, disclaimer, adverse opinion and matters of non-compliance	Financial year in which it first arose	Progress made in clearing / resolving the matter
<p style="text-align: center;">Qualified opinion</p> <p>Regular, accurate and complete financial and performance reports, which were supported and evidenced by reliable information, were not always prepared.</p> <p>Manual or automated controls were not designed to ensure that all transactions occurred, were authorised, and were completely and accurately processed.</p> <p>There was a lack of proper record keeping in a timely manner to ensure that complete, relevant and accurate information was accessible and available to support financial and performance reporting.</p> <p>The regular review and monitoring of compliance with applicable laws and regulations were not always in place.</p>		<p>Delegations of authority and clear segregation of duties are in place for approving transactions and systems e.g. LOGIS and BAS have controls to ensure segregation of duties.</p> <p>The DD Records Management has been appointed. OMS has identified records management as a major weakness across the Department and the Operational Planning process for 2012/13 has focused on what needs to be done to turn around records management in DCS. A records management committee will be established to monitor progress in addressing critical challenges in records management.</p> <p>Regular and ad-hoc monitoring of compliance with laws and regulations are done by Internal Audit or Internal Control and Compliance. Department also gets support from National Treasury in monitoring compliance with laws and regulations, through the Strategic Support Plan signed by the departments.</p>
<p>Governance</p> <p>Controls were not carefully selected and appropriately developed to mitigate risks over financial and performance reporting. On-going monitoring and supervision were not always undertaken to enable an assessment of the effectiveness of internal control over financial and performance reporting. Actions were not always taken to address risks relating to the achievement of complete and accurate financial and performance reporting.</p>	2010/2011	<p>Actions taken by department (what was done)</p> <p>Department is in the process on improving risk management and internal controls. Managers are reporting quarterly on their risk management and control plans to Risk Management Committee. Internal audit is also advising management on effectiveness of internal controls and recommend best practises for implementation to improve adequacy and effectiveness of controls.</p>
<p>Performance audits</p> <p>A performance audit was conducted during the year under review on the department's use of consultants. The management report was issued in July 2010 for management comments. However, at the date of this report no management comments had been received.</p>	2010/2011	<p>Actions taken by department (what was done)</p> <p>Management comments were submitted to Auditor- General in September 2011, action plan for some of the findings have already been implemented and some findings were resolved or partly resolved.</p>

16. 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.

17. Approval

The Annual Financial Statements set out on pages 108 to 161 have been approved by the Accounting Officer.



Mr TS Moyane
National Commissioner: Correctional Services
31 May 2012

3.3 Report of the Auditor-General to Parliament on vote no. 21: Department of Correctional Services

REPORT ON THE FINANCIAL STATEMENTS

Introduction

1. I have audited the financial statements of the Department of Correctional Services set out on pages 114 to 161, which comprise the appropriation statement, the statement of financial position as at 31 March 2012, the statement of financial performance, statement of changes in net assets and the cash flow statement for the year then ended, the notes, comprising a summary of significant accounting policies and other explanatory information.

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 Departmental financial reporting framework prescribed by the National Treasury and the requirements of the Public Finance Management Act of South Africa, 1999 (Act No.1 of 1999) (PFMA), and the Correctional Service Act, 1998 (Act No.111 of 1998), and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor-General's responsibility

3. My responsibility is to express an opinion on these financial statements based on my audit. I conducted my audit in accordance with the Public Audit Act of South Africa, 2004 (Act No. 25 of 2004) (PAA), the General Notice issued in terms thereof and International Standards on Auditing. 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.
4. 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.
5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my qualified audit opinion.

Basis for qualified opinion

Prior year additions and disposals of movable tangible capital assets

6. Non-cash additions stated at R306.9 million and disposals stated at R290.5 million included in the disclosure notes 30.2 and 30.3 respectively, to the 2010/11 financial statements were materially overstated by internal transfers of movable tangible capital assets between departmental stores. This was as a result of the LOGIS system used by the department being unable to account separately for internal transfers.
7. My audit opinion on the financial statements for the period ended 31 March 2011 was modified accordingly.
8. During the current year the Department made adjustments to these disclosure notes in order to properly account for internal transfers of movable tangible capital assets included in prior year additions and disposals. I could however, not satisfy myself as to the completeness of additions and disposals to major movable tangible capital assets since the adjustments made were materially misstated by an estimated amount of R 47 million. Furthermore, the Department could not provide sufficient and appropriate audit evidence to confirm the completeness, occurrence and accuracy of the adjustments to the approximate value of R10 million.
9. My opinion on the current period's financial statements is therefore modified, because of the possible effect of this matter on the comparability of the current period's figures.

Major movable tangible capital assets

10. I was unable to verify the completeness of some of the major movable tangible capital assets to the approximate value of R13 million, included in disclosure note 30.1 to the financial statements, as I was unable to trace these assets physically on hand to the asset register. Furthermore, I was unable to satisfy myself as to the existence of some of the major movable tangible capital assets to an approximate value of R33 million included in disclosure note 30.1 to the financial statements, as they could not be physically identified.
11. The entity's records did not permit the application of alternate audit procedures regarding the existence and completeness of major movable tangible assets.
12. Furthermore, some of the Department's major movable tangible capital assets included in disclosure note 30.1 to the

financial statements did not reflect the cost or fair values and consequently these assets were materially misstated by an approximate amount of R34 million.

Minor movable tangible assets

13. I was unable to verify the completeness of some of the minor movable tangible assets to the approximate value of R6 million, included in disclosure note 30.5 to the financial statements, as I could not trace these assets physically on hand to the asset register. Furthermore, I was unable to satisfy myself as to the existence of some of the minor movable tangible assets to the approximate value of R26 million, as they could not be physically identified.
14. The entity's records did not permit the application of alternate audit procedures regarding the existence and completeness of minor movable tangible assets.
15. Furthermore, some of the Department's minor movable tangible assets included in disclosure note 30.5 to the financial statements did not reflect the cost or fair values and consequently these assets were materially misstated by an approximate amount of R2 million.

Qualified opinion

16. In my opinion, except for the effects of the matters described in the Basis for qualified opinion paragraph, the financial statements present fairly, in all material respects, the financial position of the Department of Correctional Services as at 31 March 2012 and its financial performance and cash flows for the year then ended, in accordance with the Departmental Financial Reporting Framework prescribed by the National Treasury and the requirements of the PFMA.

Emphasis of matters

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

Restatement of corresponding figures

18. As disclosed in note 23 to the financial statements, the corresponding figures for 31 March 2011 have been restated as a result of an error relating to the non-disclosure of lease payments made by the department on state owned properties, as operating lease commitments.

Material under spending of the budget

19. As disclosed in the appropriation statement, the Department has materially underspent its total budget. As at 31 March 2012, the underspending amounted to R893.9 million. This underspending was mainly due to the following:
 - Compensation of Employees: The net under spending is mainly due to savings arising from funded vacant posts. Unauthorised expenditure of R483.8 million incurred in 2008/09 financial year and approved without funding in terms of the Finance Act 2012, Act No. 2 of 2012, was charged against this under spending.
 - Goods & Services: The net under spending is mainly due to savings for the procurement of Remand Detainees' uniforms arising from the implementation of Correctional Matters Amendment Act No. 5 of 2011 which was effective from 1 March 2012 not being finalised before the end of the financial year.
 - Buildings and other fixed structures: The net under spending was mainly due to savings on capital works projects as a result of challenges faced by the Department of Public Works which resulted in slow progress in implementation of planned projects.
 - Machinery and equipment: The net under spending was mainly as a result of savings on the procurement of body scanning equipment which was not finalised before the end of the financial year.

Additional matters

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

Financial reporting framework

21. The financial reporting framework prescribed by the National Treasury and applied by the Department is a compliance framework. The wording of my opinion on a compliance framework should reflect that the financial statements have been prepared in accordance with this framework and not that they "present fairly". Section 20(2)(a) of the PAA, however, requires me to express an opinion on the fair presentation of the financial statements. The wording of my opinion therefore reflects this requirement.

Unaudited supplementary schedules

22. The supplementary information set out on annexures 1 to 4 on pages 159 to 169 does not form part of the financial statements and is presented as additional information. I have not audited these schedules and, accordingly, I do not express an opinion thereon.

Report on other legal and regulatory requirements

23. In accordance with the PAA and the General Notice issued in terms thereof, I report the following findings relevant to performance against predetermined objectives, compliance with laws and regulations and internal control, but not for the purpose of expressing an opinion.

Predetermined objectives

24. I performed procedures to obtain evidence about the usefulness and reliability of the information in the annual performance report as set out on pages 31 to 77 of the annual report.
25. The reported performance against predetermined objectives was evaluated against the overall criteria of usefulness and reliability. The usefulness of information in the annual performance report relates to whether it is presented in accordance with the National Treasury annual reporting principles and whether the reported performance is consistent with the planned objectives. The usefulness of information further relates to whether indicators and targets are measurable (i.e. well defined, verifiable, specific, measurable and time bound) and relevant as required by the *National Treasury Framework for managing programme performance information (FMPPi)*. The reliability of the information in respect of the selected programmes is assessed to determine whether it adequately reflects the facts (i.e. whether it is valid, accurate and complete).
The material findings are as follows:

Usefulness of information

Reported indicators not consistent with planned indicators

26. Treasury Regulation 5.2.4 requires that the strategic and annual performance plan should form the basis for the annual report, therefore requiring the consistency of indicators between planning and reporting documents. A total of 22% of the reported indicators were not consistent with the indicators as per the approved strategic and annual performance plan. This is due to the lack of alignment between the Strategic Plan indicators and the Annual Performance Plan indicators.

Reliability of information

Reported performance not valid, accurate and complete

27. The FMPPi requires that processes and systems which produce the indicator should be verifiable. The development programme has performance indicators where those participating offenders had to be calculated against those eligible for these programmes. I was unable to obtain all 60% of the information and explanations, I considered necessary to satisfy myself as to the validity, accuracy and completeness of the actual reported performance relevant to these performance indicators. This was due to limitations placed on the scope of my work due to the absence of information systems or the institution's records not permitting the application of alternative audit procedures.

Achievement of planned targets

28. Of the total number of planned targets, only 57 were achieved during the year under review. This represents 47% of the total planned targets that were not achieved during the year under review.
- This was as a result of the institution not considering relevant systems and evidential requirements during the annual strategic planning process.

Compliance with laws and regulations

29. I performed procedures to obtain evidence that the entity has complied with applicable laws and regulations regarding financial matters, financial management and other related matters. My findings on material non-compliance with specific matters in key applicable laws and regulations as set out in the General Notice issued in terms of the PAA are as follows:

Strategic planning

30. The accounting officer did not, always ensure that the Department had and maintained effective, efficient and transparent systems of financial and risk management and internal control as required by section 38(1)(a) of PFMA. Departmental systems to collate and report performance information are not adequate.

Annual financial statements, performance and annual report

31. The financial statements submitted for auditing were not prepared in all respects in accordance with the prescribed financial reporting framework and supported by full and proper records as required by section 40(1)(a) and (b) of the PFMA. Material misstatements on accruals, commitments, contingent liabilities, irregular expenditure, fruitless and wasteful expenditure, employee cost, pre payments, capital assets, goods and services and leases identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatement resulted in the financial statements receiving a qualified audit opinion.

Receivables

32. The accounting officer did not always take effective and appropriate steps to collect all money due to the Department on time, as required by section 38(1)(c)(i) of the Public Finance Management Act and Treasury Regulations 11.2.1, 15.10.1.2(a) and 15.10.1.2(e).

Expenditure management

33. The accounting officer did not always take effective steps to prevent irregular or fruitless and wasteful expenditure, as required by section 38(1)(c)(ii) of the Public Finance Management Act and Treasury Regulation 9.1.1.
34. The accounting officer did not always ensure effective internal controls were in place for payment approval and processing, as required by Treasury Regulation 8.1.1.
35. Sufficient appropriate audit evidence could not be obtained that all money was spent with the approval of the accounting officer or a properly authorised official, as required by Treasury Regulations 8.2.1 and 8.2.2.
36. Contractual obligations and money owed by the Department were not in all instances settled within 30 days or an agreed period, as required by section 38(1) (f) of the Public Finance Management Act and Treasury Regulation 8.2.3.
37. Payments were sometimes made in advance of the receipt of goods or services in contravention of Treasury Regulation 15.10.1.2.

Procurement and contracts

38. Sufficient appropriate audit evidence could not, in some cases, be obtained that contracts relating to food, security and maintenance were awarded in accordance with the legislative requirements as some of the documentation is in the possession of outside institutions pending investigations.
39. Awards were sometimes made to suppliers that are listed on the National Treasury's database as persons prohibited from doing business with the public sector in contravention of Treasury Regulations 16A.9.1(c).
40. Some persons in service of the Department whose close family members, partners or associates had a private or business interest in contracts awarded by the Department failed to disclose such interest, as required by Treasury Regulation 16A.8.4.
41. Some persons in service of the Department who had a private or business interest in contracts awarded by the Department failed to disclose such interest, as required by Treasury Regulation 16A.8.4.
42. Some employees of the Department performed remunerative work outside their employment in the Department without written permission from the relevant authority as required by section 30 of the Public Service Act.
43. Goods and services with a transaction value below R500 000 were sometimes procured without obtaining the required price quotations, as required by Treasury Regulation 16A.6.1.

Compensation of employees

44. The accounting officer did not always implement effective measures to ensure that employees do not abuse sick leave, as required by Public Service Regulation 1/V/F(c). Furthermore, sufficient appropriate audit evidence could not be obtained that the accounting officer implemented effective measures to ensure that employees do not abuse sick leave, as required by Public Service Regulation 1/V/F(c).
45. Employees received overtime compensation in excess of 30% of their monthly salaries, in contravention of Public Service Regulation 1/V/D.2 (d). Furthermore, sufficient appropriate audit evidence could not be obtained that monthly compensation for overtime was limited to 30% of employees' monthly salary as required by Public Service Regulation 1/V/D.2 (d).
46. An approved performance and career management policy for other employees than senior management was still in draft format during the time of the audit.

Tangible Capital Assets

47. The accounting officer did not always implement control systems for the safeguarding and maintenance of assets to prevent theft, losses, wastage and misuse as required by Treasury Regulations 10.1.

Internal control

48. I considered internal control relevant to my audit of the financial statements, annual performance report and compliance with laws and regulations. The matters reported below under the fundamentals of internal control are limited to the significant deficiencies that resulted in the basis for the qualified opinion, findings on annual performance report and the findings on compliance with laws and regulations included in this report.

Leadership

49. The Department has formal code of ethics which clearly communicates ethical values to all staff members. Based on the high level of fraud and corruption cases taking place in the Department, however, compliance with this code is still a challenge.
50. The appropriate level of management did not regularly review reporting in terms of best practice and as required by the PFMA especially reports emanating from regions. Inaccurate reports are forwarded to Head Office pertaining to both financial information and to predetermined objectives.
51. The Department had key positions that were vacant for significant periods of time. These key positions were occupied by employees in acting capacity.
52. The Department has implemented policies and procedures to enable and support understanding and execution of internal control objectives, processes, and responsibilities and have been documented and communicated to staff members. Understanding and compliance with these policies and procedures is, however, still a challenge.
53. The Department has designed the action plan to address internal control deficiencies identified by external auditors.

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Accounting Policies
for the year ended 31 March 2012

During the time of the audit this plan was, however, not fully implemented.

54. An effective IT governance framework was not in place to support and enable the business, deliver value and improve performance.

Financial and performance management

55. The Department did not always implement proper record keeping as it did not always provide information as requested or the information was provided after unreasonable long periods of time.
56. Although, most controls have been implemented by the Department, these controls are not functioning effectively as a result of staff shortages and lack of work experience and knowledge.
57. The Department did not always prepare regular, accurate and complete financial and performance reports that are supported and evidenced by reliable information.
58. The Department is aware of the laws and regulations that have to be complied with. The monitoring of compliance with these laws and regulations is, however, not effective.
59. A project to overhaul the Department's network and back-end infrastructure has been prioritised and is currently underway. This is a primary requirement to develop a Disaster Recovery Plan. The current information technology hardware is old and not compatible to the software that has been implemented to run the backups at the Department.

Governance

60. Risk assessment is conducted by the Department. However, strategies to address risks identified are not always effective, since there are still high numbers of recurring misstatements, fraud cases and persistent control weaknesses in the financial reporting process.
61. The Department has an internal audit function that assists management in maintaining efficient and effective systems of internal controls by evaluating these controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement. However, during the period under review, internal audit did not focus sufficiently on the audit of predetermined objectives as it did not form part of its audit plan.

Other Reports

Investigations in progress during the time of audit

62. According to the Departmental Investigation Unit (DIU), there are various investigations that were completed during the year under review. These investigations related mainly to fraud, theft and procurement irregularities.
63. There were various investigations that were still in progress as at the reporting date. These investigations also included fraudulent payments on PERSAL system, procurement irregularities, subsistence and travelling fraud, among others.

Auditor-General

Pretoria
31 August 2012



3.4. Department of Correctional Services Vote 21 Accounting Policies for the year ended 31 March 2012

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 1 of 2010.

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.

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

Any amount due from the National/Provincial Revenue Fund at the end of the financial year is recognised as a receivable 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 is subsequently paid into the National/Provincial Revenue Fund, unless stated otherwise.

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

2.4 Direct Exchequer payments

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).

2.5 Aid assistance

Aids 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 Salaries and wages

Salaries and wages 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 of each year).

Other employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements at its face value and are not recognised in the statement of financial performance or position.

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

3.1.2 Social contributions

Employer contributions to post employment benefit plans in respect of current employees 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 of 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 Fund and not in the financial statements of the employer department.

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

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.

Rental paid for the use of buildings or other fixed structures is classified as goods and services and not as rent on land.

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 Payments for financial assets

Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or under-spending 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 are derecognised as and when the goods/services are received or the funds are utilised.

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 (including departmental employees) and are derecognised upon recovery or write-off.

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 in the asset register 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 at R1.

Subsequent recognition

Subsequent expenditure of a capital nature is recorded in the statement of financial performance as "expenditure for capital assets" 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 assets". On completion, the total cost of the project is included in the asset register of the department that is accountable for the asset.

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

4.8.3 Intangible assets

Initial recognition

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

All intangible assets acquired prior to 1 April 2002 can be included in the asset register at R1.*

Subsequent expenditure

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.

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 Impairment

The department tests for impairment where there is an indication that a receivable, loan or investment may be impaired. An assessment of whether there is an indication of possible impairment is done at each reporting date. An estimate is made for doubtful loans and receivables based on a review of all outstanding amounts at year-end. Impairments on investments are calculated as being the difference between the carrying amount and the present value of the expected future cash flows / service potential flowing from the instrument.

5.9 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 notes.

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2012

Appropriation per Programme

	2011/12					2010/11				
	Adjusted Appropriation	Shifting of Funds	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	
1. ADMINISTRATION										
Current payments	4,513,663	-	324,428	4,838,091	4,344,745	493,346	89.8%	3,912,128	3,673,213	
Transfers and subsidies	16,402	-	5,915	22,317	22,317	-	100.0%	19,568	19,568	
Payments for capital assets	75,429	-	(32,682)	42,747	42,747	-	100.0%	380,265	380,265	
Payment for financial assets	-	-	2,074	2,074	2,074	-	100.0%	2,819	2,819	
	4,605,494	-	299,735	4,905,229	4,411,883	493,346	89.9%	4,314,780	4,075,865	
2. SECURITY										
Current payments	5,475,374	-	(156,136)	5,319,238	5,319,238	-	100.0%	5,116,770	4,963,911	
Transfers and subsidies	34,134	-	(11,456)	22,678	22,678	-	100.0%	21,162	21,162	
Payments for capital assets	1,493	-	10,404	11,897	1,897	10,000	15.9%	1,243	1,155	
Payment for financial assets	-	-	986	986	986	-	100.0%	2,005	2,005	
	5,511,001	-	(156,202)	5,354,799	5,344,799	10,000	99.8%	5,141,180	4,988,233	
3. CORRECTIONS										
Current payments	1,539,263	-	77,161	1,616,424	1,576,424	40,000	97.5%	1,398,138	1,398,138	
Transfers and subsidies	17,287	-	2,756	20,043	20,043	-	100.0%	18,318	18,318	
Payments for capital assets	177	-	191	368	368	-	100.0%	360	360	
Payment for financial assets	-	-	9	9	9	-	100.0%	22	22	
	1,556,727	-	80,117	1,636,844	1,596,844	40,000	97.6%	1,416,838	1,416,838	
4. CARE										
Current payments	1,855,150	-	(133,105)	1,722,045	1,722,045	-	100.0%	1,746,056	1,677,595	
Transfers and subsidies	583	-	2,456	3,039	3,039	-	100.0%	2,034	2,034	
Payments for capital assets	2,283	-	1,561	3,844	3,844	-	100.0%	4,539	2,548	
Payment for financial assets	-	-	31	31	31	-	100.0%	82	82	
	1,858,016	-	(129,057)	1,728,959	1,728,959	-	100.0%	1,752,711	1,682,259	
5. DEVELOPMENT										
Current payments	557,466	-	(42,342)	515,124	515,124	-	100.0%	502,855	497,246	
Transfers and subsidies	114	-	417	531	531	-	100.0%	702	702	
Payments for capital assets	16,080	-	3,692	19,772	19,772	-	100.0%	31,649	25,780	
Payment for financial assets	-	-	311	311	311	-	100.0%	121	121	
	573,660	-	(37,922)	535,738	535,738	-	100.0%	535,327	523,849	

Department of Correctional Services - Vote 21
Report of the Accounting Officer
for the year ended 31 March 2012

Department of Correctional Services - Vote 21
Appropriation Statement
for the year ended 31 March 2012

		Appropriation per Programme						2010/11	
		2011/12				2010/11			
	Adjusted Appropriation	Shifting of Funds	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
6. SOCIAL REINTEGRATION									
Current payments	583,985	-	(19,281)	564,704	564,704	-	100.0%	511,564	511,564
Transfers and subsidies	729	-	2,401	3,130	3,130	-	100.0%	2,172	2,172
Payments for capital assets	529	-	(96)	433	433	-	100.0%	54	54
Payment for financial assets	-	-	71	71	71	-	100.0%	171	171
	585,243	-	(16,905)	568,338	568,338	-	100.0%	513,961	513,961
7. FACILITIES									
Current payments	888,243	-	(37,947)	850,296	850,296	-	100.0%	796,777	796,777
Transfers and subsidies	2,197	-	(1,478)	719	719	-	100.0%	584	584
Payments for capital assets	1,106,344	-	(465)	1,105,879	755,280	350,599	68.3%	955,254	700,424
Payment for financial assets	-	-	124	124	124	-	100.0%	53	53
	1,996,784	-	(39,766)	1,957,018	1,606,419	350,599	82.1%	1,752,668	1,497,838
Subtotal	16,686,925	-	-	16,686,925	15,792,980	893,945	94.6%	15,427,465	14,698,843
Total	16,686,925	-	-	16,686,925	15,792,980	893,945	94.6%	15,427,465	14,698,843
Reconciliation with Statement of Financial Performance									
Add:	Departmental receipts			146,882	-			115,418	-
	Aid assistance				-			13,719	1,314
				16,833,807				15,556,602	
Actual amounts per Statement of Financial Performance (Total Revenue)									
Add:	Aid assistance				213				-
	Prior year unauthorised expenditure approved without funding				483,821				-
Actual amounts per Statement of Financial Performance Expenditure					16,277,014				14,700,157

Department of Correctional Services - Vote 21
Report of the Accounting Officer
for the year ended 31 March 2012

Department of Correctional Services - Vote 21
Appropriation Statement
for the year ended 31 March 2012

	Appropriation per Economic classification									
	2011/12					2010/11				
	Adjusted Appropriation	Shifting of Funds	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	
Current payments										
Compensation of employees	10,906,408	-	(45,088)	10,861,320	10,367,974	493,346	95.5%	9,872,266	9,506,662	
Goods and services	4,506,736	-	57,867	4,564,603	4,524,603	40,000	99.1%	4,112,014	4,011,774	
Interest and rent on land	-	-	-	-	-	-	-	-	-	
Transfers & subsidies										
Provinces & municipalities	4,681	-	(358)	4,323	4,323	-	100.0%	2,472	2,472	
Departmental agencies & accounts	5,448	-	740	6,188	6,188	-	100.0%	10,142	10,142	
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-	
Households	61,317	-	629	61,946	61,946	-	100.0%	51,927	51,927	
Payment for capital assets										
Buildings & other fixed structures	1,104,240	-	-	1,104,240	753,641	350,599	68.2%	954,395	699,565	
Machinery & equipment	98,095	-	(18,560)	79,535	69,535	10,000	87.4%	409,591	401,731	
Biological or cultivated assets	-	-	1,164	1,164	1,164	-	100.0%	1,168	1,080	
Software & other intangible assets	-	-	-	-	-	-	-	8,217	8,217	
Land & subsoil assets	-	-	-	-	-	-	-	-	-	
Payment for financial assets										
			3,606	3,606	3,606	-	100.0%	5,273	5,273	
Total	16,686,925	-	-	16,686,925	15,792,980	893,945	94.6%	15,427,465	14,698,843	

Department of Correctional Services - Vote 21
Report of the Accounting Officer
for the year ended 31 March 2012

Department of Correctional Services - Vote 21
Appropriation Statement
for the year ended 31 March 2012

Detail per programme 1 - ADMINISTRATION

Details per Sub-Programme	2011/12						2010/11		
	Adjusted Appropriation	Shifting of Funds	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
1.1 MINISTRY									
Current payments	23,853	-	10,494	34,347	34,347	-	100.0%	24,240	24,240
Transfers and subsidies	229	-	(225)	4	4	-	100.0%	3	3
Payments for capital assets	-	-	164	164	164	-	100.0%	166	166
Payment of financial assets	-	-	-	-	-	-	-	-	-
1.2 MANAGEMENT									
Current payments	509,131	-	(8,810)	500,321	500,321	-	100.0%	407,627	407,627
Transfers and subsidies	1,400	-	3,201	4,601	4,601	-	100.0%	4,261	4,261
Payments for capital assets	100	-	1,169	1,269	1,269	-	100.0%	2,529	2,529
Payment of financial assets	-	-	202	202	202	-	100.0%	138	138
1.3 CORPORATE SERVICES									
Current payments	1,299,208	-	331,440	1,630,648	1,137,302	493,346	69.7%	1,084,556	945,881
Transfers and subsidies	10,135	-	1,958	12,093	12,093	-	100.0%	12,150	12,150
Payments for capital assets	695	-	5,889	6,584	6,584	-	100.0%	2,537	2,537
Payment of financial assets	-	-	94	94	94	-	100.0%	666	666
1.4 FINANCE									
Current payments	857,651	-	(18,446)	839,205	839,205	-	100.0%	614,151	614,151
Transfers and subsidies	4,382	-	1,197	5,579	5,579	-	100.0%	3,096	3,096
Payments for capital assets	3,209	-	18,197	21,406	21,406	-	100.0%	359,818	359,818
Payment of financial assets	-	-	1,762	1,762	1,762	-	100.0%	2,011	2,011
1.5 CENTRAL SERVICES									
Current payments	406,213	-	(57,930)	348,283	348,283	-	100.0%	366,307	266,067
Transfers and subsidies	256	-	(216)	40	40	-	100.0%	58	58
Payments for capital assets	71,425	-	(58,101)	13,324	13,324	-	100.0%	15,215	15,215
Payment of financial assets	-	-	16	16	16	-	100.0%	4	4
1.6 OFFICE ACCOMMODATION									
Current payments	1,396,953	-	66,573	1,463,526	1,463,526	-	100.0%	1,395,539	1,395,539
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment of financial assets	-	-	-	-	-	-	-	-	-

Department of Correctional Services - Vote 21
Appropriation Statement
for the year ended 31 March 2012

Detail per programme 1 - ADMINISTRATION

Details per Sub-Programme	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
1.7 STAFF									
ACCOMMODATION									
Current payments	20,654	-	1,107	21,761	21,761	-	100.0%	19,708	19,708
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	-	-	-	-	-	-	-	-	-
Payment of financial assets	-	-	-	-	-	-	-	-	-
Total	4,605,494	-	299,735	4,905,229	4,411,883	493,346	89.9%	4,314,780	4,075,865

PART 3. ANNUAL FINANCIAL STATEMENTS

Department of Correctional Services - Vote 21 Appropriation Statement for the year ended 31 March 2012

Programme 1 Per Economic classification	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
Current payments									
Compensation of employees	2,240,277	-	213,389	2,453,666	1,960,320	493,346	79.9%	1,837,332	1,698,657
Goods and services	2,273,386	-	111,038	2,384,424	2,384,424	-	100.0%	2,074,795	1,974,555
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers & subsidies									
Provinces & municipalities	4,681	-	(358)	4,323	4,323	-	100.0%	2,443	2,443
Departmental agencies & accounts	5,448	-	740	6,188	6,188	-	100.0%	10,142	10,142
Universities & technikons	-	-	-	-	-	-	-	-	-
Foreign governments & international organisations	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	6,273	-	5,534	11,807	11,807	-	100.0%	6,983	6,983
Gifts and donations	-	-	-	-	-	-	-	-	-
Payments for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	-	-	-
Machinery & equipment	75,429	-	(32,806)	42,623	42,623	-	100.0%	371,465	371,465
Biological or cultivated assets	-	-	124	124	124	-	100.0%	584	584
Software & other intangible assets	-	-	-	-	-	-	-	8,217	8,217
Land & subsoil assets	-	-	-	-	-	-	-	-	-
Payment for financial assets									
	-	-	2,074	2,074	2,074	-	100.0%	2,819	2,819
Total	4,605,494	-	299,735	4,905,229	4,411,883	493,346	89.9%	4,314,780	4,075,865

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2012

Detail per programme 2 - SECURITY

Details per Sub-programme	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
2.1 Security									
Current payments	5,475,374	-	(156,136)	5,319,238	5,319,238	-	100.0%	5,116,770	4,963,911
Transfers and subsidies	34,134	-	(11,456)	22,678	22,678	-	100.0%	21,162	21,162
Payments for capital assets	1,493	-	10,404	11,897	1,897	10,000	15.9%	1,243	1,155
Payment for financial assets	-	-	986	986	986	-	100.0%	2,005	2,005
Total	5,511,001	-	(156,202)	5,354,799	5,344,799	10,000	99.8%	5,141,180	4,988,233

PART 3. ANNUAL FINANCIAL STATEMENTS

Department of Correctional Services - Vote 21 Appropriation Statement for the year ended 31 March 2012

Programme 2 Per Economic classification	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
Current payments									
Compensation of employees	5,342,148	-	(186,734)	5,155,414	5,155,414	-	100.0%	4,991,903	4,839,044
Goods and services	133,226	-	30,599	163,825	163,825	-	100.0%	124,867	124,867
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	-	29	29
Dept agencies & accounts	-	-	-	-	-	-	-	-	-
Universities & Technikon	-	-	-	-	-	-	-	-	-
Foreign governments & international organisations	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	34,134	-	(11,457)	22,677	22,677	-	100.0%	21,134	21,134
Gifts and donations	-	-	-	-	-	-	-	-	-
Payments for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	-	-	-
Machinery & equipment assets	1,493	-	10,014	11,507	1,507	10,000	13.1%	1,125	1,125
Biological or cultivated assets	-	-	390	390	390	-	100.0%	117	29
Software & other intangible assets	-	-	-	-	-	-	-	-	-
Land & subsoil assets	-	-	-	-	-	-	-	-	-
Payment for financial assets									
	-	-	986	986	986	-	100.0%	2,005	2,005
Total	5,511,001	-	(156,202)	5,354,799	5,344,799	10,000	99.8%	5,141,180	4,988,233

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2012

Detail per programme 3 - CORRECTIONS

Details per Sub-Programme	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
3.1 Personal Corrections									
Current payments	1,539,263	-	77,161	1,616,424	1,576,424	40,000	97.5%	1,398,138	1,398,138
Transfers and subsidies	17,287	-	2,756	20,043	20,043	-	100.0%	18,318	18,318
Payments for capital assets	177	-	191	368	368	-	100.0%	360	360
Payment for financial assets	-	-	9	9	9	-	100.0%	22	22
Total	1,556,727	-	80,117	1,636,844	1,596,844	40,000	97.6%	1,416,838	1,416,838

PART 3. ANNUAL FINANCIAL STATEMENTS

Department of Correctional Services - Vote 21 Appropriation Statement for the year ended 31 March 2012

Programme 3 Per Economic classification	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
Current payments									
Compensation of employees	1,503,599	-	38,537	1,542,136	1,542,136	-	100.0%	1,372,009	1,372,009
Goods and services	35,664	-	38,624	74,288	34,288	40,000	46.2%	26,129	26,129
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	-	-	-
Dept agencies & accounts	-	-	-	-	-	-	-	-	-
Universities & Technikon	-	-	-	-	-	-	-	-	-
Foreign governments & international organisations	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	17,287	-	2,756	20,043	20,043	-	100.0%	18,318	18,318
Gifts and donations	-	-	-	-	-	-	-	-	-
Payments for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	-	-	-
Machinery & equipment	177	-	191	368	368	-	100.0%	360	360
Biological or cultivated assets	-	-	-	-	-	-	-	-	-
Software & other intangible assets	-	-	-	-	-	-	-	-	-
Land & subsoil assets	-	-	-	-	-	-	-	-	-
Payment for financial assets									
	-	-	9	9	9	-	100.0%	22	22
Total	1,556,727	-	80,117	1,636,844	1,596,844	40,000	97.6%	1,416,838	1,416,838

Department of Correctional Services - Vote 21
 Appropriation Statement
 for the year ended 31 March 2012

Detail per programme 4 - CARE

Details per Sub-Programme	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
4.1 Personal Wellbeing									
Current payments	1,855,150	-	(133,105)	1,722,045	1,722,045	-	100.0%	1,746,056	1,677,595
Transfers and subsidies	583	-	2,456	3,039	3,039	-	100.0%	2,034	2,034
Payments for capital assets	2,283	-	1,561	3,844	3,844	-	100.0%	4,539	2,548
Payment for financial assets	-	-	31	31	31	-	100.0%	82	82
Total	1,858,016	-	(129,057)	1,728,959	1,728,959	-	100.0%	1,752,711	1,682,259

PART 3. ANNUAL FINANCIAL STATEMENTS

Department of Correctional Services - Vote 21 Appropriation Statement for the year ended 31 March 2012

Detail per programme 4 - CARE

Programme 4 Per Economic classification	2011/12						2010/11		
	Adjusted Appropriation	Shifting of Funds	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
Current payments									
Compensation of employees	844,742	-	(79,615)	765,127	765,127	-	100.0%	771,904	703,443
Goods and services	1,010,408	-	(53,490)	956,918	956,918	-	100.0%	974,152	974,152
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	-	-	-
Dept agencies & accounts	-	-	-	-	-	-	-	-	-
Universities & Technikons	-	-	-	-	-	-	-	-	-
Foreign governments & international organisations	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	583	-	2,456	3,039	3,039	-	100.0%	2,034	2,034
Gifts and donations	-	-	-	-	-	-	-	-	-
Payments for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	-	-	-
Machinery & equipment	2,283	-	1,561	3,844	3,844	-	100.0%	4,539	2,548
Biological or cultivated assets	-	-	-	-	-	-	-	-	-
Software & other intangible assets	-	-	-	-	-	-	-	-	-
Land & subsoil assets	-	-	-	-	-	-	-	-	-
Payment for financial assets									
Total	1,858,016	-	(129,057)	1,728,959	1,728,959	-	100.0%	1,752,711	1,682,259

Department of Correctional Services - Vote 21
Appropriation Statement
for the year ended 31 March 2012

Detail per programme 5 - DEVELOPMENT

Details per Sub-Programme	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
5.1 Personal Development of Offenders									
Current payments	557,466	-	(42,342)	515,124	515,124	-	100.0%	502,855	497,246
Transfers and subsidies	114	-	417	531	531	-	100.0%	702	702
Payments for capital assets	16,080	-	3,692	19,772	19,772	-	100.0%	31,649	25,780
Payment for financial assets	-	-	311	311	311	-	100.0%	121	121
Total	573,660	-	(37,922)	535,738	535,738	-	100.0%	535,327	523,849

PART 3. ANNUAL FINANCIAL STATEMENTS

Department of Correctional Services - Vote 21 Appropriation Statement for the year ended 31 March 2012

Programme 5 Per Economic classification	Detail per programme 5 - DEVELOPMENT						2010/11		
	2011/12						Expenditure as % of final appropriation	Actual Expenditure	
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance			Final Appropriation
R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	
Current payments									
Compensation of employees	347,578	-	(21,578)	326,000	326,000	-	100.0%	319,930	
Goods and services	209,888	-	(20,764)	189,124	189,124	-	100.0%	177,316	
Interest and rent on land	-	-	-	-	-	-	-	-	
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	-	-	
Dept agencies & accounts	-	-	-	-	-	-	-	-	
Universities & Technikons	-	-	-	-	-	-	-	-	
Foreign governments & international organisations	-	-	-	-	-	-	-	-	
Public corporations & private enterprises	-	-	-	-	-	-	-	-	
Non-profit institutions	-	-	-	-	-	-	-	-	
Households	114	-	417	531	531	-	100.0%	702	
Gifts and donations	-	-	-	-	-	-	-	-	
Payments for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	-	-	
Machinery & equipment	16,080	-	3,042	19,122	19,122	-	100.0%	25,313	
Biological or cultivated assets	-	-	650	650	650	-	100.0%	467	
Software & other intangible assets	-	-	-	-	-	-	-	-	
Land & subsoil assets	-	-	-	-	-	-	-	-	
Payment for financial assets									
	-	-	311	311	311	-	100.0%	121	
Total	573,660	-	(37,922)	535,738	535,738	-	100.0%	523,849	

Department of Correctional Services - Vote 21
Appropriation Statement
for the year ended 31 March 2012

Detail per programme 6 - SOCIAL REINTEGRATION

Details per Sub-Programme	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
6.1 Community Liaison									
Current payments	583,985	-	(19,281)	564,704	564,704	-	100.0%	511,564	511,564
Transfers and subsidies	729	-	2,401	3,130	3,130	-	100.0%	2,172	2,172
Payments for capital assets	529	-	(96)	433	433	-	100.0%	54	54
Payment of financial assets	-	-	71	71	71	-	100.0%	171	171
Total	585,243	-	(16,905)	568,338	568,338	-	100.0%	513,961	513,961

PART 3. ANNUAL FINANCIAL STATEMENTS

Department of Correctional Services - Vote 21
Appropriation Statement
for the year ended 31 March 2012

Detail per programme 6 - SOCIAL REINTEGRATION

Programme 6 Per Economic classification	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
Current payments									
Compensation of employees	535,526	-	(12,797)	522,729	522,729	-	100.0%	478,435	478,435
Goods and services	48,459	-	(6,484)	41,975	41,975	-	100.0%	33,122	33,122
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	-	-	-
Dept agencies & accounts	-	-	-	-	-	-	-	-	-
Universities & Technikons	-	-	-	-	-	-	-	-	-
Foreign governments & international organisations	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	729	-	2,401	3,130	3,130	-	100.0%	2,172	2,172
Gifts and donations	-	-	-	-	-	-	-	-	-
Payment for capital assets									
Buildings & other fixed structures	-	-	-	-	-	-	-	-	-
Machinery & equipment	529	-	(96)	433	433	-	100.0%	61	61
Biological or cultivated assets	-	-	-	-	-	-	-	-	-
Software & other intangible assets	-	-	-	-	-	-	-	-	-
Land & subsoil assets	-	-	-	-	-	-	-	-	-
Payment for financial assets									
Total	585,243	-	(16,905)	568,338	568,338	-	100.0%	513,961	513,961

Department of Correctional Services - Vote 21
Appropriation Statement
for the year ended 31 March 2012

Detail per programme 7 - FACILITIES

Details per Sub-Programme	2011/12						2010/11		
	Adjusted Appropriation	Shifting of Funds	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
7.1 PPP Prisons									
Current payments	648,563	-	(21,306)	627,257	627,257	-	100.0%	579,109	579,109
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	194,734	-	531	195,265	195,265	-	100.0%	217,069	197,779
Payment for financial assets	-	-	-	-	-	-	-	-	-
7.2 Facilities Planning									
Current payments	65,769	-	(27,801)	37,968	37,968	-	100.0%	32,128	32,128
Transfers and subsidies	-	-	-	-	-	-	-	-	-
Payments for capital assets	906,341	-	1,258	907,599	558,712	348,887	61.6%	734,197	501,787
Payment for financial assets	-	-	-	-	-	-	-	-	-
7.3 Building and maintenance									
Current payments	173,911	-	11,160	185,071	185,071	-	100.0%	185,540	185,540
Transfers and subsidies	2,197	-	(1,478)	719	719	-	100.0%	584	584
Payments for capital assets	5,269	-	(2,254)	3,015	1,303	1,712	43.2%	3,988	858
Payment for financial assets	-	-	124	124	124	-	100.0%	53	53
Total	1,996,784	-	(39,766)	1,957,018	1,606,419	350,599	82.1%	1,752,668	1,497,838

PART 3. ANNUAL FINANCIAL STATEMENTS

Department of Correctional Services - Vote 21
Appropriation Statement
for the year ended 31 March 2012

Detail per programme 7 - FACILITIES

Programme 7 Per Economic classification	2011/12					2010/11			
	Adjusted Appropriation R'000	Shifting of Funds R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
Current payments									
Compensation of employees	92,538	-	3,710	96,248	96,248	-	100.0%	95,144	95,144
Goods and services	795,705	-	(41,656)	754,049	754,049	-	100.0%	701,633	701,633
Interest and rent on land	-	-	-	-	-	-	-	-	-
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	-	-	-	-
Dept agencies & accounts	-	-	-	-	-	-	-	-	-
Universities & Technikons	-	-	-	-	-	-	-	-	-
Foreign governments & international organisations	-	-	-	-	-	-	-	-	-
Public corporations & private enterprises	-	-	-	-	-	-	-	-	-
Non-profit institutions	-	-	-	-	-	-	-	-	-
Households	2,197	-	(1,478)	719	719	-	100.0%	584	584
Gifts and donations	-	-	-	-	-	-	-	-	-
Payment for capital assets									
Buildings & other fixed structures	1,104,240	-	-	1,104,240	753,641	350,599	68.2%	954,395	699,565
Machinery & equipment	2,104	-	(466)	1,638	1,638	-	100.0%	859	859
Biological or cultivated assets	-	-	-	-	-	-	-	-	-
Software & other intangible assets	-	-	-	-	-	-	-	-	-
Land & subsoil assets	-	-	-	-	-	-	-	-	-
Payment for financial assets									
	-	-	124	124	124	-	100.0%	53	53
Total	1,996,784	-	(39,766)	1,957,018	1,606,419	350,599	82.1%	1,752,668	1,497,838

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

Detail of these transactions can be viewed in note 7 (Transfers and subsidies) and Annexure 1 (A-H) 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 payments for financial assets

Detail of these transactions per programme can be viewed in note 6 to Payments for financial assets 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	%
Programme name				
ADMINISTRATION	4,905,229	4,411,883	493,346	89.9%

Explanation of variance: The net underspending is mainly due to savings under Compensation of Employees arising from funded vacant posts. Unauthorised expenditure of R483,821 million incurred in 2008/09 financial year and approved without funding in terms of the Finance Act 2012, Act No. 2 of 2012, was charged against the said underspending.

Per programme:

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Programme name				
SECURITY	5,354,799	5,344,799	10,000	99.8%

Explanation of variance: The net underspending is mainly due to savings under Machinery and Equipment for the procurement of body scanning equipment not being finalised before the end of the financial year. This amount has been requested as a roll-over to the 2012/13 financial year.

Per programme:

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Programme name				
CORRECTIONS	1,636,844	1,596,844	40,000	97.6%

Explanation of variance: The net underspending is mainly due to savings under Goods and Services for the procurement of Remand Detainees' uniform arising from the implementation of Correctional Matters Amendment Act No. 5 of 2011 which was effective from 1 March 2012 not being finalised before the end of the financial year. This amount has been requested as a roll-over to the 2012/13 financial year.

Per programme:

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Programme name				
FACILITIES	1,957,018	1,606,419	350,599	82.1%

Explanation of variance: The net underspending is mainly due to savings under item Building and Other Fixed Structures on capital works projects as a result of challenges with the Department of Public Works for slow progress in implementation of planned projects due to poor performance by contractors, delays in procurement process and deliveries of materials as well as unconfirmed delivery of goods to DCS facilities for security fencing and services rendered for pre-payments made to Independent Development Trust (IDT) during 2011/12 financial year. Incomplete work-in-progress projects under the capital works programme were requested by the Department for roll-over to the 2012/13 financial year.

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
4.2 Per economic classification:	R'000	R'000	R'000	%
Current expenditure				
Compensation of employees	10,861,320	10,367,974	493,346	95.5%
Goods and services	4,564,603	4,524,603	40,000	99.1%
Transfers and subsidies				
Provinces and municipalities	4,323	4,323	-	100.0%
Departmental agencies and accounts	6,188	6,188	-	100.0%
Public corporations & private enterprises	-	-	-	
Households	61,946	61,946	-	100.0%
Payments for capital assets				
Buildings and other fixed structures	1,104,240	753,641	350,599	68.2%
Machinery and equipment	79,535	69,535	10,000	87.4%
Biological or cultivated assets	1,164	1,164	-	100.0%
Software & other intangible assets	-	-	-	
Financial transactions in assets and liabilities				
	3,606	3,606	-	100.0%

Explanation of variance

Compensation of employees

The net underspending is mainly due to savings arising from funded vacant posts. Unauthorised expenditure of R483,821 million incurred in 2008/09 financial year and approved without funding in terms of the Finance Act 2012, Act No. 2 of 2012, was charged against the said underspending.

Goods and services

The net underspending is mainly due to savings for the procurement of Remand Detainees' uniform arising from the implementation of Correctional Matters Amendment Act No. 5 of 2011 which was effective from 1 March 2012 not being finalised before the end of the financial year. This amount has been requested as a roll-over to the 2012/13 financial year.

Buildings and other fixed structures

The net underspending is mainly due to savings under item Building and other fixed structures on capital works projects as a result of challenges with the Department of Public Works for slow progress in implementation of planned projects due to poor performance by contractors, delays in procurement process and deliveries of materials as well as unconfirmed delivery of goods to DCS facilities for security fencing and services rendered for pre-payments made to Independent Development Trust (IDT) during 2011/12 financial year. Incomplete work-in-progress projects under the capital works programme were requested by the Department for roll-over to the 2012/13 financial year.

Machinery and equipment

The net underspending is mainly due to savings for the procurement of body scanning equipment not being finalised before the end of the financial year. This amount has been requested as a roll-over to the 2012/13 financial year.

Changes in the 2010/11 comparative figures

The 2010/11 comparative figures were restated to comply with National Treasury guidelines. The first two subprogrammes for Programme Administration, namely Minister, Deputy Minister, Ministerial support were merged into one subprogramme namely Ministry for the purpose of complying with the National Treasury Budget Programme Structure guidelines. The Ministry subprogramme includes all allocable support expenses of the Minister and Deputy Minister, e.g Salaries, Direct office support cost, Travel expenses, Cost of advisory services as well as Residential and Car allowance(s) were included in this subprogramme.

Department of Correctional Services - Vote 21
Statement of Financial Performance
for the year ended 31 March 2012

	Note	2011/12 R'000	2010/11 R'000
REVENUE			
Annual appropriation	1	16,686,925	15,427,465
Departmental revenue	2	146,882	115,418
Aid assistance	3	-	13,719
TOTAL REVENUE		16,833,807	15,556,602
EXPENDITURE			
Current expenditure			
Compensation of employees	4	10,367,974	9,506,662
Goods and services	5	4,524,603	4,011,774
Aid assistance	3	213	1,314
Unauthorised expenditure approved without funding	9	483,821	-
Total current expenditure		15,376,611	13,519,750
Transfers and subsidies			
Transfers and subsidies	7	72,457	64,541
Total Transfers and subsidies		72,457	64,541
Expenditure for capital assets			
Tangible capital assets	8	824,340	1,102,377
Software and other intangible assets	8	-	8,216
Total expenditure for capital assets		824,340	1,110,593
Payment for financial assets	6	3,606	5,273
TOTAL EXPENDITURE		16,277,014	14,700,157
SURPLUS/(DEFICIT) FOR THE YEAR		556,793	856,445
Reconciliation of Net Surplus/(Deficit) for the year			
Voted Funds		410,124	728,622
Annual appropriation		410,124	728,622
Departmental revenue	2	146,882	115,418
Aid assistance	3	(213)	12,405
SURPLUS/(DEFICIT) FOR THE YEAR		556,793	856,445

Department of Correctional Services - Vote 21
Statement of Financial Position
as at 31 March 2012

	<i>Note</i>	2011/12 R'000	2010/11 R'000
ASSETS			
Current assets		443,681	774,249
Unauthorised expenditure	9	-	483,821
Cash and cash equivalents	10	264,071	193,447
Prepayments and advances	11	77,123	1
Receivables	12	102,274	96,980
Aid Assistance receivable	3	213	-
TOTAL ASSETS		443,681	774,249
LIABILITIES			
Current liabilities		419,356	746,561
Voted funds to be surrendered to the Revenue Fund	13	410,124	728,622
Departmental revenue to be surrendered to the Revenue Fund	14	4,433	3,696
Payables	16	4,799	1,838
Aid assistance repayable	3	-	12,405
TOTAL LIABILITIES		419,356	746,561
NET ASSETS		24,325	27,688
Represented by:			
Recoverable revenue		24,325	27,688
TOTAL		24,325	27,688

Statement of Changes in Net Assets for the year ended 31 March 2012

	<i>Note</i>	2011/12 R'000	2010/11 R'000
Recoverable revenue			
Opening balance		27,688	29,148
Transfers		(3,363)	(1,460)
Debts recovered (included in departmental receipts)		(3,363)	(1,460)
Closing balance		24,325	27,688
TOTAL		24,325	27,688

Department of Correctional Services - Vote 21
Cash Flow Statement
for the year ended 31 March 2012

	Note	2011/12 R'000	2010/11 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		16,810,619	15,555,834
Annual appropriated funds received	1.1	16,686,925	15,427,465
Departmental revenue received	2	123,694	114,650
Aid assistance	3	-	13,719
Net (increase)/ decrease in working capital		404,366	1,457
Surrendered to Revenue Fund		(874,767)	(264,006)
Surrendered to RDP Fund/Donor		(12,405)	(507)
Current payments		(15,376,611)	(13,519,750)
Payments for financial assets		(3,606)	(5,273)
Transfers and subsidies paid		(72,457)	(64,541)
Net cash flow available from operating activities	17	875,139	1,703,214
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	8	(824,340)	(1,110,593)
Proceeds from sale of capital assets	2.4	23,188	768
Net cash flows from investing activities		(801,152)	(1,109,825)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/ (decrease) in net assets		(3,363)	(1,460)
Net cash flows from financing activities		(3,363)	(1,460)
Net increase/ (decrease) in cash and cash equivalents		70,624	591,929
Cash and cash equivalents at beginning of period		193,447	(398,482)
Cash and cash equivalents at end of period	18	264,071	193,447

1. Annual Appropriation

1.1 Annual Appropriation	2011/2012			Appropriation
	Final	Actual Funds	Funds not	Received
	Appropriation	Received	requested/ not received	2010/2011
Programmes	R'000	R'000	R'000	R'000
Administration	4,905,229	4,895,704	9,525	4,056,915
Security	5,354,799	5,354,799	-	5,179,488
Corrections	1,636,844	1,636,846	(2)	1,457,440
Care	1,728,959	1,728,959	-	1,756,956
Development	535,738	535,922	(184)	559,010
Social Reintegration	568,338	579,653	(11,315)	542,578
Facilities	1,957,018	1,955,042	1,976	1,875,078
Total	16,686,925	16,686,925	-	15,427,465

2. Departmental Revenue

	Note	2011/12	2010/11
		R'000	R'000
Sales of goods and services other than capital assets	2.1	47,544	43,185
Fines, penalties and forfeits	2.2	18,129	16,071
Interest, dividends and rent on land	2.3	654	1,224
Sales of capital assets	2.4	23,188	768
Financial transactions in assets and liabilities	2.5	57,364	54,170
Transfer received	2.6	3	-
Total revenue collected		146,882	115,418
Departmental Revenue collected		146,882	115,418

2.1 Sales of goods and services other than capital assets

	2		
Sales of goods and services produced by the department		44,252	41,095
Sales by market establishment		26,431	24,981
Other sales		17,821	16,114
Sales of scrap, waste and other used current goods		3,292	2,090
Total		47,544	43,185

2.2 Fines, penalties and forfeits

	2		
Fines		17,859	15,889
Forfeits		270	182
Total		18,129	16,071

2.3 Interest, dividends and rent on land

	2		
Interest		654	1,224
Total		654	1,224

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
for the year ended 31 March 2012

	<i>Note</i>	2011/12 R'000	2010/11 R'000
2.4 Sales of capital assets	2		
Tangible assets			
Machinery and equipment		23,188	768
Total		23,188	768
2.5 Transactions in financial assets and liabilities	2		
Receivables		38,271	39,291
Stale cheques written back		(587)	797
Other Receipts including Recoverable Revenue		19,680	14,082
Total		57,364	54,170
2.6 Transfers received	2		
Public corporations and private enterprises		3	-
Total		3	-
		2011/12	2010/11
	<i>Note</i>	R'000	R'000
3. Aid assistance			
3.1 Assistance received in cash from RDP			
Foreign			
Opening Balance		12,405	507
Revenue			13,719
Expenditure		(213)	(1,314)
Current		(213)	(1,314)
Capital		-	-
Prepayments		-	-
Surrendered to the RDP		(12,405)	(507)
Closing Balance		(213)	12,405
3.2 Total			
Opening Balance		12,405	507
Revenue			13,719
Expenditure		(213)	(1,314)
Current		(213)	(1,314)
Capital		-	-
Prepayments		-	-
Surrendered/Transferred to retained funds		(12,405)	(507)
Closing balance		(213)	12,405

	<i>Note</i>	2011/12 R'000	2010/11 R'000
3.3 Analysis of balance			
Aid assistance receivable		(213)	-
RDP		(213)	-
 Aid assistance repayable		-	12,405
RDP		-	12,405
Closing balance		(213)	12,405
 4. Compensation of employees			
4.1 Salaries and wages			
Basic salary		6,752,263	6,188,250
Performance award		30,350	80,875
Service Based		13,679	20,879
Compensative/circumstantial		280,714	261,732
Periodic payments		45,683	25,727
Other non-pensionable allowances		1,096,306	967,081
Total		8,218,995	7,544,544
 4.2 Social contributions			
Employer contributions			
Pension		1,093,582	983,540
Medical		1,053,162	976,329
UIF		39	33
Bargaining council		2,196	2,216
Total		2,148,979	1,962,118
 Total compensation of employees		10,367,974	9,506,662
 Average number of employees		40,043	40,426

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	<i>Note</i>	2011/12 R'000	2010/11 R'000
5. Goods and services			
Administrative fees		5,094	3,479
Advertising		13,443	15,697
Assets less than R5,000	5.1	29,295	40,575
Bursaries (employees)		1,609	397
Catering		18,789	9,540
Communication		88,000	80,576
Computer services	5.2	163,703	142,922
Consultants, contractors and agencies/outsourced services	5.3	678,090	519,969
Entertainment		173	224
Audit cost - external	5.4	36,608	37,533
Fleet services		31,597	32,874
Inventory	5.5	913,955	792,216
Operating leases		1,432,751	1,319,861
Property payments	5.6	730,721	807,254
Rental and hiring		138	-
Transport provided as part of the departmental activities		4,251	2,891
Travel and subsistence	5.7	281,852	181,392
Venues and facilities		14,308	3,815
Training & staff development		3,846	591
Other operating expenditure	5.8	76,380	19,968
Total		4,524,603	4,011,774
		2011/12	2010/11
	<i>Note</i>	R'000	R'000
5.1 Assets less than R5,000	5		
Tangible assets		29,295	40,575
Biological assets		4,249	6,870
Machinery and equipment		25,046	33,705
Total		29,295	40,575
	<i>Note</i>		
5.2 Computer Services	5		
SITA computer services		146,736	130,652
External computer service providers		16,967	12,270
Total		163,703	142,922

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	<i>Note</i>	2011/12 R'000	2010/11 R'000
5.3 Consultants, contractors and agency/ outsourced services	5		
Business and advisory services		61,972	24,669
Infrastructure and planning		2,196	2,247
Laboratory services		12,679	13,950
Legal costs		27,723	26,020
Contractors		140,062	44,012
Agency and support/outsourced services		433,458	409,071
Total		678,090	519,969
	<i>Note</i>		
5.4 Audit cost-external	5		
Regularity audits		35,379	36,032
Performance audits		116	307
Computer audits		1,113	1,194
Total		36,608	37,533
	<i>Note</i>		
5.5 Inventory	5		
Learning and teaching support material		3,290	3,455
Food and food supplies		332,221	321,845
Fuel, oil and gas		26,737	19,723
Other consumables		311,937	252,310
Materials and supplies		129,324	91,145
Stationery and Printing		61,146	52,064
Medical Supplies		3,377	1,883
Medicine		45,923	49,778
Military stores		-	13
Total		913,955	792,216
	<i>Note</i>		
5.6 Property payments	5		
Municipal services		691,958	683,418
Property maintenance and repairs		34,179	120,201
Other		4,584	3,635
Total		730,721	807,254
	<i>Note</i>		
5.7 Travel and subsistence	5		
Local		275,973	178,976
Foreign		5,879	2,416
Total		281,852	181,392
	<i>Note</i>		
5.8 Other operating expenditure	5		
Professional bodies, membership and subscription fees		343	103
Resettlement costs		10,567	4,334
Other		65,470	15,531
Total		76,380	19,968

Department of Correctional Services - Vote 21
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	<i>Note</i>	2011/12 R'000	2010/11 R'000
6. Payments for financial assets			
Material losses through criminal conduct			
Theft	6.1	37	-
Other material losses written off	6.2	2,686	3,387
Debts written off	6.3	883	1,886
Total		3,606	5,273
		2011/12	2010/11
	<i>Note</i>	R'000	R'000
6.1 Details of theft	6		
Nature of theft			
Cash		1	-
Other		36	-
Total		37	-
6.2 Other material losses	6		
Nature of losses			
State vehicles		1,977	2,922
Claims		59	218
Other		650	247
Total		2,686	3,387
6.3 Debts written off	6		
Other debt written off			
Overpaid salaries		88	532
Leave without pay		93	70
Tax debt		61	58
State Guarantees		500	1,020
Other		141	206
Total		883	1,886
7. Transfers and subsidies			
Provinces and municipalities	<i>Annexure 1A</i>	4,323	2,472
Departmental agencies and accounts	<i>Annexure 1B</i>	6,188	10,142
Households	<i>Annexure 1C</i>	61,946	51,927
Total		72,457	64,541

	<i>Note</i>	2011/12 R'000	2010/11 R'000
8. Expenditure for capital assets			
Tangible assets		824,340	1,102,377
Buildings and other fixed structures	32	753,641	699,565
Machinery and equipment	30.2	69,535	401,731
Biological assets	30.2	1,164	1,081
Software and other intangible assets		-	8,216
Capitalised Development Costs	31.2	-	8,216
Computer software		-	-
Total		824,340	1,110,593

The following amounts have been included as project costs in Expenditure for capital assets

Compensation of employees

	-	-
Total	-	-

8.1 Analysis of funds utilised to acquire capital assets -2011/12

	Voted Funds R'000	Aid assistance R'000	TOTAL R'000
Tangible assets	824,340	-	824,340
Buildings and other fixed structures	753,641	-	753,641
Machinery and equipment	69,535	-	69,535
Biological assets	1,164	-	1,164
Software and other intangible assets	-	-	-
Capitalised development costs	-	-	-
Computer software	-	-	-
Total	824,340	-	824,340

8.2 Analysis of funds utilised to acquire capital assets - 2010/11

	Voted Funds R'000	Aid assis- tance R'000	TOTAL R'000
Tangible assets	1,102,377	-	1,102,377
Buildings and other fixed structures	699,565	-	699,565
Machinery and equipment	401,731	-	401,731
Biological assets	1,081	-	1,081
Software and other intangible assets	8,216	-	8,216
Capitalised development costs	8,216	-	8,216
Computer software	-	-	-
Total	1,110,593	-	1,110,593

	<i>Note</i>	2011/12 R'000	2010/11 R'000
9. Unauthorised expenditure			
9.1 Reconciliation of unauthorised expenditure			
Opening balance		483,821	483,821
Unauthorised expenditure - discovered in the current year		-	-
Less: Amounts approved by Parliament/Legislature without funding and written off in the Statement of Financial Performance		(483,821)	-
Current		(483,821)	-
Capital		-	-
Unauthorised expenditure awaiting authorisation		-	483,821
9.2 Analysis of unauthorised expenditure awaiting authorisation per economic classification			
Current		-	483,821
Capital		-	-
Transfers and subsidies		-	-
Total		-	483,821
9.3 Analysis of unauthorised expenditure awaiting authorisation per type			
Unauthorised expenditure relating to overspending of the vote			
main division within the vote		-	483,821
Total		-	483,821
10. Cash and cash equivalents			
Consolidated Paymaster General Account		262,497	191,882
Cash on hand		1,574	1,565
Total		264,071	193,447
11. Prepayments and advances			
Travel and subsistence		23	1
Advances paid to other entities		77,100	-
Total		77,123	1
12. Receivables			
Claims recoverable	<i>ANNEXURE 3</i>		
	<i>12.1</i>	6165	(840)
		1,361	6,686
Recoverable expenditure	<i>12.2</i>	13,674	4,885
		20,870	39,429
Staff debtors	<i>12.3</i>	20,454	11,423
		24,282	56,159
Total		40,293	15,468
		46,513	102,274
		102,274	96,980

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
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	<i>Note</i>	2011/12 R'000	2010/11 R'000
12.1 Claims recoverable			
National departments		6,665	2,700
Provincial departments		21	359
Total		6,686	3,059
12.2 Recoverable expenditure (disallowance accounts)			
Disallowance Miscellaneous		236	140
Disallowance Dishonoured Cheques		-	(1)
Disallowance Damages and Losses		20,747	17,677
Disallowance Payment Fraud		4,963	4,796
Damaged vehicles		8,540	8,183
Private telephone		2	(6)
Salary disallowance accounts		4,941	2,931
Total		39,429	33,720
12.3 Staff debt			
Debt account		56,159	60,201
Total		56,159	60,201
13. Voted funds to be surrendered to the Revenue Fund			
Opening balance		728,622	147,202
Transfer from Statement of Financial Performance		410,124	728,622
Add: Unauthorised expenditure for current year	9	-	-
Voted funds not requested/not received		-	-
Paid during the year		(728,622)	(147,202)
Closing balance		410,124	728,622
14. Departmental revenue and NRF Receipts to be surrendered to Revenue Fund			
Opening balance		3,696	5,082
Transfer from Statement of Financial Performance		146,882	115,418
Paid during the year		(146,145)	(116,804)
Closing balance		4,433	3,696
15. Bank Overdraft			
Consolidated Paymaster General Account		-	-
		-	-

Department of Correctional Services - Vote 21
Notes to the Annual Financial Statements
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	<i>Note</i>	2011/12 R'000	2010/11 R'000
16. Payables – current			
Clearing Accounts	16.1	4,778	1,815
Other payables	16.2	21	23
Total		4,799	1,838
16.1 Clearing accounts			
Salary accounts		5,185	2,097
Telephone control accounts		(68)	4
Other		(339)	(286)
Total		4,778	1,815
16.2 Other payables			
Rental deposits		21	23
Total		21	23
17. Net cash flow available from operating activities			
Net surplus/(deficit) as per Statement of Financial Performance		556,793	856,445
Add back non cash/cash movements not deemed operating activities		318,346	846,769
(Increase)/decrease in receivables – current		(5,294)	2,685
(Increase)/decrease in prepayments and advances		(77,122)	68
(Increase)/decrease in other current assets		483,821	-
Increase/(decrease) in payables – current		2,961	(1,296)
Proceeds from sale of capital assets		(23,188)	(768)
Expenditure on capital assets		824,340	1,110,593
Surrenders to revenue fund		(874,767)	(264,006)
Surrenders to RDP Fund/Donor		(12,405)	(507)
Voted funds not requested/not received		-	-
Net cash flow generated by operating activities		875,139	1,703,214
18. Reconciliation of cash and cash equivalents for cash flow purposes			
Consolidated Paymaster General Account		262,497	191,882
Cash on hand		1,574	1,565
Total		264,071	193,447

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

		2011/12	2010/11
		R'000	R'000
19. Contingent liabilities and contingent assets			
Contingent liabilities			
Liable to	Nature		
Motor vehicle guarantees	Employees	ANNEXURE 2A	-
Housing loan guarantees	Employees	ANNEXURE 2A	2,006
Claims against the department		ANNEXURE 2B	417,102
Other departments (interdepartmental unconfirmed balances)		ANNEXURE 4	242
Total			1,338,007
		2011/12	2010/11
		R'000	R'000
20. Commitments			
Current expenditure			
Approved and contracted		*	944,881
Approved but not yet contracted			69,460
Total			1,014,341
Capital Expenditure			
Approved and contracted			200,982
Approved but not yet contracted			247
Total			201,229
Total Commitments			1,215,570

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

21. Accruals	Listed by economic classification	30 Days	30+ Days	Total	Total
		R'000	R'000	R'000	R'000
	Goods and services	76,100	20,702	96,802	115,729
	Transfers and subsidies	81	1	82	165
	Capital assets	16,923	-	16,923	48,503
	Other	-	-	-	-
	Total	93,104	20,703	113,807	164,397

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Disclosure Notes to the Annual Financial Statements
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	2011/12 R'000	2010/11 R'000	
Listed by programme level			
Administration	35,548	64,947	
Security	167	107	
Corrections	329	199	
Care	3,559	6,155	
Development	622	1,584	
Social Reintegration	55	76	
Facilities	73,527	91,329	
Total	113,807	164,397	
Confirmed balances with departments	92,329	209	
Total	92,329	209	
22. Employee benefits			
Leave entitlement	234,105	238,830	
Service bonus (Thirteenth cheque)	302,001	276,629	
Capped leave commitments	724,492	728,061	
Total	1,260,598	1,243,520	
23. Lease Commitments			
	Buildings and other fixed structures	Machinery and equipment	Total
		R'000	R'000
Operating leases expenditure 2011/12			
Not later than 1 year	863,596	11,512	875,108
Later than 1 year and not later than 5 years	902,620	9,638	912,258
Later than five years	19,252	-	19,252
Total lease commitments	1,785,468	21,150	1,806,618
2010/2011			
Not later than 1 year	733,123	5,278	738,401
Later than 1 year and not later than 5 years	1,705,602	3,101	1,708,703
Later than five years	5,035	-	5,035
Total lease commitments	2,443,760	8,379	2,452,139

	2011/12 R'000	2010/11 R'000
24. Receivables for departmental revenue		
Sales of goods and services other than capital assets	13	69
Total	13	69
24.1 Analysis of receivables for departmental revenue		
Opening balance	69	63
Less: Amounts received	69	63
Add: Amounts recognised	13	69
Less: Amounts written-off/reversed as irrecoverable	-	-
Closing balance	13	69
25. Irregular expenditure		
25.1 Reconciliation of irregular expenditure		
Opening Balance	1,037	865
Add: Irregular expenditure - relating to prior year	-	92
Add: Irregular expenditure - relating to current year	214,652	994
Less: Amounts condoned	(93)	(914)
Less: Amounts recoverable (not condoned)	-	-
Irregular expenditure awaiting condonation	215,596	1,037
Analysis of awaiting condonation per age classification		
Current	214,652	944
Prior years	94	93
Total	215,596	1,037

		2011/12
25.2 Details of irregular expenditure - current year		R'000
Incident	Disciplinary steps taken/criminal proceedings	
Replenishment of medical stock by means of prescriptions	Official received letters of reprimand	89
Deviation from bidding process	Pending investigation	44,903
Total payments made under the contract exceed the original contract	Pending investigation	60,259
Original tax clearance certificates not available for audit/attached to documentation	Pending investigation	10,700
Prohibited suppliers	Pending investigation	89
Lowest quoted supplier not selected	Pending investigation	168
Three quotations not obtained	Pending investigation	13,043
Payment of Medical accounts	Pending investigation	666
Incorrect application of emergency	Pending investigation	164
Extension of contract not approved by delegated official	Pending investigation	5,472
No-declaration of interest	Pending investigation	1,789
Payment made not in accordance with Treasury Regulation 15.10.1.2 (c)	Pending investigation	77,127
Lease contract and extension of lease contract not signed	Pending investigation	183
Total		214,652
25.3 Details of irregular expenditure condoned		2011/12
Incident	Condoned by (condoning authority)	R'000
SADC workshop 2-7 June 2008 in Angola	Accounting Officer	93
Total		93

	2011/12	
25.4 Details of irregular expenditure under investigation	R'000	
Incident		
Replenishment of medical stock by means of prescriptions	89	
Payments were made to suppliers who did not declare their employment by the state or their connection with a person employed by the state or their relationship with persons involved in the evaluation and/or adjudication of the bids as per the requirements of Practice Note 7 of 2009/10	944	
Deviation from bidding process	44,903	
Total payments made under the contract exceed the original contract	60,259	
Original tax clearance certificates not available for audit/attached to documentation	10,700	
Prohibited suppliers	89	
Lowest quoted supplier not selected	168	
Three quotations not obtained	13,043	
Payment of Medical accounts	666	
Incorrect application of emergency	164	
Extension of contract not approved by delegated official	5,472	
No-declaration of interest	1,789	
Payment made not in accordance with Treasury Regulation 15.10.1.2 (c)	77,127	
Lease contract and extension of lease contract not signed	183	
Total	215,596	
	2011/12	2010/11
26. Fruitless and wasteful expenditure	R'000	R'000
26.1 Reconciliation of fruitless and wasteful expenditure		
Opening balance	68	87
Fruitless and wasteful expenditure – relating to prior year	-	-
Fruitless and wasteful expenditure – relating to current year	71,311	6
Less: Amounts condoned	-	(25)
Less: Amounts transferred to receivables for recovery	(2)	-
Fruitless and wasteful expenditure awaiting condonement	71,377	68
26.2 Analysis of awaiting condonement per economic classification		
Current	71,377	68
Capital	-	-
Transfers and subsidies	-	-
Total	71,377	68

26.3 Analysis of Current Year's Fruitless and wasteful expenditure		2011/12 R'000
Incident	Disciplinary steps taken/ criminal proceedings	
Accommodation cancelation fees	Pending investigation	26
Towing of state vehicle due to lost key	Pending investigation	1
License for truck was collected late and vehicle had to be re-tested	Pending investigation	1
Unable to cancel flight when official fell ill	Pending investigation	4
Supplier price for medication paid instead of contract price	Pending investigation	5
Travel and subsistence: Agency costs	Pending investigation	19
Amount paid does not correspond to the amount per the invoice	Pending investigation	1
Air tickets not approved by delegated official	Pending investigation	328
Kilometer charge was calculated incorrectly	Pending investigation	14
Not adhering to procurement process purchase of Apple I-Phones	Pending investigation	17
Non-attendance of training	Pending investigation	149
Overpayment of supplier	Pending investigation	2
Payment of VAT to suppliers not registered as VAT vendors with SARS	Pending investigation	37
VAT overpayment	Pending investigation	95
No memorandum of understanding, contract or service level agreement between Department of Correctional Services and Department of Public Works	Pending investigation	37,898
Supplier charged VAT on invoice but not a registered VAT vendor	Pending investigation	1
Suspensions - Not reviewed	Pending investigation	4,859
Cancelation of bid - Public Private Partnerships (PPP)	Pending investigation	27,854
Total		71,311

27. Key management personnel

Description	No of Individuals	2011/12 R'000	2010/11 R'000
Political Office Bearers	2	2,955	2,847
Officials			
Level 15 to 16	14	16,594	10,963
Level 14	23	21,390	21,656
Family members of key management personnel	20	3,882	3,294
Total		44,821	38,760

28. Public Private Partnership

28.1 Description of the arrangement

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 Mangaung 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.

28.2 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, where after the fixed fee will fall away.

28.3 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 Service:

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.

	2011/12	2010/11
	R'000	R'000
Contract fee paid	819,666	774,253
Fixed component	195,265	197,778
Indexed component	624,401	576,475
Analysis of indexed component		
Goods and Services (excluding lease payments)	624,401	576,475
Capital/(Liabilities)		
Property	195,265	197,778
Total	819,666	774,253
29. Provisions		
Debtors	24,282	20,660
Recoverable expenditure	20,870	7,732
Total	45,152	28,392

30. Movable Tangible Capital Assets

30.1 Movement in movable tangible capital assets per asset register for the year ended 31 March 2012

	Opening balance	Current Year Ad- justments to prior year bal- ances	Additions	Disposals	Closing balance
	R'000	R'000	R'000	R'000	R'000
MACHINERY AND EQUIPMENT	1,340,453	9,407	92,271	88,215	1,353,916
Transport assets	792,053	3,770	21,779	71,847	745,755
Computer equipment	188,222	18,960	30,123	3,592	233,713
Furniture and Office equipment	50,098	(1,938)	7,780	647	55,293
Other machinery and equipment	310,080	(11,385)	32,589	12,129	319,155
SPECIALISED MILITARY ASSETS	-	-	-	-	-
Specialised military assets	-	-	-	-	-
BIOLOGICAL ASSETS	6,727	1,274	1,528	1,458	8,071
Biological assets	6,727	1,274	1,528	1,458	8,071
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	1,347,180	10,681	93,799	89,673	1,361,987

30.2 Additions

Additions to movable tangible capital asset per asset register for the year ended 31 March 2012

	Cash 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) R'000	Total R'000
MACHINERY AND EQUIPMENT	69,535	24,739	-	(2,003)	92,271
Transport assets	21,097	1,603	-	(921)	21,779
Computer equipment	18,562	11,472	-	89	30,123
Furniture and Office equipment	3,839	3,991	-	(50)	7,780
Other machinery and equipment	26,037	7,673	-	(1,121)	32,589
SPECIALISED MILITARY ASSETS	-	-	-	-	-
Specialised military assets	-	-	-	-	-
BIOLOGICAL ASSETS	1,164	364	-	-	1,528
Biological assets	1,164	364	-	-	1,528
TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS	70,699	25,103	-	(2,003)	93,799

30.3 Disposals

Disposals of movable tangible capital assets per asset register for the year ended 31 March 2012

	Sold for cash R'000	Transfer out or de- stroyed or scrapped R'000	Total dis- posals R'000	Cash received actual R'000
MACHINERY AND EQUIPMENT	49,491	38,724	88,215	23,188
Transport assets	49,491	22,356	71,847	23,188
Computer equipment	-	3,592	3,592	-
Furniture and Office equipment	-	647	647	-
Other machinery and equipment	-	12,129	12,129	-
SPECIALISED MILITARY ASSETS	-	-	-	-
Specialised military assets	-	-	-	-
BIOLOGICAL ASSETS	-	1,458	1,458	-
Biological assets	-	1,458	1,458	-
TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS	49,491	40,182	89,673	23,188

30.4 Movement for 2010/11

Movement in movable tangible capital assets per asset register for the year ended 31 March 2011

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
MACHINERY AND EQUIPMENT	921,261	447,911	28,719	1,340,453
Transport assets	460,180	351,238	19,365	792,053
Computer equipment	153,313	38,321	3,412	188,222
Furniture and Office equipment	42,376	8,182	460	50,098
Other machinery and equipment	265,392	50,170	5,482	310,080
SPECIALISED MILITARY ASSETS	(1,623)	3,841	2,218	-
Specialised military assets	(1,623)	3,841	2,218	-
BIOLOGICAL ASSETS	5,877	1,774	924	6,727
Biological assets	5,877	1,774	924	6,727
TOTAL MOVABLE TANGIBLE CAPITAL ASSETS	925,515	453,526	31,861	1,347,180

30.5 Minor assets

Movement in minor assets per the asset register for the year ended 31 March 2012

	Spe- cialised military assets R'000	Intangible assets R'000	Machinery and equip- ment R'000	Biological assets R'000	Total R'000
Opening balance	-	30	564,973	9,284	574,287
Curr Year Adjustment to Prior Yr Balances	-	-	(6,441)	(507)	(6,948)
Additions	-	-	41,204	1,981	43,185
Disposal	-	4	19,289	2,126	21,419
TOTAL	-	26	580,447	8,632	589,105
	Spe- cialised military assets	Intangible assets	Machinery and equip- ment	Biological assets	Total
Number of R1 minor assets	-	34	2,759	17	2,810
Number of minor assets at cost	-	23	688,753	8,939	697,715
TOTAL NUMBER OF MINOR ASSETS	-	57	691,512	8,956	700,525

Minor assets

Movement in minor assets per the asset register for the year ended 31 March 2011

	Spe- cialised military assets R'000	Intangible assets R'000	Machinery and equip- ment R'000	Biological assets R'000	Total R'000
Opening balance	-	137	519,561	9,604	529,302
Curr Year Adjustment to Prior Yr Balances	-	(228)	1,587	181	1,540
Additions	-	124	55,873	1,515	57,512
Disposal	-	3	12,048	2,016	14,067
TOTAL	-	30	564,973	9,284	574,287

	Spe- cialised military assets	Intangible assets	Machinery and equip- ment	Biological assets	Total
Number of R1 minor assets	-	34	4,684	670	5,388
Number of minor assets at cost	-	60	657,837	6,595	664,492
TOTAL NUMBER	-	94	662,521	7,265	669,880

30.6 Movable assets written off

Movable assets written off for the year ended 31 March 2012

	Spe- cialised military assets R'000	Intangible assets R'000	Machinery and equip- ment R'000	Biological assets R'000	Total R'000
Assets written off	-	-	30,394	2,916	33,310
TOTAL MOVABLE ASSETS WRITTEN OFF	-	-	30,394	2,916	33,310

Movable assets written off for the year ended 31 March 2011

	Spe- cialised military assets R'000	Intangible assets R'000	Machinery and equip- ment R'000	Biological assets R'000	Total R'000
Assets written off	63	-	11,323	780	12,166
TOTAL MOVABLE ASSETS WRITTEN OFF	63	-	11,323	780	12,166

31. Intangible Capital Assets

31.1 Movement in intangible capital assets per asset register for the year ended 31 March 2012

	Open- ing bal- ance R'000	Current Year Ad- justments to prior year bal- ances R'000	Additions R'000	Disposals R'000	Closing balance R'000
Capitalised Development Costs	-	-	-	-	-
Computer Software	71,615	41	-	-	71,656
TOTAL INTANGIBLE ASSETS	71,615	41	-	-	71,656

31.2 Additions

Additions to intangible capital assets per asset register for the year ended 31 March 2012

	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
Capitalised Development Costs	-	-	-	-	-
Computer software	-	-	-	-	-
TOTAL	-	-	-	-	-

31.3 Disposals

Disposals of intangible capital assets per asset register for the period ended 31 March 2012

	Sold for cash R'000	Transfer out or de- stroyed or scrapped R'000	Total dis- posals R'000	Cash received Actual R'000
Capitalised Development Costs	-	-	-	-
Computer software	-	-	-	-
Total	-	-	-	-

31.4 Movement for 2010/11

Movement in intangible capital assets per asset register for the year ended 31 March 2011

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Capitalised Development Costs	-	-	-	-
Computer software	41,877	29,738	-	71,615
TOTAL	41,877	29,738	-	71,615

32. Immovable Tangible Capital Assets

32.1 Movement in immovable tangible capital assets per asset register for the year ended 31 March 2012

	Opening balance R'000	Curr year adjust- ments to prior year balances R'000	Additions R'000	Disposals R'000	Closing balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	-	701	-	-	701
Dwellings	-	701	-	-	701
Non-residential buildings	-	-	-	-	-
Other fixed structures	-	-	-	-	-
HERITAGE ASSETS	-	-	-	-	-
Heritage assets	-	-	-	-	-
TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS	-	701	-	-	701

32.2 Additions

Additions to immovable tangible capital assets per asset register for the year ended 31 March 2012

	Cash R'000	Non-cash R'000	(Capital work-in- progress current costs and finance lease pay- ments) R'000	Received current, not paid (Paid cur- rent year, received prior year R'000	Total R'000
BUILDINGS AND OTHER FIXED STRUCTURES	753,641	-	(753,641)	-	-
Dwellings	274,923	-	(274,923)	-	-
Non-residential buildings	348,540	-	(348,540)	-	-
Other fixed structures	130,178	-	(130,178)	-	-
TOTAL ADDITIONS TO IM- MOVABLE TANGIBLE CAPITAL ASSETS	753,641	-	(753,641)	-	-

32.3 Disposals

Disposals of immovable tangible capital assets per asset register for the year ended 31 March 2012

	Sold for cash R'000	Transfer out or de- stroyed or scrapped R'000	Total dis- posals R'000	Cash received Actual R'000
BUILDINGS AND OTHER FIXED STRUCTURES	-	-	-	-
Dwellings	-	-	-	-
Non-residential buildings	-	-	-	-
Other fixed structures	-	-	-	-
TOTAL DISPOSAL OF IMMOVABLE TANGIBLE CAPITAL ASSETS	-	-	-	-

32.4 Movement for 2010/11

Movement in immovable tangible capital assets per asset register for the year ended 31 March 2011

	Opening balance R'000	Additions R'000	Disposals R'000	Closing balance R'000
BUILDINGS AND OTHER FIXED STRUCTURES	-	-	-	-
Dwellings	-	-	-	-
Non-residential buildings	-	-	-	-
Other fixed structures	-	-	-	-
HERITAGE ASSETS	-	-	-	-
Heritage assets	-	-	-	-
TOTAL TANGIBLE CAPITAL ASSETS	-	-	-	-

Department of Correctional Services - Vote 21
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ANNEXURE 1A

STATEMENT OF UNCONDITIONAL GRANTS AND TRANSFERS TO MUNICIPALITIES

Name of municipality	Grant allocation			Transfer		Spent		2010/11 Total Available	
	Amount R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available Funds Transferred %	Amount spent by municipality R'000		% of available funds spent by municipality %
Various municipalities	4,681	-	(358)	4,323	4,323	-	-	-	2,472
Total	4,681	-	(358)	4,323	4,323	-	-	-	2,472

ANNEXURE 1B

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

Department/ agency/account	Transfer allocation				Transfer		2010/11 Final Appropriation Act R'000
	Adjusted Appropriation R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available Funds Transferred %	
SASSETA	5,448	-	740	6,188	6,188	112%	10,142
Total	5,448	-	740	6,188	6,188	-	10,142

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ANNEXURE 1C

STATEMENT OF TRANSFERS TO HOUSEHOLDS

Non profit organisation	Transfer allocation				Expenditure		2010/11 Final Appropriation Act R'000
	Adjusted Appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available Transferred %	
Transfers							
Leave gratuity	44,849	-	-	44,849	47,628	106%	37,903
Poverty relief	933	-	-	933	831	89%	868
Prisoner Gratuity (Pocket money)	15,634	-	-	15,634	12,487	80%	12,356
Post Retirement Benefit	-	-	1,000	1,000	1,000	100%	800
Total	61,416	-	1,000	62,416	61,946	-	51,927

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ANNEXURE 1D

STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

Name of organisation	Nature of gift, donation or sponsorship	2011/12 R'000	2010/11 R'000
Received in cash			
Includuzo Funeral Parlour	Cash	3	-
Subtotal		3	-
Received in kind			
Various private persons	Animals	3	-
Various private persons	Sport and recreation	402	41
Various private companies	Computer equipment and software	-	17
Various private persons/companies	Books	3	37
Various private persons	Food and related products	14	2
Various private persons	Toiletries	7	19
Various private persons/companies	Electrical appliances	41	251
Various private persons/companies	Toys, baby accessories and recreation	13	32
Various private persons/companies	Other	146	76
Open Society Foundation	Development of an electronic tool to monitor the implementation of the Correctional Services Act 111 of 1998	-	296
Subtotal		629	771
TOTAL		632	771

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ANNEXURE 1E

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 President's Emergency plan for AIDS relief (PEPFAR) in Africa	Prevention and controlling of HIV/AIDS and infectious diseases	-	-	213	(213)
TOTAL		-	-	213	(213)

ANNEXURE 1F

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

Nature of gift, donation or sponsorship	2011/12 R'000	2010/11 R'000
Made in kind		
Corporate gifts to private persons	-	-
Poverty alleviation (clothing and food) to private organisations	547	415
Other	45	146
Subtotal	592	561
Total	592	561

ANNEXURE 2A

Department of Correctional Services - Vote 21
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STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2012 - LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2011 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 31/03/2012 R'000	Guaranteed interest outstanding 31/03/2012 R'000	Realised losses not recoverable, i.e. claims paid out R'000
Stannic fleet Management	Motor Vehicles								
	Motor Vehicles	-	-	-	-	-	-	-	-
	Subtotal	-	-	-	-	-	-	-	-
	Housing								
Standard Bank	Housing	1,696	1,696	391	1,541	-	546	-	-
Nedbank Limited	Housing	-	-	-	-	-	-	-	-
First Rand Bank	Housing	304	304	135	236	-	203	-	-
Nedbank (INC B)	Housing	102	102	-	102	-	-	-	-
Meeg Bank Limited	Housing	82	82	-	82	-	-	-	-
ABSA	Housing	1,449	1,449	361	803	-	1,007	-	-
Unique Finance	Housing	19	19	-	19	-	-	-	-
Old Mutual Finance	Housing	341	341	-	340	-	1	-	-
Peoples Bank FB	Housing	192	192	-	192	-	-	-	-
Nedbank LTD (NBS)	Housing	1,064	1,064	-	1,064	-	-	-	-
FNB-Former Saambou	Housing	1,173	1,173	-	1,173	-	-	-	-
Old Mutual (NEDB/P)	Housing	293	293	-	293	-	-	-	-
TNBS Mutual Bank	Housing	25	25	-	25	-	-	-	-
Ithala Limited	Housing	428	428	-	273	-	155	-	-
Free State Dev Cor	Housing	52	52	-	52	-	-	-	-
North West Housing Corp	Housing	6	6	-	6	-	-	-	-
Mpumalanga Housing Fin Cor	Housing	-	-	58	-	-	58	-	-

Department of Correctional Services - Vote 21
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ANNEXURE 2A Continued

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2011 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 31/03/2012 R'000	Guaranteed interest outstanding 31/03/2012 R'000	Realised losses not recoverable, i.e. claims paid out R'000
Housing Dev Board	Housing	7	7	-	7	-	-	-	
Community Bank	Housing	11	11	-	11	-	-	-	
NP Development Cor	Housing	40	40	-	40	-	-	-	
Green Start Home Loans	Housing	36	36	-	-	-	36	-	
NHFC (Masikheni)	Housing	32	32	-	32	-	-	-	
	Subtotal	7,352	7,352	945	6,291	-	2,006	-	
	Total	7,352	7,352	945	6,291	-	2,006	-	

Department of Correctional Services - Vote 21
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ANNEXURE 2B

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2012

Nature of Liability	Opening Balance 01/04/2011	Liabilities incurred during the year	Liabilities paid/can- celled/reduced during the year	Liabilities recoverable	Closing Balance 31/03/2012
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Damages	1,844	3,660	1,844	-	3,660
Damages HIV	3,000	-	3,000	-	-
Defamation	1,535	30	1,535	-	30
Bodily Injury/Assault	976,374	23,600	902,570	-	97,404
Unlawful Detention	171,884	3,150	-	-	175,034
Compensation	25,107	-	25,107	-	-
Death in detention	13,300	300	-	-	13,600
Unlawful Deduction	260	5	259	-	6
Unpaid Rental	1,326	-	1,326	-	-
Breach of Contract	2,981	42	-	-	3,023
Rape	4,459	-	-	-	4,459
Pain and suffering	12,797	-	-	-	12,797
Damages to properties	2,580	-	-	-	2,580
Motor accidents	5,793	128	-	-	5,921
Injury in prison	-	1,100	-	-	1,100
Loss of support	-	100	-	-	100
Other	109,116	214	11,942	-	97,388
TOTAL	1,332,356	32,329	947,583	-	417,102

ANNEXURE 3
Department of Correctional Services - Vote 21
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CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2012	31/03/2011	31/03/2012	31/03/2011	31/03/2012	31/03/2011
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Agriculture	-	-	138	256	138	256
Agriculture-Eastern Cape	-	-	58	-	58	-
Communication	-	-	-	3	-	3
Cooperative Governance	18	-	-	29	18	29
Defence	-	-	-	185	-	185
Education	-	-	-	5	-	5
Education-Gauteng	-	3	-	-	-	3
Finance-Gauteng	-	3	-	-	-	3
GEPF	-	-	-	2	-	2
Health	-	-	-	8	-	8
Health and Social Development-Gauteng	-	-	-	24	-	24
Home Affairs	11	-	-	125	11	125
Home Affairs-Gauteng	-	-	433	-	433	-
Human Settlement	-	-	-	3	-	3
International Relations	33	-	-	-	33	-
Justice	21	2	3,332	-	3,353	2
Limpopo Provincial Department	-	-	-	18	-	18
Mineral Resources	-	-	-	1	-	1
National Prosecuting Authority	-	-	-	2	-	2
National Treasury	-	2	-	-	-	2
Office of the Premier-Limpopo	21	8	-	-	21	8
Palama	-	-	-	11	-	11
Public Enterprise	-	-	-	3	-	3
Public Service Administration	-	-	-	1	-	1
Public Works	-	-	-	968	-	968

ANNEXURE 3 Continued

 Department of Correctional Services - Vote 21
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Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2012 R'000	31/03/2011 R'000	31/03/2012 R'000	31/03/2011 R'000	31/03/2012 R'000	31/03/2011 R'000
Public Works-Mmabatho	12	-	-	-	12	-
Public Works-Nelspruit	61	61	-	-	61	61
Rural Development	-	-	-	1	-	1
SAPS	1,092	-	354	-	1,446	-
SASSA	-	-	-	10	-	10
Social Development	-	-	-	7	-	7
Statistics SA	-	-	-	2	-	2
Tourism	-	-	-	14	-	14
Transport	-	-	-	1	-	1
Water Affairs and Forestry	-	-	-	1,059	-	1,059
Water Affairs-Bergville	112	-	-	-	112	-
Water Affairs-Gauteng	-	-	-	139	-	139
Water Affairs-Mpumalanga	-	-	-	103	-	103
Water Affairs-Standerton	990	-	-	-	990	-
Total	2,371	79	4,315	2,980	6,686	3,059

ANNEXURE 4
Department of Correctional Services - Vote 21
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INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2012 R'000	31/03/2011 R'000	31/03/2012 R'000	31/03/2011 R'000	31/03/2012 R'000	31/03/2011 R'000
DEPARTMENTS						
Current						
Agriculture and Rural Development	-	-	23	-	23	-
Agriculture Limpopo	-	-	-	11	-	11
Education	-	10	-	3	-	13
Finance	12	-	-	-	12	-
Government Communication	-	-	-	-	-	-
Health and Social Development	-	-	-	-	-	-
Health Eastern Cape	24	-	-	-	24	-
Health Limpopo	-	-	-	25	-	25
Health North West	-	5	-	-	-	5
Home Affairs	-	-	-	13	-	13
Independent Complaints Directorate	-	-	18	-	18	-
Justice and Constitutional Development	-	45	-	-	-	45
Labour	-	26	-	-	-	26
Limpopo Provincial Department of Roads	-	-	1	-	1	-
National Prosecuting Authority	-	-	-	-	-	-
Presidency	-	72	-	-	-	72
Public Service and Administration	-	26	5	-	5	26
Public Works	92,231	-	1	-	92,232	-
SAPS	-	-	30	69	30	69
SASSA	-	-	-	6	-	6
Science and Technology	-	-	4	-	4	-
Social Development Eastern Cape	-	25	-	-	-	25
Social Development Kwazulu Natal	-	-	-	117	-	117
Social Development Limpopo	-	-	148	-	148	-
Treasury	62	-	-	-	62	-
Total	92,329	209	230	244	92,559	453

ANNEXURE 4 Continued

Department of Correctional Services - Vote 21
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OTHER GOVERNMENT ENTITY					
Current			2011/12		2010/11
Service Product Pretoria	-		12	-	12
Total	-		12	-	12

ANNEXURE 5

INVENTORY

	2011/12		2010/11	
	Quantity	R'000	Quantity	R'000
Inventory				
Opening balance	192,710,685	559,007	196,814,501	810,576
Add/(Less): Adjustments to prior year balances	(1,996,130)	(1,248)	(10,320,686)	(12,098)
Add: Additions/Purchases - Cash	1,012,066,020	2,236,780	1,114,829,540	1,326,690
Add: Additions - Non-cash	52,777,343	44,007	319,631,630	400
(Less): Disposals	(3,848,548)	(24,049)	(6,310,405)	(12,910)
(Less): Issues	(1,139,574,791)	(2,381,785)	(1,419,284,397)	(1,880,165)
Add/(Less): Adjustments	76,087,123	242,981	(2,649,498)	326,514
Closing balance	188,221,702	675,693	192,710,685	559,007

Breederivier and Pollsmoor production workshop stores opened in May/August 2011. Their opening balances are excluded from the opening balance and were added to adjustments. Variance value R1,185,286,143.46



PART 4. HUMAN RESOURCE MANAGEMENT

4.1 Service Delivery Improvement Plan

Table 4.1.1 - Key services identified (provided and standards)

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
Improvement of telephone etiquette at all service points	<ul style="list-style-type: none"> • General public • Service Providers • Employees • Families of inmates 	<ul style="list-style-type: none"> • General public • Service Providers • Employees • Families of inmates 	Switchboard open 24 hours	<ul style="list-style-type: none"> • Most correctional centre switchboards are staffed at all times. In many regions lines are put through to night shift control offices. In Eastern Cape only 41 centres have a 24 hour service. In KZN new switchboards installed in 3 centres. • Regional Office switchboards are operational during working hours only.
			Trained switch board operators, especially in customer relations.	Some frontline staff has been trained in telephone etiquette and customer relations protocols. In Eastern Cape 73 officials were trained in telephone etiquette and 1 on switchboard operations.
			Information about DCS services played while holding the line.	Not achieved in all centres. Needs have been registered with the service provider (The telecommunications company (Telkom/Phillips, etc).

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			Dissatisfied caller's grievance would be responded to within a week.	Complaints registers are maintained and monitored by Heads of Correctional Centres.
			Centralised switchboard number advertised.	The intranet and internet telephone list is updated on a regular basis. Centralised number displayed in telephone directory.
			DCS hot line numbers available.	Numbers available in 41 centres in Eastern Cape. Numbers printed on Service Delivery Charter.
			Updated website	The DCS website is updated on an on-going basis.
			Departmental Investigation Unit telephone number available.	The Departmental Investigation Unit contact number is available in all centres as well as on the internet and intranet.
			Toll free number available to report fraud & corruption.	The Dept Investigation Unit contact number is available in all centres as well as on the internet and intranet.
Improve scheduling of visitation to offenders	Families of offenders Legal representatives	Families of offenders Legal representatives	Suggestion boxes in visitor's area.	<ul style="list-style-type: none"> Suggestion boxes are available in the majority of the correctional centres. In Eastern Cape available in 47 centres. A suggestion boxes re-branding process have been initiated by the National Office, but not finalized. There is ongoing interaction with visitors regarding policies and procedures.
			Evaluation forms in visitor's area.	<ul style="list-style-type: none"> Customer satisfaction rating forms have been printed and distributed to all service points. Visitors' areas have been targeted. This rating facility is also available on the intranet and internet.
			A visitor's reception and waiting area.	<ul style="list-style-type: none"> Visitors parking areas are not available at all centres. However where there are such areas, they have been sign posted for easy identification.
			Parking area for vehicles will be provided outside the security fence of each correctional centre.	Target not achieved. Not available at all correctional centres.

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Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			Complaints and requests procedures are communicated to every offender on admission.	The Head of the Correctional Centre or his/her delegate and Independent Correctional Centre Visitor monitor the complaints and request consistently.
			Orientation manual available to all admission sections.	Inmates are orientated on complaints procedures and privilege systems upon admission.
			Offenders to receive information and or pamphlet/ brochure on the privilege system in different languages.	Brochures and pamphlets mostly available in English in all centres. Information is available in 4 different languages in Mthatha.
			Policy and procedures will be explained to the community members (family, friends, and employers) via a video/DVD in the waiting room.	Offender Rehabilitation Path video available in some centres. Videos/DVD/s not available and been budgeted for in MTEF cycle. Policy & procedures not readily available.
			Announcements on community radio stations and local newspapers during Corrections week.	Community radio stations are utilized to convey messages to specific target groups.
			All front line staff wear name tags & corporate wear with right insignia.	Frontline staff wears corporate wear and proper insignia correctly. Name tags not available in all centres. Target not achieved.
			Encourage families and friends of offenders through community structures to visit offenders.	<ul style="list-style-type: none"> • In LMN community integration forums were established. • Open/ Family days are utilized to encourage visits. • Community Police Forum meetings are utilized in the Eastern Cape.
			Make contact details of Management Area, and National Contact Centre available for communities to log complaints and suggestions or solutions.	Contact details are made available in all regions.
Manage the payment of bail & fines at Correctional Centres	Members of the public Next of Kin Offenders Inmates Employers.	Members of the public Next of Kin Offenders Inmates Employers.	Offenders will be informed about all services, including procedures for payment of bail and fines.	Inmates are informed about procedures regarding payment of bail and fines upon admission Roll calls are utilized as well.
			Offender's family and employer(s) will be informed telephonically.	Family members and employers informed telephonically. Registers are available at centres.

Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			Integrated Justice System (IJS) partners fully informed regarding standard procedure.	During attendance at IJS Cluster & case flow meetings bail & fine processes are communicated.
			Access during official working hours. Prior arrangement if arrival after the working hours.	Most offices are open between 08:00 – 16:00. Prior arrangements made for late arrivals.
			Proper waiting area for members of the public, with information pamphlets.	This facility is not available at all centres. Target not fully met.
			Clear signage of reception areas.	In the Eastern Cape clear signage is available at 26 centres. In KZN Matatiele correctional Centre is under construction. Most KZN centres comply. In LMN access control officials assist with directing family / employers.
			All front line staff wears name tags & corporate wear with right insignia.	Frontline staff wears corporate wear and proper insignia at all times. Non-compliance with wearing of name tags.
			Intercom systems in all Remand Detention Facilities.	Target not met, because no intercom systems were installed in any Remand Detention Facilities, due announcement of RDFs only being made in February 2012.
			Prompt location of the accused – Admission & Release also with reference to remand detainees (bails & fines).	Target met in some centres.
			Assistance to trace the whereabouts of a person to assist the family members or employer.	Target met in some centres.
Access of service providers and other stakeholders into Correctional Centres	Service Providers Stakeholders	Service Providers Stakeholders	To be addressed in an appropriate vernacular.	All centres comply
			Upon application for access proper orientation done.	<ul style="list-style-type: none"> • Service Providers are all registered and quality assured. • All service providers are orientated on protocol issues.
			All community members/ organisations to be properly identified at all times. In Indemnity forms completed.	<ul style="list-style-type: none"> • Indemnity forms not completed by all centres. • Identification cards issued to service providers.

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Main services	Actual customers	Potential customers	Standard of service	Actual achievement against standards
			To be issued with a whistle to blow in case of emergency inside the centre.	Whistles not issued to service providers. They are all escorted by officials upon arrival. However St Albans Maximum CC in the Eastern Cape provides whistles to service providers.
			Clear signage to the correctional centre and of reception areas.	Majority of centres comply.
			Security officials/Unit staff assigned to escort and guard service providers.	Service providers escorted at all times.
			Transport to be available at all centres for movement from access gate to specific section.	Transport available to ensure service providers arrive at specific section. Escorting of service providers.
			Seamless transfer between Management Areas.	Centres comply
			Searching cubicles to ensure privacy of searches.	Searching of all service providers in appropriate search cubicles.
			Any materials or equipment being used will be x-rayed and approved by the Head of Correctional Centre.	X-ray scanners not functional at the majority of centres. The number of x-ray scanners are as follows: <ul style="list-style-type: none"> • Gauteng, 9 • Western Cape, 9 • LMN, 9 • LMN private prison, 1 • Eastern Cape, 5 • KZN, 13 • Total: 44 out of 242
			Security classification of inmates is taken into consideration when service providers render services to groups of inmates.	All centres comply.
			Preparation of all visitors before the visit and debriefing after the visit if required.	Preparation of service providers done before visiting. However little debriefing done after visits. Data base maintained of all service providers.

Table 4.1.2 - Consultation arrangements with customers

Type of arrangement	Actual Customers	Potential Customers	Actual achievements
Cluster Department meetings.	Cluster Departments.	Cluster departments.	Regular attendance at all IJS / cluster meetings.
Meetings/ orientation sessions with new admissions Community outreach programmes.	Members of the public Next of Kin Offenders Inmates Employers.	Members of the public Next of Kin Offenders Inmates Employers.	<ul style="list-style-type: none"> • Regular orientation sessions with all new admissions. • Orientation sessions with families of new admissions on protocol/ policy issues. • During community outreach programmes communities are informed of various correctional centre processes and the need for interaction from them. • KZN has 10 and EC 7 community outreach programmes.
Meetings / orientation regarding privilege systems for visitation.	Families of offenders Legal representatives Stakeholders.	Families of offenders Legal representatives.	<ul style="list-style-type: none"> • Regular orientation sessions take place with families of offenders, legal representatives/ stakeholders regarding visitation processes and access.

Table 4.1.3 - Service delivery access strategy

Access Strategy	Actual achievements
Visitors accessing correctional centres to visit family & friends	<ul style="list-style-type: none"> • Sign boards for directions on premises and in correctional centre in most centres • Escorting of visitors • Providing DCS transport to transport visitors from entrance to Correctional centre unit. • Parking areas designated • Fire arm safes available • Searching cubicles to ensure privacy for searching • Emergency contingency plan in place and members receive regular briefing sessions • Bagless society compliance communicated • Lock up facility for belongings • Open / Family days – Part of the Corrections Week activities in September 2011 included arranging of Family Days at the centres
Stakeholders and service providers accessing correctional centres to deliver programmes and deliver goods & services	<ul style="list-style-type: none"> • Registration of stakeholders & service providers, completion of indemnity forms • Quality Assurance of service providers- register • Identification cards for service providers • Escorting of service providers in centres • Provision of DCS transport to transport service providers from entrance to CC • Parking areas designated • Fire arm safe • Searching cubicles to ensure privacy in searching • Emergency contingency plan in place and members receive regular briefing sessions • Bagless society compliance • Lock up facility for belongings
Arrangements for payment of bail & fines	<ul style="list-style-type: none"> • Promotion of bail & fine payments posted in Remand Detention Facilities visiting areas for easy access to visitors • Bail & fine registers implemented and monitored on a daily basis
Booking system for visitors	Some correctional centres have established call centres to manage booking of visits. This will be rolled out in the new financial year

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Table 4.1.4 - Service information tool

Types of information tool	Actual achievements
DCS Service Delivery Charter	<ul style="list-style-type: none"> The Minister launched the DCS Service Delivery Charter in April 2010. The DCS Service Delivery Charter was printed and distributed in the DCS and is reflected prominently in all service delivery points A range of marketing material was developed and distributed to regions and service points. The Charter reflects an executive summary of the Code of Conduct; Batho Pele Principles and the Service Delivery Improvement Plan
Centre Communication	<ul style="list-style-type: none"> Information on privilege system is communicated on a regular basis Orientation manuals utilised effectively Notice Boards are utilised to promote services Telephone calls to Next of Kin to assist with bail processes are offered
Service Delivery Improvement database	A central database was created on the Management Information Centre Portal, reflecting the SDIP quarterly reports per region

Table 4.1.5 - Complaints mechanism

Complaints Mechanism	Actual achievements
Complaints and requests procedures	Complaints registers available in all correctional centres & monitored by Heads of Centres
DCS Hotline	A telephone number and email address is available where complaints can be lodged
Customer Satisfaction Rating tool	<ul style="list-style-type: none"> A customer satisfaction rating tool has been developed and launched on the internet and intranet during November 2010. The system is used by officials as well as stakeholders, relatives of offenders and avid web surfers. A management reporting tool was developed and is functional

4.2 Expenditure

Departments 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 4.2.1 - Personnel costs by programme, 2011/12

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	4,411,884	1,960,321			44%	316
Security	5,344,799	5,155,412			96%	229
Corrections	1,596,846	1,542,136			97%	228
Care	1,728,959	765,128			44%	360
Development	535,922	326,000			61%	259
Social reintegration	568,337	522,729			92%	274
Facilities	1,683,333	96,247			6%	244
Z=Total as on Financial Systems (BAS)	15,870,080	10,367,973			65%	252

TABLE 4.2.2 - Personnel costs by salary bands, 2011/12

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	1,304	0%	48
Skilled (Levels 3-5)	1,784,290	11%	496
Highly skilled production (Levels 6-8)	6,643,136	42%	205
Highly skilled supervision (Levels 9-12)	1,667,060	11%	384
Senior management (Levels 13-16)	186,383	1%	1109
Contract (Levels 1-2)	31	0%	31
Contract (Levels 3-5)	41,509	0%	89
Contract (Levels 6-8)	3,805	0%	165
Contract (Levels 9-12)	60,645	0%	613
Contract (Levels 13-16)	35,097	0%	2340
Periodical Remuneration	69,187	0%	0
Abnormal Appointment	93,417	10%	0
TOTAL	10,367,973	65%	252

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 4.2.3 - Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2011/12

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
Prog. 1 Administration	1,638,706	84%	4,862	0%	29,035	1%	376,212	19%
Prog. 2 Security	3,311,388	64%	15,856	0%	117,646	2%	436,501	8%
Prog. 3 Corrections	1,083,733	70%	9	0%	30,999	2%	124,082	8%
Prog. 4 Care	548,816	72%	177	0%	11,466	1%	86,195	11%
Prog. 5 Development	231,342	71%	6	0%	5,365	2%	24,051	7%
Prog. 6 Social Reintegration	353,539	68%	3	0%	11,611	2%	40,294	8%
Prog. 7 Facilities	68,560	71%	0	0%	1,601	2%	7,306	8%
TOTAL	7,236,084	70%	20,913	0%	207,723	2%	1,094,641	11%

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TABLE 4.2.4 - Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2011/12

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)	889	68%	0	0%	48	4%	174	13%
Skilled (Levels 3-5)	1,036,854	67%	3,726	0%	48,905	3%	212,589	10%
Highly skilled production (Levels 6-8)	4,741,276	70%	13,935	0%	137,726	2%	678,544	8%
Highly skilled supervision (Levels 9-12)	1,277,211	72%	3,268	0%	19,395	1%	129,379	5%
Senior management (Levels 13-16)	113,066	76%	0	0%	2,139	1%	28,883	1%
Contract (Levels 1-2)	31	100%	0	0%	0	0%	0	0%
Contract (Levels 3-5)	17,086	98%	0	0%	8	0%	38	0%
Contract (Levels 6-8)	3,708	97%	9	0%	6	0%	0	0%
Contract (Levels 9-12)	35,161	93%	0	0%	-1	0%	27	0%
Contract (Levels 13-16)	10,340	94%	0	0%	0	0%	7	0%
Periodical Remuneration	0	0%	0	0%	0	0%	0	0%
Abnormal Appointment	462	1%	0	0%	0	0%	0	0%
TOTAL	7,236,084	70%	20,913	0%	207,723	2%	1,094,641	11%

4.3 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 4.3.1 - Employment and vacancies by programme, 31 March 2012

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Prog. 1 Administration, Permanent	6 853	6 198	9.6	559
Prog. 2 Security, Permanent	22 689	22 477	0.9	33
Prog. 3 Corrections, Permanent	6 950	6 764	2.7	0
Prog. 4 Care, Permanent	2 259	2 127	5.8	9
Prog. 5 Development, Permanent	1 373	1 261	8.2	0
Prog. 6 Social Reintegration, Permanent	1 930	1 907	1.2	1
Prog. 7 Facilities, Permanent	459	395	13.9	0
TOTAL	42 513	41 129	3.3	602

TABLE 4.3.2 - Employment and vacancies by salary bands, 31 March 2012

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	40	27	32.5	0
Skilled (Levels 3-5)	3 868	3 596	7	0
Highly skilled production (Levels 6-8)	33 051	32 397	2	0
Highly skilled supervision (Levels 9-12)	4 744	4 339	8.5	0
Senior management (Levels 13-16)	208	168	19.2	0
Contract (Levels 1-2)	1	1	0	1
Contract (Levels 3-5)	464	464	0	464
Contract (Levels 6-8)	23	23	0	23
Contract (Levels 9-12)	99	99	0	99
Contract (Levels 13-16)	15	15	0	15
TOTAL	42 513	41 129	3.3	602

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TABLE 4.3.3 - Employment and vacancies by critical occupation, 31 March 2012

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Custodian personnel	2 615	2 504	4.2	8
Educationists	510	447	12.4	0
Finance and economics related	2331	2201	5.6	270
Professional nurse	964	891	7.6	0
Psychologists and vocational counsellors	70	57	18.6	2
Security officers	32 174	31 904	0.8	35
Senior managers	208	168	19.2	15
Social work and related professionals	574	503	12.4	0
TOTAL	39 444	38 675	2	330

NB: As per the DPSA guidelines, reporting in this table should be based on the first top five critical occupations, however the department is submitting the first top 8.

The information in each case reflects the situation as at 31 March 2012. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

4.4 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 4.4.1 - Job Evaluation, 1 April 2011 to 31 March 2012

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)	40	0	0	0	0	0	0
Contract (Levels 1-2)	1	0	0	0	0	0	0
Contract (Levels 3-5)	464	0	0	0	0	0	0
Contract (Levels 6-8)	23	0	0	0	0	0	0
Contract (Levels 9-12)	99	0	0	0	0	0	0
Contract (Band A)	5	0	0	0	0	0	0
Contract (Band B)	9	0	0	0	0	0	0
Contract (Band C)	1	0	0	0	0	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
Skilled (Levels 3-5)	3 868	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	33 051	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	4 744	4	0.1	0	0	0	0
Senior Management Service Band A	153	21	13.7	0	0	0	0
Senior Management Service Band B	37	7	18.9	0	0	0	0
Senior Management Service Band C	15	0	0	0	0	0	0
Senior Management Service Band D	3	0	0	0	0	0	0
TOTAL	42 513	32	0.1	0	0	0	0

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 4.4.2 - Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2011 to 31 March 2012

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
Total	0	0	0	0	0
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 4.4.3 - Employees whose salary level exceed the grade determined by job evaluation, 1 April 2011 to 31 March 2012 (in terms of PSR 1.V.C.3)

Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2011/12	None
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4.5 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 4.5.1 - Annual turnover rates by salary band for the period 1 April 2011 to 31 March 2012

Salary Band	Number of employees per band as on 1 April 2011	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	12	5	0	0
Skilled (Levels 3-5)	12 033	342	88	0.7
Highly skilled production (Levels 6-8)	23 470	584	734	3.1
Highly skilled supervision (Levels 9-12)	4 261	50	185	4.3
Senior Management Service Band A	126	0	10	7.9
Senior Management Service Band B	23	3	5	21.7
Senior Management Service Band C	8	2	0	0
Senior Management Service Band D	3	0	0	0
Contract (Levels 1-2)	0	4	1	0
Contract (Levels 3-5)	6	1 161	77	1283.3
Contract (Levels 6-8)	20	18	7	35
Contract (Levels 9-12)	95	34	32	33.7
Contract (Band A)	2	1	0	0
Contract (Band B)	3	10	8	266.7
Contract (Band C)	1	1	2	200
TOTAL	40 063	2 215	1 149	2.9

TABLE 4.5.2 - Annual turnover rates by critical occupation for the period 1 April 2011 to 31 March 2012

Occupation:	Number of employees per occupation as on 1 April 2011	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Custodian personnel	2 624	148	69	2.6
Educationists	432	19	10	2.3
Finance and economics related	928	7	0	0
Professional nurse	831	57	25	3
Psychologists and vocational counsellors	50	8	7	14
Security officers	31 745	809	792	2.5
Senior managers	160	8	21	13.1
Social work and related professionals	486	24	11	2.3
TOTAL	37 256	1 080	935	2.5

NB: As per the DPSA guidelines, reporting in this table should be based on the first top five critical occupations, however the department is submitting the first top 8.

Table 4.5.3 identifies the major reasons why staff left the department.

TABLE 4.5.3 - Reasons why staff are leaving the department

Termination Type	Number	% of total
Death	219	0.5
Resignation	315	0.8
Expiry of contract	105	0.3
Transfers	4	0
Discharged due to ill health	78	0.2
Dismissal-misconduct	119	0.3
Retirement	308	0.8
Other	1	0
TOTAL	1 149	2.9
Total number of employees who left as a % of the total employment		2.9

TABLE 4.5.4 - Promotions by critical occupation

Occupation	Employees as at 1 April 2011	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
Custodian personnel	2 624	27	1	2 242	85.4
Educationists	432	10	2.3	7	1.6
Finance and economics related	928	69	7.4	5	0.5
Professional nurse	831	15	1.8	590	71
Psychologists and vocational counsellors	50	0	0	20	40
Security officers	31 745	66	0.2	28 002	88.2
Senior managers	160	10	6.3	7	4.4
Social work and related professionals	486	15	3.1	42	8.6
TOTAL	37 256	212	0.6	30 915	83

NB: As per the DPSA guidelines, reporting in this table should be based on the first top five critical occupations, however the department is submitting the first top 8.

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TABLE 4.5.5 - Promotions by salary band

Salary Band	Employees 1 April 2011	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)	12	0	0	4	33.3
Skilled (Levels 3-5)	12 033	3	0	350	2.9
Highly skilled production (Levels 6-8)	23 470	339	1.4	26 162	111.5
Highly skilled supervision (Levels 9-12)	4 261	220	5.2	7 197	168.9
Senior management (Levels 13-16)	160	10	6.3	7	4.4
Contract (Levels 3-5)	6	0	0	1	16.7
Contract (Levels 6-8)	20	0	0	0	0
Contract (Levels 9-12)	95	0	0	12	12.6
Contract (Levels 13-16)	6	0	0	1	16.7
TOTAL	40 063	572	1.4	33 734	84.2

4.6 Employment Equity

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

TABLE 4.6.1 - Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2012

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	74	14	4	12	39	2	4	5	154
Professionals	405	52	5	52	775	133	22	104	1 548
Technicians and associate professionals	914	208	28	497	1 425	273	38	310	3 693
Clerks	1 459	282	28	307	836	86	15	117	3 131
Service and sales workers	16 581	3 508	395	3372	6 410	1 103	130	422	31 921
Craft and related trades workers	212	114	13	224	40	0	0	0	603
Elementary occupations	42	9	0	23	5	0	0	0	79
TOTAL	19 687	4 187	473	4 487	9 530	1 597	209	959	41 129
Employees with disabilities	91	14	0	28	71	8	1	5	218

TABLE 4.6.2 - Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2012

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	9	0	0	1	4	0	1	1	16
Senior Management	71	18	5	11	39	5	1	2	152
Professionally qualified and experienced specialists and mid-management	1 487	332	53	806	1 188	201	33	239	4 339
Skilled technical and academically qualified workers, junior management, supervisors, foremen	16 284	3 622	384	3 634	6 516	1 166	131	660	32 397
Semi-skilled and discretionary decision making	1 547	176	31	26	1 422	190	36	51	3 479
Unskilled and defined decision making	10	0	0	0	14	2	0	1	27
Contract (Top Management)	1	0	0	0	0	0	0	0	1
Contract (Senior Management)	6	0	0	2	3	0	1	2	14
Contract (Professionally qualified)	44	12	0	6	27	3	5	2	99
Contract (Skilled technical)	4	0	0	1	17	1	0	0	23
Contract (Semi-skilled)	224	27	0	0	299	29	1	1	581
Contract (Unskilled)	0	0	0	0	1	0	0	0	1
TOTAL	19 687	4 187	473	4 487	9 530	1 597	209	959	41 129

NB. Totals for the top management reflected above are inclusive of the Minister and the Deputy Minister

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TABLE 4.6.3 - Recruitment for the period 1 April 2011 to 31 March 2012

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	2	0	0	0	2	0	0	0	4
Senior Management	1	0	0	0	2	0	0	0	3
Professionally qualified and experienced specialists and mid-management	12	1	0	1	25	6	2	3	50
Skilled technical and academically qualified workers, junior management, supervisors, foremen	105	4	1	6	274	13	3	5	411
Semi-skilled and discretionary decision making	99	5	1	6	72	3	1	0	187
Unskilled and defined decision making	1	0	0	0	4	0	0	0	5
Contract (Top Management)	0	0	0	1	0	0	0	0	1
Contract (Senior Management)	5	0	0	3	1	0	1	1	11
Contract (Professionally qualified)	10	5	0	3	8	1	5	2	34
Contract (Skilled technical)	4	0	0	1	12	1	0	0	18
Contract (Semi-skilled)	482	65	2	3	540	59	3	7	1 161
Contract (Unskilled)	0	0	0	0	4	0	0	0	4
TOTAL	721	80	4	24	944	83	15	18	1 889
Employees with disabilities	1	0	0	0	3	1	0	0	5

TABLE 4.6.4 - Promotions for the period 1 April 2011 to 31 March 2012

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	0	0	0	0	1
Senior Management	6	2	0	0	8	1	0	0	17
Professionally qualified and experienced specialists and mid-management	2 720	1 103	155	1 945	982	157	23	331	7 416
Skilled technical and academically qualified workers, junior management, supervisors, foremen	14 301	2 775	260	2 124	5 525	1 022	123	371	26 501
Semi-skilled and discretionary decision making	108	11	4	2	178	29	7	14	353
Unskilled and defined decision making	0	0	0	0	3	1	0	0	4
Contract (Senior Management)	0	0	0	1	1	0	0	0	2
Contract (Professionally qualified)	6	1	0	1	5	0	0	0	13
Contract (Semi-skilled)	0	0	0	0	1	0	0	0	1
TOTAL	17 142	3 892	419	4 073	6 703	1 210	153	716	34 308
Employees with disabilities	71	14	0	27	7	1	49	5	174

TABLE 4.6.5 - Terminations for the period 1 April 2011 to 31 March 2012

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Senior Management	8	1	0	2	4	0	0	0	15
Professionally qualified and experienced specialists and mid-management	75	14	0	41	37	2	0	16	185
Skilled technical and academically qualified workers, junior management, supervisors, foremen	423	84	3	103	83	17	1	20	734
Semi-skilled and discretionary decision making	56	7	1	1	17	2	1	3	88

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Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Contract (Top Management)	1	0	0	0	0	0	0	1	2
Contract (Senior Management)	4	0	0	2	0	0	0	2	8
Contract (Professionally qualified)	8	4	1	2	8	1	4	4	32
Contract (Skilled technical)	1	0	0	0	6	0	0	0	7
Contract (Semi-skilled)	35	8	1	1	26	6	0	0	77
Contract (Unskilled)	0	0	0	0	1	0	0	0	1
TOTAL	611	118	6	152	182	28	6	46	1 149
Employees with disabilities	5	0	0	1	0	0	0	0	6

TABLE 4.6.6 - Disciplinary action for the period 1 April 2011 to 31 March 2012

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Corrective counselling	263	148	5	23	42	18	1	2	502
Verbal warning	389	155	8	37	76	27	2	3	697
Written warning	451	132	7	44	56	25	2	4	721
Final written warning	342	111	6	45	39	11	1	4	559
Dismissal	122	19	3	11	18	7	0	3	183
Demotion	15	0	0	2	0	0	0	0	17
Suspension without pay	94	24	2	3	6	1	0	1	131
Withdrawal	97	18	2	11	9	3	0	4	144
Not guilty	126	30	4	14	20	6	0	0	200
No outcome	302	68	21	24	44	13	0	1	473
TOTAL	2 201	705	58	214	310	111	6	22	3 627

TABLE 4.6.7 - Skills development for the period 1 April 2011 to 31 March 2012

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	165	155	4	54	150	75	2	41	646
Professionals	265	37	7	36	401	101	15	44	906
Technicians and associate professionals	18	5	0	13	10	2	1	4	53
Clerks	524	28	2	30	561	27	3	25	1 200
Service and sales workers	4 226	888	342	749	1 678	386	102	166	8 537
Skilled agriculture and fishery workers	19	4	0	9	2	6	0	5	45

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Craft and related trades workers	4	7	0	8	0	4	1	3	27
Plant and machine operators and assemblers	36	5	0	16	1	4	0	5	67
Elementary occupations	1 464	198	3	76	872	84	3	53	2 753
Total	6 721	1 327	358	991	3 675	689	127	346	14 234
Employees with disabilities	18	1	0	4	12	0	1	0	36

4.7 Performance Rewards

To encourage good performance, the department has granted the following performance rewards during the year 2010/2011 but has been paid 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 4.7.1 - Performance Rewards by race, gender, and disability, 1 April 2011 to 31 March 2012

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
African					
Male	4 248	19 596	21.7	12,913	3,040
Female	2 220	9 459	23.5	6,325	2,849
Asian					
Male	136	473	28.8	476	3,502
Female	60	208	28.8	186	3,099
Coloured					
Male	995	4 173	23.8	3,341	3,358
Female	439	1 589	27.6	1,275	2,905
White					
Male	1 158	4 459	26	4,509	3,894
Female	313	954	32.8	1,221	3,901
Employees with a disability	45	218	20.6	127	2,814
Total	9 614	41 129	23.4	30,373	3,159

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TABLE 4.7.2 - Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2011 to 31 March 2012

Salary Bands	Beneficiary Profile			Cost		
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
Lower skilled (Levels 1-2)	2	15	13.3	2	1,000	0.2
Skilled (Levels 3-5)	620	3 481	17.8	1,093	1,763	0.1
Highly skilled production (Levels 6-8)	7 911	32 402	24.4	23,451	2,964	0.4
Highly skilled supervision (Levels 9-12)	1 080	4 343	24.9	5,792	5,363	0.4
Contract (Levels 1-2)	0	1	0	0	0	0.0
Contract (Levels 3-5)	0	581	0	0	0	0.0
Contract (Levels 6-8)	0	23	0	0	0	0.0
Contract (Levels 9-12)	0	99	0	0	0	0.0
Periodical Remuneration	0	1 763	0	0	0	0.0
Abnormal Appointment	0	2 375	0	0	0	0.0
TOTAL	9 613	45 083	21.3	30,338	3,156	0.3

TABLE 4.7.3 - Performance Rewards by critical occupations, 1 April 2011 to 31 March 2012

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Custodian personnel	636	2 504	25.4	10	16
Educationists	107	447	23.9	3	28
Finance and economics related	117	2201	5.3	135	1,154
Professional nurse	197	891	22.1	0	0
Psychologists and vocational counsellors	5	57	8.8	244	48,800
Security officers	7 676	31 904	24.1	0	0
Senior managers	0	168	0	21	0
Social work and related professionals	105	503	20.9	0	0
TOTAL	8 843	38675	22.9	413	47

NB: As per the DPSA guidelines, reporting in this table should be based on the first top five critical occupations, however the department is submitting the first top 8.

TABLE 4.7.4 - 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	132	0	0	0	0
Band B	0	35	0	0	0	0
Band C	0	14	0	0	0	0
Band D	0	3	0	0	0	0
TOTAL	0	184	0	0	0	0

4.8. 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 4.8.1 - Foreign Workers, 1 April 2011 to 31 March 2012, by salary band

Salary Band	1 April 2011		31 March 2012		Change	
	Number	% of total	Number	% of total	Number	% change
Periodical Remuneration	13	92.9	15	100	2	200
Abnormal Appointment	1	7.1	0	0	-1	-100
TOTAL	14	100	15	100	1	100

TABLE 4.8.2 - Foreign Worker, 1 April 2011 to 31 March 2012, by major occupation

Major Occupation	1 April 2011		31 March 2012		Change	
	Number	% of total	Number	% of total	Number	% change
Chaplain and related professionals	11	78.6	9	60	-2	-200
Professionals and managers	3	21.4	6	40	3	300
TOTAL	14	100	15	100	1	100

4.9 Leave utilisation for the period 1 January 2011 to 31 December 2011

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 4.9.1 - Sick leave, 1 January 2011 to 31 December 2011

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)	88	75	8	0	11	22
Skilled (Levels 3-5)	27 547	81.1	2 704	7.4	10	9,408
Highly skilled production (Levels 6-8)	291 554	76.4	29 638	81.4	10	165,264
Highly skilled supervision (Levels 9-12)	31 921	76.9	3 795	10.4	8	31,855
Senior management (Levels 13-16)	847	81	118	0.3	7	2,521
Contract (Levels 3-5)	96	45.8	48	0.1	2	26
Contract (Levels 6-8)	58	53.4	16	0	4	27
Contract (Levels 9-12)	683	73.6	94	0.3	7	856
Contract (Levels 13-16)	63	79.4	8	0	8	215
TOTAL	352 857	76.8	36 429	100	10	210,194

TABLE 4.9.2 - Disability leave (temporary and permanent), 1 January 2011 to 31 December 2011

Salary Band	Total days taken	% 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)	26	100	1	0	26	7
Skilled (Levels 3-5)	5 039	100	144	5.4	35	1,843
Highly skilled production (Levels 6-8)	76 211	99.9	2 310	85.9	33	46,419
Highly skilled supervision (Levels 9-12)	9 927	98.4	222	8.3	45	9,443
Senior management (Levels 13-16)	429	100	7	0.3	61	1,207
Contract (Levels 3-5)	66	100	3	0.1	22	17
Contract (Levels 9-12)	10	100	1	0	10	14
TOTAL	91 708	99.8	2 688	0	34	58,950

Table 4.9.3 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 4.9.3 - Annual Leave, 1 January 2011 to 31 December 2011

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	181	16
Skilled (Levels 3-5)	65138.88	22
Highly skilled production (Levels 6-8)	777016.12	24
Highly skilled supervision (Levels 9-12)	104749.14	23
Senior management (Levels 13-16)	3710	21
Contract (Levels 3-5)	237	3
Contract (Levels 6-8)	185	10
Contract (Levels 9-12)	1632.92	14
Contract (Levels 13-16)	145	15
TOTAL	952995.06	23

TABLE 4.9.4 - Capped leave, 1 January 2011 to 31 December 2011

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)	16	4	16
Highly skilled production (Levels 6-8)	9 848	6	38
Highly skilled supervision (Levels 9-12)	2 368	7	61
Senior management (Levels 13-16)	162	10	66
TOTAL	12 394	6	42

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

TABLE 4.9.5 - Leave payouts for the period 1 April 2011 to 31 March 2012

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave payout for 2011/12 due to non-utilisation of leave for the previous cycle	317	16	19,813
Capped leave payouts on termination of service for 2011/12	13,200	1,270	10,394
Current leave payout on termination of service for 2011/12	990	201	4,925
TOTAL	14,507	1 487	9,756

4.10 HIV and aids & health promotion programmes

TABLE 4.10.1 - 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 employees working in Correctional Centres such as: Correctional Officials based in security units, admissions and escorting; Health care workers; production workshops	The Occupational Post Exposure Prophylaxis (OPEP) Guidelines are accessible on the DCS Intranet and have been disseminated nationally. OPEP incidents/ treatment is administered through relevant medical aid schemes. Personal Protective Equipment (PPE) and Universal Precautions is encouraged especially among Health Care workers and all employees at high risk i.e. production workshop.

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TABLE 4.10.2 - 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		DR. MP Mashabela, Director HR Support. OHS and HIV/AIDS is a sub-component within the 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 one national HIV/AIDS Coordinator at ASD Level. EAP's assist with counselling on HIV & AIDS. There are 32 EAP posts filled nationally, at salary level 8. The annual budget is approximately R 4 million for compensation of employees and for programmes R 400 000.
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		<ul style="list-style-type: none"> • The Employee Assistance Programme within the department is an on- site based programme which covers 3 fundamental method provided by 32 trained professionals: Therapeutic services emphasizing short-term counselling and effective referral system (number of employees seen-4691). • Wellness Programmes and training which focus on preventative programmes such as Financial Literacy, stress, sexual harassment, conflict management, absenteeism and sick leave management, drug abuse, mental health, rape/sexual abuse, family health, medical health, finance, suicide prevention, work-related problems, Training programmes reached 1264 employees and the wellness programmes reached 9405 employees • Marketing and Information giving of the programme reached 10 047 employees.
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	Establish a HIV/AIDS committee for the department with adequate representation and support from all relevant stakeholders, including trade union representatives, to facilitate the effectiveness of the provisions of regulation VI E.
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 reviewed its Draft Integrated Employee Health and Wellness Policy and Procedures in line with the DPSA Employee Health and Wellness Framework. The draft policy was consulted with all relevant stakeholders. Within this policy principle 9 & 11 addresses unfair discrimination. The other policies are the Equity and Gender Policy and the Recruitment, Transfers and Terminations Policies
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 measures are guided by the following codes and policies namely the Code of Conduct, the draft Integrated Employee Health and Wellness Policy and Procedures, the Equity and Gender Policy, the Basic Conditions of Employment Act, the Constitution of South Africa. Any contravention against the above codes and policies is addressed through the DCS Disciplinary Policy and Procedure

Question	Yes	No	Details, if yes
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 are KZN-67; F/S&N/C-740; W/C-145;E/C-384; LMN-282; Gauteng-898; Head Office-106. TOTAL-2622
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 and implemented a HIV/AIDS monitoring tool to measure the impact of HIV promotion programmes. The indicators are: Number of officials who tested for HCT; Number of officials who tested HIV positive; Number of officials who revealed their HIV status; Number of HIV Awareness sessions; Number of DCS employees on ARV's; Number of condoms distributed. The above indicators are reported quarterly.

4.11 Labour relations

The following collective agreements were entered into with trade unions within the department.

TABLE 4.11.1 - Collective agreements, 1 April 2011 to 31 March 2012

Total collective agreements	None
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The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

TABLE 4.11.2- Misconduct and disciplinary hearings finalised, 1 April 2011 to 31 March 2012

Outcomes of disciplinary hearings	Number	% of total
Corrective counselling	502	13.84
Verbal warning	697	19.22
Written warning	721	19.88
Final written warning	559	15.4
Dismissal	183	5.05
Demotion	17	0.47
Suspension without pay	131	3.61
Withdrawal	144	3.97
Not guilty	200	5.51
No outcome	473	13.04
TOTAL	3 627	100

TABLE 4.11.3 - 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.	452	10.84
Mismanages the finances of the State.	11	0.26
Without permission possesses or wrongfully uses the property of the State, another employees and/or a visitor.	13	0.31
Misuse/abuse of movable/immovable property of the State.	23	0.55
Damage to and or cause loss of state property.	63	1.51
Endangers the lives of self or others by disregarding safety rules or regulations.	54	1.29
Prejudice the administration, discipline or efficiency of a department, office or institution of the State.	72	1.73

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Type of misconduct	Number	% of total
Misuse of position in the DCS to promote or to prejudice the interest of any political party, organization, company or individual.	1	0.02
Theft, bribery, fraud, corruption or any combination thereof.	152	3.64
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.	5	0.12
Fails to carry out a lawful order or routine instruction without just or reasonable cause.	234	5.61
Absence or repeated absence from work without a valid reason or permission.	1 298	31.12
Commits an act of sexual harassment.	8	0.19
Discriminates on the basis of race, gender, disability, sexuality or other grounds outlawed by the Constitution.	3	0.07
Poor or inadequate performance for reasons other than incapacity.	41	0.98
Dereliction of duties.	398	9.54
Allowing a disciplinary hearing to fall away (Refer to clause 7.3.2 of the Procedure).	1	0.02
Performing of work for compensation in a private capacity for another person or organization either during or outside working hours without written approval.	5	0.12
Breaching the conditions pertaining to authorized private work.	5	0.12
Sleeping on duty.	41	0.98
While on duty, is under the influence of an intoxicating, illegal, unauthorized, habit-forming and/or stupefying drug, including alcohol.	119	2.85
Being in possession of alcohol in the workplace.	3	0.07
Being in possession of illegal, unauthorized, habit-forming and/or stupefying drug on departmental premises.	32	0.77
Permitting an offender to take alcohol or any prohibited drug or to have these substances in his/her possession.	6	0.14
While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner.	91	2.18
Contravention of the DCS Code of Conduct.	93	2.23
Assault, attempt or threatens to assault, another employee or person while on duty.	238	5.71
Incites other personnel to un-procedural and unlawful conduct.	15	0.36
Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	103	2.47
Intimidation or victimization of fellow employees or other persons.	95	2.28
Prevents/force other employees from belonging/not belonging to any trade union or employee organization.	1	0.02
Operates any money lending scheme for employees for own benefit during working hours in the workplace.	2	0.05
Carries or keeps firearms or other dangerous weapons in the workplace without the written authorization of the employer.	0	0
Misuse of firearms and/or other dangerous weapons in the workplace.	32	0.77
Breaching of security measures.	385	9.23
Furnishing of false statements or evidence in the execution of his or her duties.	32	0.77
Falsification of records or any other documentation.	25	0.6
Participation in un-procedural, unprotected and/or unlawful industrial action.	7	0.17
Commitment of a common law or statutory offence whilst on duty and/or on state premises.	12	0.29
TOTAL	4 171	100

NB. The total number of misconducts recorded above (table 4.11.3) are inclusive of pending cases, and for that reason this totals differ from misconducts recorded in table 4.11.2 (table 4.11.2 accounts for finalised cases)

TABLE 4.11.4 - Grievances lodged for the period 1 April 2011 to 31 March 2012

	Number	% of Total
Total number of grievances resolved	606	43.85
Total number of grievances not resolved	301	21.78
Pending	475	34.37
TOTAL	1 382	100

TABLE 4.11.5 - Disputes lodged with Councils for the period 1 April 2011 to 31 March 2012

	Number	% of Total
Upheld	60	21.71
Dismissed	56	19.38
Withdrawn	46	15.12
Settled	26	8.91
No jurisdiction - GPSSBC	13	5.04
Arbitration awards pending	78	29.84
Total	279	100

TABLE 4.11.6 - Strike actions for the period 1 April 2011 to 31 March 2012

Total number of person working days lost	0
Total cost (R'000) of working days lost	0
Amount (R'000) recovered as a result of no work no pay	0

TABLE 4.11.7 - Precautionary suspensions for the period 1 April 2011 to 31 March 2012

Number of people suspended	532
Number of people whose suspension exceeded 30 days	381
Average number of days suspended	85.24
Cost (R'000) of suspensions	R 15,678

4.12 Skills development

This section highlights the efforts of the department with regard to skills development.

TABLE 4.12.1 - Training needs identified 1 April 2011 to 31 March 2012

Occupational Categories	Gender	Number of employees as at 1 April 2011	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	538		369	270	639
	Male	660		375	443	818
Professionals	Female	911		244	318	562
	Male	302		344	160	504
Technicians and associate professionals	Female	14		52	28	80
	Male	58		66	6	72
Clerks	Female	8 161	516	188	146	850
	Male	9 977	516	156	168	840
Service and sales workers	Female	2 228		2 379	1 193	3 572
	Male	3 257		5 846	1 364	7 210
Skilled agriculture and fishery workers	Female	1 234		46	1	47
	Male	9		51	1	52
Craft and related trades workers	Female	17		480	1	481
	Male	3		712	23	735
Plant and machine operators and assemblers	Female	8		0	0	0
	Male	3 474		0	0	0
Elementary occupations	Female	9 153		561	1 635	2 196
	Male	59		923	3 187	4 110
Sub Total	Female	22 264	516	4 319	3 592	8 427
	Male	17 799	516	8 473	5 352	14 341
Total		40 063	1032	12 792	8 944	22 768

TABLE 4.12.2 - Training provided 1 April 2011 to 31 March 2012

Occupational Categories	Gender	Number of employees as at 1 April 2011	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	538		614	385	999
	Male	660		394	917	1311
Professionals	Female	911		780	197	977
	Male	302		188	89	277
Technicians and associate professionals	Female	14		12	24	36
	Male	58		16	53	69
Clerks	Female	8 161	515	193	184	892
	Male	9 977	503	155	119	777
Service and sales workers	Female	2 228		1 833	2 970	4 803
	Male	3 257		1 947	4 352	6 299
Skilled agriculture and fishery workers	Female	1 234		4	1	5
	Male	9		23	44	67
Craft and related trades workers	Female	17		64	440	504
	Male	3		85	199	284
Plant and machine operators and assemblers	Female	8		0	0	0
	Male	3 474		0	5	5
Elementary occupations	Female	9 153		926	1 050	1 976
	Male	59		2 030	1 655	3 685
Sub Total	Female	22 264	515	4 426	5 251	10 192
	Male	17 799	503	4 838	7 433	12 774
Gross Total		40 063	1 018	9 264	12 684	22 966

4.13 Injury on duty

The following tables provide basic information on injury on duty.

TABLE 4.13.1 - Injury on duty, 1 April 2011 to 31 March 2012

Nature of injury on duty	Number	% of total
Required basic medical attention only	311	52%
Temporary Total Disablement	260	44%
Permanent Disablement	20	3%
Fatal	06	1%
Total	597	100%

4.14 Utilisation of consultants

TABLE 4.14.1 - 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 assist the Internal Audit Unit of the Department of Correctional Services with all internal audit related tasks in a co-sourced capacity	86	107	14,012,971.62
Appointment of a SAQA accredited service provider to train the Occupational Health and Safety Representatives, Fire Fighters and First Aid Officers for the Department of Correctional Services.	11	312	3,665,796.77
Technical Resource: Enterprise Project Management Office (EPMO)	15	2385	14,949,800
Facilities Management	3	418	3,646,226
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
4	115	3222	36,274,794.39

The above excludes information relating to consultants in the IT environment due to inability to calculate the information on the basis of the amount of days spent on each project due to projects being put on hold. The total expenditure on consultants in the IT environment in 2011/12 was R31,359,604.94.

TABLE 4.14.2 - 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 assist the Internal Audit Unit of the Department of Correctional Services with all internal audit related tasks in a co-sourced capacity.	53,67%	53,67%	78
Appointment of a SAQA accredited service provider to train the Occupational Health and Safety Representatives, Fire Fighters and First Aid Officers for the Department of Correctional Services.	25%	25%	8
GIJIMA Holdings	46.11%	46.11%	6
PYTRON CONSULTING	100%	100%	6
REAL GLOBAL BUSINESS SOLUTIONS	90%	90%	11
TSS MANAGEMENT SERVICE	40.72%	40.72%	1
MARS TECHNOLOGIES	66%	66%	1
KOBA IT SOLUTIONS	50%	50%	2
RATIONAL DATABASE CONSULTING	70.55%	70.55%	1
EOH HOLDINGS	37.47%	37.47%	2
MPAMBA SOLUTIONS AND CONSULTING	100%	100%	1
MORVERST	58%	58%	2
SITHABILE TECHNOLOGY SERVICES	25.02%	25.02%	2
GENTILE BUSINESS PROJECTS CC	100%	100%	3

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
BCIT	100%	100%	5
PRAXIS	31%	27%	1
KWENTSUBA	100%	100%	5
PARACON HOLDINGS	45.90%	45.90%	4

TABLE 4.14.3 - 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
IT Internship Programme	6	6 Months	90 000
IT Internship Programme	1	7 Months	21 000
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
0	0	0	0
0	0	0	0

TABLE 3.14.4 - Analysis of consultant appointments using Donor 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
Development of electronic tool to monitor implementation of Correctional Services Act	100%	100%	2

PART 5. OTHER INFORMATION

Acronyms

AIDS	Auto Immune Deficiency Syndrome
A&R	Admission and Release
ABET	Adult Basic Education and Training
ACSA	African Correctional Services Association
AFIS	Automated Finger Identification System
AGSA	Auditor-General of South Africa
AMR	Asset Management Reforms
APIS	Automated Persons Identification System
APP	Annual Performance Plan
ART	Annual Retroviral Treatment
AVR	Audio Video Remand
BAS	Basic Accounting System
CAPS	Curriculum & Asset Policy Statement
CBS	Core Business System
CC	Correctional Centre
CDC	Chief Deputy Commissioner
CFO	Chief Financial Officer
COGTA	Department of Co-operative Governance and Traditional Affairs
CJSR	Criminal Justice System Review
CMC	Case Management Committee
CPF	Community Police Forum
CSP	Correctional Sentence Plan
CSPB	Correctional Supervision Parole Board
DCS	Department of Correctional Services
DHA	Department of Home Affairs
DG	Director General
DIRCO	Department of International Relations and Cooperation
DIU	Departmental Investigation Unit
DPSA	Department of Public Service and Administration
DPW	Department of Public Works
DOD	Department of Defence
DOH	Department of Health
DOJCD	Department of Justice and Constitutional Development
DVD	Digital Video Disk
EAP	Employee Assistance Programme
EC	Eastern Cape
EDRMS	Electronic Document and Records Management System
EE	Employment Equity
EHW	Employee Health & Wellness
ELRC	Education Labour Relations Council
EMPP	Electronic Monitoring Pilot Project
ENE	Estimates of National Expenditure
EPMO	Enterprise Project Management Office
EST	Emergency Support Team
EXCO	Executive Committee
FET	Further Education and Training
FS/NC	Free State / Northern Cape
GCIS	Government Communication Information Services
GEMS	Government Employees Medical Scheme
GEPF	Government Employee Pension Fund
GITO	Government information Technology Officer
GP	Gauteng Province
HCC	Head of Correctional Centre
HDI	Historically Disadvantaged Individuals
HIV	Human Immunodeficiency Virus
HR	Human Resource
HRD	Human Resource Development

ICT	Information Communication Technology
ICD	Independent Complaints Directorate
IDT	Independent Development Trust
IJS	Integrated Justice System
IT	Information Technology
IYM	In-Year Monitoring
JCPS	Justice Crime Prevention and Security
KZN	KwaZulu Natal
LAN	Local Area Network
LMN	Limpopo, Mpumalanga and North West
LOGIS	Logistics Information System
MOU	Memorandum of Understanding
MTEF	Medium Term Expenditure Framework
NT	National Treasury
OHS	Occupational Health and Safety
ORP	Offender Rehabilitation Path
OSD	Occupational Specific Dispensation
PFMA	Public Finance Management Act
PPP	Public Private Partnerships
RC	Regional Commissioner
RD	Remand Detainee
RDOMS	Remand Detention and Offender Management System
RSA	Republic of South Africa
SABS	South African Bureau of Standards
SADC	Southern African Development Community
SAPS	South African Police Service
SCOPA	Standing Committee on Public Accounts
SDIP	Service Delivery Improvement Plan
SITA	South African Information Technology Association
SMS	Senior Management Services
TB	Tuberculosis
TID	Technical Indicator Descriptor
TIL	Temporary Incapacity Leave
UNCCPCJ	United Nations Congress on Crime Prevention and Criminal Justice
VPN	Virtual Private Network
WC	Western Cape
WAN	Wide Area Network

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