

Partnerships with external stakeholders, through: The integrated application and direction of all Departmental resources to focus on the correction of offending behaviour, the promotion of social responsibility, and the overall development of the person under correction; The cost-effective provision of



Placing rehabilitation at the centre of all Departmental activities in
Partnerships with external stakeholders, through: The integrated application and direction of all Departmental resources to focus on the correction of offending behaviour, the promotion of social responsibility, and the overall development of the person under correction; The cost-effective provision of correctional services within an enabling human rights environment; Progressive and ethical management and staff practices which

Department of Correctional Services Annual Report for the 2008/09 Financial Year

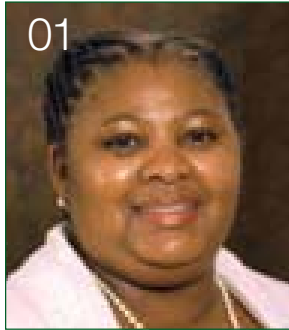


correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA

Management Structure

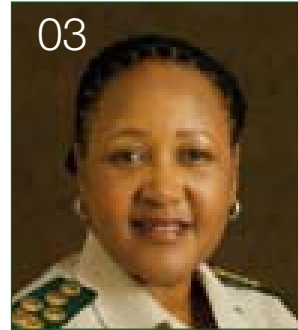
01 Ms Nosiviwe Mapisa-Nqakula, MP
Minister of Correctional Services



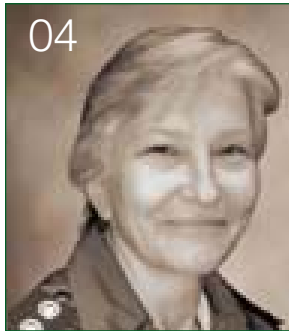
02 Ms Hlengiwe Mkhize, MP
Deputy Minister of Correctional Services



03 Ms X Sibeko
Commissioner of Correctional Services



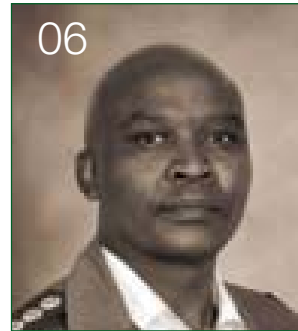
04 Ms JA Schreiner
CDC Operations and Management Support



05 Mr A Tsetsane
CDC Corporate Services



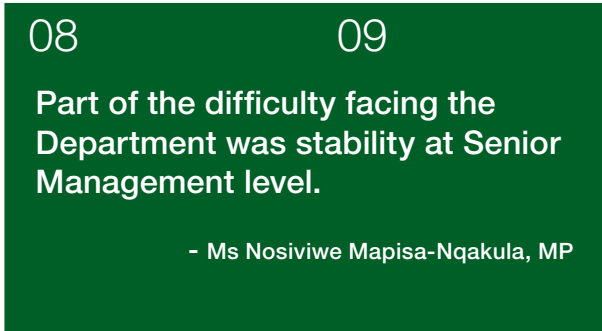
06 Mr T Motseki
CDC Corrections



07 Ms S Moodley
CDC Development and Care



08 Ms N Mareka
Acting Chief Financial Officer



09 Vacant
CDC Central Services

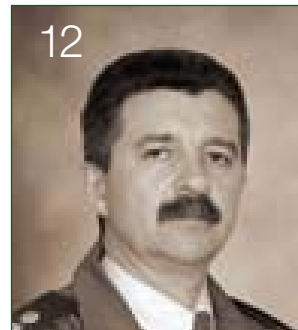
10 Ms N Jolingana
RC Eastern Cape



11 Mr ZI Modise
RC Free State and Northern Cape



12 Mr J Smallberger
RC Western Cape



13 Adv. T Mqobi
RC Gauteng



14 Mr M Nxele
Acting RC KwaZulu-Natal



15 Ms L Tseana
Acting RC Limpopo, Mpumalanga and North West



partnerships with external stakeholders, through: The integrated application and direction of all Departmental resources to focus on the correction of offending behaviour, the promotion of social responsibility and the over-development of the person under correction; The cost-effective provision of correctional facilities that will promote efficient security, correction, care and development services within an enabling human rights environment. Progressive and ethical management and staff practices within which e

Submission of the annual report to the Executive Authority

I have the honour of submitting the 2008/2009 Annual Report of the Department of Correctional Services in terms of the Public Finance Management Act, 1999.



*Ms Xoliswa Sibeko
National Commissioner of Correctional Services
31 May 2009*



OUR Vision

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

OUR Mission

Placing rehabilitation at the centre of all departmental activities in partnerships with external stakeholders, through:

- the integrated application and direction of all departmental resources to focus on the correction of offending behaviour, the promotion of social responsibility and the overall development of the person under correction;
- the cost effective provision of correctional facilities that will promote efficient security, corrections, care and development services within an enabling human rights environment;
- progressive and ethical management and staff practices within which every correctional official performs an effective correcting and encouraging role.

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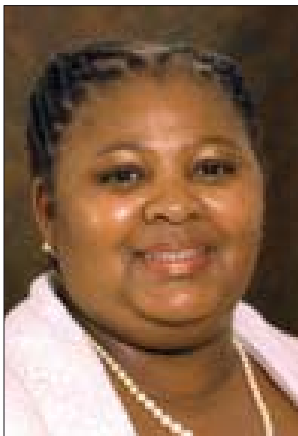
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PART 1: General Information



Minister of Correctional Services, Ms. Nosiviwe Mapisa-Nqakula

Part of the difficulty facing the Department was stability at Senior Management level.

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

This Annual Report is the first one of my term of office which is presented before this fourth and new Parliament. The report represents the work of the Department since the former Minister, Mr Ngconde Balfour, took office in 2004.

I wish to reflect, therefore, the work of the Department in the last five years. The Department that the former Minister left in May 2009 is different from the one he led in 2004. Corruption was still rife, policy direction at its seminal stage, security concerns were high, organisational culture was still largely not supportive of the new government direction and even less so of rehabilitation. Staff morale was low and characterised by industrial action and organisational gangsterism. There was resistance to the new direction and this was evidenced by a high incidence of sabotage, deliberate non-compliance leading to audit qualifications, and acutely poor service delivery. On a number of occasions the Department had to appear before Parliament and account for how it spent its money and explain the lack of delivery. Due to its regular appearance before SCOPA, DCS had, in the word of its Chairperson, "a standing invitation". These are events of the past and this annual report is evidence of how the Department has in this five year period striven to improve its image and accountability and rid itself of corrupt elements and, more importantly, pay attention to policy development and strategic direction.

Let me outline some of the key areas. The development of the White Paper which is the key policy of the Department charted the new direction. The adoption in 2005 was a critical milestone that implied changes to many areas of DCS work. It had implications for personnel in terms of recruitment, training and development and retention, for management of facilities and how the new ones are designed, constructed and located; budget programmes that had to be changed to suit the needs of the White Paper, for the alignment of planning, budgeting and reporting. Performance monitoring and evaluation occupied a central role and impacted on performance management systems including contracts, and assessments of both individuals and the Organisation.

Part of the difficulty facing the Department was stability at Senior Management level, while the introduction of the SMS systems had led to retention of personnel at Director and Chief Director level, there were concerns about competencies and capabilities of some managers. In the interest of the Organisation, several transfers had to be effected. At the higher levels, namely the Deputy Director-General level, there were a number of vacancies and the problem was compounded by the fact that some were nearing retirement, others were suspended, others resigned, and the Department lost one of its champion leaders, Regional Commissioner Siyabulela Mlombile, in 2006. This meant that some of the managers at this level had to serve in more than one post for long periods. It also required reshuffling. Prior to Minister Balfour taking office, there was a high turnover of Accounting Officers. Linda Mti was arguably the longest serving Accounting Officer. This has had a positive impact in the running of the Organisation as it brought stability. Since former Commissioner Mti left in late 2006, the Department had an Acting Commissioner for 5 months, and then the horizontal transfers of the former Commissioner Mr Petersen and the current National Commissioner Ms Xoliswa Sibeko in October 2008. I am raising these matters to indicate the importance of ensuring stability at senior management level. This is important to ensure consistency and commitment, particularly in an Organisation as dynamic and complex as this one and one that is in a state of flux as it grapples with many changes taking place in government. It is critical for institutional memory. Many of the gains reported in this Annual Report, notably the reduction in audit qualifications can be attributed to optimal functioning at the management level. The developments of some strategies span several years; such as the Integrated Human Resource Strategy, requiring consistency in management. The success of some of the major projects in DCS



Correctional Services's top three ladies, (from left) Deputy Minister Hlengiwe Mkhize, National Commissioner Xoliswa Sibeko and Minister Nosiviwe Mapisa-Nqakula in good spirit at their welcoming address on 13 May at head office.

such as the process of the 7-day establishment and OSD, requires management to have been involved and have knowledge and experience of the debates with the Public Service Administration and within the Bargaining Council. These are some of the priority areas of the Department and this report provides the achievements in these areas.

Over the last three years, the DCS planning processes have undergone a significant change and they include the process of improving performance information, the development of the Project Portfolio Management strategy and the separation of strategies for Head Office and Regions to focus on. Some anticipated changes will involve budget processes to streamline planning and resourcing.

As a final word, I wish to emphasise the importance of focusing on personnel. Saying that personnel are important assets should not be a matter of metaphor, rhetoric or a cliché but concrete plans and implementation processes should be put in place to ensure development and morale. To this, Minister Balfour had, during his office term paid the required attention and the Department will in time reap the benefits of such an endeavour. He left a Department that has sound policies, stability in personnel and a drive to improve service delivery.

Nosiviwe Mapisa-Nqakula
Minister of Correctional Services
31 May 2009

Many of the gains reported in this Annual Report, notably the reduction in audit qualifications can be attributed to optimal functioning at management level.



Deputy Minister of Correctional Services, Ms Hlengiwe Mkhize

As the new Deputy Minister of Correctional Services, I intend to sustain the good work and remarkable achievements I have witnessed during our recent visits to the correctional centres.

1.2 Foreword by the Deputy Minister of Correctional Services, Ms Hlengiwe Mkhize, MP

It is almost two months since President Jacob Zuma announced the new cabinet following the resounding success of the fourth democratic elections of 22 April this year. Since coming into office we have started a campaign aimed at reaching out to both officials and offenders at centres around the country, in an attempt to feel the pulse of the Department of Correctional Services (DCS).

I join Minister Nosiviwe Mapisa-Nqakula to pay special tribute to former Minister Ngconde Balfour and his Deputy, Ms Loretta Jacobus.

We confidently take the baton from them, comforted by the fact that they have laid a firm foundation for our agenda of intensifying implementation within an ethical framework. We will build upon a number of achievements made to transforming the Correctional System within a democratic South Africa.

As an integral part of the Justice, Crime Prevention and Security (JCPS) cluster, we will enhance our programme of Corrections as a societal responsibility and strengthen our collaboration in crime prevention initiatives working closely with the NGO's, FBO's, CBO's and civil society at large. Our goal is to establish a long-term sustainable social security network to protect and cushion the most vulnerable – women, the elderly, children, the disabled and the youth.

The implementation of the Offender Rehabilitation Programme is crucial to the elimination of recidivism, through sustainable programmes addressing the offending behaviour, development and care of offenders within a secure and humane environment.

A striking feature of our recent visit to our correctional centres has been the shocking number of repeat offenders, who may progress to habitual crimes. The state of affairs cannot continue.

The cornerstone of the integration of the offenders will be the return to society of law abiding citizens, who are able to choose activities that remain within the law.

Offenders come from communities and will return to communities upon their release. It is imperative that families, friends and communities give their unwavering support to offenders and give them a second chance after release.

As the new Deputy Minister of Correctional Services, I intend to sustain the good work and remarkable achievements I have witnessed during our recent visits to the Correctional Centres.

It was heartening to note that our work as government yields positive results when we join our hands and work as a single unit. For example, Durban Westville offenders achieved a 100% matriculation pass in 2008. Another milestone was the establishment of eighteen (18) Wellness centres aimed at ensuring access to Anti-Retrovirals (ARV'S) by all qualifying offenders. It was encouraging to see the number of offenders involved in the Voluntary Testing and Counselling programme.

There are, however, a number of areas where we need to improve, working closely with our strategic partners. Key to these is the plight of children who find themselves in conflict with the law, we firmly believe that incarceration should be used as a last resort

We acknowledge that there are women who are capable of committing heinous crimes, we are however, mindful of the fact that they have a primary responsibility for the family particularly when children are involved. Some sadly serve their sen-

tences with their infants, in an environment not conducive for a healthy early childhood development. As a society we must take a closer look at this situation and consider diversion programmes for women who have committed petty offences.

Our personnel are the engine of our rehabilitation agenda and are crucial to the success of our strategies. We will therefore pay special attention to their well being through workplace wellness programmes.

As we forge ahead and intensify our implementation agenda. We call upon all South Africans to support our initiatives and visit our website and support our programmes as outlined during our recent budget Vote presentation.



Ms Hlengiwe Mkhize
Deputy Minister of Correctional Services
31 May 2009



National Commissioner of Correctional Services, Ms X Sibeko

Over the last five years, the Department initiated a process of policy review that would replace policies that were not in line with the human rights norms and culture, draw new policies and importantly amend the Correctional Services Act.

1.3 Introduction by the National Commissioner of Correctional Services

I am pleased to present this Annual Report of 2008/09 before our fourth Parliament. One of the key challenges that faced the Department was to ensure alignment of Departmental policies with the new Constitution, based on human rights.

After, 1994, the Department began a process of transformation culminating in the approval of the White Paper on Corrections in 2005. Over the last five years, the Department initiated a process of policy review that would replace policies that were not in line with the human rights norms and culture; draw new policies and importantly amend the Correctional Services Act. The amendment which began in 2007 was gazetted in 2008.

The White Paper on Corrections has a long term implementation plan of fifteen (15) - twenty (20) years. This was important as implementing the White Paper required changes to be made in various activities of the Department. Old facilities were to be redesigned and new ones constructed with rehabilitation as a defining feature; budget programmes were reorganised to give effect to the White Paper; existing personnel would be retrained and new recruits inducted on rehabilitation. The Department has made remarkable progress in the implementation process but I would also want to acknowledge the many challenges that the Department faced.

Some of the key achievements of the last five years include mass recruitment, development of projects such as the Offender Rehabilitation Path, the 7-day establishment and Safety and Security Enhancement, the construction of new facilities based on the new generation concept, and notable improvements in security management that included strengthening security during the festive season, arguably our vulnerable period.



National Commissioner Xoliswa Sibeko and Gauteng Regional Commissioner Adv Tozama Mqobi during a live radio 702 show at Johannesburg Correctional Centre.

However, at the same time, the Department was faced with many obstacles to overcome. The Department needed to recruit professionals to drive the White Paper, scarce skills were being recruited outside the DCS and the country, corruption was endemic, performance information was poor and the Department had a series of Audit Qualifications and appeared before Standing Committee on Public Accounts (SCOPA) for five years in a row. The Department took the initiative to deal with some of these problems and these included the appointment of the Jali Commission, the establishment of the Risk Management Committee, the strengthening of the DIU, the introduction of the Compliance Improvement Plan and the piloting of the Framework for Programme Performance Information and enhancement of the monitoring, evaluation and reporting framework.

I am confident, however, to indicate that this Annual Report is evidence that these efforts are paying off. There has been much improvement in reporting on performance information, Audit Qualifications have reduced, corruption incidence have decreased; awareness on corruption increased and some key risks have been mitigated.

It is evident that for the Department to reach its ultimate goal and carry out its mandate, more still needs to be done. We need to acknowledge, as the Department, that transformation is ongoing and that as events unfold, as they will every financial year, we remain prepared to adapt. The fourth Parliament has raised the bar towards service delivery and as a Department we need to be on board.



Commissioner of Correctional Services
Ms X Sibeko
31 May 2009



National Commissioner Xoliswa Sibeko at a Child Protection Week function in Thohoyandou.

1.4 Information on the Ministry of Correctional Services

1.4.1 Work of Statutory Bodies

1.4.1.1 The National Council for Correctional Services

The National Council for Correctional Services (NCCS) is an advisory board with the primary aim of advising the Minister on her request or on its own accord, in developing policy in regard to the correctional system and the sentencing process. The Council, chaired by Judge Desai, is comprised of two judges of the Supreme Court of Appeal of South Africa appointed after consultation with the Chief Justice, a magistrate of a regional division appointed after consultation with the chairperson of the Magistrate's Commission; a director or deputy director of Public Prosecutions appointed after consultation with the National Director of Public Prosecutions; two members of the Department, of or above the rank of director, appointed after consultation with the Commissioner; a member of the South African Police Service, of or above the rank of director, appointed after consultation with the National Commissioner of the South African Police Service; a member of the Department of Social Development, of or above the rank of director, appointed after consultation with the Director General of Social Development; two persons with special knowledge of the correctional system who are not in full time service of the State. Three meetings were held by the Council in the 2008/2009 financial year. A total of forty-four (44) inmates were considered for possible parole. Ten (10) matters were served before the Parole Review Board.

1.4.1.2 Judicial Inspectorate of Correctional Centers

The Judicial Inspectorate was formally established with effect from 1 June 1998, in terms of Correctional Services Act 111 of 1998, as Judicial Inspectorate of Prisons. With the amendment of Correctional Services Act, the inspectorate is now referred to as Judicial Inspectorate on Correctional Centers. The Judicial Inspectorate of Correctional Centers is led by acting Judge Deon van Zyl who was appointed by former President Mbeki and took office in August 2008. The Judicial Inspectorate is an independent office under the control of the Inspecting Judge largely responsible for monitoring and reporting on conditions in correctional centers.

1.4.1.3 Bills submitted to the legislature during the financial year

The Correctional Services Amendment Act, 2008 (No 25 of 2008) was gazetted on 11 November 2008.

1.4.2 Ministerial visits abroad

1.4.2.1 Deputy Minister

The former Deputy Minister was invited to visit Brazil and was accompanied by the CDC: Corrections, Head in the Deputy Minister's office (Ms R Mphela), and life partner. The purpose of the trip to Brazil by the former Deputy Minister of Correctional Services and her delegation, was to gain knowledge, learn about the different approaches/models of corrections, rehabilitation, social re-integration and development of juveniles (children who are in conflict with the law) adult inmates and their overall health care methods including HIV & AIDS pandemic and how it is managed in the different centres.

1.4.2.2 Launch of Anti-Retroviral (ARV) sites

The former Deputy Minister launched a number of ARV sites in the Eastern Cape, LMN, Western Cape and Gauteng. She also donated some funds to children's homes in Gauteng and the Eastern Cape.

1.5 Mission Statement

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 placing rehabilitation at the centre of all Departmental activities in partnerships with external stakeholders, through:

- The integrated application and direction of all Departmental resources to focus on the correction of offending behaviour, the promotion of social responsibility and the overall development of the person under correction;
- The cost-effective provision of correctional facilities that will promote efficient security, correction, care and development services within an enabling human rights environment;
- Progressive and ethical management and staff practices within which every correctional official performs an effective correcting and supportive role.

1.6 Constitutional, Legislative, Functional and Policy Mandates

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

- Basic Conditions Of Employment Act (No. 75 of 1997);
- Compensation For Occupational Injuries And Diseases Act (No. 130 of 1993);
- Constitution of the Republic of South Africa, (No. 108 of 1996);
- Criminal Procedure Act (No. 51 of 1977);
- Correctional Service Act, (No. 8 of 1959);
- Correctional Service Act, (No. 111 of 1998);
- Employment Equity Act (No. 55 of 1998);
- Labour Relations Act (No. 66 of 1995);
- Mental Health Act (No. 17 of 2003);
- National Crime Prevention Strategy (1997);
- National Education Policy Act. (No. 27 of 1996);
- National Health Act (No. 61 of 2003);
- Occupational Health and Safety Act (No. 85 of 1993);
- Preferential Procurement Policy Framework Act (No. 5 of 2000);
- Promotion of Access to Information Act (No. 2 of 2000);
- Public Finance Management Act, (No. 1 of 1999);
- Public Service Act (No103, of 1994);
- SITA Act (No. 88 of 1998);
- Skills Development Act, (No. 97 of 1998);
- South African Qualifications Authority Act, (No. 58 of 1995);
- Public Service Regulations, 2001;
- National Crime Prevention Strategy (1996);
- Treasury Guideline 2002;
- Treasury Regulations for Departments, trading entities, constitutional institutions and public entities, as amended 2005;
- White Paper of Corrections (2005);
- White Paper On Human Resources In Public Services (1997);
- White Paper On Reconstruction and Development (1994);

PART 2: Programme Performance



Voted Funds

Appropriation	Main Appropriation	Adjusted Appropriation	Actual Amount Spent	Over/Under Expenditure
11 671834	11 671 834	12 338 820	12 822 641	-483 821

2.1 Aim of the vote

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

Programme 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.

Programme 2: Security

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

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.

Programme 4: Care

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

Programme 5: Development

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

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.

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.

2.2 Overview of the service delivery environment for 2008/09

Priority projects

In 2006/07, the Department identified a number of priorities that were going to be implemented over a two year period and some beyond. These included the 7-day establishment implementation and the Offender Rehabilitation Path. During this period, a number of challenges emerged. The lack of integrated approach and poor interactions between various branches including the support branches were key. Projects lacked proper governance structures and project plans to effect implementation. As a result progress on these priorities continued to be hampered. To deal with these challenges, the Department has developed a project management framework, project plans and put into place relevant governance structures. This will ensure accountability, allocation of resources, both human and financial and improve reporting processes.

Monitoring and Evaluation

While the DCS has taken initiative in developing a Monitoring and Evaluation Framework, the government-wide framework was only introduced in 2007. This has assisted in the process that the DCS had already started. One of the key achievements to date, is that the Department has developed a performance measurement with clear indicators to be delivered on in the medium term (5 years). However, the existence of different frameworks arising from the DPSSA, National Treasury and the President continue to pose a challenge. For example, the DPSSA has developed a different framework that focuses on human resource management, while the National Treasury has the developed one focusing on performance information, and the time frames of these frameworks do not seem to correlate effectively.

Budget reductions

Towards the end of the 2008/09 financial budget reductions were effected across government. In the Department the reductions included budgets for biometric installations and the White Paper money. While this reduction will only take effect in 2009/10, the important aspect of such reductions is that they showed, once again, lack of an integrated approach between core branches and support branches, in this case Finance. The White Paper is the key Departmental policy and cutting a budget for such a key policy will have huge implications for implementation. The lesson arising from these budget cuts is that budgeting on the basis of historical information has severe limitations and that as is the case with current strategic planning forecasting tends to be more useful. The establishment of a Planning, Resourcing and Reporting Coordinating Committee will address these challenges over time.

Changes in Senior Management

A number of senior managers have been suspended pending the outcome of the disciplinary process. The suspensions include that of the Regional Commissioners for the Free State/Northern Cape and Limpopo/Mpumalanga and North West. The Regional Commissioner for Free State and Northern Cape is now back at work. In KwaZulu-Natal the Regional Commissioner resigned. Although no visible disruptions in service occurred, capacity in these areas has been stretched as Deputy Regional Commissioners were appointed to act with an increase in their workload. However, this arrangement is temporary and advertisements to fill the posts are already being processed.

Relations with labour

The implementation of the Occupation Specific Dispensation continues to suffer set backs as government and labour movements battle to find common ground. The developments have been slow and the impact on personnel needs to be measured in the mean time. Again, despite these difficulties work has continued in the Department.

2.3 Strategic Overview and Key Policy Developments for the 2008/09 Financial Year

Human Resource Development

Improving performance and enhancing service delivery remains key to the functioning of the Department and to the DCS contributing to the economic growth of the country. The DCS recognises that skills development and training are central in improving performance. During 2008/09, the Department, in partnership with the Wits Business School, provided leadership development training for senior managers, while middle managers were trained in Management Development Programme conducted with North West University. This is in line with the Human Resource Development (HRD) Strategy, 2015 unveiled by the Department of Public Service and Administration.

Strategic Human Resource Management

Another important element in human resource management was the development of the Strategic Human Resource Management (SHRM) document. Effective delivery on the Strategic Plan of the Department requires appropriate identification, recruitment and placement, training and retention of personnel. The SHRM strategy has been developed to ensure that during planning strategies are appropriately resourced. Quarterly Reports and Annual Reports continue to reflect lack of matching of strategies with sufficient human resource capacity with the result that service delivery is compromised. The strategy has responded to this challenge.

Amended Correctional Services Act

The finalisation of the amendment to the Correctional Service Act and its approval by Parliament was an important milestone. This completes the long awaited policy development process. The important part for the Department is to embark on a policy review and evaluation process to ensure that:

- Policies, especially ones aimed at intervention such as the Social Reintegration policy deliver;
- Review and align all policies with the Act;
- Policies are still relevant and discard those that have had no impact, to be replaced with new ones;
- Where necessary, new policies are developed.

Management of Remand Detention

After much deliberation, Cabinet has finally given the responsibility for enhancing the system of managing remand detention to the DCS, with the mandate to establish a dedicated capacity to manage remand detention within the Department. In 2009/10, the Department is expected to establish a fully fledged branch with own resources for management of remand detainees. The branch will also play a critical co-ordinating role between various role players. This is an important development over an issue that for a long time required a clear resolution by Cabinet.

Progress on Construction and Upgrading of Facilities

Facilities are an integral part of rehabilitation and reintegration. The DCS has a variety of facilities, some of which are old and not designed to support this objective, while others, specially recently constructed ones such as Malmesbury, Mangaung, Emnthonjeni Youth Facility and Qalakabusha have been designed with this thinking in mind. Over the last four years the department has been under immense pressure around upgrading and construction of facilities. In this financial year, the department is able to demonstrate that there has been much work done in the construction of the Kimberly facility and upgrading of three other facilities is progressing well. It is important to note that the issue of facilities is not limited to incarceration, and the DCS work with inmates. The National Spatial Development Perspective informs construction of facilities, and this becomes an important consideration. However, as indicated earlier, many of the facilities are old, and would be expensive to relocate but for the future, this will be the basis for constructing facilities. Other important considerations are the department's contribution to the Historically Disadvantaged. In terms of the latter, the DCS contribution is notable. (See table below). Environmental considerations are important. In two of the facilities, the issue of saving energy has formed an important part of the upgrading. In Worcester, hot springs are used to heat water for the facility and in Van Rhynsdorp solar panels will be used for heating water. In some of the proposed new facilities, the Environmental Impact Assessments have helped save the rare frogs and prevented construction of facilities on unsuitable land. Below is the summary of progress of four facilities, one under construction and three that are being upgraded.

BRANDVLEI

An existing hot spring at Brandvlei delivers an abundance of hot water (± 23 lt/sec) at 65°C which will serve the rest of the correctional facilities on site. The initial cost for the installation will be R7 million. This cost will be recovered in at least five years on saving of electricity. The surplus of the water will be discharged to a dam on site to be re-used for irrigation purposes.

VANRHYNSDORP

A solar water heating system will be installed at the facility at a cost of R 5.6 million. With this solar water heating system a saving of R6 million will be gained over a ten year period compared to a conventional heat pump system that is normally installed in Correctional Centres.

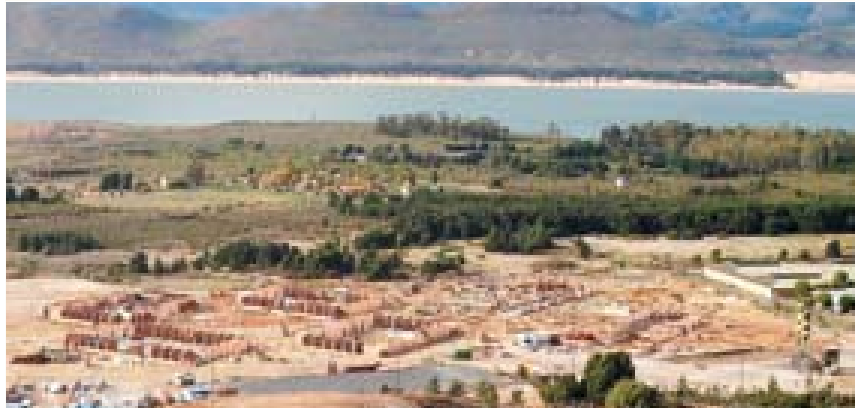
HERITAGE BUILDING - VANRHYNSDORP

This building was built in 1933 as the first prison in the town. The Heritage Foundation however decided that since the building was older than 60 years and is unique in the area, it must be kept as a heritage building and revamped to its original condition. This will now be done with an unobstructed view from the main street for all to observe the building with the glass passage way designed to enable the view. The building with its courtyard will be used as an administration building to create a good working environment in this very hot area for personnel. The interior of the building will, with some minor changes, be revamped into office space for the staff members managing the facility.

KIMBERLEY

The number of employment opportunities created is 1242 of which 916 persons were recruited from the nearby residential area. The number of females employed is 158 and the number of ex-offenders is 51.

Brandvlei



1. Location information:	Worcester, Western Cape
2. Number of beds:	1 000
3. Accommodation gain:	346
4. Tender value for construction:	R287m
5. % completed:	14%
6. HDI component of the project:	Around R147m work will be executed by targeted enterprises
7. Environmental consideration:	Hot spring is used to heat water of facilities

Vanrhynsdorp



1. Location information:	Vanrhynsdorp, Western Cape
2. Number of beds:	530
3. Accommodation gain:	328
4. Tender value for construction:	R193m
5. % completed:	58%
6. HDI component of the project:	Around R80m work will be executed by targeted enterprises
7. Environmental consideration:	Solar panels are used for heating of hot water
8. Heritage Impact requirements	Heritage building is repaired and design specifically allows for visual appreciation of the building

Ceres: Warmbokkeveld



1. Location information:	Ceres, Western Cape
2. Number of beds:	500
3. Accommodation gain:	262
4. Tender value for construction:	R182m
5. % completed:	16%
6. HDI component of the project:	Around R53m work will be executed by targeted enterprises
7. Environmental consideration:	Hot spring is used to heat water of facilities

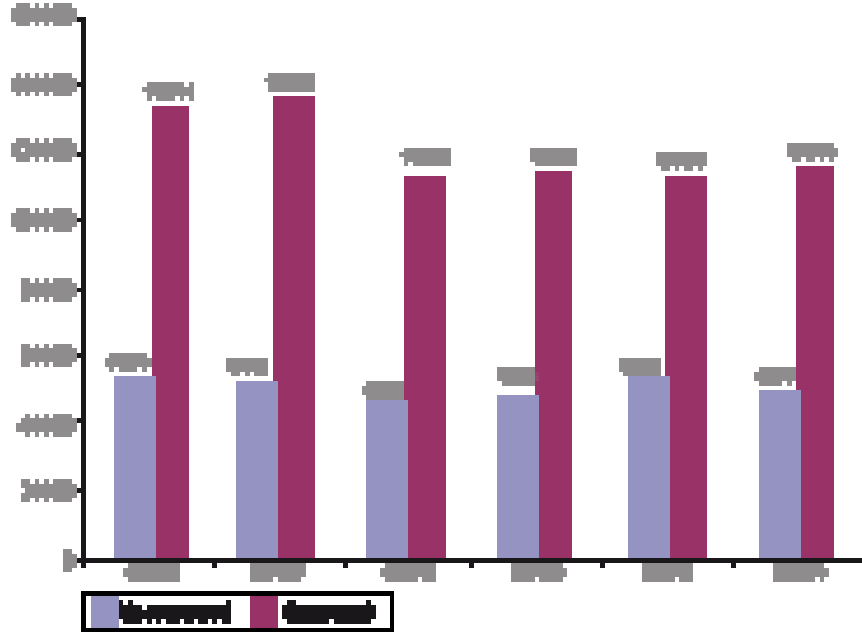
Kimberley



1. Location information:	Kimberley, Northern Cape
2. Number of beds:	3 000
3. Accommodation gain:	3000
4. Tender value for construction:	R662m (to be consistent as R823m is the final value expected)
5. % completed:	87%
6. HDI component of the project:	Around R160m work will be executed by targeted enterprises
7. Environmental consideration:	Hot springs are used to heat water of facilities
8. Additional notes	1200 Jobs created

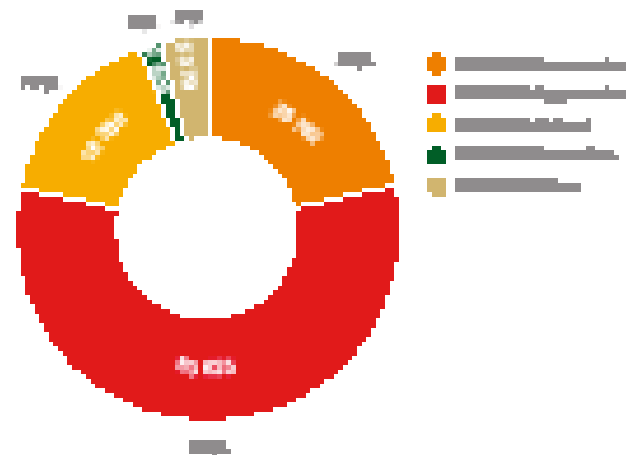
2.4 Composition of Inmates

Graph 1: Sentenced and Uncensored Offenders in Custody 5 year period from 2004 - 2009

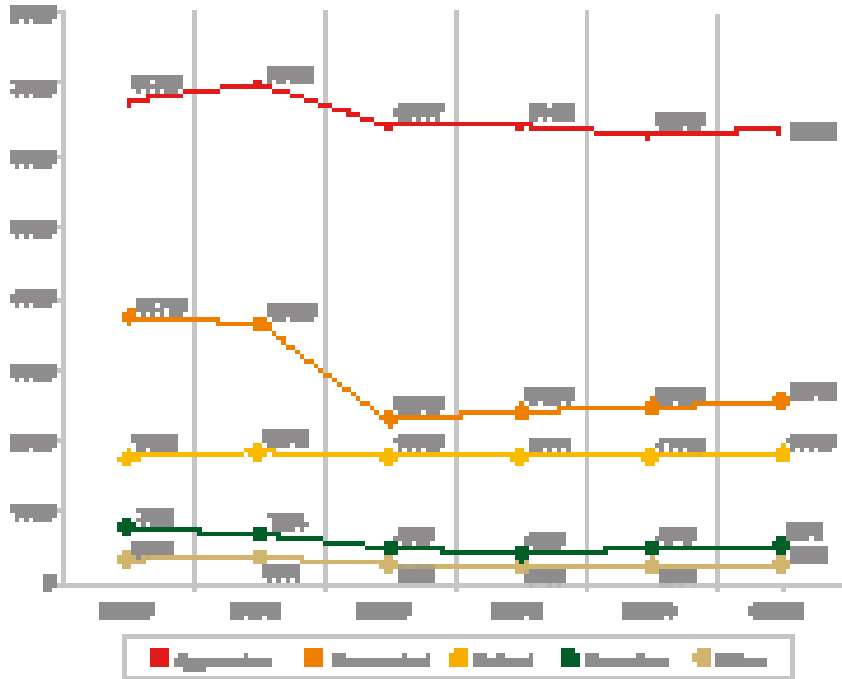


Graph 1 shows inmate totals per year for the period 2004 to 2009 and indicates a significant drop in the sentenced offender total. During the period the uncensored inmate totals fluctuated but show a general decline.

Graph 2: Offender Statistics - Crime Categories: Sentenced Offenders in Custody

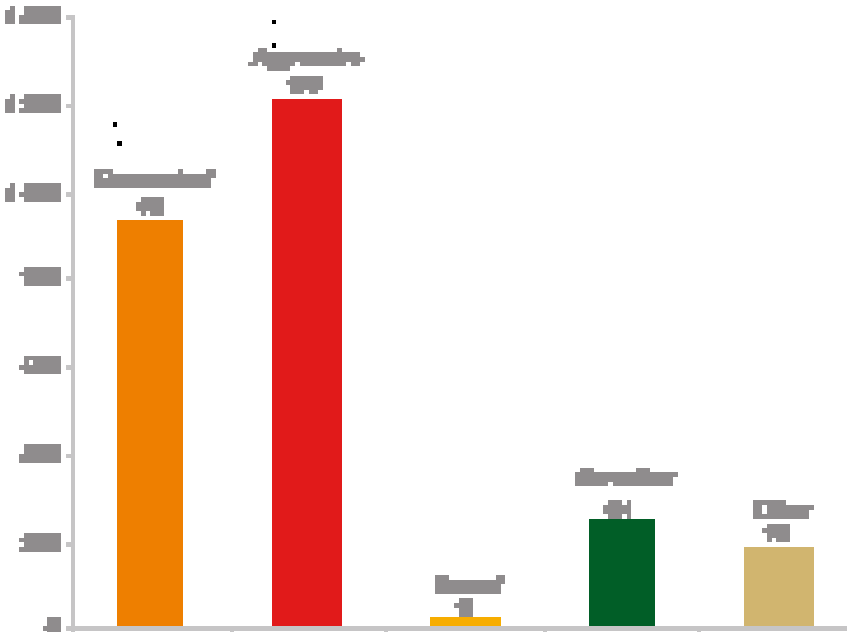


Graph 3: Sentenced Offenders: Crime Categories - 5 years



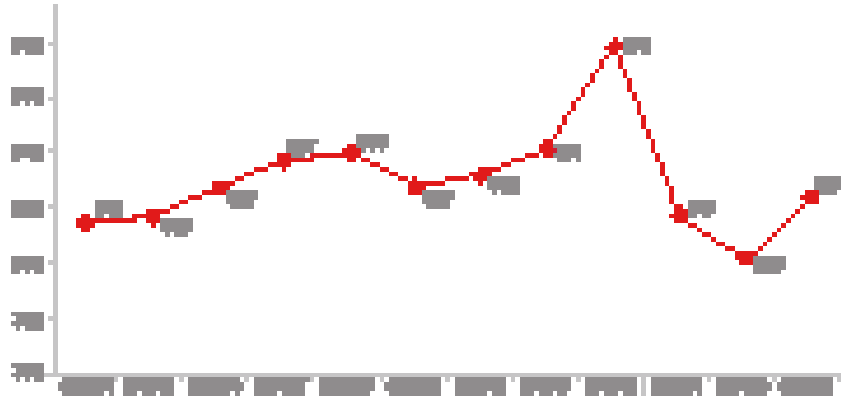
The crime categories depicted above in graphs 2 and 3 show that most offenders have been sentenced for aggressive crimes. This is followed by economic crimes, sexual offences and other crimes, the lowest number being sentenced for narcotics. Over a period of five years the types of crimes did not show a significant up- or downward trend, although a significant drop was recorded in Economical crimes in the period 2005 to 2006. After that, a steady incline was recorded. Aggressive crimes also dropped in 2005 to 2006 but remained steady from 2006-2009.

Graph 4: Sentenced Female Offenders in Custody

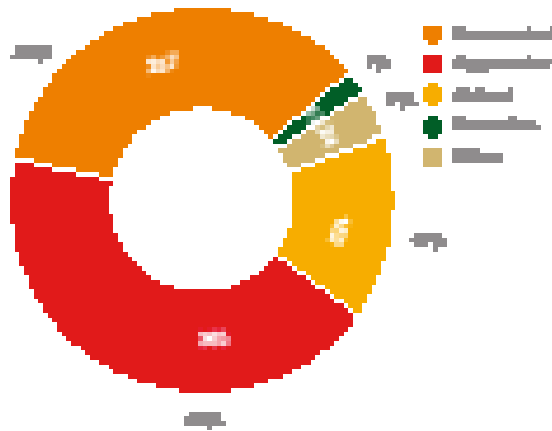


Graph 4 depicts aggressive crimes and economic crimes for women. The trends follow the same pattern as for overall crime categories in the previous graph.

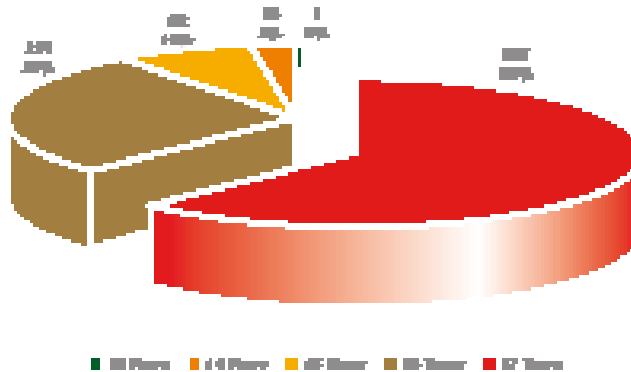
Graph 5: Number of Sentenced Children per Month



Graph 6: Crime Categories: Sentenced Children in Custody 31 March 2009



Graph 7: Age Categories: Sentenced Children in Custody 31 March 2009



Graphs 5,6 and 7, respectively, show the number of children in custody, their ages and sentences. Graph 7 shows that there was a steady increase in the number of children in custody between April 2008 and November 2008. From November 2008 to January 2009, there was a significant drop. From January

2009 to March 2008 there was again a steady increase in totals admitted. The bulk of the children (741 of 840) in custody are in the 16 to 17 age group.



2.5 Programme Performance



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.

Measurable objectives:

- A.1: To provide effective and efficient financial and supply chain management.
- A.2: To ensure effective legally sound, policy compliance and corruption free management of Correctional Service
- A.3: To improve human resource capacity & management to enable department to fulfill its mandate
- A.4: To ensure effective Knowledge Management through improved information management systems, information communication technology solutions & services in order to ensure information driven decision making
- A.5: To improve DCS service delivery through involvement in the international arena, cluster management and parliamentary liaison
- A.6 To improve platforms and services aimed at progressively meeting information and communication needs.
- A.7: To ensure effective planning, resourcing, delivery, project management, monitoring and reporting for improved service delivery

Programme Performance: Administration

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
A.1 To provide effective and efficient financial and supply chain management.	<ul style="list-style-type: none"> Unqualified matters on financial and SCM management; value of wasteful, irregular and unauthorised expenditure; level of over and under spending; level of compliance with asset register and verification; % of HDI service providers; % of late payments; 	A.1.1 Compliance with Finance & SCM policies, procedures, standards and applicable legislation	Formulation / Implementation review of policies and procedures in Head Office. Inspection reports on compliance levels in Management areas & Head Office to establish baseline information	Fifteen (15) financial circulars were issued to give guidance to the financial practitioners regarding the coordination of revenue, proper debt management, maintenance of effective system's information integrity, budgeting and expenditure monitoring as well as proper accounting and bookkeeping. Supply Chain Policy, Procedures and Delegated powers in respect of Contract Management and Procurement were reviewed approved, disseminated and workshopped to regions for implementation. Logis manual was developed and implemented in all regions and Head Office. LOGIS has been implemented throughout the Department.
				886 contracts to the value of R 1, 148 billion were awarded. Of these contracts 743 to the value of R1,112 billion were awarded to historically disadvantaged individuals.
				A guideline on how to deal with fruitless and wasteful expenditure was implemented. Five (5) cases of irregular expenditure were reported. Asset verification process was completed in February 2009.
			Reduce current matters of qualification by 60%.	Matters of qualifications were reduced by 75% as the Audit Report of 2006 / 2007 had four (4) qualifications while the Audit Report of 2007/ 08 had only one (1) qualification.
		Reduced qualifications on accruals.	There were no qualifications on accruals the Audit Report for 2007/08	
A.2 To ensure effective legally sound, policy compliance and corruption free management of Correctional Service	% of corruption and fraud allegations investigated & finalised; Number of legal opinions provided and litigation cases handled. % of cases against DCS that are won;	A.2.1 Ensure compliance with the law and policies applicable to the Department; combating and prevention of corruption, fraud and serious maladministration.	Implementation of approved policies and procedures in all Management Areas and Head Office Inspection reports on compliance levels in Management Areas and Head office to establish baseline information	The Correctional Service Amendment Act no 25 of 2008 promulgated on 11 November 2008. Date of commencement of the amendment act not yet promulgated.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Number of legal opinions provided, (Baseline). Number of litigation cases successfully handled (Baseline).	94 opinions 804 litigation cases handled: claims = 175, motions = 235, arbitrations = 394.
		A2.2 Enhance combating and prevention of corruption, fraud and serious maladministration.	% Reported cases investigated;	247 cases reported 104 cases closed 28 cases referred to Code Enforcement 53.44% cases investigated 46.66% still under investigation.
			Increased level of corruption awareness and ethics Extent of the level of awareness raised.	13 workshops focusing on ethics in supply chain operations were held nationally with 448 officials attending.
			% of implementation of findings of cases. Number of disciplinary cases successfully handled. Number of initiators and chairpersons whose skills have been enhanced. (Baseline)	Sanctions imposed: 17 cases carried over from previous financial years (13 officials dismissed from these 17 cases). 39 cases finalized with 13 officials being dismissed. 4 cases withdrawn before the hearing due to lack of evidence. 5 acquittals. 18 cases in progress. 350 officials implicated in medical aid fraud are to pay back R6 354 100 and were given final written warnings. 6 Training workshops held nationally with 155 officials trained as Chairpersons / Initiators.
A.3 To improve human resource capacity & management to enable department to fulfill its mandate	Sufficient and capacitated members and management. Improved HR Functioning; Healthy and safe employees; Improved relations between management, employees and unions; Capable and Competent Employees; Organizational structure that is aligned to the functions of the DCS and the post establishment.	A.3.1 Compliance with Corporate Services policies, procedures, standards & applicable legislation.	Implementation of approved policies and procedures in all Management Areas. Inspection reports on compliance levels in Management Areas to establish baseline information.	Orientation sessions on approved HRD Policy and Policy Procedures were conducted in all Centres of Excellence and Management Areas in 2008

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				<p>Garnishee Order Policy and Procedures have been submitted for the necessary approval.</p> <p>Persal Data Management and Access Security Policy and Procedures - all Regional Persal Managers and Controllers were workshopped. Persal Control Measures reviewed and implemented in all the Regions</p> <p>A quantitative measurement tool has been implemented.</p>
				<p>Persal Data Management and Access Security Policy compliance was monitored through the established governance structure (Persal Steering Committee), as well as through inspections.</p> <p>Persal administrative and control processes were incorporated into the Allowance, Leave, and Recruitment.</p> <p>Appointment Policy Procedures to close policy gaps.</p>
				<p>Employee Relations Policy and Procedure submitted for approval.</p> <p>Draft Suspensions and Grievance Procedures tabled at Departmental Bargaining Chamber (DBC). Labour's inputs are awaited.</p> <p>Strike Management Guidelines / Policy revised and training sessions conducted with 390 employees. Strike Management Committees established in all Management Areas.</p> <p>Training sessions with 48 managers and clerks on Employee Relations Management Information System were held in Western Cape, Gauteng and Free State / Northern Cape Regions.</p> <p>Inspection visits undertaken in all Regions except KZN and LMN due to financial constraints.</p>

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				<p>207 officials were trained on jurisdictional rulings, application for condonation and management of discipline and grievances in general.</p> <p>900 new recruits were trained on the DCS Disciplinary Code and Procedure and also other related labour law matters, ignore policies and procedures.</p>
				<p>Performance and Career Management Policy: In support of the amendments proposed in this policy, DBC Resolution 1 of 2008 was negotiated and signed with labour unions.</p>
				<p>Recruitment, Terminations and Transfers Policy submitted for approval. Monitoring tools were developed and training activities were undertaken. Policy procedures workshopped with all Regional Corporate Service Managers. A Recruitment and Appointment Checklist is implemented to identify areas of non-compliance. The Recruitment Turnaround Model was workshopped with all Regions and control activities implemented in all Regions.</p>
				<p>Service Benefits Policy: In support of the amendments proposed in this policy, three collective agreements negotiated and signed with labour unions: Special leave dispensation; Release of Union Office Bearers; Withdrawal of the right to resign with 24-hour notice. Monthly certifications by Regional Commissioners were implemented to ensure compliance to the leave and pay roll management directives.</p>
				<p>Organisational Development Policy and Procedures submitted for approval. Monitoring tools and mechanisms also developed.</p>

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				Corporate Wear Policy submitted for approval. Communication to all Regions issued regarding wearing of Corporate Wear. The proposal of new items was approved by Executive Management.
Monitor the implementation of the 8-Principle Action Plan on Advancing Gender Equality and Women Empowerment in the DCS.	Gender Strategy and Implementation Plan for Women Empowerment and Gender Equality developed and implemented.	A.3.1.3 Effective management of transformation and change.	Gender Strategy and Implementation Plan developed and communicated to the Gender Forum and the National Employee Equity Committee (NEEL).	Gender Strategy and Implementation Plan developed and communicated to the Gender Forum and the NEEC.
Develop and implement the Gender Empowerment Manual.	Developed Gender Empowerment Manual.		Manual developed and Phase 1 of the induction process of training 21 Master Trainers has been completed as planned. Phases 2 and 3 of empowering officials in all the 6 Regional Offices, including the two DCS colleges and Head Office. Regional targets have been significantly achieved.	4713 officials empowered. Conflicting priorities is often a factor in non-attendance of planned empowerment sessions impacting on the targeted number of officials not being fully reached.
Monitor the implementation of Integrated Employment Equity Policies and Procedures once approved (Gender and Sexual Harassment).	Approval of the Integrated Employment Equity Policies and Procedures facilitated.		Approval of the Integrated Employment Equity Policies and Procedures facilitated.	Approval awaited of Integrated Employment Equity Policies and Procedures.
Facilitate induction of personnel on mainstreaming of gender equality.	Personnel inducted on mainstreaming of gender equality within the Gender Empowerment Strategy.		6456 officials inducted on mainstreaming gender equality.	6456 officials inducted on mainstreaming of gender equality within the Gender Empowerment Strategy. PALAMA facilitated training of a further 23 officials on gender mainstreaming
Offer advice on development of gender responsive budget for DCS and monitor implementation thereof.	Monitor the implementation of gender responsive budgets.		Implementation of gender responsive budgets monitored.	Training of gender responsive budgeting has not been done by PALAMA and National Treasury. Coordination of training to commence in 2009 / 10
Develop and implement gender audit matrix for evaluation of gender mainstreaming.	Developed gender audit matrix.		Gender matrix has been developed and implemented.	Gender matrix has been developed and implemented.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
Facilitate approval and financing of gender structures at all levels.	Monitor the financing and functioning of gender structures.		Monitoring of the financing and structuring of gender structures.	Gauteng, FS / NC and KZN must still appoint Gender Focal Points on a permanent basis.
		A.3.2 Improved provision maintenance and management of human resources.	7% vacancy	Financed posts: 46 253 Filled: 41 352 Vacant: 4 901 Current vacancy rate: 10.5%
			120 days turn around time to filling vacant posts.	The average turnaround time for the filling of vacancies increased to 210 days. A tool for monitoring vacancies that have been vacant for more than 120 days as well as turn around time in terms of the filling of vacancies has been developed and used to measure performance on the set targets.
			Vacancies below 50%	The average percentage of vacancies for scarce skills is 38% Medical Practitioners: 20% Pharmacists - 42% Psychologists - 68% Social Worker: 34% Nurses: 26%
			Organisational Culture Survey conducted; Develop change management intervention plan.	An external service provider was appointed to conduct the baseline organisational culture survey. The change management intervention plan was not developed as it is in response to the outcome of the culture survey.
			Implement new career pathing model based on Public Service directives; Revise and implement Performance Management Policy and System for DCS employees.	Activities related to career pathing have been largely directed towards the occupational specific dispensations i.e. development of the OSD for Correctional Services and the participation in other OSDs relevant to DCS which have been under discussion during this financial year (2008/09) - the OSD for Legally Qualified Personnel, the OSD for Social Workers and the OSD for Artisans and Engineers

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				OSD for Correctional Officials MTEF submissions to Treasury were made. A concept document, synopsis and translation keys were developed. Government's offer of the categorization of correctional officials into centre based, non centre based and office based, a 45-hour work week for centre based officials and the implementation of the 7 Day establishment is currently being negotiated.
				OSD for Nurses: 736 professional nurses were translated to the OSD for Nurses.
				OSD for Social Workers: A total of 13 Job Descriptions were developed and 7 of them were graded for this OSD through the National Department of Social Development. The OSD was costed and the figures were submitted to the DPSA and National Treasury. The OSD could not be implemented as agreement is still being negotiated in the GPSSBC.
				OSD for Legally Qualified Personnel is in process of being approved.
				OSD for Medical Practitioners / Pharmacists: The Job Descriptions for Medical Practitioners and Pharmacist posts were developed. The ratios / staffing norms were revised. No agreement has been signed in the Public Health Social Development Sectoral Bargaining Council (PHSDSBC).
				OSD for Artisans and Engineers: Inputs have been provided to DPSA with regard to the costing of the OSD to enable a submission to the Mandating Committee.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				OSD for Educationists Letter sent to DPSA, National Treasury and Education requesting the extension of ELRC agreement to DCS. Responses were received from National Treasury and Education referring DCS to the DPSA. The response from DPSA is awaited.
				94% of officials at regions and 87% of officials at Head Office orientated on the reviewed PMDS and Performance Management Booklet.
				<p>Monitoring of compliance of the different performance management events during the 2008/2009 year under review were conducted in all Regions and Head Office Branches. An audit sample of 10% of DCS employees at Head Office was used. Statistics for four (4) Branches (Corporate Services, Corrections, Finance and Development & Care) are as follows:</p> <ul style="list-style-type: none"> • signing of performance agreements (77%), • conducting of mid-term reviews (63%), • and performance discussions meetings with Supervisors (57%). <p>There was 98% compliance to signing of performance agreements for the 2008/2009 by DCS SMS members. 88% of SMS midterm reviews conducted and registered.</p>

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Valid, reliable and accurate human resources systems data; in respect of job titles, occupational classifications, responsibilities, objectives, components and sub-components, training statistics, equity targets, nature of appointments, act of appointment, leave groups, leave accrual codes % of accuracy between personnel deployment and Persal, pillar.	<p>PERSAL Data integrity reporting framework aimed at reporting progress made in updating PERSAL information has been implemented.</p> <p>Below are the stats indicative of the progress made in correcting PERSAL data:</p> <ul style="list-style-type: none"> • <u>Capped Leave not audited</u> April 2008 March 2009 2.96% 0.89% • <u>Incorrect Leave Accrual</u> April 2008 March 2009 0.49% 0.07% • <u>Incorrect Leave Groups</u> April 2008 March 2009 0.14% 0.06% • <u>Incorrect Nature of Appointment</u> April 2008 March 2009 77.91% 19.64% • <u>Incorrect Act of appointments</u> April 2008 March 2009 0.36% 0.20% <p>Total target of 200 was set for the training of PERSAL users and 233 have since been trained to date.</p>
			Approved Affirmative Action Programme implemented and intervention measures to improve compliance with departmental Employment Equity Targets developed.	<ul style="list-style-type: none"> • Regions, including senior leadership, core group and strategic partners have been orientated on AA Programme 25 Equity & Special Programmes Managers have been trained on the EE integration process. • A Special Recruitment Framework / Plan has been approved to improve compliance with DCS Disability Targets. 25 Strategic Partners and Equity Managers empowered on the DCS customised "Manual on Reasonable Accommodation for Persons with Disabilities". • Disabled staff members who were beneficiaries of computerised assistive devices received training on computers and use of devices.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				Integrated EE into recruitment and selection processes to ensure that advertisements are inclusive and specific of target group / category required. And that both shortlisting and interviews are EE Plan driven to improve compliance.
		A.3.3 Delivery of human resource development services to members and management.	Provide graduate internship programme at 5% of financed establishment. Increase the number of interns to 5% of total establishment.	Due to financial constraints the Department could only afford to appoint 791 interns.
			% of members at CO level, junior management level; senior management level who have received training in relation to skills programmes and line- function education, training and development programmes; base line information established.	<ul style="list-style-type: none"> • 659 junior and middle managers completed junior and middle management training. • 134 senior managers trained. • 534 investigators trained. • 310 officials trained in Restorative Justice. • 17 food handlers trained. • 2436 entry level officials trained.
			Rules and regulations of the envisaged professional body approved.	This was not achieved due to the change in leadership and legislation (NQF Framework Act).
		A.3.4 Alignment of Organisational Structure with the functions of the DCS.	Identified Critical posts funded in consultation with Finance.	<p>Critical unfunded posts were identified and classified into three phases:</p> <ul style="list-style-type: none"> • Phase 01: 2009/10 financial year R628, 934,893, • Phase 02: 2010/11 financial year R628, 934,893 and • Phase 03: 2011/12 financial year R628 934,893 <p>R1,886,804,679 was registered for funding of critical unfunded posts over the MTEF period. An amount of R 300 million was obtained for the funding of 7 Day Establishment posts. This funding prioritised for the filling of 50 Auxiliary Social Workers, 1056 Correctional Officials, 176 SCO's, 59 ASD's and 507 Control Room staff.</p>

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Obtain approval for revised organisational structure, that is aligned to the functions of the DCS.	<ul style="list-style-type: none"> • A comprehensive submission sent to the Minister for approval on the 8th of May 2008. • An in-principle approval of the draft revised structure was granted by the Minister, Deputy Minister, National Commissioner and Executive Management on the 9th and 10th of December 2008. • A revised submission was made to the Minister for approval in March 2009.
				<ul style="list-style-type: none"> • EMC/ MCC recommended that structures of certain components be lifted out of the alignment process and be dealt with urgently in order to fast track implementation. • These included amongst others, Internal Audit, Risk Management and Security Information Management. Consultative sessions were held with the relevant Directorates and the proposed structures for the Directorates: Security Management Services (Control Rooms), Risk Profile Management and Internal Audit were submitted for approval by the Minister.
				<p>An alignment of the approved organisational structure, post establishment, Persal and the current situation was completed for Head Office, Regional Office and Management Area Offices.</p> <p>A template was developed for conducting alignment between the approved organisational structure, post establishment, Persal and the actual situation within Correctional Centres. These status quo reports were received from the following Regions: Gauteng, Eastern Cape and KZN. Three regions did not submit, mainly due to lack of capacity in the form of work study officials.</p>

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Maintenance of the post establishment on Persal in line with the revised Post Establishment.	PERSAL post establishment has been updated in accordance with the approved organisational structure.
			Grading and implementation of jobs in line with the revised Organisational Structure.	<ul style="list-style-type: none"> • 455 out of 496 Middle Management posts were evaluated. • 53 posts were evaluated emanating from special requests from various components. • A total of 17 Job descriptions for the OSD for correctional Officials were developed and the grading of these posts was done. This will cover approximately 34 000 jobs within DCS. These jobs were evaluated and graded and taken through a quality assurance process with DPSA.
			Implementation and review of the National Integrated HR Plan.	<p>Draft National Strategic HRP is available. A communique was sent to the DPSA requesting synchronization of the reporting times for HR Plan and Strategic Plan.</p> <p>The Draft Regional Strategic Human Resource Plan has been developed in line with revised template from the DPSA and will be submitted for approval by 30 April 2009. Western Cape and LMN Regions submitted their draft Regional Strategic HR Plans. LMN, WC, FS/NC and EC Regions submitted their draft Personnel Provisioning Plans.</p>
		A3.5 Implement an Integrated employee health and wellness programme.	Review and align the DCS Wellbeing Strategy to the DPSA Draft EHW (Employee Health and Wellness) strategic framework for the public service.	A Draft Employee Health and Wellness Framework was developed and aligned to the DPSA Draft Strategic Framework.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				<p>HIV/Aids Management.</p> <p>A successful World Aids Day was organised which resulted in the adoption by the Deputy Minister of the centre for people with HIV/AIDS in Modimolle in the LMN region.</p> <p>Voluntary counselling and testing conducted at Head Office and LMN. VCT sessions are conducted regularly in the regions by a number of NGOs.</p>
				<p>A Health Risk Assessment and the Medical Surveillance was conducted at Pollsmoor Management Area and a report is available.</p>
				<p>Occupational Health and Safety inspections were conducted in Krugersdorp, Witbank Uniform Store, Zonderwater and Kroonstad Colleges and the reports were made available to the respective managers for corrective actions to be embarked on.</p>
				<p>Service delivery standards for the Employee Assistance Programme were approved for implementation.</p> <p>1251 persons were individually counselled by EAP Practitioners and 1975 health promotion sessions were held.</p>
				<p>The Department is in the process of transforming the Facilities Fund to enhance administrative efficiency of the clubs and messes.</p>
				<p>The Commissioner, 27 SMS and 145 other Head Office officials were assessed as part of the drive to create a positive, health and motivated workforce.</p> <p>Equipment has been purchased towards establishment of wellness centres.</p>

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				<ul style="list-style-type: none"> • DCS encourages participation in sporting activities, team development and a competitive spirit. • Employees participate in various sporting codes such as darts, lawn bowls, tennis, cycling, angling, cricket, karate and aerobics amongst others. • DCS has participated in the Security Cluster Games and other competitive activities.
		A.3.6 Improved employee relations.	Monitoring of the operations of Regional Labour Relations Forums (RLRF). Facilitate the finalisation of the RBO.	<ul style="list-style-type: none"> • A National RBO Monitoring Committee comprised of labour and senior managers has been established. • 207 members of Labour Relations Forums were trained in the functioning of such forums. • A National Employee Relations Forum was established consisting of the Head Office and Regional Employee Relations Management Team to deal with challenges facing Employee Relations nationally. • Inspection visits on the operation of the labour relations forum were conducted in all Regions.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
A.4.To ensure effective Knowledge Management through improved information management systems, information communication technology solutions & services in order to ensure information driven decision making		A.4.1 Management of and access to Management Information.	Maintain accurate, up-to-date, web based information system (MIS), databases; % of HO Directories with necessary web based data systems; base line information.	<ul style="list-style-type: none"> • Lesedi I (Departmental Investing Unit) & II (Code Enforcement) systems fully implemented at Head Office, Lesedi III (Legal Services) system: development phase completed. Pharmaceutical system: functional at 17 pharmacies. • Enhanced Spiritual Care system: Development phase and training completed in W.Cape, E.Cape and LMN. • Enhanced Community Corrections system: Development completed, users fully trained and system fully functional in all offices. • Risk Assessment tool (Admission and Release System): Training and implementation completed. RDOMS module phase I : Analysis phase completed and development in progress. • HOCC System: Fully functional
				1421 officials trained on operational and management systems.
				Data Audits conducted in regions to improve data integrity for Admission and Release System and Community Correction Systems. Generally performance in the Admission and Release System has improved from 61% to 95%.
				Service Level Agreement (SLA) with National Library for the Blind signed. Mini-Library for the Blind established at Head Office. Six pilot sites have been cabled and equipped towards implementation of the Regional Information Resource Centers.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			PAIA requests made and acceded to; File plan approved and implemented; % of document security breaches.	<ul style="list-style-type: none"> Section 14 manual was reviewed and is accessible on the PAIA website. Section 15 reports submitted to Department of Justice and Constitutional Development. 19 requests received for information of which 14 were granted, 2 were denied, 2 were appealed and 1 has been taken to court. Section 32 report submitted to SAHRC. Deputy Information Officers have been trained in compliance with Section 83(3)(e) of PAIA. Service provider appointed to begin with Electronic Documents Records Management Systems (EDRMS) and clean-up project is 70% completed at pilot sites File Plan approved by National Archives. Records Destruction Register in progress.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
		A.4.2 Provision of evaluative research and accessible research findings/ reports on strategic foci.	Research projects on strategic foci initiated and reported quarterly .	<p>Research projects currently underway:</p> <p>Analysis of previous convictions - Interaction with the South African Police Service's Criminal Records Centre and internal verification of information process is underway to ensure accurate offender information.</p> <p>Evaluation of parole boards - advice sought from evaluation research experts, terms of reference and project plan developed and the task team appointed.</p> <p>Monitoring the implementation of the Correctional Services Act: final field work completed; DCS staff capacitated, electronic tool nearing completion.</p> <p>Survey of organisational culture - service providers appointed. The screening for tuberculosis in the Johannesburg Medium B Correctional Facility and Retrospective Review of Offenders on Antiretroviral Therapy at Chris Hani Baragwanath Hospital - The Memorandum of Agreement signed with external institutions.</p>
			Internal publication of list of research completed and research reports accessible; Policy research and debate forum sessions held.	<p>A list of all completed research reports has been compiled and is updated regularly.</p> <p>One Policy Research and Debate Forum session was held on "an assessment of the impact of HIV/AIDS on Correctional System Governance with special emphasis on Correctional Services Staff".</p>

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
		A.4.3 Development of ICT systems to support DCS Knowledge & Information Management Plan.	Level 2. Finalize implementation and peer review of level 1 and 2 and self assessment of maturity level 2 and Compile corrective action plans. Implementation Plan for level 4	An external assessment was completed and the following deliverables were provided : As Is Assessment Report Gap Analysis Prioritised Improvement Areas Implementation Roadmap (for level 3) Implementation plan is being developed to address the gaps
			Review, update and implement plan. Priority 2 initiatives	Design phase of the Remand Detainee and Offender Management System has been completed and the tender awarded to a service provider for the development of RDOMS. Integrated Corporate Services System (Project Phetogo) has been equipped. Integrated Legal System (Lesedi 2) (Code Enforcement and Employee Relations) is operational. Integrated Legal System (Lesedi 3) (Legal Services) System complete and training undertaken. Implementation will begin in the new financial year. Design phase of Cluster and Parliamentary Liaison system is complete Service Provider appointed for Electronic Document and Records Management System (EDRMS). Strategic Planning System in process of analysis & design phase. Corporate Performance Management: Centre Level Performance Rating System sub-system in process of analysis and design phase WEB Re-Engineering in process of analysis phase National Contact Centre system is completed and operational for outbound and inbound calls. A change management framework is in implementation. Basic Infrastructure Project is in the planning phase Security Systems Integration not attended to due to resource constraints. Successful implementation of Identity Management software

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				Software development Contract for Correctional Services Monitoring Systems Act Signed.
				Telecommunications Related Projects: over 16,000 users were linked to fax to mail services, and management Project improved via suspension of unused telephone lines.
			Integration of systems Phase 2. Development of an integrated operations centre.	Enterprise Architecture - Integrated Technology Strategy: Business Case and Project Charter completed.
			Roll out of OSS.	The National Contact Centre system was built entirely using Open Source technology. The core technology is Asterisk PBX, which is an OSS platform specifically designed for delivering extensible telephone management solutions.
A.5. To improve DCS service delivery through involvement in the international arena, cluster management and parliamentary liaison.		A.5.1 To mainstream corrections and criminal justice into multilateral processes of SADC and AU to promote and influence global governance related to Corrections and Criminal Justice System.	Preparation for SA corrections programme of action regarding SADC.	15-20 Feb 2009 SIPO Workshop in Swaziland which achieved the formal recognition of the SADC Heads of Corrections' Action Plan which became part of the integral strategic plan of the whole of SADC. 31 Mar – 2 Apr 2009 a joint African Correctional Services Association (ACSA) and International Corrections and Prisons Association (ICPA) was held in Abuja, Nigeria. The main achievement of this workshop was the historic cooperative agreement between ACSA and ICPA on a joint programme of action towards the development of corrections in Africa.
		A.5.2 Involvement in integrated governance for improved service delivery	Annual assessment of the impact of coordinated participated, delivery and reporting in Clusters.	Drafting an improved strategy for the management of DCS Sub committee on the GPOA.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
		A.5.3 Management of Parliamentary Liaison.	Review the system of Parliamentary coordination and management of Parliamentary questions and presentations / briefing; Improve compliance with Parliamentary systems.	Improved management of Parliamentary questions and turn-around times. The sub directorate is now able to answer all Parliamentary questions on time. The Cluster and Parliamentary Management System (CPMLS) project has been completed and is now in the testing stages.
		A.5.4. Improve relationships with institutions supporting democracy and institutions responsible for oversight of DCS.	System of coordination of Chapter Nine institutions, institutions supporting democracy and institutions responsible for oversight of DCS is reviewed.	This target is deferred to the next financial year due to capacity constraints.
A.6 To improve platforms and services aimed at progressively meeting information and communication needs.		A.6.1 Improve communication with internal and external publics, including inmates.	Improved understanding of DCS core business, performance rating and participation in the implementation of the White Paper. Base line information.	<ul style="list-style-type: none"> An overarching DCS communication strategy has been approved. As part of an effort to improve the internal and external publics understanding of the DCS core mandate, 6 editions of the bi-monthly internal newsletter were printed and distributed to stakeholders. Celebration of Corrections Week received centre stage from several sectors, including the media. Other national events and major campaigns that were publicised include Budget Vote, Youth Month, World AIDS Day, Round Table Discussions, Operation Vala. Imbizos were organised around some of the events.
		A.6.2 Promotion of DCS Corporate Image.	Improve DCS performance ratings by another 5%.	No scientific survey was conducted to measure performance rating due to financial constraints.
			Signage and branding covers 50% of DCS institutions.	The Corporate Identity Manual has been developed and published on the intranet. Replacing the previous DCS logo with the new signage is at various stages of progress due to financial resource limitations.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
A.7. To ensure effective planning, resourcing, delivery, project management, monitoring and reporting for improved service delivery	<ul style="list-style-type: none"> • Clear performance information audit opinion; • Reduce information security breaches; enhance compliance levels. 	A.7.1 Ensure integrated Strategic, Operational, Financial Planning , resourcing and Performance Reporting.	Timely submission and / or tabling of the Strategic Plan, ENE, Annual Report, MTEC Submissions.	Annual report, Strategic plan, ENE and MTEC submissions submitted on time.
			Timely submission of all the DCS reports for oversight bodies, Presidency & Cabinet.	End year report, 2025 vision , Annual reports, and plans submitted on time to oversight bodies.
			Developed M&E system.	<ul style="list-style-type: none"> • Monitoring, Evaluation and Reporting Policy and procedures completed and submitted for approval. • Performance indicators developed in line with FMPPI and submitted to National Commissioner for approval.
		A.7.2 Ensure ongoing Service Delivery Improvement within DCS.	SDIP included in strategic plan and annual report.	<ul style="list-style-type: none"> • SDIP part of the Strategic plan 2008/09 • Three key services were approved: • Improve provisioning of ABET to offenders • Improve scheduling of visitation to offenders • Improve filling of vacant posts, thus enhancing job creation.
			Approved innovation identification mechanism implemented in 36 CoE.	Innovation Communicator's Forum established. First ever Innovation Unlimited Conference held in August 2008. Innovations presented at the conference were entered into the Centre for Public Service Innovation Public Sector Award process in November 2008. Goodwood Centre in the Western Cape won the Public Partnership Category with their Plastic Sleeping Bag project.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
		A.7.3 Ensure improvement of management of programmes and projects within DCS.	White Paper & Strategic programmes and projects milestones are met.	<ul style="list-style-type: none"> Project Governance templates have been piloted on the prioritized projects. The scope of these projects has been refined when new Project Charter templates were used. Evaluation of work completed before Project Managers were appointed has been carried out to ensure that the milestones are aligned to the strategic plans of the Department.
			A functional Project Office.	Four contract Project Managers, a Deputy Director, Senior Correctional Officer and a secretary were appointed. Four Dedicated Project Managers appointed. Compliance with project documentation templates as provided by Technical Assistance Unit of Treasury.
			Approved project management framework and procedures and project management guidelines.	Project Management Guidelines available. Project Management procedures and Project Portfolio Management procedures have been submitted for approval.
		A.7.4 Enhance coordination and support to operational management within DCS.	A functional Management Information Centre.	<ul style="list-style-type: none"> Virtual MIC developed in lieu of physical MIC due to budgetary constraints. Virtual MIC is being refined while in use. Documents for decision making by executive management loaded
			Approved mechanisms.	<ul style="list-style-type: none"> Regional Commissioner's Forum (RCF) Charter approved. RCF reporting framework developed. Planning Reporting and Resourcing Coordination Committee established and functional to ensure integrated planning support to operational management. Planning and Reporting Forum established with CDC and RCs.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
		A.7.5 Enhance measures to mitigate significant and prioritized risk within DCS.	Approved Business Continuity Plan.	Business Continuity Management has been registered as a project and governance documents submitted for approval.
		A.7.6 Ensure effective security co-ordination within DCS.	Inspection to measure compliance with departmental security policy & procedures.	Function relocated to the office of the National Commissioner.
			Approval of the recommendations on the security TRA.	Function relocated to the office of the National Commissioner.
			Delivery of the vetting target for YR2.	Function relocated to the office of the National Commissioner.
			Approved physical security plan and information security plan.	Function relocated to the office of the National Commissioner.
		A.7.7 Ensure effective delivery on Compliance Inspections.	Approved CIP implemented and inspection on existing Compliance Improvement Plans.	CIP was implemented and inspections conducted on existing CIP.

Reasons for Major Variances

- With the implementation of the moratorium on 1 August 2008, the momentum in reducing the vacancy rate could not be sustained. The Department had to place a moratorium on the filling of non-critical posts from 1 August 2008 to mitigate against the over expenditure that was foreseen, largely emanating from the implementation of PSCBC Resolution 1 of 2007 with respect to the payment of overtime. This decision severely affected the ability of the Department to meet the vacancy rate target. The impact of the decentralisation of delegations of authority in respect of recruitment and selection was not felt due to the implementation of the moratorium. Recruitment processes still need to be refined. Personal Suitability Checks have also contributed to the inability to meet the turnaround time target because of the time frames of external stakeholders in providing the feedback required.
- The Departments average vacancy rate in the scarce skills category is below the service delivery target of 50%. This can be attributed to an effective counter offer and head hunting strategy and the implementation of the OSD for Nurses. There are occupational categories that remain a challenge e.g. Psychologists and Pharmacists where more needs to be done to make the remuneration offered more attractive. Compensation is still the primary reason for voluntary exits in addition to the challenges associated a correctional centre working environment.
- A challenge with the implementation of all the OSDs has been the lack of funds to implement the OSDs, lack of agreement with labour on the principles of the OSD agreement, absence of clarity regarding middle management nurses and no signed resolution on the OSD for Social Workers. The Department of Health has issued a letter stating that all OSDs which fall under PHSDSBC must be kept on hold until 2009 / 2010, as there were no funds allocated in this financial year.
- Change of leadership delayed the process in establishing a professional body for Corrections. The delay was also caused by a change in legislation (NQF Framework Act).

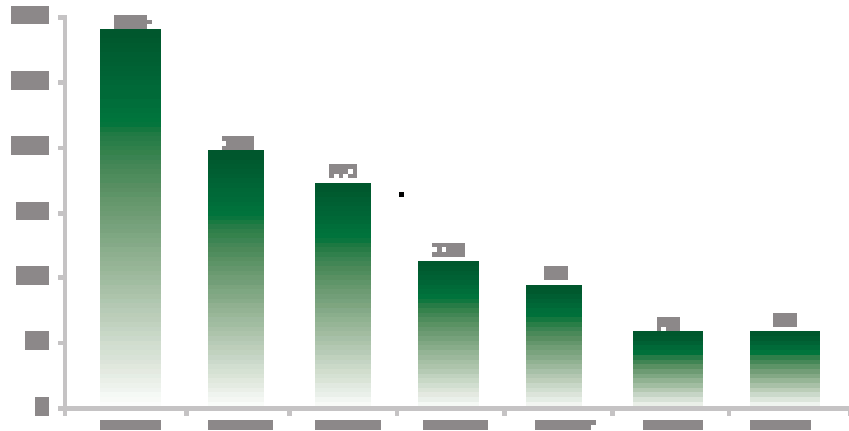


2.5.2 Programme B: Security

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

Measurable objective: 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.

Graph 8: Escapes: 2002/03 - 2008/09



Programme Performance: Security

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
B1. To prevent persons incarcerated from participating in criminal activities & 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. Outcome: Enhanced public safety & internal safety & security	<ul style="list-style-type: none"> • Number of escapes per 10 000 inmates • Number of assaults per 10 000 in DCS facilities • Number of unnatural deaths per 10 000 • Provision of access security at DCS facilities • Number of officials involved in assisting escapes and erroneous releases 	B.1.1 Compliance with Security policies, procedures, standards & applicable legislation	Implementation of approved policies and procedures in all Management Areas Inspection reports on compliance levels in Management Areas to establish baseline information	Current policies and policy procedures available and implemented in all Management Areas. Inspection reports on compliance levels available.
		B 1.2 Improved security management to improve detention & working environment of inmates, staff, service providers & safety of the public	Less than 4,8 inmates per 10 000 inmates who escape	4.1 inmates per 10 000 inmates escaped
			Less than 92 assaults per 10 000 inmates in DCS facilities	83 inmates per 10 000 inmates assaulted
			Less than 3,5 unnatural deaths per 10 000 inmates in DCS facilities	3.9 unnatural deaths per 10 000 inmates
			67 Centres with access security (inclusive of x-ray scanners) installed & functioning; 8 sites with security access control & fences	X-Ray scanners at 66 sites and access control systems and security fences at additional 8 sites not installed. Non compliance by service provider
			Existing behaviour modification programme from Ebhongweni Correctional Centre reworked into a security programme to support rehabilitation	Behaviour modification programme not completed.



2.5.3 Programme C: Corrections

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

Measurable objective: 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.

Programme Performance: Corrections

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
C1. 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.	<ul style="list-style-type: none"> Level of overcrowding in DCS facilities; Number of offenders serving more than 24 months who are assessed and have sentence plans. Number of correctional centres implementation unit management Total number of paid units of labour worked per year; % of inmates in DCS facilities who are receiving meals in accordance with Sec 8(5) of Correctional Services Act; % of offenders in quality assured / endorsed correctional programmes. 	C.1.1 Compliance with Corrections policies, procedures, standards and applicable legislation	Implementation of approved policies and procedures in all management areas; Inspection reports on compliance levels in Management areas to establish baseline information	A consolidated Branch Corrections Policy was developed and submitted for approval. A total of thirty (30) chapters in the old B- Order (covering all administrative actions from admission to release) were converted into Procedures and submitted for approval. The DCS Policy procedures on Unit Management, Case Management Committees as well as Registration and Voting by inmates were developed, approved and disseminated to Regions.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
		C.1.2 Improvement of effective and compliant administration and management of Correctional Centres	Unit Management including structured day programme and three meals a day implemented at COE's, and at 51 other correctional centres	All COE's and 51 other Correctional Centres are implementing Structured Day, three meal system and Unit Management. During site visits it was observed that the degree of implementation and compliance varies across Correctional Centres.
			All newly admitted offenders serving 24 months and more have CSP's in dedicated admission / assessment centre of expertise; CSPs for all offenders due for release; (2 800)	12 551 offenders have Correctional Sentence Plans
			108 000 work opportunities provided to sentenced inmates;. % of inmates with relevant skills provided with work opportunities	146 393 offenders were involved in work opportunities.
		C1.3 Provision of quality assured / endorsed correctional programmes, with support from service providers	Implementation of needs based correctional programmes to 30% of relevant offender population , including programmes for special categories of offenders; Increased involvement of service providers in provision of correctional programmes; Baseline information	60543 offenders participated in correctional programmes against the targeted 15 704 (30%). This is partly a result of service providers. 21 including NGOs CBOs and FBOs are providing programmes.
		C1.4 Management of Offender population levels	Level of overcrowding in DCS facilities 140 %	The average population level was 143%
			All new offenders admitted classified; % of other sentenced offenders classified	18 873 new offenders classified using the Admission security risk classification and 94.7% of the sentenced offender population is classified
		C1.5 Effective Management of Remand Detention	Determine baseline information, develop Procedures and monitor the implementation of relevant statutes by Regions and Management Areas	A tool with baseline information was utilized by the Regions to monitor the implementation of relevant statutes of the Criminal Procedure Act (Act 51 of 1977) from April 2008 to February 2009.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Installation of personal tracking devices in 12 facilities	Personal tracking devices were not installed in 12 facilities due to poor procurement process.
			Installation of video postponement equipment in 12 facilities	The project has been delayed due to the identification appropriate facilities in sites (Confirmation and upgrading) Virtual courts are only operational in two Correctional Centres which are Durban Westville and St Albans.

Reasons for Major Variances

- The variance in implementation of unit management and the three meal system over weekends is due to human resource constraints which will be addressed by the implementation of the 7 day shift system
- Sites need to be upgraded and budget constraints hampered delivery on the video postponement project.



2.5.4 Programme D: Care

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

Measurable objective: To ensure the personal well-being of incarcerated persons by providing various needs-based services.

Service Delivery Highlights

- A centre of expertise for Psychological Services was established in 2008/09 and entry salary levels for psychologists were upgraded from level 8 to level 10 in November 2009 to improve service conditions and enhance the recruitment and retention strategy of the DCS.
- Research on the needs of elderly offenders with the view of streamlining services has been finalised
- A service provider was appointed for the provision of meals in the seven big management areas (Johannesburg, Pretoria, Modderbee, Krugersdorp, St Albans, Durban Westville and Pollsmoor).
- Implementation of the CHATSEC (Combating HIV/AIDS through Spiritual & Ethical Conduct) Programme and Heartlines Moral Renewal programme for offenders & staff. 10673 inmates and staff participated in the Heartlines Moral Renewal Programme and 2505 inmates in the CHATSEC Programme.
- The Department boosted its Care programme with the appointment of seven new chaplains.
- Social work services exceeded the target set by conducting 168 168 individual sessions and 31 984 group work sessions.

Programme Performance: Care

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
D.1. To ensure the personal well-being of incarcerated persons by providing various needs-based services.	<ul style="list-style-type: none"> • % of offenders in needs-based care programmes - social work services; psychological services; spiritual care services; Number of correctional centres implementing comprehensive primary health care services • Number of correctional centres implementing comprehensive primary health care services; 100% access to primary health care for offenders in need in relation to TB, STI, HIV, chronic medication • 100% access to comprehensive HIV and AIDS programmes and services for offenders 	D.1.1 Compliance with Care policies, procedures, standards and applicable legislation	Implementation of approved policies and procedures in all Management Areas Inspection reports on compliance levels in Management Areas to establish baseline information	Procedure Manual for Psychological Services implemented. Monitoring and Evaluation visits were conducted in 5 Regions at 5 Correctional Centres. Compliance with Psychological Policies was achieved in all 5 Regions
				<p>Elderly Offenders Policy, Child Offenders Policy and Policy Procedures for Youth, Infants & Mothers and Offenders with Disabilities were approved and distributed to the Regions.</p> <p>Social Workers were trained in the six (6) Regions on the implementation of Social Work Policy and Procedure as well as Supervision Guidelines.</p> <p>Monitoring and Evaluation of social work services was conducted in all six (6) Regions where twenty five (25) Correctional Centres were visited.</p>

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				<p>Policies submitted for approval: Personal Hygiene management, Environmental Hygiene management and Health Care Waste management.</p> <p>Procedure manual for Control of Tobacco was approved.</p> <p>Monitoring and Evaluation visits were conducted in all Regions at selected Management Areas</p>
				<p>Spiritual Care Policies and Procedures implemented in all Management Areas.</p> <p>ZCC Guidelines were approved.</p> <p>Reports on Spiritual Care monitoring and evaluation that was conducted in all Regions at 22 Management Areas are available.</p>
		D.1.2. Provision of comprehensive primary health care services to all offenders, awaiting trial detainees and babies of incarcerated mothers.	<p>Baseline info on offender health trends in relation to government priority areas;</p> <p>Provide and maintain current health care programmes and services;</p> <p>Health care programmes targeting government priority illnesses implemented in 100% of the Management Areas;</p> <p>72 centres providing primary health care services</p>	<p>A service provider was not appointed to conduct the baseline survey on offender health trends due to shortage of funds.</p> <p>A service provider was appointed to conduct a feasibility study for the outsourcing of pharmaceutical services. The study has been conducted and the final report is awaited.</p> <p>Monitoring and Evaluation visits were conducted in all Regions at selected Management Areas</p> <p>Health care programmes targeting government priority areas are available and accessible in all Management Areas.</p> <p>Primary health care services are available to all offenders according to the identified health needs.</p> <p>The Pharmaceutical Risk Mitigation Plan was approved and is being implemented.</p>
		D1.3 Provision of needs based care programmes to offenders	<p>% of offenders participating in Social work sessions (more than 101 000 sessions)</p> <p>Base line information on offender participation</p>	116115 offenders participated in Social work sessions

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			% of offenders participating in Psychological sessions (More than 10 200 sessions) Base line information on offender participation	9073 sentenced offenders received services (8.2% of the average sentenced offender population). Service Level Standards are met as all suicide referrals were dealt with and 97% of referrals from court were attended to by psychologists. 2793 sentenced offenders (2.5% of the sentenced population) participated in structured group therapy with psychologists in Sex Offending, Aggressive Offender, Alcohol and Drug abuse, HIV and AIDS and other needs based group therapy.
			% of offenders participating in: Spiritual care sessions (More than 166 000 sessions) Base line information on offender participation	More than 168 784 spiritual care sessions were conducted. 60% of offenders were involved in spiritual care activities. Baseline information on offender participation is available.
			% of needs-based care programmes provided by external providers; Baseline info; % of offenders in externally provided care programme	A database of external service providers for Psychological and Social Work Services has been created. 829 offenders participated in psychological programmes and 5087 offenders participated in social work programmes. 23 external service providers provide spiritual care services. 15,3% of offenders participated in these programmes
		D1.3.3 Measure and evaluate the impact and effectiveness of corrections, development and care programmes and services	Pilot measurement in selected centres (1 CoE per region)	Pilot of Impact Measurement Instrument in 6 Centres of Excellence (1 CoE per region) completed. Report available on Pilot Project.
		D.1.3.4. Provide compulsory Corrections, Development and Care Programmes	Development and implementation of Policy Procedures on compulsory Corrections, Development and Care programmes	Draft Policy Procedures developed and submitted to the Regions for consultation.
		D.1.4. Provision of comprehensive HIV and AIDS programmes and services to all offenders	Offenders in 20% of management areas are profiled for KAPB in relation to HIV & AIDS;	Pilot data captured and analysed in the identified Management Areas.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Implementation of comprehensive HIV and AIDS programmes and services in 50% of all Management Areas	Comprehensive HIV and AIDS programmes and services implemented in 50% of the Management Areas.
			% of offenders participating in HIV / AIDS sessions (More than 19 500 sessions)	72746 offenders participated
		D.1.5. Development and implementation of needs based Correction, Development and Care programmes for special categories of offenders as defined in the White Paper	Established baseline information on number of offenders within special categories; Number of special category offenders are participating in existing programmes; Customisation of existing corrections, care and development programmes and services to meet the needs of special category offenders	84991 offenders forms the special categories baseline Offender participation in Care Programmes disaggregated as follows : Social Work Services : 21089 Spiritual Care Services : 39563 Psychological services: 3653 Spiritual Care services and programmes were aligned to meet the needs of special categories, e.g. Heartlines, New Life Behaviour, CHATSEC, Alpha Youth No special customization of existing health care programmes and services for special categories of offenders. Existing health care, psychological and social work services and programmes are inclusive of the individual needs of all categories of offenders

Reasons for Major Variances

- Social Work Services: The target of 101 000 sessions was exceeded due to the commitment of personnel and the involvement of external service providers in service delivery.
- Spiritual Care: The actual achievement of 168 784 exceeded the target of 166 000 sessions, due to the appointment of seven new Chaplains in the Regions and the training of Spiritual Care Staff on policies, procedures and services level standards
- Psychological Services: Target of 10500 offenders seen by psychologists was not achieved due to resource constraints - the number of psychologists dropped from 33 in April 2008 to 22 in March 2009 due to six resignations and the completion of psychologists undertaking community service.
- Health Care Services: The health survey was not conducted due to financial constraints



2.5.5 Programme E: Development

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

Measurable objective: Provide needs-based educational, skills and other development-related programmes, to facilitate the reintegration of offenders into communities.

Service delivery highlights

Production Workshops and Agriculture

- Four feasibility studies were conducted to investigate the possible establishment of new bakeries within the Department. The consultation process is currently in progress.
- An agreement was reached with the Department of Water Affairs and Forestry to eradicate invader weeds on approximately 4 400 hectares at Brandvlei Correctional Centre farm under the "Working for Water "project. To date approximately 850 hectares have been cleaned.

Formal Education

- The National Youth Service Literacy Programme has been finalized with the graduation of 217 offenders as ABET Facilitators at National Qualification Framework Level 5. This is a project in partnership with the Umsobomvu Youth Fund spearheaded by the Presidency with the intention that these offenders will in turn train illiterate offenders at their respective correctional centres.
- 11 Computer based training centres for offenders have been established as an integral part of the subject Life Orientation within the National Curriculum Statement (NCS) for grades 10 – 12.
- Eighteen officials at Malmesbury were trained as master trainers in partnership with PLATO (People Learning and Training Online) to enhance ICT skills
- Macmillan Teacher Campus assisted DCS with the training of 110 Educators in the New Curriculum Statement (FET- General).
- De Beers Consolidated Mines in Kimberley donated R80 000 for the development of nine ABET Facilitators in Kimberley in partnership with READUCATE (a service provider).
- Usethubeni (Durban Westville Youth Correctional Centre) is the only centre within DCS that wrote the New Curriculum Statement (NCS) examination implemented for the first time in the Department of Education and achieved a 75% pass rate against the National pass rate of 62%,
- Brandvlei Management Area received the most awards at the Western Cape Provincial Department of Education's Annual Award Ceremony for Adult Learners
- DCS held its own awards ceremony for excellence in the teaching profession by awarding committed and dedicated educators across all regions

Skills Development

- 100 Offenders from 5 regions have successfully completed a 6 months skills training programme on New Venture Creation. New Venture Creation pro-

programme is SAQA accredited and is equivalent to NQF Level 4. Offenders in this programme have been capacitated to start and run their own businesses as entrepreneurs who may employ others, thus contributing to ASGISA objectives of halving unemployment and poverty by 2014. This Programme was funded by Safety and Security Sector Education and Training Authority (SASSETA) to the value of approximately R2 million. In addition SASSETA allocated R757 000 to train 100 offenders in the Small Medium and Micro Enterprise programme.

- 313 Audio CDs have been distributed to all regions in an effort to assist Skills Development Practitioners to implement the new National Certificate (Vocational) programme to offenders. This is the same programme that is offered in Further Education and Training (FET) Colleges at NQF level 2- 4 in the Department of Education. All Skills Development Practitioners in all regions have been trained on the new National Certificate Vocational (NC(V)).
- 23 Offenders in 4 regions successfully passed their trade tests, and attained artisan status

Offender Sport, Recreation, Arts and Culture (SRAC)

- Acquired DVDs from SA Rugby which will be utilised for rugby development in Correctional Centres.
- Acquired DVD from Speed Power Sports (physical conditioning for general well being and sports activities)
- Regional Offender poetry Competitions have resulted in the initiation towards developing a poetry book.
- In March 2009 the National Offender Choir Competition was held at the Mma-batho Convention Centre in Mafikeng. This was done in partnership with SAC-MA, SABC and North West Department of Sports and Culture. 768 offender choristers attended the choir competition

Programme Performance: Development

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
E.1. To provide needs-based educational, skills and other development-related programmes, to facilitate the reintegration of offenders into communities.	% of offenders in formal education % offenders with skills qualification; Increased % of offender skills utilization and opportunities for employability in Agriculture and Production workshops; Value of products provided for self sufficiency, poverty alleviation and income generation	E.1.1. Compliance with Development policies, procedures and applicable legislation	Implementation of approved policies and procedures in all management areas ; Inspection reports on compliance levels in Management areas to establish baseline information	The Production Workshops and Agriculture Cost and Price tariff structure for 2009/2010 was amended and distributed to regions. Monitoring and Evaluation visits conducted at 15 production workshops and all correctional centre farms and 16 other agricultural sites. Community Participation Procedures were disseminated to all regions

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				<p>The Library Policy Procedures are submitted for approval. SRAC manual revised and disseminated to regions for implementation. Cost and price policy guidelines for Skills Development and SRAC programmes routed to National Treasury for approval. The Skills Development Accreditation Framework has been approved and disseminated to all regions to ensure accreditation of offender training facilities and work places.</p>
		E.1.2. Enhance education, sports, recreation, arts, culture levels of offenders in partnership with service providers	% of offenders participating in: Formal education programmes (More than 22 000 offenders)	<p>15130 offenders participated in Formal education programmes. 1440 offenders involved in Literacy Tuition 10101 offenders were involved in Adult Basic Education and Training. 2679 offenders involved in Mainstream education . 227 offenders involved in Computer training programmes 846 offenders were involved in correspondence studies Learner Teacher Support Material for the implementation of the National Curriculum Statement for Grades 10 – 12 procured and disseminated to educationists such as ECD resource material, scientific calculators, career guidance manuals, Afrikaans and English handbooks, DVD's on specialized subject areas (science, physics, maths) and Portfolio of Evidence for Educators</p> <p>Framework on the Marketing of Skills Development programmes was approved and implemented in all regions. 45020 offenders participated in Skills Development Programmes (6 165 youths, 2 130 females and 36 725 males.)</p>

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
				<p>Partnerships established with SANABO (amateur boxing development) which led to training of 180 offenders and 18 officials in all six regions, SACMA (training of 120 choir conductors), DAC (Art Access), NICRO (art development), Netball South Africa (netball development), SARU (rugby development), ASA (athletics development), Golf Wise (golf development and green keepers where 24 offenders and 4 officials have been trained), Department of Sport and Recreation South Africa, SA Boxing (boxing development), SA Gymnastics (gymnastic development), Volleyball South Africa (volleyball development), 2010 Ambassador Programme, SAFA (football development) and the TPA (youth development).</p> <p>At the regions partnerships with service providers on SRAC programmes were entered into. Thus far 44 service providers are assisting with SRAC programmes and services nationwide.</p>
			% of sentenced offenders to participate in Sport, recreation, and arts and culture programmes (More than 116 600 offenders) Establish baseline information for programmes	108887 offenders participated in SRAC programmes.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
		E.1.3. Improvement of the skills utilization of offenders and enhancement of opportunities for their employability in partnership with external service providers	Implementation of the comprehensive offender skills development plan in 12 centres of excellence (two per region)	The Conceptual Document was approved and distributed to regions. The document was presented and discussed during work sessions attended by officials from all regions
			% of offenders participating in: Skills development programmes (More than 9 130 offenders)	Total national enrollment per subject on the new curriculum, NC (V) was 5730. Regional enrollments is as follows: EC : 435 FS/NC : 66 Gauteng : 2778 KZN :1620 LMN : 91 WC : 740 100 Offenders completed New Venture Creation Programme in the following regions: Western Cape, Gauteng, Eastern Cape, FS/NC and LMN and was funded by SASSETA. 100 Offenders completed SMME Programme in the following regions: KZN, LMN, FS/NC, WC and EC and was funded by SASSETA.
			Increased skills utilization and opportunities for employability by 15% over the baseline of May 2005 in the following fields: 15% more on 2471 for Agriculture, 15% more on 2741 for Production workshops	Offenders utilized in Production Workshops from April - Feb. 2009 were on average 1834 offenders per day, indicating a decrease of 33,1% on the May 2005 baseline of 2 741 offenders per day. Agriculture utilized an average of 2 960 offenders per day for April - Feb 2009, indicating an increase of 19,7% over the baseline of 2471 of May 2005.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Products availed to self sufficiency, poverty alleviation and income generation increased by R1 million of the initial baseline of R2676000 (06/07)	In terms of the Master Plans for products availed for self sufficiency and poverty alleviation production workshops and agriculture are as follows: Textile items scheduled were 1 941 014 and completed were 1 851 214 (95,37%). Steel items scheduled were 56 323 & completed were 118 817 (210%). Wood items scheduled were 14 806 & completed were 73880 (498%). Bakeries annual objective was 2 716 270 loaves & baked were 1 663 062 loaves (61%).
				The vegetables objective was 15 510 000 kg and produced was 10 226892 kg (66%). Fruit objective was 704 500 kg and 576 294 kg (81%) was produced. Red meat objective was 611 600 kg and 625 5501kg (97%) was produced. The milk objective was 6 469 800 liters and 5 947 779 liters (92%) was produced. Pork objective was 2 157 500 kg and 2 157 500 kg (100%) was produced. The egg objective was 1 276 000 doz and 1 392 033 doz (109%) was attained. The production objective for chicken was 1 321 800 kg and 1 160 748 kg (88%) was produced.
				The generated cash income from the sales of superfluous agriculture and production workshop products for the 2008 / 2009 financial year amounts to R3 330 684 (124,44% of the baseline).

Reasons for Major Variances

Production Workshops and Agriculture

- The fact that the wood and steel workshops exceeded their targets is not an indication of enhanced productivity, but due to the fact that operational managers registered low needs during the needs registration process. This then caused large quantities of unscheduled work.
- The attainment of the egg production was due to the fact that problems with the supply of point of lay hens were solved and that the units were stocked according to their capacities.

- The decrease in the number of offenders utilized in production workshops were caused by the vacant artisans posts and the fact that some of the workshops have to temporarily reallocate artisans to the correctional centers, due to insufficient funds to purchase raw materials.
- The bakery at Baviaanspoort was not functioning during this financial year due to upgrading and consequential problems experienced with the purchasing of an electrical cable.
- Vegetable production was negatively influenced by the excessive autumn rains in the summer rainfall areas as well as the abnormal winter rains in the Western Cape.
- Broiler production was adversely affected due to the fact that the Zonderwater broiler project was not successful in obtaining a tender for the supply of day old broilers. Tender for the procurement of broilers for Zonderwater was only finalized in November 2008.
- Funds shortage for the Activities Processable Materials, Plant Production and Animal Production as well as the problems experienced on operational level with the implementation of LOGIS (the new logistics system) impacted negatively on the provisioning of raw materials/production inputs and consequential production. In several instances fertilizers, seeds, pesticides and vaccines could not be procured timeously and this impacted on production.

Formal education

- The Department of Correctional Services embarked on a Mass literacy drive in partnership with the Department of Education in the form of the Kha Ri Gude project, READUCATE and NYS in an attempt to improve literacy levels. This initiative increased offender participation in Pre-ABET as well as ABET L 1- 4.
- The introduction of Computer Based Training Centres has ensured that DCS has begun to empower offenders with ICT skills which are normally easily marketable for employment opportunities.
- The introduction of the National Curriculum Statement (NCS) resulted in a decrease in enrolment figures due to the fact that the DCS Centres do not meet the requirement as set by the DoE as full time schools. The new curriculum can only be offered on full time basis and DCS does not have the human resources or the infrastructure available to support the requirements of full time tuition. However the DCS engaged the Department of Education to assist with the registration of identified centres as full time schools as most of our learners could not be enrolled for NCS grades 10-12. In addressing the shortage of infrastructure, DCS embarked on a process of procurement of temporary classrooms.
- The migration of educators from DCS to DoE due to salary imbalances has negatively impacted on DCS human resource capacity especially for Mathematics and Physical Science. This situation makes it impractical to recruit Mathematics and Mathematical Literacy learners as these are compulsory subjects in the New National Curriculum.
- The number of learners enrolled for Higher Education and Training has decreased due to financial constraints as most of the learners do not have financial aid or bursaries.
- The relocation of offenders resulted in a large drop out rate of offenders as many of them could not write their final examinations thereby leading to the depletion of offenders completing their grades, and hence a drop in the pass rate of certain centres.

Skills Development

- The following factors had a positive impact on the number of offenders participating in skills development programmes:
 - Many offenders were interested in the newly introduced National Certificate (Vocational) and moved from Formal Education to Skills Development to enroll for the said programme. This programme enhances the learners' chances of employment.

-
- Better and effective marketing of skills programmes through monitoring and evaluation visits.
 - Joint implementation approach on NC (V) by both Skills development practitioners and Formal Educators.
 - Introduction of new skills programmes: New Venture Creation and SMME funded by SASSETA.
 - Provision of resources for the new curriculum-National Certificate (Vocational).

Sport, Recreation, Arts and Culture

- Introduction and implementation of new programmes such as boxing, golf and new categories of soloists in choral music has drawn a lot of interest from offenders. This can be attributed to the partnerships entered into with SANABO, Golfwise and SACMA. A number of memorandums of understanding with service providers have been signed and this will further increase participation.
- The envisaged target could not be achieved because of: under reporting by regions caused by shortage of SRAC personnel, lack of skilled personnel, shortage of funds, SRAC programmes performed as ad hoc tasks, shortage of infrastructure



2.5.6 Programme F: Social Reintegration

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

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

Programme Performance: Social Reintegration

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
F.1 To provide needs-based programmes and services to offenders to facilitate their social acceptance and effective reintegration of offenders into their communities	<ul style="list-style-type: none"> • % of offenders eligible for consideration released on parole; % of offenders released on parole; • % of offenders absconding from correctional and parole supervision; • % of offenders violating correctional and parole supervision conditions; • % of offenders. 	F.1.1 Review and alignment of policy procedures, and standards on Social Reintegration with White Paper on Corrections.	Implementation of approved policies and procedures in all management areas; Inspection reports on compliance levels in Management areas to establish baseline information.	Policy Procedures on Supervision (Community Corrections) submitted for approval. The Victim Involvement in Parole Boards and Parole Review policy procedures are implemented in the Regions. Inspection reports are available.
		F.1.2 Effective administration of Correctional Supervision and Parole systems.	% of cases heard by CSPB with offender released on parole; % of cases where CSPB decision differs from case management committee (CMC) recommendation; % of cases referred for review where PRB reverses CSPB decision; baseline info.	The Parole Boards considered 47 362 submissions and approved conditional placement in 22 252 cases (46,98%). 17 cases referred for review. The decision of the CSPB was cancelled in 8 (61,5%) cases and confirmed in 5 cases. 4 decisions are still outstanding from the Review Board.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Number of backlog cases due for Parole consideration; Reduce number of cases not considered due to incomplete documentation; base line info.	12 296 cases where the minimum detention date has expired and where no recommendation for parole has yet been made by CMCs to Parole Boards. No statistics exist demonstrating reduction levels.
			Sample audit on 10 % of CMC's & Parole Boards. Bi-annual monitoring report.	An audit tool has been developed but not implemented.
		F.1.3 Effective implementation of Community Corrections system.	% of probationers and parolees classified in terms of tool; base line info.	The Admission Risk Classification and Assessment Tools have been piloted in the six (6) regions. 6% of probationers and parolees were subjected to the tool during the piloting phase.
			Reduce number of violations by 2% from the average baseline of 11000 (220).	There were 10966 violations against a target 10 780. This implies that the number of violations for the financial year was supposed to be 10 780 or less, in order for the target to be met. In the case where the numbers of violations are more than 10 780, it means that the target was not met.
			Reduce the number of absconders for the current financial year from the baseline of 2300.	1 664 absconders were registered for the financial year. Framework on the prevention of absconding is approved.
			Increase the number of admissions in terms of Section 276 (1)(h) of CPA by 5% from the baseline of 7443 (372).	A marketing strategy on alternative non-custodial sentences is available. 6599 offenders dealt with in terms of Sec. 276(1)(h) of the Correctional Services Act.
			Increase the number of admissions in terms of Section 276 (1)(i) of CPA by 5% from the baseline of 4230 (211).	3981 offenders dealt with in terms of Sec. 276(1)(i) of the Correctional Services Act.
			Increase the number of admissions in terms of Section 276 A (3) by 5% from the baseline of 29 (2).	34 offenders dealt with in terms of Sec. 276A(3) of the Correctional Services Act.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Increase the number of admissions in terms of Section 287 (4)(a) by 5% from the baseline of 10228 (511).	9809 offenders dealt with in terms of Sec. 287(4)(a) of the Criminal Procedure act.
			Determination of a baseline for community service orders.	223 community service orders were implemented.
			Guidelines for partnerships with service providers developed. % of offenders participating in reintegration programmes. Base line information (9,6% = 4 944 offenders).	Guidelines for partnerships with service providers have been developed.

Reasons for Major Variances

The implementation of alternative strategies to incarceration is dependent on other stakeholders which impacts on targets set. However, significant advancement has been made in obtaining cooperation and buy in as evidenced by the statistics provided.



2.5.7 Programme G: Facilities

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

Measurable objective: Provide facilities to support the Department in its core functions of security, corrections, development and care and social reintegration.

Service delivery highlights (see Progress on facilities under Strategic overview)

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
G1 Provide facilities to support the department in its core functions of security, corrections, development and care and social reintegration.	<ul style="list-style-type: none"> Number of beds in correctional centres Number of new correctional centres created Increasing improvement and maintenance of correctional centres.	G.1.1 Compliance with Facilities policies, procedures, minimum requirements, standards and applicable legislation.	Implementation of approved policies and procedures in all management areas. Inspection reports on compliance levels in Management areas to establish baseline information.	Policy and Procedures submitted for approval.
			Service Level Agreement with DPW.	Dependent on Department of Public Works (DPW) to finalize service delivery standards which informs the service level agreement.
		G.1.2. Build and upgrade facilities according to DCS policies to reduce overcrowding.	No service delivery target set for this financial year.	Nil – target to be set in 2009/10.
			Viability study report for Leeuwkop and Pollsmoor Correctional Centres.	DPW appointed consultants to undertake the studies. Report in process of being finalised.
		G.1.3. Maintain facilities according to DCS policies.	Implement 94 planned maintenance projects prioritising COE.	58 projects under construction, 12 on tender and 14 under planning. Project funds are allocated by DPW and this constraints progress.
		G.1.4 Provide leasehold office accommodation for all needs.	Sustain leased office accommodation. % of rental needs addressed; baseline info.	Sustained existing leases and where required facilitated renewals of leases. No new leases could be procured due to financial constraints.

Measurable Objectives	Performance Indicator	Strategy	Actual performance	
			Target	Actual
			Complete feasibility study for New Head Office.	The project was re-registered with National Treasury. The documentation for advertisement for the appointment of Transaction Advisor team has been approved.

PART 3: Audit Committee Report



3.1 Report of the Audit Committee

The Audit Committee reports that it has complied with its responsibilities in terms of section 38(1)(a) of the Public Finance Management Act and Treasury Regulation 3.1.13

The Audit Committee has regulated its affairs in compliance with its charter and has discharged its responsibilities as contained therein.

The members of the Audit Committee and their meeting attendances are as follows:

Member	Date of meeting							
	26 May 2008	28 July 2008	28 Aug 2008	26 Nov 2008	26 Mar 2009	27 May 2009	27 July 2009	
Mr R Theunissen (Chairperson)	✓	✓	✓	✓	✓	✓	✓	
Dr DP van der Nest	✓	✓	✓	Contract expired				
Ms. MAF Moja	A	✓	✓	✓	Contract expired			
Ms G Spelman	A	✓	✓	A	✓	Contract expired		
Mr C Motau	✓	✓	✓	✓	✓	✓	✓	
Mr K Buthelezi	✓	A	✓	✓	✓	A	✓	

In the conduct of its duties the Audit Committee has, inter alia, reviewed the following:

- The effectiveness of the internal controls;
- The effectiveness of the internal audit function;
- The risk areas of the Department's operations covered in the scope of internal and external audits;
- The adequacy, reliability and accuracy of the financial information provided to management and other users of such information;
- Any accounting and auditing concerns identified as a result of internal and external audits;
- The Department's compliance with legal and regulatory provisions;
- The activities of the internal audit function including its annual work programme; co-ordination with the Auditor General; the reports of significant investigations and the response of management to specific recommendations.

The effectiveness of internal control

The internal controls of the Department are not effective in all respects – the Audit Committee has again this year noted with concern the deficiencies in the controls relating to matters raised in the report of the Auditor General and that a number

of these matters have been reported in previous years. Further the special investigation unit's investigations, in terms of a memorandum of agreement entered into with the Department, have not been completed and the findings thereof have consequently not yet been presented to the audit committee.

The quality of in year management and monthly/quarterly reports submitted in terms of the Public Finance and Management Act and the Division of Revenue Act

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

Evaluation of Financial Statements

The Audit Committee has:

- Reviewed and discussed with the Auditor General and the Accounting Officer the audited annual financial statements to be included in the annual report; and
- Reviewed the Auditor General's management letter and where applicable management's responses thereto; and
- Obtained assurance from the Auditor General that there were no significant unadjusted adjustments resulting from the audit.

The Audit Committee concurs and accepts the conclusions of the Auditor General 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.

At the meeting on 27 May 2009 the Audit Committee recommended the adoption of the annual financial statements by the Department of Correctional Services.



Chairperson of the Audit Committee

Date: 10 August 2009

PART 4: Audited Financial Statements



Annual Financial Statements for the Department of Correctional Services for the year ended 31 March 2009.

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

1. General review of the state of financial affairs

1.1 Policy development

Amendment of Correctional Services Act

The Correctional Services Amendment Act, 2008 (No 25 of 2008) was gazetted on 11 November 2008. This followed a series of consultations with stakeholders to ensure broad representation by all concerned. The amendments included substitution, amendment or deletion of certain definition, further provision for the manner in which correctional centres are managed; authorisation of the National Council on Correctional Services to determine, under certain conditions, the period before an offender may be placed on parole; further provision for matters relating to Correctional Supervision and Parole Boards and the Judicial Inspectorate; and provide for compliance management and monitoring of relevant prescriptions, a Departmental Investigation Unit and a unit dealing with the institution of disciplinary procedures.

Implementation of the White Paper

The department continued to develop measures to realise the implementation of the White Paper. In 2008/09, the department identified key strategic priorities which included the implementation of the 7-day establishment, job refinement and Occupation Specific Dispensation for correctional officials. This was in realisation of the fact that human capital is central to implementation of the White Paper. While, it is acknowledged that there are challenges in relation to both projects, the department continues to engage regularly with both DPSA and labour to resolve the issues.

1.2 Significant events that have taken place during the year

- The medical parole of the department came under the spotlight with the release of inmates for medical reasons. The events in Durban of the release of a high profile inmate will require the department to strengthen performance information. The Monitoring, Evaluation and Reporting Project is already underway and will be completed in 2009/10. This will improve reporting, accountability and service delivery.
- The department established a project office. In the past, the department had several projects with no clear link with the DCS strategic direction. The project office identified key projects for service delivery and these include Security En-

hancement Project, Offender Rehabilitation Path, Monitoring, Evaluation and Reporting, Infrastructure Development and Social Reintegration.

- Cabinet approved the establishment of the Branch on Remand Detention within the Department of Correctional Services. The branch will be established in 2009/10 financial year.

1.3 Major projects undertaken or completed during the year

The DCS projects mentioned above are multi-year projects that have started in previous financial years. The end of the project is determined in the strategic plan and considers various elements that include, governance issues, funding and human resources.

1.4 Spending trends

The Department spending has increased from 97,7 per cent (R11,1 billion against an allocated budget of R11,4 billion) in 2007/08 financial year to 103,9 per cent (R12,8 billion against an allocated budget of R12,3 billion) in 2008/09 financial year. This is mainly due to an exceptionally high inflation rate especially, amongst others, on food which is one of major departmental core expenditures as well as the overtime expenditure incurred in line with the requirements for the implementation of the Public Service Coordinating Bargaining Council Resolution Number 1 of 2007.

Reasons for over spending

The Department did not implement the 7-Day establishment as it was expected to implement according to the Collective Agreement in the Bargaining Chamber for Department of Correctional Services, Agreement Number 2 of 2005. The Department did request, through the budgetary processes, additional funds for payment of overtime as stipulated in the Public Service Coordinating Bargaining Council Resolution number 1 of 2007, but no additional allocation was received in this regard.

Actions taken or planned to avoid recurrence

The Department is still negotiating with recognised unions for the implementation of the 7-Day Establishment in 2009/10 financial year. National Treasury has provided funds to implement the 7-Day Establishment during the 2009/10 MTEF period.

1.5 Virements

1.5.1 Programme: Administration

The net increase of R145,6 million is mainly due to the shifting of funds which were originally allocated to finance the commencement costs for new Kimberley Correctional Facility under Programme Security to this Programme mainly to fund the critical shortages of stores items under Goods & Services. The net increase is also mainly due to funds shifted to this Programme from the Programmes Care and Corrections in order to fund the financial implication of the filled posts under Compensation of Employees. Funds were also shifted to this Programme from the Programmes Corrections and Social Reintegration mainly to fund the budget shortfalls under Machinery & Equipment.

1.5.2 Programme: Security

The net decrease of R94,7 million is mainly due to the shifting of funds which were originally allocated in this Programme to finance the commencement costs of new Kimberley Correctional Facility to the Programmes Administration mainly to fund the critical shortages of stores items under Goods & Services and to the Programme Facilities in order to fund the increased lease payments for PPP Prisons which is linked to the Consumer Price Index.

1.5.3 Programme: Corrections

The net decrease of R39,6 million is mainly due to funds shifted from this Programme to the Programme Administration in order to fund the financial implications of the filled posts under Compensation of Employees and also to fund the budget shortfalls under Machinery & Equipment. Funds were also shifted from this Programme to Programme Development in order to fund the shortfalls on Television Monitors in order to improve the Development Programmes of Offenders in line with the requirements of the White Paper on Corrections.

1.5.4 Programme: Care

The net decrease of R67,0 million is mainly due to the funds shifted from this Programme to the Programme Administration to fund the financial implications of the filled posts under Compensation of Employees. Funds were also shifted from this Programme to the Programme Development mainly to fund the shortfalls on Animal Production.

1.5.5 Programme: Development

The net increase of R6,4 million is mainly due to funds shifted to this Programme from the Programme Corrections to fund the shortfalls for Television Monitors in order to improve the Development Programmes of Offenders in line with the requirements of the White Paper on Corrections. Funds were also shifted to this Programme from the Programme Care mainly to fund the shortfalls on Animal Production.

1.5.6 Programme: Social Reintegration

The net decrease of R2,2 million is mainly due to funds shifted from this Programme to the Programme Administration in order to fund the shortfalls under Machinery & Equipment.

1.5.7 Programme: Facilities

The net increase of R51,5 million is mainly due to the shifting of funds originally budgeted for the new Kimberley Correctional Facility under Programme Security to this Programme mainly to fund the increased lease payments for PPP Prisons which is linked to the Consumer Price Index.

1.6 Compensation of Employees

The budget for Compensation of Employees was decreased in order to fund the Payments of Transfers and Subsidies in terms of Treasury Regulations item number 6.3.1 (d).

Virement approval

The virements were approved by the Accounting Officer of the Department in line with section 43 of the Public Finance Management Act 1 of 1999.

The over-expenditure of R483 million was incurred mainly as a result of the implementation of the Public Service Coordinating Bargaining Council Resolution number 1 of 2007. National Treasury was informed of the over-expenditure incurred in advance. Various cost control measures were put in place, such as, placing moratorium on filling of posts and down-scaling the payments of performance bonuses.

2. Service rendered by the department

2.1 List of services

The aim of the Department of Correctional Services is to contribute towards maintaining and protecting a just, peaceful and safe society, by enforcing court-imposed sentences, detaining inmates in safe custody and promoting social responsibility and the human development of all offenders and persons subjected to community corrections as included under the following services:

- Provide the administrative, management, financial, ICT (information communication technology), service evaluation, investigative and support functions required for all service delivery by the department and support of function of the Ministry.
- Provide safe and secure environment for all persons incarcerated and conditions consistent with human dignity, and thereby provide security for personnel and the public.
- Provide needs-based correctional sentence plans for all persons who are sentenced to community correctional supervision, incarceration in correctional centre and paroled offenders, based on the assessed security risk and criminal profile of individuals, focusing on the individual's specific offence, and targeting all elements associated with the offender's behaviour.
- Maintain the well-being of incarcerated persons by providing for physical fitness, nutrition, and social links with family and society, spiritual and moral well being, psychological well-being and health care, based on their needs.
- Provide opportunities for social development and the development of social conscience including vocational and technical training, recreation, sport and education opportunities, to promote the development of personal and social competencies that will enable incarcerated offenders to reintegrate into communities as productive citizens.
- Provide services to persons completing their sentences, to facilitate their effective reintegration into their communities and to promote general social acceptance of offenders.
- Provide, maintain and upgrade the physical infrastructure required for those legally entrusted to the department's care, as well as office accommodation required by personnel and ensuring that facilities are available to meet the Department's rehabilitation responsibilities and objectives.

2.2 Tariff policy

All the tariffs are calculated according to the applicable inflation rate for the reporting period, and in each case, different role players are consulted in this regard to give their inputs. In the event of necessary changes in the tariff structure, this information is consolidated and submitted to National Treasury for approval. After approval the tariffs are implemented. However, there were no substantial changes for 2008/09 financial year. The only changes were due to inflation adjustment and were accordingly revised after approval by the Accounting Officer.

2.3 Free Services

The total expenditure incurred for free services amounting to R43,622 million [R38,073 million]. This consists of salary compensation of R42,235 million [R37,859 million] 290 [284] officials working directly with Clubs and Messes and R822,403 (R213,614) for three [one] officials in the Head Office Biokinetics Centre.

Free prison labour provided to other state departments and private entities amounted to R563,850 (R678,000)

2.4 Inventories

Inventories on hand at financial year end 31 March 2009
(Average prices are used to calculate totals)

Categories	R'000
Agricultural	21,386
Learning and teaching support material	886
Food and food supplies	39,933
Other consumables	28,699
Fuel oil and gas	636
Domestic consumables	27,888
	18,020
Parts and other maintenance material	
Sport and recreation	506
Stationary and printing	53,069
Medical supplies	2,261
Weapons and armaments	7,007
Other inventory	326,047
TOTAL	526,338

3. Capacity constraints

3.1 Inadequate resourcing

The integrated planning framework in the department is aimed at ensuring that projects and strategies are resourced in order to deliver. This is aimed at improving delivery in strategies and projects. To remedy the situation, the department has established the Planning Resourcing and Reporting Co-ordinating Committee. The committee meets fortnightly to look at key strategies issues on the planning cycle, what are requirements and how to make sure that resources are available. Where such resources are not available, decisions are required on alternative means to meet the service delivery challenges. The committee comprises Operations, Strategic Planning, Finance, Human Resource Development, Human Resource Management, and Systems Development, chaired by Chief Deputy Commissioner, Operations and Management Support.

The moratorium was placed on filling of vacant posts and this meant that the department did not reach the required capacity.

3.2 Overcrowding

The problem of overcrowding continues in the department, particularly in relation to remand detainees. However, in 2008, a milestone was reached with the approval of a branch to take the lead on matters relating to Remand Detainees. The progress on the building of the new Kimberly Correctional Centre will also alleviate some element of overcrowding. The department delivers various services and programmes to inmates (including remand detainees). Due to their status, Remand Detainees, lack stability and this causes disruptions to programmes and services.

4. Utilisation of donor funds

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

	R'000
Balance carried forward from 2007/08 financial year	889
Allocation for 2008/09 financial year	2,431
Expenditure for 2008/09 financial year	(1,716)
Balance carried forward	1,604

These funds were used on the following activities:

- Management of HIV and AIDS.
- Training of professional staff in Voluntary and Testing.
- Training of offenders in Peer Education.
- Health facilities.
- ARV sites.
- World AIDS Day celebrations.

5. Trading entities and public entities

The department has no trading or public entities.

6. Organisations to whom transfer payments have been made

In accordance with the Skills Development Act (no.97 of 1998), an amount of R3,947 million [R3,474 million] was transferred to SASSETA during the year under review.

7. Public private partnerships (PPP)

7.1 PPP's agreement with the department

The department is operating two of its 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.

7.2 Reasons for their existence

The Public Private Partnerships 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 high security inmates are transferred to the private sector, while the department monitors contractual obligations and is responsible for overall discipline of offenders among other things. This joint venture provides accommodation for a total of 5 952 inmate places.

7.3 Accountability arrangements

The department has entered into a concession contract with two private companies, which governs all aspects of the relationship between the two parties. 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.

7.4 Financial arrangements

The department paid, on a monthly basis, a daily contract fee per available inmate place to the private companies to operate the two Correctional Centres. For the financial year 2008/09, total cost incurred by the department amounted to R 674,219 million as compared to R 615,218 million for the 2007/08 financial year.

7.5 New PPP arrangements

The RFP (Request for Proposals) for four (4) new PPP Prisons will be received at DCS head office during May 2009.

8. Corporate governance arrangements

8.1 Risk management approach

The department established a Risk Management Committee (RMC) that is fully functional. It is comprised of Deputy Regional Commissioners and Deputy Commissioners, chaired by Chief Deputy Commissioner, Operations and Management Support. The RMC has developed a reporting framework for departmental risks. It meets annually to assess risk and determine the rating, and meets quarterly to report on and evaluate risk mitigation. The Internal Audit of risk management indicated a health risk management system, with some recommendations for incorporating elements of best practice into the Department. In addition, to the RMC, each Branch during its normal Management processes reports on risks that are internal to them.

8.2 Fraud prevention policies

Corruption and Fraud in the department continue to receive high priority from management. Fraud Prevention Committee has been constituted. The Fraud Prevention Plan for the DCS was developed and approved by the National Commissioner in March 2009 for implementation throughout the DCS. The Whistle Blowing policy has been developed. In addition to policies, the department has established a corruption hotline. One of the indicators in the department is to increase the level of awareness and ethical behaviour.

8.3 Effectiveness of internal audit and audit committee

The Department has an internal audit unit which functions under the control and direction of an audit committee. The internal audit directorate functions on a co-sourced basis. During the financial year under review, a new co-sourced partner was appointed after a tender process was followed. Currently there is an approved establishment with 28 posts for the in-house staff which includes two support posts. It is difficult to retain staff as a result of other government departments remunerating their internal audit staff at higher salary levels. DCS managed to make counter offers to some of the staff members that received appointments from other departments. Limited financial resources impact on the internal audit activity's ability to function optimally. The internal audit staff are members of the Institute for Internal Auditors and attended various training sessions during the year under review.

During the year under review internal audit functioned according to an approved charter and performed audits which were approved on the annual work plan. Various audits were conducted at Head Office, Regional Offices as well as at Correctional Centres. Audit reports were issued in this regard.

The Department has an audit committee which functions according to an approved charter. The audit committee performed a self assessment during the year under review.

8.4 Compliance Improvement Plan

One of the quality assurance components in the Department is the Inspectorate, which has over the past three financial years monitored implementation of the Compliance Improvement Plan developed in 2005/6. The inspection reports indicate a significant upward trend over the three years, albeit with pockets of decline, that is being focused on by management. A comparative assessment of the performance of the various regions for 2008/09 shows a progressive improvement in all five of the six regions except ie Limpopo/ Mpumalanga & North West.

In order to minimise conflict of interests, department officials are required to disclose business, work and other activities that reflect conflict of interest. Officials are also required to request permission to conduct work outside the department while still in the employ of the DCS.

8.5 Implementation of a code of conduct

The Code of Conduct was presented to 2 021 students in the two colleges, namely Zonderwater and Kroonstad Colleges and 1 200 booklets distributed to them. Presentations were done nationally and 6 672 officials attended the presentations and 2 060 booklets distributed mainly to new recruits in DCS. Two articles focusing on "Corruption and its implications were placed on the intranet to promote a positive organisational culture.

The Quarterly Reporting for Organisational Culture was developed and implemented in 2008/09. The tool is used to monitor the promotion of the Code of Conduct. However capacity and budgetary constraints still remain a challenge.

8.6 Safety, health and environmental issues facing the DCS

- Senior Managers have been appointed in terms of section 16(2) of the OHS Act to properly discharge OHS in all regions including Head Office.
- Health and Safety representatives, First Aiders and Fire Fighters have been appointed in all workplaces as required by section 17(1) of OHS Act and total of 597 nationally have been trained but still in the process of training other Health and Safety representatives, First Aiders in all workplaces in this new financial year.
- Health and Safety Committees have been established as required by section 19(1) of OHS Act in all regions in order to address the non compliance and promote health, safety and environmental issues in the department.
- Occupational Hygiene Risk Assessment has been conducted as pilot project in order to determine level environmental hazards/stressors that exist in the workplace that can have the negative effect on the health and safety of the employees and offenders.
- Medical Surveillance which is a planned programme of periodic examinations, that includes clinical examinations, biological monitoring and medical testing of employees has been conducted as pilot project for employees and offenders to ensure that there are no health reasons prohibiting an employee to perform certain tasks in certain occupational areas and secondly that neither the tasks performed nor will the occupational area have an adverse effect on the current health of the employee/offender.
- Advocacy material has been developed to assist the employees to know the procedure with regards to compensation of occupational injuries and diseases in order to raise awareness among the employees.

8.7 Effectiveness of governance

There has been notable decline in incidence of corruption and much more awareness around corruption due to campaigns and training around these issues. But

as indicated under performance information, setting a performance indicators and conducting monitoring and evaluation will provide a much comprehensive assessment of effectiveness of these measures.

The requirements of the KING II report regarding the responsibilities of Accounting Officers in terms of section 38 and 40 of the Public Finance Management Act (PFMA).

Arrangements	In Place	Ownership/ Responsibility	Strategy To Address
1. Strategic and Annual Performance plan, revised regularly	✓	Operations and Management Support (OMS)	Mid-Year Reviews
2. Organisation structure filled with appropriate staff	✓	Corporate Services and Human Resource Planning (HRP)	Functional structure must be completed Competency alignment project required
3. Delegation of authority for decision making	✓	National Commissioner and Central Services	Ensure delegation that follow managerial responsibility
4. Performance management and feedback system	✓	Corporate Services, Human Resource Management and Human Resource Support	Improvement in the functioning of Moderation Committees;
5. Training and Development	✓	Corporate Services and Human Resource Development	Training across levels to build teams on common understanding necessary to deal with culture change
6. Governance Structures staffed accordingly	✓	National Commissioner and Operations and Management Support	
7. Effective human resources function and processes	✓	Corporate Services	Developed a Strategic Human Resource Management Framework and Learning Committees under Human Resource Development
8. Effective disciplinary process	✓	Corporate Service and Legal Services and Operations	Train senior management to handle disciplinary cases
9. Fraud Prevention Strategy and Whistle Blowing Policy	✓	Risk Management Committee and Fraud Prevention Committee	
10. Ethics Policy and Code of Conduct	✓	Corporate Services and Legal Services and Operations	Awareness campaigns and training
11. Reliable, timeous recording and accounting system	✓	Finance	Improve the effectiveness of the Budget Committee for decision making
12. Reliable credible supply chain management system	✓	Finance and Supply Chain Management	Vetting of procurement staff, training of managers in procurement processes

Arrangements	In Place	Ownership/ Responsibility	Strategy To Address
13. Declaration of interest		Supply Chain Management Internal Audit Human Resource Management	Done in bid adjudication committee and Audit Committee but should be extended to all decision making meetings Annual Financial Disclosures signed; permission for remunerative work outside of DCS sought from National Commissioner annually Need to develop a framework that will ensure: <ul style="list-style-type: none"> Management of information in financial disclosure. Ensure that remunerative work is kept at lowest possible level Declaration of interest in relation to short listing and interviews
14. Constant vetting of key staff		Operations and Management Support and Security Standards	Posts to be classified in relation to clearance requirements
15. Compliance with laws and regulations		Operations and Management Support and Inspectorate	Inspectorate to report on inspection findings other than CIP to EMC Training of all managers on regulatory framework that we must comply with Database of law and regulations that must be complied with Monitoring of the Correctional Services Act
16. Leadership		Executive Management Committee (EMC)	Ensure that all senior managers participated in the Leadership development course

9. Discontinued activities/activities to be discontinued

No activities were discontinued

10. New/proposed activities

The Strategic Planning process has been refined to separate the following:

- Portfolio Management Strategy that outlines project planning in DCS
- Regulatory and Monitoring Strategy that outlines policy development and monitoring, evaluation and reporting responsibilities
- Operations Strategy that outlines the coalface service delivery functions in the regions

These activities are geared towards improving service delivery and ensuring correct responsibilities are allocated for Head Office and Regions and increase accountability. This approach will also allow for appropriate submission for budget estimates, eliminating lack of resources to be sighted as reason for poor delivery.

11. Asset management

11.1 The reasons as to why some of the assets are not in the asset register

The department has just migrated from the Web Asset Tool (WAT) to LOGIS. Some of the assets were not located when the asset verification teams conducted stock taking for LOGIS implementation. These assets were then not loaded on LOGIS during implementation. Assets which were on the WAT but were not captured on LOGIS were identified and the process of identifying the cause for non-capturing and also capturing those which were subsequently found is underway.

Assets which were procured for installations through capital projects in the previous financial year before the implementation of LOGIS are being identified when invoices are received and captured only after payments have been effected. It is envisaged that the process of capturing these assets will be completed by September 2009.

11.2 Asset Management Reforms

The department has completed its migration to LOGIS and the asset management policy has been approved by the Minister. The asset register on LOGIS complies with the minimum requirements of the Asset Management Reforms.

The current structure of the department does not have asset management units in the regional offices as well as in the management areas, in head office there is a unit but the posts are not financed. Asset management is, as a result handled by logistics officials as one of their responsibilities.

12. Events after the reporting date

Appointment of the new Cabinet and a new Minister and Deputy Minister for the Department of Correctional Services.

Establishment of the Planning Commission and the Monitoring and Evaluation Unit.

13. Performance information

In 2007, the department embarked on the process of improving performance information as a result of poor reporting, continued queries from the auditor-general and general lack of impact on service provided. In 2006/07, the department piloted the Framework for Managing Programme Performance Information. This has progressed well and has resulted in the development and finalisation of the LOGIC model and identification of 46 performance indicators, eleven of which are for the Estimates of National Expenditure. The validation of the performance indicators will be finalised in 2009/10. Other important processes included the Integrated Planning, Reporting and Resourcing Policy, the development of the policy on Monitoring, Evaluation and Reporting (MER) and the project on MER with seven interrelated work streams. The work streams are:

- MER regulatory framework
- Logic model and suite of indicators
- Budget programme optimisation
- Validation of indicators
- Corporate Performance Management System
- Legislation Monitoring Tool
- Change Management Plan

14. SCOPA resolutions

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

Reference to previous audit report and SCOPA resolutions	Subject	Progress made on SCOPA and SCOF resolutions
SCOPA, second report of 2009	Tangible capital asset	<p>Recommendations</p> <p>The committee recommends that the Accounting Officer ensures that:</p> <p>An accurate asset register is in place, to be reviewed by management and that a meeting should be convened with the Auditor-General and Treasury to resolve all outstanding matters.</p>
		<p>Status:</p> <p>To address the above mentioned shortcomings in order to have an accurate asset register the following measures were taken:</p> <ul style="list-style-type: none"> • The Department has implemented LOGIS to address the shortcomings which were identified in the systems which were previously utilised by the department. • LOGIS procedure manual was developed and distributed to all Regions on 22 May 2008 • Asset capturing guideline for capturing of Assets from current systems to LOGIS were developed and distributed to all regions for implementation. • In view of the implementation of LOGIS new Guidelines on asset reconciliation were developed and were distributed to all the regions on 25 August 2008. Specific training courses on monthly LOGIS Asset Reconciliation were presented by National Treasury to a total of 243 officials from all LOGIS self accounting stores countrywide from August 2008 to February 2009 • The department embarked on a project to trace and capture all the assets and to rectify the incorrect prices and asset categories. • The following policies and procedures that deals with asset management were developed and implemented: <ul style="list-style-type: none"> • Annual Closure guidelines with specific reference to the reconciliation and asset disclosure for 2008/2009 were distributed to all regions on 30 January 2009. Training sessions in this regard were presented to representatives of all the regions on 23 – 24 February 2009
SCOPA, second report of 2009	Internal Controls	<p>Recommendations:</p> <p>The committee recommends that the Accounting Officer ensures that:</p> <p>Adequate controls are in place and all transactions are documented, maintained and updated on a daily basis.</p>
		<p>Status:</p> <p>The Department has put processes in place to ensure that all transactions are documented and safely kept.</p>
SCOPA, second report of 2009	Monitoring and Controls	<p>Recommendations</p> <p>The committee recommends that the Accounting Officer ensures that:</p> <p>Adequate controls are in place and all transactions are documented, maintained and updated on a daily basis.</p>

		<p>Status:</p> <ul style="list-style-type: none"> • Payment reconciliation is done between LOGIS and Vulindlela, data recorded by information and financial systems is compared monthly and discrepancies identified are rectified accordingly. • BAS detail reports on Capital Expenditure and expenditure for assets below R 5000 are also compared to LOGIS reconciliation reports and any discrepancies are then rectified through journals. Monthly reporting by regions to Head Office by providing confirmation that Asset reconciliation has been performed. • In the LOGIS Procedure Manual the roles and responsibilities are clearly defined, documents needed to activate transactions and those that are generated by the system as well as how filing should be handled.
SCOPA, second report of 2009	Non compliance with applicable legislation	<p>Recommendations:</p> <p>The committee recommends that the Accounting Officer ensures that:</p> <p>Strategies to overcome overcrowding are developed in line with the above legislation.</p>
		<p>Status:</p> <p>The Department of Correctional Services follows a multi-prolonged strategy consisting of following dimensions:</p> <ul style="list-style-type: none"> • Managing levels of awaiting trial detainees (ATD's) through IJS Case Management Task Team & Inter-Sectoral Committee on Child Justice; • Managing levels of sentenced inmates through improving effective & appropriate use of conversion of sentence to community correctional supervision, release on parole, & transfers between correctional centres to attempt to establish some degree of evenness of overcrowding; • Ensuring progress with DCS capital works programme to upgrade correctional facilities & to build new correctional centres that are both cost effective & rehabilitation oriented; • Encouraging debate in South Africa about reason for incarceration as a sentence & encouraging an approach to appropriate sentencing that is focused on facilitating rehabilitation; • Enhancing community correctional supervision so that it can be better utilized as an appropriate sentence for less serious crimes; • Improving correction & development programmes within DCS to ensure enhanced facilitation of rehabilitation that targets offending behaviour in a manner which Department has not previously undertaken; • Encouraging improvement of first & second levels of correction in family & social institutions & social & economic sector government departments respectively to decrease rate of entry into criminal justice system; and • Encouraging community involvement in social reintegration of offenders back into their community in order to assist in reducing levels of repeat offending.

15. Prior modifications to audit reports

The Compliance Improvement Plan includes matters reported by the Auditor-General. The Risk Management Committee's approach is also aimed at reducing risks that lead to matters being raised by the Auditor-General (AGSA). The policies mentioned under Performance Information also play a critical role in managing matters raised by the AGSA. The Budget Committee, the Audit Steering Committee and the Audit Committee are bodies that also focus on addressing AGSA matters.

16. Exemptions and deviations received from the National Treasury

None

17. Other

None

18. Approval

The Annual Financial Statements set out on pages 94 to 151 have been approved by the Accounting Officer.



Commissioner: Correctional Services
X Sibeko
29 May 2009

**(DEPARTMENT OF CORRECTIONAL SERVICES) VOTE 18
ACCOUNTING POLICIES
for the year ended 31 March 2009**

4.2 Report of the Auditor-General to Parliament on the financial statements and performance information of Vote 19: Department of Correctional Services for the year ended 31 March 2009

Report on the Financial Statements

Introduction

1. I have audited the accompanying financial statements of the Department of Correctional Services which comprise the appropriation statement, the statement of financial position as at 31 March 2009, and the statement of financial performance, the statement of changes in net assets and the cash flow statement for the year then ended, a summary of significant accounting policies and other explanatory notes, as set out on pages 94 to 150.

The accounting officer's responsibility for the financial statements

2. The accounting officer is responsible for the preparation and fair presentation of these financial statements in accordance with the modified cash basis of accounting determined by National Treasury, as set out in accounting policy note 1.1 to the financial statements and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), and the Correctional Services Act, 1998 (Act no. 111 of 1998) 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.

The Auditor-General's responsibility

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 (Act No. 25 of 2004) (PAA), my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing read with General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.
6. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis for qualified opinion

Movable tangible capital assets

7. I was unable to obtain sufficient appropriate audit evidence concerning the occurrence, completeness and accuracy of amounts as 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 R264 million.
8. Included in note 30.2 to the financial statement are additions to capital assets to the value of R92 million whereas the amounts for additions to capital assets as per asset register is R436 million. No reconciliation was provided for the difference of R344 million. I was therefore, not able to satisfy myself as to the completeness of the disclosures in note 30.2.
9. I was unable to confirm the existence and valuation of assets of approximately R236 million included in the closing balance in disclosure note 30.1 to the financial statements and furthermore, I was unable to confirm if all 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. I was unable to perform alternative procedures to verify the existence, completeness and valuation of these assets.

Movable tangible minor assets

10. I was unable to confirm if assets recorded in the asset register with an approximate value of R38 million were recorded at the correct amount due to a lack of supporting evidence. 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. I was unable to perform alternative procedures to verify valuation of these assets.

Qualified opinion

11. In my opinion, except for the possible effects of the matters described in the Basis for qualified opinion paragraphs, these financial statements present fairly, in all material respects, the financial position of the Department of Correctional Services as at 31 March 2009 and its financial performance and cash flows for the year then ended, in accordance with the modified cash basis of accounting determined by National Treasury, as set out in accounting policy note 1.1 to the financial statements and in the manner required by the PFMA.

Emphasis of matters

I draw attention to the following matters on which I do not express a qualified opinion:

Basis of accounting

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

Unauthorised expenditure

13. As disclosed in note 10 to the financial statements, unauthorised expenditure to the amount of R483 million was incurred by the department as a result of

implementing the Public Service Co-ordinating Bargaining Council (PSCBC) resolution No. 1 of 2007 on the improvement in salaries and other conditions of service for the financial years 2007/2008 to 2010/2011. This was reported to National Treasury in advance and a request for additional fund to finance the budget shortfalls as a result of the above was made. Additional funds were, however, not made available to the department.

Other matters

I draw attention to the following matters that relate to my responsibilities in the audit of the financial statements:

Non-compliance with applicable legislation

Public Service Regulations

14. The human resource (HR) plan has not been updated with the projected information for the 2008-09 financial year. The HR plan provided only reflects projected information for the 2006-07 financial year, resulting in the department not complying with chapter 1, part 3, paragraph D1(c), of the Public Service Regulations (PSR).

Correctional Service Act

15. Correctional centres remain overcrowded, resulting in the department not complying with section 7 of the Correctional Service Act, 1998 (Act No.111 of 1998), which requires that prisoners be detained under conditions of human dignity.

Governance framework

16. The governance principles that impact the auditor's opinion on the financial statements are related to the responsibilities and practices exercised by the accounting officer and executive management and are reflected in the internal control deficiencies and key governance responsibilities addressed below:

Internal control deficiencies

17. Section 38(1) (a) (i) of the PFMA states that the accounting officer must ensure that the department has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The table below depicts the root causes that gave rise to the deficiencies in the system of internal control, which led to the qualified opinion. The root causes are categorised according to the five components of an effective system of internal control. (The number listed per component can be followed with the legend below the table.) In some instances deficiencies exist in more than one internal control component.

Par. no.	Basis for qualified opinion	CE	RA	CA	IC	M
7 – 9.	Movable tangible capital assets	1	1,2,4	3,5,6	1,3	1,2,3
10.	Movable tangible minor assets	1	1,2,4	3,5,6	1,3	1,2,3

Based on the above root causes management should focus more attention in improving the current systems of internal control, especially as far as asset management is concerned. The current department's structure does not have asset management units in the regional offices as well as in the management areas. The table below shows the list of various components of internal controls:

Legend	
CE = Control environment	
The organisational structure does not address areas of responsibility and lines of reporting to support effective control over financial reporting.	1
Management and staff are not assigned appropriate levels of authority and responsibility to facilitate control over financial reporting.	2
Human resource policies do not facilitate effective recruitment and training, disciplining and supervision of personnel.	3
Integrity and ethical values have not been developed and are not understood to set the standard for financial reporting.	4
The accounting officer/accounting authority does not exercise oversight responsibility over financial reporting and internal control.	5
Management's philosophy and operating style do not promote effective control over financial reporting.	6
The entity does not have individuals competent in financial reporting and related matters.	7
RA = Risk assessment	
Management has not specified financial reporting objectives to enable the identification of risks to reliable financial reporting.	1
The entity does not identify risks to the achievement of financial reporting objectives.	2
The entity does not analyse the likelihood and impact of the risks identified.	3
The entity does not determine a risk strategy/action plan to manage identified risks.	4
The potential for material misstatement due to fraud is not considered.	5
CA = Control activities	
There is inadequate segregation of duties to prevent fraudulent data and asset misappropriation.	1
General information technology controls have not been designed to maintain the integrity of the information system and the security of the data.	2
Manual or automated controls are not designed to ensure that the transactions have occurred, are authorised, and are completely and accurately processed.	3
Actions are not taken to address risks to the achievement of financial reporting objectives.	4
Control activities are not selected and developed to mitigate risks over financial reporting.	5
Policies and procedures related to financial reporting are not established and communicated.	6
Realistic targets are not set for financial performance measures, which are in turn not linked to an effective reward system.	7
IC = Information and communication	
Pertinent information is not identified and captured in a form and time frame to support financial reporting.	1
Information required to implement internal control is not available to personnel to enable internal control responsibilities.	2
Communications do not enable and support the understanding and execution of internal control processes and responsibilities by personnel.	3

M = Monitoring	
Ongoing monitoring and supervision are not undertaken to enable an assessment of the effectiveness of internal control over financial reporting.	1
Neither reviews by internal audit or the audit committee nor self -assessments are evident.	2
Internal control deficiencies are not identified and communicated in a timely manner to allow for corrective action to be taken.	3

Key governance responsibilities

18. The PFMA tasks the accounting officer with a number of responsibilities concerning financial and risk management and internal control. Fundamental to achieving this is the implementation of key governance responsibilities, which I have assessed as follows:

NO.	MATTER	Y	N
Clear trail of supporting documentation that is easily available and provided in a timely manner			
1.	No significant difficulties were experienced during the audit concerning delays or the availability of requested information.		✓
Quality of financial statements and related management information			
2.	The financial statements were not subject to any material amendments resulting from the audit.		✓
3.	The annual report was submitted for consideration prior to the tabling of the auditor's report.	✓	
Timeliness of financial statements and management information			
4.	The annual financial statements were submitted for auditing as per the legislated deadlines as set out in section 40 of the PFMA.	✓	
Availability of key officials during audit			
5.	Key officials were available throughout the audit process.		✓
Development and compliance with risk management, effective internal control and governance practices			
6.	Audit committee		
	• The Department had an audit committee in operation throughout the financial year.	✓	
	• The audit committee operates in accordance with approved, written terms of reference.	✓	
	• The audit committee substantially fulfilled its responsibilities for the year, as set out in section 77 of the PFMA and Treasury Regulation 3.1.10	✓	
7.	Internal audit		
	• The Department had an internal audit function in operation throughout the financial year.	✓	
	• The internal audit function operates in terms of an approved internal audit plan.	✓	
	• The internal audit function substantially fulfilled its responsibilities for the year, as set out in Treasury Regulation 3.2.	✓	
8.	There are no significant deficiencies in the design and implementation of internal control in respect of financial and risk management.		✓

9.	There are no significant deficiencies in the design and implementation of internal control in respect of compliance with applicable laws and regulations.		✓
10.	The information systems were appropriate to facilitate the preparation of the financial statements.	✓	
11.	A risk assessment was conducted on a regular basis and a risk management strategy, which includes a fraud prevention plan, is documented and used as set out in Treasury Regulation 3.2.	✓	
12.	Powers and duties have been assigned as set out in section 44 of the PFMA.	✓	
Follow-up of audit findings			
13.	The prior year audit findings have been substantially addressed.		✓
14.	SCOPA resolutions have been substantially implemented.	✓	
Issues relating to the reporting of performance information			
15.	The information systems were appropriate to facilitate the preparation of a performance report that is accurate and complete.	✓	
16.	Adequate control processes and procedures are designed and implemented to ensure the accuracy and completeness of reported performance information.	✓	
17.	A strategic plan was prepared and approved for the financial year under review for purposes of monitoring the performance in relation to the budget and delivery by the Department against its mandate, predetermined objectives, outputs, indicators and targets as set out in Treasury Regulations 5.1, 5.2 and 6.1.		✓
18.	There is a functioning performance management system and performance bonuses are only paid after proper assessment and approval by those charged with governance.	✓	

19. Although the Department has governance structures in place, it does not have adequate measures to ensure that its regional offices complies with relevant policies and procedures related to financial reporting.

Investigations

20. The special investigation unit (SIU) presented their report to parliament on 20 May 2008 on their findings regarding corruption at correctional centres an abuse of the department's medical aid scheme which emanated from Jali Commission's report.

21. The Department, in accordance with the three - pronged Strategy in 2002 focusing on corruption prevention, investigation and sanction, extended its memorandum of agreement with SIU until 31 March 2009 to conduct the investigation on the following:

- Procurement;
- Repairs and Maintenance Projects;
- Assets management at Correctional Centre farms;
- Outstanding medical aid matters; and
- Correctional Centre Pharmacies.

As at the date of this report, some of these investigations were still ongoing.

REPORT ON OTHER LEGAL AND REGULATORY REQUIREMENTS

Report on performance information

22. I have reviewed the performance information as set out on pages 24 to 70.

The accounting officer's responsibility for the performance information

23. The accounting officer has additional responsibilities as required by section 40(3)(a) of the PFMA to ensure that the annual report and audited financial statements fairly present the performance against predetermined objectives of the department.

The Auditor-General's responsibility

24. I conducted my engagement in accordance with section 13 of the PAA read with General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008.
25. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.
26. I believe that the evidence I have obtained is sufficient and appropriate to provide a basis for the audit findings reported below.

Findings on performance information

Non-compliance with regulatory requirements

27. The strategic and annual performance plans of the department did not always include indicators of the department's programmes.
28. The department did not always ensure that the identified targets in the annual report have corresponding indicators.

OTHER REPORTS

Performance audits

29. A performance audit concerning the government employees' related entities transacting with the department was finalised and tabled in parliament in June 2009. The report covered the period 1 April 2005 to 31 March 2006.

APPRECIATION

30. The assistance rendered by the staff of the Department of Correctional Services during the audit is sincerely appreciated.

Auditor-General

Pretoria
31 July 2009



AUDITOR-GENERAL
SOUTH AFRICA

Auditing to build public confidence

4.3 DEPARTMENT OF CORRECTIONAL SERVICES VOTE 18 ACCOUNTING POLICIES for the year ended 31 March 2009

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

1. Presentation of the Financial Statements

1.1 Basis of preparation

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

1.2 Presentation currency

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

1.3 Rounding

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

1.4 Comparative figures

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

1.5 Comparative figures - Appropriation Statement

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

2. Revenue

2.1 Appropriated funds

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

Total appropriated funds are presented in the Statement of Financial Performance.

Unexpended appropriated funds are surrendered to the National/Provincial Revenue Fund. Amounts owing to the National/Provincial Revenue Fund at the end of the financial year are recognised in the Statement of Financial Position.

2.2 Statutory Appropriation

Statutory appropriations are recognised in the financial records on the date the appropriation becomes effective. Adjustments to the statutory appropriations made in terms of the adjustments budget process are recognised in the financial records on the date the adjustments become effective.

Total statutory appropriations are presented in the Statement of Financial Performance.

Unexpended statutory appropriations are surrendered to the National/Provincial Revenue Fund. Amounts owing to the National/Provincial Revenue Fund at the end of the financial year are recognised in the Statement of Financial Position.

2.3 Departmental revenue

All departmental revenue is paid into the National/Provincial Revenue Fund when received, unless otherwise stated. Amounts owing to the National/Provincial Revenue Fund at the end of the financial year are recognised in the Statement of Financial Position.

Amounts receivable at the reporting date are disclosed in the disclosure notes to the annual financial statements.

2.3.1 Tax revenue

Tax revenue consists of all compulsory unrequited amounts collected by the department in accordance with laws and or regulations (excluding fines, penalties & forfeits).

Tax receipts are recognised in the Statement of Financial Performance when received.

2.3.2 Sales of goods and services other than capital assets

The proceeds received from the sale of goods and/or the provision of services is recognised in the Statement of Financial Performance when the cash is received.

2.3.3 Fines, penalties & forfeits

Fines, penalties & forfeits are compulsory unrequited amounts which were imposed by a court or quasi-judicial body and collected by the department. Revenue arising from fines, penalties and forfeits is recognised in the Statement of Financial Performance when the cash is received.

2.3.4 Interest, dividends and rent on land

Interest, dividends and rent on land is recognised in the Statement of Financial Performance when the cash is received.

2.3.5 Sale of capital assets

The proceeds received on sale of capital assets are recognised in the Statement of Financial Performance when the cash is received.

2.3.6 Financial transactions in assets and liabilities

Repayments of loans and advances previously extended to employees and public corporations for policy purposes are recognised as revenue in the Statement of

Financial Performance on receipt of the funds.

Cheques issued in previous accounting periods that expire before being banked are recognised as revenue in the Statement of Financial Performance when the cheque becomes stale. When the cheque is reissued the payment is made from Revenue.

Forex gains are recognised on payment of funds.

2.3.7 Transfers received (including gifts, donations and sponsorships)

All cash gifts, donations and sponsorships are paid into the National/Provincial Revenue Fund and recorded as revenue in the Statement of Financial Performance when received. Amounts receivable at the reporting date are disclosed in the disclosure notes to the financial statements.

All in-kind gifts, donations and sponsorships are disclosed at fair value in an annexure to the financial statements.

2.4 Direct Exchequer receipts

All direct exchequer receipts are recognised in the Statement of Financial Performance when the cash is received.

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

Local and foreign aid assistance is recognised as revenue when notification of the assistance is received from the National Treasury or when the department directly receives the cash from the donor(s).

All in-kind local and foreign aid assistance are disclosed at fair value in the annexures to the annual financial statements.

The cash payments made during the year relating to local and foreign aid assistance projects are recognised as expenditure in the Statement of Financial Performance. The value of the assistance expensed prior to the receipt of the funds is recognised as a receivable in the Statement of Financial Position.

Inappropriately expensed amounts using local and foreign aid assistance and any unutilised amounts are recognised as payables in the Statement of Financial Position.

3. Expenditure

3.1 Compensation of employees

3.1.1 Short-term employee benefits

Salaries and wages comprise payments to employees (including leave entitlements, thirteenth cheques and performance bonuses). Salaries and wages are recognised as an expense 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). Capitalised compensation forms part of the expenditure for capital assets in the Statement of Financial Performance .

All other payments are classified as current expense. 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 Position.

3.1.2 Post retirement benefits

The department provides retirement benefits (pension benefits) for certain of its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions.

Employer contributions (i.e. social contributions) to the fund are expensed when the final authorisation for payment to the fund 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/Provincial Revenue Fund and not in the financial statements of the employer department.

The department provides medical benefits for certain of its employees. Employer contributions to the medical funds are expensed when final authorisation for payment to the fund is effected on the system (by no later than 31 March of each year).

3.1.3 Termination benefits

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

3.1.4 Other long-term employee benefits

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

Long-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the disclosure notes to the financial statements. These amounts are not recognised in the Statement of Financial Performance or Position.

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 services were used for a capital project or an asset of R5000 or more is purchased. All assets costing less than R5000 will also be reflected under goods and services.

3.3 Interest and rent on land

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

3.4 Financial transactions in assets and liabilities

Debts are written off when identified as irrecoverable. Debts written-off are limited to the amount of savings and/or underspending of appropriated funds. The write off occurs at year-end or when funds are available. No provision is made for irrecoverable amounts, but amounts are disclosed as a disclosure note.

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 discovered 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 recognised in the Statement of Financial Performance when the unauthorised expenditure is approved and the related funds are received. Where the amount is approved without funding it is recognised as expenditure, subject to availability of savings 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. 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 in the Statement of Financial Performance.

3.9 Expenditure for capital assets

Payments made for capital assets 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).

4. Assets

4.1 Cash and cash equivalents

Cash and cash equivalents are carried in the Statement of Financial Position at cost.

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.

Pre-payments 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.

Receivables outstanding at year-end are carried in the Statement of Financial Position at cost plus any accrued interest.

4.5 Investments

Capitalised investments are shown at cost in the Statement of Financial Position. Any cash flows such as dividends received or proceeds from the sale of the investment are recognised in the Statement of Financial Performance when the cash is received.

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

4.6 Loans

Loans are recognised in the Statement of Financial Position at the nominal amount when cash is paid to the beneficiary. Loan balances are reduced when cash repayments are received from the beneficiary. Amounts that are potentially irrecoverable are included in the disclosure notes.

Loans that are outstanding at year-end are carried in the Statement of Financial Position at cost.

4.7 Inventory

Inventories purchased during the financial year are disclosed at cost in the notes.

4.8 Capital assets

4.8.1 Movable assets

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

Subsequent expenditure of a capital nature is recorded in the Statement of Financial Performance as "expenditure for capital asset" and is capitalised in the asset register of the department on completion of the project.

Repairs and maintenance is expensed as current “goods and services” in the Statement of Financial Performance.

4.8.2 Immovable assets

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.

Work-in-progress of a capital nature is recorded in the Statement of Financial Performance as “expenditure for capital asset”. On completion, the total cost of the project is included in the asset register of the department that legally owns the asset or the provincial/national department of public works.

Repairs and maintenance is expensed as current “goods and services” in the Statement of Financial Performance.

5. Liabilities

5.1 Voted funds to be surrendered to the Revenue Fund

Unexpended appropriated funds are surrendered to the National/Provincial Revenue Fund. Amounts owing to the National/Provincial Revenue Fund at the end of the financial year are recognised in the Statement of Financial Position.

5.2 Departmental revenue to be surrendered to the Revenue Fund

Amounts owing to the National/Provincial Revenue Fund at the end of the financial year are recognised in the Statement of Financial Position at cost.

5.3 Direct Exchequer receipts to be surrendered to the Revenue Fund

All direct exchequer fund receipts are recognised in the Statement of Financial Performance when the cash is received.

Amounts received must be surrendered to the relevant revenue fund on receipt thereof. Any amount not surrendered at year end is reflected as a current payable in the Statement of Financial Position.

5.4 Bank overdraft

The bank overdraft is carried in the Statement of Financial Position at cost.

5.5 Payables

Recognised payables mainly comprise of amounts owing to other governmental entities. These payables are recognised at historical cost in the Statement of Financial Position.

5.6 Contingent liabilities

Contingent liabilities are included in the disclosure notes to the financial statements.

5.7 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.

5.8 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.

5.9 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.

5.10 Lease commitments

5.10.1 Finance leases

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 the interest portions. The finance lease liability is disclosed in the disclosure notes to the financial statements.

5.10.2 Operating leases

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 statements.”

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 transferred to the National/Provincial Revenue Fund on disposal, repayment or recovery of such amounts.

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.

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 18
 Appropriation Statement
 for the year ended 31 March 2009

Appropriation per Programme										
	2008/09					2007/08				
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000
1. Administration										
Current payments	3,084,249	143,030	3,227,279	3,227,279	-	100.0%	2,807,586	2,804,216	2,807,586	2,804,216
Transfers and subsidies	10,085	(803)	9,282	9,282	-	100.0%	8,688	8,707	8,688	8,707
Payments for capital assets	75,502	3,403	78,905	78,905	-	100.0%	41,536	44,790	41,536	44,790
2. Security										
Current payments	4,138,847	(74,946)	4,063,901	4,533,789	(469,888)	111.6%	3,690,891	3,692,049	3,690,891	3,692,049
Transfers and subsidies	1,951	8,587	10,538	10,538	-	100.0%	7,211	7,206	7,211	7,206
Payments for capital assets	36,000	(28,307)	7,693	7,693	-	100.0%	34,175	33,022	34,175	33,022
3. Corrections										
Current payments	1,040,112	(34,455)	1,005,657	1,005,657	-	100.0%	894,142	894,142	894,142	894,142
Transfers and subsidies	19,716	(3,444)	16,272	16,272	-	100.0%	14,858	14,858	14,858	14,858
Payments for capital assets	2,264	(1,737)	527	527	-	100.0%	559	327	559	327
4. Care										
Current payments	1,409,003	(64,578)	1,344,425	1,344,425	-	100.0%	1,260,453	1,260,240	1,260,453	1,260,240
Transfers and subsidies	-	594	594	594	-	100.0%	929	928	929	928
Payments for capital assets	7,871	(3,025)	4,846	4,846	-	100.0%	2,504	2,652	2,504	2,652
5. Development										
Current payments	413,188	9,409	422,597	422,597	-	100.0%	350,672	353,961	350,672	353,961
Transfers and subsidies	-	406	406	406	-	100.0%	792	792	792	792
Payments for capital assets	33,769	(3,406)	30,363	30,363	-	100.0%	14,470	11,181	14,470	11,181
6. Social Reintegration										
Current payments	408,176	494	408,670	424,774	(16,104)	103.9%	370,005	369,989	370,005	369,989
Transfers and subsidies	3,573	(1,987)	1,586	1,586	-	100.0%	495	481	495	481
Payments for capital assets	922	(692)	230	230	-	100.0%	312	342	312	342
7. Facilities										
Current payments	571,963	94,665	666,628	666,641	(13)	100.0%	520,244	534,047	520,244	534,047
Transfers and subsidies	-	244	244	244	-	100.0%	224	224	224	224
Payments for capital assets	1,081,629	(43,452)	1,038,177	1,035,993	2,184	99.8%	1,363,663	1,088,225	1,363,663	1,088,225
Subtotal	12,338,820	-	12,338,820	12,822,641	(483,821)	103.9%	11,384,409	11,122,379	11,384,409	11,122,379
Total	12,338,820	-	12,338,820	12,822,641	(483,821)	103.9%	11,384,409	11,122,379	11,384,409	11,122,379

Department of Correctional Services - Vote 18
Appropriation Statement
for the year ended 31 March 2009

Appropriation per economic classification									
	2008/09					2007/08			
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Current payments									
Compensation of employees	7,604,625	11,600	7,616,225	8,077,840	(461,615)	106.1%	6,799,226	6,799,221	
Goods and services	3,441,210	81,681	3,522,891	3,544,946	(22,055)	100.6%	3,094,717	3,106,847	
Interest and rent on land	52	(11)	41	41	-	100.0%	50	22	
Financial transactions in assets and liabilities	-	-	-	2,335	(2,335)	0.0%	-	2,554	
Transfers & subsidies									
Provinces & municipalities	5,801	(3,804)	1,997	1,997	-	100.0%	2,152	2,062	
Departmental agencies & accounts	4,284	(337)	3,947	3,947	-	100.0%	3,474	3,474	
Public corporations & private enterprises	-	219	219	219	-	100.0%	139	159	
Households	25,240	7,519	32,759	32,759	-	100.0%	27,432	27,501	
Payment for capital assets									
Buildings & other fixed structures	1,099,846	(62,204)	1,037,642	1,035,458	2,184	99.8%	1,362,132	1,087,049	
Machinery & equipment	157,762	(66,962)	90,800	90,800	-	100.0%	95,087	87,487	
Biological or cultivated assets	-	139	139	139	-	100.0%	-	-	
Software & other intangible assets	-	32,160	32,160	32,160	-	100.0%	-	6,003	
Land & subsoil assets	-	-	-	-	-	0.0%	-	-	
Total	12,338,820	-	12,338,820	12,822,641	(483,821)	103.9%	11,384,409	11,122,379	
Detail per programme 1 - Administration									

Department of Correctional Services - Vote 18
Appropriation Statement
for the year ended 31 March 2009

Programme per subprogramme	2008/09				2007/08			
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
1.1 Minister								
Current payments	1,451	(370)	1,081	1,081	-	100.0%	895	1,003
Transfers and subsidies	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	0.0%	-	-
1.2 Deputy Minister								
Current payments	1,261	395	1,656	1,656	-	100.0%	693	912
Transfers and subsidies	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	0.0%	-	-
1.3 Management								
Current payments	333,479	20,203	353,682	353,682	-	100.0%	310,944	311,094
Transfers and subsidies	2,657	(1,263)	1,394	1,394	-	100.0%	1,571	1,693
Payments for capital assets	2,756	(50)	2,706	2,706	-	100.0%	2,270	2,294
1.4 Corporate Services								
Current payments	954,639	(41,932)	912,707	912,707	-	100.0%	845,352	848,892
Transfers and subsidies	4,494	(92)	4,402	4,402	-	100.0%	4,391	4,293
Payments for capital assets	9,606	(3,987)	5,619	5,619	-	100.0%	2,785	2,778
1.5 Finance								
Current payments	653,672	213,842	867,514	867,514	-	100.0%	665,515	655,432
Transfers and subsidies	2,857	537	3,394	3,394	-	100.0%	2,721	2,717
Payments for capital assets	10,428	9,040	19,468	19,468	-	100.0%	16,408	18,638
1.6 Central Services								
Current payments	290,522	(49,139)	241,383	241,383	-	100.0%	245,842	235,724
Transfers and subsidies	77	15	92	92	-	100.0%	5	4
Payments for capital assets	52,712	(1,600)	51,112	51,112	-	100.0%	20,073	21,080
1.7 Property Management								
Current payments	849,225	31	849,256	849,256	-	100.0%	738,345	748,619
Transfers and subsidies	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	0.0%	-	-
1.8 Theft and Losses								
Current payments	-	-	-	-	-	0.0%	-	2,540
Transfers and subsidies	-	-	-	-	-	0.0%	-	-
Payments for capital assets	-	-	-	-	-	0.0%	-	-
Total	3,169,836	145,630	3,315,466	3,315,466	-	100.0%	2,857,810	2,857,713

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Economic classification	Detail per programme 1 - Administration									
	2008/09					2007/08				
	Adjusted Appropriation 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	1,514,598	12,382	1,526,980	1,502,603	24,377	98.4%	1,318,921	1,330,632		
Goods and services	1,569,599	130,659	1,700,258	1,722,313	(22,055)	101.3%	1,488,615	1,471,010		
Interest and rent on land	52	(11)	41	41	-	100.0%	50	22		
Financial transactions in assets and liabilities	-	-	-	2,322	(2,322)	0.0%	-	2,552		
Transfers & subsidies										
Provinces & municipalities	5,801	(3,804)	1,997	1,997	-	100.0%	2,061	2,061		
Departmental agencies & accounts	4,284	(355)	3,929	3,929	-	100.0%	3,474	3,474		
Universities & technicians	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	219	219	219	-	100.0%	139	159		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	-	3,137	3,137	3,137	-	100.0%	3,014	3,013		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Payments for capital assets										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	75,502	(28,797)	46,705	46,705	-	100.0%	41,536	38,787		
Biological or cultivated assets	-	40	40	40	-	100.0%	-	-		
Software & other intangible assets	-	32,160	32,160	32,160	-	100.0%	-	6,003		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	3,169,836	145,630	3,315,466	3,315,466	-	100.0%	2,857,810	2,857,713		

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Programme per subprogramme	Detail per programme 2 - Security							
	2008/09			2007/08				
	Adjusted Appropriation 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	4,138,847	(74,946)	4,063,901	4,533,789	(469,888)	111.6%	3,690,891	3,692,049
Transfers and subsidies	1,951	8,587	10,538	10,538	-	100.0%	7,211	7,206
Payments for capital assets	36,000	(28,307)	7,693	7,693	-	100.0%	34,175	33,022
Total	4,176,798	(94,666)	4,082,132	4,552,020	(469,888)	111.5%	3,732,277	3,732,277

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Economic classification	Detail per programme 2 - Security									
	2008/09					2007/08				
	Adjusted Appropriation 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										
Compensation of employees	3,842,211	54,942	3,897,153	4,367,041	(469,888)	112.1%	3,557,244	3,538,868		
Goods and services	296,636	(129,888)	166,748	166,748	-	100.0%	133,647	153,179		
Interest and rent on land	-	-	-	-	-	0.0%	-	-		
Financial transactions in assets and liabilities	-	-	-	-	-	0.0%	-	2		
Transfers & subsidies										
Provinces & municipalities	-	-	-	-	-	0.0%	-	-		
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-		
Universities & Technikon	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	1,951	8,587	10,538	10,538	-	100.0%	7,211	7,206		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Capital										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	36,000	(28,406)	7,594	7,594	-	100.0%	34,175	33,022		
Biological or cultivated assets	-	99	99	99	-	100.0%	-	-		
Software & other intangible assets	-	-	-	-	-	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	4,176,798	(94,666)	4,082,132	4,552,020	(469,888)	111.5%	3,732,277	3,732,277		

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Programme per subprogramme	Detail per programme 3 -Corrections									
	2008/09					2007/08				
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure
R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000	R'000
3.1 Personal Corrections	1,040,112	(34,455)	1,005,657	1,005,657	-	100.0%	894,142	894,142	894,142	894,142
Current payments	19,716	(3,444)	16,272	16,272	-	100.0%	14,858	14,858	14,858	14,858
Transfers and subsidies	2,264	(1,737)	527	527	-	100.0%	559	559	559	327
Payments for capital assets										
Total	1,062,092	(39,636)	1,022,456	1,022,456	-	100.0%	909,559	909,559	909,559	909,327

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Economic classification	Detail per programme 3 -Corrections									
	2008/09					2007/08				
	Adjusted Appropriation 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										
Compensation of employees	1,001,215	(27,828)	973,387	973,387	-	100.0%	858,466	858,466		
Goods and services	38,897	(6,627)	32,270	32,270	-	100.0%	35,676	35,676		
Interest and rent on land	-	-	-	-	-	0.0%	-	-		
Financial transactions in assets and liabilities	-	-	-	-	-	0.0%	-	-		
Transfers & subsidies										
Provinces & municipalities	-	-	-	-	-	0.0%	91	91		
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-		
Universities & Technikon	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	19,716	(3,444)	16,272	16,272	-	100.0%	14,767	14,767		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Capital										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	2,264	(1,737)	527	527	-	100.0%	559	327		
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-		
Software & other intangible assets	-	-	-	-	-	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	1,062,092	(39,636)	1,022,456	1,022,456	-	100.0%	909,559	909,327		

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Programme per subprogramme	Detail per programme 4 - Care										
	2008/09					2007/08					
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure	
R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000	R'000	
4.1 Personal Wellbeing											
Current payments	1,409,003	(64,578)	1,344,425	1,344,425	-	100.0%	1,260,453	1,260,240	1,260,453	1,260,240	
Transfers and subsidies	-	594	594	594	-	100.0%	929	928	929	928	
Payments for capital assets	7,871	(3,025)	4,846	4,846	-	100.0%	2,504	2,652	2,504	2,652	
Total	1,416,874	(67,009)	1,349,865	1,349,865	-	100.0%	1,263,886	1,263,886	1,263,886	1,263,820	

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Economic classification	Detail per programme 4 - Care						2007/08	
	2008/09			Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	R'000
	Adjusted Appropriation	Virement	Final Appropriation					
	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Current								
Compensation of employees	546,178	(19,778)	526,400	-	100.0%	442,517	442,517	
Goods and services	862,825	(44,800)	818,025	-	100.0%	817,936	817,723	
Interest and rent on land	-	-	-	-	0.0%	-	-	
Financial transactions in assets and liabilities	-	-	-	-	0.0%	-	-	
Transfers & subsidies								
Provinces & municipalities	-	-	-	-	0.0%	-	-	
Dept agencies & accounts	-	18	18	-	100.0%	-	-	
Universities & Technikons	-	-	-	-	0.0%	-	-	
Foreign governments & international organisations	-	-	-	-	0.0%	-	-	
Public corporations & private enterprises	-	-	-	-	0.0%	-	-	
Non-profit institutions	-	-	-	-	0.0%	-	-	
Households	-	576	576	-	100.0%	929	928	
Gifts and donations	-	-	-	-	0.0%	-	-	
Capital								
Buildings & other fixed structures	-	-	-	-	0.0%	-	-	
Machinery & equipment	7,871	(3,025)	4,846	-	100.0%	2,504	2,652	
Biological or cultivated assets	-	-	-	-	0.0%	-	-	
Software & other intangible assets	-	-	-	-	0.0%	-	-	
Land & subsoil assets	-	-	-	-	0.0%	-	-	
Total	1,416,874	(67,009)	1,349,865	-	100.0%	1,263,886	1,263,820	

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Programme per subprogramme	Detail per programme 5 - Development									
	2008/09					2007/08				
	Adjusted Appropriation 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	413,188	9,409	422,597	422,597	-	100.0%	350,672	353,961		
Transfers and subsidies	0	406	406	406	-	100.0%	792	792		
Payments for capital assets	33,769	(3,406)	30,363	30,363	-	100.0%	14,470	11,181		
Total	446,957	6,409	453,366	453,366	-	100.0%	365,934	365,934		

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Economic classification	Detail per programme 5 - Development									
	2008/09					2007/08				
	Adjusted Appropriation 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										
Compensation of employees	246,329	(3,941)	242,388	242,388	-	100.0%	225,023	225,010		
Goods and services	166,859	13,350	180,209	180,209	-	100.0%	125,649	128,951		
Interest and rent on land	-	-	-	-	-	0.0%	-	-		
Financial transactions in assets and liabilities	-	-	-	-	-	0.0%	-	-		
Transfers & subsidies										
Provinces & municipalities	-	-	-	-	-	0.0%	-	(90)		
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-		
Universities & Technikons	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	-	406	406	406	-	100.0%	792	882		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Capital										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	33,769	(3,406)	30,363	30,363	-	100.0%	14,470	11,181		
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-		
Software & other intangible assets	-	-	-	-	-	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	446,957	6,409	453,366	453,366	-	100.0%	365,934	365,934		

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Programme per subprogramme	Detail per programme 6 - Social Reintegration									
	2008/09					2007/08				
	Adjusted Appropriation 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	408,176	494	408,670	424,774	(16,104)	103.9%	370,005	369,989		
Transfers and subsidies	3,573	(1,987)	1,586	1,586	-	100.0%	495	481		
Payments for capital assets	922	(692)	230	230	-	100.0%	312	342		
Total	412,671	(2,185)	410,486	426,590	(16,104)	103.9%	370,812	370,812		

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Economic classification	Detail per programme 6 - Social Reintegration									
	2008/09					2007/08				
	Adjusted Appropriation 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										
Compensation of employees	374,600	-	374,600	390,704	(16,104)	104.3%	336,595	337,546		
Goods and services	33,576	494	34,070	34,070	-	100.0%	33,410	32,443		
Interest and rent on land	-	-	-	-	-	0.0%	-	-		
Financial transactions in assets and liabilities	-	-	-	-	-	0.0%	-	-		
Transfers & subsidies										
Provinces & municipalities	-	-	-	-	-	0.0%	-	-		
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-		
Universities & Technikons	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	3,573	(1,987)	1,586	1,586	-	100.0%	495	481		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Capital										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	922	(692)	230	230	-	100.0%	312	342		
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-		
Software & other intangible assets	-	-	-	-	-	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	412,671	(2,185)	410,486	426,590	(16,104)	103.9%	370,812	370,812		

Department of Correctional Services - Vote 18
 Appropriation Statement
 for the year ended 31 March 2009

Programme per subprogramme	Detail per programme 7 - Facilities									
	2008/09					2007/08				
	Adjusted Appropriation 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		
7.1 PPP Prisons										
Current payments	443,834	38,424	482,258	482,258	-	100.0%	422,246	422,277		
Transfers and subsidies	-	-	-	-	-	0.0%	-	-		
Payments for capital assets	194,734	(3)	194,731	194,731	-	100.0%	195,266	195,265		
7.2 Facilities Planning										
Current payments	1,024	62,083	63,107	63,107	-	100.0%	1,067	6,346		
Transfers and subsidies	-	-	-	-	-	0.0%	-	-		
Payments for capital assets	885,581	(59,375)	826,206	824,022	2,184	99.7%	1,148,624	873,437		
7.3 Building and Maintenance										
Current payments	127,105	(5,842)	121,263	121,276	(13)	100.0%	6,931	105,424		
Transfers and subsidies	-	244	244	244	-	100.0%	224	224		
Payments for capital assets	1,314	15,926	17,240	17,240	-	100.0%	19,773	19,523		
Total	1,653,592	51,457	1,705,049	1,702,878	2,171	99.9%	1,884,131	1,622,496		

Department of Correctional Services - Vote 18
Appropriation Statement
for the year ended 31 March 2009

Economic classification	Detail per programme 7 - Facilities						2007/08		
	2008/09			Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000	Final Appropriation R'000	Actual Expenditure R'000
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000						
Current									
Compensation of employees	79,494	(4,177)	75,317	75,317	-	100.0%	60,460	66,182	
Goods and services	472,818	118,493	591,311	591,311	-	100.0%	459,784	467,865	
Interest and rent on land	-	-	-	-	-	0.0%	-	-	
Financial transactions in assets and liabilities	-	-	-	13	(13)	0.0%	-	-	
Transfers & subsidies									
Provinces & municipalities	-	-	-	-	-	0.0%	-	-	
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-	
Universities & Technikons	-	-	-	-	-	0.0%	-	-	
Foreign governments & interna- tional organisations	-	-	-	-	-	0.0%	-	-	
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-	
Non-profit institutions	-	-	-	-	-	0.0%	-	-	
Households	-	244	244	244	-	100.0%	224	224	
Gifts and donations	-	-	-	-	-	0.0%	-	-	
Capital									
Buildings & other fixed structures	1,099,846	(62,204)	1,037,642	1,035,458	2,184	99.8%	1,362,132	1,087,049	
Machinery & equipment	1,434	(899)	535	535	-	100.0%	1,531	1,176	
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-	
Software & other intangible assets	-	-	-	-	-	0.0%	-	-	
Land & subsoil assets	-	-	-	-	-	0.0%	-	-	
Total	1,653,592	51,457	1,705,049	1,702,878	2,171	99.9%	1,884,131	1,622,496	

Department of Correctional Services - Vote 18
Notes to the Appropriation Statement
for the year ended 31 March 2009

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

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

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

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

3. Detail on financial transactions in assets and liabilities

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

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

4.1 Per programme:

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Administration	3,315,466	3,315,466	-	100.00%
Security	4,082,132	4,552,020	(469,888)	111.5%
<div style="border: 1px solid black; padding: 5px;"> <p>Over-spending on programme Security is mainly due to the implementation of Public Service Co-ordinating Bargaining Council Resolution number 1 of 2007 which provided for the improvement on conditions of services. In the past, the Department used to compensate officials for work done on Saturdays and public holidays by giving them time-off. The Public Service Co-ordinating Bargaining Council Resolution number 1 of 2007 requires that the Department must pay the officials for work done on Saturdays and public holidays in monetary terms.</p> </div>				
Corrections	1,022,456	1,022,456	-	100.00%
Care	1,349,865	1,349,865	-	100.00%
Development	453,366	453,366	-	100.00%
Social Reintegration	410,486	426,590	(16,104)	103.9%
<div style="border: 1px solid black; padding: 5px;"> <p>Over-spending on programme Social Reintegration is mainly due to the implementation of Public Service Co-ordinating Bargaining Council Resolution number 1 of 2007 which provided for the improvement on conditions of services. In the past, the Department used to compensate officials for work done on Saturdays and public holidays by giving them time-off. The Public Service Co-ordinating Bargaining Council Resolution number 1 of 2007 requires that the Department must pay the officials for work done on Saturdays and public holidays in monetary terms.</p> </div>				
Facilities	1,705,049	1,702,878	2,171	99.9%

Department of Correctional Services - Vote 18
Notes to the Appropriation Statement
for the year ended 31 March 2009

	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	7,616,225	8,077,840	(461,615)	106.1%
Goods and services	3,522,891	3,544,946	(22,055)	100.6%
Interest and rent on land	41	41	-	100.0%
Financial transactions in assets and liabilities	-	2,335	(2,335)	-
Transfers and subsidies				
Provinces and municipalities	1,997	1,997	-	100.0%
Departmental agencies and accounts	3,947	3,947	-	100.0%
Public corporations & private enterprises	219	219	-	100.0%
Households	32,759	32,759	-	100.0%
Payments for capital assets				
Buildings and other fixed structures	1,037,642	1,035,458	2,184	99.8%
Machinery and equipment	90,800	90,800	-	100.0%
Biological or cultivated assets	139	139	-	100.0%
Software & other intangible assets	32,160	32,160	-	100.0%

Department of Correctional Services - Vote 18
Statement of Financial Performance
for the year ended 31 March 2009

REVENUE	Note	2008/09 R'000	2007/08 R'000
Annual appropriation	1	12,338,820	11,384,409
Departmental revenue	2	80,506	136,313
Aid assistance	3	2,431	-
TOTAL REVENUE		12,421,757	11,520,722
EXPENDITURE			
Current expenditure			
Compensation of employees	4	8,077,840	6,799,221
Goods and services	5	3,544,946	3,106,847
Interest and rent on land	6	41	22
Financial transactions in assets and liabilities	7	2,335	2,554
Aid assistance	3	574	5,027
Total current expenditure		11,625,736	9,913,671
Transfers and subsidies			
Transfers and subsidies	8	38,922	33,196
Expenditure for capital assets			
Tangible capital assets	9	1,127,539	1,174,536
Software and other intangible assets	9	32,160	6,003
Total expenditure for capital assets		1,159,699	1,180,539
TOTAL EXPENDITURE		12,824,357	11,127,406
SURPLUS/(DEFICIT) FOR THE YEAR		(402,600)	393,316
Reconciliation of Net Surplus/(Deficit) for the year			
Voted Funds		(483,821)	262,030
Departmental revenue	2	80,506	136,313
Aid assistance	3	715	(5,027)
SURPLUS/(DEFICIT) FOR THE YEAR		(402,600)	393,316

Department of Correctional Services - Vote 18
Statement of Financial Position
for the year ended 31 March 2009

ASSETS	<i>Note</i>	2008/09	2007/08
		R'000	R'000
Current assets		578,653	297,987
Unauthorised expenditure	10	483,821	-
Cash and cash equivalents	11	1,476	42,529
Prepayments and advances	12	171	1,011
Receivables	13	93,185	254,447
TOTAL ASSETS		578,653	297,987
LIABILITIES			
Current liabilities		549,694	273,899
Voted funds to be surrendered to the Revenue Fund	14	-	262,030
Departmental revenue to be surrendered to the Revenue Fund	15	(31,976)	3,133
Bank overdraft	16	556,032	-
Payables	17	24,034	7,847
Aid assistance repayable	5	1,604	889
TOTAL LIABILITIES		549,694	273,899
NET ASSETS		28,959	24,088
Represented by:			
Recoverable revenue		28,959	24,088
TOTAL		28,959	24,088

Statement of Changes in Net Assets
for the year ended 31 March 2009

	<i>Note</i>	2008/09	2007/08
		R'000	R'000
Recoverable revenue			
Opening balance		24,088	24,819
Transfers		4,871	(731)
Debts recovered (included in departmental receipts)		4,871	(731)
Closing balance		28,959	24,088
TOTAL		28,959	24,088

Department of Correctional Services - Vote 18

Cash flow Statement

for the year ended 31 March 2009

	Note	2008/09 R'000	2007/08 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		12,420,345	11,520,517
Annual appropriated funds received	1.1	12,338,820	11,384,409
Departmental revenue received	2	79,094	136,108
Aid assistance	3	2,431	-
Net (increase)/ decrease in working capital		(305,532)	(149,620)
Surrendered to Revenue Fund		(377,645)	(718,793)
Current payments		(11,141,915)	(9,913,671)
Transfers and subsidies paid		(38,922)	(33,196)
Net cash flow available from operating activities	18	556,331	705,237
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets	9	(1,159,699)	(1,180,539)
Proceeds from sale of capital assets	2.4	1,412	205
Net cash flows from investing activities		(1,158,287)	(1,180,334)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/ (decrease) in net assets		4,871	(731)
Net cash flows from financing activities		4,871	(731)
Net increase/ (decrease) in cash and cash equivalents		(597,085)	(475,828)
Cash and cash equivalents at beginning of period		42,529	518,357
Cash and cash equivalents at end of period	19	(554,556)	42,529

Department of Correctional Services - Vote 18
Notes on the Annual Financial Statements
for the year ended 31 March 2009

1. Annual Appropriation

1.1 Annual Appropriation

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

Programmes	Final Appropriation R'000	Actual Funds Received R'000	Funds not request- ed/ not re- ceived R'000	Appro- priation Received 2007/08 R'000
Administration	3,315,466	3,154,779	160,687	2,874,543
Security	4,082,132	4,200,695	(118,563)	3,444,847
Corrections	1,022,456	1,099,182	(76,726)	1,091,580
Care	1,349,865	1,411,534	(61,669)	1,291,561
Development	453,366	406,214	47,152	394,348
Social Reintegration	410,486	413,972	(3,486)	371,356
Facilities	1,705,049	1,652,444	52,605	1,916,174
Total	12,338,820	12,338,820	-	11,384,409

2. Departmental Revenue	Note	2008/09 R'000	2007/08 R'000
Sales of goods and services other than capital assets	2.1	17,268	77,425
Fines, penalties and forfeits	2.2	16,836	15,030
Interest, dividends and rent on land	2.3	375	400
Sales of capital assets	2.4	1,412	205
Financial transactions in assets and liabilities	2.5	44,554	43,253
Transfer received	2.6	61	-
Total revenue collected		80,506	136,313
Departmental Revenue collected		80,506	136,313

2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department	14,885	68,725
Sales by market establishment	(2,241)	-
Administrative fees	-	3
Other sales	17,126	68,722
Sales of scrap, waste and other used current goods	2,383	8,700
Total	17,268	77,425

2.2 Fines, penalties and forfeits

Fines	16,632	-
Forfeits	204	15,030
Total	16,836	15,030

2.3 Interest, dividends and rent on land

Interest	375	400
Total	375	400

2.4 Sales of capital assets

Machinery and equipment	1,412	205
Total	1,412	205

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	2008/09 R'000	2007/08 R'000
2.5 Financial transactions in assets and liabilities		
Receivables	36,548	33,156
Stale cheques written back	990	717
Other receipts including recoverable revenue	7,016	9,380
Total	44,554	43,253
2.6 Transfers received		
Public corporations and private enterprises	61	-
Total	61	-
3. Aid assistance		
3.1 Assistance received in cash from RDP		
Foreign	889	5,916
Opening Balance	2,431	-
Revenue	(1,716)	(5,027)
Expenditure		
Current	(574)	(5,027)
Capital	(1,142)	-
Closing Balance	1,604	889
3.2 Total		
Opening Balance	889	5,916
Revenue	2,431	-
Expenditure	(1,716)	5,027
Current	(574)	5,027
Capital	(1,142)	-
Closing balance	1,604	889
Analysis of balance		
Aid assistance repayable	1,604	889
RDP	1,604	889
Closing balance	1,604	889
4. Compensation of employees		
4.1 Salaries and wages		
Basic salary	4,488,783	3,935,810
Performance award	31,198	49,690
Service Based	16,801	8,405
Compensative/circumstantial	1,449,949	1,070,689
Periodic payments	32,001	27,305
Other non-pensionable allowances	685,330	505,073
Total	6,704,062	5,596,972

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	<i>Note</i>	2008/09 R'000	2007/08 R'000
4.2 Social contributions			
4.2.1 Employer contributions			
Pension		712,437	626,094
Medical		660,214	574,719
UIF		32	24
Bargaining council		1,095	1,412
Total		1,373,778	1,202,249
Total compensation of employees		8,077,840	6,799,221
Average number of employees		41,390	41,051
5. Goods and services			
Administrative fees		6,207	6,579
Advertising		6,932	15,611
Assets less than R5,000	5.1	70,619	73,920
Bursaries (employees)		2,928	4,907
Catering		9,060	-
Communication		92,877	87,943
Computer services	5.2	105,914	76,348
Consultants, contractors and agencies/outsourced services	5.3	698,406	424,895
Entertainment		660	338
Audit cost-External	5.4	26,793	24,322
Government motor transport		19,514	-
Inventory	5.5	809,868	860,444
Maintenance, repair and running costs		62,204	55,784
Operating leases		966,425	832,372
Owned and leasehold property expenditure	5.7	375,462	348,995
Transport provided as part of the departmental activities		4,248	4,188
Travel and subsistence	5.7	251,541	241,998
Venues and facilities		19,582	13,487
Training & staff development		831	388
Other operating expenditure	5.8	14,875	34,328
Total		3,544,946	3,106,847
5.1 Assets less than R5,000		70,619	73,920
Tangible assets			
Biological assets		5,083	-
Machinery and equipment		65,536	73,920
Total		70,619	73,920
5.2 Computer Services		91,996	76,348
SITA computer services		13,918	-
External computer service providers			
Total		105,914	76,348

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	2008/09 R'000	2007/08 R'000
5.3 Consultants, contractors and agency/outsourced services		
Business and advisory services	176,384	35
Infrastructure and planning	345	-
Laboratory services	13,434	10,597
Legal costs	11,335	9,640
Contractors	119,157	311,158
Agency and support/outsourced services	377,751	93,465
Total	698,406	424,895
5.4 Audit cost-external		
Regularity audits	26,544	22,937
Performance audits	126	1,035
Other audits	123	350
Total	26,793	24,322
5.5 Inventory		
Learning and teaching support material	1,384	1,679
Food and Food supplies	310,867	408,751
Fuel, oil and gas	23,459	18,214
Other consumables	258,312	326,725
Maintenance material	124,745	29,163
Stationery and Printing	49,868	45,388
Medical Supplies	41,225	30,524
Military stores	8	-
Total	809,868	860,444
5.6 Owned and leasehold property expenditure		
Municipal services	374,695	348,213
Other	767	782
Total	375,462	348,995
5.7 Travel and subsistence		
Local	248,811	238,064
Foreign	2,730	3,934
Total	251,541	241,998
5.8 Other operating expenditure		
Professional bodies, membership and subscription fees	1,052	350
Resettlement costs	6,747	10,905
Other	7,076	23,073
Total	14,875	34,328
6. Interest and rent on land		
Rent on land	41	22
Total interest and rent on land	41	22

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	Note	2008/09 R'000	2007/08 R'000
7. Financial transactions in assets and liabilities			
Material losses through criminal conduct		-	113
Theft	7.1	-	113
Other material losses		-	-
Other material losses written off	7.2	2,334	1,864
Debts written off	7.3	1	577
Total		2,335	2,554
7.1 Details of Theft			
Nature of theft		-	6
Cash		-	107
Other			
Total		-	113
7.2 Other material losses			
Nature of losses			
State vehicles		51	1,158
Claims		2,266	331
Tax debt		-	7
Other		17	368
Total		2,334	1,864
7.3 Debts written off			
Nature of debts written off			
Transfer to debts written off			
Overpaid salaries		1	102
Leave without pay		-	9
Other		-	466
Total		1	577
8. Transfers and subsidies			
Provinces and municipalities	ANNEXURE 2A	1,996	2,062
Departmental agencies and accounts	ANNEXURE 2B	3,947	3,474
Public corporations and private enterprises	ANNEXURE 2C	219	159
Households	ANNEXURE 2D	32,760	27,501
Total		38,922	33,196
9. Expenditure for capital assets			
Tangible assets			
		1,127,539	1,174,536
Buildings and other fixed structures	32.1	1,035,458	1,087,049
Machinery and equipment	30.2	91,942	87,487
Biological assets	30.2	139	-
Software and other intangible assets			
Capitalised Development Costs		32,160	6,003
Computer software	31.2	32,160	6,003
			-
Total		1,159,699	1,180,539

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<i>Note</i>	2008/09 R'000	2007/08 R'000
The following amounts have been included as project costs in Expenditure for capital assets		
Compensation of employees	-	11,205
Total	-	11,205

	Voted Funds R'000	Aid assist- ance R'000	TOTAL R'000
9.1 Analysis of funds utilised to acquire capital assets - 2008/09			
Tangible assets	1,126,397	1,142	1,127,539
Buildings and other fixed structures	1,035,458	-	1,035,458
Machinery and equipment	90,800	1,142	91,942
Biological assets	139	-	139
Software and other intangible assets	32,160	-	32,160
Capitalised development costs	32,160	-	32,160
Total	1,158,557	1,142	1,159,699

	Voted Funds R'000	Aid assist- ance R'000	TOTAL R'000
9.2 Analysis of funds utilised to acquire capital assets - 2007/08			
Total assets acquired	1,180,539	-	

	Note	2008/09 R'000	2007/08 R'000
10. Unauthorised expenditure			
10.1 Reconciliation of unauthorised expenditure			
Opening balance		-	42,657
Unauthorised expenditure - discovered in the current year		483,821	-
Amounts approved by Parliament/Legislature (with funding)		-	(42,657)
Unauthorised expenditure awaiting authorisation		483,821	-
Analysis of awaiting authorisation per economic classification			
Current		483,821	-
Total		483,821	-

Details of unauthorised expenditure - current year		2008/09 R'000
Incident	Disciplinary steps taken/criminal proceedings	
Over Expenditure of R 483,8 million was incurred in 2008/09 financial year	No disciplinary steps taken. The over expenditure was reported to National Treasury in advance and a request for additional funds to finance the budget shortfalls resulting from the implementation of the PSCBC Resolution number 1 of 2007 was made. No additional funds were allocated.	483,821
Total		483,821

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	<i>Note</i>	2008/09 R'000	2007/08 R'000			
11. Cash and cash equivalents						
Consolidated Paymaster General Account		-	41,148			
Cash on hand		1,476	1,381			
Total		1,476	42,529			
12. Prepayments and advances						
Travel and subsistence		171	1,011			
Total		171	1,011			
13. Receivables						
		Less than one year R'000	One to three years R'000	Older than three years R'000	2008/09 Total R'000	2007/08 Total R'000
	<i>ANNEXURE 4</i>					
Claims recoverable	<i>13.1</i>	6,654	98	(22)	6,730	* 186,204
Recoverable expenditure	<i>13.2</i>	9,105	10,672	6,534	26,310	*17,695
Staff debtors	<i>13.3</i>	30,903	11,983	17,258	60,145	*50,548
Total		46,662	22,753	23,770	93,185	254,447
* Comparitives restated to be in line with the new Standard Chart of Accounts.						
13.1 Claims recoverable						
National departments					4,898	186,174
Provincial departments					1,832	-
Private enterprises					-	4
Local governments					-	26
Total					6,730	186,204
13.2 Recoverable expenditure (disallowance accounts)						
Disallowance Miscellaneous					(23)	(86)
Disallowance Dishonoured Cheques					6	47
Disallowance Damages and Losses					17,852	15,681
Disallowance Payment Fraud					236	236
Damaged vehicles					6,724	4,188
Private telephone					184	(301)
Salary disallowance accounts					1,331	(2,070)
Total					26,310	17,695
13.3 Staff debt						
Debt account					60,145	50,548
Total					60,145	50,548
14. Voted funds to be surrendered to the Revenue Fund						
Opening balance					262,030	580,326
Transfer from Statement of Financial Performance					(483,821)	262,030
Add: Unauthorised expenditure for current year				<i>10</i>	483,821	-
Paid during the year					(262,030)	(580,326)
Closing balance					-	262,030

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	<i>Note</i>	2008/09 R'000	2007/08 R'000
15. Departmental revenue to be surrendered to the Revenue Fund			
Opening balance		3,133	5,287
Transfer from Statement of Financial Performance		80,506	136,313
Paid during the year		(115,615)	(138,467)
Closing balance		(31,976)	3,133
16. Bank Overdraft			
Consolidated Paymaster General Account		556,032	-
		556,032	-
17. Payables – current			
Clearing accounts	17.1	23,999	*7832
Other payables	17.2	35	*15
Total		24,034	7,847
* Comparitives restated to be in line with the new Standard Chart of Accounts.			
17.1 Clearing accounts			
Salary accounts		23,866	8,005
Telephone control accounts		164	95
Conversion accounts		26	-
Other		(57)	(268)
Total		23,999	7,832
17.2 Other payables			
Rental deposits		35	15
Total		35	15
18. Net cash flow available from operating activities			
Net surplus/(deficit) as per Statement of Financial Performance		(402,600)	393,316
Add back non cash/cash movements not deemed operating activities		958,931	311,921
(Increase)/decrease in receivables – current		161,262	(199,514)
(Increase)/decrease in prepayments and advances		840	351
(Increase)/decrease in other current assets		-	42,657
Increase/(decrease) in payables – current		16,187	6,886
Proceeds from sale of capital assets		(1,412)	(205)
Expenditure on capital assets		1,159,699	1,180,539
Surrenders to revenue fund		(377,645)	(718,793)
Net cash flow generated by operating activities		556,331	705,237
19. Reconciliation of cash and cash equivalents for cash flow purposes			
Consolidated Paymaster General Account		(556,032)	41,148
Cash on hand		1,476	1,381
Total		(554,556)	42,529

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

	<i>Note</i>	2008/09 R'000	2007/08 R'000
20. Contingent liabilities			
Liable to	Nature		
Motor vehicle guarantees	Employees	ANNEXURE 3A 258	496
Housing loan guarantees	Employees	ANNEXURE 3A 14,252	23,525
Claims against the department		ANNEXURE 3B 1,276,072	315,743
Other departments (interdepartmental unconfirmed balances)		ANNEXURE 5 131,890	102
Total		1,422,472	339,866
21. Commitments			
Current expenditure			
Approved and contracted	*	472,465	666,692
Approved but not yet contracted		-	122,162
Total Commitments		472,465	788,854
Capital Expenditure			
Approved and contracted		1,005,479	54,554
Approved but not yet contracted		-	-
		1,005,479	54,554
Total Commitments		1,477,944	843,408

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

22. Accruals	30 Days R'000	30+ Days R'000	Total R'000	Total R'000
Listed by economic classification				
Compensation of employees	-	-	-	22
Goods and services	90,541	36,198	126,739	151,698
Transfers and subsidies	72	12	84	78
Buildings and other fixed structures	82,851	-	82,851	90,771
Machinery and Equipment	576	604	1,180	41,833
Software and other intangible assets	-	-	-	7,593
Total	174,040	36,814	210,854	291,995
Listed by programme level				
Administration			70,155	86,326
Security			131	41,362
Development			5,434	19,323
Care			5,866	14,135
Corrections			2,164	866
Facilities			127,086	129,952
Social Re-integration			18	31
Total			210,854	291,995
Confirmed balances with departments			ANNEXURE 5 294	100
Total			294	100

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	2008/09 R'000	2007/08 R'000
23. Employee benefits		
Leave entitlement	129,487	135,033
Thirteenth cheque	200,991	176,998
Capped leave commitments	585,112	587,761
Total	915,590	899,792
24. Lease Commitments		
Operating leases expenditure 2008/2009	Machinery and equipment R'000	Total R'000
Not later than 1 year	9,920	9,920
Later than 1 year and not later than 5 years	4,999	4,999
Later than five years	-	-
Total lease commitments	14,919	14,919
2007/2008	Machinery and equipment	Total
Not later than 1 year	5,669	5,669
Later than 1 year and not later than 5 years	4,900	4,900
Later than five years	-	-
Total lease commitments	10,569	10,569
25. Receivables for departmental revenue		
Sales of goods and services other than capital assets	78	563
Total	78	563
26. Irregular expenditure		
26.1 Reconciliation of irregular expenditure		
Opening Balance	1,200	1,200
Add: Irregular expenditure - relating to current year	417	
Irregular expenditure awaiting condonement	1,617	1,200
Analysis of awaiting condonement per age classification		
Current	417	1,200
Prior years	1,200	
Total	1,617	1,200
26.2 Details of irregular expenditure - current year	Disciplinary steps taken/criminal proceedings	2008/09 R'000
Incident		
SADC workshop Angola	Pending investigation	93
Grey Consulting	Pending investigation	129
Forensic investigation	Pending investigation	69
Squeeze bottles	Pending investigation	48
Motswaka media coverage	Pending investigation	78
		417

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27. Key management personnel

Description	No of Individuals	2008/09 R'000	2007/08 R'000
Political Office Bearers			
Officials	2	2,739	1,611
Level 15 to 16	12	9,600	8,476
Level 14	23	17,536	16,350
Family members of key management personnel	26	5,823	3,526
Total		35,698	29,963

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, whereafter 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.

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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.

	2008/09 R'000	2007/08 R'000
Contract fee paid	674,219	615,219
Fixed component	194,731	195,265
Indexed component	479,488	419,954
Current expenditure		
Goods and Services(excluding lease payments)	479,488	419,954
Capital/(Liabilities)		
Property	194,731	195,265
Total	674,219	615,219
Future obligations for the remaining period of 17 years.	1,512,343	1,707,077
29. Provisions		
Potential irrecoverable debts		
Private enterprises	-	4,775
Staff debtors	17,258	14,172
Total	17,258	18,947

30. Movable Tangible Capital Assets

30.1 Movement in Movable Tangible Capital Assets Per Asset Register for the year ended 31 March 2009

	Opening balance Cost R'000	Current Year Adjustments to prior year balances Cost R'000	Additions Cost R'000	Disposals Cost R'000	Closing balance Cost R'000
Machinery and Equipment	1,190,693	262,884	51,289	57,455	1,447,411
Transport assets	212,775	203,734	18,562	47,517	387,554
Specialised military assets	-	30,919	-	61	30,858
Computer equipment	62,033	35,725	33,345	3,617	127,486
Furniture and Office equipment	736,418	(104,376)	2,717	1,285	633,474
Other machinery and equipment	179,467	96,882	(3,335)	4,975	268,039
Biological Assets	-	641	139	73	707
Biological assets	-	641	139	73	707
Total Movable Tangible Capital Assets	1,190,693	263,525	51,428	57,528	1,448,118

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30.2 Additions to Movable Tangible Capital Asset Per Asset Register for the year ended 31 March 2009

	Cash Cost R'000	Non-Cash Fair Value R'000	(Capital work in progress - current costs) Cost R'000	Received current year, not paid (Paid cur- rent year, received prior year) Cost R'000	Total Cost R'000
Machinery and Equipment	91,942	-	-	(40,653)	51,289
Transport assets	18,562	-	-	-	18,562
Computer equipment	33,345	-	-	-	33,345
Furniture and Office equipment	2,717	-	-	-	2,717
Other machinery and equipment	37,318	-	-	(40,653)	(3,335)
Biological Assets	139	-	-	-	139
Biological assets	139	-	-	-	139
Total Additions to Movable Tangible Capital Assets	92,081	-	-	(40,653)	51,428

30.3 Disposals of Movable Tangible Capital Assets Per Asset Register for the year ended 31 March 2009

	Sold for cash R'000	Transfer out or destroyed or scrapped R'000	Total dispos- als R'000	Cash received actual R'000
Machinery and Equipment	1,409	56,046	57,455	1,409
Transport assets	1,409	46,108	47,517	1,409
Specialised military assets	-	61	61	-
Computer equipment	-	3,617	3,617	-
Furniture and Office equipment	-	1,285	1,285	-
Other machinery and equipment	-	4,975	4,975	-
Biological Assets	3	70	73	3
Biological assets	3	70	73	3
Total Disposal of Movable Tangible Capital Assets	1,412	56,116	57,528	1,412

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30.4 Movement for 2007/08

Movement In Movable Tangible Capital Assets Per Asset Register For The Year Ended 31 March 2008

	Opening balance R'000	Additions R'000	Disposals R'000	Closing Balance R'000
Machinery and Equipment	1,115,200	125,554	50,061	1,190,693
Transport assets	236,268	16,883	40,376	212,775
Computer equipment	44,766	21,715	4,448	62,033
Furniture and Office equipment	733,291	3,607	480	736,418
Other machinery and equipment	100,875	83,349	4,757	179,467
Total movable tangible capital assets	1,115,200	125,554	50,061	1,190,693

30.5 Minor assets

Minor Assets Of The Department For 31 March 2009

	Intangi- ble assets R'000	Heritage assets R'000	Machinery and equip- ment R'000	Biological assets R'000	Total R'000
Minor Assets	254	-	449,253	2,043	451,550
Total	254	-	449,253	2,043	451,550

	Intangi- ble assets	Heritage assets	Machinery and equip- ment	Biological assets	Total
Number of minor assets	544	-	490,770	7,767	499,081
Total	544	-	490,770	7,767	499,081

31. Intangible Capital Assets

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

	Opening balance Cost R'000	Current Year Adjustments to prior year balances Cost R'000	Additions Cost R'000	Disposals Cost R'000	Closing balance Cost R'000
Software And Other Intangible Assets	38,537	-	-	-	38,537
Capitalised Development Costs	38,537	-	-	-	38,537
Total Intangible Assets	38,537	-	-	-	38,537

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31.2 Additions To Intangible Capital Assets Per Asset Register For The Year Ended 31 March 2009

	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
Software And Other Intangible Assets					
Capitalised Development Costs	32,160	-	(24,567)	(7,593)	-
Total	32,160	-	(24,567)	(7,593)	-

31.3 Movement for 2007/08

Movement In Intangible Capital Assets Per Asset Register For The Year Ended 31 March 2008

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

32. Immovable Tangible Capital Assets

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

	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	155,275	(146,012)	-	-	9,263
Dwellings	35,854	(35,580)			274
Non-residential buildings	157	7,672			7,829
Other fixed structures	119,264	(118,104)			1,160
Heritage Assets	-	211	-	-	211
Heritage assets	-	211	-	-	211
Total Immovable Tangible Capital Assets	155,275	(145,801)	-	-	9,474

Department of Correctional Services - Vote 18
 Disclosure Notes to the Annual Financial Statements
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32.1 Additions

Additions to immovable tangible capital assets per asset register for the year ended 31 March 2009

	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	1,035,458	-	(1,035,458)	-	-
Dwellings	613,631	-	(613,631)	-	-
Non-residential buildings	61,657	-	(61,657)	-	-
Other fixed structures	360,170	-	(360,170)	-	-
Total Additions to Immovable Tangible Capital Assets	1,035,458	-	(1,035,458)	-	-

32.2 Disposals

Disposals of immovable tangible capital assets per asset register for the year ended 31 March 2009

	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	-	-	-	-

32.3 Movement for 2007/08

Movement in immovable tangible capital assets per asset register for the year ended 31 March 2008

	Opening balance R'000	Additions R'000	Dispos- als R'000	Closing balance R'000
Buildings and Other Fixed Structures	64,504	102,829	12,058	155,275
Dwellings	35,854	75	75	35,854
Non-residential buildings	157	1,711	1,711	157
Other fixed structures	28,493	101,043	10,272	119,264
Total Tangible Capital Assets	64,504	102,829	12,058	155,275

ANNEXURE 1

STATEMENT OF LOCAL AND FOREIGN AID ASSISTANCE RECEIVED

Name of donor	Purpose	Opening Balance R'000	Revenue R'000	Expenditure R'000	Closing Balance R'000
Received in cash					
United States of America's President's Emergency plan for AIDS relief (PEPFAR) in Africa	Prevention and controlling of HIV/AIDS and infectious diseases	889	2,431	1,716	1,604
TOTAL		889	2,431	1,716	1,604

ANNEXURE 2A

STATEMENT OF UNCONDITIONAL GRANTS AND TRANSFERS TO MUNICIPALITIES

Name of municipality	Grant allocation			Transfer		Spent			2007/08 Total Available
	Amount R'000	Roll Overs R'000	Adjustments R'000	Actual Transfer R'000	% of Available Funds Transferred	Amount received by municipality R'000	Amount spent by municipality R'000	% of available funds spent by municipality	
Various municipalities	-	-	-	1,996	-	-	-	-	2,062
Total	-	-	-	1,996	-	-	-	-	2,062

ANNEXURE 2B

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

Department/agency/account	Transfer allocation				Transfer		2007/08 Final Appropriation Act
	Adjusted Appropriation R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of Available Funds Transferred %	
SASSETA	-	-	-	-	3,947	-	3,474
Total	-	-	-	-	3,947	-	3,474

ANNEXURE 2C

STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

Name of public corporation/ private enterprise)	Transfer allocation				Expenditure			2007/08 Total Available R'000
	Adjusted Appropriation Act R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000	% of		
						Available Funds Transferred %	Capital R'000	
Private Enterprises								
Various private organisations	-	-	-	-	-	-	-	-
Non life Insurance	-	-	-	219	-	-	-	159
TOTAL	-	-	-	-	219	-	-	159

ANNEXURE 2D
STATEMENT OF TRANSFERS TO HOUSEHOLDS

Non profit organisation	Transfer allocation			Expenditure		2007/08 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	
Leave gratuity					19,397	
Poverty relief					1,510	
Prisoner gratuity (Pocket money)	-	-	-	-	11,853	27,501
Total	-	-	-	-	32,760	27,501

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ANNEXURE 2E
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

Name of organisation	Nature of gift, donation or sponsorship	2008/09 R'000	2007/08 R'000
Received in cash			
Open Society Foundation	Development of an electronic tool to monitor the implementation of the Correctional Services Act 111 of 1998	61	-
Subtotal		61	-
Received in kind			
Various private persons	Animals	2	1
Various private persons	Sport and recreation	26	17
Bosasa Operations (Pty) Ltd	Vegetable processing plant	-	812
Various private companies	Computer equipment and software	2	-
Various private persons/companies	Books	36	6
Various private persons	Food and related products	-	9
Various private persons	Toiletries	2	9
Various private persons/companies	Electrical appliances	11	74
Various private persons/companies	Toys, baby accessories and recreation	18	40
Various private persons/companies	Other	3	-
Subtotal		100	968
TOTAL		161	968

ANNEXURE 2F

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

Nature of gift, donation or sponsorship	2008/09 R'000	2007/08 R'000
Made in kind		
Corporate gifts to private persons	7	44
Poverty alleviation (clothing and food) to private organisations	327	80
Other	3	14
Subtotal	337	138
Total	337	138

ANNEXURE 3A

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2009 - LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2008 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 31/03/2009 R'000	Guaranteed interest outstanding 31/03/2009 R'000	Realised losses not recoverable, i.e. claims paid out R'000
Stannic fleet Management	Motor Vehicles	1,118	496	622	860	-	258	-	-
	Motor Vehicles								
	Subtotal	1,118	496	622	860	-	258	-	-
Standard Bank	Housing		6,543	244	2,470	-	4,317	-	-
Nedbank Limited	Housing		1,266	-	623	-	643	-	-
First Rand Bank	Housing		1,184	13	474	-	723	-	-
Nedbank (INC B)	Housing		242	-	13	-	229	-	-
Meeg Bank Limited	Housing		215	10	122	-	103	-	-
ABSA	Housing		3,006	181	1,694	-	1,493	-	-
Unique Finance	Housing		94	-	-	-	94	-	-
Old Mutual Finance	Housing		519	-	74	-	445	-	-
Peoples Bank FB	Housing		740	38	346	-	432	-	-
Nedbank LTD (NBS)	Housing		1,485	-	183	-	1,302	-	-
FNB-Former Saambou	Housing		3,292	108	1,052	-	2,348	-	-
Old Mutual (NEDB/P)	Housing		2,085	-	1,352	-	733	-	-
Hlano Fin Services	Housing		48	-	-	-	48	-	-
Ithala Limited	Housing		731	128	39	-	820	-	-
Free State Dev Cor	Housing		92	-	-	-	92	-	-

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Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2008 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 31/03/2009 R'000	Guaranteed interest outstanding 31/03/2009 R'000	Realised losses not recoverable, i.e. claims paid out R'000
North West Housing Corp	Housing		6	-	-	-	6	-	-
Mpumalanga Housing Fin Cor	Housing		245	-	-	-	245	-	-
Housing Dev Board	Housing		18	-	-	-	18	-	-
NP Development Cor	Housing		40	-	-	-	40	-	-
Green Start Home Loans	Housing		75	14	-	-	89	-	-
NHFC (Masikheni)	Housing		32	-	-	-	32	-	-
	Subtotal		21,958	736	8,442	-	14,252	-	-
	Total	1,118	22,454	1,358	9,302	-	14,510	-	-

Department of Correctional Services - Vote 18
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ANNEXURE 3B
STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2009

Nature of Liability	Opening Balance 01/04/2008	Liabilities incurred during the year	Liabilities paid/cancelled/reduced during the year	Liabilities recoverable	Closing Balance 31/03/2009
	R'000	R'000	R'000	R'000	R'000
Claims against the department					
Damages	15,144	-	-	-	15,144
Damages HIV	3,455	-	-	-	3,455
Defamation	830	495	-	-	1,325
Boodily Injury/Assault	81,922	906,951	315	-	988,558
Unlawful Detention	115,218	58,396	11,723	-	161,891
Compensation	25,107	-	-	-	25,107
Death in detention	830	220	-	-	1,050
Claim for legal cost	40,004	-	-	-	40,004
Unlawful Deduction	10	-	-	-	10
Unpaid Rental	476	-	-	-	476
Breach of Contract	3,011	19	-	-	3,030
Rape	5,500	1,250	5,748	-	1,002
Pain and suffering	7,152	6,845	-	-	13,997
Damages to properties	2,053	74	-	-	2,127
Motor accidents	978	1,912	74	-	2,816
Other	14,053	2,464	437	-	16,080
Total	315,743	978,626	18,297	-	1,276,072

Department of Correctional Services - Vote 18
Annexures to the Annual Financial Statements
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ANNEXURE 4

CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2009	31/03/2008	31/03/2009	31/03/2008	31/03/2009	31/03/2008
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Water Affairs and Forestry	-	-	143	255	143	255
Agriculture	-	-	519	116	519	116
Defence	-	-	11	8	11	8
Public Service and Administration	-	-	-	77	-	77
Foreign Affairs	-	-	56	31	56	31
Local Government	-	-	4	-	4	-
Housing	-	-	19	-	19	-
SAPS	-	-	16	166	16	166
Justice	-	-	3,259	43	3,259	43
Department of Public Works	-	185,208	10	-	10	185,208
Home Affairs	-	-	634	-	634	-
Health	-	-	83	16	83	16
SASSA	-	-	3	-	3	-
Social Development	-	-	63	15	63	15
Transport	-	-	30	-	30	-
Safety and Liaison	-	-	-	254	-	254
Land Affairs	-	-	11	11	11	11
Private & other institutions	-	-	-	4	-	4
Water Affairs Gauteng	-	-	1,017	-	1,017	-
National Prosecuting Authority	-	-	36	-	36	-
Gauteng Treasury	-	-	29	-	29	-
Home Affairs Gauteng	-	-	331	-	331	-
Limpopo Provincial Department	-	-	26	-	26	-
Sub Total	-	185,208	6,300	996	6,300	186,204
Other Government Entities						
Dr George Mukhari Hospital	-	-	430	-	430	-
Total	-	185,208	6,730	996	6,730	186,204

Department of Correctional Services - Vote 18
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ANNEXURE 5
INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2009	31/03/2008	31/03/2009	31/03/2008	31/03/2009	31/03/2008
	R'000	R'000	R'000	R'000	R'000	R'000
Departments						
Current						
SAPS	33	100	245	38	278	138
Housing Gauteng	17	-	-	17	17	17
Social Development Gauteng	-	-	-	13	-	13
Kwazulu Natal Provincial Treasury	-	-	-	8	-	8
Public Works	-	-	105,490	26	105,490	26
Water Affairs and Forestry	4	-	-	-	4	-
Health	240	-	-	-	240	-
Arts and Culture	-	-	7	-	7	-
Foreign Affairs	-	-	17	-	17	-
Sport and Recreation	-	-	10	-	10	-
Public Administration Leadership and Management	-	-	1	-	1	-
Public Service and Administration	-	-	68	-	68	-
Education	-	-	23	-	23	-
Printing Works	-	-	4,248	-	4,248	-
National Prosecuting Authority	-	-	14	-	14	-
Health North West	-	-	128	-	128	-
Health Gauteng	-	-	21,344	-	21,344	-
Health Eastern Cape	-	-	280	-	280	-
Social Development Eastern Cape	-	-	1	-	1	-
Social Development Free State	-	-	11	-	11	-
Agriculture Conservation and Environment North West	-	-	3	-	3	-
Total	294	100	131,890	102	132,184	202

Part 5: Human Resource Management



1. Public Service Regulations

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

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

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

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

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

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

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

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

2. Expenditure

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 2.1 – Personnel costs by programme, 2008/9

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as a percent of total expenditure	Average personnel cost per employee (R'000)
Administration	3,750,586	1,502,482	10,522	0	40.1	36
Care	1,357,770	527,887	3,250	0	38.9	13
Corrections	1,023,454	973,792	9,067	0	95.1	24
Development	481,062	244,062	2,952	0	50.7	6
Facilities	1,702,632	86,637	730	0	5.1	2
Security	4,546,928	4,362,486	36,208	0	95.9	106
Social reintegration	427,189	391,268	2,880	0	91.6	10
DCS: Internal charges	-468,815	-4	0	0	0	0
FHW: Internal charges	519	0	0	0	0	0
Z=Total as on Financial Systems (BAS)	12,821,325	8,088,610	65,609	0	63.1	197

TABLE 2.2 – Personnel costs by salary bands, 2008/9

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	996	0	124,500
Skilled (Levels 3-5)	1,657,322	20.8	124,079
Highly skilled production (Levels 6-8)	5,303,154	66.5	209,777
Highly skilled supervision (Levels 9-12)	759,029	9.5	317,851
Senior management (Levels 13-16)	109,957	1.4	646,806
Contract (Levels 3-5)	625	0	41,667
Contract (Levels 6-8)	5,872	0.1	158,703
Contract (Levels 9-12)	24,611	0.3	300,134
Contract (Levels 13-16)	2,884	0	480,667
Periodical Remuneration	30,175	0.4	15,403
Abnormal Appointment	17,484	0.2	23,096
TOTAL	7,912,109	99.2	179,580

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

TABLE 2.3 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2008/09

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
Development of offenders (1/3)	68,819	66.9	8,246	8	1,034	1	4,993	4.9
Prog. 1 Administration	961,572	63.1	164,599	10.8	18,342	1.2	78,104	5.1
Prog. 2 Security	2,175,419	57.1	661,228	17.3	59,798	1.6	249,207	6.5
Prog. 3 Facilities	60,753	59.8	14,791	14.6	1,283	1.3	5,657	5.6
Prog. 4 Care	322,438	60.8	76,304	14.4	5,052	1	22,115	4.2
Prog. 5 Development	180,907	61.5	38,668	13.1	3,193	1.1	16,829	5.7
Prog. 6 Corrections	705,572	57.9	208,232	17.1	15,813	1.3	69,132	5.7
Prog. 7 After care / Social reintegration	228,361	57.6	70,817	17.9	5,913	1.5	22,324	5.6
Public private partnership (1/3)	417	69.8	3	0.5	1	0.2	31	5.2
TOTAL	4,704,258	59	1,242,888	15.6	110,429	1.4	468,392	5.9

TABLE 2.4 – Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2008/09

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)	664	65	11	1.1	16	1.6	102	10
Skilled (Levels 3-5)	960,260	57.9	251,266	15.1	32,606	2	122,923	7.4
Highly skilled production (Levels 6-8)	3,080,120	57.8	929,699	17.4	70,667	1.3	316,631	5.9
Highly skilled supervision (Levels 9-12)	524,017	66.8	61,907	7.9	5,724	0.7	26,747	3.4
Senior management (Levels 13-16)	90,319	77	0	0	1,416	1.2	1,824	1.6
Contract (Levels 3-5)	546	87.4	5	0.8	0	0	35	5.6
Contract (Levels 6-8)	5,087	86.4	0	0	0	0	2	0
Contract (Levels 9-12)	23,605	91.6	0	0	0	0	123	0.5
Contract (Levels 13-16)	2,569	88.5	0	0	0	0	5	0.2
Periodical Remuneration	672	2	0	0	0	0	0	0
Abnormal Appointment	16,399	93.6	0	0	0	0	0	0
TOTAL	4,704,258	59	1,242,888	15.6	110,429	1.4	468,392	5.9

3. Employment and vacancies

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

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

TABLE 3.1 – Employment and vacancies by programme, 31 March 2009

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Development of offenders(1/3), Permanent	666	445	33.2	0
Prog. 1 Administration	8,228	6,630	19.4	39
Prog. 2 Security	24,072	22,814	5	0
Prog. 3 Facilities	542	460	15.1	0
Prog. 4 Care	2,629	2,048	22.1	2
Prog. 5 Development	1,730	1,407	18.7	0
Prog. 6 Corrections	6,411	5,713	10.9	0
Prog. 7 After care / Social reintegration	2,007	1,815	9.6	0
Public private partnership (1/3), Permanent	21	11	47.6	1
Total	46,305	41,344	10.7	42

TABLE 3.2 – Employment and vacancies by salary bands, 31 March 2009

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	19	9	52.6	0
Skilled (Levels 3-5)	13,899	13,361	3.9	7
Highly skilled production (Levels 6-8)	29,039	25,356	12.7	0
Highly skilled supervision (Levels 9-12)	3,012	2,306	23.4	0
Senior management (Levels 13-16)	196	172	12.2	1
Contract (Levels 3-5)	16	16	0	12
Contract (Levels 6-8)	30	30	0	9
Contract (Levels 9-12)	88	88	0	7
Contract (Levels 13-16)	6	6	0	6
TOTAL	46,306	41,343	10.7	42

TABLE 3.3 – Employment and vacancies by critical occupation, 31 March 2009

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Administrative related	99	69	30.3	0
Cartographic surveying and related technicians	1	1	0	0
Chaplain and related professionals	49	40	18.4	0
Client inform clerks (switchboard reception inform clerks)	45	33	26.7	0
Computer programmers	13	3	76.9	0
Custodian personnel	42,331	38,585	31.9	33

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Educationists, Permanent	565	431	23.7	0
Engineers and related professionals	1	1	0	0
Finance and economics related	119	88	26.1	0
Financial and related professionals	263	138	47.5	0
Financial clerks and credit controllers	19	11	42.1	0
General legal administration & related professionals	36	19	47.2	0
Head of department/ chief executive officer	1	1	0	0
Health sciences related	118	38	67.8	0
Human resources & organisational development & related professionals	7	6	14.3	0
Human resources related	25	17	32	0
Information technology related	12	4	66.7	0
Legal related	5	4	20	0
Logistical support personnel	211	129	38.9	0
Medical practitioners	15	12	20	0
Other information technology personnel	119	74	37.8	0
Pharmacists	45	25	44.4	0
Professional nurse	1,095	817	25.4	0
Psychologists and vocational counselors	3	3	0	0
Rank: Minister	1	1	0	0
Secretaries & other keyboard operating clerks	137	100	27	2
Senior managers	200	176	12	7
Social sciences related	169	139	17.8	0
Social work and related professionals	602	377	37.4	0
Total	46,306	41,342	10.7	42

The information in each case reflects the situation as at 31 March 2009. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

4. Job evaluation

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

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

TABLE 4.1 – Job Evaluation, 1 April 2008 to 31 March 2009

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)	19	0	0	0	0	0	0
Skilled (Levels 3-5)	13,915	5	0	0	0	0	0
Highly skilled production (Levels 6-8)	29,070	94	0.3	80	85.1	7	7.4
Highly skilled supervision (Levels 9-12)	3,100	173	5.6	73	42.2	1	0.6
Senior Management Service Band A	19	0	0	0	0	0	0
Senior Management Service Band B	142	1	0.7	0	0	0	0
Senior Management Service Band C	27	0	0	0	0	0	0
Senior Management Service Band D	14	0	0	0	0	0	0
Total	46,306	273	0.6	153	56.4	8	2.9

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

TABLE 4.2 – Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2008 to 31 March 2009

Beneficiaries	African	Asian	Coloured	White	Total
Female	4	1	1	5	11
Male				5	5
Total					16
Employees with a disability					0

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

TABLE 4.3 – Employees whose salary level exceed the grade determined by job evaluation, 1 April 2008 to 31 March 2009 (in terms of PSR 1.V.C.3)

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
	0	0	0	0
	0	0	0	0
	0	0	0	0
	0	0	0	0
Total Number of Employees whose salaries exceeded the level determined by job evaluation in 2007/08				0
Percentage of total employment				0

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

TABLE 4.4 – Profile of employees whose salary level exceed the grade determined by job evaluation, 1 April 2008 to 31 March 2009 (in terms of PSR 1.V.C.3)

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

[If there were no cases where the remuneration bands exceeded the grade determined by job evaluation, use the following table as TABLE 4.3]

Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2007/08	None
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5. Employment changes

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

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

TABLE 5.1 – Annual turnover rates by salary band for the period 1 April 2008 to 31 March 2009

Salary Band	Number of employees per band as on 1 April 2004	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	10	87	1	10%
Skilled (Levels 3-5)	12,855	1,567	233	1,8%
Highly skilled production (Levels 6-8)	25,617	190	769	3%
Highly skilled supervision (Levels 9-12)	2,316	26	81	3,5%
Senior Management Service Band A	139	2	4	2,9%
Senior Management Service Band B	26	0	1	3,8%
Senior Management Service Band C	9	1	2	22,2%
Senior Management Service Band D	2	0	1	50%
Contract (level 3-5)	3	26	11	366,7%

Salary Band	Number of employees per band as on 1 April 2004	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Contract (level 6.8)	34	52	48	141.2%
Contract (level 9-12)	82	10	9	11%
Contract (BAND A)	1	6	0	0%
Contract (BAND B)	0	0	1	0%
Contract (BAND C)	0	1	0	0%
Total	41,094	1,968	1,161	2,8%

TABLE 5.2 – Annual turnover rates by critical occupation for the period 1 April 2008 to 31 March 2009

Occupation:	Number of employees per occupation as on 1 April 2007	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative related	49	1	0	0
Artisan project and related superintendents	1	0	0	0
Chaplain and related professionals	27	4	1	3.7
Client inform clerks (switch b reception inform clerks)	47	6	2	4.3
Communication and information related	2	0	0	0
Computer programmers	5	1	0	0
Custodian personnel	38,550	1,781	1,034	2.7
Educationists.	442	4	13	2.9
Engineers and related professionals	2	0	0	0
Finance and economics related	61	0	0	0
Financial and related professionals	131	12	1	0.8
Financial clerks and credit controllers	4	0	0	0
General legal administration & related. professionals	13	2	1	7.7
Head of department/chief executive officer	3	0	0	0
Health sciences related	51	1	2	3.9
Human resources & organisational development & relate professionals	8	0	1	12.5
Human resources clerks	2	0	0	0
Human resources related	18	0	2	11.1
Information technology related	3	0	0	0
Language practitioners interpreters & other communications	1	0	0	0

Occupation:	Number of employees per occupation as on 1 April 2007	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Legal related	1	0	0	0
Logistical support personnel	85	7	3	3.5
Material-recording and transport clerks	1	0	0	0
Medical practitioners	6	4	2	33.3
Messengers porters and deliverers	1	0	0	0
Nursing assistants	1	0	0	0
Other administration & related clerks and organisers	1	0	0	0
Other administrative policy and related officers	1	0	0	0
Other information technology personnel	66	5	4	6.1
Pharmaceutical assistants	0	2	0	0
Pharmacists	28	16	20	71.4
Pharmacologists pathologists & related professional	2	0	0	0
Professional nurse	706	64	25	3.5
Psychologists and vocational counsellors	27	9	13	48.1
Secretaries & other keyboard operating clerks	107	10	7	6.5
Senior managers	135	10	9	6.7
Social sciences related	33	0	1	3
Social work and related professionals	473	26	18	3.8
TOTAL	41,094	1,965	1,159	2.8

Table 5.3 identifies the major reasons why staff left the department.

Table 5.3 – Reasons why staff are leaving the department

Termination Type	Number	% of total
Death	302	0.7%
Resignation	441	1.1%
Expiry of contract	62	0.2%
Dismissal – misconduct	182	0.4%
Discharged due to ill-health	25	0.1%
Retirement	143	0.3%
Transfers to other Public Service Departments	5	0.1%
Other	1	0%
Total	1,161	2.8%
Total number of employees who left as a % of the total employment		2.8%

Table 5.4 – Promotions by critical occupation

Occupation	Employees as at 1 April 2007	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
Administrative related	49	3	6.1	28	57.1
Artisan project and related superintendents	1	0	0	0	0
Chaplain and related professionals	27	1	3.7	16	59.3
Client inform clerks (switch b receipt inform clerks)	47	0	0	34	72.3
Communication and information related	2	0	0	0	0
Computer programmers.	5	1	20	3	60
Custodian personnel:	38,550	1,177	3	22,601	58.7
Educationists.	442	8	1.8	266	60.2
Engineers and related professionals	2	0	0	0	0
Finance and economics related	61	9	14.8	33	54.1
Financial and related professionals	131	29	22.1	37	28.2
Financial clerks and credit controllers	4	0	0	3	75
General legal administration & related professionals	13	0	0	4	30.8
Head of department/ chief executive officer	3	0	0	0	0
Health sciences related	51	3	5.9	17	33.3
Human resources & organisational development & relate professionals	8	0	0	7	87.5
Human resources clerks	2	0	0	0	0
Human resources related	18	1	5.6	12	66.7
Information technology related	3	1	33.3	3	100
Language practitioners interpreters & other communications	1	0	0	0	0
Legal related	1	0	0	0	0
Logistical support personnel	85	14	16.5	27	31.8
Material-recording and transport clerks	1	0	0	1	100

Occupation	Employees as at 1 April 2007	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
Medical practitioners	6	0	0	0	0
Messengers porters and deliverers	1	0	0	1	100
Nursing assistants	1	0	0	0	0
Other administrators & related clerks and organisers	1	0	0	0	0
Other administrative policy and related officers	1	1	100	0	0
Other information technology personnel.	66	3	4.5	27	40.9
Pharmacists	28	0	0	4	14.3
Pharmacologists pathologists & related professionals	2	0	0	2	100
Professional nurse	706	2	0.3	33	4.7
Psychologists and vocational counselors	27	10	37	0	0
Secretaries & other keyboard operating clerks	107	1	0.9	49	45.8
Senior managers	135	5	3.7	141	104.4
Social sciences related	33	1	3	29	87.9
Social work and related professionals	473	34	7.2	324	68.5
TOTAL	41,094	1,304	3.2	23,710	57.7

Table 5.5 – Promotions by salary band

Salary Band	Employment at Beginning of Period (April 2008)	Promotions to another Salary Level	Salary Level Promotions as a % of Employment	Progressions to another Notch within Salary Level	Notch progressions as a % of Employment
Lower skilled (Levels 1-2)	10	0	0	6	60
Skilled (Levels 3-5)	12,855	5	0	7,182	55.9
Highly skilled production (Levels 6-8)	25,617	1,142	4.5	15,290	59.7
Highly skilled supervision (Levels 9-12)	2,316	147	6.3	1,045	45.1
Senior management (Levels 13-16)	176	7	4	183	104
Contract (Levels 3-5)	3	0	0	0	0
Contract (Levels 6-8)	34	0	0	0	0
Contract (Levels 9-12)	82	3	3.7	4	4.9
Contract (Levels 13-16)	1	0	0	0	0
TOTAL	41,094	1,304	3.2	23,710	57.7

6. Employment equity

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

Table 6.1 – Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2009

Occupational categories (SASCO)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	60	15	4	16	29	3	3	3	133
Professionals	590	101	9	172	1,058	235	16	169	2,350
Clerks	19,670	4,233	479	4,662	7,425	1,319	181	870	38,839
Service and sales workers	0	0	0	0	1	0	0	0	1
Elementary occupations	8	8	0	0	4	0	0	0	20
Total	20,328	4,357	492	4,850	8,517	1,557	200	1,042	41,343
Employees with disabilities	133	21	0	34	74	11	1	8	282

Table 6.2 – Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2009

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	16	4	0	4	10	2	1	2	39
Senior Management	62	15	5	15	28	2	1	3	131
Professionally qualified and experienced specialists and mid-management	823	171	26	298	728	161	22	158	2,387
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	11,657	3,281	366	4,464	3,888	760	87	777	25,280
Semi-skilled and discretionary decision making	7,717	872	94	62	3,811	625	86	90	13,357
Unskilled and defined decision making	0	0	0	0	6	2	0	1	9
Contract (Senior Management)	0	1	1	1	2	1	0	0	6
Contract (Professionally qualified)	44	13	0	3	20	2	0	0	82
Contract (Skilled technical)	5	0	0	3	13	2	3	11	37
Contract (Semi-skilled)	4	0	0	0	11	0	0	0	15
Total	20,328	4,357	492	4,850	8,517	1,557	200	1,042	41,343

Table 6.3 – Recruitment for the period 1 April 2008 to 31 March 2009

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	1	0	1	0	0	0	0	0	2

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Professionally qualified and experienced specialists and mid-management	7	2	0	2	10	0	1	4	26
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	51	12	1	7	87	20	2	10	190
Semi-skilled and discretionary decision making	640	80	23	9	701	74	23	17	1,567
Unskilled and defined decision making	14	5	3	3	51	4	3	4	87
Contract (Top Management)	0	0	0	0	0	0	0	1	1
Contract (Senior Management)	0	0	1	1	2	1	1	0	6
Contract (Professionally qualified)	4	0	0	2	4	0	0	0	10
Contract (Skilled technical)	12	0	0	4	22	2	3	9	52
Contract (Semi-skilled)	7	0	0	0	19	0	0	0	26
TOTAL	737	99	29	28	896	101	33	45	1,968

Employees with disabilities 18 0 0 0 16 0 0 1 35 5 3 3 51 4 3 4 87

Table 6.4 – Promotions for the period 1 April 2008 to 31 March 2009

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	13	5	0	3	12	0	1	2	36
Senior Management	76	19	6	15	33	1	1	3	154
Professionally qualified and experienced specialists and mid-management	463	105	20	209	233	51	13	98	1,192
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	8,030	2,068	208	2,207	2,911	615	68	325	16,432
Semi-skilled and discretionary decision making	4,187	549	49	28	1,935	343	38	58	7,187
Unskilled and defined decision making	0	0	0	0	4	2	0	0	6
Contract (Professionally qualified)	3	0	0	0	4	0	0	1	7
Total	12,772	2,746	283	2,462	5,131	1,012	121	487	25,014
Employees with disabilities	44	11	0	13	31	5	1	3	108

Table 6.5 – Terminations for the period 1 April 2008 to 31 March 2009

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	1	0	0	0	1	0	1	0	3
Senior Management	1	0	0	2	2	0	0	0	5
Professionally qualified and experienced specialists and mid-management	37	1	1	6	24	6	1	5	81
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	367	86	4	189	71	16	5	31	769
Semi-skilled and discretionary decision making	137	21	7	4	46	12	3	3	233
Unskilled and defined decision making	0	0	0	0	1	0	0	0	1
Contract (Senior Management)	0	0	0	0	0	0	1	0	1
Contract (Professionally qualified)	2	0	0	0	6	0	0	1	9
Contract (Skilled technical)	7	0	1	12	14	1	3	10	48
Contract (Semi-skilled)	3	0	0	0	8	0	0	0	11
Total	555	108	13	213	173	35	14	50	1,161
Employees with disabilities	3	0	0	0	0	0	0	1	4

Table 6.6 – Disciplinary action for the period 1 April 2008 to 31 March 2009

	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Disciplinary action									
Correctional counselling	157	130	1	34	30	11	0	4	367
Verbal warning	338	149	0	39	62	25	0	7	620
Written warning	388	172	3	61	37	15	2	12	690
Final written warning	312	92	7	40	25	4	2	1	483
Dismissal	74	30	5	15	17	3	0	0	144
Demotion	15	1	0	0	0	0	1	0	17
Suspended without payment	63	18	0	6	8	1	0	2	98
Withdrawal	128	39	1	12	20	8	0	4	212
Acquittal	37	0	1	0	4	0	1	0	43
No outcome	230	26	4	40	27	5	0	2	334
TOTAL	1,742	657	22	247	230	72	6	32	3,008

Table 6.7 – Skills development for the period 1 April 2008 to 31 March 2009

Occupational categories	Male				Female				Total 1. Total 2.
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	60	15	4	16	29	3	3	3	133
Professionals	590	101	9	172	1,058	235	16	169	2350
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	19,670	4,233	479	4,662	7,424	1,319	181	870	38,838
Service and sales workers	0	0	0	0	1	0	0	0	1
Elementary occupations	8	8	0	0	5	0	0	0	21
Total	20,328	4,357	492	4,850	8,517	1,557	200	1,042	41,343
Employees with disabilities	78	12	0	26	60	9	1	4	190

7. Performance rewards

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

TABLE 7.1 – Performance Rewards by race, gender, and disability, 1 April 2008 to 31 March 2009

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
African	4,843	28,707	16.87	18,300	R 3,778
Male	3,452	20,250	17	13,321	R 3,859
Female	1,391	8,457	16.4	4,979	R 3,580
Asian	160	691	23.15	639	R 3,993
Male	128	492	26	527	R 4,114
Female	32	199	16.1	112	R 3,516
Coloured	1,200	5,893	20.36	4,807	R 4,005
Male	877	4,345	20.2	3,660	R 4,174
Female	323	1,548	20.9	1,147	R 3,551
White	1,627	5,862	27.75	7,315	R 4,496
Male	1,236	4,824	25.6	5,543	R 4,485
Female	391	1,038	37.7	1,772	R 4,533
Employees with a disability	30	190	15.8	106	R 3,528
Total	7,860	41,343	19.01	31,167	R 3,965

TABLE 7.2 – Performance Rewards by salary bands for personnel below Senior Management Service, 1 April 2008 to 31 March 2009

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)	1	8	12.5	2	2,000	0.025
Skilled (Levels 3-5)	1,427	13,357	10.7	3,649	2,557	0.045
Highly skilled production (Levels 6-8)	6,031	25,280	23.9	23,842	3,953	0.298
Highly skilled supervision (Levels 9-12)	385	2,388	16.1	3,143	8,164	0.039
Contract (Levels 3-5)	0	15	0	0	0	0
Contract (Levels 6-8)	0	37	0	0	0	0
Contract (Levels 9-12)	0	82	0	0	0	0
Total	7,844	41,167	19.1	30,636	3,905	0.383

TABLE 7.3 – Performance Rewards by critical occupations, 1 April 2008 to 31 March 2009

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administrative related	10	48	20.8	107	10,700
Chaplain & related	8	33	24.2	103	12,875
Client information clerks	9	42	21.4	22	2,444
Communication and information	0	1	0	-	-
Computer Programmers	0	5	0	-	-
Custodian personnel	7,482	38,712	19.3	28,738	3,841
Educationists	120	428	28	574	4,783
Engineers and related professionals	0	2	0	-	-
Finance and Economics related	11	63	17.5	118	10,727
Finance and related professionals	27	149	18.1	144	5,333
Financial clerks	0	3	0	-	-
General legal administration	4	18	22.2	45	11,250
Health Sciences related	3	32	9.4	26	8,667
HR & Organisation Dev.	0	7	0	-	-
HR related	0	18	0	-	-
IT related	0	4	0	-	-
Legal related	0	1	0	-	-
Logistical support personnel	18	91	19.8	86	4,778
Material-recording and transport clerks	1	1	100	4	4,000
Medical Practitioners	0	9	0	-	-
Messengers Porters & deliverers	0	1	0	-	-

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Other admin.& related clerks	0	2	0	-	-
Other admin. Policy & related	0	1	0	-	-
Other IT personnel	9	69	13	46	5,111
Pharmaceutical assistants	0	2	0	-	-
Pharmacists	2	24	8.3	13	6,500
Pharmacologists Pathologists & related	0	2	0	-	-
Professional Nurse	3	813	0.4	32	10,667
Psychologists & Vocational counsellors	3	18	16.7	16	5,333
Secretaries & other Keyboard operators	35	101	34.7	102	2,914
Senior Managers	13	131	9.9	415	31,923
Social sciences related	11	38	28.9	77	7,000
Social Work and related professionals	91	472	19.3	499	5,484
Visible policing	0	1	0	-	-
Total	7,860	41,343	19	31,167	3,965

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

Salary Band	Beneficiary Profile			Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure
	Number of beneficiaries	Number of employees	% of total within band			
Band A	13	140	9.29	396	30,461	0.004
Band B	3	25	12	134	44,666	0.001
Band C	0	10	0	-	-	-
Band D	0	1	0	-	-	-
Total	16	176	9.09	530	33,125	0.006

8. Foreign workers

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

TABLE 8.1 – Foreign Workers, 1 April 2008 to 31 March 2009, by salary band

Salary Band	1 April 2008		31 March 2009		Change	
	Number	% of total	Number	% of total	Number	% change
Periodical Remuneration	13	100	13	100	13	0.01
Total	13	100	13	100	13	0.01

TABLE 8.2 – Foreign Worker, 1 April 2008 to 31 March 2009, by major occupation

Major Occupation	1 April 2008		31 March 2009		Change	
	Number	% of total	Number	% of total	Number	% change
National security and custodian personnel	9	69.2	9	69.2	0	0
Professionals and managers	4	30.8	4	30.8	0	0
Total	13	100	13	100	0	0

9. Leave utilisation for the period 1 January 2008 to 31 December 2008

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

TABLE 9.1 – Sick leave, 1 January 2008 to 31 December 2008

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)	277	88.8	29	0.1	10	52
Skilled (Levels 3-5)	115,332	79.7	11,851	32.2	10	27,532
Highly skilled production (Levels 6-8)	216,450	78.7	22,630	61.6	10	91,734
Highly skilled supervision (Levels 9-12)	17,704	79.8	2,031	5.5	9	14,240
Senior management (Levels 13-16)	813	82.3	113	0.3	7	1,794
Contract (Levels 3-5)	67	91	4	0	17	14
Contract (Levels 6-8)	153	52.9	21	0.1	7	68
Contract (Levels 9-12)	585	77.6	72	0.2	8	604
Contract (Levels 13-16)	24	58.3	5	0	5	50
Not Available	3	100	1	0	3	2
Total	351,408	79.1	36,756	100	10	136,090

TABLE 9.2 – Disability leave (temporary and permanent), 1 January 2008 to 31 December 2008

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)	70	100	3	0.2	23	13
Skilled (Levels 3-5)	4,566	99.2	253	19.3	18	1,174
Highly skilled production (Levels 6-8)	25,736	99.9	975	74.3	26	11,398
Highly skilled supervision (Levels 9-12)	2,659	100	78	5.9	34	2,483
Senior management (Levels 13-16)	87	100	3	0.2	29	185
Total	33,118	99.8	1312	100	25	15,253

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

TABLE 9.3 – Annual Leave, 1 January 2008 to 31 December 2008

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	355.36	11
Skilled Levels 3-5)	277,766.08	20
Highly skilled production (Levels 6-8)	680,195.36	26
Highly skilled supervision(Levels 9-12)	61,930.88	25
Senior management (Levels 13-16)	4120	23
Contract (Levels 3-5)	68.08	23
Contract (Levels 6-8)	450	19
Contract (Levels 9-12)	1,623.12	20
Contract (Levels 13-16)	50	8
Total	1,026,558.88	24

TABLE 9.4 – Capped leave, 1 January 2008 to 31 December 2008

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2007
Skilled Levels 3-5)	366	5	13
Highly skilled production (Levels 6-8)	28,927	7	47
Highly skilled supervision(Levels 9-12)	2,041	7	62
Senior management (Levels 13-16)	122	9	87
Total	31,456	7	48

TABLE 9.5 – Leave payouts for the period 1 April 2008 to 31 March 2009

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

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave payout for 2007/06 due to non-utilisation of leave for the previous cycle	222	50	4,440
Capped leave payouts on termination of service for 2007/06	16,012	2,692	5,948
Current leave payout on termination of service for 2007/06	1,256	240	5,233
Total	17,490	2,982	5,865

10. HIV and aids & health promotion programmes

TABLE 10.1 – Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
All employees of the department of correctional services	

Correctional officials, i.e. working in correctional centres	Dissemination of the results of the HIV & Syphilis Prevalence Survey on the intranet and on notice boards. Engagement of managers (147) on the results of the HIV & Prevalence Survey. Development of the National Intervention Plan from the recommendations of the survey Presentations nationally on HIV & AIDS Mainstreaming to 147 managers Awareness and information articles placed on the intranet and notice boards on "Know Your Status"; "HIV/AIDS & Human Rights"; "HIV/AIDS Disclosure"; "Procedure in Post Exposure Prophylaxis". Presentations to new recruits on HIV/AIDS related matters.
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TABLE 10.2 – Details of Health Promotion and HIV and AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	x		Mr P Mashabela, Director HR Support. HIV and AIDS is a sub-component within a sub-directorate
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		There is only one national HIV and AIDS co-ordinator for officials at ASD level. EAP's assist with counselling on HIV and AIDS. There are 14 EAPs nationally. The annual budget is approximately R 2.4 million
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	x		The employee assistance programme within the department covers three fundamental methods: Therapeutic services available for all employees provided by trained professionals. The emphasis is on short term counselling and effective and appropriate referral processes. Wellness programmes and training which focus on prevention programmes such as financial life-skills, stress management, burn-out, HIV/AIDS, Gender Empowerment and Healthy Lifestyles Marketing and Information centre which provides. Information on various topics such as Child Maintenance, the Domestic Violence Act Healthy Lifestyles.
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.		x	.
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.	x		The Department has a draft Employee Health and Wellness Policy and Procedures. Section 7.3.2 in the policy addresses discrimination against employees on the basis of their HIV & AIDS status
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.	x		The draft Employee Health and Wellness policy and procedure protect HIV positive employees against discrimination through some of following principles: the right to confidentiality; the right to non-discrimination: openness, acceptance and support for the infected and affected and the right to post exposure prophylaxes within 72 hours of exposure. The aim of the policy is to regulate the management of employee Health and Wellness in a non-discriminatory, fair and transparent manner.

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 you achieved.	x		Employees participated in VCT's in the following regions: Kwazulu Natal-4; F/Sate & N/Cape-107; W/Cape-286; E/Cape-10, LMN-219, Gauteng-65 & Head Office-212
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.	x		The department developed a HIV/AIDS Quarterly Monitoring tool which was implemented. The following indicator are: Number of condoms distributed; books & pamphlets distributed, HIV awareness sessions conducted, HIV counselling sessions conducted, officials who had attended HIV/AIDS training, officials on Post Exposure Prophylaxis The indicators have been changed by Risk Management to mainly concentrate on VCT's implemented

11. Labour relations

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

TABLE 11.1 – Collective agreements, 1 April 2008 to 31 March 2009

Subject Matter	Date
A Special Arrangement for the release of shop stewards in the Department of Correctional Services	12/8/2008
Amending the resignation period in the Department of Correctional Services	12/8/2008
A Special leave dispensation for employees in the Department of Correctional Services	12/8/2008

The following table summarises the outcome of disciplinary hearings conducted within the department for the year under review.

TABLE 11.2 – Misconduct and disciplinary hearings finalised, 1 April 2008 to 31 March 2009

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	367	12.20%
Verbal warning	620	20.61%
Written warning	690	22.94%
Final written warning	483	16.06%
Suspended without pay	98	3.26%
Fine	0	0%
Demotion	17	0.57%
Dismissal	144	4.79%
Not guilty	0	0%
Case withdrawn	212	7.05%
Acquittal	43	1.43%
No outcome	334	11.10
Total	3,008	100.00%

TABLE 11.3 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Fails to comply with, or contravenes an Act, regulation or legal obligation.	374	13.09
Mismanages the finances of the State.	16	0.56
Without permission possesses or wrongfully uses the property of the State, another employees and/or a visitor.	21	0.73

Type of misconduct	Number	% of total
Misuse/abuse of movable/immovable property of the State.	35	1.22
Damage to and or cause loss of state property.	36	1.26
Endangers the lives of self or others by disregarding safety rules or regulations.	34	1.19
Prejudice the administration, discipline or efficiency of a department, office or institution of the State.	53	1.85
Misuse of position in the DCS to promote or to prejudice the interest of any political party, organization, company or individual.	1	0.03
Theft, bribery, fraud, corruption or any combination thereof.	143	5.00
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.	11	0.38
Fails to carry out a lawful order or routine instruction without just or reasonable cause.	209	7.31
Absence or repeated absence from work without a valid reason or permission.	715	25.02
Commits an act of sexual harassment.	17	0.59
Discriminates on the basis of race, gender, disability, sexuality or other grounds outlawed by the Constitution.	8	0.28
Poor or inadequate performance for reasons other than incapacity.	104	3.64
Dereliction of duties.	218	7.6
Allowing a disciplinary hearing to fall away (Refer to clause 7.3.2 of the Procedure).	3	0.10
Performing of work for compensation in a private capacity for another person or organization either during or outside working hours without written approval.	1	0.03
Breaching the conditions pertaining to authorized private work.	8	0.28
Sleeping on duty.	53	1.85
While on duty, is under the influence of an intoxicating, illegal, unauthorized, habit-forming and/or stupefying drug, including alcohol.	85	2.97
Being in possession of alcohol in the workplace.	18	0.63
Being in possession of illegal, unauthorized, habit-forming and/or stupefying drug on departmental premises.	24	0.84
Permitting an offender to take alcohol or any prohibited drug or to have these substances in his/her possession.	1	0.03
While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner.	75	2.62
Contravention of the DCS Code of Conduct.	57	1.99
Assault, attempt or threatens to assault, another employee or person while on duty.	158	5.53
Incites other personnel to un-procedural and unlawful conduct.	3	0.10
Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	57	1.99
Intimidation or victimization of fellow employees or other persons.	13	0.45
Prevents/force other employees from belonging/not belonging to any trade union or employee organization.	0	0
Operates any money lending scheme for employees for own benefit during working hours in the workplace.	1	0.03
Carries or keeps firearms or other dangerous weapons in the workplace without the written authorization of the employer.	2	0.07
Misuse of firearms and/or other dangerous weapons in the workplace.	5	0.17
Breaching of security measures.	204	7.14

Type of misconduct	Number	% of total
Furnishing of false statements or evidence in the execution of his or her duties.	18	0.63
Falsification of records or any other documentation.	14	0.49
Participation in un-procedural, unprotected and/or unlawful industrial action.	58	2.03
Commitment of a common law or statutory offence whilst on duty and/or on state premises.	5	0.17
TOTAL	2,858	100.00

TABLE 11.4 – Grievances lodged for the period 1 April 2008 to 31 March 2009

	Number	% of Total
Number of grievances resolved	923	46.48
Number of grievances not resolved	1,063	53.52
Total number of grievances lodged	1986	100%

TABLE 11.5 – Disputes lodged with Councils for the period 1 April 2008 to 31 March 2009

	Number	% of Total
Number of disputes upheld	54	45%
Number of disputes dismissed	66	55%
Total number of disputes lodged	120	100%

TABLE 11.6 – Strike actions for the period 1 April 2008 to 31 March 2009

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

TABLE 11.7 – Precautionary suspensions for the period 1 April 2008 to 31 March 2009

Number of people suspended	423
Number of people whose suspension exceeded 30 days	295
Average number of days suspended	77.56
Cost (R'000) of suspensions	12,094.00

12. Skills development

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

TABLE 12.1 – Training needs identified 1 April 2008 to 31 March 2009

Occupational Categories	Gender	Number of employees as at 1 April 2008	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	106	0	106	0	106
	Male	268	0	268	0	268
Professionals	Female	1,394	0	796	598	1,394
	Male	808	0	770	38	808
Technicians and associate professionals	Female	0	0	0	0	0
	Male	16	0	16	0	16
Clerks	Female	5,372	1,519	1,670	2,189	5,378
	Male	8,592	1,520	1,770	5,302	8,592
Elementary occupations	Female	325	0	0	0	325
	Male	384	0	0	0	384
Gender sub Total	Female	7,197	1,519	2,572	2,787	6,878
	Male	10,068	1,520	2,824	5,340	9,684
Total		17,265	3,039	5,396	8,127	16,562

12.2 – Training provided 1 April 2008 to 31 March 2009

Occupational Categories	Gender	Number of employees as at 1 April 2008	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	106	0	106	0	106
	Male	268	0	268	0	268
Professionals	Female	1,394	0	796	598	1,394
	Male	808	0	770	38	808
Technicians and associate professionals	Female	0	0	0	0	0
	Male	16	0	16	0	16
Clerks	Female	5,372	1,519	1,670	2,189	5,378
	Male	8,592	1,520	1,770	5,302	8,592
Elementary occupations	Female	325	0	0	0	325
	Male	384	0	0	0	384
Gender sub Total	Female	7,197	1,519	2,572	2,787	6,878
	Male	10,068	1,520	2,824	5,340	9,684
Sub Total		17,265	3,039	5,396	8,127	16,562

13. Injury on duty

The following tables provide basic information on injury on duty.

TABLE 13.1 – Injury on duty, 1 April 2008 to 31 March 2009

Nature of injury on duty	Number	% of total
Required basic medical attention only	548	48.4
Temporary Total Disablement	530	46.8
Permanent Disablement	53	4.7
Fatal	1	0.1
Total	1,132	

14. Utilisation of consultants

Table 14.1 – Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Medical surveillance	5	3	144,051.20
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
1	1	27	144,051.20

Table 14.2 – Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Medical surveillance	26%	60%	2

Table 14.3 – Report on consultant appointments using Donor funds

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand

Table 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

Acronyms

AA	Affirmative action
AG	Auditor General
AIDS	Acquired Immune Deficiency Syndrome
AU	African Union
BEE	Black Economic Empowerment
CAT	Case Assessment Team
CAO	Case Assessment Officer
CC	Correctional Centre
CIP	Compliance Improvement Plan
CIT	Case Intervention Team
CMC	Case Management Committee
CoE	Centres of Excellence
COBIT	Control Objectives for Information Technology
CPA	Criminal Procedure Act no 51 of 1977
CSP	Correctional Sentence Plan
CSPB	Correctional Supervision and Parole Board
DCS	Department of Correctional Services
DPW	Department of Public Works
DPSA	Department of Public Service and Administration
EAP	Employee Assistance Programme
HIV	Human Immunodeficiency Virus
HRD	Human Resource Development
HRM	Human Resource Management
ICT	Information Communication Technology
IT	Information Technology
ITIL	Information Technology Infrastructure Library
JCPS	Justice Crime Prevention Security Cluster
KAPB	Knowledge, Attitude, Perception and Behaviour
M&E	Monitoring and Evaluation System
MIS	Management Information System
MISS	Minimum Information Security Standards
MISP	Management Information System Programme
NGO	Non-Governmental Organization
OHS	Occupational Health and Safety
PRB	Parole Review Board
SACA	Southern Africa Corrections Association
SADC	Southern African Development Community
SCM	Supply Chain Management
SDIP	Service Delivery Improvement Programme
SRAC	Sports, Recreation, Arts and Culture

Graphic Design and layout
Nathan van den Bergh

RP197/2009
ISBN: 978-0-621-38833-6

Compiled and Distributed by
Department of Correctional Services
Private Bag X136
Pretoria 0001

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RP197/2009
ISBN: 978-0-621-38833-6