

#### 2001/2002

1 April 2001 to 31 March 2002

We serve with pride

II.050 Annual Report 2001/2002-INDEX

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## MISSION

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Our vision is to be one of the best correctional services in the world by delivering correctional services with integrity and commitment to excellence.

## MISSION

Our mission is to deliver a correctional service in partnership with stakeholders by providing

humane conditions of incarceration for all prisoners rehabilitation and reintegration programmes proper supervision for persons under community corrections procurement and acquisition of adequate resources which enable effective response to challenges

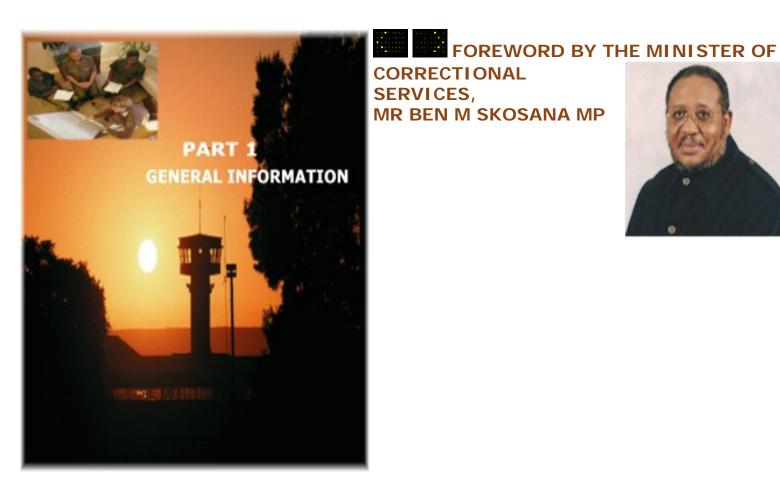
by utlising progressive management, trained personnel, sound work ethics, performance management and good governance. DEPARTMENT OF CORRECTIONAL SERVICES Annual Report 1 April 2001 to 31 March 2002

Annual Report 1 April 2001 to 31 March 2002

Annual Report on the functioning of the Department of Correctional Services of the Republic of South Africa for the period 1 April 2001 to 31 March 2002.

Presented to the Minister of Correctional Services, Mr Ben M Skosana MP, by the Commissioner of Correctional Services, Mr Linda M Mti  $\,.\,$ 





In accordance with Section 65 of the Public Finance Management Act, Act no. 1 of 1999, I wish to present to Parliament and to the South African public a report on how we expended our budgetary allocation during the 2001/2002 fi

The Department tried to do its best in spite of various constraints and challenges to live up to expectations and discharge its responsibilities to the expectations and satisfaction of the citizens of South Africa. The report would therefore outline the progress made in those projects and programmes which we put in place during the 2001/2002 financial year and perhaps point out those issues which we regard as challenges to be overcome in our quest to reach our goals.

It may be worth restating that our aim as a Department is to contribute to maintaining and protecting a just, peaceful and safe society by enforcing sentences of the courts in a manner prescribed by law. Our core business is to detain all prisoners in safe custody whilst ensuring their human dignity and promoting the social responsibility and human development of all prisoners and those persons who are subject to community corrections.

The high vacancy level in management positions due to leadership turnover posed problems of uncertainty and strife in the Department, which led to low staff morale. For the better part of the financial year in question the Department operated under the leadership of an Acting Commissioner.

The appointment of Mr Linda Morris Mti as the Commissioner of Correctional Services came as a relief to give leadership and stability in the management of the Department. Commissioner Mti facilitated and finalised the process of filling four critical senior management positions which were vacant for quite some time.

The past financial year was no different from the previous two years in facing the challenges of corruption and mismanagement in the Department. Following investigations and reports by the Department of Public Service and Administration as well as the Public Service Commission, I found it necessary to request the President to appoint a Judicial Commission of Inquiry to investigate acts of corruption, mismanagement and crime, with specific focus on nine big prisons in the country, namely Pietermaritzburg, Durban Westville, Ncome, Johannesburg, Pollsmoor, Pretoria, St. Albans, Leeuwkop, and Grootvlei Management Areas.

The Commission was duly constituted in terms of Proclamation 135/2001 dated 27 September 2001. It has already tabled two interim reports with recommendations that will be attended to with immediate effect. It is my hope and belief that the Commission will go a long way in dealing with the perceptions and realities of corruption, maladministration, violence or intimidation in our Department. We would like to appeal to members of the Department, civil society and the public in general to give the Commission their maximum support and co-operation.

In preventing corruption and mismanagement, we intend to create a culture of good governance within the Department as a long-term strategy to ensure a cost-effective utilisation of resources. In order to achieve this goal we intend to develop a fraud and risk management strategy. Most appointments in the newly created "Good Governance Chief Directorate" were finalised during this financial year.

Our decision to establish an independent investigative unit to combat corruption in Correctional Services was forwarded to the National Council for Correctional Services to develop a conceptual framework document for institutional arrangements in respect of such a unit.

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In addition to a number of strategies embarked upon to deal with our major challenge, "overcrowding", which is a world-wide phenomenon in prisons, I appointed a consultant to advise the Department in developing prototype designs for the construction of cost-effective new generation prisons. The intention of these facilities is to provide accommodation for about 30 000 beds in the next Medium-Term Expenditure Framework (MTEF) cycle.

The envisaged "New Generation Prisons" would offer us an opportunity to effectively carry out our Rehabilitation mandate within the principles of Unit Management. The unit management concept encourages direct supervision and prisoner management. All prisoners are divided into smaller groups of about sixty prisoners per unit which will add value to our rehabilitation efforts.

A modest measure of success in reducing overcrowding in our prisons was achieved during the year, with the official opening of private prisons in Mangaung in the Free State and Kutama-Sinthumule in Limpopo. The two prisons have a combined capacity to accommodate almost 6 000 prisoners.

To further address challenges presented by overcrowding, the Department got involved in a number of inter-departmental projects developed within the Justice, Crime Prevention, and Security cluster. These included the following:

• The awaiting-trial prisoner project meant to reduce the detention cycle time of awaiting-trial prisoners in an integrated manner

• The Department was further involved in the Saturday courts project which was introduced in ninety-nine courts countrywide. This is viewed as one of the factors responsible for the reduction in the number of unsentenced prisoners during the reporting period as reflected in the annual report of the Inspecting Judge.

As a player in the criminal justice system approach to crime prevention, the correctional system has shifted its focus from just incarceration to the reduction of re-offending through the enhancement of rehabilitation programmes.

The emphasis has been on transforming our prisons from being so-called "universities of crime" into effective rehabilitation centres that produce individuals who are trained in market-related skills and capable of successful reintegration into their communities as law-abiding citizens.

Correctional Services will now put rehabilitation at the centre of all its activities. In this regard we have therefore identified the enhancement of rehabilitation programmes as a key fundamental starting point in achieving this major policy shift.

This will also require a Human Resource Strategy that will focus on changing the cultures and subcultures that existed for many decades in the prison system. It will also be necessary to develop appropriate competency profiles for all the positions in Correctional Services in order to attract people with attributes, knowledge and skills relevant to "Corrections" within a safe environment. We will pursue this without compromising the successes we are making in driving the "affirmative action" programme of Government, to attain and maintain broad representivity of the previously disadvantaged persons in key positions.

This initiative should be supported by a comprehensive Human Resource Development Strategy aimed at empowering existing personnel as well as new entrants into the system.

This annual report is presented at a time when we have developed a coherent strategic plan called Mvelaphanda, which means progress, as a vehicle and framework for service delivery. It will assist the Department in sustaining the programmes already started and focus on the future.

At this point it would be prudent to point out some of our achievements as we strive to reach our goals in line with the objectives enshrined in our core business.

To enhance the skills development for offenders, training centres and workshops have been officially opened at St Alban's, Kimberley and Upington. Training at these centres is accredited with external service providers and prisoners receive externally recognised certificates upon completion of their training. Other training facilities have been completed at Nelspruit, East London and Umtata.

Final delivery of training centres in Kroonstad, Ncome, Waterval, George, Bethal and Johannesburg should take place soon. Three training centres in Polokwane, Odi and Goedemoed are still under construction.

At the conclusion of this programme, additional training centres will be available at fifteen Management Areas countrywide to provide skills in leatherworks, fitting and turning, panel beating and spray painting, carpentry, textiles, maintenance and others.

In November 2001 we inaugurated the Community Corrections Forum for the Northern Province in Polokwane. The purpose of these forums is to encourage the active participation of the community in the rehabilitation process of offenders and to enhance monitoring and supervision of probationers and parolees. This seeks to strengthen partnerships with the community.

During the same month we launched the Restorative Justice Approach to bring together the victim, the offender, the families and the community into the mediation process for purposes of repairing the harm created by crime. It is also aimed at creating an environment for reparation and forgiveness, thereby bringing along healing in the community and effective reintegration of offenders upon release.

The Department contributed to the Government's poverty alleviation programme which is part of the Government's overall Integrated Sustainable Rural Development Strategy (ISRDS) and the President's call, in his State of the Nation address, for all of us to lend a hand in pushing back the frontiers of poverty

We committed ourselves and put in motion plans to deploy prisoner-generated goods and services, as well as prison labour for poverty, disaster relief and rural development.

There has been a downward trend in the number of prison escapes during the year since 2000/2001

financial year. Even though this trend is encouraging and appreciated, we intend to eliminate this problem throughout the correctional system

However I must warn that our achievements should only be regarded as the beginning of a long and arduous task, because most of them must be sustained on a long-term basis if the overall success of our programmes as well as our strategic plans are to be achieved.

The following are challenges that we are bracing ourselves to tackle in the forthcoming Medium-Term Expenditure Framework:

- rolling out our rehabilitation programmes and coming up with more innovative ideas in conformity with Mvelaphanda
- speeding up the establishment of the new parole boards in accordance with the amended legislature
- completing the rest of our skills development centres and increasing them if resources permit to cover as much of the country as possible
- developing the Green Paper on Correctional Services by ensuring that various aspects of the Department are incorporated into a single policy document
- developing a coherent strategy to deal with corruption and promoting good governance
- redoubling our efforts to reduce overcrowding in our prisons by adopting various crime reduction and expansion strategies, e.g.
- seeking alternatives to imprisonment
- considering the release of offenders who have committed less serious crimes,
- increasing the accommodation capacity of the prison system by building low-cost 'new generation' prison facilities for medium and low-risk prisoner categories who form the majority of the country's prison popu- lation
- increasing existing accommodation capacity by commissioning new prisons
- carrying out repair and maintenance of old prisons to make them habit able again. The list of challenges is not exhaustive but should set our minds thinking about what needs to be done in the coming year.

The list of challenges is not exhaustive but should set our minds thinking about what needs to be done in the coming year.

Finally, I would like to extend a word of appreciation to our colleagues in the Justice, Crime Prevention and Security Cluster for the cooperation they continued to show in the past year, the Parliamentary Select and Portfolio Committees for their understanding and support of our activities, the Inspecting Judge and the National Council for Correctional Services for giving confidence and invaluable advice.

Last but not least, to the dedicated men and women who have devoted themselves to honest service, selfless dedication and commitment to service delivery in this Department.

Ben M Skosana MP

Minister of Correctional Services

## INTRODUCTION BY THE COMMISSIONER OF THE DEPARTMENT OF CORRECTIONAL SERVICES, MR LINDA M MTI



I am honoured to present the annual report of the Department of Correctional Services for the period 1 April 2001 to 31 March 2002, to the Minister of Correctional Services, Mr Ben M Skosana MP.

I do so with acknowledgement of the fact that I only joined the Department in August 2001 to take over the reigns from the then Acting Commissioner, Mr Watson Tshivhase, who continues to serve the Department loyally as the Chief Financial Officer. I also wish to acknowledge that the previous two annual reports covered a period in which the Department experienced considerable instability at Senior Management level due to the resignation of the Commissioner, the appointment of an Acting Commissioner, followed by the appointment for a year of an experienced Commissioner from outside of the Department, combined with many senior posts being filled in an acting capacity.

The Department is now, for the first time in years, headed by a full complement of Senior Managers and I am confident that this team will be able to give impetus to the Department's vision of harnessing integrity and commitment to excellence to provide one of the best correctional services in the world.

The President and the Minister of Correctional Services have tasked the Senior Management of the Department to overcome the obstacles to the effective delivery in terms of the three pillars of the South African correctional system, namely the

- the enforcement of the sentences imposed by the courts in the manner prescribed by the Correctional Services Ac
- the detention of all prisoners in safe custody without prejudicing their human dignity, and
- the promotion of the social responsibility and development of all prisoners and persons subject to community corrections

in order to contribute to the maintenance and protection of a just, peaceful and safe society in our country Three major obstacles to delivery on this statutory mandate have been identified:

- the level of corruption, intimidation, and mismanagement within the Department of Correctional Services, particularly within the Prisons themselves
- the inadequacy of the skills and the lack of appropriate training of the staff of the Department resulting in their inability to carry out the legal mandate and core business of this Department, namely the correcting of offending behaviour, and
- the extent of overcrowding in the prisons, which violates the human rights of inmates, undermines secure incarceration and undermines our efforts to create a rehabilitation friendly environment.

This report is presented at a time when we, as the Department, have developed a clear concept of where we are headed. The Mvelaphanda Strategic Plan, adopted by the Department in October 2001, has provided every component of the Department with the tools to align their line function with the legal mandate of the Department. The Department continues to refine the Strategic Plan by further development of concepts and components of the strategy.

The Department has a three-pronged Anti Corruption Strategy to tackle the problem of corruption and mismanagement within the Department, focusing on

- the investigation of allegations of corruption and mismanagement
- disciplinary sanctions against corruption and mismanagement and
- the prevention of corruption by adopting a style of management that creates an environment that is not conducive to either corruption, non-compliance with policy or indiscipline.

The period under review saw the Minister's request for an independent investigation into mismanagement and corruption within the Department approved by the presidential appointment of the Jali Commission. The work of the Jali Commission began late in the period under review, and the anticipated assistance to the Department's Management to identify and get to the bottom of the corruption and mismanagement within the Department will be comprehensively addressed in the next annual report. At this point it will suffice to say that the Department has been and will continue to provide the Jali Commission all the support and co-operation it can.

The development of the Department's anti-corruption investigative capacity has continued through the year under review, and effective delivery is anticipated in the next financial year. This will be aligned with the work of the Cabinet approved audit of the Department of Correctional Services' anti-corruption capacity through a United Nations sponsored and Department of Public Service and Administration driven project

In developing the contents of this annual report, emphasis was placed on giving the executive authority and other readers of the report a reliable account on the performance of the Department during the period under review. The requirements of the Public Finance Management Act with regards to annual reporting and the guidelines for annual reporting that was derived from the Act, requires of me as Accounting Officer to publish a report that fairly represents the Department's performance and financial position in relation to the objectives it set itself at the beginning of the financial year and throughout the year. This I believe this report does.

The total adjusted budget of the Department for the 2001/02 financial year amounted to R6 581 454 000 compared to the R5 320 553 000 of the previous year. This represents a year on year increase of 23.7%. The main strategic objectives of the Department were pursued through seven operational programmes namely Administration, Incarceration, Care of Offenders, Development of Offenders, Community Corrections, Reintegration of Offenders into the Community and Asset Procurement, Maintenance and Operating Partnerships. Performance with regards to each of these programmes is reflected on in Part 3 of this report. The Mvelaphanda Strategic Plan that I earlier referred to has, however, realigned these programmes into five key delivery programmes with effect from 1 April 2002.

The period under review has manifested many concerns in relation to the human resource strategy of the Department in terms of recruitment, deployment and development. The inadequacy of the skills of the staff of the Department and the lack of appropriate training of staff to carry out the legal mandate and core business of this department, namely correction of offending behaviour, have remained obvious blockages to delivery and to transformation of the Department. It is anticipated that the next annual report will document progress on the delivery of a human resource strategy appropriate to the DepartmentÕs legal mandate.

Key to the success of the Department will be the development of a culture of corrections within the Department, in which each member is seen to be a rehabilitator, able to balance discipline and compliance with policy and the necessary security measures, with humanitarian commitment to correction of criminal behaviour and care for the offenders.

The period under review also reflects the need for a policy review in relation to the utilisation of incarceration in South Africa. At the end of the period under review, four out of every 1000 South Africans were in prison. For the period under review there was a daily average of 72 195 offenders under community correctional supervision (probationers and parolees) compared to the 55 500 pre-sentenced prisoners and 109 106 sentenced prisoners. The Justice, Crime Prevention and Security Cluster (JCPS) needs to give serious consideration to the fact that the South African rate of incarceration is above the average rate of incarceration in the rest of the world.

The severe overcrowding of prisons, as illustrated by the statistics provided under the programme ÒIncarcerationÓ in Part 3 of this report, continued to be of major concern to the Department. Overcrowding not only results in violation of the human rights of offenders, but also in the over-extension of staff and the creation of conditions that undermine rehabilitation. The period under review reflected that a major cause of overcrowding is the fact that the Department currently has to accommodate awaitingtrial and pre-sentence prisoners (prisoners awaiting sentence), which figure stood at 55 500 at the end of March 2002.

More than a third of pre-sentenced prisoners are in prison merely because they are unable to afford bail. While it should be noted that alternative accommodation of pre-sentence/awaiting-trial prisoners will not negate the problem, it will certainly go a long way towards alleviating overcrowding. Consequently, a JCPS cluster policy decision on the management of pre-sentence prisoners is necessary to enable the Department to address overcrowding and to deliver in respect of its core business namely safe and secure custody in the enforcement of sentences and the promotion of social responsibility and development of offenders.

In order to improve living conditions in prison and to counter the effects of overcrowding, the Department has embarked on an extensive repair and maintenance project at 33 prisons countrywide. At the time of the writing of this report, work has started at all the prisons and in many cases work was in an advanced stage of completion. The DepartmentÕs Asset Procurement, Maintenance and Operating Partnerships Programme, also reported on in Part 3 of this report, has resulted in the commissioning of two public-private partnership prisons during this report period. The first to open its doors was the Mangaung Maximum Security Prison built at Bloemfontein, which had its first intake of prisoners on 1 July 2001 with full operational status achieved on 14 January 2002. The second such prison, built at Louis Trichardt and named the Kutama-Sinthumule Maximum Security Prison, was officially opened on 1 February 2002 and it started operating on the 20 February 2002. Jointly these two prisons provide accommodation for 5 952 prisoners.

A process for the development of a new blue print for the design of future correctional facilities on a needs driven basis is underway. It will also include an audit of existing facilities to determine compliance with the requirements of unit management and direct supervision. This process will be completed during the next financial year.

With regards to safe custody and the prevention of escapes, the report indicates that the Department has yet again managed to decrease the annual number of escapes from its custody. This achievement bears testimony to the commitment and support of the overwhelming majority of the personnel of the Department and for that I thank them. We will however continue to improve our security systems and processes since every single escape that still takes place, remains one too many.

At the conclusion of this financial year, I am confident that the foundations have been laid for improved performance by the Department in terms of its core mandates, in the year to come.

Linda Morris Mti Commissioner of Correctional Services INFORMATION ON THE MINISTRY OF CORRECTIONAL SERVICES Policy Formulation The Ministry continued with the process of reviewing departmental policies. The achievements are as follows

- Programmes have been put in place to implement the decision to place rehabilitation at the centre of all activities.
- The Restorative Justice Approach has been launched to bring together the offender, the victim, families and the community to promote the healing process.
- The Correctional Services Amendment Bill was passed by Parliament to, inter alia, promote greater community involvement in Parole Boards.
- Five training centres have been completed and commissioned while four others are still under construction. The planning of another five centres is nearing finalisation. These are meant to provide prisoners with market-related skills, which they will need upon their release from prison.
- The process of revising the Department's HIV/AIDS policy is nearing completion and has been submitted to the Committee of Core Ministers.[D7]
- As part of the rehabilitation exercise, prison art was exhibited in the Eastern Cape and KwaZulu-Natal to indicate to the public the promotion of the creativity of prisoners as another rehabilitation strategy.
- Several mechanisms were put in place to deal with the problem of overcrowding in prisons.
- Escapes from prisons have continued to be addressed and this has resulted in a registered decrease in the number of escapes in the year under review
- Self-sufficiency in the production of agricultural produce reached an average of 72%. Thus the Department only has to procure the remaining 28%.

#### Jali Commission

Upon the request of the Minister of Correctional Services, the President appointed the Honourable Mr Justice T S B Jali as the Chairperson and sole member [D8]of a Commission of Inquiry into allegations of corruption in the Department. The Commission was duly constituted in terms of Proclamation 135/2001 dated 27 September 2001.

#### International visits

The Minister attended the following international conferences during the period under review:

- The 20th Annual American Jail Association Conference & Jail Expo held in Columbus, Ohio from 22 to 26 April 2001.
- The American Correctional Association Winter Conference held in San Antonio, Texas from 12 to 16 January 2002. The Minister presented a paper, Finding Solutions to address the problems facing the South African Correctional System, in the workshop titled Overview of Other Systems: South Africa and Israel.

## WORK OF STATUTORY BODIES

National Council for Correctional Services

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The Minister extended the term of office of the National Council for a further two years until 30 September 2003.

The Council had two meetings during the period under review and advised the Minister on:

- The operational policy of the Ebongweni Correctional Facility
- The role of Psychologists in the Department
- Consideration of placement on parole of prisoners sentenced to life imprisonment
- Anti-corruption
- Electronic monitoring

#### Inspecting Judge

The Minister and the Inspecting Judge had several meetings and discussions on the following topics with a view to bettering the Correctional System:

- Devising and implementing further strategies to reduce overcrowding
- Creating and maintaining a Human Rights culture and approach in prisons
- Dealing with complaints of prisoners and
- Findings of inspections by the Judicial Inspectorate, Judges and Magistrates.

The Inspecting Judge submitted a detailed report on the functions and achievements of the Judicial Inspectorate, which was subsequently tabled in Parliament, to the President and Minister.

## MISSION STATEMENT

#### Vision

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

#### Mission

Our mission is to deliver a correctional service in partnership with stakeholders by providing:

- incarceration of prisoners under conditions consistent with human dignity
- rehabilitation and reintegration programmes
- proper supervision for persons under community corrections
- procurement and acquisition of adequate resources which enable effective response to challenges

through utilising progressive management, trained personnel, sound work ethics, performance management and good governance.

## LEGISLATIVE MANDATE

The legislative mandate that governs the [D9]Department and its operations (core mandates) is as follows:

- The Constitution of the Republic of South Africa, 1996
- Correctional Services Act, 1959 (Act no 8 of 1959)
- Correctional Services Act, 1998 (Act no 111 of 1998)
- Public Finance Management Act, 1999 (Act no 1 of 1999)
- Public Service Act, 1994 (Proclamation 103 of 3 June 1994)
- Public Service Regulations, 2001

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## 2.1 PUBLIC SERVICE REGULATIONS

The statistics and information published in Part 2 of this annual report, also referred to as the "Oversight Report", are published in terms of Regulation III J.3 of the Public Service Regulations, 2001. The Minister of Public Service and Administration prescribes that all government departments within the Public Service publish this information.

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 the Department is:

- exercising the powers granted under Public Service and Public Finance legislation in a responsible manner; and is
- achieving national transformation priorities as established by Cabinet.

## 2.2 SUMMARY OF PERSONNEL COSTS AND RELATED INFORMATION

#### 2.2.1 Expenditure

The Department budgets in terms of clearly defined programmes. Thefollowing tables summarise final audited expenditure per programme(Table 1.1) and by salary level (Table 1.2). In particular, it provides anindication of the amount spent on personnel costs in terms of each of theprogrammes or salary level within the Department.

#### Table 1.1: Personnel costs by programme, 2001/02

Programme	Total Expenditure	Personnel Expenditure	Administrative Expenditure	Professional and Special Services	Personnel cost as a % of total	Average personnel cost per employee
	R'000	R'000	R'000	R'000	expenditure	R'000
Administration	2 391 470	1 408 818	140 318	127 799	21.511 <b>%</b>	236
Incarceration	2 542 610	2 460 031	41 733	571	37.562%	117
Care of offenders	574 244	143 347	5 606	43 179	2.189%	100
Development of offenders	432 487	255 867	13 483	19 874	3.907%	105
Community corrections	242 062	218 036	18 159	375	3.329%	119
Re-integration into the community	52 929	47 683	3 909	152	0.728%	111
Facility management and Capital works	850 057	1 765	179	104 655	0.027%	160
Seconded personnel	0	0	0	0	0	0
Less Internal charges	-504 405					
Total	6 581 454	4 535 547	223 387	296 605	69.254%	137

#### Table 1.2: Personnel costs by salary level, 2001/02

Salary levels	Total Expenditure R'000(sum of columns 3-5)	Personnel Expenditure R'000	Administrative Expenditure R'000	Professional and Special Services R'000	Personnel cost as a percentage of total expenditure	Average Personnel cost per employee R
Salary levels 1- 2	2 532	2 485	42	5	0.054%	81 659
Salary levels 3- 5	126 231	124 337	1 693	201	2.711%	100 824
Salary levels 6- 8	4 301 8 14	4 255 025	41 815	4974	92.796%	139 127
Salary levels 9- 12	110 525	109 726	714	85	2.393%	209 327
Salary levels 13-14 (professionals)	39 013	38 745	239	29	0.845%	220 413

Senior Manage- ment Service	5 241	5 228	12	1	0.114%	582 427
Total	4 585 356	4535546	44 515	5 295	98.914%	0

The following tables provide a summary per programme (Table 1.3) and salary level (Table 1.4), of expenditure incurred as a result of overtime, allowances and benefits. Benefits reflect the amount utilised for homeowner allowances, medical aid and pension. In each case, the table provides an indication of the percentage of the personnel budget that was used for these items.

#### Table 1.3: Overtime, allowances, and benefits per programme, 2001/02

Programme	Overtime Amount R'000	Overtime % of personnel cost	Allowances Amount R'000	Allowances % of personnel cost	Benefits Amount R'000	Benefits % of personnel cost
Administration	102	0.002%	28 889	0.637%	117 898	2.599%
Incarceration	597 202	13.167%	115 944	2.556%	343 856	7.581%
Care of offenders	659	0.015%	5 265	0.116%	27 371	0.603%
Development of offenders	7	0.000%	11 380	0.251%	48 348	1.066%
Community corrections	39 254	0.865%	7 834	0.173%	34 349	0.757%
Re-integration into the community	7	0.000%	1 489	0.033%	9 124	0.201%
Facility management and Capital works	2	0.000%	103	0.002%	300	0.007%
Seconded personnel	0	0.000%	0	0.000%	0	0.000%
Total	637 233	14.049%	170 904	3.768%	581 246	12.815%

#### Table 1.4: Overtime, allowances and benefits per salary level, 2001/02

Salary levels	Overtime Amount R'000	Overtime % of personnel cost	Allowances Amount R'000	Allowances % of personnel cost	Benefits Amount R'000	Average Personnel cost per employee R
Salary levels 1- 2	604	0.013%	161	0.004%	547	0.012
Salary levels 3-5	24 375	0.537%	6 500	0.143%	22 108	0.487
Salary levels 6-8	601 975	13.272%	160 536	3.540%	545 983	12.038

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Salary levels 9- 12	10 280	0.227%	2 741	0.060%	9 323	0.206
Salary levels 13- 14 (professionals)			919	0.020%	3 125	0.069
Senior Manage- ment Service			47	0.001%	159	0.004
Total	637 234	14.050%	170 904	3.768%	581 245	12.815%

### 2.2.2 Employment and vacancies

The tables in this section summarise the position with regard to employment and vacancies. The approved establishment is the number of posts that the executing authority has approved to carry out the core and support functions of the Department. The first table (Table 2.1) provides an estimate of the extent of the establishment over the MTEF period.

#### Table 2.1: Approved establishment per programme

Programme	Approved establishment	Approved establishment	Medium-term establishment	Medium-term establishment
	1 April 2001	31 March 2002	31 March 2003	31 March 2004
Administration	6 380	6 474		
Incarceration	21 901	21 749		
Care of offenders	1 621	1 643		
Development of offenders	2 972	3 006		
Community corrections	1 970	1 930		
Reintegration into the community	454	461		
Asset procurement, maintenance and operating partnership	25	18		
Total	35 323	35 281	40 340	40 340

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate and whether there are any staff additional to the establishment. This information is presented in terms of two key variables namely programme (Table 2.2) and salary band (Table 2.3). Table 2.4 provides establishment and vacancy information for the key critical posts of the Department. In terms of current regulations, it is possible to create a post on the establishment that can be occupied by more than one employee. Therefore, the vacancy rate reflects the percentage of posts that are not filled.

#### Table 2.2: Employment and vacancies per programme, 31 March 2002

Programme	Establishment	Number of employees	Vacancy rate	Additional to the establishment
Administration	6 474	6 052	422	21
Incarceration	21 749	20 423	1 326	369
Care of offenders	1 643	1 416	227	
Development of offenders	3 006	2 468	538	
Community corrections	1 930	1 859	71	
Reintegration into the community	461	439	22	
Asset procurement, maintenance and operating partnership	18	9	9	
Total	35 281	32 666	2615	390

#### Table 2.3: Employment and vacancies per salary band, 31 March 2002

Salary band	Establishment	Number of employees	Vacancy rato	Additional to the establishment
Salary levels 1-2	91	67	24	1
Salary levels 3-5	9643	9126	517	355
Salary levels 6-8	24149	22413	1736	34
Salary levels 9- 12	1289	961	328	0
Salary levels 13-14 (professionals)	99	90	9	0
Senior Manage- ment Service	10	9	1	0
Total	35281	32666	2615	390

#### Table 2.4: Employment and vacancies per critical post, 31 March 2002

Critical posts	Establishment	Number of employees	Vacancy rate	Additional to the establishment
Nursing and support personnel	690	543	147	0

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Management and support personnel	724	494	230	20
Educationists	425	317	108	0
Custodial and support personnel	33 442	31 312	2 130	370
Total	35 281	32 666	2 615	390

The information in each case reflects the situation as at 31 March 2002. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.

## 2.2.3 Job Evaluation

During 1999, the Public Service Regulations 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 Senior Managment Services positions must be evaluated before 2002.

The following table 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 3.1: Job Evaluation, 1 April 2001 to 31 March 2002

Salary levels	Establishment as at 31 march 2002	Number of jobs evaluated	Number of upgraded posts	Total % of upgraded posts	Number of downgraded posts	Total % of downgraded posts
Salary levels 1- 2	91	1	0	0	0	0
Salary levels 3-5	9 643	9	0	0	0	0
Salary levels 6-8	24 149	11	0	0	0	0
Salary levels 9- 12	1 289	363	0	0	0	0
Salary levels 13- 14 (professionals)	99	23	0	0	2	8,69%
Senior Manage- ment Service	10					
Total	35 281	407	0	0	2	0,491%

The following table provides a summary of the number of employees absorbed in an upgraded post. In addition to the total number of employees absorbed, the table provides an indication of the beneficiaries by race, gender and disability.

#### Table 3.2: Profile of employees absorbed in an upgraded post, 1 April 2001 to 31 March 2002

#### Total number of employees absorbed in an upgraded post

Beneficiaries	Black	Asian	Coloured	White
Female	0	0	0	0
Male	0	0	0	0
Employees with a disability				0

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

# Table 3.3: Remuneration levels that exceeded the grade determined by job evaluation, 1 April2001 to 31 March 2002 (in terms of PSR V, C.3)

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
APOPS Controller	1	9	11	The Controller represents DCS as specified in the Act and verifies monthly payment of ± R20 million
Total Number of employees whose remuneration exceeded the grade determined by job evaluation in 2001/02				1
Percentage of total employment				0.003%

Table 3.4 summarises the beneficiaries of the above in terms of race, gender and disability.

Table 3.4: Profile of employees whose remuneration levels exceed the grade determined by job evaluation, April 2001 to 31 March 2002 (in terms of PSR V, C.3)

Beneficiaries	Black	Asian	Coloured	White
Female	0	0	0	0
Male	1	0	0	0
Employees with a disability	0	0	0	0

## 2.2.4 Employment Changes

This section provides information on changes in employment over the financial year. Table 4.1 summarises appointments (including interdepartmental transfers to the department), promotions and terminations of service (including interdepartmental transfers from the department) per race, gender and disability. In addition, the table provides an indication of the impact of these changes on the employment profile of the Department.

#### Table 4.1: Appointments, promotions and terminations, 1 April 2001 to 31 March 2002

		Employees, 1 April 2001	Appointments and transfers	Promotions	Terminations and transfers
Black		18 489	1 559	122	665
	Male	14 793	923	48	517
	Female	3 696	636	74	148
Asian		556	48	0	17
	Male	459	26	0	13
	Female	97	22	0	4
Coloured		5 064	280	20	160
	Male	4 140	184	3	121
	Female	924	96	17	39
White		8 685	137	11	438
	Male	7 256	92	2	336
	Female	1 429	45	9	102

Employees with a disability		26	16	0
Total	32 794	2 050	169	1 280

Turnover rates provide an indication of trends in the employment profile of the Department. The following tables provide a summary of turnover rates per salary band (Table 4.2) for critical posts (Table 4.3).

#### Table 4.2: Annual turnover rates by salary band

Salary Band	Appointments and transfers	Terminations and transfers
Levels 1-2	0	609
Levels 3-5	1 207	203
Levels 6-8	833	430
Levels 9-12	4	32
Professionals (13-14)	5	5
SMS	1	1
Total	2 050	1 280

#### Table 4.3: Annual turnover rates per critical post

Occupation:	Appointments and transfers	Terminations and transfers
Nursing and support personnel	30	57
Management and general support personnel	37	32
Engineering related and support personnel	0	1
Social services and support personnel	30	27
Information technology and related personnel	7	7
Legal and support personnel	3	3
Medical sciences and support personnel	12	19
Non-specified personnel: educationists	15	13
Non-specified personnel: chaplain services	2	4

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Disciplinary occupational class	1 914	1 117
Total	2 050	1 280

Table 4.4 identifies the major reasons why staff left the Department during the period under review.

### Table 4.4: Reasons why staff are leaving the Department

Termination type	Number	Per 100 000 employees
Death	201	615.0
Resignation	427	1 306.6
Expiry of contract	N/A	N/A
Dismissal - operational changes	0	0
Dismissal - misconduct	132	403.9
Dismissal -inefficiency	0	0
Discharged due to ill-health	346	1 058.8
Retirement	25	76.5
Other	149	455.9

## 2.2.5 Affirmative Action

The Public Service Regulations require the development and implementation of an affirmative action programme that contains the following:

- Numeric and time-bound targets for achieving representativeness,
- Annual statistics on the appointment, training and promotion within each grade of each occupational category, of persons historically disadvantaged (PSR, III, D.2).

The following tables describe changes in the composition of the Department for employees below the level of SMS (Table 5.1), the Senior Management Service (Table 5.2) and other key target groups in terms of race, gender and disability.

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		1 May 2001	1 May 2001	Target at 31 March 2002	Actual number at 31 March	Actual number at 31 March	Variance	March 2003	March 2004
		%	#	%	%	#	%	%	%
Black	_	56.48	17 785	61.53	58.04	18 516	3.49	65.56	69.58
	Male	45.18	14 227	48.68	45.42	14 462	3.26	51.78	54.88
	Female	11.30	3 558	12.85	12.61	4 054	0.24	13.78	14.70
Asian		1.70	534	2.45	1.75	564	0.70	3.18	3.92
	Male	1.41	444	1.92	1.43	459	0.49	2.43	2.94
	Female	0.29	90	0.53	0.33	105	0.20	0.75	0.98
Coloured		15.55	4 895	13.56	15.54	4 997	-1.96	11.68	9.8
	Male	12.69	3 996	11.01	12.58	4 043	-1.57	9.42	7.84
	Female	2.86	899	2.55	2.97	954	-0.42	2.26	1.96
White		26.28	8 274	21.79	24.41	7 401	-2.62	18.25	14.70
	Male	21.99	6 924	18.06	20.43	6 240	-2.37	14.91	11.76
	Female	4.29	1 350	3.73	3.98	1 161	-0.25	3.34	2.94
Employees with a disability		0	0	0.91	0.26	128	0.65	1.46	2
Total	_	31 488			_	_		31 606	

# Table 5.1.2:Progress made with respect to affirmative action, 2001/02<br/>[Employees at levels 9 to 12 - Middle Management]

		Progress - 2001/ 02						Medium- Term targets	
		1 May 2001	1 May 2001	Target at 31 March 2002	Actual number at 31 March	Actual number at 31 March	Variance	March 2003	March 2004
		%	#	%	%	#	%	%	%
Black		55.83	570	61.53	56.89	549	4.64	65.56	69.58
	Male	45.35	463	48.68	46.01	440	2.67	51.78	54.88
	Female	10.48	107	12.85	10.88	109	1.97	13.78	14.7
Asian		1.76	18	2.45	1.80	18	0.65	3.18	3.92
	Male	1.27	13	1.92	1.30	13	0.62	2.43	2.94
	Female	0.49	5	0.53	0.50	5	0.03	0.75	0.98
Coloured		13.32	136	13.56	12.77	123	0.79	11.68	9.8
	Male	11.36	116	11.01	10.98	105	0.03	9.42	7.84
	Female	1.96	20	2.55	1.80	18	0.75	2.26	1.96
White		29.09	297	21.79	28.44	270	-6.65	18.25	14.7

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	Male	24.09	246	18.06	23.55	221	-5.49	14.91	11.76
	Female	5.00	51	3.73	4.89	49	-1.16	3.34	2.96
Employees with a disability		0.00	0	0.91	0.10	1	0.81	1.46	2
Total		1021	_				•	961	_

# Table 5.2:Progress made with respect to affirmative action,<br/>Senior Management Service, 2001/02

		Progress - 2001/ 02						Medium- Term targets	
		1 May 2001	1 May 2001	Target at 31 March 2002	Actual number at 31 March	Actual number at 31 March	Variance	March 2003	March 2004
		%	#	%	%	#	%	%	%
Black		62.37	58	61.53	63.64	63	-2.11	65.56	69.58
	Male	46.24	43	48.68	50.51	50	-1.83	51.78	54.88
	Female	16.13	15	12.85	13.13	13	-0.28	13.78	14.7
Asian		1.08	1	2.45	2.02	2	0.43	3.18	3.92
	Male	0.00	0	1.92	1.01	1	0.91	2.43	2.94
	Female	1.08	1	0.53	1.01	1	-0.48	0.75	0.98
Coloured		11.83	11	13.56	12.12	12	1.44	11.68	9.8
	Male	11.83	11	11.01	12.12	12	-1.11	9.42	7.84
	Female	0.00	0	2.55	0.00	0	2.55	2.26	1.96
White		24.73	23	21.79	22.22	22	-0.43	18.25	14.7
	Male	23.66	22	18.06	20.20	20	-2.14	14.91	11.76
	Female	1.08	1	3.73	2.02	2	1.71	3.34	2.94
Employees with a disability		0.00	0	0.91	0.00	0	0.91	1.46	2
Total		93					99		

## 2.2.6 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 levels (Table 6.2), and critical posts (Table 6.3).

# Table 6.1:Performance rewards per race, gender and disability,<br/>1 April 2001 to 31 March 2002

		Beneficiary Profile		Cost		
		Number of beneficiaries	Average number of employees	% of total within group	Cost R	per capital costR
Black						
	Male	3 487	14793	23.55%	21 050 495	6 036.80
	Female	683	3696	18.4%	3 972 761	5 816.60
Asian						
	Male	124	459	27.0%	819 144	6 606.00
	Female	18	97	18.5%	108 531	6 029.50
Coloured						
	Male	1 020	4140	24.6%	6 420 641	6 294.70
	Female	169	924	18.3%	936 605	5 542.00
White						
	Male	1 924	7256	26.5%	13 261 482	6 892.70
	Female	438	1429	30.6%	3 023 731	6 903.50
Employees with a disability						
Total		7 863	32794	23.6%	49 593 390	6 307.20

Table 6.2:

Performance rewards per salary level, 1 April 2001 to 31 March 2002

Salary Level			Beneficiary Profile	Cost	
	Number of beneficiaries	Average number of employees	% of total within group	Cost R	Per capita cost R
Levels 1-2	20	41	48.7%	67 064	3 353.20
Levels 3-5	1 896	9 623	19.7%	8 650 310	4 562.40
Levels 6-8	5 700	22 106	25.7%	37 721 202	6 617.70
Level-12	247	1 024	24.1%	3 154 814	12 772.50
Professionals (13-16)	No payments	No payments	No payments	No payments	No payments
Senior Management Service	No payments	No payments	No payments	No payments	No payments
Total	7 863	32 794	23.9%	49 593 390	6 307.20

### 2.2.7 Foreign Workers

The Department does not employ any foreign workers.

#### 2.2.8 Sick Leave

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 8.1) and disability leave (Table 8.2). In both cases, the estimated cost of the leave is also provided.

#### Table 8.1Sick leave, 1 April 2001 to 31 March 2002

Grade(Salary Band)	Total days	Number of employees utilising disability leave	% of total employees uitlising sick leave	Average per employee	Estimated Cost R
Levels 1-2	296	26	68,42	11.38	31 945
Levels 3-5	68 265	6 538	76,06	10,44	10 686 741
Levels 6-8	154 174	15 185	70,31	10,15	45 200 153
Levels 9-12	5 532	606	59,30	9,13	3 229 543
Levels 13-14	497	40	47,06	12,43	729 180
SMS	4	1	20,0	4	8 872
Salary unclassified	8 660	827	20,13	10,47	2 814 638
Total	237 428	23 223	65,51	0,66	62 701 072

Table 8.2:		eave (temporary a 01 to 31 March 20			
Grade(Salary Band)	Total days	Number of employees utilising disability leave	% of total employees uitlising sick leave	Average per employee	Estimated Cost R
Levels 1-2	0	0	0	0	0
Levels 3-5	5 194	270	3,14	19,24	813 109
Levels 6-8	41 366	957	4,43	43,22	12 127 528
Levels 9-12	2 648	30	2,94	88,27	1 545 884
Levels 13-14	532	3	3,53	177,33	780 531
SMS	0	0	0	0	0
Salary unclassified	886	20	0,49	0,04	287 963
Total	50 626	1 280	3,61	44,30	15 555 015

Table 8.3 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 large sums of money being paid for high levels accrued leave at the time of termination of service.

#### Table 8.3: Annual Leave, 1 April 2001 to 31 March 2002

Grade (salary band)	Total days taken	Number of employees in grade	Average per employee
Levels 1-2	629	38	16,55
Levels 3-5	178 573	8 596	20,77
Levels 6-8	496 958	21 597	23,01
Levels 9-12	24 253	1 022	23,73
Levels 13-14	2 074	85	24,40
SMS	176	6	29.33
Salary unclassified	28 141	4 108	6,85
Total	730 804	35 452	20,61

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

#### Table 8.4: Leave payouts

Reason	Total Amount R	Number of employees	Average per employee
Non-utilisation of leave for current cycle	20	760 896	23,17
Leave accrued before 30 June 2001	0	0	0
Total	20 760	896	23,17

#### 2.2.9 Labour Relations

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

#### Table 9.1: Collective agreements, 1 April 2001 to 31 March 2002

Subject Matter Date	Date
A Procedure Manual that forms an attachment to the new Relationship Agreements and containing the procedures for structuring the relationship between the Department and recognised unions (Resolution 4/2001).	6 September 2001
A resolution regulating remuneration for work on Public Holidays (Resolution 5/2001).	12 September 2001
A new Personnel Performance System Đ the date of implementation is 1 April 2001 (Resolution 6/2001).	8 November 2001
A Threshold Agreement providing for an increase to the threshold required to become a recognised union in the Department (Resolution 7/2001).	8 November 2001

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

#### Table 9.2: Misconduct and discipline

Outcomes of disciplinary hearings	Number	% of total
Verbal warning	430	27,09
Written warning	232	14,62
Serious written warning	210	13,23
Final written warning	177	11,15

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Dismissal Total	236 <b>1 587</b>	14,87 <b>100,00</b>
Case withdrawn	143	9,02
Not guilty	159	10,02

#### 2.2.10 Skills development

This section highlights the efforts of the Department with regard to skills development. Table 10.1 summarises the development of skills per salary band including costs incurred in skills development while table 10.2 provides the same information in terms of race, gender and disability.

Table 10.1:	Skills development by salary band, 1 April 2001 to 31 March 2002
	1 April 2001 to 31 March 2002

Total	243 464	7.45	4 585	0.14	47 326 972	1 449
SMS	0	0	30	5	4 147	460
Levels 13-14	0	0	1 985	5	167 692	1 863
Levels 9- 12	5 010	5	440	5	4 875 984	4 866
Levels 6- 8	182 648	8	2 130	5	29 975 595	1 312
Levels 3- 5	55 806	6	0	0	- 12 303 554	1 322
Levels 1- 2	0	0	0	0		
	Training day equivalents	Average days per employee	Training day equivalents	Average days per employee	Total expenditure per R	Average employee
Grade (Salary Band)	Internal Training	External Training	_			Expenditure

# Table 10.2:Skills development per race, gender and disability,<br/>1 April 2001 to 31 March 2002

Grade	Internal		External		Expenditure	
Expenditure	Training		Training			
	Training day Equivalents	Average days per employee	Training day equivalent	Average days per employee	Total expenditure R	Average per employee

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Black							
	Male	45 546	3.01	680	0.04	21 758 236	1 439
	Female	15 444	3.69	330	0.07	7 446 384	1 783
Coloured	_						
	Male	13 032	3.13	315	0.08	6 304 041	1 513
	Female	3 876	3.99	130	0.13	1 895 443	1 950
Asian	_						
	Male	630	1.33	20	0.04	307 445	649
	Female	420	3.78	50	0.45	225 648	2 032
White	_						
	Male	14 520	2.13	93	0.01	7 074 064	1 036
	Female	4 650	3.49	165	0.12	2 279 044	1 710
Disabled	_	78	0.94	_		36 667	441
Total	_	98 196	3.00	1 783	0.05	47 326 972	1 449

The following table provides a summary of the various training areas in which staff was provided with skills training.

Table 10.3:	Skills development per type of training,
	1 April 2001 to 31 March 2002

Type of training	Training	_			Expenditure	
	Number of beneficiaries	Training day equivalents	Average days per person	% of total	Total expenditure (R)	Average per beneficiary
Internal training (Basic training)	887	79 830	2.4	48.25	12 303 554	13 870
Formal training (External training)	426	2 130	0.06	1.28	1 654 565	3 883
Computer training	702	3 510	0.12	2.12	2 103 957	2 997
Management development	1 055	5 275	0.16	3.18	4 875 984	4 621
Office-based training	7 000	21 000	0.63	12.69		
Policy-specific training	6 709	53 672	1.61	32.45	26 388 912	4 179
ABET	_					
Other	_					
Total	16 779	165 417	4.98	16.66	47 326 972	1 449

The following table summarises actual expenditure on training for the year under review. The table also provides a comparison with the initial estimate published in the Estimate of Expenditure.

#### Table 10.4:Total expenditure on skills development per programme, 2001/02

Programme	Expenditure - 2001/ 02			Medium-term expenditure estimates		
	Original estimate	Actual expenditure	Variance	2002/03	2003/04	2004/05
Management development	4 707 600	4 875 984	-168 384	18 738 237	1 919 346	0
Functional training	27 354 687	28 043 477	-688 790	22 677 720	23 793 094	0
Basic training	17 381 400	11 401 858	5 979 542	17 062 841	17 278 992	0
Academy	2 655 100	3 005 653	-350 553	2 150 000	2 330 000	0
Total	52 098 787	47 326 972	4 771 815	60 628 798	45 321 432	0

The following table summarises the bursaries granted to employees during the last financial year per salary level (Table 10.5) and per race, gender and disability (Table 10.6).

#### Table 10.5: Bursaries granted per salary level, 1 April 2001 to 31 March 2002

Salary Level			Beneficiary Profile	Cost	
	Number of beneficiaries	Number of employees in salary band	% of total in salary band	Cost R	Per capita cost R
Levels 1-2	8 External bursary holders	67		188 066	23 508
Levels 3-5	58	9 126	0,62	537 249	9 262
Levels 6-8	144	22 413	0,63	1 454 799	10 102
Level-12	14	961	1,40	209 446	14 960
Professionals (13-16)	1	90	1,10	0	0

Senior Management Service	9	0	0	0	0
Total	225	32 666	0,69	2 389 560	10 620

Table 10.6:	Bursaries granted per race, gender and disability, 1 April 2001 to 31 March 2002						
		Beneficiary Profile			Cost		
		Number of beneficiaries	Number of employees	% of total	Cost R	Per capita cost R	
African							
	Male	122	15 113	0,80	1 237 719	10 145	
	Female	62	4 176	1,48	628 990	10 145	
Asian					_		
	Male	1	473	0,21	10 145	10 145	
	Female	2	111	1,80	20 290	10 145	
Coloured	_						
	Male	11	4 165	0,26	111 595	10 145	
	Female	8	972	0,82	81 160	10 145	
White	_						
	Male	7	6 822	0,10	71 015	10 145	
	Female	4	1 332	0,30	40 580	10 145	
Employees with a disability	_	0	83	0,00	0	0	
External bursary holders		8			188 066	23 508	
Total	_	225	33 247	0,65	2 389 560	10 620	

## 2.2.11 Injury on duty

The following table provide basic information on injury on duty.

## Table 11.1: Injury on duty, 1 April 2001 to 31 March 2002

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Nature of injury on duty	Number	% of total
Required basic medical attention only	436	78.56
Temporary disablement	115	20.72
Permanent disablement	4	0.72
Fatal	0	0.00
Total	555	

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# 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 in the manner prescribed by the Correctional Services Act No. 111 of 1998 (as amended). The Department also aims to detain

prisoners in safe custody while ensuring their human dignity and to promote the social responsibility and development of prisoners and persons subject to community corrections.

# Key objectives, programmes and achievements

Government is committed to fighting crime and improving safety and security over the medium term. The Department of Correctional Services is a key player in this endeavour as it, together with the South African Police Service (SAPS) and the Department of Justice, forms the Criminal Justice System. The Department of Correctional Services manages the output of the system and is responsible for detaining prisoners in safe custody under humane conditions whilst constructively promoting their rehabilitation. Correctional Services has to ensure close co-ordination and collaboration with the SAPS and the Department of Justice in respect of policy formulation, restructuring and service delivery within the Criminal Justice System to combat crime more effectively over the medium term.

The key objectives of the Department of Correctional Services are to:

•

Keep prisoners in safe custody

- - Control and supervise probationers and parolees
- - Maintain control and discipline in order to ensure a safe environment in prisons
- - Provide for the basic needs of prisoners and ensure humane conditions
- - Provide education, training and rehabilitation programmes
- •
- Assist prisoners with reintegration into the community

Deliver correctional services using the resources provided by Parliament with maximum efficiency.

These objectives are pursued through the following seven programmes:

•

Administration - comprising the Ministry, policy-makers and managers of the Department.

Incarceration - securing prisoners and ensuring the sound management of Correctional Services facilities.

•

Care of offenders - providing for the nutritional, medical and other needs of prisoners.

**Development of offenders** D offering employment skills programmes for offenders and providing a range of personal development and rehabilitation programmes.

٠

Community corrections - ensuring the direct supervision of probationers and parolees.

**Reintegration into the community** - providing resettlement services, assisting former prisoners to find work and maintaining the system of parole boards that periodically reviews the sentences of prisoners.

Asset procurement, maintenance and operating partnerships - providing for the payment to private contractors currently managing the two prisons that are operated on behalf of the Department, as well as for the acquisition and maintenance of physical infrastructures through the normal public service channels.

The total adjusted budget of the Department for the 2001/02 financial year amounted to R6 581 454 000. The amounts spent per programme are indicated in table 12.

#### Table 12: Amounts allocated to each programme in the budget

Programme	Amount in R'000
Administration	2 391 470
Incarceration	2 542 610
Care of offenders	574 244
Development of offenders	432 487
Community corrections	242 062
Reintegration into the community	52 929
Public-private partnerships	850 057
Less: Internal charges	-504 405
Total	6 581 454

Achievements with regards to programme performance are indicated per programme in the remainder of this chapter.

### Strategic overview and key policy developments

The appointment of a new Commissioner of Correctional Services, reinforced by the subsequent appointment of top managers in key positions that have long been vacant, has enabled the Department to pursue its core objectives with a clear purpose. A comprehensive strategic plan was developed that provides clear strategic direction and that is aimed at paving the way for improved

delivery by the Department in terms of its mandate. The plan is focussed on delivery in terms of core objectives with major emphasis on the safe and secure custody of offenders under humane conditions, the rendering of an effective correctional supervision service and the rehabilitation of offenders.

The rehabilitation of offenders in particular, is an immense responsibility that the Department never really mastered in the past, despite some valiant efforts in recent years. Rehabilitation is now firmly entrenched at the centre of our core business and much energy will be spent and many resources harnessed to establish the infrastructure and processes required to obtain the kind of results that the Department envisages. This development also highlights the need to equip the staff of the Department with the necessary skills and expertise to effectively manage this shift in emphasis - this need will be addressed with urgency.

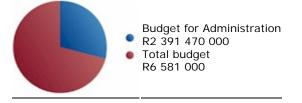
The chronic overcrowding of South African prisons remains a major inhibiting factor with regard to performance. Apart from the effect that the overcrowded conditions have on the physical and mental wellbeing of staff members and offenders, it also seriously hampers the presentation of treatment and development programmes that are aimed at effecting rehabilitation. Addressing this problem is one of the most daunting challenges that the Department faces but the Department is confident that solutions can and will be found.

Two prisons procured under the Asset Procurement and Operating Partnership System have become operational during the period under review. These prisons accommodate high-risk maximum-security prisoners, thus giving essence to the objective of transferring the risks related to their incarceration from Government to the private sector.

#### **PROGRAMME 1: ADMINISTRATION**

The total adjusted budget allocated to this programme is R2 391 470 000.

# Chart 1: The budget of Programme 1 in relation to the total budget



# Aim of this programme

The aim of the Administration programme is the overall management of the Department. It includes policy formulation by the Minister, Commissioner and other members of the Department's senior management and also facilitates prison inspections by the Inspecting Judge.

Corporate service functions include:

Management services entail exercising control through Head Office and provincial offices

•

Support services relate to organising the Department, rendering centralised administration, communication, legal and information technology services, determining working methods and procedures, and providing and operating departmental transport

•

Financial and logistical services

•

Human resource services

The budget allocations per sub-programme are reflected in table 13.

# Table 13: The budget allocations per sub-programme for the 2001/02 financial year

Administration	Original budget	Adjusted budget
Sub programme	R	R
Minister	634 000	649 000
Management	145 303 000	145 817 000
Corporate services	2 023 425 000	2 236 473 000
Sectoral Education and Training Authority (SETA)	7 039 000	5 972 000
Special functions authorised losses		2 559 000
Total	2 176 401 000	2 388 911 000

#### Programme policy developments

A leadership development model to identify competencies lacking on junior and middle level has been approved. The aim of this project will be to identify possible training areas and to establish training programmes that are aligned to the demands of the Skills Development Act and the South African Qualification Authority (SAQA).

During December 2001 the Commissioner of Correctional Services

recommended that the DepartmentÕs information technology (IT) component should be integrated into SITA. A steering committee has been established to oversee this integration process. It is envisaged that this process will be finalised before the end of the 2002/03 financial year and this will affect

128 personnel members currently based at Head Office, provincial offices and management areas.

The Department has embarked on a process to re-engineer its communications component to enable it to deliver the level of service that is required for

effective information flow within an organisation of the size of Correctional Services. The process is also aimed at effectively responding to the DepartmentÖs obligation to inform the citizenry and the international community of the activities of the Department and the developments in the field of corrections. This process is well underway and will be finalised during the next financial year.

# Expenditure trends

The budget for the Administration programme accounts for about 32 percent of the budget of the Department. The Corporate Services subprogramme

consumes 93 percent of the programme budget. In the last seven years, the budget for Administration has grown by an average of 6.3 percent a year,

significantly less than the 8,3 percent annual growth of the Department's budget as a whole.

#### Programme performance

#### Good governance

The role of the inspectorate in the Department is to promote creditable and transparent administration as well as efficient and effective utilisation of resources.

The inspectorate is divided into a national office component, which is

responsible for follow-up inspections on detailed inspections conducted by provincial inspectors, as well as any other task the Commissioner may assign to it and its nine provincial components. The latter are responsible for detail inspections in management areas. Copies of these inspection reports are

channelled to the Commissioner of Correctional Services after follow-up actions by the national component on the steps taken by area managers and provincial commissioners to rectify the identified shortcomings.

In addition to 21 follow-up inspections by the national component, the

inspectorate was also involved in the following assignments:

•

conducting of inspections of specific identified problem areas in the Department, specifically government transport as well as labour and departmental income

•

conducting of inspections at departmental training colleges

•

evaluation of the performance of the Barberton Management Area's agricultural section

•

evaluation of the performance of the Mangaung Prison regarding the humane treatment of prisoners

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reporting on the implementation of the Occupational Health and Safety Act in the Department

- a detail inspection at the offices of the Limpopo Provincial Commissioner
- ٠
  - reporting on the standard of maintenance of departmental assets, and
- ٠
  - reporting on the administration of the Facilities Fund of the Department.

At provincial level 136 inspections and 35 investigations were conducted

during the previous period under review (15 months) whilst 83 inspections and 54 investigations were conducted for the current period under review.

The Anti-Corruption Unit is responsible for the investigation of corruption,

dishonesty and malpractice, which is a priority for the Department. In

pursuance of the endeavour to stamp out corruption, Section 95 of the Correctional Services Act (Act 111 of 1998) has been amended to provide a more clearly defined mandate for the Anti-Corruption Unit to execute its duties effectively and efficiently.

### Table 14: Performance of the Anti-Corruption Unit

	1 April 2000 - 31 March 2001	1 April 2001 31 March 2002
Number of corruption reports	195	236
Officials dismissed due to corruption	22	23
Officials disciplined	94	76
Officials criminally convicted	18	14

The Department also carried out internal audits in order to accomplish its objectives by bringing a systematic and disciplined approach to evaluate and improve the effectiveness of risk management, control and the governance processes.

The Department's internal auditors are responsible for regularity auditing, performance auditing and the auditing of its information technology systems.

Although 26 regularity audits were planned for the 2001/02 financial year, only 16 audits were carried out. The main reason for the under performance was the late approval of the audit plan for the year and a staff shortage due to a high personnel turnover. During the period under review, audits of the information technology (IT) systems focussed on two issues, namely:

- evaluation to determine IT risk in the Department that was done at five provincial commissioner's offices and seven management areas
- general control and user evaluation that was carried out at one provincial commissioner's office and eight management areas.

Two ad hoc audits were also done at the APOPS prisons in Bloemfontein and at Louis Trichardt. *Communications and marketing*  As already mentioned earlier in this report, a process has been embarked on that is aimed at optimising the Department's communication ability. Extensive workshops and consultation with management and other relevant entities have culminated in a redesigned communication programme that has been presented to the Department's Management for consideration. This process will be completed during the next financial year and it will be extensively reported on in the next annual report.

The Department has again featured prominently in the media. Apart from the run of the mill coverage of incidents in prisons, the following topics featured prominently in the media:

#### •

The investigations by the Jali Commission into allegations of incidents of corruption, maladministration, violence and intimidation in the Department. The investigations followed a request by the Minister of Correctional Services, Mr Ben Skosana, that such a Commission be appointed. The Commission started its work in KwaZulu-Natal but is also hearing evidence in other provinces.

•

Comments by Inspecting Judge Johan Fagan with regard to his views on the overcrowding of prisons.

•

The impact of HIV/AIDS in prisons. In most cases this was related to the number of deaths in prisons.

•

Details of escapes from prison. In most cases the Department issued media releases detailing the circumstances of the escapes with a view to warning the public that prisoners were at large and that they could pose a threat to community safety.

•

Correctional Services Annual Winners Evenings that were presented in

•

several provinces. These award ceremonies are aimed at giving recognition to staff members who have excelled in the workplace during the year.

•

The appointment of Commissioner Linda M Mti and other senior managers in long vacant positions.

•

The incarceration and release of high profile prisoners such as Allan Boesak, Abe Williams and Eugene Terreblanche.

1

The opening of the Department's first Pre-Release Centre at Devon near Nigel.

#### Table 15: Media liaison activities for the period 1 April 2001 to 31 March 2002

Activity	Number
Media releases	227
Media visits to prisons	164
Enquiries by the media	970
Media interviews	363
Participation in media programmes	153
Assistance with media programmes	108

The Department maintains a 24-hour media liaison service to ensure that reporters have sufficient and continuous access to departmental media liaison officers. Networking with media organisations takes place on a continuous basis to ensure that healthy working relationships exist. A wide variety of information about the Department is published on the Department's Internet website with the following address: www.dcs.gov. za. This information is published and updated regularly in the interests of candidness and transparency and for the convenience of the public, students, stakeholders, academics, staff members and any other interested parties.

The Department has an obligation to keep its stakeholders, the general public and the international community informed, obviously to a varying degree of detail, of the activities of and developments within the Department. Apart from utilising the media and electronic web communication as indicated above, the Department also utilises various other means of communication.

The most effective means of communication is direct interaction during orientation visits by stakeholders and other interested parties to prisons and to other correctional facilities such as production workshops, prison farms and community correction offices. This kind of interaction happens continuously and has proved to be a very effective means of exchanging correct, objective and relevant information - the effectiveness based on the principle of "seeing is believing". However, when arranging such visits, prison managers and communicators must constantly guard against overexploitation of this means of communication since it may intrude on the privacy of prisoners and could disrupt prison routine in the already overcrowded and congested prisons.

Exhibitions that display information on correctional matters are regularly used to convey information to the public. These exhibitions have proved to be quite effective and popular since they give the visitors properly packaged and recent information on the core business of the Department. Knowledgeable staff members are always in attendance to answer questions and inquiries from the public. In addition, a variety of printed matter such as information pamphlets, leaflets and brochures are also made available to the members of the public who visit these exhibitions. During this period under review a total number of 143 exhibitions were held countrywide.

The Department has personnel who are skilled in text development, graphic design and layout. The Government Printer, with whom the Department has an excellent working relationship, prints almost all its corporate publications. These corporate publications, intended to keep the reader informed regarding important aspects concerning Correctional Services, are provided to visitors to the Department and are also distributed through the communications components that are operational in all the provinces.

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Other means of communication include public addresses by members of the Department's Management Team, liaison officials and line functional managers within their local communities. The Department also encourages networking with stakeholders at all levels including at the level of delivery in order to promote healthy, practical and mutually beneficial working relationships.

The Department also publishes its own corporate magazine, Nexus, which is aimed at informing staff and stakeholders of recent and relevant developments within the Department. This magazine is partly funded through subscription fees by staff members but efforts are underway to make it an official corporate publication that will be distributed to both staff and stakeholders free of charge. A final decision in this regard will be taken during the next financial year. The Department manages a National Correctional Services Museum that is situated on the premises of the Pretoria Prison. Altogether 5 360 persons visited the Museum during the period under review compared to 4 260 visitors during the previous financial year.

Internal communication with staff members and the offender population is an enormous task, given the organisational size of the Department and the fact that both its workforce and the offender population are scattered all over the country. The Department has one national head office, nine provincial offices, 242 prisons and 191 community corrections centres. A framework that allows for downward, upward and vertical communication exists and communication takes place mainly by means of written communications dispatched by post or by facsimile transmission, telephone, notices on notice boards, electronic mail, website communication, internal news letters and through the corporate magazine, Nexus. There is however room for improvement with regards to the level of the communication service provided to staff members but this forms part of the re-engineering process referred to earlier in this report.

The Department forms part of the criminal justice cluster in South Africa. Within this framework, the Department actively took part in the activities of the Inter-Departmental Committee that continually liases with the United Nations Commission on Crime Prevention and Criminal Justice, which is situated in Vienna, Austria.During the period under review, a delegation consisting of role players within the criminal justice system attended the Eleventh Session of the United Nations Commission on Crime Prevention and Criminal, Austria. The Department was represented by two members of top management, who actively took part in the discussion of agenda points such as the following:

- A thematic discussion on reform of the criminal justice system: achieving effectiveness and equity
- United Nations' norms in crime prevention and criminal justice
- •
- The question of strategic management and programme development.

A delegation from the Department also attended the Fifth CESCA Conference in Namibia during September 2001. During the conference various papers were delivered on correctional and related issues. As part of the major role that the Department plays within the CESCA structure, the following papers were delivered by the South African delegation:

- effectiveness of spiritual programmes in prisons
- -
  - Unit Management as an approach to prisoner management
- - the HIV/AIDS pandemic and the response by prison authorities

national research on the role of the social worker in the rehabilitation of offenders.

Table 16:	International Conferences attended by officials from the	Department between 1 April
2001 and 3	1 March 2002	

Date	Country	Conference/Workshop
April 2001	United States of America	American Jail Association Conference Visit to Howard University
May 2001	Austria	United Nations Conference
May - July 2001	Japan	Attendance of UNAFEI Training Conference
August 2001	United States of America	American Correctional Association Conference
September 2001	Austria	United Nations follow up conference
September 2001	Namibia	Attendance of African Commissioners' Forum (CESCA)
September 2001	Swaziland	Passing out parade Swaziland Correctional Services
September 2001	Botswana	Attendance of Social Work Conference
October 2001	Zimbabwe	Religious study tour
October 2001	Australia	International Correctional and Prisons Association Conference (ICPA)
October 2001	Canada	Meeting on Restorative Justice
November 2001	Uganda	Conference on conditions in African prisons
January 2002	United States of America	American Correctional Association Conference

#### March 2002 United States of America Integrated Justice System Conference

# Table 17:International visits to the Department between1 April 2001 and 31 March 2002

Month of visit	Country of origin	Number of delegates	Department / Institution
March 2001	England	2	Study Tour HMPS
June 2001	Australia	1	Study Tour Corrections
June 2001	Sweden	2	Swedish Embassy
June 2001	United States of America	2	Social Workers study tour
August 2001	Uganda	6	Study tour by Prison Services
August 2001	Mozambique	5	Study tour by Justice Ministry
September 2001	Netherlands	1	Parliamentarians
November 2001	United States of America	2	Criminal Law students
December 2001	United States of America	2	International academics
January 2002	Netherlands	2	Correctional Nurses
March 2002	Netherlands	2	Parliamentarians

# Corporate planning

The objective of corporate planning is to provide impetus to the transformation of the Department through the co-ordination of departmental planning and the facilitating of management research, the provision of advice on the utilisation of resources and research aimed at effective and efficient service delivery.

The following policies were developed and refined during the period under review:

•

A draft policy on the Management Information System (MIS), is currently under consultation with stakeholders. It is aimed at identifying the critical areas that management needs to address and the enhancement of service delivery.

•

A draft policy on Transformation Units, based on the resolutions taken by the Management Board, was developed and will be presented to the Commissioner for approval.

•

The policy on organisation and work-study, which includes policy on business process engineering, was refined to include advice to management on efficient work processes and organisational structures that support the strategic plan and working conditions.

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A new research policy was developed, placing the Department in a position to undertake pro-active research.

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A refined policy on job evaluation that stipulates that all vacant posts are evaluated before being filled, was developed and implemented.

The Department held two strategic planning sessions during the period under review. The second session was chaired by the newly appointed Commissioner and at this session a strategic plan, also referred to as the Mvelaphanda document, was adopted for implementation in the Department with effect from 1 April 2002.

Consultation sessions were held with all the directorates at Head Office with a view to revising their services and the service level standards to complement those of the Department as a whole. These revised services and service level standards will shortly be presented to the Management Board for consideration.

The Department of Public Service and Administration (DPSA) has initiated the revival of the service delivery (Batho Pele) strategy in order to improve service delivery in all government departments. The Department of Correctional Services responded by launching an awareness campaign and, in its quest to give effect to the Batho Pele principles, the Department nominated personnel members who acted as role models in terms of their work performance when measured against the eight service delivery standards and honoured these individuals at a national event held during September 2001.

A document was compiled on the Service Delivery Improvement Programme (SDIP) of the Department. In the process, the recommendations made by the Department of Public Service and Administration (DPSA) and the Public Service Commission (PSC) were taken into consideration.

A total of 67 organisation and work-study projects were undertaken during the period under review. The most important of these were the following:

The determination and implementation of a new weekend establishment for management areas determined per rank, shift and activity for each prison, community correction office and the facilities management component.

Approval was obtained for staff to be given a day-off for work performed on public holidays instead of remuneration, resulting in the Department being able to fully fund the weekend establishment and effect a saving of R66 million on remuneration for work done on public holidays.

The proposed design of a new shift system to comply with the requirements of both the Basic Conditions of Employment Act and Section 8 (5) of the Correctional Services Act. Once approved by the DPSA, this will result in the Department reverting the budget for weekend overtime to the creation of 7, 000 additional employment opportunities. Although forfeiting income from weekend remuneration, staff will in future work an average of only 80 hours compared to the current 96 hours over 12 days. The system is scheduled for implementation with effect from 2004.

The development of a proposed organisational structure for the application of unit management in prisons, which will be considered for implementation during 2002.

The proposed revision of staffing guidelines for messes which will result in a saving of approximately R5 million for the Department through the shifting of posts from messes to prisons in order to reduce the staff backlog.

The creation of a post establishment for the management of HIV/AIDS in the Department, which has placed the Department at the forefront in the international correctional services arena in combating the scourge of HIV/AIDS.

The creation of a post establishment for the development and management of restorative justice programmes which has placed the Department at the forefront of government transformation initiatives aimed at fighting crime, victim empowerment, restorative justice and victim / perpetrator reconciliation.

Revamping of the system used for the management of official forms due to the introduction of new form numbers by the Government Printer and the increase of computerisation and office automation. In the process the number of forms used in the Department was reduced from 510 forms (in 1991) to the 235 forms currently in use.

The development of a new job description format, providing not only for a description of the functions of each post or group of posts, but also describing the responsibilities, competencies, working conditions and networking obligations with other institutions.

The development of an establishment and structure for the new Kokstad Management Area that will be opened during May 2002.

With regard to the Department's research capabilities, a number of new developments took place during the period under review.

The Department undertook a research project in collaboration with the Medical Research Council and the University of Emory of the USA. This is a 36-month project based on health promotion issues in South African prisons in the post-apartheid era.

The revised criteria for external research conducted within the Department is that it has to be need-driven research. A page on the website has been created where the research reports of all research projects, both current and completed, can be viewed.

A need arose to establish a database for research, which will also be linked to other research organisations and institutions for the purpose of networking and to avoid the duplication of research projects. This will help to monitor all the research projects underway. This process is still in progress, and consultations with various research organisations are currently taking place.

The Department is part of the Consultative Research Forum (CRF) that comprises all individuals, groups and organisations that are involved in research. The aim of this forum is to establish links for the purpose of networking and to stay abreast of the latest practices, both nationally and internationally.

A Job Evaluation Unit was established following a request from the Department of Public Service and Administration (DPSA), instructing all government departments to create their own Job Evaluation Units. During the period under review this Unit focussed on:

- - all vacant posts at salary level 9 and higher that were reported by the post advertisement section
- special requests for the evaluation of posts of which the job content has changed, and
- - senior management posts as instructed by the DPSA (salary level 13 and higher).

The performance of the Job Evaluation Unit is indicated in table 3.1 of Part 2 of this report.

# Legal Services

The Department's legal component contributes to effective resource utilisation and management by rendering legal services to management in order to protect and further the interest of the Department as well as to limit legal liability.

The primary activities of the legal administration officers in the Department are to provide advice with regard to legal matters. Table 18 reflects the activities carried out during the period under review.

#### Table 18: Activities of the legal administration officers between 1 April 2001 and 31 March 2002

Formal written legal opinions to management	1 265
Handling of motion applications	151
Handling of civil claims	371
Arbitrations against the Department	203

# Logistics

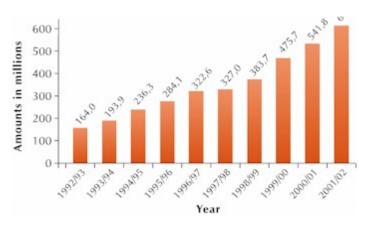
The primary objective of logistics is provisioning to meet customer requirements. This requires planning and control to ensure the efficient flow of commodities from point of origin to point of disposal.

With regard to stock on hand, the Department manages stock levels in order to avoid having excess stock on shelves. However, due to extended delivery periods, unreliable suppliers and an unstable labour market, the Department has to carry specific minimum levels of stock on shelves.

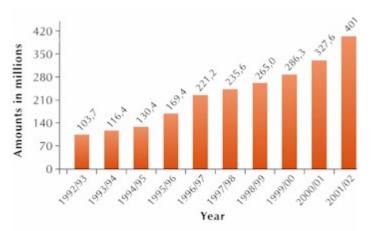
All equipment owned by the Department is accounted for on inventories kept by the Provisioning Administration System. The steady increase in the value of equipment as indicated in graph 1 is due to price escalation (the book value of equipment is always the latest available price), inflation as well as an

ever-increasing prisoner population.

Graph 1: The value of departmental equipment from the 1992/93 financial year to the 2001/02 financial year.



The growth in the value of stock as indicated in graph 2 is mainly due to inflation and an ever-increasing prisoner population.



Graph 2: The value of departmental stock from the 1992/93 financial year to the 2001/02 financial year.

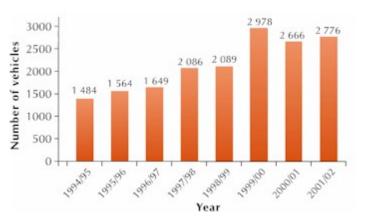
A guideline objective for losses of stock and equipment was set at 0.1% of the total value of stock and equipment. Losses written off during a financial year may thus not exceed the set guideline.

Table 19: Departmental losses during the financial year	
Item	Amount in R
Losses written off through criminal conduct	390 907.96

Other losses written off	437 931.74
Losses recovered	100 310.58

The Department manages 2 776 government vehicles with a total value of R243 104 968. There was an increase of 110 in the number of vehicles from the 2000/01 to 2001/02 financial years.

Graph 3 indicates the number of vehicles managed by the Department since the 1994/95 financial year.



Graph 3: The number of vehicles managed by the Department since the 1994/95 financial year

The average number of kilometres covered by each vehicle decreased from 3 012 kilometres per month during the 2000/01 financial year to 2 909 during the 2001/02 financial year. The norm for the optimal utilisation of State vehicles is 1 500 kilometres per month. During the period under review 836 government vehicles managed by the Department were either involved in accidents, damaged or reported stolen.

With regard to provisioning administration, the Department subscribes to the Batho Pele principles. The level of service delivery by stores countrywide is measured on a quarterly basis by means of questionnaires that are completed by all clients as well as external suppliers. The set objective is that 80% of the clients must be 80% or more satisfied with the provisioning administration service levels. During March 2002 the level of satisfaction of clients was 87,18% for Head Office and 89,59% for the provinces.

The Department also successfully implemented the Preferential Procurement Policy Framework Act, Act 5 of 2000 and Regulations promulgated by the Minister of Finance during 2001. The Department currently supports the objectives of preference for Historically Disadvantaged Individuals (HDI), equity for women, disabled persons and Small, Medium and Micro Enterprises (SMME) and is currently in the process of implementing other Reconstruction and Development Programme (RDP) objectives in the procurement preference system.

Each year the Department advertises countrywide in the media and invites all SMMEs and HDIs in the vicinity of prisons to register on the database of the Department. This database is utilised when inviting quotations. Placing orders with local enterprises supports the local economies. Procurement in the Department takes place from 142 decentralised purchasing points inclusive of the National Head Office. Preference is given to obtaining goods and services from departmental workshops and agricultural facilities and tenders are only invited if the need for goods or services cannot be satisfied from own resources.

As soon as tenders are awarded, the contract that has been entered into is managed to ensure compliance. Table 20 provides a summary of the contracts entered into during this period.

# Table 20: The extent of contract management in the Department during the 2001/02 financial year

	Contracts awarded to Historically Disadvantaged Individuals in R	Contracts awarded to other companies in R
Ad hoc contracts awarded by provinces	71 288 132	10 646 407
Contracts awarded by Head Office	118 737 111	56 900 747
Sub-total	190 025 243	67 547 154
Grand total	_	257 572 397

During the 2001/02 financial year, training programmes were presented for the users of the Computerised Provisioning Administration System as indicated in table 21.

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Table 21: Training of personnel in the use of the Computerised Provisioning Administration System during the2001/02financial year201/02

Race group	Male	Female	Total
Black	45	21	66
White	14	8	22
Coloured	28	11	39
Indian	16	5	21
Total	103	45	148

As part of the Department's outreach to alleviate poverty in the community, the Department has donated redundant used blankets and bedding to needy communities. This was an attempt by the Department to promote goodwill and community involvement.

Medicines stocked by the Department that had almost reached its expiry dates, were transferred to several state clinics and to the Department of Health free of charge. These actions ensured that medicine obtained by the State is optimally utilised for the people of the country. If not utilised before the expiry date, these medicines would otherwise have had to be destroyed.

# Information technology

The main purpose and function of the information technology component is to assist the Department in achieving its strategic objectives by providing information technology based solutions and to advise the Department with regard to the successful implementation and utilisation of these solutions.

During the period under review the following projects were undertaken:

#### •

The relocation of the host servers of the Provisioning Administration System (PAS) to meet the new requirements as proposed by the Directorate Logistics, resulting in each province now enjoying the use of dedicated databases with much improved access speeds and minimal interruptions.

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The installation of Natural Security Utilities since it became necessary to upgrade the security aspects on the PAS system servers in order to ensure absolute security on the host systems that house the entire supply databases in the Department. Since installation, the PAS system has not encountered any malfunctioning as a result of illegal intrusions or corrupted databases.

•

The upgrading of the DepartmentÖs network system to Netware 5 has yielded great benefits regarding standardisation, ease of user administration, network peripheral management and the all important anywhere-anytime secured network management.

•

The Internet proxy service was standardised to a single service, which allows the monitoring of Internet usage and the generating of reports on this usage.

•

The new modern E-mail system with multiple facilities including calendaring, e-mail, document sharing, notices and task assignments, was previously limited to Head Office only with the rest of the user community confined to the use of a single facility Mercury mail system. To effect communication standardisation and uniformity, the platform for exchange was rolled out for use by all provinces with access to the network. Users now have access to public folders and the use of the standard communication utilities afforded by these systems.

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Due to multiple hardware problems, all production environment data streamers were replaced with a reliable and locally supported solution. To minimise intervention and to avoid negligence and human errors, the deployed solution is an automated server-based system, which can be monitored remotely by network controllers. The project is 99% complete.

- As a requirement by the Department to uplift the skills of all IT users, all IT training centres were upgraded, now allowing for training in the use of Internet and Intranet and Microsoft Office with e-mail.
- ٠

Formal training with private institutions has been arranged to supplement training for the network controllers. More than half of the network controllers has already received training on Microsoft products currently in use by the Department.

•

With the implementation of SITAÕs OpeNet backbone, the removal of the IPX protocol from the Wide Area Network was necessary in order to improve the backboneÕs response. The backbone now routes a single protocol, which has resulted in great throughput responses.

•

In an effort to allow standalone sites access to facilities like the Intranet and the ability to run the offender transfer system from one site to another, all standalone sites were upgraded to the Windows systems with dial-up utilities. While other means like Radio LANS are being explored to accommodate these sites permanently, the Department has a temporary solution in place at prisons that lack electricity, to ensure that production requirements are still met.

٠

Firewalls were implemented at the DepartmentOs Head Office as well as at facilities countrywide. The Information Systems Security Policy, Standards and Procedures were updated and distributed. The Disaster Recovery Plan was also implemented and key personnel were trained in the use of the plan. Regular audits were conducted to establish the level of security achieved.

•

In terms of data administration, 963 requests were run on data in the Corporate Data Store during the period under review. More than 500 requests for corrections on data integrity were extracted and source data was corrected.

•

After the new database was acquired, three Magic 8.3 converted systems have been tested, data converted from B-trieve to Adaptive Server Anywhere (ASA) and implemented at Head Office. A fourth system has been converted and will be implemented soon.

•

The integration of information between the South African Police Service (SAPS) and this Department was initiated by the South African Criminal Record Centre (SACRC). Information on wanted criminals is extracted from a SAPS server and a programme is run on the 15th of each month to match these wanted criminals with possible offenders who are in prison. During the period under review 379,200 records have been extracted and 787 records have been matched.

٠

Since desktop application software training commenced in October 2000, a total of 5 332 staff members have been trained in the use of the Microsoft Office e-mail as well as the Internet and Intranet. Training was presented at seven decentralised training centres.

•

A need was identified to convert the unmanageable network infrastructure to more intelligent (manageable) networks and to standardise the data cabling on all the networks. The project was completed in July 2001. In the process a total of 292 data cabling infrastructures were successfully converted and standardised to international standards namely MOLEX.

•

More than 30 operational systems were upgraded from Magic 5.7 to Magic 8.3 while the DOS based systems were converted to the Graphic User Interface environment. Three systems were completed, while a further 27 systems are in the process of completion.

•

Changes were made to the Admission and Release system to accommodate data interchange between the Department and APOPS prisons.

Maintenance on the Magic Operational Systems resulted in two major releases as well as five ad hoc releases being distributed countrywide.

The Department's Information Technology component comprises 43 full time officials who are complemented by consultants from Phambili Information Technologies on site. The management team is composed of 12 people, five from the Department and seven from Phambile Information Technologies, with various consultants and officials of the Department occupying various supervisory positions.

# Financial planning and administration

The aim of the DepartmentOs financial service team is to support the Department in economic and efficient financial planning and administration. The provincial accountants of the Department provided excellent support

during the various phases in the budget cycle as far as financial planning and expenditure are concerned. Their devotion and dedication made it so much easier to achieve the 99,5% expenditure rate, the remainder of which was rolled over to the 2002/03 financial year. Some of the highlights achieved during the period under review are as follows:

•

The first set of financial statements in accordance with generally accepted accounting practice (GRAP) was compiled and accepted by the Auditor- General and by Parliament.

•

A new Financial Administrative Procedure Manual, flowing from the Public Finance Management Act (PFMA) and Treasury Regulations, was compiled and it was distributed for implementation. After practical testing, the various chapters were evaluated and amended to eliminate shortcomings.

•

All the financial administration offices were engaged in an ongoing effort to ensure in-time payments to all the service providers and the set objectives in this regard were met.

Actions taken to streamline the financial systems of the Department to enhance user friendliness include:

•

Implementation of a new debtor system to improve monitoring and control around debt collection and debt management.

Preparations for transfer to the Basic Accounting System (BAS) on 1 April 2003.

•

Reduction of cheque fraud through the implementation of the electronic fund transfer (EFT) system.

# Human Resources

Although the discussion of human resources forms part of the programme Administration, it is also extensively reported on in Part 2 of this report. The

following discussion deals with policy developments and issues not contained in Part 2 of this report. In the management of its human resources, the Department pursues the following objectives:

- the establishment of an adequate, representative and equitable workforce
- •

the empowerment of personnel through development and training

- the maintenance of sound labour relations
- the promotion of job satisfaction and the creation of a harmonious working environment, and
- - the maintenance of a fair, yet effective disciplinary system.

#### Affirmative Action Programme

In accordance with the requirements of the Employment Equity Act, 1998 (Act 55 of 1998) as well as the White Paper on Affirmative Action in the Public Service, the Department has embodied its commitment to affirmative action by developing policies on equity, disability and gender. These policies cover aspects such as recruitment and selection, selection interviews, performance management and human resource development.

In view of these policies and as a consequence of the requirements of the Employment Equity Act, 1998, a five-year employment equity plan covering a range of employment policies and practices, was developed. The employment equity plan also incorporates the objectives and strategies aimed at achieving the goals of the policies.

The Department is committed to accommodating persons with disabilities. On 31 March 2002 the Department had 129 persons with disabilities in its employ, that represents 0,4% of the total personnel component. The ultimate aim is that people with disabilities should make up 2% of the total personnel component by 2004.

### The Employee Assistance Programme

An Employee Assistance Programme (EAP) was established in the Department two years ago as a support service to staff who suffer from illnesses related to working in an extremely challenging and abnormal work environment. The aim of the programme is to timeously identify staff members who are in need of counselling.

During the year EAP practitioners have attended to 5 220 staff members who required assistance with regard to problems that range from marital problems, alcohol abuse, poor financial management to stress related conditions and also conditions related to HIV/AIDS.

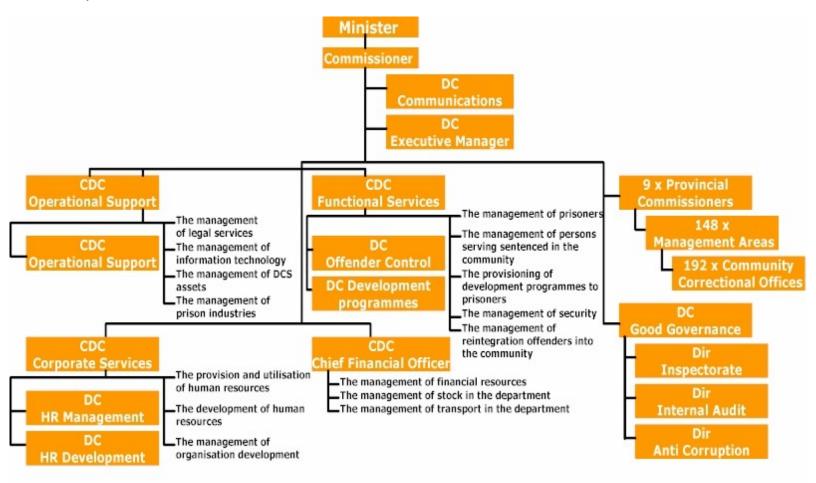
During October 2001, Mr P A Bhoodram, one of the Department's senior

officials driving the EAP programme, was recognised by EAP International for the progress made with regard to the establishment of EAP programmes in South Africa in general and within the Department of Correctional Services in particular.

At the request of Management, a financial life skills course was developed and presented in KwaZulu-Natal, in conjunction with a leading banking institute. Employees who attended the course received expert training in aspects such as budgeting, loans, banking and personal finance management.

A survey on attitudes towards HIV/AIDS was held at the DepartmentÕs National Head Office and the success thereof prompted it to be expanded to all provinces. The outcomes of this survey will shape the Department's strategy in dealing with HIV/AIDS.

At present the Department employs 28 employee assistance practitioners countrywide and a further five appointments will be made soon.



DC: Deputy Commissioner

**CDC: Chief Deputy Commissioner** 

# Sports Management

As indicated above, personnel of the Department are often subject to working under conditions that are abnormal and generally stressful. The Management of the Department is acutely aware of this and has, as one countering mechanism, adopted a policy over the years that allows for the participation by staff

members in certain approved sports codes in official capacity.

It is believed that participation in sport is a conduit for improved physical and mental preparedness and therefore this concession is seen as a medium to long-term strategy to ensure a healthy and productive personnel corps. It holds the further benefit that the skills that staff members acquire on the sports fields, both as players and administrators, can be transferred to the offenders as part of the preparation towards their eventual normal social functioning.

Development in terms of sport is a priority. Various development courses were presented to promote participation in sport and to improve the skills level of participants, both in terms of playing and with regard to administration and umpiring. In the management of day-to-day participation in the various sports codes, the Department ensures that all staff members who are interested in particular sports codes, have sufficient opportunity for participation and development.

One of this year's highlights was the attendance of the opening ceremony of the Department's annual Rugby Championships by the Minister of Sport and Recreation, Mr Ngconde Balfour MP and the Minister of Correctional Services, Mr Ben M Skosana MP. In his address, Minister Balfour indicated his satisfaction with the evidence before him that made it apparent that the normalisation and development of this sport in the Department has made huge progress.

# Table 22: Departmental sport championships with an indication of the number of participants and the funds involved

Type of sport	Place	No of participants	Cost in R
Golf	Umkomaas	10	41 000
Badminton	Bloemfontein	126	120 000

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Pistol Shooting	East London	61	31 000
Rugby	Pretoria	350	249 000
Volleyball	Boksburg	350	220 369
Tennis	Pretoria	120	65 202
Darts	Baviaanspoort	64	16 750
Soccer	Bloemfontein	350	236 720
Lawn Bowls	Modderbee	110	79 530
Jukskei	Kroonstad	70	57 317
Fresh Water Angling	Bloemfontein	120	55 800
Cricket	Bloemfontein	180	168 700
Netball	Kimberley	140	130 000
Surf Angling	Port Elizabeth	120	168 772
Squash	East London	160	110 000
Road running	Pretoria	220	148 200
Handball	Kroonstad	240	179 000
October games	Pretoria	200	70 800
Total			2 148 060

Table 23: Sports development courses and cost							
	Race	Race	Gender	Gender			Cost in R
Project	Black	White	Coloured	Asian	Male	Female	
Soccer Referees	8	-	5	-	13	-	2 802
Squash	52	5	20	3	35	45	21 387
Tennis	37	-	12	-	20	29	19 255
Jukskei	20	11	7	-	23	15	20 199
Volleyball	23	6	10	3	19	23	2 400
Soccer Clinics	70	8	28	2	108	-	31 000
Darts	41	4	15	1	32	29	27 859
Lawn Bowls	31	6	10	3	27	23	21 303
Total					277	164	146 205

# Recruitment

Vacant positions within the Department are advertised either internally or externally, depending on the level and nature of the post, to ensure that quality appointments are made.

#### Performance appraisal

During the 2000/01 financial year, the performance assessment of personnel was characterised by a dispute between Management and Labour, which resulted in a late settlement agreement. As a result, the incentives for excellent performance during 2000/01 that amounted to R70 million were only paid out during this financial year.

As instructed by the Public Service Regulations, a new personnel performance management system was developed, consulted with labour and implemented with effect from 1 April 2001. This multipurpose instrument, that was uniquely designed for use in this Department, allows for the continuous monitoring of performance whilst it also addresses the development of employees. It also creates the opportunity to address sub-standard performance.

An approximate amount of R74 million was paid out as performance incentives for performance during the 2001/2002 financial year.

# Termination of service and high turnover

During the period under review, 1 280 personnel members terminated their services in the Department compared to the 1 694 during the previous financial year. Certain categories of personnel reflect a higher turnover than others e.g. psychologists, auditors, information technology personnel, nurses and social workers. These persons possess professional skills that are sought after in the open labour market and they are often lured away by more attractive salary structures and more pleasant working conditions, leaving the Department with very little leverage to retain their services.

# Skills development

The role of the Chief Directorate Human Resource Development is to oversee policy formulation regarding the training and development of personnel and to design and develop training material. It also has to ensure that competent trainers and facilitators are available at the three national training centres at Zonderwater (near Cullinan), Kroonstad and Krugersdorp and at the other decentralised training centres of the

Department throughout the country.

During the period under review the following services were provided:

.

Skills development workshops were held in all the provinces. The purpose of the workshops was to initiate a process of compiling Provincial Workplace Skills Plans.

•

Skills Development Facilitators Training was presented to 47 personnel members. This entails the development and implementation of a workplace skills plan and the co-ordination and monitoring of the skills development quality assurance system to ensure compliance with national regulations. This plan also introduces improvement strategies pertaining to skills development and serves as a contact between the Department and the relevant sector in the Education and Training Authority.

,

The presentation of the Presidential Strategic Leadership Development Programme for Senior Managers, facilitated by the South African Management Development Institute (SAMDI). The purpose of the course is to enhance managementÕs capacity in the management of generic skills. It consists of eight modules. The number of managers who attended each module is reflected in the table below:

#### Table 24: Number of managers who attended the Presidential Strategic Leadership Development Programme

Module	Number of managers who attended
Service delivery	16
Communication strategies	18
Human resource management	18
Finance management	18
Project management	16
Management and leadership	18
Policy and knowledge management	16
Strategy into action	15

•

A total of 217 bursaries were awarded to personnel members and eight to external persons to further their studies during the 2001 academic year. Fields of study in which bursaries were awarded were prioritised to suit the needs of the Department (See table 11.6 in Part 2 of this report).

•

The basic training programme for newly recruited correctional officials has been reviewed and aligned to the needs and objectives of the Department. The programme is to be aligned with the requirements of the National Qualifications Framework and the South African Qualifications Authority. New units such as Types of Prisons, Communication, Unit Management and Restorative Justice have been added to the basic training modules.

•

The Department is in the process of registering its training colleges as accredited service providers through POSLEC SETA.

•

Two learnerships were identified for the Department, namely Basic Correctional Services Officer and Treatment of Young Offenders. In addition, two transversal learnerships that are not a core business function of the Department were identified, namely Caterers and Frontliners. The CaterersŐ learnership is on hold awaiting the accreditation of the training centre where it will be presented while the Frontliners learnership is awaiting Unit Standards from the THETA SETA. ABET for officials is another transversal learnership that is in the pipeline.

•

The National Trainers Course was revived and it includes training in firearms and shooting range procedures. Altogether 120 personnel members underwent this training, whilst 38 shooting range officers and 12 support team members were trained in co-operation with the South African National Defence Force and the South African Police Services.

•

A total of 14 837 personnel members, including 11 disabled persons, attended functional training courses during the period under review. The aim of this training is to provide the members with post-specific knowledge and skills to assist them to perform their daily activities.

•

Altogether 1 055 personnel members attended management development programmes. The aim of management development programmes is to equip the supervisors and managers of the Department with the necessary knowledge and skills to enhance their management and leadership role within their working environment.

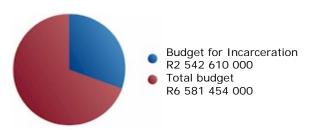
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Altogether 887 personnel members, including two disabled members, underwent basic training. The purpose of basic training in the Department is to provide newly-appointed members with a global picture of the Department and to equip them with the necessary knowledge and skills to perform their duties in accordance with legislation and policies applicable to their work.

# PROGRAMME 2: INCARCERATION

The total adjusted budget allocated to this programme is R2 542 610 000.

# Chart 2: The budget of programme 2 in relation to the total budget



#### Aim of the programme

This programme is aimed at detaining prisoners in safe custody in terms of legal warrants until they are lawfully discharged. It provides for the management and control of prisoners inside and outside prison, throughout the duration of their sentences and through various processes of detention, court attendance, transfer and release. In addition, it funds activities related to the tracing of escaped prisoners, the security categorisation of prisoners, the handling of prisoners by case management committees and the payment of gratuities to prisoners performing economically productive activities.

The budget allocations for this programme, per sub-programme are reflected in table 25.

#### Table 25: The budget allocations per sub-programme for the 2001/02 financial year

Incarceration	Original budget	Adjusted budget
Sub-programme	R	R
Offender control		
Security services	2 260 359 000	2 245 134 000
Prison services	311 988 000	297 476 000
Total	2 572 347 000	2 542 610 000

# Programme policy developments

The Department has embarked on a project aimed at revising all security policies and security procedures to bring it in line with the new Correctional Services Act as well as the principles of Unit Management. This project is scheduled for completion during the new financial year and will in time assist officials of the Department to render an even more professional custodial service.

The concept of unit management, which seeks to individualise rehabilitation programmes for prisoners, has been implemented at 41 prisons countrywide. The Department intends to introduce this management system to all prisons by 2004 to promote service delivery and to improve the likelihood of the successful rehabilitation of offenders.

The Department has reviewed its policy for the accommodation of youths and disabled prisoners. Mother and child units were established in eight provinces during the last two years and similar units will also be established in prisons in the remaining provinces over the medium term.

# Expenditure trends

Spending on the Incarceration Programme essentially covers the personnel costs related to the incarceration of prisoners. Personnel costs constitute over 90 percent of the programme's budget. Expenditure on the programme increased by an average of 5,0 percent a year between 1998/99 and 2001/02. The rate of growth of programme expenditure is expected to increase to an average of 5,27 percent a year between 2000/01 and 2004/05. The relatively slow growth of expenditure on this programme can be ascribed to the need to finance capital spending and the services provided by the public-private partnerships prisons.

# **Output and service delivery trends**

The following is a summary of key outputs and service delivery indicators:

Sub-Programmes	s Outputs	Output performance measure / service delivery indicators	Actual performance against targets	
			Quantity	
			target	Actual
Offender control	Ensure that prisoners serve their sentences	Number of escapes from prison per year	0	114

	Numberof escapes from outside prison per year	78	11
Humane detention of prisoners	Percentage overcrowding as at 31 March 2002	0	64
Ensure safety and secure environment for prisoners and staff members by minimising injuries and deaths from unnatural causes	Number of alleged assault by staff members on prisoners per year	310	62
	Number of alleged assault by prisoners on prisoners per year	1 181	2 3
	Numbers of unnatural deaths as a result of violence amongst prisoners per year	6	10
	Number of unnatural deaths of staff members in prison per year	0	0

# Programme performance

#### Security services

The main purpose of the DepartmentÕs security services is to detain prisoners in safe custody under humane conditions in terms of legal warrants until they are lawfully released or removed from prison.

# **Activities**

The main objectives of the activity secure detention are:

- •
- ensuring the safe custody of prisoners by exercising supervision and control over prisoners inside and outside prisons
- provision of a safe and secure environment to offenders and officials inside and outside of prisons.
- Performance indicators with regard to the above-mentioned objectives are as follows:
- the reduction of escapes
- reduction of erroneous releases and absconding by day parolees, monitors and prisoners on week-end leave
- the reduction of unnatural deaths as a result of prison violence and
- incidents of alleged assault on prisoners and personnel.

# Escapes from custody

The Department set itself a target of zero escapes from prison and a reduction of 50% in escapes from outside prisons based on the performance during the previous year (i.e escapes from hospitals, courts, work teams and during escort). The results achieved during the period under review as against those of the previous year are indicated in table 26.

#### Table 26: Comparative Escape Statistics for 2000/01 and 2001/2002.

Escape category	1 April 2000 to31 March 2001	1 April 2001 to31 March 2002	Decrease /Increase	% Decrease /Increase
From prison	86	114	+28	+33%
From work team (departmental officials)	78	59	-19	-24%
From work team (institutions hiring prisoners for labour)	30	33	+3	+10%
From public hospitals	31	18	-13	-42%
From courts	12	5	-7	-58%
During escorts	4	4	0	0
Total	241	233	-8	-3%

Although the set target of zero escapes from prison and a 50% reduction on escapes from outside prison was not achieved, there was a slight reduction of 3% in the total number of escapes in comparison with the previous financial year. The Department is not satisfied with this performance and will step up its efforts to reduce escapes even further during the next financial year.

Negligence by officials continued to be a major cause of escapes whilst staff shortages and overpopulation also aggravate the situation. The

following measures are being enforced to combat these causes:

- strict disciplinary action against corrupt and negligent officials
- budgetary planning to eliminate the manpower backlog
- various initiatives aimed at reducing overpopulation
- the introduction of advanced security equipment
- .
- safe and secure detention of high risk prisoners in suitable prisons.

# Erroneous releases and absconding

Apart from the reduction in the number of escapes the Department also strove to reduce the number of erroneous releases and the number of prisoners who abscond while on day parole, on week-end leave or when working as monitors without supervision. Comparative statistics are indicated in table 27.

### Table 27: Comparative statistics on erroneous releases and abscondence for 2000/2001 and 2001/2002

Escape category	1 April 2000 to 31 March 2001	1 April 2001 to 31 March 2002	Decrease /Increase	% Decrease /Increase
Weekend leave	2	5	+3	+150%
Abscondence by day parolees	15	13	-2	-13%
Erroneous releases	17	16	-1	-6%
Abscondence by monitors	18	18	0	0%
Total	52	52	0	0%

# Unnatural deaths

In an attempt to reduce deaths as a result of prison violence and assaults (by prisoners on prisoners, staff members on prisoners and prisoners on staff members) specific targets were set at a reduction of 50% based on the previous yearÕs performance. Although there were only 10 such deaths, each one remains unacceptable. The results in this regard are indicated in tables 28 and 29.

#### Table 28: Comparative statistics on deaths of prisoners as a result of violence in prisons: 2000/2001 and 2001/2002

Category	1 April 2000 to 31 March 2001	1 April 2001 to 31 March 2002	Decrease / Increase	% Decrease / Increase
Assault: Prisoner on prisoner	5	5	0	0%
Assault: Prisoner gangs	6	5	-1	-17%
Assault: Official on prisoner	1	0	-1	-100%
Total	12	10	-2	-17%

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Category	1 April 2000 to 31 March 2001	1 April 2001 to 31 March 2002	Decrease / Increase	% Decrease / Increase
Assault: Prisoner on prisoner	2 306	2 301	-5	-0.21%
Assault: Prisoner gangs	55	48	-7	12,7%
Assault: Official on prisoner	619	624	+5	+0,8%
Total	2 980	2 973	-7	0,23%

The above-mentioned results must be viewed in the light of an increasing prison population. The daily average prison population was 166 587 for the 2000/01 financial year and 172 204 for the 2001/02 financial year, which represents a 3,4% increase.

Although measures are in place to ensure a safe environment for prisoners and staff, the Department set itself a strategic objective to review current safety

policies and procedures in order to address this problem more effectively.

# The prison population

On 31 March 2002, the Department had cell accommodation for 109 106 prisoners as opposed to a total prison population of 178 998 prisoners. This situation constituted an average national level of overcrowding of 64%. The prison population increased from 170 959 prisoners on 31 March 2001 to 178 998 prisoners on 31 March 2002 which represents an increase of 4,49%. The composition of the prison population is reflected in table 30 below.

#### Table 30: The composition of the prison population as at 31 March 2002

Category	Adult		Juvenile (under 21 years old)		Total
	Male	Female	Male	Female	
Sentenced	102 664	2 761	14 224 271	271	119 920
APOPS (sentenced)	3 578	0	0	0	3 578
Unsentenced	40 582	1 066	13 614	238	55 500
Total	146 824	3 827	27 838	509	178 998
Percentage	82,03%	2,14%	15,55%	0,28%	100%

On 31 March 2002 the Department managed 241 prisons countrywide that are made up as follows:

•

8 prisons for female prisoners only

- - 13 youth correctional facilities
- 132 prisons for male prisoners only
- •
- 72 prisons accommodating both male and female prisoners
- - 14 prisons that are temporarily closed down for renovations
- •
- 2 APOPS prisons for sentenced males only (managed by private consortiums).

Overcrowding caused by the excessive number of awaiting-trial prisoners remains a major problem. However, during the year 2001, the number of prisoners awaiting trial declined from 57 676 on 28 February 2001 to 55 285 in December 2001. The statistics show that for the first time since 1995, the average number of unsentenced prisoners in custody has decreased compared to the previous year. This could, inter alia, be ascribed to the Saturday and Additional Courts project instituted by the Department of Justice and Constitutional Development on 22 February 2001 which the Department has been supporting.

The percentage change in the various categories of prisoners is reflected in table 31 below.

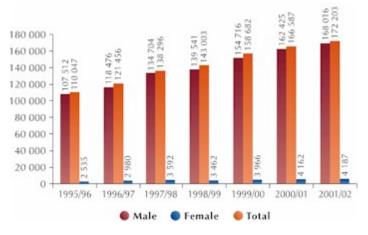
#### Table 31: The percentage change in the prison population as at 31 March 2002 compared to 31 March 2001

Category	31 March 2001	31 March 2002	% Change
Unsentenced male prisoners	55 104	54 196	-1,65%
Sentenced male prisoners	111 585	120 466	+7,96%
Unsentenced female prisoners	1 318	1 304	-1,06%

Sentenced female prisoners	2 952	3 032	+2,71%
Total	170 959	178 998	+4,97%

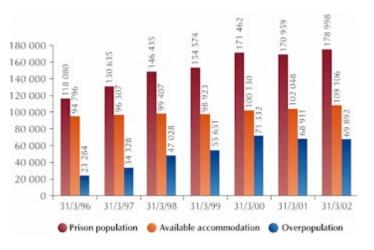
Graph 4 reflects the daily average prison population since 1995/96 to 2001/02.

Graph 4: Total daily average prison population for the 1995/96 financial year to the 2001/02 financial year



The level of the prison population compared to the available accommodation clearly indicates that South African prisons are seriously overpopulated. Graph 5 indicates the magnitude of overpopulation in respect of the past 7 years.

Graph 5: Cell accommodation and utilisation as at 31 March each year



# Sentence categories

Table 32: Number of prisoners per sentence group as at 31 March 2002

Sentence groups	Number of prisoners
Unsentenced	55 500
0-6 months sentence	6 335
Sentence of more than 6 months to 12 months	6 561
Sentence of more than 12 months to less than 24 months	6 272
Sentence of more than 24 months to 3 years	17 102
Sentence of more than 3 years to 5 years	16 876
Sentence of more than 5 years to 7 years	12 911
Sentence of more than 7 years to 10 years	20 889
Sentence of more than 10 years to 15 years	16 610
Sentence of more than 15 years to 20 years	7 281
Sentence of more than 20 years	7 202

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Sentenced to death	206
Habitual criminal	2 142
Life sentence	2 980
Mental instability	2
Reformatory	54
Day parole	21
Ordered by court as dangerous	28
Periodic imprisonment	26
Total	178 998

# Offence categories

Table 33: Number of sentenced prisoners per crime category as	5
at 31 March 2002	

Crime categories	Number of prisoners
Economical	38 499
Aggressive	58 189
Sexual	15 086
Narcotics	3 739
Other	7 985
Total	123 498

# **Unit Management**

The Department is faced with the daunting task of managing a prison system with one of the largest prisoner to population ratios in the world, as South Africa has approximately 320 prisoners to every 100 000 of the population.

Conditions of overcrowding, gangsterism, low job satisfaction and staff who are not adequately trained to deal effectively with the transformation process, necessitated the introduction of a more effective management tool to manage prisoners.

The Department had decided to run a pilot project on the concept of unit management as an approach to prisoner management at the newly build (1997) Malmesbury and Goodwood prisons outside Cape Town. It was also decided to expand it to other identified prisons, should it prove to be successful.

Following the positive results of the pilot projects in terms of a decline in gang related activities, lower levels of aggression, a more disciplined environment, improved focus on the development of individual prisoners and a higher staff morale, it was decided to expand the concept to three prisons (one large, one medium and one small prison) in each of the nine provinces.

The first phase of implementation, that primarily comprised the restructuring of prisons into units, included:

- marketing the concept amongst staff members and prisoners
- •
- dividing the prisons into units
- - developing structured day programmes
- •
- compiling Operational Procedure Manuals within the parameters of the concept
- compilation of duty sheets for each member of staff occupying specific positions
- •
- opening of case files for prisoners
- •
- development of the necessary forms and registers.

During 2000/2001, 550 staff members representing 41 prisons from all provinces were trained in the concept of unit management. Provincial Commissioners are expanding this process to the extent that orientation training is scheduled at 101 other prisons.

The Department is currently in the second phase of implementation in which all operational aspects are being formalised in terms of aligning policy, the staff establishment and infrastructure. A formal evaluation instrument to measure the successes associated with the introduction of the unit management approach is also being developed.

The Department will have to overcome a multitude of obstacles before the objectives of the concept of unit management can be fully realised. These include: overcrowding, lack of sufficient as well as multi-skilled staff, traditional prison structures that do not complement the Unit Management concept, the difficulties with regard to the creation of an environment which is conducive to change, restructuring the staff establishment and chain of command as well as the classification of prisons.

In order to address these challenges, various strategies are being implemented in order to accomplish the following objectives:

- a reduced prison population
- - an increased population of probationers, parolees and awaiting trial
- prisoners under community corrections
- modernisation of existing facilities in accordance with new generation
- facility principles to complement the unit management approach
- retraining of frontline staff with a view to increasing the number of
- multi-skilled staff
- redefinition of the roles of all disciplines
- development of assessment tools, and
- - increased participation in rehabilitation programmes.

The service delivery targets with regard to the implementation of unit management, as contained in the DepartmentÕs Mvelaphanda Strategic Plan, are as follows:

- - 20% by March 2003
- 40% by March 2004
- 70% by March 2005

Young children in prison with their mothers

The Department is responsible for the sound physical, social and mental care as well as the development of infants and young children who stay with their mothers in prison. According to the Correctional Services Act (Act 111 of 1998) the child of a female prisoner may be allowed to remain with the mother up to the age of 5 years. Mothers are, however, encouraged to give permission for their infants to be placed out to foster parents or to suitable homes to enable them to function in a normal environment.

The personal safety and development of infants who stay in prison with their mothers remained a priority for the Department. Special Mother and Child units were established in eight prisons.

#### Table 34: Female prisons per province

Province	Prisons
Gauteng	Johannesburg and Pretoria
Limpopo	Thohoyandou
Free State	Kroonstad
Western Cape	Pollsmoor and Worcester
KwaZulu-Natal	Durban and Pietermaritzburg

#### Table 35: Infants and children in prison with their mothers

	On 31 March 2001	On 31 March 2002
Born in detention	3	4
Admitted with mothers	221	190

Total

# Children and youths in prison

Despite measures to remove children from the Criminal Justice System, there are still instances where children are sent to prison. The Department therefore established separate facilities for youths in prisons to enhance the education, rehabilitation and development prospects of these young prisoners. However, a large number of youths are accommodated in sections of adult prisons but separately from adult prisoners. Currently there are 13 Youth Correctional / Development Centres countrywide.

#### Table 36: Youth Correctional / Development Centres per province

Province	Youth Correctional / Development Centres
Western Cape	Brandvlei, Hawequa, Drakenstein Medium B and Pollsmoor Medium A
Gauteng	Leeuwkop Medium B, Emthonjeni and Boksburg Medium B
North West	Rustenburg
KwaZulu- Natal	Durban and Ekuseni
Free State	Groenpunt and Kroonstad
Mpumalanga	Barberton

In terms of the South African Constitution (Act 108 of 1996) and the Correctional Services Act (Act 111 of 1998), a child is a person under the age of 18 years. According to the Correctional Services Act (Act 8 of 1959), a juvenile is a person under the age of 21 years.

#### Table 37: Juveniles in custody as at 31 March 2002 compared to 31 March 2001

	As at 31 March 2001			As at 31 March 2002		
Age	Unsentenced	Sentenced	Total	Unsentenced	Sentenced	Total
7-13	0	6	6	11	7	18
14	135	33	168	166	29	195
15	380	150	530	370	172	542
16	729	479	1 208	790	514	1 304
17	851	1 028	1 879	985	1 067	2 052
Sub-total	2 095	1 696	3 791	2 322	1 789	4 111
18	4 529	3 171	7 700	4 558	3 347	7 905
19	3 443	3 866	7 309	3 738	4 541	8 279
20	3 574	4 314	7 888	3 234	4 818	8 052
Sub-total	11 546	11 351	22 897	11 530	12 706	24 236
Total	13 641	13 047	26 688	13 852	14 495	28 347

### Youth policy

The DepartmentÕs Management Board approved a new Youth Policy in March 2001. The document provides policy guidelines on key components of matters relating to youths in the South African correctional setting, particularly in respect of a new and enabling framework for youths and how it can be implemented. The policy will be fully implemented after the enactment of the Child Justice Bill, which will be debated in Parliament during 2002.

#### Disability

A draft policy for disabled prisoners was developed in consultation with external role-players including non-governmental organisations. This policy is currently being refined by internal role-players and is due for implementation in the next financial year. On 31 March 2002 there were 353 disabled prisoners in custody in South African prisons, seven of which were female. On the same date, there were no disabled infants or young children in prison.

#### Prisoner labour

The Department provides facilities, amenities and incentives for prisoners to participate in labour programmes that are of economic value to the Department and of therapeutic value to prisoners. One of the incentives is the payment of gratuity to prisoners. An added advantage is that active participation in the labour market facilitates their reintegration into the job market and the community after release.

#### Table 38: Daily average number of work opportunities provided

Workplace	2000	2001	2002
Production workshops	2 391	2 347	2 312
Work teams (cleaners)	1 242	882	756
Agriculture	7 729	7 314	6 917
In prison (e.g. chefs, waiters, barbers, shoemakers, cleaners, store-keepers)	21 387	22 166	23 163
Maintenance	831	719	718
Building group	896	863	808
Mess (chefs and waiters)	1 056	877	819
Other work opportunities (abattoirs, shop assistants)	2 187	2 261	2 258
Total	37 719	37 429	37 751

The Department supports the notion that every person has inherent capabilities to develop and consequently it provides facilities as well as incentives to encourage prisoners to perform constructive labour. The budget allocated towards payment of gratuity for the 2001 to 2002 financial year was R10 989 800 of which R10 886 530 represented actual expenditure that benefited all prisoners who were involved in the performance of constructive labour.

The main purpose with the payment of gratuity is to motivate prisoners to acquire job-related skills through training and development with a view to preparing them for the job market after release. However, the Department also hopes to instil a sense of responsibility in inmates to encourage self-respect and to help them to contribute towards the maintenance of their dependants as well as to enable them to purchase study material and other approved essentials.

The following table outlines the overall allocation of gratuity to prisoners and reflects the total number of prisoners who have benefited from the approved gratuity levels. This is also indicative of the fact that the Department provides skills-based incentives to prisoners for performing labour.

# Table 39: Distribution of gratuity according to various levels for the 2001/2002 financial year

Description	Level	Number of man-days
Constructive unskilled labourers and prisoners who are hired-out	Level 1: (Notches 1- 3)	398 739
Prisoners who are at a more advanced level of training and can function under less supervision and with less guidance	Level 2: (Notches 1 - 3)	83 368
Skilled labourers who are fully trained and can function independently and without supervision	Level 3: (Notches 1 - 2)	14 224
Total average number of man-days on which gratuity were earned		496 331

The overall expenditure in respect of gratuity payments to prisoners for the financial year 2001/2002 amounted to R10 886 530.

# **PROGRAMME 3: CARE OF OFFENDERS**

The total adjusted budget allocated to this programme is R574 244 000.

Chart 3: The budget of programme 3 in relation to the total budget



Aim of the programme

To provide an adequate comprehensive primary health care service in prison, inclusive of nutrition, personal care and environmental hygiene, in accordance with prescribed norms and standards and with due consideration of international and national health care standards, programmes and policies.

It also provides for sufficient access by patients to secondary, tertiary and rehabilitative services.

# Table 40: The budget allocations per sub-programme for the 2001/02 financial year

Care of Offenders	Original budget	Adjusted budget
Sub programme	R	R
Health and physical care	551 215 000	574 244 000
Total	551 215 000	574 244 000

# Programme policy developments

The Department is committed to provide comprehensive health care in line with the principles of primary health care. It is also working on improving environmental health and personal hygiene within prisons. Owing to provincial health service constraints, service provider contracts with provincial health departments now require this Department to pay for personal and dental health care services provided to prisoners.

The Department is currently in the process of taking over the service provider contracts for medical and dental services from the Provincial Departments of Health in order to maximise health care services rendered to prisoners. In order to improve cost-effectiveness, the Department is making increased use of public health facilities rather than private health facilities.

During May 2001, the Department presented a National Nursing Symposium with the theme "Nursing: contribution to the humane treatment and rehabilitation of offenders". The purpose of the symposium, that was attended by nursing professionals and members of the top management of this Department as well as leading external stakeholders in the nursing profession, was to optimise the contribution made by the nursing profession in the treatment of offenders.

The Symposium resulted in a number of recommendations that are aimed at addressing certain important performance areas including the revision of the Department's policies on health care in order to close the performance gaps that were identified during the Symposium.

The revision of health care policies is now in an advanced stage and it will, after consultation with relevant role players, be submitted to the Department's Management Board for consideration and approval. Once approved, protocols and institutional orders will be developed to support these policies.

# Expenditure trends

Spending in respect of health and nutritional needs has risen by 4,5 percent a year between 1998/1999 and 2001/02 (from R462 million to R564 million), reflecting the rapid increase in the number of prisoners. This rate of growth is expected to fall to 4,0 per cent a year between 2001/02 and 2004/05. Approximately 60 per cent of this budget is devoted to purchasing consumables.

# Output and service delivery trends

The following is a summary of key outputs and service delivery indicators:

Sub-Programmes	Outputs	Output performance measure / service delivery indicators	Actual performance against targets	
			Quantity	-
			target	Actual
Health and Physical care	Render a 24-hour cost-effective health care service to all offenders	Number of offenders who received health care services in private hospitals	Less than 62	30
	Provide nutririon to all prisoners	Average daily nutrition, expressed in k/calories		
		per day, providede to :		
		Adult male and female prisoners		
			2 500 k/cal	2 500 k/cal
		• Juvenile		
			2 800 k/cal	2 800 k/cal

#### Table 41: Prisoners admitted to private and provincial hospitals

Year	Private hospital	Provincial hospital	Total
1998	2 244	4 880	7 124
1999	589	5 559	6 148
2000	62	5 904	5 966
2001	30	5 585	5 615

#### Programme performance

#### Health care

Health care services in prison are provided on three levels, namely:

- First level of care: At small prisons provision is made for a primary health care clinic service.
- Second level of care: At larger prisons provision is made for both a primary health care clinic service and an in-patient care facility, supported by a stand-by service after hours.
- •

Third level of care: Provincial prison hospitals provide both a primary health care service and an in-patient care facility whilst it also facilitates access to tertiary care institutions in the public sector, when required. These centres provide a 24-hour health care service.

The equipping of these various care centres is directed by local circumstances to avoid unnecessary duplication within the State Health Care infrastructure.

The Department's HIV/AIDS policy has been reviewed to align it with the strategies of the UNAIDS, the World Health Organisation and the HIV/AIDS and STD Strategic Plan for South Africa: 2000-2005, as well as other policy prescripts. The implementation of the reviewed HIV/AIDS policy is currently underway.



In order to establish a full-time structure to co-ordinate and manage HIV/AIDS programmes in the Department, twelve posts have been created, approved and financed. One of these posts, that of Divisional Head for HIV/AIDS Programmes at the DepartmentÕs National Head Office, was filled during the course of this year. The remaining eleven posts will be filled during the next financial year.

#### Table 42: Number of known HIV/AIDS and tuberculosis cases in prisons as at 31 December of each year

Year	Number of HIV/AIDS cases	Number of tuberculosis cases
1998	1 865	1 577
1999	2 536	1 360
2000	3 397	1 756
2001	4 720	2 206

In support of Government's GIPA (Greater Involvement of Persons living with Aids) project, the Department of Health has seconded one person to this Department.

During the year 2001, altogether fourteen pharmacists who have completed their studies, were allowed to do their compulsory community service at prison pharmacies and a further seven have been enrolled for the year 2002. Their involvement in the Department obviously results in improved access to pharmaceutical services.

#### Challenges with regard to health care

Apart from the successes with regard to the rendering of a health care service to offenders, the Department is also faced with the following challenges:

- - not all prisons have sufficient access to the services of medical practitioners and dentists
- •
- a chronic shortage of professional nursing staff
- an inability on the DepartmentÕs part to attract and recruit pharmacists, mainly due to inferior salary packages being offered
- the increased impact of HIV/AIDS related diseases and chronic conditions on health service delivery
- limited access for offenders to already over-stretched provincial health facilities
- ٠
  - lack of 24-hour in-patient prison health care facilities for offenders in some provinces
- ٠
- the chronic overpopulation of prisons that result in poor conditions of hygiene that lead to the spreading of contagious and communicable diseases

#### Nutrition

Departemental nutritionists compile the ration scales for food served in prisons. Dieticians from the National Department of Health, the South African National Defence Force as well as dieticians from non-governmental organisations, evaluate these ration scales for the nutritional value of the proposed portions before they are approved for implementation. Ration scales are reviewed annually to ensure that food items and portions remain adequate and nutritious.

The ration scales allow adult prisoners 2 500 K/calories and children 2 800 K/calories per day. During the period under review the Department has, in consultation with the National Department of Health, increased food quantities for adult female prisoners to bring them in line with those of adult male

prisoners. Previously they received 500 K/calories per day less than male prisoners.

Separate ration scales are used for the following categories of persons:

- adult males and females
- pregnant and breast-feeding women
- infants
- children
- •
- juveniles

In the continued effort to promote the standard of nutritional services, altogether 80 officials were trained as caterers at the DepartmentÕs Krugersdorp Training Centre. In addition, nine workshops were held for catering staff to equip them with skills in food administration management and food preparation skills. These workshops also served to promote policies and procedural guidelines.

Daily meals are currently served during two serving sessions only. Breakfast in the morning with the lunch/light meal and dinner/ main meal served simultaneously during one serving session later in the day. It is envisaged that, after the implementation of Section 8(5) of the Correctional Services Act, Act 111 of 1998, lunch and dinner will be served separately during two different sessions.

However, the serving of three meals will necessitate a third shift of staff. The introduction of the third shift will have a huge impact on the staff and post establishment. The DepartmentÕs organisation and work study component has already concluded an investigation into this matter and their findings and

recommendations have already been submitted to the human resources management component for the compilation of a personnel provisioning plan.

#### Personal care and environmental hygiene

A new prisoner uniform has been introduced that is being distributed to all management areas. However, the old green uniform is still being used in places and will be phased out as stock becomes depleted.

The Department is in the process of creating posts for Assistant Environmental Health Officials at management areas as well as at provincial offices, whose responsibility it will be to carry out inspections on both environmental and personal hygiene in prisons on a full time basis.

Altogether 122 officials from various management areas received in-house training in environmental hygiene at the Krugersdorp Training Centre. According to recent inspection reports, the level of hygiene in prisons has since improved. Problems are still encountered with regard to the implementation of a smoking policy in prisons, especially as a result of overcrowding and structural limitations.

The major challenges facing the Department with regard to personal and environmental standards of hygiene are:

- - to provide sufficient capacity in terms of manpower to continuously
- monitor and address the standards of hygiene in prisons
- to counteract the negative effects of overcrowding on the standards of personal and environmental hygiene in prisons
- .
- the complex nature of implementing the prescribed smoking policy within the limitations posed by the confined structure of prisons.

#### PROGRAMME 4: DEVELOPMENT OF OFFENDERS

The total adjusted budget allocated to this programme is R 432 487 000.

Chart 4: The budget for programme 4 in relation to the total budget



#### Aim of the programme

With rehabilitation now firmly entrenched at the centre of operations in the Department, this programme aims to provide, in partnership with the community, programmes that assist prisoners to improve their personal and social functioning, with a view to their eventual reintegration into society as productive, well-adapted and law-abiding citizens.

The programme comprises the following sub-programmes:

- Development programmes
- Employment skills development

The budget allocations per sub-programme are reflected in table 43

#### Table 43: The budget allocations per sub-programme for the 2001/02 financial year

Development of offenders	Original budget	Adjusted budget
Sub programme	R	R
Development programmes	158 914 000	141 377 000
Employment skills development	294 915 000	291 110 000
Total	453 829 000	432 487 000

#### Development programmes

Psychological services, social work services, religious and spiritual care as well as education and training services are offered to offenders in order to improve their mental health and well-being and promote their social functioning, spiritual enlightenment, intellectual and skills development.

The aim of these services is to rehabilitate and to reintegrate offenders into the community. Rehabilitation is a holistic responsibility for all role players on various levels in the Department as well as in partnership with stakeholders in the community.

# Employment Skills Development

The sub-programme Employment Skills Development involves prisoners in a variety of productive activities, which serve to improve their employability whilst also playing a rehabilitative role. These activities include:

- •
- cultivation of vegetables and fruit for prisoner rations and the cultivation of fodder and other crops
- care of animals for riding and carting purposes, as well as the management and maintenance of abattoirs
- •
- breeding of livestock for prisonersÕ rations

involvement in civil works, the preparation of sites for building purposes, and the construction of buildings and other facilities

•

maintenance of buildings and other facilities as well as environmental management

•

manufacturing, repair and maintenance of security equipment

- ٠
- administration and running of power supply, water purification and sanitation services
- •
- manufacturing in the clothing, leather, timber, as well as metallurgical and associated industries, including the repair of equipment in prison workshops and the management of bakeries
- •

administration and managing of laundries and quarries.

#### Programme policy developments

The Department has made a major paradigm shift from concentrating mainly on safe custody to focus both on safe custody and on rehabilitation. Rehabilitation and safe custody are therefore on a par, as core business and key priorities of the Department.

The Department focuses on projects and programmes that contribute towards the rehabilitation and upliftment of prisoners, parolees and probationers and is improving existing facilities and infrastructure. Rehabilitation efforts depend largely on the motivation of offenders and their willingness to participate in development programmes.

In its attempt to transform a penal system that failed to recognise the human rights of offenders, the Department is in the process of developing a comprehensive assessment tool, which would lead to the identification of offenders' needs and the development of needs-based rehabilitation programmes.



Ultimately, the Department will adapt the present model of intervention into a comprehensive model. Professional staff are being trained in order to utilise and implement the intervention model in their dayto-day work, which will assist them to develop profiles of offenders, develop sentence plans and to evaluate the progress of offenders. Continuous assessment to determine individual rehabilitation needs forms part of this process. The unit management approach supports this since it allows for more individual and personal attention to offenders by means of individual case plans.

New policies were introduced that allow for and promote the involvement of all relevant role-players in the rehabilitation process, such as social workers, psychologists, religious or spiritual workers, educators, correctional officials and external representatives to be part of multi-disciplinary teams that deal with the treatment and rehabilitation of afferdance.

with the treatment and rehabilitation of offenders.

Community participation has also been expanded and a restorative justice approach was launched during November 2001 in order to adopt and implement an approach of mediation and healing between offenders, victims, their families and the community in looking for ways to heal the wounds of crime. This project intends to facilitate the mediation processes between victims of crime and offenders in an attempt to bring about restitution and reparation. This will be done by means of developing restorative justice and victim empowerment programmes.

#### Expenditure trends

The rising prisoner population dominates spending trends in the Correctional ServicesÕ budget. This has limited the growth of spending on the development of offenders. Nonetheless, the importance of rehabilitation has meant that the programme has increased by an average of 16,5 percent a year from 1998/99 to 2001/02. Average annual growth in spending on the programme increased by 2,5 percent over the medium term.

#### Outputs and service delivery trends

The following is a summary of key outputs and service delivery indicators:

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Sub-Programmes	Outputs	Output performance measure / service delivery indicators	Actual performance agains target	
			Quantit	У
			target	Actual
Development Programme	Render education and training programmes to sentenced offenders	Number of involved in education programmes	11 400	15 495
		Number of offenders involved in training	10 300	9 830
	Provide social work services to offenders	Number of individual consultations	71 000	186 573
		Number of group social work sessions presented	33 600	31 122
	Provide psychological services to offenders	Number of individual therapy sessions	10 000	8 349
		Numbers of family therapy sessions	200	239
		Number psychological countrywide	42	44
		Number of small and large group sessions	24 500	36 302
		Number of individual sessions	45 000	137 300
		Number of religious church services	32 000	50 772
Employment skills development	Productive economic activity by offenders	Agricultural production in kilograms	_	See table 6.4
		Number of workshop items manufactured		See table 6.1
	Utilise prisoner labour for departmental purposes	Average number of offender in building and maintenance projects per day		See table 38
		Average number of offenders involved in agricultural projects per day	-	See table 63
		Average number of offenders involved in workshop per day	-	See table 60
		Average number of offenders utilised by the Department per day		See table 38
	Provide prisoner labour to welfare organisations, state supported bodies, provincial administrators and other state departments	Average number of persons provided to other state departments and other institutions per day	to meet demand	594

#### Programme performance

#### Development programmes

During the period under review, professional services responsible for the provision of rehabilitation programmes to prisoners comprised only 2,6% of the total human resource establishment in the Department.

Table 44 indicates the available human resources involved in rehabilitation programmes as at 31 March 2002.

Table 44: Human resources involved in rehabilitation programmes as at<br/>31 March 2002

	Actual employed professionals	Total number of vacancies	Functional staff Prisoner tutors	Temporary and voluntary workers
Psychologists	44	32		10*
Social workers	449	90	-	
Chaplains	29	5		2 096**

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Educators and trainers	320	105	156	669	87
Total	842	323	156	669	2 193
* MA II Psych	ology				

students

\*\* Religious Workers

The number of vacancies indicated, can be ascribed mainly to the following:

- salaries of professionals are not market-related
- scarcity of registered Psychologists nationwide
- high turnover of staff due to salary disparities.

Altogether 71 church groups and 183 non-governmental and community-based organisations play a supportive role in the rendering of rehabilitation programmes. The services that they render are invaluable to the Department.

The following table indicates the nature of programmes and services available to sentenced offenders.

#### Table 45: Programmes and services available to all sentenced prisoners

Discipline	Programmes or services
Psychological Services	Individual therapy Group therapy Family therapy
Social Work Services       Individual therapy         Group therapy       Family therapy         Community work       Community work	
Religious Care	Religious and church services Group Sessions Personal interviews Personal religious needs Alpha-interdenominational introduction to the Christian faith New life behaviour ministries Evangelism Expansion III to equip prisoners to share their faith Crime free lessons in honest living: Scripture Union life skills education Kairos-project programme aimed at reaching leaders with the gospel
Education and Training	Adult Basic Education and Training Mainstream education Correspondence studies Technical studies Vocational training Occupational skills training Entrepreneurial skills training Computer based training Recreation and library education
Generic Programmes	Life skills HIV/AIDS Investment in Excellence (IIE) Behaviour Awareness Programme Drug and substance abuse Pre-release preparation

Although the focus is primarily on sentenced prisoners inclusive of youths, females and people with disabilities, a limited range of services are also rendered to other target groups as indicated in table 46.

Table 46:	Groups other than sentenced offenders who also be	nefit
	from rehabilitation programmes	

Target groups

Type of service

Awaiting-trial prisoners	Assistance with pre-sentence reports from courts Administrative support in respect of distance education Crises intervention e.g. suicide risks Full spectrum of religious care services
Correctional Supervision, probationers and parolees	Limited need-based programmes are rendered by the professionals
Personnel (on ad hoc basis only)	Crisis management for stress related incidents, hostage incidents, etc
Family of prisoners	Limited programmes are rendered by the professionalsPsychological Services

#### Psychological Services

Psychological services are offered to sentenced offenders and probationers in order to maintain or improve their mental health and well-being and to assist with their rehabilitation and integration into the community.

A hampering factor is that there are only 44 psychologists who have to attend to the needs of almost 180 000 prisoners. Although the aim is to address the needs of all sentenced offenders, this is clearly impossible to do. The following persons, however, always receive priority:

- •
- all suicide risks that have been referred to the psychologist
- - persons referred by courts of law for psychological evaluation and / or treatment
- persons with emotional problems, mental disturbances or persons who are under psychiatric treatment
- persons under correctional supervision or parole who pose a threat or danger to others in the community

The Department's psychologists have one primary activity namely to render psychological treatment which is mainly rendered by means of individual

therapy, group therapy and/or family therapy.

#### Table 47: Main target groups and the number of persons seen

Target group	Persons seen	
	2000/2001	2001/2002
Prisoners	13 567	12 979
Persons under Correctional Supervision	862	642
Parolees	184	614
Court referrals	314	393
Suicide risks	544	422
Groups	1 779	2 488
Total	17 250	17 558

#### Table 48: The number of persons involved in main therapeutic activities

Therapeutic activity	2000/2001	2001/2002
Individual therapy	10 653	8 349
Group therapy	988	794
Family therapy	283	239
Total	11 924	9 382

In order to ensure the efficient and scientific provision of psychological services, psychologists are constantly evaluating their methods, approaches and techniques to keep abreast of changing needs and circumstances.

#### Social Work Services

In order to enhance the social functioning, problem solving and coping capacities of prisoners, social workers offer services that provide prisoners with the necessary resources, services and opportunities for development and growth.

### Table 49: Statistics on group and community work by social workers

Programmes	2000/2001	2001/2002
Alcohol dependence	2 019	2 796
Drug dependence	1 255	1 884
Life skills	7 516	10 796
Marriage and family care	660	790
HIV/AIDS counselling	658	2 417
Orientation programme	3 782	3 167
Placement preparation	1 793	2 015
Support services	631	1 337
Ad hoc	904	251
Trauma	113	66
Sexual problems	1 466	1 627
Aggression	1 299	2 320
Other	1 687	1 656
Total	23 783	31 122

# Table 50: Number of interviews conducted with adult offenders by social workers

Programmes	2000/2001	2001/2002
Alcohol dependence	5 657	5 194
Drug dependence	3 888	3 611
Life skills	15 308	13 689
Marriage and family care	38 529	36 523
HIV/AIDS counselling	3 555	4 268
Orientation programme	14 268	12 056
Placement preparation	10 022	8 569
Support services	49 009	48 380
Ad hoc	6 647	5 177
Trauma	2 462	2 618
Sexual problems	2 303	1 908
Aggression	3 325	3 052
Other	8 607	9 808
Total	163 580	154 853

Programmes	2000/2001	2001/2002
Alcohol dependence	1 320	979
Drug dependence	1 670	1 025
ife skills	5 350	4 489
Marriage and family care	5 891	5 630
HIV/AIDS counselling	902	704
Drientation programme	3 997	3 368
Placement preparation	2 259	1 932
Support services	8 259	8 899
Ad hoc	391	657
Trauma	606	383
Sexual problems	616	330
Aggression	940	496
Other	1 744	2 828
Total	34 945	31 720

#### Religious Care Services

Religious and spiritual care is offered by chaplains and religious workers of various churches, faiths and beliefs with a view of changing the lifestyles of prisoners by teaching them norms and values that will enable them to lead law-abiding lives.

#### Table 52:Religious programmes and services rendered during the period

# 1 April 2001 to 31 March 2002 compared to the period

#### 1 April 2000 to 31 March 2001

Programme or service	2000/2001	2001/2002
Number of church or religious services	24 802	50 772
Number of group sessions for followers according to the religious practices of that religion or faith	17 373	36 302
Number of individual interviews in respect of religious care	38 320	137 300

#### **Education and Training**

The education and training opportunities and recreation programmes that are provided to offenders are needs-driven, adaptable, affordable and market related.

The following tables indicate the nature and extent of the educational and training programmes presented during the 2000 and 2001 academic years.

#### Table 53: Number of prisoners involved in Adult Basic Education and Training (ABET) programmes

Period	2000 Academic year	2001 Academic year
Total	6 986	8 092

#### Table 54: Number of prisoners involved in Mainstream Education

Period	2000 Academic year	2001 Academic year
Total	4 997	4 950

# Table 55: Number of prisoners involved in other studies

Category	2000 Academic year	2001 Academic year
Correspondence studies	681	870
Technical studies	868	1 583
Total	1 549	2 453

### Table 56: Number of prisoners involved in informal educational programmes

Programme	2000 Academic year	2001 Academic year
Recreational educational programmes	32 939	8 945
Specially organised sporting events	11 624	7 848
Number of libraries	124	124
Libraries: Number of readers	101 312	98 884
Libraries: Number of books issued	135 986	241 268

# Table 57: Number of prisoners involved in vocational training programmes

Type of training	2000 Academic year	2001 Academic year
i jpo or training	2000 Adducting Joan	2001 Houdonno Jour

Building training	799	717
Hairdressing training	48	107
Workshop training	681	464
Total	1 528	1 364

#### Table 58: Prisoners involved in occupational skills training programmes

Type of training	Prisoners involved	
	2000	2001
External career-directed training	2 460	2 573
Agricultural training	1 951	1 329
nternal career-directed training	1 064	1 401
n-service training	619	761
Entrepreneurial skills training	1 790	1 901
Computer skills training	922	512
Fotal	8 806	8 466

#### Table 59: Total number of prisoners involved in education and

training programmes		
Year	2000	2001
Number of prisoners	21 787	25 345

#### The development of integrated assessment tools

The department compiled draft assessment tools for initial risk assessment, needs assessment and pre-release assessment. These assessment tools were provided to all provincial offices during the latter part of 2001 for evaluation and feedback. The feedback received will be analysed and a final proposal in this regard will be presented to the DepartmentÕs Management Board for consideration.

#### Restorative justice approach

The Department has identified Restorative Justice as one of its key strategic objectives. Pursuant to this objective, a discussion document on Restorative Justice was compiled that is aimed at creating a common understanding of the concept with offenders, personnel and with the community.

Various events were organised to promote the concept of Restorative Justice. The focus at these events was on the need for a mediation and healing process. To create awareness amongst personnel, offenders, victims, families and the community, the International Restorative Justice Week, 19 - 25 November 2001, was commemorated nationally.

The Minister of Correctional Services, Mr Ben M Skosana, officially launched the Restorative Justice Approach at Centurion on 26 November 2001. Amongst the participants in the programme were the Minister of Justice, Dr Penuel Maduna, the Emeritus Archbishop Desmond Tutu and the Inspecting Judge, Judge Fagan. Representatives of various community organisations, other state departments and several community leaders were also present.

To take the process forward, workshops are being held nationally to raise further awareness of the concept. Two of these workshops, in the Limpopo and Mpumalanga provinces, have already been concluded.

During March 2002, a team of experts in the field of restorative justice from the Correctional Services in Canada and the QueenÕs University in Kingston, assisted with the training of 41 officials from this Department on a train-the-trainer basis.

#### Establishment of training centres

The establishment of 14 training centres at correctional facilities throughout the country as part of a National Crime Prevention Strategy (NCPS) project as reported on in the previous Annual Report, has now become a reality. The purpose of the training centres is to provide training opportunities in basic

technical skills as well as business skills training. Prisoners are equipped with market related skills that might be required to apply for a job after release or even to open an own business.

Training centres have been completed at Nelspruit, Goedemoed, Upington, Kimberley, George, Waterval, Kroonstad, East London, Ncome and Umtata. Training centres nearing completion are those at Odi, Johannesburg, Polokwane and Bethal.

#### National Skills Fund: Department of Labour

The Department of Labour's National Skills Fund annually allocates funds to this Department to facilitate training programmes to prisoners that are relevant and needs based. During the 2001/2002 financial year, R10,5 million was allocated for this purpose. This allocation represents an increase of more than R4 million compared to the allocation for the previous financial year.

This much-appreciated support enabled the Department to offer training to 7 087 prisoners. Both male and female prisoners were trained in different market-related and needs-based technical and entrepreneurial skills. The nature of the courses that were offered were determined by the market needs as established in the various provinces.

#### Model of intervention

The model of intervention is a basic helping cycle that represents a systematic way of looking at professional practice in a valuebased context. Assessment, planning, implementation and evaluation are the four building blocks of the helping cycle in the treatment of the offender. Its application is broad enough to encompass a variety of rehabilitation services. As a model of practise, it allows for the use of the practitioner's skills that are essential in service delivery to the offender as well as the use of other resources.

Workshops were held from June to September 2001 during which time 454 social workers and 38 psychologists were trained in the model of intervention.

The purpose of these training workshops was to:

- introduce and train social workers to utilise an intervention framework that will guide their practice and improve their production
- •
- enable social workers to develop a particular approach in acquiring knowledge and experience
- •
- train social workers to identify , synthesise and comprehend the key elements of the offender's problem situation
- add professional knowledge to the thinking process in order to identify that which needs to be changed

monitor and evaluate progress.

#### Industries

Production workshops and agricultural activities promote the development and rehabilitation of prisoners and complement the support programmes that assist prisoners to improve their personal and social functioning by providing them with job and training opportunities.

This training is provided at 20 prison farms and 26 production workshops managed by the Department. Products that are

produced are utilised within this Department in order to increase self-sufficiency and to reduce the burden on the taxpayer. Products are also provided to other state departments and parastatals.



Workshop training is presented in the following fields at the DepartmentÕs eight wood and steel workshops and 18 textile workshops:

- •
- fitting and machining
- , metal work
- - cabinet making
- •
- wood machining
- garment manufacturing
- technical drawing
- - machine operators

Table 60: Average daily number of prisoners involved in work and training opportunities in production workshops

	2000/01	2001/02
Constructive labour opportunities	2 347	2 312
Workshop training	681	464

Production statistics with regard to the number of workshop products produced during the 2001/02 financial year are reflected in table 61.

# Table 61: Production statistics for workshop products during the 2001/02 financial year

Product	Objective(Items)	Actual production(Items)	Performance against objective in %
Wood products	24 987	69 843	280
Steel products	165 579	238 570	144
Textile products	3 227 270	2 053 645	64

The fact that the actual performance of the wood and steel workshops exceeded the set objectives can mainly be ascribed to good penetration of Government markets. The process used to determine the textile objective was revised because it was established that the requirements in respect of prisoner clothing had been overestimated - leading to increased stock levels and failure to attain the set target.

Production statistics in respect of workshop products for the 2001/02 financial year compared to figures for the 2000/01 financial year are reflected in table 62.

 Table 62: Production statistics for workshop products during the 2001/02 financial year compared to the figures for the 2000/01 financial year

Product	2000/01 Financial year (Items)	2001/02 Financial year (Items)	Percentage change
Wood products	25 828	69 843	+170%
Steel products	141 145	238 570	+69%
Textile products	1 908 196	2 053 645	+8%

The production achieved during the 2001/02 financial year exceeded the

production of the previous financial year. Factors contributing to this are the improved supply of raw materials, increased penetration of Government

markets and the decrease of vacant artisan posts on operational level.

The Department manages 20 prison farms and 104 smaller vegetable gardens at which the following skills development opportunities were presented:

- •
- irrigation
- vegetable cultivation
- - care of calves
- •
- milking machine operators
- beef cattle care
- - dairy cattle care
- ٠
  - tractor operators and maintenance
  - gardening
- •

the erection of fences.

#### Table 63: Average daily number of prisoners involved in agricultural projects

	2000/01	2001/02
Constructive labour opportunities	7 314	6 917
Agricultural training	1 951	1 329

Prisoners involved in agricultural or workshop training are evaluated by means of examinations and issued with a certificate after the successful completion thereof.

Production statistics in respect of agricultural products for the 2001/2002 financial year are reflected in table 64.

Table 64: Production statistics for agricultural products during the 2001 / 2002 financial year

Product	Target	Actual production	Performance against target in %
Vegetables (kg)	13 790 763	14 015 895	102
Fruit (kg)	711 000	739 630	104
Red meat (kg)	493 080	483 180	98
Pork (kg)	1 718 200	1 933 107	113
Milk (litres)	5 988 000	6 644 415	111
Chicken (kg)	1 249 800	1 342 918	107
Eggs (dozen)	1 391 450	1 415 641	102

With the exception of the production of red meat, all the set targets were exceeded. The fact that only 98% of the target for the production of red meat was attained can be ascribed mainly to cattle mortalities at Barberton and stock theft at Ncome.

Table 65: Production statistics for agricultural products during the2001/02financial year compared to those of the2000/01 financial year

Product	Target	Actual production	Percentage change
Vegetables (kg)	12 667 349	14 015 895	+11%
Fruit (kg)	665 784	739 630	+11%
Red meat (kg)	475 204	483 180	+2%
Pork (kg)	1 629 472	1 933 107	+19%
Milk (litres)	5 985 472	6 644 415	+11%
Chicken (kg)	1 111 512	1 342 918	+21%
Eggs (dozen)	1 458 137	1 415 641	-3%

In line with the departmental strategy to enhance self-sufficiency, the performance of the prison farms increased during the 2001/02-production year. The vegetable, milk, pork and chicken production was the highest production ever attained by the Department, whilst fruit production was the highest production over the past eight years.

Computerised costing systems operating on the various prison farms and in the production workshops are used to determine the viability and the economic value of the various agricultural products and workshop items. The income that is reflected by the value of the products produced or manufactured for the 2000/01 and 2001/02 financial years is compared in table 66.

#### Table 66: Income as reflected by the value of products produced or manufactured

Item	2000/01 R	2001/02 R
Agricultural products	65 697 544	84 601 020
Production workshop products	107 389 733	115 411 359

Total

The increase in income is mainly attributed to the increase in production and manufacturing as well as increased consumer prices (agriculture).

The profit or indirect benefit does not reflect cash income but is the difference between the income and the total costs as reflected in table 67.

 Table 67: The profit or indirect benefit as reflected by the difference between the income and the total costs

Item	2000/01 R	2001/02 R
Agricultural products	12 488 408	20 123 681
Production workshop products	31 113 417	37 840 599
Total	43 601 825	57 964 280

As was no increase in infrastructure, the increased profit can be ascribed to increased productivity.

#### Other achievements

The Pietermaritzburg and St Albans workshops are in the process of becoming operational. Currently 50% of the post establishment for these workshops have been financed and the relevant provincial commissioners are busy with the recruitment process. It is envisaged that production will commence at the beginning of the new financial year.

The shoe factory at Witbank has been upgraded in order to maximise its production. This has been done in conjunction with the South African Bureau of Standards (SABS). As a result, the planned shoe factory at St Albans will be kept on hold pending an analysis of the improved output at Witbank.

The planning of three new broiler projects at the Zonderwater, Grootvlei and Waterval prison is in an advanced stage.

A cattle-feeding scheme aimed at boosting beef production was introduced at the Devon Pre Release Centre.

Feasibility studies with regard to the following projects have been completed and approved and the projects will be included in the DepartmentÕs building programme:

- •
- expansion of the piggery at Sevontein in KwaZulu-Natal that will increase production to 122 000 kg of pork per year
- expansion of the piggery at Umtata in the Eastern Cape that will increase production to 211 500 kg of pork per year
- expansion of the layer unit at Umtata that will increase the production of eggs to 26 000 dozen per year
- expansion of the piggery at Thohoyandou in Limpopo that will increase production to 93 000 kg of pork per year.

#### Management of facilities

#### Maintenance of facilities

An extensive repair and maintenance project is currently underway at 33 prisons countrywide. Work has commenced on all sites and in many cases work is in an advanced stage of completion.

During July 2001 the Cabinet approved additional funds for the justice cluster comprising the Department of Correctional Services, the South African Police Service and the Department of Justice. Additional funding of R30 million was given to this Department to renovate dilapidated prisons. It was decided that prisons in the Eastern Cape should benefit from this funding.

#### Table 68: Projects to benefit from funds from the Integrated Justice System (IJS)

Prison	Amount allocated R
Umtata Central	7 876 982
Engcobo Prison	2 722 521
King William's Town	616 100
Umzimkulu	1 835 006
Cradock	74 275

2 001 040
2 891 060
450 000
260 000
660 000
480 000
460 000
520 000
1 200 000
1 480 000
290 000
500 000
500 000
3 333 000
2 763 730
265 500
87 000
250 000
200 000
140 000
200 000
30 055 174

In an unfortunate incident during August 2001, a boiler exploded at the Barberton Prison, killing two personnel members and injuring several prisoners. Following this incident, the Department of Public Works was requested to provide a status report on the condition of all boilers currently not covered by the Repair and Maintenance Programme, in order to address any shortcomings and to eliminate any further risks.

In compliance with the Occupational Health and Safety Act, Act 85A of 1983, the Department has requested the Department of Public Works to compile a status report on the servicing requirements of fire-fighting equipment in prisons which are not covered by the Repair and Maintenance Programme.

On 15 December 2001 a fire caused extensive damage to the prison kitchen and a cell at the Ixopo Prison. Fortunately nobody was injured. The cause of the fire was investigated but could not be established. The entire prison is in need of repair and renovation and this will be done at the same time as the rebuilding of the damaged structure.

At the Klerksdorp prison, the roofs of four personnel living quarters and an agricultural storeroom were damaged by a heavy storm. The Department of Public Works appointed a private contractor to repair the damage and the work was completed by February 2002.

Although this Department and the Department of Public Works are jointly responsible for the building and maintenance of prison facilities, this Department uses its own resources to carry out minor maintenance projects on prison facilities. This provides additional work and training opportunities for prisoners, who perform the work under the supervision of qualified artisans employed by the Department.

The Department is undertaking the following projects utilising own resources:

#### Table 69: Current projects by the Department utilising own resources

Prison	Project	prisoners employed	Artisan employed	Estimated cost of project R
East London	Extension of the pharmacy	40	8	50 000
East London	New toilet at offices	26	3	7 000
East London	Alteration of toilets inthe gym	22	4	9 000
St Albans	Access for disabled project	18	3	17 000
St Albans	Conversion of emergency cells	20	3	14 000
St Albans	Replacing cell doors	15	3	15 000
St Albans	New toilet facility in single cells	10	3	9 000
St Albans	Construction of tower post	10	3	50 000
St Albans	Bus stop shelter	12	2	20 000
St Albans	Driveway west quarters	10	2	5 000
Robertson	Fencing of agricultural gardens	6	1	35 000
Worcester	Construction of transport section	24	3	40 000
Worcester	Changes to entrance	12	2	28 000

Worcester	Ablution block for personnel	13	4	35 000
Nongoma	New brick structure	10	4	443 000
Melmoth	new brick single quarters	15	4	300 000
Umzinto	Construction of dog unit	10	3	72 000
Durban	Construction of dog unit	15	4	150 000
Glencoe	Construction of dog unit	15	4	100 000
Ngwavuma	Upgrading of single quarters	15	5	200 000
Standerton	Upgrading of Medium B Prison	22	5	233 000
Witbank	Conversion of toilet to sluice room	4	2	5 00
Groenpunt	Convert garages to single rooms	40	8	219 000
Goedemoed	Constructions of car ports	30	5	76 000
Kroonstad	Securing windows at hospital	25	6	10 000
Harrismith	Paving of road	20	3	50 000
Mafikeng	Upgrading of prison	49	11	6 131 000
Odi	Partition of prison kitchen	4	2	6 000
Potchefstroom	provide facilities for disabled	4	1	38 000
Pretoria	Paving kitchen	6	3	30 000
Pretoria	Upgrade power station	8	4	40 000
Pretoria	Construction of cavity wall	10	3	60 000
Thohoyandou	Construction of fowl runs	8	1	80 000
Thohoyandou	Construction of entrance and guard house	8	1	30 000
Thohoyandou	Upgrading of mess	16	2	30 000
Total	_	572	124	8 637 000

The following projects were completed by prisoners and qualified artisans employed by the Department during the period under review:

#### Table 70: Projects completed by the Department utilising own resources

Prison	Project	Prisoners employed	Artisans employed	Cost of project R
Groenpunt	Conversion of garages into flats	40	5	219 000
Mafikeng	Upgrading of prison	44	13	6 131 000
Empangeni	Repair and renovation of houses	26	5	400 000
Estcourt	Partitioning of ablution area	4	1	70 000
Newcastle	Repair to roofs	4	1	40 000
Sevontein	Construction of entrance gate	8	2	14 000
Standerton	Upgrading of Medium B Prison	20	7	80 000
Boksburg	Installation of door at spray shop	4	2	8 500
Devon	Upgrading of prison and houses	63	15	3 000 000
Krugersdorp	Built safe at records office	4	1	9 500
Krugersdorp	Built maintenance offices	6	1	9 850
Leeukop	Built shelter at Medium A	2	1	7 650
Leeuwkop	Built lecture room at training centre	4	1	8 500
Total		229	55	9 998 000

#### **Building services**

The objectives of the DepartmentÕs building services directorate are to:

- provide new accommodation for prisoners and personnel
- - procure leased accommodation for the Department
- ensure optimum and efficient utilisation of accommodation by upgrading existing accommodation

ensure that the accommodation provided to the Department complies with norms and standards set by the Department.

The development of a blueprint for the design of all new correctional facilities is underway. Existing prison facilities are also being audited for compliance with unit management and direct supervision requirements. This process is to be finalised during 2002.

A service level agreement between this Department and the Department of Public Works has been developed as an interim arrangement pending the conclusion of the transformation phase of the Department of Public Works. The agreement endorses the latter as an implementing agent. The Department budgets for the capital funds for project payments. At the end of each month, the Department of Public Works requests a progress payment from the Department for construction work done during that period.

A number of major building projects were completed by private construction companies on behalf of the Department of Public Works during the period under review, as reflected in table 71.

#### Table 71: Major building projects completed during the 2001/02 financial year

Project description	Date of completion
Kokstad Medium Prison	7 May 2001
Upgrading of Obiqua Prison	30 November 2001
George Training Centre	15 February 2002
Umtata Training Centre	6 August 2001
Kimberley Training Centre	28 August 2001
Upington Training Centre	20 March 2001
Kroonstad Training Centre	24 July 2001

An abattoir is also under construction at Thohoyandou Prison, which is scheduled for completion during 2002.

Over the next few years, the Department aims to increase capacity in terms of the erection of new generation prison accommodation and the creation of rehabilitation opportunities for offenders by providing work and training opportunities on building projects.

As a key player in the criminal justice system, the Department needs to accommodate increasing numbers of sentenced and unsentenced prisoners. Seven new facilities will be financed under the current Medium Term Expenditure Framework (MTEF) over the next few years. Table 72 reflects the status of these facilities.

 Table 72: New prison accommodation planned, under construction or
 commissioned during the period

 under review.
 Commissioned during the period

Prison	Accommodation gain	Current status
Kokstad (Ebongweni)	1 440	Commissioned during 2002
Devon Pre-Release Centre near Springs	600	Commissioned during 2002
Mangaung Maximum Prison at Bloemfontein		
	2 928	Commissioned during 2001
Kutama-Sinthumule		
Maximum Prison Louis Trichardt	3 024	Commissioned during 2002
New prison in Johannesburg	3 000	In planning stage
New prison in Klerksdorp	3 000	In planning stage
New prison in Kimberley	3 000	In pre-planning stage
Total accommodation gain	17 088	

The two prisons at Bloemfontein and Louis Trichardt were constructed on a public-private partnership basis. This is discussed in more detail under programme 7 of this report.

#### **PROGRAMME 5: COMMUNITY CORRECTIONS**

The total adjusted budget allocated to this programme is R 242 062 000.

Chart 5: The budget of programme 5 in relation to the total budget



#### Aim of the programme

The Community Corrections programme aims to exercise supervision and control over offenders and persons who have been sentenced to or placed under correctional and parole supervision in the community. The programme comprises a single sub-programme, Correctional and Parole Supervision, which is responsible for managing persons under community corrections. This entails the managing of cases and monitoring of compliance with the conditions set for probationers, parolees, day parolees, awaiting-trial persons and prisoners on temporary leave.

The budget allocations per sub-programme are reflected in table 73.

Table 73: The budget allocations per sub-programme for the
2001/02 financial year

Community Corrections	Original budget	Adjusted budget
Sub programme	R	R
Correctional and parole supervision	260 826 000	242 062 000
Total	260 826 000	242 062 000

#### Programme policy developments

The policy on community corrections was reviewed in order to align it with the Constitution of the Republic of South Africa, 1996, the Correctional Services Act, 1998, the Batho Pele principles and other relevant legislation. During May 2001 a task team was appointed to review the entire policy on community corrections in order to align it with the ever-changing needs of our clients and of the community. The project will be completed during 2002.

#### Expenditure trends

Spending on community corrections increased rapidly between 1998/99 and 2001/02.

Community corrections will be expanded to reduce overcrowding in prisons and expenditure will increase at an average annual rate of 6,8 percent over the medium term. Expenditure on electronic monitoring will increase from R15,6 million in 2000/01 to R50,7 million in 2001/02.

#### Output and service delivery trends

The following is a summary of key outputs and service delivery indicators:

Sub-Programmes	Outputs	Output performance measure / service delivery indicators		inst gets ntity
			· · · · · · · · · · · · · · · · · · ·	
			target	Actual
Correctional and parole supervision	Supervision and control over offenders in the system of community corrections Tracing of absconders	<ul> <li>Daily average probationer population</li> <li>Daily average parole population</li> </ul> Number of absconders traced	22 700 45 200	44 821 5 413

#### Programme performance

In order to alleviate overcrowding, a marketing drive was launched to popularise correctional supervision as a sentence option with the judiciary. Statistics indicate an increase in the community corrections population, which may be partly as a result of this drive.

During January 2001 the Department implemented sections 62(f), 71 and 72 of the Criminal Procedure Act, Act 51 of 1977, countrywide. Since the implementation of these sections, 2 408 awaiting-trial persons were placed under the system of community corrections. The provincial offices are marketing this concept as well as the alternative sentencing options to the judicial officers and provide feedback on progress to Head Office on a monthly basis.

A performance-monitoring tool has been developed to measure how many awaiting-trail persons have been placed under the supervision of the Department and subjected to community corrections. Statistics reflect a sharp increase in the number of awaiting-trial persons admitted to the system of community corrections.

During 2001 and 2002, a scientific survey was conducted to evaluate the effectiveness of community corrections in the Department of Correctional Services. A scientific report on the research findings of the survey will be compiled and presented to the Department's Management Board for consideration during the next financial year.

All community corrections offices (except for a few uncomputerised offices) will be equipped with web cams in an effort to increase the efficiency of the community corrections system and to combat absconding. The Department has prioritised this action. A web cam is a small (± 10X15 cm) and relatively simple electronic camera linked to a computer to capture images directly. Web cams will be utilised to capture photos of all offenders upon admission to the corrections system.

These photos will be stored on the computer and can be printed and enlarged to identify offenders during monitoring or to facilitate the tracing of absconders. The photos can be e-mailed to other offices to assist them in tracing absconders who have contact addresses in their areas. Web cams are inexpensive, very cost effective and relatively simple to use when compared to conventional cameras that require films to be developed at a considerable cost.

# Table 74: Community corrections population for 1 April 2001 to31 March 2002 based on daily averages

	Under supervision		Absconders*		
Category	Male	Female	Male	Female	Total
Probationers	15 938	24 309	4 244	330	44 821
Parolees	27 184	964	8 614	179	36 941
Total	43 122	25 273	12 858	509	81 762

#### Table 75: Community corrections population as at 31 March 2002

	Under supervision		Absconders*		
Category	Male	Female	Male	Female	Total
Probationers	15 913	2 464	166	13	18 556
Parolees	26 989	959	491	11	28 450
Total		42 902	3 423	657	47 006

\* Note: The figures are in respect of absconders who have been at large from the inception of the system on 1 January 1992 to 31 March 2002.

Table 76: Success rate of community based sentences					
	Correctional supervision	Parole supervision	Total		
Number	18 556	28 450	47 006		
Success %	86%	79%			

The success rate is measured in terms of the sentences that are actually served. These figures include fines that were paid, warrants of liberation issued and deaths.

#### Table 77: Absconders traced between 1 April 2001 and 31 March 2002

Correctional supervision		Parole supervision		
Male	Female	Male	Female	Total

		1 532	104	3 718	59	5 413
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#### Electronic monitoring

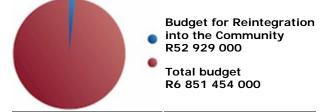
The Department recognises the value of electronic monitoring as an important aid in the supervision of probationers and parolees but realises that a monitoring system has to be developed to suit the specific needs of the Department, taking into account the realities of South African community life. The electronic monitoring system should be effective in both the underprivileged and privileged communities. A system that will only be operational in areas that have access to electricity and telephone connections is not acceptable.

The introduction of an acceptable monitoring system will assist a great deal in gaining greater control over persons who are serving their sentences within the community and it is also likely to make the monitoring process much more cost-effective.

#### **PROGRAMME 6: REINTEGRATION INTO THE COMMUNITY**

The total adjusted budget allocated to this programme is R 52 929 000.

Chart 6: The budget of programme 6 in relation to the total budget



#### Aim of the programme

The programme aims to promote the reintegration of prisoners into the community.

The programme offers two services:

- preparation courses for soon-to-be released prisoners
- - support programmes for probationers and parolees.

The programme also funds the parole boards, which function in terms of the Correctional Services Act of 1998. The parole boards are compelled to consider every sentenced prisoner for possible conditional placement or release once such prisoner has served the minimum part of his or her sentence as prescribed by the Act.

The budget allocations are reflected in table 78.

#### Table 78: The budget allocations per sub-programme for the 2001/02 financial year

Reintegration into the Community	Original budget	Adjusted budget
Sub programme	R	R
Reintegration	53 802 000	52 929 000
Total	53 802 000	52 929 000

#### Programme policy developments

Amendments to certain sections of the new Correctional Services Act, No 111 of 1998 that relate to the establishment of independent Correctional Supervision and Parole Boards, was approved by the National Assembly during the period under review.

The public is likely to have more confidence in the parole system as the future independent parole boards will be able to co-opt officials from the Department of Justice and the South African Police Services to sit in on the Board. Two members from the community will also form part of the Board. The functions of the new Board will differ from the current ones as they will not only have a recommendatory function, but also decision making powers in respect of certain categories of prisoners.

Parole conditions have been significantly tightened over the past few years, increasing the proportion of the sentence that a prisoner must serve before becoming eligible for parole, and tightening the application of parole criteria. This resulted in a decline in the number of parolees released each year, despite the general increase in the number of sentenced prisoners. Courts are also imposing longer sentences and the community requests stricter parole conditions, making it less likely that prisoners will qualify for early parole.

#### Expenditure trends

Spending on the reintegration into the community programme has not increased in line with other programmes on the Vote. Between 1998/99 and 2001/02, expenditure grew at an average of 4,9 percent a year. Average annual growth in spending on the programme falls to 3,7 percent over the medium term. As a result, the programme will consume 0,7 percent of the DepartmentÕs budget in 2004/05, down 0,3 percent from 1 percent in 1998/99.

#### Programme performance

Reintegration refers to the process of preparing the prisoner for the transition from life in the prison environment to life in the community after release. It is a continuous process that commences after admission to prison. It is aimed at preparing prisoners for their ultimate release and to assist them with their adjustment to functioning as law-abiding citizens in the community.

In its striving to fulfil its social responsibility to the community, the Department intends to involve the community in correctional matters.

As the courts are imposing longer sentences, the parole boards have to consider each and every case on itÕs own merits. Depending on the nature of the crime committed, the parole boards apply set criteria when parole placement is considered.

Any prisoner who is granted parole is subjected to strict conditions and monitored in the community. Between 1 April 2001 and 31 March 2002, the Parole Boards considered 59 179 cases for conditional / unconditional release. In cases where parole was considered to be viable, the necessary recommendations were made.

In addition to preparing prisoners for reintegration, the Department also participates actively in the National Crime Prevention Strategy's initiative to establish community safety centres. The aim of community safety centres is to provide integrated services to the disadvantaged communities in South Africa. The Departments of Correctional Services, Health, Welfare, Justice and the South African Police Service provide these integrated services to the community under one roof.

A major milestone during October and November 2001 was the opening of two community safety centres at Nsimbini in KwaZulu-Natal and at Leboeng in the Limpopo Province. These projects will contribute substantially to improving service delivery to the communities and offenders in rural areas.

A project was launched to create a databank for probationers and parolees on the Internet to assist them to find employment through the Internet. The prospective employers can access identifying particulars of probationers and parolees on the Internet as well as obtain information from the DepartmentÕs personnel who are assisting probationers and parolees to find employment. Probationers and parolees do not have access to the Internet and personnel will therefore provide the information to them.

#### PROGRAMME 7: ASSET PROCUREMENT, MAINTENANCE AND OPERATING PARTNERSHIPS

The total adjusted budget allocated to this programme is R 850 057 000.

Chart 7: The budget for programme 7 in relation to the total budget



#### Aim of the programme

The asset procurement, maintenance and operating partnerships programme aims to provide correctional facilities and services by means of normal public sector procurement (e.g. public prisons) and through joint venture prisons (APOPS prisons). The programme consists of two sub-programmes:

•

capital works projects for the construction and maintenance of prisons through the normal public sector procurement of capital works (e.g. public prisons)

public-private partnerships fund the Department's contractual commitments to the suppliers of services at two new public-

#### private partnership prisons (APOPS prisons).

#### The programme comprises two sub-programmes as reflected in table 79.

#### Table 79: The budget allocations per sub-programme for the 2001/02 financial year

Public-Private Partnerships	Original budget	Adjusted budget
Sub-programme	R	R
Capital works projects (e.g. public prisons)	435 054 016	743 384 000
Public private partnerships	143 311 000	106 673 000
Total	578 365 016	850 057 000

#### Expenditure trends

The expenditure on this programme has grown from R699,337 million in the 1998/99 financial year to R850,057 million in the 2001/02 financial year. In the medium term, the expenditure on this programme will grow by almost 21,5 percent on average a year from R1,020 million in 2001/02 to

R1,835 million in 2004/05. The expenditure in respect of the two APOPS prisons, new prisons and the upgrading and customising of existing facilities in accordance with the set norms and standards, have a major impact on the budget of the Department. Expenditure on APOPS will grow from R143 million in 2001/02 to R538 million in 2004/05.

#### Output and service delivery trends

The following is a summary of key outputs and service delivery indicators:

Sub-Programmes	Outputs	Output performance measure / service delivery indicators	Actual performance against targets	
			Quantity	
			target	Actual
Public-private partnerships (APOPS prisons)	Provision of prisoner places (accomodatio) by means of joint ventures	Number of available prisoner places in APOPS Prisons	5 952	5 952

#### Programme performance

#### Mangaung Maximum Security Prison at Bloemfontein

This prison was officially opened on 1 July 2001 and the contractor received its first intake of prisoners on 2 July 2001.

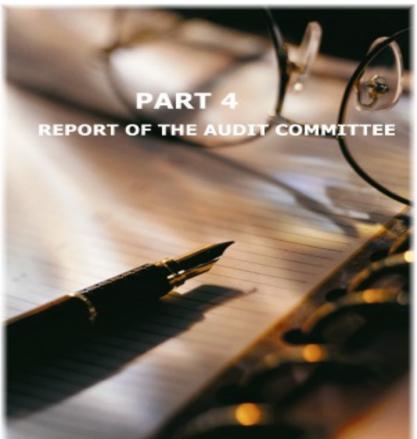
The prison became fully operational on 14 January 2002. The Department has since transferred 2 928 prisoners to this prison and is effectively utilising all the available prisoner places as provided by the contractor. The output for this programme, with specific reference to available prisoner places, was achieved as planned.

#### Kutama-Sinthumule Maximum Security Prison at Louis Trichardt

The construction of this facility has been completed and the official opening ceremony, which was officiated by the Minister of Correctional Services, Mr Ben Skosana MP, took place on 1 February 2002. The contractual opening date of the prison was 19 February 2002 and the first intake of prisoners took place on 20 February 2002.

The Department aims to utilise the facility to its full capacity of 3 024 prisoners by 3 September 2002.

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Report of the Audit Committee in terms of paragraph 3.1.13 of the Treasury Regulations issued in terms of the Public Finance Management Act.

# Effectiveness of internal Control

The Audit Committee has recommended to the Accounting Officer specific action plans to be implemented regarding all matters pertaining to internal control system deficiencies, including matters highlighted by the Auditor-General in their report for the current financial year.

Turn-around times on suggested action plans is of an unacceptable length and thus, do not provide the required improvements in the internal control systems of the Department.

At the Audit Committee meeting to consider the Annual Financial Statements of the Department

and the report of the Auditor-General on the financial statements, the Audit Committee recommended strict deadlines to the Accounting Officer for addressing certain key shortcomings in the system of internal control.

# Internal audit

A Director, Internal Audit was appointed during the year as head of the Internal Audit Directorate. Although this appointment and other appointments to fill vacant posts in the internal audit function have been made, the directorate remain understaffed, resulting in limited internal audit services being provided to the Department.

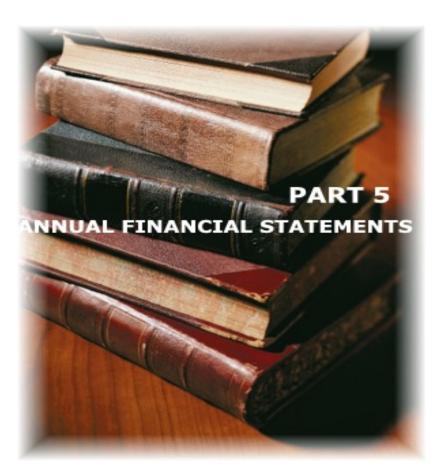
The Audit Committee has requested the directorate to focus on adherence to all the standards and requirements set by the Institute of Internal Auditors.

# **Evaluation of Annual Financial Statements**

Our review of the financial statements, supported by our liaison with the Accounting Officer and his management team as well as the Office of the Auditor-General, informed the Audit Committee decision to accept the opinion expressed by the Auditor-General on the Annual Financial Statements of the Department.

The Audit Committee has requested the Accounting Officer and his management team to implement the necessary remedial actions on the matter causing the qualification of the audit opinion, as well as other matters affecting the annual financial statements as identified in the report of the Auditor-General.

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DEPARTMENT OF CORRECTIONAL SERVICES (VOTE 19)

5.1 Management Report for the year ended 31 March 2002

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 decisions and strategic issues facing the Department

The Department's expenditure patterns is in line with its mandate as reflected in the Correctional Services Act and the Public Finance Management Act, and is largely guided by a Departmental Strategic Plan which has been aligned with broader government priorities.

The growing population of prisoners is the most important factor influencing the outputs and budget of the Department of Correctional Services. The daily prisoner population has risen from 141 441 during 1998 to 168 157 by March 2002. The number of prisoners is expected to increase significantly over the medium term. This trend requires increased capacity and new ways of managing the offender population.

To enhance the effective safe custody of offenders, the Department together with the Criminal Justice cluster is developing an inmate tracing system. Secondly, special attention is given by the Department to the rehabilitation of dilapidated prison buildings in order to detain more prisoners within prisons in humane conditions.

In line with the HIV/AIDS Strategic Plan for South Africa, 2000-05, the Department is to put measures in place to address the problem of HIV/AIDS in prisons. Strategies will focus not only on awareness campaigns but also on building capacity through training of prisoners and personnel, provision of dedicated staff, budget

provisioning, research including impact study and surveillance of the pandemic and targeting the vulnerable groups. A comprehensive workplace policy on HIV/AIDS for members has been implemented within the Department. Employee Assistant Practitioners are appointed to carry out programmes and counselling regarding HIV/AIDS.

The Department focuses on projects and programmes that contribute to the rehabilitation and upliftment of prisoners, while improving existing facilities and infrastructure. In the past, rehabilitation efforts depended largely on the motivation of prisoners and their willingness to participate. Disjointed approaches to prisoner rehabilitation and the management approach that emphasized prison management rather than the needs of the prisoner hampered the delivery of need-directed development and rehabilitation programmes to prisoners.

New policies focus on interventions by a multi-disciplinary team of social workers, psychologists, religious or spiritual workers, educators, correctional officials and others (including representatives from outside the prison service). Community participation will be expanded and a restorative justice approach will be adopted in the rehabilitation of offenders in order to facilitate the mediation and healing process between offenders, victims, family and the community.

# 1.2 Spending Trends

Parliament has voted an amount of **R6 172, 246 million** on the budget Vote of the Department for the 2001-02 financial year. An additional amount of **R409, 208 million** was allocated during the 2001-02 Adjustment Estimate, which brings the total budget allocation for this Department to **R6 581, 454 million (R5 320, 553 million** in the 2000-01 financial year). The major increase of the departmental budget in 2001-02 was due to the fact that the budget for Capital Works was transferred from the vote of the Department of Public Works to the vote of this Department.

The final state of expenditure for the Department by the end of the 2001-02 financial year is **R6 549**, **171 million** which is equal to 99.51 % of the **R6 581**, **454 million** allocated to the Department (97.51% in the 2000-01 financial year).

An application was already submitted to the National Treasury in order to request the roll over of an amount of **R32 million** to the 2002-03 financial year (R99, 363 million in the 2000-01 financial year).

Significant increases in spending, targeted towards capital expenditure, reflect the importance the DCS attaches to expanding accommodation for the growing prisoner population. The expenditure for capital works grew from **R405**, **140** million in 2000-01 to **R710**, **5** million in 2001-02. The Department envisage an increased need for repair and maintenance of our building structures and an expansion to create additional prisoner accommodation due to overcrowding.

Personnel expenditure becomes increasingly under pressure because of the impact of medical cost inflation. Final expenditure on medical aid Medcor amounted to **R774 million** in 2001-02 in comparison with an expenditure of **R759 million** in the previous financial year 2000-01. Measures introduced by the department to curb the rapid increases in medical expenditure has contained growth in our medical aid expenditure to only 1.9% against industry growth of plus/minus 15%.

Expenditure on key departmental priorities like rehabilitation and reintegration of prisoners have increased from **R430**, **583 million** in 2000-01 to **R477**, **893 million** in 2001-02. The Department will put more focus on the rehabilitation of offenders.

# 2. Services rendered by the Department

### 2.1 List of services

The aim of the Department of Correctional Services is to render correctional services that contribute to community protection through safe custody and rehabilitation of offenders so as to reduce re-offending. The Department of Correctional Services manages the output of the criminal justice system, being responsible for detaining prisoners in safe custody following their arrest and conviction. It has to ensure close coordination and collaboration with the SAPS and the Department of Justice in respect of policy formulation, restructuring and service delivery within the criminal justice system to combat crime more effectively over the medium term.

The core business of the Department of Correctional Services is to: -

- \* Provide rehabilitation programmes, which help offenders to address their offending behaviour and allow them to live and lead responsible lives.
- \* Keep offenders in safe custody.
- \* Supervise and control probationers and parolees.
- \* Maintain control, discipline and a safe environment in prisons.
- \* Provide humane conditions for offenders.
- \* Assist offenders with re-integration into the community.

### 2.2 Tariff policy

All the tariffs are calculated according to inflation rate during the particular year, and in each case different role players are consulted in this regard to give their inputs. This information is then consolidated and submitted to National Treasury for approval. After approval the tariffs are implemented. If there is no change in the tariff structure but there is only a revision of the current tariffs, the information is then consolidated to the Accounting Officer (National Commissioner) for approval.

### 2.3 Free Services

The total amount incurred for free services amounts to R3 199 897. his consists of salary compensation of R3 084 536 to 445 officials working directly with Clubs and Messes and also R115 361 for 1 (one) official in the Head Office Bio Kinetics Centre.

# 3. Under/over spending

The main reasons for over and under spending on programmes and standard items are due to:

- \* Vacancies on the personnel establishment
- \* The impact of exchange rate fluctuations and tariff increases (Transport)
- \* The higher cost associated with data processing and repair and maintenance of Information Technology infrastructure
- \* Non finalization of tenders and contracts with regard to equipment (Inmate Tracking, Electronic Monitoring, Vehicles, etc)

# 4. Capacity constraints

# 4.1 Overcrowding (Insufficient prisoner accommodation)

The Department has accommodation capacity for 109 106 prisoners with a prisoner population of 179 000 prisoners. This situation implies that our prisons are 64% overpopulated with an accommodation need for  $\pm$  69 900 prisoners. To address the challenges presented by overcrowding the Department is involved in a

number of interdepartmental projects developed within the Justice Crime Prevention Strategy. Through the clustering approach the DCS has been able to formulate and embark on the following strategies to combat overcrowding in prisons.

### 4.2 Vacancies on the approved post establishment

The filling of vacant posts is a continuous process. The vacancies indeed causes capacity constraints, but the Department is currently busy improving recruitment and personnel maintenance strategies, in order to address the problem of vacancies.

# 5. Utilization of Donor Funds

This department received a grant to the value of R150 000 in order to provide sentenced youth offenders with entrepreneurial qualities and take them through the necessary steps to start a new business. Trainers are also provided with in-service training to improve their entrepreneurial training skills and ensure capacity building. Of the total grant R143 000 was utilized, and the remainder will be refunded to the donor. This donor funding contributes to the effective rehabilitation and reintegration of offenders into the community.

# 6. Public/Private Partnerships

### 6.1 PPP's the Department has entered into

In terms of the Asset Procurement and Operating Partnership System (Apops), two prisons were constructed by and are currently operated by private companies.

- \* Mangaung Maximum Security Prison (Bloemfontein)
- \* Kutama-Senthumule Maximum Security Prison (Louis Trichardt)

### 6.2 Reasons for their existence

Apops is aimed at providing prisoner places (beds) by means of joint venture prisons. The above-mentioned two contracts jointly provide a number of 5952 additional prisoner places.

### 6.3 Accountability arrangements

All aspects of the relationship are governed by a concession contract (together with Schedules) entered into between the Government, through the Department of Correctional Services (DCS) and the private sector. A Correctional Services Controller monitor contract compliance on a daily basis. This official who is based at the site of the privately operated prison provides DCS Head Office with reports on the operation of the prison with specific reference to Contract compliance. The Department's Apops Directorate acts as a regulatory body that manage these Contracts with the assistance of the Controller.

### 6.4 Effectiveness of the partnership

The Apops initiative is to provide prisoner place accommodation and services more cost-effectively and more quickly. It assists to combat overcrowding in prisons and improve conditions for rehabilitation. Apops set out to improve efficiency in service delivery, transfer risk to the private sector and transfer relevant skill from the private sector to the department. The Department through these partnerships envisaged to accomplished effectiveness.

### 6.5 Financial arrangements

A daily contract fee per available prisoner place was paid over to the private companies to operate the two prisons on a monthly basis. Total expenditure for payment to the private companies for the 2001-02 financial year amounted to R104 549 449.

# 7. Corporate Governance arrangements

The Department has compiled a risk assessment and fraud prevention plan, and has recently implemented it.

The Department of Correctional Services comprises of an internal capacity to investigate cases of fraud and other dishonest practises. In doing the internal investigations, the Anti-Corruption Unit focuses also on preventative measures and advises Management in this regard. In cases where transgressions constitute a criminal offence, cases are handed over to the South African Police Service for criminal investigation.

Inspections conducted by the National and Provincial Inspectorates contribute to the prevention of fraud in that irregularities are being identified in time and preventative measures are instituted accordingly.

Furthermore, the Directorate: Internal Audit has been created to ensure corporate governance.

# 8. Discontinued activities

The Provincial Governments of KwaZulu/Natal and Northern Cape discontinued their services regarding Government Transport to this Department. This department took over the fleets in the mentioned provinces and administers it through Wesbank. According to the Provincial Governments thay are not rendering services to national departments anymore. It had very little effect on the operations of, and service delivery by the Department at present. The availability of funds to replace vehicles in future will have a definite impact.

# 9. New proposed activities

Through the clustering approach the DCS has been able to formulate and embark on the following strategies to combat overcrowding in prisons:

- \* There are multi-sectoral teams to identify blockages and devise solutions to the awaiting trial prisoner problem.
- \* Early release of offenders who have committed less serious crimes, after they have served a set minimum period of their sentence.
- \* Alternatives to imprisonment, which involve serving the sentence with in the community under supervision.
- \* The provision of additional prison accommodation through a system of partnerships with the private sector.
- \* To market Section 62(f) of the Criminal Procedure Act, 51/77 in order to reduce the number of awaiting trial persons in prison.
- \* To market community based sentences to the Department of Justice in order to alleviate prison overcrowding.

# 10. Progress with financial management improvements

### 10.1 Implementation of the PFMA and other relevant financial legislation

The status pertaining to the implementation process of the Public Finance Management Act has reached 98%. The following prescriptions/directives have been compiled and completed for implementation:

- \* Delegations in terms of PFMA;
- \* Delegations in terms of Treasury Regulations;
- \* Financial Administration Procedure Manaul (FAP)
- \* The Preferential Procurement Policy Framework Act 5/2000 and the new delegated powers were implemented successfully in the Department. It will enhance affirmative procurement and spending in the local community. The new delegated powers will reduce administration and enhance effectiveness.

### **10.2 Achievements**

- \* Acceptance of responsibility.
- \* A will-driven and goal oriented approach.
- \* Proper and direct allocation of responsibilities.
- \* Improved production/results.
- \* Compatible accounting/financial management system.
- \* Comprehensive Departmental policies/directives have been compiled and implemented.

### 10.3 Problem area/barrier

\* The size of the Department leads to enormous efforts in the cascading down of the implementation of Acts, Regulations and policies at Provincial and Management Area Levels.

### APPROVAL

The annual financial statements set out on pages 130 to 148 have been approved by the Accounting Officer.

6 hhle.

COMMISSIONER: CORRECTIONAL SERVICES L.M. MTI

DATE: 2002/05/31



# 5.2 REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS OF VOTE 19 - CORRECTIONAL SERVICE FOR THE YEAR ENDED 31 MARCH 2002

# 1. AUDIT ASSIGNMENT

The financial statements as set out on pages 130 to 148, for the year ended 31 March 2002, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 3 and 5 of the Auditor-General Act, 1995 (Act No. 12 of 1995). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

# 2. NATURE AND SCOPE

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- \* examining, on a test basis, evidence supporting the amounts and diclosure in the financial statements,
- \* assessing the accounting principles used and significant estimates made by management, and
- \* evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations which came to my attention and are applicable to financial matters.

I believe that the audit provides a reasonable basis for my opinion.

# 3. QUALIFICATION

# 3.1 Medical services (Medcor), R774 857 739

Included in personnel expenditure in the income statement is an amount of R774 857 739 for medical services delivered to the employees of the department and their dependants.

The following are some of the more serious deficiencies and uncertainties effecting this amount:

(i) Forensic investigation

With reference to paragraph 3.4(ii) on page 127 of the previous report [RP 148/2001], the forensic investigation which commenced during the financial year under review have not yet been finalised. Due to the large volume of transactions, the significance of the initial forensic investigation findings and the inability to place reliance on internal control systems and procedures it is not possible to:

- \* Perform sufficient alternative audit procedures and
- \* Obtain satisfaction that material fraudulent transactions did not occur during the year.

The forensic investigation has been extended to specific service providers and members who again, during this financial year, submitted excessive claims e.g. service providers: R82 356 602, members R6 931 046 and results thereof will be reported on in due course.

### (ii) Internal control systems

Significant deficiencies and shortcomings in the internal controls which include, amongst others, the following were revealed during the financial year:

- \* Insufficient control over number of consultations of members which could lead to financial losses;
- \* Insufficient review and follow-up of reconciliations submitted by administrator;
- \* Lack of control over monitoring of limits and exceeding of original budget by R190 million;
- \* Insufficient control over membership termination (R267 669 paid over after membership terminated); and
- \* Significant problems were found in samples drawn of the accuracy of membership information between Medcor and administrator, supporting documentation with respect to dependents and life certificates.

### (iii) Non-compliance with Medical Aid Scheme Act

Medcor was registered as a medical aid scheme on 13 June 2001 and should therefore have conducted its affairs within the requirement of the Medical Aid Scheme Act, 1998 (Act No. 131 of 1998). At the time of compiling this report, Medcor still did not operate as a medical aid scheme in terms of the above act and significant non-compliance with the act were revealed.

# 4. QUALIFIED AUDIT OPINION

In my opinion, except for the effect on the financial statements of the matters referred to in paragraph 3.1 the financial statements fairly represent, in all material respects, the financial position of the department at 31 March 2002 and the results of its operations and cash flows for the year then ended in accordance with prescribed accounting practice.

# 5. EMPHASIS OF MATTER

Without further qualifying the audit opinion expressed above, attention is drawn to the following matters:

### 5.1 Matters affecting the financial statements

### 5.1.1Personnel expenditure

(*i*) Merit awards, R97 950 163

With reference to paragraph 3.1 on page 122 of the previous report [RP 148/2001], serious deficiencies were

once again identified during the 2001-02 financial year regarding the payment and general administration of merit awards. Deficiencies in this regard are now reported for the third consecutive financial year. These deficiencies were again brought to the attention of the department on 6 June 2002 and include the following unsatisfactory aspects:

- \* Merit awards were awarded to officials who did not qualify for it according to the policy.
- \* Double payments were made to officials.
- \* Relevant documentation to substantiate merit awards was incomplete or not submitted for audit purposes.
- \* The expenditure exceeded the budget by approximately R8 million.
- \* Proper management measures are not in place to control the adjustment of scores/percentages by provinces in order to prevent overspending of the budget.

Progress is still lacking with regard to the recovery of amounts reported on during the previous two financial years. It is clear from the feedback received to date that investigations by the department were only conducted in the cases mentioned in the respective management letters and were not extended to other possible incorrect payments, which is a matter of concern.

### 5.1.2Leave and leave liability, R600 382 00 (2000-01: R645 000 000)

With reference to paragraph 3.3 on pages 125 to 127 of the previous report [RP148/2001], and as reported on since the 1996-97 financial year, various deficiencies still existed with regard to leave administration. It became evident during the audit of the current financial year that no improvement in the administration of leave had taken place. As a result of these shortcomings I was not in a position to verify the correctness of leave credits and the corresponding leave liability.

### 5.1.3Professional and special services (commissions and committees), R1 981 000

With the audit of expenditure with regard to the Jali Commission, as disclosed in note 7 to the annual financial statements, the relevant contracts with members of the commission were not supplied to the department and therefore not available for audit purposes and the reasonableness of the figure (tariffs) could not be verified. According to the commissionÕs secretary, the affairs of the commission should be fully audited when it is dissolved.

### 5.2 Matters not affecting the financial statements

# 5.2.1Financial management

(i) Vacancies: Finance

With reference to paragraph 3.9 on page 130 of the previous report [RP148/2001], corrective measures initiated to improve the capacity of financial management support in the department did not yield the desired results, as 30 per cent (2000-01: 34 per cent) of finance posts were still vacant at year end. At the time of compiling this report the department indicated that vacancies had subsequently been advertised and given priority to alleviate this problem.

# (ii) Internal audit

With reference to paragraph 3.8 on page 130 of the previous report [RP148/2001], this office could again not rely on work performed by the internal audit component during the 2001-02 financial year due to a lack of compliance with professional standards as set by the Institute of Internal Auditors. Although the component still does not fully comply with internal auditing standards, there was a slight improvement with regard to the

number of audits performed as well as compliance with internal auditing standards. The internal audit component is still inadequately staffed, resulting in the internal audit function not operating effectively.

# 5.2.21 nternal control

With reference to paragraphs 3.2 and 3.3 on pages 123 to 127 of the previous report [RP148/2001], the accounting officer has implemented a system of internal control as required by section 38(1)(a) of the PFMA. Management areas covering the nine provinces were selected and subjected to auditing during the year under review. Numerous shortcomings were again revealed, as have been reported on for a number of financial years. The shortcomings below occurred to a greater extent at KwaZulu Natal, Eastern Cape and Free State provinces.

Detail findings included in the following broad areas have been brought to the attention of the accounting officer:

### (i) Expenditure for goods and services

- \* The department was invoiced before orders were issued.
- \* Amounts per invoice/contract differed from the payment advice.
- \* Supporting documentation was insufficient/ not conclusive/unavailable.
- \* Invoices are not reconciled to monthly statements as per treasury regulation 8.2.3.

### (ii) Asset Procurement and Operating Partnership System

- \* Vacant positions were not filled timeously.
- \* Insufficient controllers to effectively monitor compliance with the contract.

### (iii) Subsistence and travelling expenditure

- \* Payments were made contrary to prescribed regulations and guidelines.
- \* Proper control over outstanding amounts were not in place.
- (iv) Journals
- \* Journals were not always duly completed and authorised.

# (v) Control accounts

- \* Balances were not followed up regularly.
- \* Supporting documentation was inadequate/not available.

# (vi) Budgetary control

- \* Budgetary controls were not always in place at management areas/ Provincial Commissioners' offices.
- \* Supporting documentation was not always available in the provinces to substantiate the basis used for budget calculations.

# (vii) Administration of revenue

- \* Shortcomings in the administration, recording and selling of agricultural products.
- \* The control over the payment and administration of rental of state property and/or domestic services was lacking.
- \* The financial administration and control over prison labour revealed various shortcomings.

### (viii) Administration of Government Garage Transport

- \* In some instances petrol slips could again not be provided for audit purposes.
- \* The vehicle inventory reports (report 0077) were again not updated in certain cases.
- \* Driver's names did not always appear on the list of authorised drivers.
- \* Information on the trip sheet did not always correspond to information on the logbook.
- \* Speedometer readings per logbook did not always correspond to the actual reading in the vehicle.

### (ix) Stock and equipment

- \* There was insufficient control over access to computer equipment and data backups.
- \* Assets could not be identified via a numbering system.
- \* Differences were detected between the Provisional Administration System and the actual stock count.
- \* Handing over certificates were not always completed.
- \* Losses reported and investigated were not always resolved in the shortest possible time and supporting documentation could not always be provided for audit purposes.

### 5.2.3Personnel expenditure

Various serious deficiencies regarding the recording, internal control and general administration were identified during the year. These deviations were brought to the attention of the department on various occasions, and include amongst others findings in the following broad areas:

# (i) Human Resource management

With reference to paragraph 3.2 (i) on page 123 of the previous report [RP 148/2001] numerous shortcomings still existed and the following issues should be highlighted:

- \* It appeared that minimal progress was made with regard to the filling of financed posts, which could hamper the effectiveness and efficiency of the department's activities.
- \* The department did not recover debt on termination of services within a reasonable period of time, and in certain instances the administration backlog exceeded six months.
- \* Monthly overtime paid to members exceeded 30% of their basic salaries, contradictory to Public Service Regulations.
- \* There was a general lack of control over the payment and administration of allowances, resulting in overpayments.
- \* Files and documentation regarding personnel (administrative and financial related aspects) could not always be submitted for audit purposes.

# (ii) Members' qualifications

With reference to paragraph 3.7 on page 130 of the previous report [RP 148/2001], the department indicated on 7 March 2001 that a special task team was appointed to conduct a national investigation, whereafter this Office will be informed on the progress of the investigation. At the time of writing this report the outcome of the investigation conducted by the task team and the actions taken by the department to rectify problems identified were not yet communicated to this Office. Furthermore, conclusive replies to all aspects mentioned in our management letters reference BM 10A/11 (00/01-01, 02 and 04) dated 20 December 2000, 14

February 2001 and 19 March 2001 respectively have not yet been received.

During the 2001-02 financial year audit it was noted that although a policy was put in place, as indicated to the Standing Committee on Public Accounts on 28 August 2001, in several instances proof of external validation of qualifications and/or qualifications could not be provided.

### 5.2.4Prison pharmacies

With reference to paragraph 3.5 on page 128 of the previous report [RP148/2001], the audits of prison pharmacies again revealed serious deficiencies regarding the records and general administration. These deficiencies were brought to the attention of the department on various occasions and included the following matters:

- \* Proper systems/records regarding the control over, and recording of, medicine were not in place.
- \* Differences were discovered between the records and actual stock, which indicated that the administration was not of an acceptable standard.
- \* Stocktakings were not always performed.
- \* Lack of control over the disposal of expired medicine.

An amount of R47 274 322 (2000-01: R39 310 869) was paid out for the purchasing of medicine during the 2001-02 financial year, representing an increase of approximately 20 per cent. The follow-up information systems audit of general controls performed as reported on in paragraph 5.2.7 also revealed serious shortcomings.

### 5.2.5Outstanding matters from previous financial years

The undermentioned matters are still outstanding from previous financial years.

(i) Judge White Commission

With reference to paragraph 3.12 on page 131 of the previous report [RP148/2001], the status quo still existed regarding the appeal case in which approximately 398 officials are involved. According to a letter from the Office of the State Attorney dated 22 November 1999, the department was advised to hold the rectification of salaries of officials who are involved in court cases in abeyance.

The department indicated on 9 July 2002 that they are only now in the process of implementing the recovery of overpaid salaries for the approximately 901 officials not involved in court cases.

The undue delay in the recovery process is a cause of concern for this office and the process should be finalised as a matter of urgency. This office will follow up and, if necessary, report on the progress made by the department on this matter in the 2002-03 financial year.

*(ii)* Amalgamation process of the Departments of Correctional Services of the former TBVC countries with the national department

With reference to paragraph 3.11 on page 131 of the previous report [RP148/2001], the Department of Finance (Eastern Cape) had indicated in a letter dated 25 July 2002 that there were no further amounts to be recovered from the Department of Correctional Services.

### 5.2.6Compliance with laws and regulations

During the compliance audit the following shortcomings were revealed:

- A risk management plan and fraud prevention plan were compiled but not fully implemented in terms of treasury regulation 3.2.2 at the time of compiling this report.
- Contrary to treasury regulation 5.2.2 the strategic plan did not include details of the Service Delivery Improvement Programme and that of human resource planning.
- Other matters relating to the normal functions of the department as req uired by the Correctional Services Act, 1998 (Act No. 111 of 1998) were brought to the attention of the department on various occasions.

### 5.2.7Information systems

Follow-up computer audits of the general controls surrounding the Pharmaceutical System at head office and computer audits of the general controls surrounding the Pharmaceutical System at the Pollsmoor and Johannesburg management areas, were completed in December 2001 and July 2002, respectively, and the findings were brought to the attention of the accounting officer.

The above computer audits indicated that although some controls were in place in the general control environment, significant control weaknesses existed in the control environment as a whole. Various weaknesses were identified in respect of policies, standards and procedures, physical and environmental controls, networks, backups, logical access controls and segregation of duties.

The comments of the accounting officer in respect of the computer audit at head office and Pollsmoor were still outstanding at the time of compiling this report. The comments in respect of the computer audit at the Johannesburg Management Area were not yet due.

# 6. **APPRECIATION**

The assistance rendered by the staff of the department during the audit is sincerely appreciated.

s-kie

S A FAKIE Auditor-General

Pretoria 26/07/2002

### 5.3 Statement of Accounting Policies and Related Matters For the year ended 31 March 2002

The financial statements have been, unless otherwise indicated, prepared in accordance with the following policies, which have been applied consistently in all material respects. 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 for Departments and Constitutional Institutions issued in terms of the Act, as well as the Division of Revenue Act, Act 1 of 2001.

### 1. Basis of preparation

The financial statements have been prepared on the cash basis of accounting except where stated otherwise. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid. This basis of accounting measures financial results for a period as the difference between cash receipts and cash payments.

### 2. Revenue

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the adjustment estimate. Interest received is recognised upon receipt of the funds, and no accrual is made for interest receivable from the last receipt date to the end of the reporting period. Unexpended voted funds are surrendered to the National Revenue Fund.

### 3. Expenditure

Capital and current expenditure is recognised in the income statement when the payment is made. Interest paid is also recognised when paid and no accrual for interest is made between the payment date and the reporting date.

### 4. Unauthorised, irregular and fruitless and wasteful expenditure

Unauthorised expenditure means:

- the overspending of a vote or a main division within a vote, or
- expenditure that was not made in accordance with the purpose of a vote or in the case of a main division, not in accordance with the purpose of the main division.

Unauthorised expenditure is treated as a current asset in the balance sheet until such expenditure is recovered from a third party, authorised by Parliament, or funded from future voted funds.

Irregular expenditure means expenditure, other than unauthorised expenditure, incurred in contravention of or not in accordance with a requirement of any applicable legislation, including:

- the Public Finance Management Act,
- the State Tender Board Act, or any regulations made in terms of this act, or
- any provincial legislation providing for procurement procedures in that provincial government.

Irregular expenditure is treated as expenditure in the income statement until such expenditure is either not condoned by National Treasury or the Tender Board, at which point it is treated as a current asset until it is recovered form a third party.

Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been excercised. Fruitless and wasteful expenditure is treated as a current asset in the balance sheet until such expenditure is recovered from a third party.

### 5. Debts written-off

Debts are written off when identified as irrecoverable. No provision is made for irrecoverable amounts.

#### 6. Assets

Physical assets (fixed assets, moveable assets and inventories) are written off in full when they are paid for and are accounted for as expenditure in the income statement.

#### 7. Receivables

Receivables are not normally recognised under the cash basis of accounting. However, receivables included in the balance sheet arise from cash payments that are recoverable from another party.

#### 8. Payables

Payables are not normally recognised under the cash basis of accounting. However, payables included in the balance sheet arise from cash receipts that are due to either the National Revenue Fund or another party.

#### 9. Provisions

Provisions are not normally recognised under the cash basis of accounting.

#### 10. Lease commitments

Lease commitments for the period remaining from the accounting date until the end of the lease contract are disclosed as a note to the financial statements. These commitments are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on the cash basis of accounting.

#### 11. Subsequent payments

Payments made after the accounting date that relates to goods and services received before or on the accounting date are disclosed as a note to the financial statements. These payments are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on the cash basis of accounting.

#### 12. Employee benefits

### Short-term employee benefits

The cost of short-term employee benefits is expensed in the income statement in the reporting period that the payment is made. Short-term employee benefits, that give rise to a present legal or constructive obligation, are deferred until they can be reliably measured and then expensed. Details of these benefits and the potential liabilities are disclosed as a note to the financial statements and are not recognised in the income statement.

### Termination benefits

Termination benefits are recognised and expensed only when the payment is made.

### Retirement benefits

The department provides retirement benefits for its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the national Revenue Fund and not in the financial statements of the employer department.

### Medical benefits

The department provides medical benefits for certain employees through defined benefit plans. These benefits are funded by employer contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for medical benefits in the financial statements of the department.

Retirement medical benefits for retired members are expensed when the payment is made to the fund.

### 13. Recoverable revenue

Recoverable revenue represents payments made and recognised in the income statement as an expense in previous years, which have now become recoverable from a debtor due to non-performance in accordance with an agreement. Repayments are transferred to the Revenue Fund as and when the repayment is received.

### 14. Comparative figures

Where necessary, comparative figures have been adjusted to conform to changes in presentation in the current year. The comparative figures shown in these financial statements are limited to the figures shown in the previous year's audited financial statements and such other comparative figures that the department may reasonably have available for reporting.

### 5.4 INCOME STATEMENT (STATEMENT OF FINANCIAL PERFORMANCE)

for the year ended 31 March 2002					
REVENUE	Note	2001/02 R'000	2000/01 R'000		
Voted Funds		6 581 454	5 320 553		
Non voted Funds					
- Sales of goods and services	1	19 580	18 342		
- Other receipts	2	56 918	53 924		
Local and foreign aid assistance	3.1	150	0		
(Including RDP funds)					
TOTAL REVENUE		<u>6 658 102</u>	<u>5 392 819</u>		
EXPENDITURE					
Personnel	4	4 535 546	4 130 907		
Administrative expenditure		223 387	212 569		
Inventory		616 756	517 266		

Equipment	5	152 703	136 423
Land and buildings	6	710 593	16
Professional and special services	7	296 605	157 507
Transfer payments	8	10 887	11 946
Miscellaneous	9	135	22 491
Special functions: authorised losses	10	2 559	1 220
Local and foreign aid assistance	11	143	0
(including RDP funds)			
TOTAL EXPENDITURE		<u>6 549 314</u>	<u>5 190 345</u>
NET SURPLUS/(DEFICIT)		<u>108 788</u>	<u>202 474</u>
NET SURPLUS/(DEFICIT) FOR THE YEAR		<u>108 788</u>	<u>202 474</u>
ANALYSIS OF NET SURPLUS FOR THE YEAR			
Voted funds to be surrendered to Revenue Fund			
- Gross funds to be surrendered	16	32 283	130 208
Revenue surrendered or to be	17	76 498	72 266
surrendered to Revenue Fund			
Local and foreign aid assistance			
(including RDP Funds)			
- Repayable to donors	21	7	0
		<u>108 788</u>	<u>202 474</u>

# 5.5 BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)

	as at 31 March 2002	
ASSETS	Note 2002	2001
	R'000	R'000
Current assets	118 140	131 270
Unauthorised, irregular, and	12 <b>77 07</b> 2	76 301
fruitless and wasteful expenditure		
Cash and cash equivalents	13 <b>43</b> 0	21 075
Receivables	14 <b>27 79</b> 5	28 605
Prepayments and advances	15 <b>12 84</b> 3	5 286
Total assets	<u>118 14</u>	<u>131 270</u>
LIABILITIES		
Current liabilities	117 868	<b>3</b> 130 846
Voted funds to be surrendered	16 <b>32 28</b> 3	130 208
Revenue to be surrendered	17 <b>1 73</b> 8	548
Bank overdraft	18 <b>58 76</b> 9	0
Payables	19 <b>25 07</b> 1	90
Local and foreign aid assistance		
(including RDP funds) repayable		
to donors	21	0
Total liabilities	117 868	<u>130 846</u>

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### **NET ASSET/EQUITY**

Recoverable revenue		272 272	424 274
Local and foreign aid assistance including RDP funds) rolled over	20	0	150
Total net asset/equity		<u>272</u>	<u>424</u>

## 5.6 STATEMENT OF CHANGES IN EQUITY

for the year ended	31 March 2002		
	Note	2001/02 R'000	2000/01 R'000
Recoverable revenue			
Opening balance		274	275
Transfer of Revenue Fund	17	(2)	(1)
Closing balance		<u>272</u>	<u>274</u>
Local and foreign aid assistance			
(including RDP funds) rolled over			
Opening balance	20	150	150
Transfer from income statement		7	0
Transfer to Revenue Fund		(150)	0
Closing balance	21	7	<u>150</u>

# 5.7 CASH FLOW STATEMENT

for	the year ended 31 March 2002 2001/02	2000/01
	Note R'000	2000/01 R'000
CASH FLOWS FROM OPERATING ACTIVITIES		
Net cash flow generated by operating activities	23 <b>1 009 995</b>	376 377
Cash generated/(utilised) to (increase)/decrease working capital	24 <b>18 085</b>	(4 675)
Voted funds and Revenue funds surrendered	25 ( <b>205 516</b> )	<u>(113 082)</u>
Net cash flow available from operating activites	822 564	258 620
CASH FLOWS FROM		
INVESTING ACTIVITIES	(901 978)	(136 056)
Purchase of equipment	23 <b>(148 002)</b>	(136 423)
Purchase of land and buildings Capital Expenditure on Professional	23 <b>(710 553)</b>	0
and special services	7 <b>(43 876)</b>	0
Proceeds from sale of equipment	2 <b>453</b>	367
Net cash flows from operating and	<b>/</b>	
investing activities	( <u>79 414)</u>	<u>122 564</u>

Net increase/(decrease) in cash			
and cash equivalents		(79 414)	122 564
Cash and cash equivalents at			
beginning of period	13	21 075	(101 489)
Cash and cash equivalents at			
end of period	18.2	( <u>58 339)</u>	<u>21 075</u>

### 5.8 NOTES TO THE ANNUAL FINANCIAL STATEMENTS

	for the year ended 31 March 2002				
1	Sales of goods and services		2001/02	2000/01	
	- · ·		R'000	R'000	
	Farm products		2 087	1 222	
	Vegetables		13	14	
	Sale: Empty bags and holders		85	98	
	Condemned equipment		170	92	
	Unclaimed		34	60	
	Unclaimed			00	
	Waste		556	439	
	Scrap iron		32	47	
	Paper waste		10	1	
	Stone		1	1	
	Domestic services		16 149	15 900	
	Carwash; hairdress; washing		443	468	
			<u>19 580</u>	<u>18 342</u>	
2	Other receipts	Note	2001/02	2000/01	
2	Other receipts	NOLE	R'000	R'000	
	Miscellaneous interest		3 489	3 928	
	Sport apparatus/club facilities		65	5 <del>7</del> 20 65	
	Judicial fines		10 729	10 449	
			3		
	Official fines: Dept members		3 167	5 171	
	Unclaimed property & cash		17 571	13 815	
	Levies				
	Refunds: Previous year expenditure		922	1 624	
	Other sundries		4 968	2 276	
	Repayment of advances	0.1	1	0	
	Material losses recovered	2.1	51	124	
	Cheques written back		292	3 159	
	Proceeds from sale of equipment		453	367	
	Recoveries of housing rent		18 207	17 941	
			<u>56 918</u>	<u>53 924</u>	
2.1	Material losses recovered		2001/02	2000/01	
	Nature of loss recovered		R'000	R'000	
	Inventories, GG accidents and other		51	124	
			<u>51</u>	<u>124</u>	
2.2	Gifts, donations and sponsorships received in kind excluding RDP funds by the department (Value not included above)		2001/02 R'000	2000/01 R'000	

	Equipment Livestock Books Medication and medical supplies Other		53 11 13 977 11 <u>1 065</u>	13 7 0 22 <u>42</u>
3 3.1	Local and foreign aid assistance (including RDP funds) Received in cash Local aid assistance (including RDP funds)	<b>Note</b> 3.2	2001/02 R'000 150 <u>150</u>	2000/01 R'000 0 <u>0</u>
3.2	Local aid assistance (including RDP funds): Training at Ekuseni Youth Development Centre		2001/02 R'000 150 <u>150</u>	2000/01 R'000 0 <u>0</u>
4	PersonnelBasic salary costs Pension contributions Medical aid and contributions Other salary related costsAverage number of employees EquipmentCurrent (Rentals, maintenance and sundry) Capital	<b>Note</b> 5.1	2001/02 R'000 2 663 814 335 968 775 306 760 458 <u>4 535 546</u> <u>33 083</u> 2001/02 R'000 4 701 <u>148 002</u>	2000/01 R'000 2 431 271 304 035 761 437 634 164 4 130 907 <u>32 676</u> 2000/01 R'000 0 136 423
5.1	Capital equipment analysed as follows: Computer equipment Furniture and office equipment Other machinery and equipment Transport		152 703 2001/02 R'000 51 782 8 906 52 847 34 467 148 002	136 423
6	Land and Buildings Current expenditure - Rental Capital expenditure	<b>Note</b> 6.1	2001/02 R'000 40 710 553 <u>710 593</u>	<b>2000/01</b> <b>R'000</b> 16 0 <u>16</u>
6.1	Capital property expenditure analysed as foll Dwellings Other structures	lows:	2001/02 R'000 40 754 <u>669 799</u> <u>710 553</u>	10

7	Professional and special services	Current expenditure R'000	Capital expenditure R'000	2001/02 R'000	2000/01 R'000
	Auditors' remuneration	11 898	0	11 898	8 980
	Contractors	54 919	0	54 919	32 215
	Consultants and advisory services	32 836	0	32 836	31 301
	Commissions and committees	1 981	0	1 981	0
	Computer services	25 440	0	25 440	25 424
	Other	<u>125 655</u>	<u>43 876</u>	<u>169 531</u>	<u>59 587</u>
		<u>252 729</u>	<u>43 876</u>	<u>296 605</u>	<u>157 507</u>
8	Transfer payments	Current	Capital	2001/02	2000/01
	Transferee	expenditure	expenditure	R'000	R'000
	Cratuity corpinac	<b>R'000</b> 10 335	<b>R'000</b>	10 335	0 510
	Gratuity earnings Indigence gratuity	552	0 0	552	8 510 662
	Payments to SETA	0	0	0	2 774
	rayments to SETA	10 887	<u>0</u>	10 887	<u>11,946</u>
		10 007	<u>u</u>	10 007	11,740
9	Miscellaneous	1)	Note	2001/02 R'000	2000/01 R'000
	Stabilisation fund (Terminates after 200 Remissions, refunds and payments made	-		14	22 438
	grace		9.1	15	5
	Other			106	48
				135	22 491
	Losses			2 559	1 220
				<u>2 694</u>	<u>23 711</u>
0.1					
9.1	Remissions, refunds and payments made as an act of grace	Current	Capital	2001/02	2000/01
	Nature of remissions, refunds and	expenditure	expenditure	R'000	R'000
	payments	R'000	R'000		
	Damage to private vehicle	14	0	14	2
	Other	1	0	1	3
		<u>15</u>	<u>0</u>	<u>15</u>	<u>5</u>
			—		—
9.2	Gifts, donations and sponsorships made in kind (items expensed in previous periods - Total value not				
	included above)	Current	Capital	2001/02	2000/01
	Nature of gifts, donations and	expenditure	expenditure	R'000	R'000
	sponsorship	R'000	R'000		
	Corporate gifts	20	0	20	17
	Prisioner uniform and bedding	7 544	0	7 544	0
	Other	11	0	11	96
		<u>7 575</u>	<u>0</u>	<u>7 575</u>	<u>113</u>
10	Special functions: Authorised losses		Notes	2001/02 R'000	2000/01 R'000
	Material losses through criminal conduct		10.1	108	253
	Other material losses written off		10.2	2 229	789
	Debts written off		10.3	222	178
				<u>2 559</u>	<u>1 220</u>

10.1					
10.1	Material losses through criminal conduct	Current	Capital	2001/02	2000/01
	Nature of losses	expenditure R'000	expenditure R'000	R'000	R'000
	State vehicle	42	0	42	1
	Cash	21	0	21	166
	Other	45	0	45	86
		<u>108</u>	<u>0</u>	<u>108</u>	<u>253</u>
10.2	Other material losses written off				
	in income statement in current	Current	Capital	2001/02	2000/01
	period	expenditure	expenditure	R'000	R'000
	Nature of losses	R'000	R'000		
	State vehicles	386	0	386	100
	Claims	1 782	0	1 782	582
	Other	61	0	61	107
		<u>2 229</u>	<u>0</u>	<u>2 229</u>	<u>789</u>
10.3	Debts written off			0004 (00	0000 (04
	Nature of losses	Current	Capital	2001/02	2000/01
		expenditure	expenditure	R'000	R'000
	Overnaid salaries	<b>R'000</b> 101	<b>R'000</b> 0	101	55
	Overpaid salaries State guarantees	101	0	17	55 49
	Tax debt	61	0	61	16
	Leave without pay	38	0	38	53
	Other	5	0	5	5
	Other	222	<u>0</u>	222	178
			<u>u</u>		<u>170</u>
10.4	Logistical losses written off ( not				
	financial losses)	Current	Capital	2001/02	2000/01
		expenditure	expenditure	R'000	R'000
		R'000	R'000	001	010
	Losses through criminal conduct	391	0	391	213
	Other	438	0	438	701
		<u>829</u>	<u>0</u>	<u>829</u>	<u>914</u>
11	Local and foreign aid assistance (in	ncluding RDP	Note	2001/02	2000/01
11.1	funds)			R'000	R'000
	Expenditure per organisation				_
	Training at the Ekuseni Youth Develop	ment Centre	11.2	143	0
				<u>143</u>	<u>0</u>
11.2	Expenditure per standard item			2001/02	2000/01
				R'000	R'000
	Inventory			49	0
	Equipment			94	0
				<u>143</u>	<u>0</u>
12	Unauthorised expenditure, irregula	ar			
	expenditure, and fruitless and was				
	expenditure		Nete	2004 (22	2000 (24
			Note	2001/02	2000/01
	Upouthorized expenditure in respect of			R'000	R'000
	Unauthorised expenditure in respect of	previous years	12.1	77 072	76 301
	not yet approved			<u>77 072</u>	<u>76 301</u>
				11012	10 301

12.1	Unauthorised expenditure in respe approved Year disallowed Inciden 1997/98	• • •	2001/02 R'000 0	2000/01 R'000
	1998/99	Medical services, External advertising, Printing of brochures	46 620	46 620
	1999/00	Medical services, merit awards, Ekuseni Youth Centre, Maintenance contract	29 144	29 144
	2000/01	Computer-based assessment instrument, Maintenance contract, Board of inquiry	535	535
	2001/02	Strategic planning sessions, Psychological counselling of members	773	0
			<u>77 072</u>	<u>76 301</u>
12.2	Prior year(s) expenditure allowed during current year			
	Reasons why previously disallowed	Nature of expenditure	2001/02 R'000	2000/01 R'000
	Calculation error during approval	Club services	2 2	0 <u>0</u>
13	Cash and cash equivalents	Note	2001/02 R'000	2000/01 R'000
	Cash on hand		430	406
	PMG Account	13.1	0 <u>430</u>	20 669 <u>21 075</u>
13.1	Reconciliation of Paymaster Gener	ral Account/ Exchequer		
	account	-	2001/02 R'000	2000/01 R'000
	Balance as per National Accounting Of	fice	R 000 0	76 625
	Add: Outstanding deposits		0	233
	Sub total		0	76 858
	Deduct:		0	56 189
	Orders payable outstanding		0	56 185
	PMG adjustment account ACB control account		0 0	4 0
	Balance above		* 0	<u>20 669</u>
	*Current year balance in overdraf	t, refer to note 18.1	—	
14	Receivables - Current	Notes	2001/02 R'000	2000/01 R'000
	Amounts owing by other departments	22	8 148	10 266
	Staff debtors	14.3	8 796	8 812
	Other loans and debtors	14.4	10 851	9 527
		14.2	<u>27 795</u>	<u>28 605</u>

# 14.1 Amounts of R 9 918 981 (2000/01: R8 224 837.76) included above may not be recoverable, but has not been written off in the income statement. Included in the amount for 2002 are some amounts that also formed part of the 2001 figure.

# 14.2 Age analysis - receivables 2001/02 2000/01 R'000 R'000

Less than one year One to two years More than two years		18 800 4 230 4 765 <u>27 795</u>	14 956 6 859 6 790 <u>28 605</u>
Staff debtors Salary over payments, leave without pay and state gua	arantees	2001/02 R'000 8 796	2000/01 R'000 8 812
Other debtors		2001/02	<u>8 812</u> 2000/01 R'000
Supplier over payments, thefts, claims and losses unde	er investigation	10 851 <u>10 851</u>	9 527 <u>9 527</u>
Prepayments and advances Nature of prepayments/advances Advances MEDCOR Subsistence & transport: Standing advances Subsistence & transport: General Salary provisional payments Amount paid to SARS, not yet recovered/written off Other prepayments		2001/02 R'000 9 861 265 489 0 2 228 0 12 843	2000/01 R'000 2 117 291 545 1 2 228 107 5 289
Voted funds to be surrendered	Note	2001/02 R'000 130 208	<b>2000/01</b> <b>R'000</b> 41 034
Transfer from income statement Paid during the year Closing balance	25	32 283 (130 208) <u>32 283</u>	130 208 (41 034) <u>130 208</u>
Revenue funds to be surrendered Funds to be surrendered Opening balance	Note	2001/02 R'000 548	<b>2000/01</b> <b>R'000</b> 330
I ransfer from income statement for revenue to be surrendered		76 498	72 266
Paid during the year Closing balance	25	(75 308) <u>1 738</u>	(72 048) <u>548</u>
Bank Overdraft	Notes	2001/02 B'000	2000/01 R'000
Paymaster General Account (Bank/current account)	18.1	<u>(58 769)</u>	<u>0</u>
account Balance as per National Accounting Office Add: Outstanding deposits Sub total Deduct: Orders payable outstanding PMG adjustment account ACB control account Balance above	-	2001/02 R'000 (13 558) (1 535) (15,093) (43 676) (30 096) (12) (13 568) <u>(58 769)</u>	2000/01 R'000 0 0 0 0 0 0 0 0 0 0 0 0
	One to two years More than two years Staff debtors Salary over payments, leave without pay and state gua Other debtors Supplier over payments, thefts, claims and losses under Prepayments and advances Nature of prepayments/advances Advances MEDCOR Subsistence & transport: Standing advances Subsistence & transport: General Salary provisional payments Amount paid to SARS, not yet recovered/written off Other prepayments Amount paid to SARS, not yet recovered/written off Other prepayments Voted funds to be surrendered Copening balance Transfer from income statement Paid during the year Closing balance Transfer from income statement for revenue to be surrendered Paid during the year Closing balance Bank Overdraft Paymaster General Account (Bank/current account) Reconciliation of Paymaster General Account / Ex account Balance as per National Accounting Office Add: Outstanding deposits Sub total Deduct: Orders payable outstanding PMG adjustment account Balance above	One to two years         More than two years         Staff debtors         Salary over payments, leave without pay and state guarantees         Other debtors         Supplier over payments, thefts, claims and losses under investigation         Prepayments and advances Nature of prepayments/advances Nature of prepayments/advances         Advances MEDCOR         Subsistence & transport: Standing advances         Subsistence & transport: General         Salary provisional payments         Amount paid to SARS, not yet recovered/written off Other prepayments         Voted funds to be surrendered       Note         Opening balance Transfer from income statement Paid during the year       25         Closing balance       25         Transfer from income statement for revenue to be surrendered Paid during the year       25         Bank Overdraft       Notes         Paymaster General Account (Bank/current account)       18.1         Reconciliation of Paymaster General Account/ Exchequer account Balance as per National Accounting Office Add: Outstanding deposits Sub total Deduct:       Jate State State State State State State Sub total Deduct:         Orders payable outstanding PMG adjustment account       Acce control account	One to two years4 230 4 765 27.795More than two years4 765 4 765 27.795Staff debtors2001/02 8 796 8 796Salary over payments, leave without pay and state guarantees8 796 8 796Supplier over payments, leave without pay and state guarantees8 796 8 796Other debtors2001/02 R '000Supplier over payments, thefts, claims and losses under investigation10 851 10 851Prepayments and advances2001/02 9 861Nature of prepayments/advances265 9 861Subsistence & transport: Standing advances265 9 861Subsistence & transport: General489 9 salary provisional paymentsAdvances MEDCOR9 861 9 861Subsistence & transport: General489 9 salary provisional paymentsOther prepayments0 0 0 0 0 12 843Voted funds to be surrenderedNote 8 (2001/02 R '000 0 0 0 pening balanceOpening balance32 283 32 283Revenue funds to be surrendered Ford to be surrendered Paid during the year25 (13 0208) 32 283Revenue funds to be surrendered Paid during the year25 (75 308) 1 738Bank OverdraftNotes R '000 R '000 Paymaster General Account (Bank/current account)18.1 (58 769)Recontilation of Paymaster General Account/ Exchequer account Balance as per National Accounting Office (13 558) Add: Outstanding deposits (15 355) Add: Outstanding deposits (13 558) Add: Outstanding deposits (13 558) Add: Outstanding deposits (13 558) Add: Outstanding deposits (13

18.2	Cash and cash equivalents at end of period		2001/02 R'000	
	Bank overdraft	18.1	(58 769)	
	Cash on hand	13	430	
			(58 339)	
19	Payables - Current	Note	2001/02	2000/01
		10.1	R'000	R'000
	Other payables	19.1	25 071 25 071	90
			<u>25 071</u>	<u>90</u>
19.1	Other payables		2001/02	2000/01
			R'000	R'000
	Persal deductions		24 964	0
	Electronic funds transfer rejections		56	(3)
	Re-issue warrant voucher Deposits and fines		(92) 143	17 76
	Deposits and files		<u>25 071</u>	<u>90</u>
				<u></u>
20	Local and foreign aid assistance			
	(including RDP funds) rolled over		2001/02	2000/01
	Ntolko		R'000	<b>R'000</b>
	Ntsika		0 <u>0</u>	150 150
			<u>u</u>	<u>150</u>
21	Local and foreign aid assistance			
	(including RDP funds) repayable to donor		2001/02	2000/01
	N11 - 11 -		R'000	R'000
	Ntsika		7	0
			<u>7</u>	<u>0</u>
22	Transactions with other departments		Owing by	Owing to
22	Transactions with other departments		Owing by Other	Owing to Other
			department	department
			R'000	R'000
	Department of SA Police Services		2 936	0
	Provincial Administration Northern Cape		1	0
	Department of Foreign Affairs		13	0
	Provincial Administration Western Cape		789	0
	Department of Water Affairs and Forestry		1 922	0
	Department of National Treasury		10 15	0
	Department of Labour Department of Home Affairs		657	0 0
	Provincial Administration Gauteng		502	0
	Provincial Administration Free State		5	0
	Department of Education		224	0
	Department of Agriculture		476	0
	Department of Defence		1 486	0
	Department of Environmental Affairs		11	0
	Department of Public Works	*	629	0
	Other Actual 2001/02: R'000	* *	(1 528) 8 148	0
	Actual 2007/02: R'000 Actual 2000/01: R'000		<u>10 266</u>	<u>0</u> <u>0</u>
	*Amount cannot be readily allocated		10 200	<u>u</u>
	*Third party confirmations outstanding			

\*\*Third party confirmations outstanding \*\*\*Receipts and payments not readily available

23	Net cash flow generated by operated	ating activities	Notes	2001/02	2000/01
	Net surplus as per Income Statemen Adjusted for items separately discl Proceeds from sale of equipment		2	R'000 108 788 901 978 (453)	<b>R'000</b> 202 474 136 056 (367)
	Purchase of equipment Purchase of land and buildings		5 / 5.1 6.1	148 002 710 553	136 423 0
	Capital Expenditure on Professiona services	l and special	7	43 876	0
	Adjusted for non-cash items				
	Unauthorised expenditure disallowed		12.1	(771)	37 847
	Net cash flow generated by operating	g activities		<u>1 009 995</u>	<u>376 377</u>
24	Cash generated (utilised) to (incr capital (Increase)/decrease in receivables (Increase)/decrease in prepayments	-	working	2001/02 R'000 810 (7 554)	<b>2000/01</b> <b>R'000</b> (4 849) (65)
	Increase/(decrease) in payables		<i>.</i>	24 981	<b>9</b> 0
	Increase/(decrease) in local and fore funds) repayable to donors		(including RDP	(150)	150
	Increase/(decrease) in other current	liabilities		(2) <u>18 085</u>	(1) <u>(4 675)</u>
25	Voted funds and Revenue funds s	surrendered	Notes	2001/02 R'000	2000/01 R'000
	Voted funds surrendered during the Revenue funds surrendered during the		16 17	(130 208) (75 308) <u>(205 516)</u>	(41 034) (72 048) <u>(113 082)</u>
26	Contingent liabilities Liable to	Nature of contingent liability	Notes	2001/02 R'000	2000/01 R'000
	Motor vehicle guarantees	Employees	26.1	707	1 059
	Housing loan guarantees Claims	Employees	26.2	71 265 18 594	79 935 16 771
	Claims			<u>90 566</u>	<u>97 765</u>
26.1	Motor vehicle guarantees Stanic: R707 286.51				
26.2	Housing loan guarantees	Opening balance R'000	issued during the financial year	Guarantees released/ written off during the financial year R'000	Closing balance R'000
	Various financial institutions	79 935		18 502	71 265
	* Figures per financial institutions we	<u>79 935</u> ere not available	<u>9 832</u>	<u>18 502</u>	<u>71 265</u>
27	Subsequent payments not recogr	nised in income s	tatement		

# 27 Subsequent payments not recognised in income statement

# 27.1 Listed by standard item

2001/02 R'000

11.050	Annual Report 2001/2002-PART 5.1				
	Administrative expenditure Inventory Equipment Professional and special services Transfer payments				1 744 10 779 2 599 6 142 34 <u>21 298</u>
27.2	Listed by programme level Administration Incarceration Care of offenders Development of offenders Community corrections				2001/02 R'000 18 425 930 1 124 471 348 <u>21 298</u>
28	Short term employee benefits				2001/02
	Leave entitlement Thirteenth cheque	57 587			R'000 600 382
	Performance bonus				0 <u>657 969</u>
29	Commitments Liable to		Current Expenditure R'000	Capital Expenditure R'000	2001/02 R'000
29			Expenditure	Expenditure	
29	Liable to		Expenditure R'000	Expenditure R'000	R'000
29	Liable to Sybase SA (Pty) Ltd Business Connection Eastern Office Equipment CC MGX Choice Technologies Computa-Fundi		Expenditure R'000 7 348 21 155 23 349 9 496 14	Expenditure R'000 0 0 0 0 0 0 0 0 0 0 0 0	R'000 7 348 21 155 23 349 9 496 14
29	Liable to Sybase SA (Pty) Ltd Business Connection Eastern Office Equipment CC MGX Choice Technologies		Expenditure R'000 7 348 21 155 23 349 9 496 14 46 71 274	Expenditure R'000 0 0 0 0 0 0 0 0 0 0 0 0	R'000 7 348 21 155 23 349 9 496 14 46 71 274
29	Liable to Sybase SA (Pty) Ltd Business Connection Eastern Office Equipment CC MGX Choice Technologies Computa-Fundi GP van Niekerk Ondernemings Bk Vezithemba Computers		Expenditure R'000 7 348 21 155 23 349 9 496 14 46 71	Expenditure R'000 0 0 0 0 0 0 0 0 0 0 0 0	R'000 7 348 21 155 23 349 9 496 14 46 71
29	Liable to Sybase SA (Pty) Ltd Business Connection Eastern Office Equipment CC MGX Choice Technologies Computa-Fundi GP van Niekerk Ondernemings Bk Vezithemba Computers Internet Shoppe CC		Expenditure R'000 7 348 21 155 23 349 9 496 14 46 71 274	Expenditure R'000 0 0 0 0 0 0 0 0 0 0 0 0	R'000 7 348 21 155 23 349 9 496 14 46 71 274

Louis Trichardt Custodial Management Approved and contracted	12 674 470 <u>25 681 584</u>	1 513 351 <u>2 981 350</u>	14 187 821 28 662 934
Leases	Property R'000	Equipment R'000	2001/02 R'000
Later than 1 year and not later than 5 years	0	21 721	21 721
Later than 5 years	2 981 350	0	2 981 350
	2 981 350	21 721	3 003 071
Future finance charges	(435 106)	(1 111)	(436 217)
Present value of lease liabilities	<u>2 546 244</u>	<u>20 610</u>	<u>2 566 854</u>
	Approved and contracted Leases Later than 1 year and not later than 5 years Later than 5 years Future finance charges	Approved and contracted25 681 584LeasesProperty R'000Later than 1 year and not later than 5 years0Later than 5 years2 981 350Event than 5 years2 981 350Future finance charges(435 106)	Approved and contracted       25 681 584       2 981 350         Leases       Property R'000       Equipment R'000         Later than 1 year and not later than 5 years       0       21 721         Later than 5 years       2 981 350       0         Future finance charges       (435 106)       (1 111)

31	Key management personnel	2001/02 R'000
31.1	Remuneration (Basic salary)	<u>6 657</u>
31.2	Other remuneration and compensation provided to key management	2001/02 R'000
	Minister	180
	Commissioner	179
	Chief Deputy Commissioner	390
	Other	4 231
		<u>4 980</u>

# **DEPARTMENT OF CORRECTIONAL SERVICES (VOTE 19)**

# 5.9 APPROPRIATION STATEMENT (continued)

# for the year ended 31 March 2002

Programme	Adjustment estimate 2001/02 R'000	Virement 2001/02 R'000	Amount voted 2001/02 R'000	Expenditure 2001/02 R'000	Savings (Excess) 2001/02 R'000	%	Amount Voted 2001/01 R'00	Expenditure 2000/01 R'000
Programme 1: Administartion	2 212 691	176 220	2 388 911	2 388 288	623	0.03	2 178 217	2 156 053
Programme 2: Incarceration	2 611 590	-68 980	2 542 610	2 540 774	1 836	0.07	2 363 413	2 302 411
Programme 3: Care of offenders	558 464	15 780	574 244	573 352	892	0.16	528 170	514 206
Programme 4: Development of offenders	469 721	-37 234	432 487	425 054	7 433	1.72	412 662	383 346
Programme 5: Community Corrections	262 5427	-20 465	242 062	239 803	2 259	0.93	229 531	213 896
Programme 6: Re-integration into Community	54 397	-1 468	52 929	52 840	89	0.17	51 395	47 236
Programme 7 : Assets procurement, maintenance and operating partnerships	886 802	-36 745	850 057	817 233	32 824	3.86	3 297	1 807
Special functions: Authorised losses	-	2 559	2 559	2 559	-	0.00	1 115	1 220
Internal charges	<b>-</b> 474 738	-29 667	-504 405	-504 405	13 673	2.71	-447 247	-429 830
Total	6 581 454	0	6 581 454	6 549 171	32 283	ſ	5 320 553	5 190 345

Economic classification- actual expenditure	Adjustment estimate 2001/02 R'000	Virement 2001/02 R'000	Amount voted 2001/02 R'000	Expenditure 2001/02 R'000	Savings (Excess) 2001/02 R'000	%	Amount Voted 2001/01 R'00	Expenditure 2000/01 R'000
Current								
Personnel	4 475 477	5 073	4 480 550	4 522 185	-41 635	-0.93	4 212 259	4 116 269
Transfer Payment	16 859	-	16 859	10 887	5 972	35.42	13 445	11 946
Other	1 016 016	8 386	1 069 402	1 089 832	-20 430	-1.91	955 196	905 841
Capital					7			
Transfer Payments	-		-		-	-	-	-
Acquisition of capital assets	1 009 729	-8 386	1 001 340	912 906	88 434	8.83	125 011	141 651
Personnel	18 376	-5 073	13 303	13 361	-58	-0.44	14 642	14 638
Total	6 581 454	0	6 581 454	6 549 171	32 283		5 320 553	5 190 345

# **DEPARTMENT OF CORRECTIONAL SERVICES**

# 5.9 APPROPRIATE STATEMENT(continued)

# for the year ended 31 March 2002

items - actual	Adjustment estimate 2001/02 R'000	Virement 2001/02 R'000	Amount Voted 2001/02 R'000	Expenditure 2001/02 R'000	Saving (Excess) 2001/02 R'000	%	Amount voted 2000/01 R'000	Expenditure 2000/01 R'000
Personnel	4 493 853		4 493 853	4 535 546	-41 693	-0.93	4 226 901	4 130 907
Administrative	206 893	9 663	216 556	223 387	-6 831	-3.15	213 835	212 569
Inventories	583 902	31 956	615 858	616 756	-898	-0.15	511 736	517 266
Equipment	217 022	-9 285	207 737	152 703	55 034	26.49	119 030	136 423
Land and building	743 420	-2	743 418	710 593	32 825	4.42	30	16
Professional and special services	319 505	-35 042	284 463	296 605	-12 142	-4.27	176 647	157 507
Transfer Payment	16 859		16 859	10 887	5 972	35.42	13 445	11 946
Miscellaneous Payments		151	151	135	16	10.60	57 814	22 491
Special function: Authorised losses	-	2 559	2 559	2 559	-	0.00	1 115	1 220
Total	6 581 454	0	6 549 454	6 581 454	32 283		5 320 553	5 190 345

#### DEPARTMENT OF CORRECTIONAL SERVICES(VOTE 19)

#### **5.9 NOTES TO THE APPROPRIATION STATEMENT**

#### for the year ended 31 March 2002

#### **1.Explanations of material variances from Amount voted (after Virement)**

r	
1.1 Per standard item:	The underspending can be mainly ascribed to the non-finalization of tenders and contracts with regard to inmate Tracking and Electronic Monitoring, as well as the non-delivery of motor vehicles already procured.
Equipment	
	The underspending can be ascribed to the non-payment of Sectoral
-	Education and Training Authority(POSLEC SETA) levies in accordance
Transfer payments	with the stipulations of section 38(1) which necessitate effective and efficient financial management systems within the receiving entity.
Miscellaneous Payments	
	The underspending can be mainly ascribed to an over-provision for backdated stabilisation fund contributions

#### 2. Reconcilliation of approprition statement to income statement:

	2002	2002
	<b>R'000</b>	<b>R'000</b>
Total revenue per income statement	6 658 102	5 392 819
Less : Other receipts	76 498	72 266
Less : Local and foreign aid assistance (including RDP)	150	
Amounts voted per appropriation statement	<u>6 581 454</u>	<u>5 320 553</u>
Total expenditure per income statement		5 190 345
Less : Amount spent on local and foreign aid assistance(including RDP)	143	
Actual expenditure per appropriation atatement	<u>6 549 171</u>	<u>5 190 345</u>

#### DEPARTMENT OF CORRECTIONAL SERVICES(VOTE 19)

#### 5.10 SUMMARY INCOME STATEMENT OF AID ASSISTANCE RECEIVED

#### for the year ended 31 March 2002

Notes 2002 R'000 2001 R'0
---------------------------

Received in Cash Total local aid assistance (Inc RDP) Ntsika Agency - received 2001 and rolled over to 2002 Aid assistance received in Cash	3/20	150 <u>150</u> <u>150</u>	150 <u>150</u> <u>150</u>
Less Donor funded expenditure	11	143 143	0
Total local aid assistance (Inc RDP)Ntsika		<u>7</u>	<u>150</u>
Surplus Analysis of surplus Rolled forward Repayable to donor	20 21	0 7 <u>7</u>	150 <u>150</u>

#### **DEPARTMENT OF CORRECTIONAL SERVICES(VOTE 19)**

#### 5.11 ANALYSIS OF DONOR FUNDED EXPENDITURE PAID IN CASH

#### Total local aid assistance (including RDP)

Expenditure per standard item	Donor 1	Donor 2	Total
Inventories	48 866		48 866
Equipment	93 707		93 707
Expenditure per programme		-	
Programme 4 : Develoment of offenders	142 573	]	142 573

#### DEPARTMENT OF CORRECTIONAL SERVICES(VOTE 19)

# 5.12 STATEMENT OF LOCAL AID ASSISTANCE RECEIVED (INCLUDING RDP)

# Total local aid assistance (including RDP)

Source of funds	Intended us	Amount rolled eover 1-Apr-01 R'000	Amount received for the year R'000	Amount spend for the year R'000	Balance un/ overspend as at 31- March-02
Ntsika Agency	Educational	150	0	143	7
		<u>150</u>	<u>0</u>	<u>143</u>	<u>7</u>
Source of		Amount rolled	Amount received	Amount spend	Balance un/
	Intended us	eover 1-Apr-01	for the year	for the year	overspend as at 31-
funds	Intended us		for the year R'000	for the year R'000	overspend as at 31- March-02
	Intended us Educational	eover 1-Apr-01	•		-

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# THE INFORMATION ON EXTERNAL CONSULTANTS UTILISED BY THE DEPARTMENT IN TERMS OF SPECIFIC CONTRACTS

The following information with regards to external consultants utilised by the Department in terms of specific contracts during this report period, is provided in terms of Regulations J.3 and J.4 of the Public Service Regulations, 2001.

#### Table 1: Report on consultant appointment using appropriated funds

Project title	Total number of consultants that are worked on project	Duration worked	Contract value in Rand
Appointment of internationally qualified criminal justice and correctional facility planning and design consultant with expertise in Ònew generationÓ facility planning, space programming, design and construction administration	1	261	747 280.00
Appointment of a consultant to assist the Department of Correctional Services with the compilation of a risk profile, the development of a fraud prevention plan and a risk management plan.	8	56	161 579,04
Rendering of specified information technology services to the Department of Correctional Services.	66	261	31 964 211,28
Total number of projects	Total number of individual consultants	Total duration worked	Total Contract value in Rand
	75	578	32 873 070,32

Table 2: Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs)			
Project nine	Percentage ownership by HDI groups	Percentage Management by HDI groups	Number of consultants from HDI groups that work on the project

Appointment of internationally qualified criminal justice and correctional facility planning and design consultant with expertise in "new generation" facility planning, space programming, design and construction administration.	0%	0%	0
Appointment of a consultant to assist the Department of Correctional Services with the compilation of a risk profile, the development of a fraud prevention plan and a risk management plan.	4%	12,9%	3
Rendering of specified information technology services to the Department of Correctional Services.	75%	75%	43

No donor funds were utilised by the Department for the payment of services rendered by consultants

#### Editorial Team of Part 1, 2 and 3

Part 1, 2 and 3 of this report comprises the Department of Correctional Service's Annual Report. Part 4 is a report by the Audit Committee and part 5 is a report by the Auditor General on the financial statements of the Department and were included in the Annual Report unaltered.

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Koos Gerber

# Assistant editor

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