

We serve with pride

Annual Report 1999
Department of Correctional Services



**Annual Report on the functioning of the Department of
Correctional Services of the Republic of South Africa for
the period 1 January 1999 to 31 December 1999**

**Presented to the Minister of Correctional Services,
Mr Ben Skosana**

**By the Acting Commissioner of Correctional Services,
Mr Thami Nxumalo**



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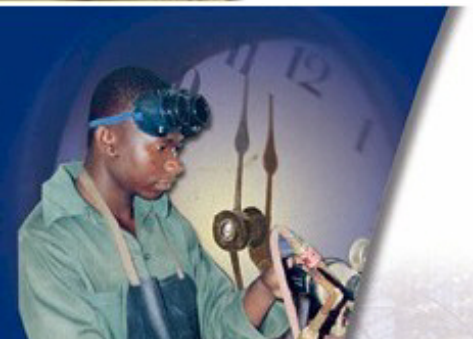
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Mission

Our mission is to render a correctional service in order to contribute to community protection, stability and development.

Vision

Our vision is to be an excellent correctional service in the interest of the community and those that are entrusted to our care.

PurposeObjective

Our purpose objectives are:

- **Safe custody of prisoners**
- **Supervision and control over probationers and parolees in the community**
- **Humane detention and treatment of prisoners**
- **Provision of development services**
- **Reintegration into the community**
- **Effective resource management and utilization**


Business philosophy

- **The Department's core business is the safe custody and supervision of offenders**
- **The Department practices risk management in respect of offenders**
- **The Department acknowledges and applies the concept of humanity and human rights regarding all stakeholders**

The Department supports the supposition that offenders have the potential to function as law-abiding citizens. Therefore, appropriate opportunities for the development and growth of the offender are ensured by the provision of the necessary means such as treatment facilities and incentive programmes.



Preface by the acting Commissioner



As the Acting Commissioner of Correctional Services at the end of 1999, it is an honour for me to present this report on the performance of Correctional Services during 1999 to the Minister of Correctional Services and by implication, to Parliament. Although I have only been at the helm of this Department since 5 November 1999, I have, in my capacity as Provincial Commissioner of the Gauteng Province, been a member of the Department's Management Board for the entire period of review and therefore I am in a position to report comprehensively on the activities of the Department.

The year 1999 will be remembered as a turbulent one for Correctional Services. It can perhaps best be described as a year in which Correctional Services carried on with the good work that it is doing inside prisons, as well as with the transformation and development of the Department. The mood in the early part of the year was scented with the excitement of the second democratic elections that seemed to override everything else. It gradually became evident, however, that the Department was being questioned in terms of

This particular phenomenon is being addressed at various forums within the Criminal Justice Cluster, but to say that the problem is being overcome would be an overstatement.

While the building of new prisons and the upgrading of existing prisons are an ongoing process, one can never regard the erection of more prisons as the solution to the problem of overcrowding. The simple truth is that the prison population has to decrease. This can, however, not be achieved by freeing those who belong in prison. I believe the answer lies within the community. The inclination towards criminal activity on the part of elements within the community must be suppressed. Successes here will reflect positively on the prison population. This is an immense task that calls for a concerted effort on the part of a variety of state departments - mainly those within the criminal justice cluster, but also others that have a significant role to play in the social upliftment of our people.

I am, however, pleased to report that two new prisons, one each at Empangeni and



its management style with allegations of corruption and mismanagement rife in the media. This eventually culminated in extensive scrutinizing of the Department by the Public Accounts Committee of Parliament resulting in the voluntary withdrawal of the Commissioner of Correctional Services, hence my appointment as acting Commissioner.

The aim of this report is, however, not to focus on these developments but rather to give you an overview of the functioning of the Department during 1999 in terms of its core responsibilities.

I am glad to be able to report that during this year the Department has managed to further curb the number of escapes from its custody. This was achieved despite acute obstacles such as the many old and inadequate prison buildings that we have, as well as the stress that is placed on personnel who have to ensure the safe custody of a severely inflated prison population. The improved results were made possible by the commitment and dedication on the part of managers and custodial staff members. The personal involvement of the Minister of Correctional Services, Mr Ben Skosana, through the presentation by himself of nine provincial workshops on security matters towards the

at Kokstad, are in advanced stages of completion. With a total capacity of 2 832 prisoners this will bring some relief in KwaZulu-Natal.

The concept of Asset Procurement and Operating Partnership Systems (APOPS) which mainly involves the utilizing of private consortiums to build and manage prisons on behalf of, but under the guidance of Correctional Services with a view to enhancing proper service delivery at a lower cost is also gaining momentum. Once final Cabinet approval has been granted we will see construction work commence on two maximum security prisons at Bloemfontein and at Louis Trichardt which will have a joint capacity of almost 6 000 prisoners.

During June of this year the Management Board of the Department reconfirmed a previous decision that the concept of Unit Management, which allows for the management of prisoners in smaller clusters with greater interaction between correctional officials and prisoners, is the way to go with regard to the administration and management of prisons. Extensive consultative workshops with the various provincial commissioners have resulted in a strategy that will see the system of unit management being implemented at 27 prisons



latter part of the year, further cemented our strategies aimed at ensuring the safe custody of prisoners. Whilst we are proud of the achievements in this regards, I will be the first to concede that every single escape is one too many and that we can never relax in our endeavours to prevent escapes from taking place. It will therefore always be our aim to further improve on the results. One of the main objectives of the Department is to ensure that prisoners are afforded the opportunity for development and growth with the ultimate aim to return them to the community as people who are better equipped to live and sustain a meaningful life. The emphasis has been to involve as many prisoners as possible in educational and training programmes that are based on the specific needs of prisoners and with specific emphasis on market related competencies. To this end we have achieved success, but I would hasten to add that there is a lot more that ought to be done.

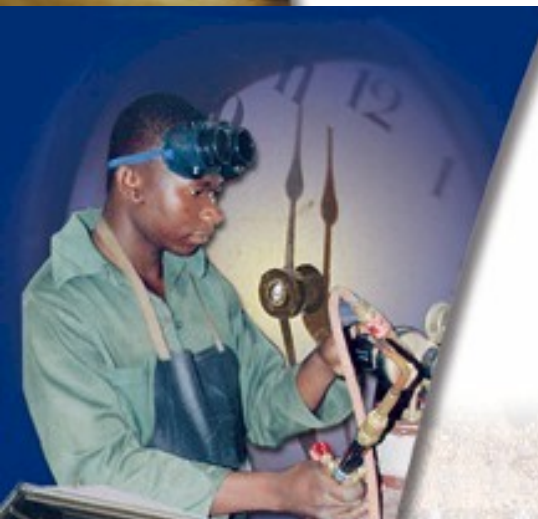
One of the main obstacles in our endeavour to make educational and training programmes more readily accessible to all prisoners has been severe overcrowding of our prisons. At an average occupation rate of 163% the sheer numbers of the people in prison are placing tremendous pressure on the

countrywide during the early part of the year 2000. It is envisaged that the system will eventually be implemented at all prisons.

The majority of the provisions in the new Correctional Services Act that was ratified by Parliament towards the end of 1998 were given effect by proclamation on 19 February 1999. Apart from aligning the country's correctional legislation with the Constitution, it also brings us in line with international principles on correctional matters, including the provision of independent mechanisms to investigate and scrutinize our own activities.

The transformation of this Department is in a very advanced stage with any remaining imbalances and shortcomings having largely been dealt with during the year. Our staff complement largely reflects the composition of the population and the emphasis is now on promoting a supportive environment that will enable all personnel to function optimally.

A Departmental Code of Conduct, supportive of the Public Service Code of Conduct but specifically designed for Correctional Services, was accepted for implementation in June 1999. This Code of Conduct that was negotiated in the Bargaining Council is aimed



available facilities and resources - not only in terms of education and training, but also with regard to psychological and social services and most other prison activities. Only once the warder/prisoner ratio is established at levels that are internationally acceptable in terms of correctional practice, together with the increased availability of space in prison, will we really be able to make treatment and developmental programmes available to all prisoners on a sustained basis.

Overcrowding of prison, in my opinion, remains the single most important challenge facing the Department. We simply have too many prisoners in our system. Correctional Services is in the unenviable position that it has to take responsibility for the care and safe custody of all prisoners who are referred to prison, yet it has no control over the influx of prisoners. The number of awaiting-trial prisoners in prison has escalated to an all-time high, but what is even more disturbing is the fact that the number of awaiting-trial prisoners, as a percentage of the entire prison population, is unacceptably high at almost 36%.

at moulding staff conduct into that which is desirable and acceptable.

Another major development in the field of human resource is the introduction of an employee assistance programme. Working in an abnormal and often mentally draining environment takes its toll on correctional officials, especially those who work in the close confines of a prison. This programme seeks to give them a lifeline to reach out to when overcome by the circumstances that they are confronted with. The program provides for 30 suitably qualified practitioners who are based at most of the main centres throughout the country.

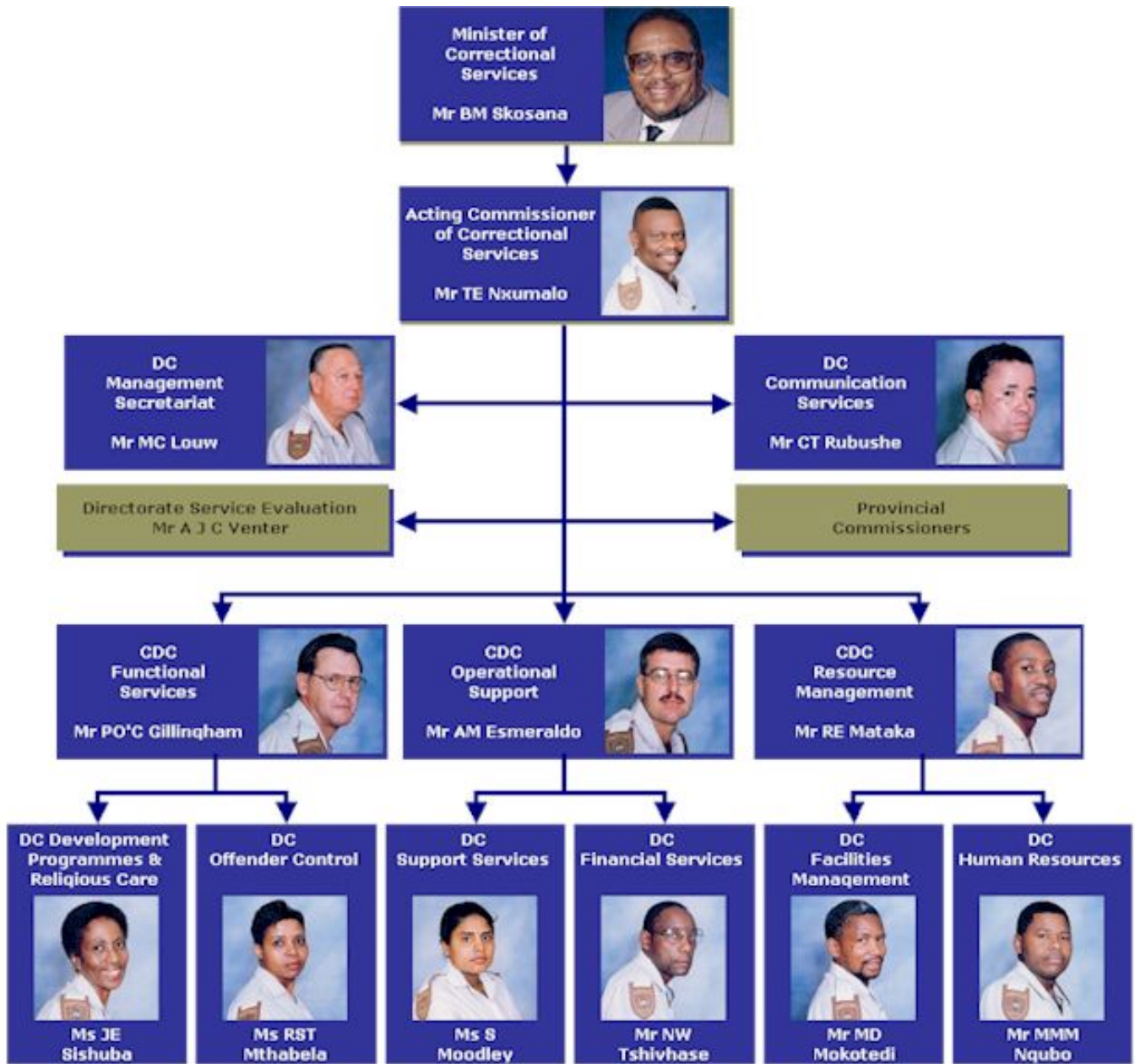
In conclusion I would like to mention that I am convinced that the Department of Correctional Services is ready and committed to deliver in line with President Mbeki's call for clean and effective government.

Mr TE

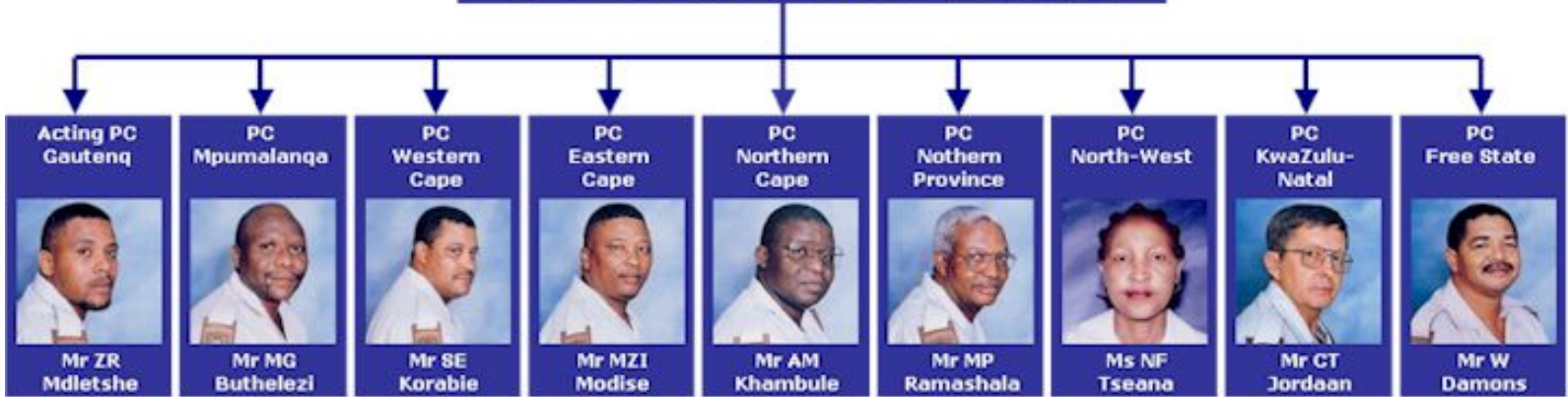
Nxumalo



Management structure



Provincial Commissioners





Historical perspective

Although an Annual Report is in essence a review of the activities of the past year, the dawning of the magical year 2000 somehow compels us to briefly glimpse back a little further into history and specifically to the main issues and change in direction of the prison system during the past century.

The early part of the century saw the prison system regulated mainly by various Provincial Ordinances. The British occupation for the Transvaal and Orange Free State Republics in 1900 led to a major reorganisation of the penal systems in these provinces. This early period will probably be remembered most for an already inflated prison population, mainly due to transgressions of the pass laws, and the fact that mining companies utilized prison labour at very low rates.

The Prisons and Reformatories Act, Act 13 of 1911, was introduced shortly after Unionization in 1910. As can be deduced from the title, the prison system then also became responsible for the management of reformatories. Courts started playing an increasing role in the development of prison law, *inter alia*, with findings that it was unlawful to detain awaiting-trial prisoners in solitary confinement





and the ruling that prisoners who felt they had been unfairly treated in prison had the legal right to approach courts of laws for intervention. This period also saw the introduction of a system that allowed for the remission of part of a prison sentence subject to good behaviour on the part of the prisoner and the system of probation that allowed for the early release of prisoners, either directly into the community or through an interim period in a work colony or similar institution. There was much talk of rehabilitation but very little actually materialised.

Punishment for transgressions within the prison was harsh and it included whippings, solitary confinement, dietary punishment and additional labour. Racial segregation within prison was prescribed by legislation and it was vigorously enforced throughout the country.

However, developments during 1945 held much promise. The Landsdown Commission on Penal and Prison Reform found that the Prisons and Reformatories Act of 1911 had not introduced a new era on South African Prisons, but that it had in fact been a vehicle for maintaining the previous harsh and inequitable prison

Up to then staff members of different races were trained separately.

Late in 1990 the Government announced that it planned to introduce extensive reforms in the prison system. The Prison Service was separated from the Department of Justice and renamed the Department of Correctional Services. This triggered important changes to prison legislation. An important milestone in this period was the introduction of the concept of dealing with certain categories of offenders within the community rather than inside prison - a system known as correctional supervision.

Another important development was the introduction by the Government in 1993 of the Public Service Labour Relations Act. This Act was introduced as a result of continuous pressure on the Government to grant public service employees protection from unfair labour practices. The scope of this Act was made applicable to the Department of Correctional Services just prior to the first democratic elections in 1994. This was an important development as it allowed employees of the Department to belong to trade unions, to engage in collective bargaining with the Department as employer and to declare and refer disputes to Conciliation Boards and to the Industrial Court for adjudication and settlement.

Both the Interim Constitution of the country, introduced in 1993, and the post-election Constitution, introduced in 1996, embodied the fundamental rights of the country's citizens,



system that preceded it. This Commission held the view that prisoners should not be hired to outsiders. It also asked for an increased emphasis on rehabilitation and the need to extend literacy amongst prisoners, and in particular black prisoners. The Commission was critical of the Government's decision to reorganize the prison service on full military lines which was seen to be an attempt to increase the control it had over prison officials. It warned that such a militarized system would not be conducive to "the various rehabilitative influences which modern views deem essential."

Sadly nothing much came of it, as illustrated by subsequent permission for "bona fide farmer's associations" to build prison farm outstations to facilitate the extended use of prison labour by farmers.

Brand new prison legislation in the form of the Prisons Act, Act 8 of 1959, was introduced. At the time it promised major transformation within prisons, but it did not result in much improvement. The new legislation continued and even extended racial segregation within prisons. It abandoned the "nine pennies a day" prison labour scheme


including prisoners. Section 35 of the Constitution specifically provides for the rights of detained, arrested and accused persons to the extent that they have the right to:

- be informed promptly of the reason for detention
- be detained under conditions that are congruent with human dignity
- consult with a legal practitioner
- communicate with and be visited by a spouse or partner, next of kin, religious counsellor and medical practitioner of the prisoner's own choice
- challenge the lawfulness of his or her detention before a court of law.

On 21 October 1994, a White Paper on the Policy of the Department of Correctional Services recognised the fact that the legislative framework of the Department should provide the foundation for a correctional system appropriate to a constitutional state, based on the principles of freedom and equality.

The Department has subsequently made great progress with the transformation of its composition and activities. On 1 April 1996, the correctional system was demilitarised, a step that most people think has been necessary for the Department to be able to carry out its responsibilities with regard to the development and rehabilitation of offenders.

The serious imbalances in the composition of its personnel corps in terms of its representiveness of the country's demography have also been corrected. The Department has also worked progressively at efforts to align itself with correctional practices and processes that have been proved to be effective in the international correctional arena. This even included the introduction of



and replaced it with a system of parole. It did, however, not give essence to the internationally accepted meaning of the word parole, since it still required of paroled prisoners to enter into employment agreements with employers (mainly farmers) at ridiculously low remuneration, or else to remain in prison. Although the new legislation took cognisance of the United Nations' Standard Minimum Rules for the Treatment of Prisoners as far as the emphasis on rehabilitation was concerned, it ignored other crucial aspects such as the prohibition of corporal punishment for prison offences.

Prior to the 1960's prisons were not used to detain prisoners on a large scale as a means of controlling political unrest, but this subsequently changed and the incarceration of political detainees and sentenced political prisoners became a significant feature of prison reality. This led to an increasing attack on the legitimacy of the prison system. Direct legal challenges of decisions by prison authorities in courts of law and increasing international condemnation and pressure became the order of the day. The response by the

independent mechanisms to scrutinize and investigate its own activities such as the appointment of an Inspecting Judge.

A milestone in the history of the Department was the promulgation of new legislation in the form of the Correctional Services Act, Act 111 of 1998. This legislation represented a total departure from the 1959 Act and embarked on a modern, internationally acceptable prison system, designed within the framework of the 1996 Constitution. The most important features of this Act are:

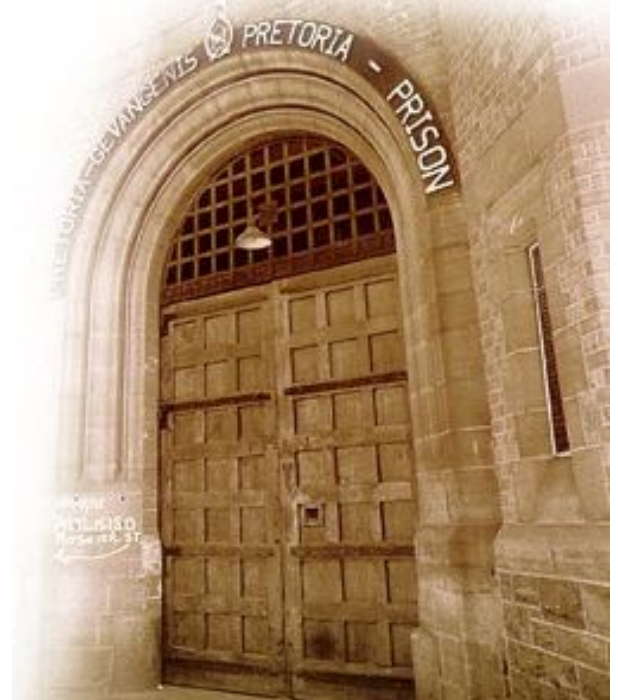
- the entrenchment of the fundamental rights of prisoners
- special emphasis on the rights of women and children
- a new disciplinary system for prisoners
- various safeguards regarding the use of segregation and of force
- a framework for treatment, development and support services
- a refined community-involved release policy
- extensive external monitoring mechanisms, and
- provision for public and private sector partnerships in terms of the building and operating of prisons.


It would indeed appear that a long and hard battle to rid the prison system of South Africa of its traditional shortcomings has at last been won. It has succeeded in breaking the shackles that were forced upon it by the indiscretions of previous systems plagued by its own



Government at the time was to grant even wider powers to prison authorities. Pass laws and the infamous system to prison labour remained targets for the critics of the Government. In 1984 the Judicial Inquiry into the Structure and Functioning of the Courts reported that the incarceration of prisoners as a result of influx control measures was a major cause of the overcrowding in prisons and it condemned these measures. Progressive changes started taking place with the closing down of prison outstations and a general decline in the use of prison labour for agricultural purposes. The system of paroling prisoners under paid contracts was also phased out. Prisons, however, mainly remained overcrowded places of security and not much more. Although some rehabilitative processes were taking place, they were insignificant. These marginal improvements in the prison system were, however, soon overshadowed by the declaration of the State of Emergency on 21 July 1985, which lasted until 1990. The mass detention of political prisoners in prisons during this period further inflated the already problematic prison population.

inability to regard all people as equal and to treat them fairly. The prison system that is in place as we enter a new century is in line with modern correctional practice and it is acceptable to the international community. This, however, does not mean that Correctional Services does not face any difficulties. The challenge facing it is to ensure that the new legislation and principles that have been established are upheld and enforced.





During 1988 important amendments were made to prison legislation. By excluding all references to race, a reversal of the almost total racial segregation of the prison population was brought about. The infamous prison regulation that ruled that "white" staff members automatically outranked all "non-white" staff members was also repealed. Transformation, it seemed, was at last becoming a real prospect.

On 2 February 1990, the then State President lifted the ban that was placed on certain political organizations and he also sanctioned the release of political prisoners. This was followed in the same year by an amendment in prison legislation which led to the abolition of apartheid in the prison system. Of equal importance were the amendments to the prison regulations during the same year which abolished the remaining overtly racially discriminatory measures in respect of staff members.



Management of human resources

Introduction

In managing 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
- the maintenance of a fair, yet effective, disciplinary system

Recruitment and post establishment

Table 35: Recruits appointed in the discipline occupational class

Gender	1998	1999
Male	969	1 687
Female	683	1 374
Total	1 652	3 061

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. During the year 3 061 recruits were appointed at the entry level of the discipline occupational class, compared to 1 652 in the previous year.

Table 36: Recruits appointed in the closed and specialized occupational class

Occupational class	1998		1999	
	Male	Female	Male	Female
Educationist	23	9	46	37
Management support personnel	14	2	-	2
Nursing and support personnel	19	30	39	88
Legal and support personnel	3	3	1	3
Medical science and support personnel	1	16	1	0
Social services and support personnel	9	14	31	146
Chaplain	3	2	3	0
Information Technology and related personnel	0	0	7	3
Total	72	102	128	279

Table 37: Approved establishment versus actual posts filled as at 31 December 1999

Occupational class	Vacant	Filled	Approved
Nursing and support personnel	53	540	593

Management and support personnel	149	513	662
Social services and support personnel	56	477	533
Information Technology and related personnel	53	90	143
Legal and support personnel	5	20	25
Medical science and support personnel	57	58	115
Custodian and support personnel	2 289	29 752	32 041
Chaplains	4	30	34
Educationists	74	332	406
Total	2 740	31 812	34 552

During the year 407 recruits were appointed at the entry level of the closed and specialized occupational class compared to 174 in the previous year. The Department's post establishment was increased by 367 posts to 34 552 posts.

The number of vacancies, which existed on 31 December 1999, can be ascribed primarily to posts reserved for the Kokstad and Empangeni Prisons which had not yet been operationalised.

The maintenance of human resources

Financial incentives

Payment of merit awards and salary notch increases were effected in respect of 25% of all qualifying personnel and a total amount of R65,8 million was made available for this purpose.

Personnel health

During 1999 the Department introduced a comprehensive HIV/AIDS policy, as well as a policy on sexually transmitted diseases and needle-pricks. The aim of these policies is to provide a framework for the care and support of the injured and infected, especially victims of HIV/AIDS, in the workplace.

The number of employees that were discharged from service on medical grounds, was 329. This affected the structure and functioning of personnel and also resulted in financial implications.

Occupational injuries and diseases

Table 38 below illustrates variations in the nature of serious injuries and diseases related to the workplace.

Table 38: Occupational injuries and disease	
Nature	Number
Assaults on members by prisoners	10
Miscellaneous	180
Injury on duty	5
Total	195

Service terminations

Table 39 illustrates variations in the nature of terminations of service. Of the 329 medical discharges indicated, 208 were as a result of stress related illnesses. This is indicative of the stressful nature of the work that correctional officials perform.

Table 39: Termination of service

Reason	1998	1999
Voluntary severance packages	277	658
Medical discharge	292	329
Resignations	426	315
Discharges/dismissals	125	145
Pensions	7	6
Inter-departmental transfer	5	6
Deceased	112	128
Total	1 244	1 587

Correctional Services Medical Aid Scheme (Medcor)

The funds is under severe pressure as a result of a variety of factors such as:

- escalating medical costs that increased by 15%
- the impact of the treatment cost of HIV/AIDS
- an ever-growing membership to a current total of 98 924 beneficiaries
- misuse or abuse of the scheme by both members and health service providers.

Table 40 illustrates some trends regarding misuse or abuse of the scheme.

Table 40: Medcor misuse or abuse cases

Nature	Established cases	Investigations pending
Unreported divorce cases, leading to the divorcee's misusing the scheme	18	48
Making use of the scheme for unauthorized dependants	8	20
Making use of the scheme for purchasing items or goods not covered by the scheme	18	36
Submission of false medical claims	18	0
Total	62	104

During 1999, 166 cases of possible abuse/misuse were identified:

- for unreported divorce cases, as well as unauthorized or unregistered dependents, medical costs which arose from such negligence have been recovered from members to reimburse the Scheme.
- cases related to submission of false medical claims are handed over to the anti-corruption unit and the SAPS for further investigations, after which the affected service providers either reimburse the Scheme and/or face court prosecution depending on the nature of the case - such cases are also reported to the South African Health Services for disciplinary measures
- a total amount of R23 209.40 has been recovered from abusers of the scheme with a further R5 000 in the process of collection.

The Department has set up strategies to combat misuse of the fund. The concept of Managed Health Care, wherein prior authorizations will be required for certain health care treatments, will be implemented in 2000. The Department is working

vigorously to detect every form of misuse or abuse, and identified parties are required to reimburse the scheme for such unauthorized and negligent expenditures.

Equity policy

As part of the Governments' focus on transformation of the Public Service, the Department strives towards creating a representative and equitable work force. The aim is to promote a supportive environment to enable all personnel to function optimally.

Organisational culture

The Departmental Code of Conduct, which is in line with the Public Service Code of Conduct, was first approved by the Management Board and negotiated in the Bargaining Council before it was accepted for implementation in June 1999. Information sessions on the Code of Conduct are to be held in the first half of the year 2000. The Code of Conduct strives to mould the behaviour of members and enhance service delivery.

Employee Assistance Programme (EAP)

The Culture and Employee Assistance focus campaign aims to promote awareness of the cultural diversity in the Department and to improve the personal well-being of employees of the Department.

The year has been marked by remarkable progress in the establishment of the EAP in the Department.

A needs analysis programme was conducted nationally by means of 24 workshops throughout South Africa. The aim of the workshops was to afford employees the opportunity to provide inputs into the manner the EAP should be structured, as well as to ascertain and identify problems that are hampering productivity.

A report was compiled and submitted to the Management Board which resulted in the approval of 30 posts for EAP practitioners, and all these posts have already been filled. The Management Board has also approved a draft policy on the Employee Assistance Programme.

An EAP focus month that was presented in September attracted much attention. A national EAP and Organisational Culture launch function was held at the Pretoria Management Area with a dual focus, namely the appreciation of traditional customs, attire and food, as well as the National Heart Week.

A bi-monthly EAP health letter has been distributed to personnel. A brochure on stress has also been formulated and circulated. Lectures on stress have been presented at the Zonderwater Training Centre.

During the first month of the year 2000 the recently appointed Employee Assistance Practitioners will receive specialized training at a tertiary institution.

Gender

The entire month of August 1999 was used to raise awareness on gender issues. During this period workshops were presented on sexual harassment and domestic violence. Posters and brochures on various topics were also distributed nationwide.



The period between 25 November and 10 December 1999 was used to highlight violence against women. Posters campaigning against such violence were distributed. A candlelight ceremony was also held in memory of those who died as a result of violence.

The Department has been mandated by the Office on the Status of Women to be the lead Department in the co-ordination of the violence against women campaign.

A gender audit, commissioned by the Office on the Status of Women, was conducted in September 1999. Its aim was to establish whether there are mechanisms in the Department that allow for gender mainstreaming. The audit was helpful for the Department in that it highlighted areas that need attention.

Disability

A draft policy on the employment of disabled persons was developed and presented to the Bargaining Council for negotiation. Once accepted it will be presented to the Management Board for consideration.

A national forum on disability has been established with representatives from each province serving on it.

The Department updated its database on persons with disabilities. The database contains information on their number, the nature of their disabilities, their skills and post level, as well as their promotional history.

A disability awareness month was held from 3 November to 3 December 1999.

People with disabilities were involved in managing and co-ordinating the casual day project. Personnel in all provinces participated in this project which raised a total sum of R39 842.90. The proceeds went to organisations dealing with disabled people.

Training and development

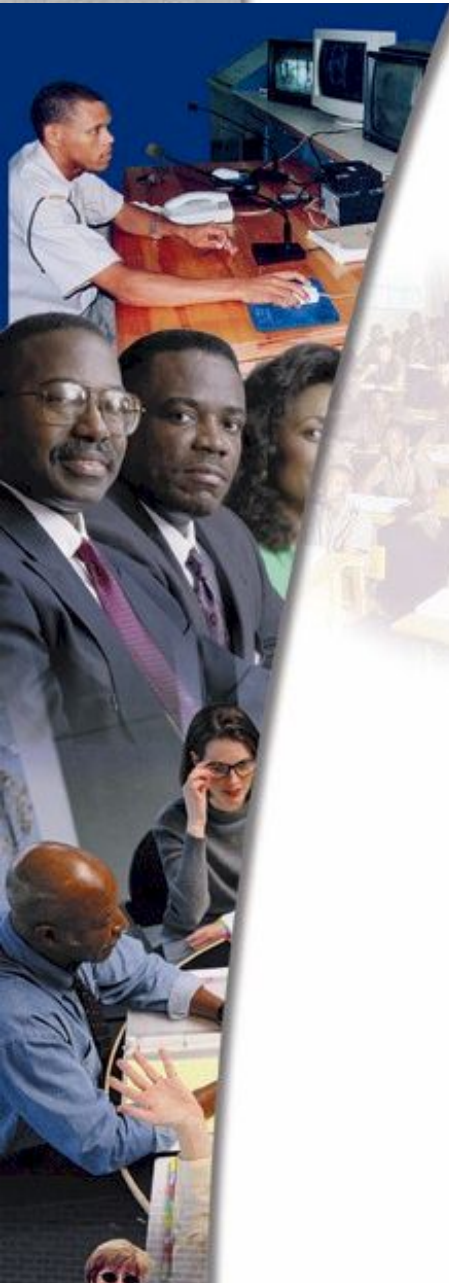
Academy

The Department has adopted the basic principle that all employees, from the most senior to the most junior, require ongoing training as an integral part of their professional life. During June 1997 a principle decision was taken to establish an Academy for the training and development of personnel of the Department.

The academy was formally established during this year. Through the Department's training centres, the Academy will provide opportunities to staff members to upgrade their knowledge and skills through participation in various training programmes. Before the Academy could embark on actual training, it was necessary to carefully analyse and identify the skills and knowledge specifically required for successful functioning in Correctional Services. In addition, it was also necessary to determine the standards of performance that are expected of correctional officials to ensure that the Department reaches its objectives. This process is presently underway.

In order to optimally utilise existing structures such as the South African Qualifications Authority (SAQA), it is essential that with regard to the development and presentation of courses the Academy should recognise prior learning, and adopt a continual follow-up approach and ensure that courses are:

- competency based



- modular based
- outcomes based

Management Development Programme

The Management Development Programme was suspended, and in the interim the strategy is to focus on specific job skills training and development for critical posts such as area managers and heads of prison.



The Management Development Programme includes the Junior Management, Middle Management, Senior Management and Top Management courses. These courses are being revamped and redesigned in accordance with a new management model that is being developed. The Management Development Programme will be competency (outcome) based and will target the following levels:

- orientation
- junior management
- middle management
- senior management
- top management

Human Resource Development

The development of human resources is aimed at continuously upgrading and developing the skills of personnel and improving their knowledge in order to equip them to render effective service to the Department's clients, which are the prison population and the community.

Functional Training

The purpose of functional training is to equip personnel in a specific post to effectively perform their duties and to facilitate training of personnel to perform functional tasks. The courses that are registered within the Department are:

- 33 Head Office centralized courses
- 19 decentralized courses
- 7 specific management area centralized courses



During the year a total of 15 913 staff members were trained in various functional training courses. The courses included internal, in-service and external courses.

Projects for 1999

A decision was taken in 1996 to introduce the concept of Unit Management in South African prisons, and two pilot projects have since been run at the Malmesbury and Goodwood Management Areas. It is against this background that the need for training in the concept of Unit Management arises. Several workshops in Unit Management were successfully conducted during the year.

For the first time in the history of the Department, the Assistant Veterinary Course presented by the Potchestroom Military Veterinary Hospital, was presented to dog handlers and horsemen of the Department. The purpose of this course is to train personnel to assist state veterinarians.

A new induction programme was formally implemented and a successful trainer workshop was held.

Two major policy projects were developed during the year, namely the Leadership Development Model and Human Resource Development Policy. The Management Board has already approved the latter, and it will be presented to the departmental Bargaining Council for negotiation.

Altogether 62 trainers were trained in human rights by the South African Human Rights Commission (SAHRC) with the aim to inculcate a culture of human rights within the Department. The training took place after the SAHRC allocated funds received from the United Nations Human Rights Commissioner to the Department.

Altogether 148 staff members involved with logistics underwent a training course aimed at users of the Computerized Provisioning Administration System. The majority of the candidates were from the previously disadvantaged groups.

Table 41: Training statistics

Internal Training	
Basic Training	2 580
Functional Training	8 807
Management Development	5 421
In-Service Training	
Trainers in Department	489
Functional Training	18 263
Management Development	592



External Training	
External Development	407
Functional Training	464
Sports Management	1 972

Bursaries

The following bursaries were awarded to personnel members who are promising students:

Table 42: Bursaries awarded for the 1999 academic year	
Course or field of study	Number of bursaries
Information Technology	16
B Pharmacy	9
ND Agriculture	10
MA Clinical or Counselling Psychology	13
Technical qualifications	19
Financial qualifications	15
ND Food Services Management	5
Human Resource Management	31
Labour Relations	7
Industrial Psychology	3
Public Administration Management	24
B Admin	6
ND Correctional Services Management	58
Penology	6
Nursing qualifications	16
Personnel Management	3
ND Security Management	1
Communications	2
Total	244

Sports management

The Department recognises the fact that participation in sport is an investment in the health, vitality and productivity of its personnel.

The Department entered a team of 86 competitors to participate in the 8th World Police and Fire Games that were held in Stockholm, Sweden, from 16-24 July 1999. A total of 9 618 competitors from 63 countries competed in 69 codes of sport.

The Department's athletes were awarded 96 medals: 47 gold, 30 silver and 19 bronze, which is an outstanding performance and gives an indication of the commitment on the part of our athletes.

A departmental team comprising 186 athletes also entered for the 14th October Invitational Games held at Thaba-Tshwane in Pretoria. The Team won the trophy as the best overall team after earning 105 gold, 42 silver and 36 bronze medals.

At the end of the year, the Department affiliated with the National Sports Council and all its federations.

Labour relations

The goal of labour relations is to promote sound labour relations between the Department and its employees and their representative unions, as well as to promote harmonious working relationships amongst the employees themselves.

The relationship between the Department and the recognised employee organisations has improved to such an extent that no collective dispute was experienced during the year.

Labour unrest has declined substantively compared to the previous years. The only form of labour unrest experienced this year was during the salary dispute with the public service unions. The disruptive effect thereof on the administration of prisons was minimal.

Important resolutions were reached in the departmental Bargaining Council, following successful negotiations with the unions. The resolutions include:

- a Sexual Harassment Policy
- a Code of Conduct
- the phasing out of Auxiliary Social Workers
- the amendment of service termination upon resignation
- the recognition of customary marriages
- a comprehensive HIV/AIDS policy.

The Sexual Harassment Policy, which is aimed at ensuring a working environment free from any form of sexual harassment, has been approved and implemented.

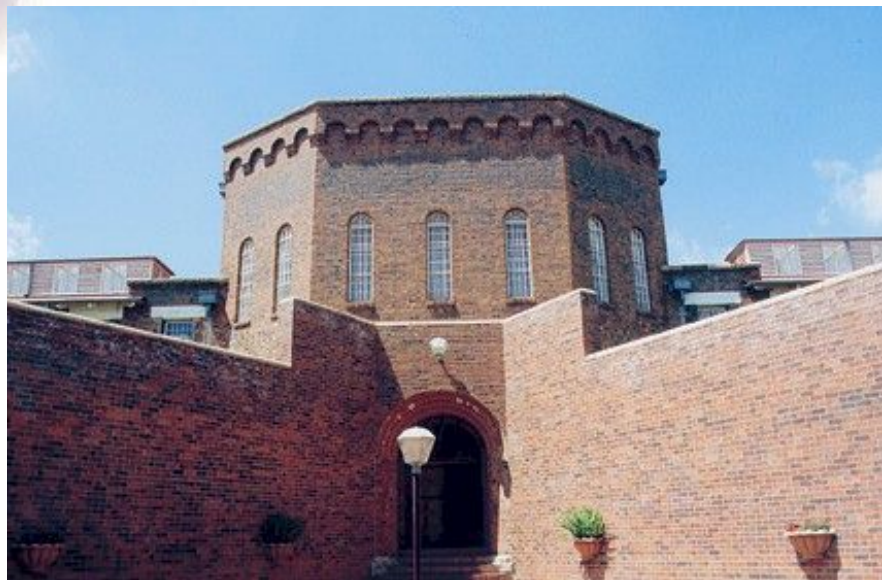
With the assistance and co-operation of the recognised Trade Unions the Department has reviewed its Grievance Procedure and its Disciplinary Code and Procedure.

In order to ensure that all employees have the levels of competency required for maintaining harmonious labour relations, 2 545 members received training in different labour relations matters during the year.

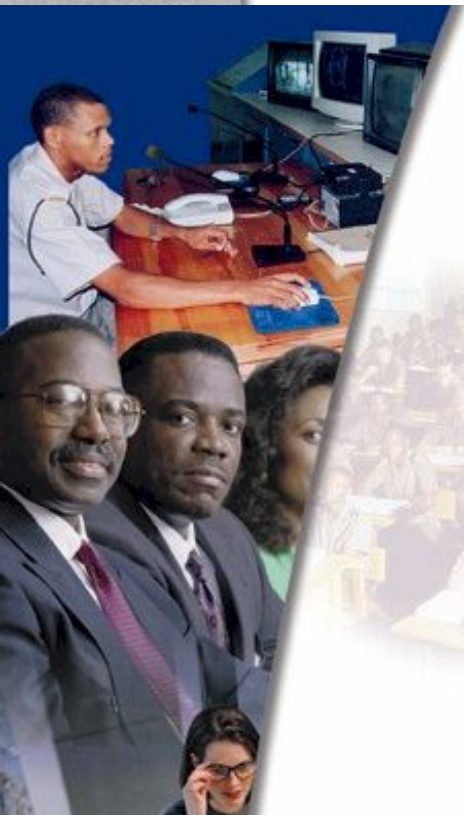
The number of grievances and conciliation boards that were registered during the year decreased by approximately 25% as compared to the previous year.

Table 43: Outcome of disciplinary hearings countrywide during 1999

Verbal warning	287
Written warning	254
Serious written warning	124
Final written warning	172
Not guilty	105
Case withdrawn	38
Dismissal	81
Total	1 061



Krugersdorp Management Development Centre



Financial summary

The Department's aim with regard to its budget vote is to render correctional services by means of the appropriate detention, control, care, utilization, development, treatment and community reintegration of prisoners and probationers in the most humane, cost-effective and least restrictive manner in order to protect the community from repeated crime.

Budget estimates

The budget allocation to the Department makes provision for the following expenditure under the main divisions or programmes of the budget vote on Correctional Services:

- the programme **Administration** comprises the Ministry and the other senior policy makers and managers of the Department
- the programme **Incarceration** includes safe detention and ensures the sound management of Correctional Services facilities and provides for the nutritional, medical and other needs of prisoners
- the programme **Development of offenders** offers employment skills programmes for offenders, as well as providing a range of programmes to assist with their personal development
- the programme **Community Corrections** provides for direct supervision of probationers and parolees, the resettlement of offenders, assistance to former prisoners in finding employment and the maintenance of the system of parole boards that are responsible for periodically reviewing the sentences of prisoners
- the programme **Internal charges** covers revenue derived from internal charges in respect of the provision and utilization of goods and services rendered to or provided by other programmes.

Budget summary

Table 1: Budget increase for 1999/2000 financial year (in Rand)

Final amount allocated for the 1999/2000 financial year	4 610 361 000
Final amount allocated for the 1998/1999 financial year	4 515 581 000
Increase (2,09%)	94 780 000

During the 1998/1999 financial year, the Department spent 99,02% of its total budget.

The budget for 1999/2000 was allocated as indicated in the table below in respect of the various programmes.

Table 2: Budget allocated per programme

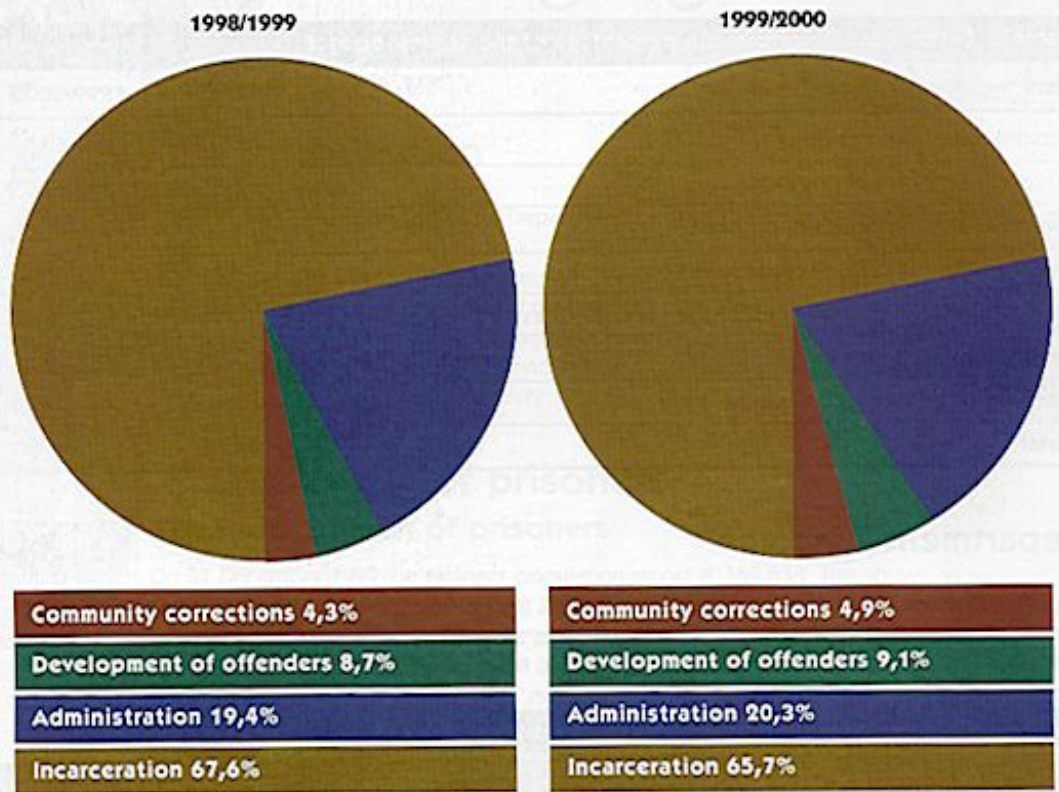
Programme	1998/99	1999/2000
Administration	1 283 520 000	1 365 495 000
Incarceration	3 052 294 000	3 030 930 000
Development of offenders	394 899 000	414 489 000
Community Corrections	194 002 000	227 867 000
	4 924 717 000	5 038 781 000
Less: Internal charges	409 136 000	428 420 000

Amount voted	4 515 581 000	4 610 361 000
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The voted budget allocation for the 1999/2000 financial year made provision for the following expenditures:

Description	Amount	Per capita	% of budget
Personnel related expenditure:			
• Personnel expenditure for a financed establishment of 34 378 for salaries, allowances and bonuses.	3 525 435 000	R102 549 (per member per annum)	78,30
• Regional service council levies, stabilization fund contributions and personnel uniforms.	76 041 000	R2 212 (per member per annum)	1,70
Prisoner and probationer related expenditure:			
• Direct physical care costs of prisoners based on a daily average prisoner population of 144 000.	452 542 000	R8,61 (per prisoner per day)	10,05
• Direct and indirect monitoring costs for a daily average probationer and parolee population of 73 000.	23 448 000	R0,88 (per probationer per day)	0,52
• Direct development costs of prisoners.	102 492 000	R1,95 (per prisoner per day)	2,28
• Related day to day operation costs.	150 720 000	R2,87 (per prisoner per day)	3,35
• Purchase of equipment for departmental use.	171 332 000		3,80
Total	4 502 010 000		

Graph 1:
Division of the total budget in terms of programmes (after accounting of internal charges)



The per capita costs indicated for personnel related expenditure are calculated per personnel member per annum, whereas those for prisoners and probationers are calculated per prisoner or probationer per day.

Whilst the above information reflects the per capita costs of the services described, the estimated gross daily cost per prisoner or probationer per day when measured against the total budget, is given in the table below:

Table 3: Gross daily per capita costs for the last two financial years (in Rand)

Category	1998/99	1999/2000
Prisoners	72,99	80,82
Probationers	7,99	9,54
Total offenders	53,87	56,84

A comparison of the critical cost indicators expressed as a percentage of the original budgets of the last two financial years are set out in the table below:

Table 4: Critical cost indicators as a percentage of the original budget

Item	1998/99	1999/2000
Personnel related costs	80,33	80,00
Direct physical care of prisoners	10,51	10,05
Direct development costs of prisoners	1,99	2,28
Direct monitoring costs of probationers and parolees	0,36	0,41
Indirect monitoring costs of probationers and parolees	0,11	0,11
Related day-to-day costs	3,26	3,35
Purchase of departmental equipment	3,44	3,80

Total	100,00	100,00
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Departmental income

Departmental income is generated by, inter alia, proceeds from products manufactured in the production workshops and the provision of prison labour. The table below gives a breakdown of actual income generated for the 1998/99 financial year and the projected income for the 1999/2000 financial year. The 10,29% increase in total income is largely due to the increase in prison income, i. e. tariffs and fines.

Table 5: Departmental income

Category	1998/99	1999/2000	% change
Prison labour	3 128 056	3 883 600	24,15
Farm products	1 670 160	1 437 200	-11,79
Vegetables	20 452	18 800	-8,08
Labour workshops	2 830 290	2 718 500	-3,95
Levies on services rendered by the Department	10 094 252	13 288 600	31,65
Accommodation fees received from members	40 981 994	45 070 700	9,98
Handling charges	5 027 707	5 007 900	-0,39
Other income	6 034 162	5 507 400	-8,73
Total	69 787 073	76 968 000	10,29

Twenty-four senior financial staff members from the Department attended a development course in financial management at various universities. The purpose of this course was to train financial personnel in the various aspects of the new Public Finance Management Act that will come into operation in April 2000.



Managing of offenders

Introduction

In managing offenders, the Department pursues the following *purpose objectives*:

- the safe custody of prisoners
- supervision and control over probationers and parolees in the community
- humane detention and treatment of prisoners
- provision of development services
- reintegration into the community

Safe custody of prisoners

The incarceration of prisoners

On 31 December 1999 the prisoner population stood at 162 638. This shows an increase of 11,18% on the same figure for 1998. The composition of the prisoner population as at 31 December 1999, as well as the percentage increase of the different categories, are reflected in the tables below.

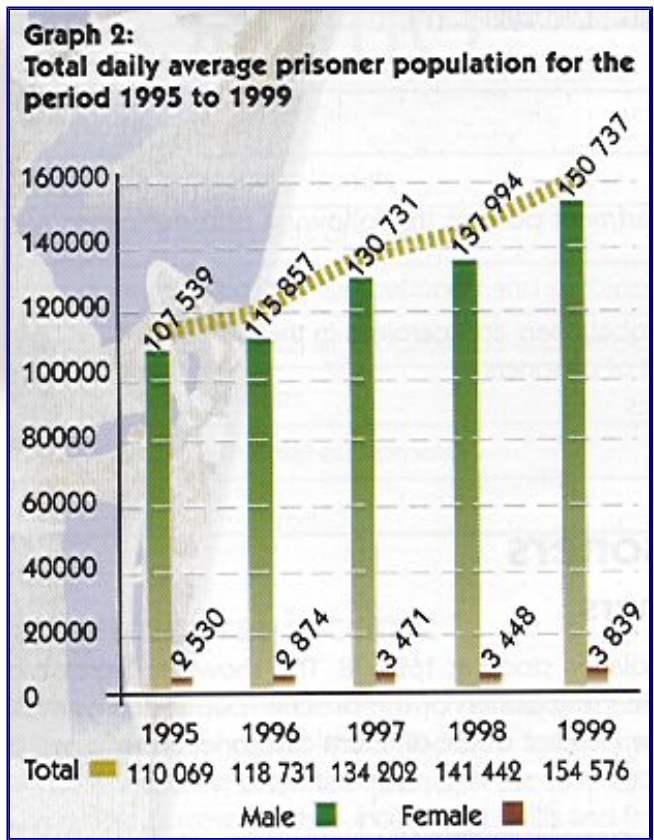
Table 6: The composition of the prison population as at 31 December 1999

Category	Adults		Youths		Total
	Male	Female	Male	Female	
Sentenced	89 373	2 369	12 441	224	104 407
Unsentenced	43 021	1 080	13 882	248	58 231
Total	132 394	3 449	26 323	472	162 638
Percentage	81,40	2,12	16,19	0,29	100

Table 7: The percentage increase in the prison population from 31 December 1998 to 31 December 1999

Category	1998	1999	% change
Unsentenced male prisoners	52 897	56 903	7,57
Sentenced male prisoners	89 974	101 814	13,16
Unsentenced female prisoners	1 224	1 328	8,50
Sentenced female prisoners	2 183	2 593	18,78
Total	146 278	162 638	11,18

The growth in the prison population since 1995 can be seen in graph 2. These figures reflect the average prison population on any day during the year specified.



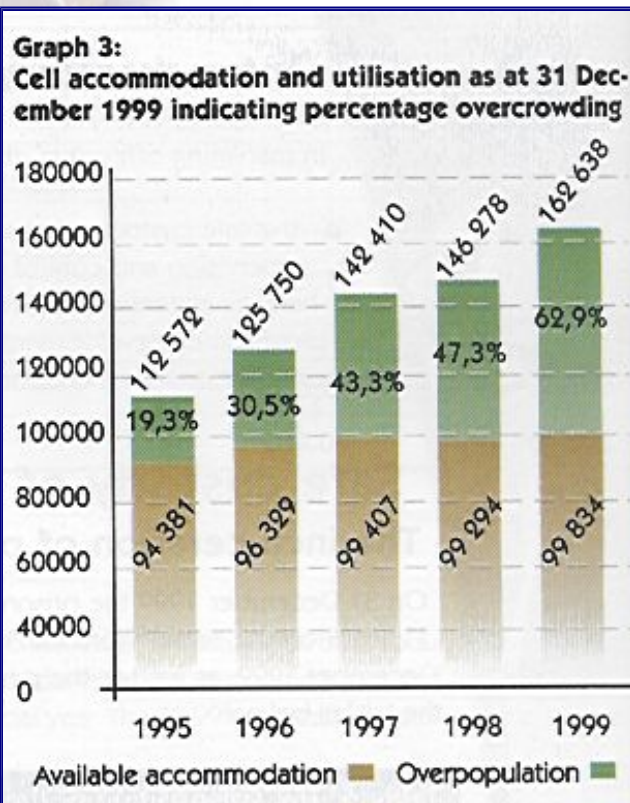
The continuous increase in the prison population places an enormous strain on the Department's available resources and this remains a real problem that handicaps the proper functioning of the Department in many respects. It is generally accepted that overpopulation has a negative impact on the humane detention and treatment of prisoners.

The cells in prisons are designed to accommodate a specific number of prisoners in relative comfort and when this number is exceeded, it negatively affects the living conditions of prisoners.

Overpopulation also places a heavy burden on ablution facilities in cells and on the rest of the prison infrastructure, which includes kitchens, hospital sections, hot water systems and laundries. It also has a negative effect on supervision and control functions and it threatens the standard of security.

The present available infrastructure cannot accommodate the increase in the number of prisoners, and the exorbitant cost of building new prisons and staffing them inhibits the Department's ability to keep up with the growth in the demand for prison accommodation.

Repairs, renovations and extensions to various prisons resulted in the increase of the available accommodation from 99 294 on 31 December 1998 to 99 834 on 31 December 1999.



On 31 December 1999, the Department of Correctional Services managed 236 prisons countrywide. These prisons are made up as follows:

- 8 female prisons
- 12 youth correctional facilities
- 115 prisons for males only
- 89 prisons accommodation males and females
- 12 prisons temporarily closed down for renovations.

In the case of prisons accommodating both male and female prisoners, the female prisoners and juvenile prisoners are accommodated in separate, specially designated sections of such prisons.

Pending the outcome of the Child Justice Legislation that is currently being developed, special protection measures are in place to manage the detention and safety for awaiting-trial children.

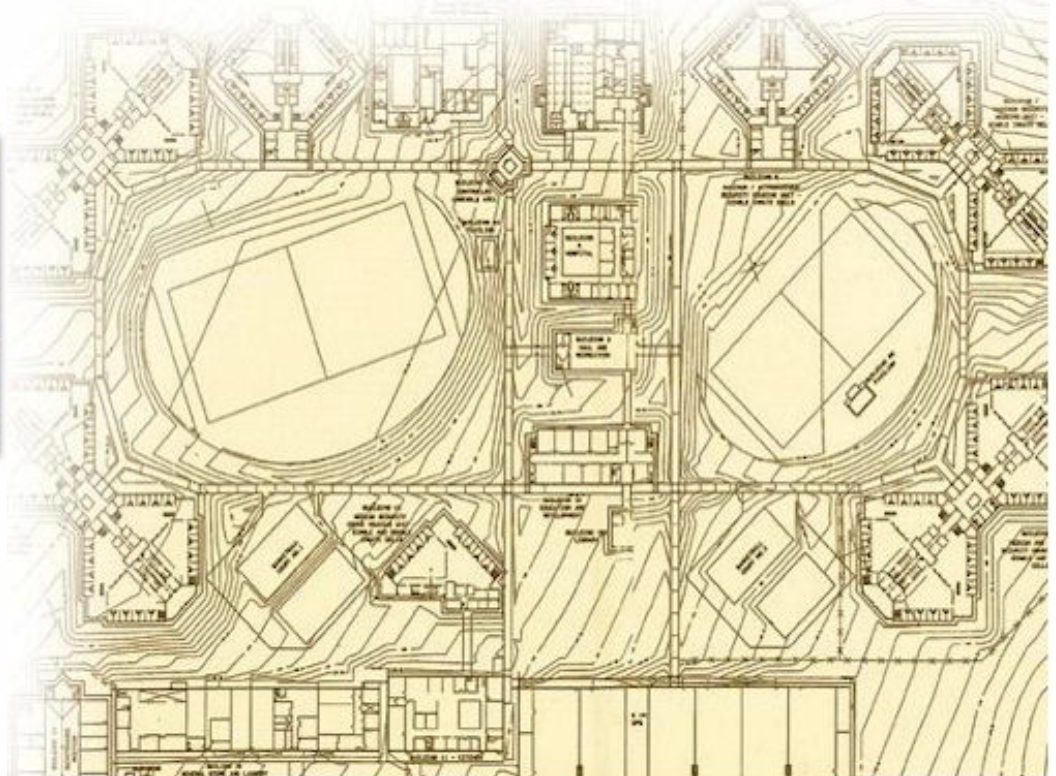
The level of the prison population compared to the available accommodation capacity clearly indicates that South African prisons are seriously overpopulated. Graph 3 indicates the magnitude of overpopulation in respect of the past 5 years, expressed as a percentage.

The building of new prisons and the upgrading or extending of existing facilities alleviates overcrowding and enhances living conditions of prisoners to some extent. Table 8 reflects the increase in accommodation as a result of new prisons that are under construction.

Table 8: New prisons completed or under construction during 1999		
Province	Project	Accommodation gain
KwaZulu-Natal	Empangeni prison	1 392
KwaZulu-Natal	Kokstad Super Maximum	1 440

The upgrading of support structures also received attention, as reflected in table 9 below:

Table 9: Support structures completed or under construction during 1999		
Province	Project	Accommodation gain
Mpumalanga	Witbank raw material store	Under construction
Western Cape	St Albans production workshop	Under construction
KwaZulu-Natal	Napierville administration & parole centre	Completed
KwaZulu-Natal	Napierville store and garage	Completed



The Department is responsible for the maintenance of all correctional facilities, which is done in conjunction with the Department of Public Works that is responsible for all state facilities. Thirteen prisons were renovated and upgraded during the year, with six more prisons in the process of being renovated.

Another way in which the Department is addressing the overcrowding of prisons is by means of the Asset Procurement and Operating Partnership System (APOPS).

APOPS is an innovative procurement tool that will allow for more efficient and cost-effective service rendering. It involves a contract between Government and private consortiums according to which the Government will pay private consortiums for providing services which were negotiated and agreed upon between both parties.

The Department is currently in the process of securing contracts for two APOPS prisons. The prisons that are to be built at Bloemfontein and Louis Trichardt are both maximum-security facilities with a bed capacity of 2 928 and 3 024 respectively.

Construction work will commence once final Cabinet approval has been granted and the Government has signed the contracts, which are both for a 25-year period.

Young offenders

The Department regards all persons under the age of 21, including children under the age of 18, aged prisoners, female offenders and those with disabilities as a special category of offenders.



Their needs therefore have to be specifically addressed. The Department is also of the opinion that this special category of offenders should be evaluated in terms of the broader South African issues. This principle should also apply in the search for the best solutions to the issues.

In line with the UN Convention on the Rights of the Child, the Department is committed to act in the best interest of children and young offenders in its care.

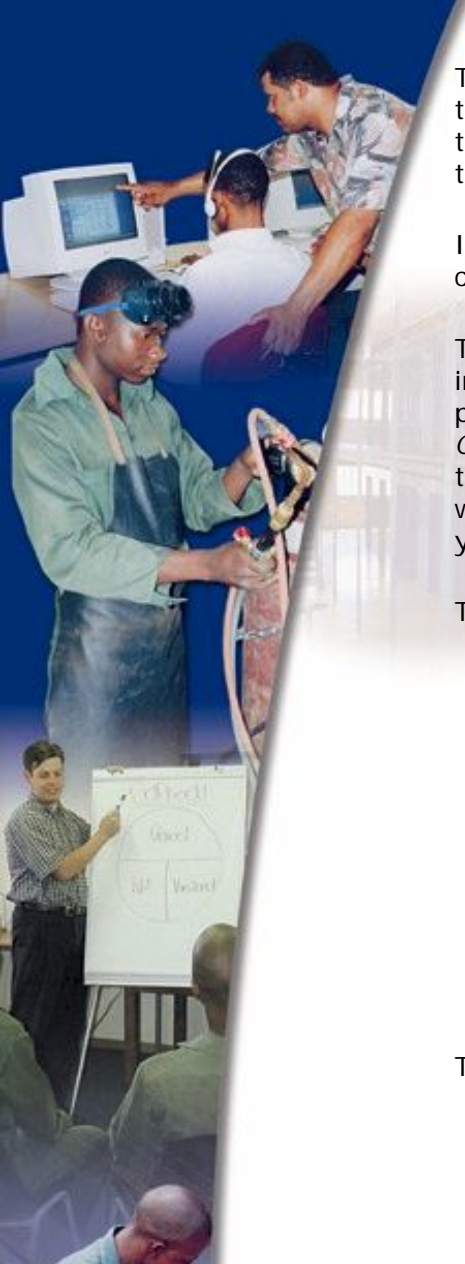
The Department also provides for separate detention facilities for young offenders in Youth Correctional Centres. During 1996 it was approved that prisons which provide solely for the separate detention of young offenders be known as *Youth Correctional Centres*. The objectives of Youth Correctional Centres are, *inter alia*, the provision of distinctive custodial, treatment and development programmes as well as religious care in an environment which is conducive to the development of young offenders.

The Department has 10 Youth Correctional Centres that are situated at:

- Durban in KwaZulu-Natal
- Brandvlei in the Western Cape
- Hawequa in the Western Cape
- Barberton in Mpumalanga
- Groenpunt in the Free State
- Leeuwkop in Gauteng
- Rustenburg in North-West Province
- Emthonjeni Youth Development Centre at Baviaanspoort in Gauteng
- Kroonstad in the Free State
- Ekuseni in KwaZulu-Natal

The Department also has two Youth Correctional Facilities that are situated at:

- Drakenstein in the Western Cape for young offenders who do not wish to take part in development programme
- Pollsmoor Medium A in the Western Cape for young offenders awaiting trial.





The Department is affiliated to the National Programme of Action (NPA) and the National Youth Commission. Both bodies have the interests of young people at heart and both are managed from within the Office of the President. The Department also liaises with other state departments, non-governmental organisations and community based organisations.

Its involvement in the NPA Steering Committee allows the Department to focus on special protection measures and on children with special needs as key areas.

Infants in prison with their mothers



A female prisoner may be allowed to care for her baby or young child who accompanies her on admission to a prison, or who is born in custody, for such a period as may be necessary prior to placement with relatives or care organisations. The accommodation of a baby or young child in a prison remains an interim measure and suitable placement outside of prison should be actively addressed. The Department is responsible for the sound physical, social and mental care and development of the baby or young child during its stay in a prison.

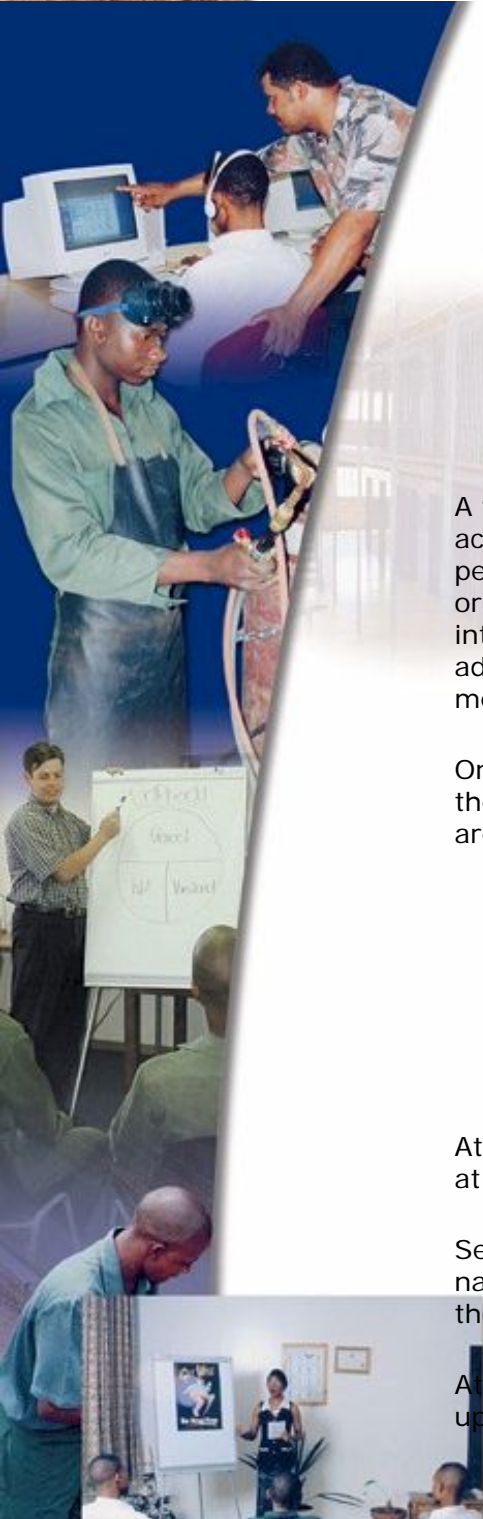
On 16 February 1999, after consultation with internal and external role-players, the Management Board approved a new policy on infants and young children who are with mothers in custody. This policy, *inter alia*, addresses the following:

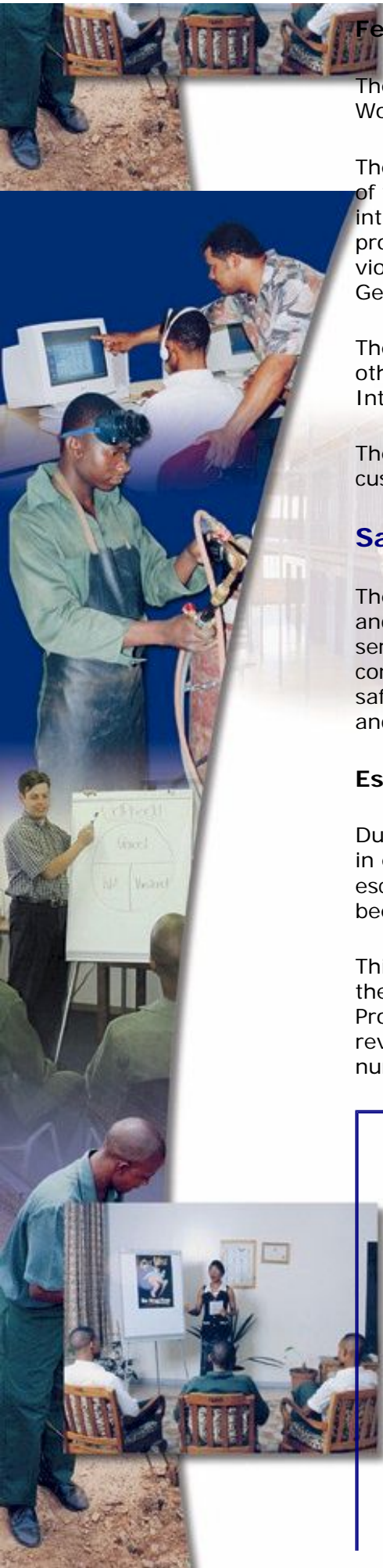
- the admittance of a baby or young child with a mother is only permitted when no other suitable accommodation and care is available at that particular point in time
- mothers with infants or young children are kept in a separate mother and child unit in a prison.

At the beginning of this year there were 180 infants in prison compared to the 207 at the end of the year.

Separate mother and child units have been established at various female prisons nationwide with a view to creating an environment that is conducive to fostering the relationship between mother and child.

At some prisons these units still require certain structural changes and general upgrading.





Female offenders

The Department participates actively in the affairs of the Office of the Status of Women that is managed from the Office of the President.

The Department has reaffirmed its commitment to the prevention and eradication of violence against female staff members, as well as female prisoners, through the introduction of various policies and improved gender sensitive and empowerment programmes over a five year period. This is an attempt to break the cycle of violence and in so doing to realize the Southern African Development Countries Gender and Development Declaration.

The focus has also been placed on female offenders through joint activities with other state departments on the occasion of national events such as the International Day of No Violence Against Women and National Women's Day.

The personal safety and development of female prisoners along with their safe custody is a priority to the Department.

Safety and Security

The safe custody of prisoners is one of the primary functions of the Department and as such is afforded very high priority. The Department is committed to quality service delivery by reducing the number of escapes from custody in order to contribute to the safety of the community. It is also a high priority to provide a safe and secure prison environment to ensure the personal safety of both prisoners and personnel.

Escapes

During the year the Department worked very hard to effectuate a further reduction in escapes and only 459 prisoners escaped from custody compared to the 498 that escaped during 1998. This performance could have been even better, had it not been for a few mass escapes that took place towards the end of the year.

This prompted the Minister of Correctional Services to take a personal interest in the matter and he subsequently launched workshops in all provinces during which Provincial Commissioners, Area Managers and Heads of Prison were requested to review their strategies and to develop effective plans to combat escapes. The number of escapes over the last five years is indicated in graph 4 below.



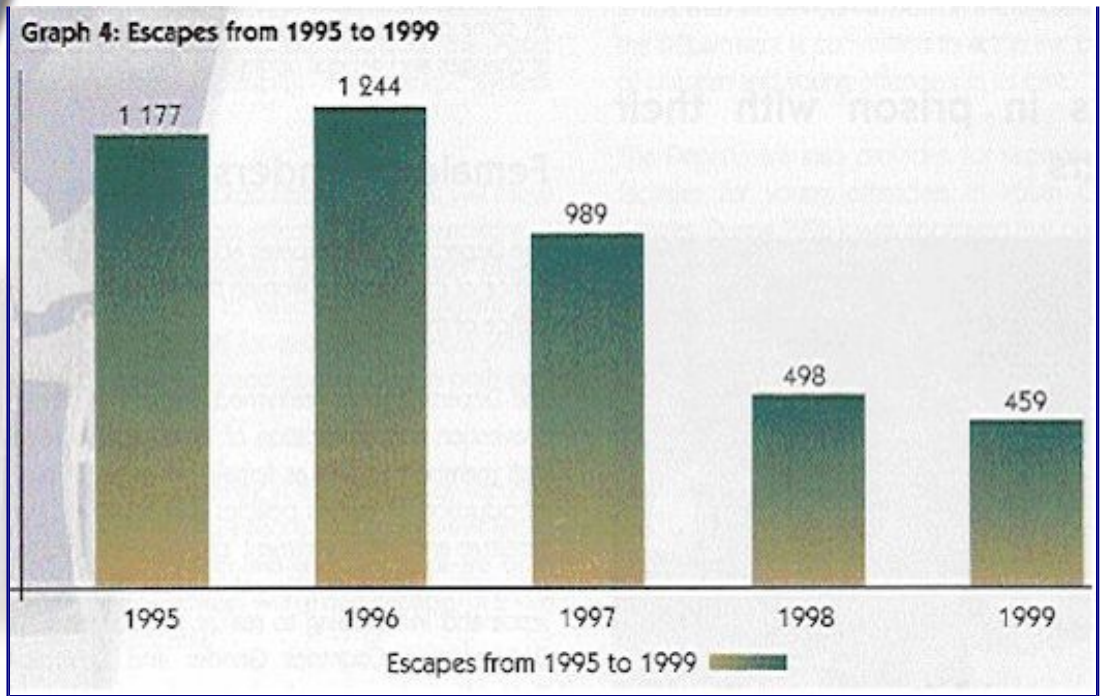
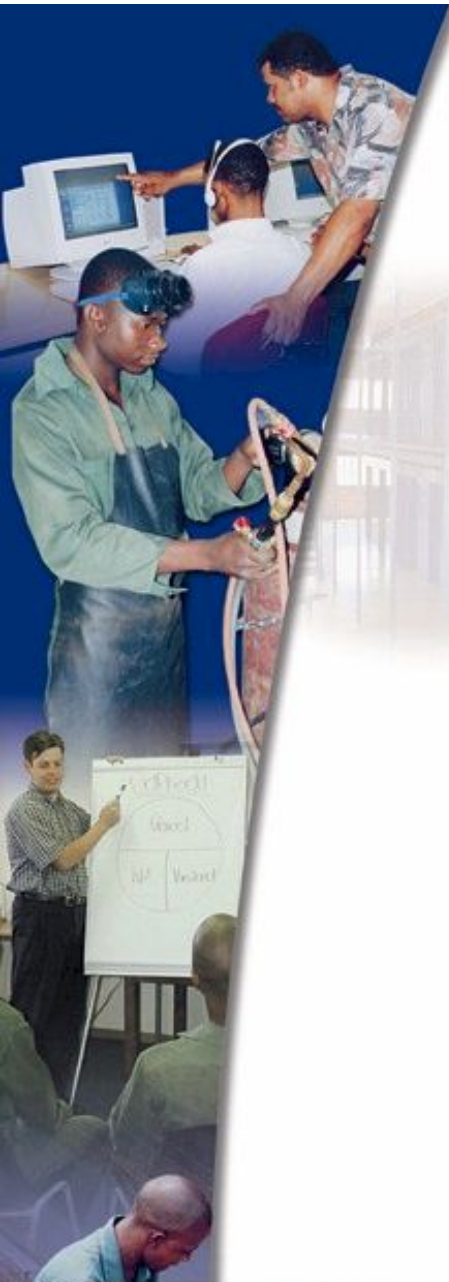
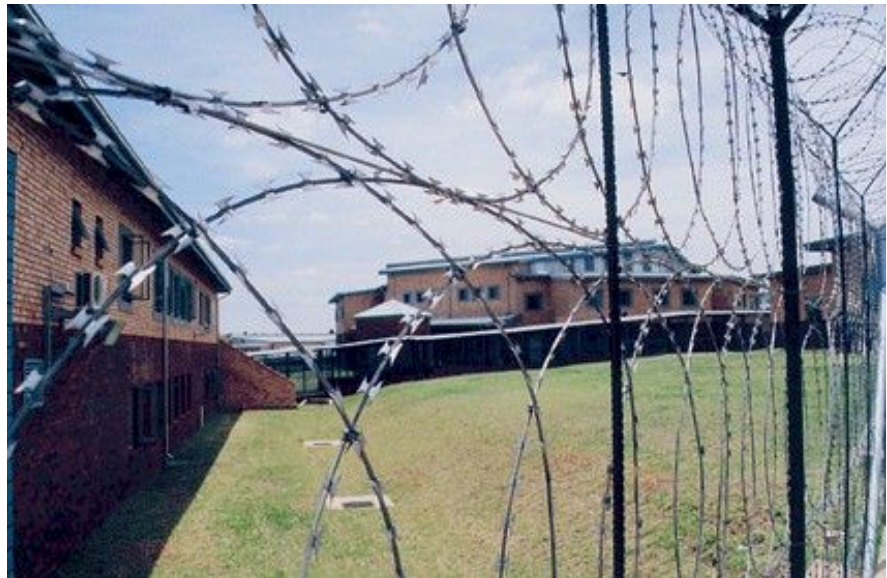


Table 10: Escape statistics for the periods 1 January - 31 December 1998 and 1 January - 31 December 1999

Escape category (from where escape took place)	Male		Female		Total	
	1998	1999	1998	1999	1998	1999
From prison	184	213	2		186	213
From work team (permanent staff)	185	161			185	161
From work team (temporary staff)	65	26		1	65	27
From public hospital	23	41	3		26	41
From court	10	6			10	6
During escort (in transit)	26	11			26	11
Total	493	458	5	1	498	459



Safety of prisoners and officials

Specific targets for the reduction of incidents of violence such as assaults by prisoners, by staff members on prisoners and by prisoners on staff members, were set for 1999. The results in this regard are indicated in the table below:



Table 11: Reported incidents of assault

Type of assault	1998	1999
Prisoner on prisoner	2 361	2 204
Personnel on prisoner	612	545
Prisoner on personnel	39	26
Total	3 012	2 775

The number of unnatural deaths that occurred in prison during 1999, as well as the comparative figures for 1998, are reflected in the table below:

Table 12: Unnatural deaths in prison during 1999 compared to those in 1998

Cause of death	1998		1999	
	Sentenced	Unsentenced	Sentenced	Unsentenced
Suicide	9	6	10	2
Assault	1	4	6	4
Shooting	1	1	3	0
Drowning	2	0	0	0
Other causes (e.g. accidents)	15	29	11	25
Total	28	40	30	31

Other security improvements

Security improvements that were introduced during 1999 include:

- the introduction of electrified stun devices for the protection of personnel
- the introduction of electrified stun transport belts for the safe custody of high risk/dangerous prisoners when in transit
- the launching of a pilot project for the installation of x-ray scanners and walk-through metal detectors at some prisons
- the completion of the second phase of the installation of electrified security fences at prisons
- the introduction of the concept of Super Maximum Security with the first such prison (at Kokstad) being in an advanced stage of completion.

A major project was also launched to review and align all security policies with the

new Act on Correctional Services. The review was also done with the aim of clarifying and indicating the responsibilities of managers on all the various levels of management.

The ratio between personnel and offenders is often used when comparing South Africa to other international correctional institutions. Unfortunately, the ratio in South Africa compares unfavourably with that in other leading countries. A year-end comparison between 1998 and 1999 will indicate that the prison population increased by 16 360 and this constitutes an increase of 11,18% for the year.

A comparison between the personnel/offender ratios for the 1998/99 and 1999/2000 financial year is reflected in the table below.

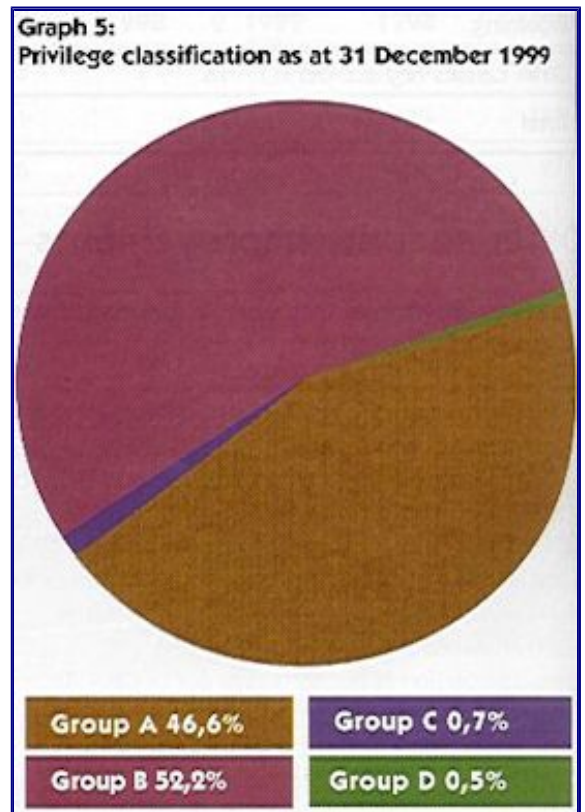
Ratio	1998/99	1999/2000
Personnel: prisoner	1 : 4,8	1 : 5,0
Personnel: probationer and parolee*	1 : 34	1 : 33
Total personnel: offender ratio	1 : 6,4	1 : 6,5

Classification of prisoners

Prisoners are categorised according to the risk that they pose to fellow prisoners, staff members and members of the community. Depending on the risk they pose they are placed in maximum, medium or minimum-security categories, which is also referred to as their custodial classification. The Institutional Committee is responsible for this classification process.

Custodial classification	Number	Percentage
Minimum	2 261	1,39%
Medium	68 773	42,90%
Maximum	16 665	10,25%
In process of classification	15 708	9,66%
Unsentenced/sentenced under two years	58 231	35,80%
Total	162 638	100%

In addition to the custodial classification system and for the purpose of behaviour regulation, sentenced prisoners are further classified into privilege groups, with prisoners in group A receiving the most privileges, and those in group D the least.



Distribution of sentences

Table 15: Distribution of sentences of prisoners admitted from 1995 to 1999 expressed as a percentage of the total number of prisoners for each year.

Length of sentence	1995	1996	1997	1998	1999
Twenty years and longer	0,49	0,56	0,57	0,89	1,14
Fifteen to twenty years	0,44	0,50	0,46	0,55	0,97
Ten to fifteen years	1,05	1,03	1,08	1,43	2,82
Seven to ten years	2,83	3,15	3,61	4,14	3,89
Five to seven years	3,88	3,69	3,62	3,68	3,35
Three to five years	8,60	8,36	7,55	7,66	6,95
Two to three years	10,00	9,21	8,81	8,75	11,66
Over six months to two years	17,66	18,20	18,60	18,58	19,33
Six months and less	54,11	54,80	55,10	53,76	49,31
Other categories	0,94	0,49	0,60	0,56	0,58
Total	100	100	100	100	100

Supervision and control over probationers and parolees in the community

In South Africa, as in the rest of the world, there is great concern regarding the continual escalation of the prison population. In the absence of alternatives to imprisonment, prison sentences alone have been relied upon to serve the penal functions of deterrence, retribution, protection of the community and rehabilitation. There is, however, little doubt that imprisonment is no longer the only effective form of punishment.

The Department is faced with a vicious cycle: the more prisoners, the more



inadequate the facilities, the greater the shortage of skilled personnel, the greater the influence of the prison subculture. This means less chance of rehabilitation and a greater chance of institutionalisation and recidivism, which in turn means yet more prisoners. This cycle has to be broken.

Most leading countries in penal reform have invested in alternative penal options which will make it possible to satisfy the community's requirements for retribution and protection, yet to keep offenders with less serious offences out of prison. One such option is correctional supervision.

A sentence of correctional supervision is a sentence in its own right which is served within the community and not in a prison.

Community corrections

Although correctional supervision has been a sentence option in South Africa for a number of years, it is continually re-evaluated and refined. An important milestone during 1999 was the amendment of official policy that aligned the conditions imposed in parolees with those that are applicable to probationers under correctional supervision. Official policy with regard to supervision was amended to include the stipulations of the newly introduced Correctional Services Act, Act 111 of 1998. Section 117 (e) of the new Act, which stipulates that abscondence is now a punishable offence, was implemented and it should serve as a deterrent to would-be absconders.

Community involvement

During 1999 official policy was formulated and adopted to provide a broader framework for the use of volunteers to perform certain tasks. This policy provides guidelines on the practical implementation of community involvement with specific reference to the utilisation of volunteers in correctional matters.

The policy now allows for maximum participation of community-based organizations, non-governmental organizations and non-profit organizations in the services rendered by the Department. A work study investigation was launched to look into the possibility of appointing an official at every management area who will be responsible for coordinating community involvement in correctional matters.



In terms of official policy, volunteers who have the necessary expertise can be

utilized by the Department to assist with the rendering of essential services such as to:

- present pre-release programmes to offenders who are due to be released or placed on parole
- present treatment programmes to offenders who are still incarcerated
- present correctional programmes to offenders at Community Corrections Offices
- compile and submit pre-sentence reports to the Courts with a view to determining a suitable sentence or treatment
- monitor offenders at their places of residence and workplaces and at the institutions or agencies where community service is rendered
- operate the whole community corrections component at remote places under the control of the local Head of Community Corrections
- provide necessary training to offenders during imprisonment and after placement of release, and to
- improve the skills of prisoners in order to facilitate their reintegration into the community.

This policy has been specifically designed to expand the capacity of the Department to fulfill its mandate. This new policy will be implemented during the year 2000.

Community integration

The Department revised its policy on community integration to ensure the successful re-integration of offenders into the community. The revised policy now also provides guidelines for the practical implementation of pre-release preparation.

It was imperative to find alternative and effective ways of creating a national database of all non-governmental organizations, community-based organizations and non-profit organizations at all community corrections offices. This database is aimed at putting in place effective support systems aimed at ensuring the successful re-integration of offenders into the community by increasing the quality of the treatment programmes presented to them.

Statistics with regard to community corrections

Table 16: Community corrections population for 1999 based on daily averages

Category	Under supervision		Absconders*		Total
	Male	Female	Male	Female	
Probationers	10 993	1 655	4 206	364	17 218
Parolees	20 984	675	18 133	352	40 144
Total	31 977	2 330	22 339	716	57 362

Table 17: Community corrections population as at 31 December 1999

Category	Under supervision		Absconders*		Total
	Male	Female	Male	Female	
Probationers	13 017	1 926	4 184	326	19 453
Parolees	22 904	753	18 178	318	42 153
Total	35 921	2 679	22 362	644	61 606

*** Note**

The figures are in respect of absconders at large for the period 1 January 1992 to 31 December 1999

Table 18: Success rate of community based sentences

	Correctional supervision	Parole supervision	Total
Number	19 240	28 536	47 776
Success %	88%	69%	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 19: Absconders traced during 1999

Correctional supervision		Parole supervision		Total
Male	Female	Male	Female	
1 783	133	4 894	69	6 879

Electronic monitoring

The Department conducted a research project to study the feasibility of implementing electronic monitoring in South Africa. Electronic monitoring takes place by means of a transmitter device that is attached to the ankle of the offender. This enables personnel to electronically keep track of the offender's movements.

The research findings confirmed that electronic monitoring is a viable option and these results were presented to the Department's Management Board who approved the system in principle.

On 31 March 1999, Cabinet approved the implementation of electronic monitoring on a national basis and the Department is presently negotiating the implementation of the programme. It is anticipated that 10 000 people will be supervised in this way by the end of March 2001. The aim is to increase this number by a further 10 000 probationers each year, until a total of 30 000 are on the programme.

After the initial capital costs, it is anticipated that ultimately this programme will significantly reduce the average cost of supervising parolees and probationers.



Cost implications

Community corrections is more cost-effective than imprisonment. During the 1999/2000 financial year, the budgeted per capita cost for offenders in the

community corrections system was R9.54 per day compared to a cost of R80.82 per day for prisoners. If the average community corrections population of 57 362 were to be kept in prison it would have cost the taxpayer an additional sum of R4 088 763 per day!

A comparison between the budgeted unit costs per probationer and parolee per day (per capita cost) for the 1998/99 and the 1999/2000 financial year is set out in the table below. The ratio between personnel and probationers/parolees is also shown for the same periods.

Table 20: Cost and ration comparison for the 1998/99 and 1999/2000 financial year

	1998/99	1999/2000
Probationer/parolee unit cost per day	7.99	9.54
Ratio between personnel and probationer/parolee	1:34	1:33

Humane detention and treatment of prisoners

One of the mechanisms that is being used to ensure a calm and satisfied prison population, is the management of a well-established and effective complaints and request procedure. The Department is well aware of the fact that such a procedure should be an accessible, effective and reliable system by means of which prisoners can air their complaints and grievances. To this end, the complaints and request procedure is aimed at:

- ensuring the effective management of prisons
- preventing frustrations from building up and avoiding unacceptable or destructive behaviour such as gang activities, riots, hunger-strikes and assaults
- exercising control over the complaints and requests by ensuring that they are properly recorded.

Physical care

Good nutrition in the form of a well-balanced diet is essential to ensure the physical well-being of prisoners. All food is prepared in prison kitchens in accordance with dietary guidelines and meal plans that are developed in conjunction with the Department of Health. Ration scales also provide for special dietary needs such as medical diets and religious requirements.

Caterers used to be trained externally, but this proved to be costly. During this year two staff members received specialized training at a tertiary institution, and in turn they now give training in a basic chef course to would-be caterers at the Department's training centre in Krugersdorp.

A revised manual for food handlers was developed to serve as an internal training tool. The manual will empower prisoners working in prison kitchens with the necessary skills and knowledge and will serve to improve services and hygiene in prison kitchens. The manual will also prepare prisoners for further internal or external training.

The ration scale for female prisoners was amended in order to minimize the disparity that existed between the ration scales for male and female prisoners. This also aligns the Department with the stipulations of Section 9(3) of the Constitution that prohibits any form of discrimination against anyone based on gender, sex, etc.

During the year a decision was taken to replace the well-known green prisoner clothing with orange clothing. The aim of this is to make prisoners more conspicuous when in the community. As many organisations have corporate dress of a similar green colour the identification of prisoners is problematic. The new clothing will be introduced systematically to ensure that existing green prisoners clothing is utilized before being replaced.

Health care

The national Department of Health is in the process of transforming health services to ensure that every citizen of this country has access to basic health care. The Department of Health identified primary health care to be the most suitable vehicle to render a comprehensive health care service to the community. The Department is therefore similarly obliged to render primary health care in line with the White Paper on the Transformation of Health Services and the Restructuring of The National Health System for Universal Primary Health Care.



Medical services

Currently the Department is in the process of deliberating formal service agreements for medical and dental services with the various Provincial Governments (Health Departments), as required by Treasury Instruction, Chapter "S". This implies that the district medical officer and dental services historically provided by the Department of Health as a "free" service will no longer be provided to this Department as such. This implies a necessary and direct increase in the Department's Health Care budget.

Although 14 new posts for pharmacists were created on the post establishment, successful recruitment has not yet taken place due to the public service salary structure for new appointments, which is not competitive with that of the private sector. To enhance the Department's capacity to render a proper health care service, a further 43 posts for pharmaceutical assistants have been created, but these are only due for financing in the next financial year. Once financed, recruitment and training will commence.

The Department has obtained approval from the Office of the State Tender Board to participate directly in national contracts for pharmaceutical and related supply contracts. This allows for better monitoring and control systems to be established for audit purposes.

A policy decision was adopted to align procurement practices with the guidelines published by the National Drug Policy Committee and published in the "Essential

Drugs List and Treatment Guidelines for South Africa" at both primary and secondary levels of care.

The Department adopted a five-year plan on health to improve the quality of service that is rendered and to transform health services.

Special provision is made for the medical and general care, development and stimulation of infants or young children who are in prison. This comprises:

- care and services on programmes for pregnant women in prison in order to improve pre- and antenatal care of the mothers
- enhancement of the mother-child relationship and effective parenting and child care
- empowerment of mothers in prison with regard to their maternal role and responsibility
- responsible placement of infants or young children who should no longer be accommodated in prison
- health care services to infants or young children for as long as they are in prison, including disabled infants or young children.

The Department has taken steps to ensure that prisoners who are ill are catered for within its own resources. Prisoners are only sent to public and private hospitals if there are no other options. The following table indicates the number of admissions to private and public hospitals over the last two years.

Table 21: Admissions to private and public hospitals

Month	1998		1999	
	Private	Public	Private	Public
January	276	370	142	467
February	289	386	97	556
March	279	358	71	451
April	317	362	73	376
May	368	349	53	484
June	164	462	60	444
July	130	487	36	505
August	67	438	25	511
September	78	491	13	437
October	117	422	4	484
November	48	409	5	551
December	111	346	1	293
Total	2 244	4 880	580	5 559

The Department achieved the significant result of reducing the number of prisoners admitted to private hospitals from 142 in January to only 1 in December 1999.

HIV/AIDS

HIV/AIDS strategies include awareness campaigns that are aimed at ensuring that all employees and prisoners have access to HIV/AIDS information.

A HIV/AIDS 5-year action plan was developed and submitted to the National Department of Health for inclusion in the National HIV/AIDS Action Plan to strengthen and improve awareness of HIV/AIDS.

A comprehensive Work Place HIV/AIDS policy was negotiated in the Departmental Bargaining Chamber.

During the second leg of the Women in Partnership against HIV/AIDS Train Project, members and prisoners participated as the train moved from province to province. The Department also took part in the Partnership Celebrations and also signed the commitment scroll that was handed over to the President on World AIDS Day.

Personnel of the Department participated in a Digital Video Conference between South Africa and the USA, a program that commemorated World AIDS Day. Various activities were launched in various Management Areas and Prisons in support of those infected and affected by AIDS.

Nurses, social workers, psychologists, custodial personnel, prisoners and probationers were trained in the management of HIV/AIDS. The Department established a partnership for HIV/AIDS with the Department of Health, Justice, the SAPS and Non-Governmental Organizations such as the Aids Training Information Centre.



Table 22: Registered HIV positive and AIDS cases as at the last day of each month

Month	1998		1999	
	HIV	AIDS	HIV	AIDS
January	1 262	53	1 693	86
February	1 325	47	1 590	67
March	1 392	47	1 835	111
April	1 359	59	1 789	68
May	1 426	66	2 111	110
June	1 447	75	2 116	135
July	1 417	72	2 153	106
August	1 446	69	2 216	131
September	1 549	100	2 276	133
October	1 688	112	2 290	129
November	1 765	109	2 400	136
December	1 745	107	2 600	136

Tuberculosis

A disturbing increase in the number of new tuberculosis cases has been noted.

Table 23: Number of prisoners with tuberculosis

Month	1998		1999	
	New cases	Total	New cases	Total
January	142	1 215	166	1 404
February	158	1 221	207	1 417
March	228	1 223	269	1 615
April	189	1 113	173	1 576
May	203	1 273	150	1 612
June	148	1 311	164	1 589
July	199	1 159	282	1 445
August	184	1 125	311	1 268
September	217	1 312	204	1 596
October	206	1 243	336	1 619
November	187	1 297	311	1 553
December	174	1 557	324	1 360

Training and development of personnel

A workshop was held in order to identify problem areas in the nursing and nutritional field and to find solutions. Training needs for health care and catering personnel were also identified during the workshop.

Provision of development services

The development and support of a prisoner forms an essential part of his or her incarceration. Various services are made available in order to provide for the prisoner's personal needs and to give him or her a better chance to lead a productive life after release from prison.

The aim of rendering professional services is to rehabilitate offenders and to contribute to their behavioural change and to prepare them for their reintegration into the community as productive and law-abiding citizens.

All prisoners, including the young, females, the elderly, and persons with disabilities are exposed to development programmes that are offered by social workers, psychologists, educationists and religious care workers.

Education and training

Where available, all sentenced prisoners have access to the following programmes. These programmes are aimed at providing prisoners with competencies, values and knowledge that are market related and need directed:

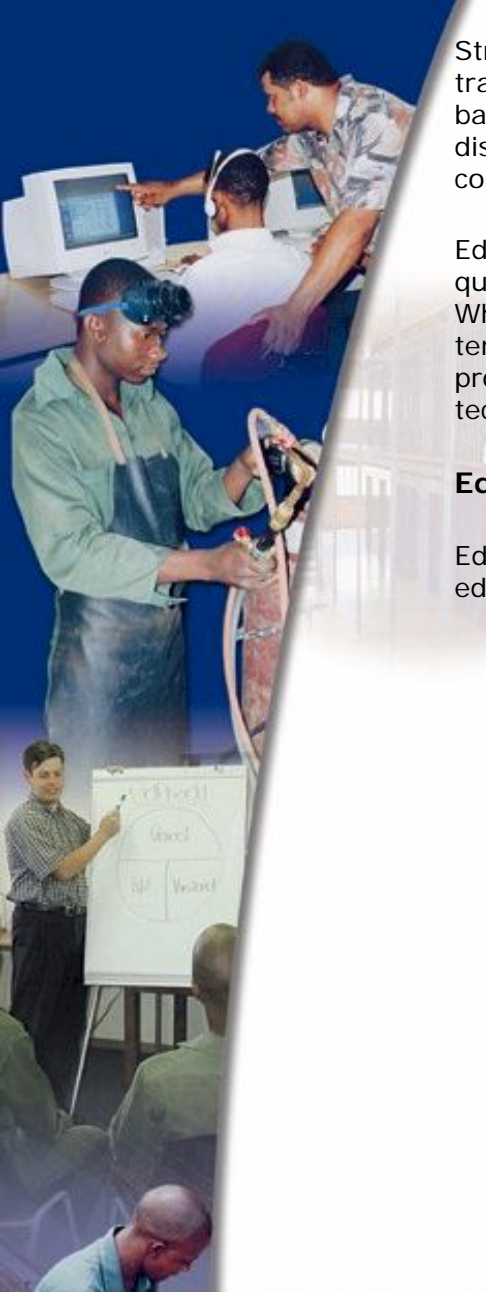
- Life-skills training and development
- Literacy training
- Adult Basic Education and Training (ABET)
- Main Stream Education
- Vocational Training
- Occupational Skills Training



- Recreation and Library Education
- Entrepreneurial Skills Training
- Computer Skills Training
- Distance Education

With regard to the development of young offenders, the focus is on the promotion and development of leadership qualities. A holistic approach is followed in which:

- young prisoners are motivated to actively participate in their own development and the realization of their potential
- a culture and atmosphere of development prevails
- sound discipline and cooperation between personnel and prisoners and amongst prisoners is upheld and maintained.



Structured daily programmes provide for participation in religious, education and training, social work and psychological services that are rendered on an interactive basis. Involvement in the structured daily programmes also enhances self-discipline and prepares the young people to lead responsible lives in the community after placement or release.

Education and training programmes are nationally presented at 81 prisons by 302 qualified educationist, assisted by selected and trained functional personnel. Where no qualified educationists are available, functional personnel as well as temporary personnel and volunteers present supportive education and training programmes, which focus on literacy and recreation. Prisoners with academic or technical qualifications are used as tutors.

Education

Education programmes are divided into two categories, namely formal and informal education.



Formal education programmes

The Department offers formal education programmes that fall within the guidelines of the National Qualifications Framework (NQF) and that meet the requirements that are laid down by the South African Qualifications Authority (SAQA).



Programmes for prisoners are provided for within the General Education and Training (GET), Further Education and Training (FET) and Higher Education and Training (HET) bands.

At the GET level, the Department provides Adult Basic Education and Training (ABET) programmes which incorporate literacy programmes and are provided from level 1 up to level 4. Level 4 is an exit level and is equivalent to grade 9 or standard 7. Lessons are offered in the various learning areas within the nationally accepted curriculum that takes the diverse needs of the offenders into account. The facilitators, who present need-directed classes to offenders in the prisons throughout the country, receive in-service training. From the 278 facilitators trained, 44 master trainers were identified who will continue with capacity building in their respective provinces. This has made it possible to increase the number of offenders who attend the programmes to a large extent.

Table 24: Students who participated in formal education programmes in 1999 compared to 1998

Programme	1998	1999
ABET level 1	1 297	2 208
ABET level 2-4	1 807	4 006
Secondary	3 328	3 387
Correspondence	371	551
Technical studies	-	1 049

The commemoration of the International Literacy Day on 8 September 1999 and Adult Learners Week from 5-11 September 1999 also served to raise awareness of the importance of literacy.

For the offenders who want to further their studies beyond the general education level, the Department offers the FEC band. Within this band there is provision for grades 10 to 12 and N1 to N3. Educationists, functional staff and volunteers conduct full-time contact classes in various fields of learning.

The programmes that fall within the HET band are provided through distance education and in close consultation with the relevant tertiary institutions.

Life-skills programmes are in many ways integrated into the formal learning areas that are provided for in the formal curriculum. In other instances, life-skills are incorporated into a fully-fledged learning area referred to as "Life Orientation". This is an examinable learning area that provides credits towards obtaining a qualification.

Life-skills programmes are, however, also presented as separate programmes that do not form part of a formal learning programme. In such cases the completion thereof does not count towards achieving a formal qualification, although some form of recognition is provided for attendance.

The assessment, evaluation and accreditation of learners, as well as of the formal education programmes is done through the various provincial education departments, accrediting bodies and tertiary education institutions.

An increase in the learner enrolment can be attributed to two factors:

- the ABET facilitators and master trainers further increased capacity
- the increased use of volunteers at small prisons where there are no qualified educationist.

The Department has partnerships with national and provincial education departments and a variety of relevant NGO's, CBO's, as well as tertiary institutions, and is represented on the following bodies/forums:

- Inter-government Departmental Committee on ABET (IDC)
- Interim ABET Advisory Board (IAAB)
- Provincial ABET councils

Informal education programmes

Informal education programmes include sports and recreation programmes and the provision of a library service. Educationists and functional personnel present the informal programmes on a need-orientated basis and programmes include basic skills in the various sports codes and recreational programmes.

There is a close working relationship with the Department of Sports and Recreation on national level and with the various provincial departments that are tasked with sport and recreation. The Department works closely with various sports federations, clubs and groups to provide quality sports and recreation programmes for the offenders. This wide network of partners has resulted in the implementation of various ambitious projects like Recreation South Africa (RECSA), the South African Games and Leisure Activities (SANGALA), a National Choir Competition and various tournaments in prisons that have offered offenders opportunities to become involved in sport and recreation.

Table 25: Informal educational programmes

Programme	1998	1999	% change
Recreational educational programmes	25 453	12 419	-51,2%
Specially organized sporting events	12 801	13 358	+4,3%
Number of libraries	109	127	+16,5%
Library: number of readers	37 482	58 519	+56,1%
Library: number of books issued	150 127	158 495	+5,6%

The National Choir Competition has had a very positive impact on the offenders who participated in it. The standard has improved compared to the previous year, and community interest in the competition has increased.

The NICRO National Creative Awards Competition for prisoners has grown from strength to strength. In 1999 the National Competition was held in Durban and the high level of competitiveness was clearly evident. The ripple effects and significance of this competition are incalculable.

A library and information service is offered in conjunction with the provincial education departments that run the Provincial Library Services. Libraries provide support to the formal and informal education programmes by providing reference works and also provide leisure reading opportunities in the form of fiction and magazines.

Life-skills programmes also form part of the informal education programmes. They involve basic survival skills, personal management skills and a wide range of skills that enable individual offenders to be able to function effectively in the community, both in groups and as individuals.

Training

Technical training programmes are offered on the need-oriented and market-

related basis. Training is provided in close co-operation with various external role-players, including non-governmental and community based organisations and the Department of Labour. Programmes are accredited with recognised training boards, which allows for the transferability of credits and qualifications. ABET programmes are in many way integrated into technical training in order to provide balanced and integrated approach.

The Department categorises training into vocational, occupational and computer-based training.

Vocational Training

Vocational training is subdivided into building, workshop and hairdressing training. Upon completion, a prisoner receives a diploma or certificate from the Department of Labour or relevant industry board through which artisan status can be obtained.

Building training is provided at accredited building training centres and it is aligned with the Skills Development Bill. Training is provided in accordance with the competency-based training system.

Workshop training takes place at eight fully equipped workshops where training is provided in trades related to the wood and metal industries.

The decrease in the number of prisoners involved in workshop training can be attributed to two factors, namely the trainer: learner ratio of 1:15 and the scarcity of technical educationist and instructors.

Table 26: Prisoners involved in vocational training programmes

Category	1998	1999	% change
Building training	593	714	+20,4%
Hairdressing training	113	67	-40,7%
Workshop training	1 056	575	-45,5%
Total	1 786	1 356	-24,0%

Occupational Skills-Training

This training represents those fields in which artisan status cannot be obtained, but prisoners can be equipped with need-orientated specialised basic technical skill in more than 60 fields. Nationally recognised certificates are issued in co-operation with recognised external institutions. These fields include woodworking, metalwork, needlework, pottery, fencing, leatherwork and building skills. Agricultural training is provided in three main fields, namely livestock, crop farming and mechanised farming.

Table 27: Prisoners involved in occupational skills training

Type of training	Courses presented		Prisoners involved	
	1998	1999	1998	1999
External career-directed training	154	169	2 378	2 226
External agricultural training	24	323	450	962
Internal career-directed training	136	337	1 833	1 266
In-service training	61	79	679	849
Entrepreneurial skills training	112	103	1 674	2 212
Computer skills training	-	47	-	580
Total	487	1 058	7 014	8 095



Prisoners are also trained under the Department of Labour's Scheme for Unemployed Persons that reserved R2 million for prisoner training.



Prisoners equipped with technical skills are equipped with entrepreneurial management skills to enable them to manage their own businesses.

As part of the initiative from the National Crime Prevention Strategy (NCPS), the Department is in the process of erecting 14 new training centres. This will build capacity in respect of the training of prisoners in basic occupational skills. This project is managed in co-operation with the Department of Public Works.

Computer based training

Prisoners receive training in basic computer skills at various training centres. Advanced training is provided at two multi-media computer-based training centres, which were established at Malmesbury and Barberton. These programmes assist prisoners with their studies as they offer advanced programmes.





Labour by prisoners

It is important to cultivate a work ethic amongst prisoners in order to facilitate their reintegration into the community. It is therefore essential for prisoners to perform labour in workshops, on building sites and on prison farms to enhance and expand their skills, knowledge and competencies and also to eliminate idleness.

The Department has introduced a policy that prohibits gender discrimination in the performance of prison labour. Children under the age of 18 years will, in line with Government policy, not perform labour that is not appropriate for children of their age.



Table 28: Daily average of work opportunities provided		
	1998	1999
Building and maintenance	1 171	1 435
Agricultural Services	7 371	9 289
Production Workshops	2 440	2 998
Maintenance Workshops	697	877

Social work services



Social work services is aimed at providing professional social work services to help offenders to cope more effectively with their problems in social functioning and prepare them for reintegration into the community as productive, law-abiding citizens.

The number of social workers increased from 337 at the end of last year to 483 on 31 December 1999. The result is that social work personnel are now in a position to reach a greater number of offenders when presenting programmes, thus increasing offender participation. With an approved establishment of 503, there are still a number of posts vacant resulting in a few management areas being without the services of a social worker. In such cases the services of external social workers are utilized.

The Department has decided to phase out the utilization of auxiliary social workers and to concentrate on suitably qualified social workers only.

A variety of treatment programmes are presented by social workers in prison:

- Life-skills programmes teach offenders the skills required for successful interpersonal living, problem-solving, decision-making, functioning in groups and active participation in social settings
- family care and marriage programmes focus on encouraging and maintaining family and marital relationships by offering prisoners counselling and support programmes
- alcohol abuse programmes teach offenders about alcohol and its impact on social functioning and well-being
- the drug abuse programme focuses on drug-related crimes and it endeavours to prevent drug abuse through knowledge
- orientation programmes address the possible adjustment problems of the offenders and are used as a support system for adaptation in prisons
- programmes focussing on the sexual offender address gender, moral and cultural issues in order to improve the offender's social functioning
- counselling is given to traumatised offenders to improve their mental health and emotional well-being by improving their personal skills
- preparation for release programmes involves the evaluation of offenders' readiness for re-integration into the community as well as preparation of the family to receive the offenders
- programmes on HIV/AIDS explain how the HIV virus is spread and how to avoid contracting HIV/AIDS, the importance of testing for HIV/AIDS and the impact on the offenders' sexual and social lifestyle.

Table 29: Participation in programmes presented by social workers

Programme	Group work	Individual interviews
Alcohol dependence	6 219	4 931
Drug dependence	3 532	4 159
Life-skills	14 349	17 709
Marriage and family care	2 081	41 956
HIV/AIDS counselling	2 333	3 640
Orientation programme	6 638	15 339
Supportive services	1 675	60 066
Trauma	442	2 473
Sexual problems	4 177	2 422
Agression	5 082	3 515
Other	2 152	16 573

Social work treatment covers a wide spectrum of social problems which prisoners experience. It can vary from support services to intensive counselling provided by means of either casework, group work and/or community work methods. Frequent use of external expertise is made in order to increase the quality of service and to reach a greater number of clients.

The statistics in table 29 reflect the number of group work sessions and interview sessions held during the year in respect of both prisoners and probationers. The figures on group work represent the frequency of sessions held and not the number of individual offenders. Participation in programmes is voluntary, except in cases where ordered so by a court of law.

In order to assist prisoners and probationers with their reintegration into the community, social work services are rendered in conjunction and close co-operation with external organisations, non-governmental organisations and community based organisations such as:

- the National Institute for Crime Prevention and Rehabilitation of Offenders (NICRO)
- Aids Training and Information Services (ATIC) and
- the South African National Council for Alcoholism (SANCA).

The Department participated in the launch of the 1999 Child Protection Week from 31 May to 6 June 1999. The campaign objectives were to raise public awareness on the rights of children, neglect of children and child abuse.

Psychological services

Psychological services are provided to sentenced prisoners, persons under correctional supervision and probationers in order to maintain or improve their mental health and quality of life.

Although the Department has 75 posts for psychologists only 44 posts were filled as at 31 December 1999. The lack of interest by psychologists to work in the Department can mostly be ascribed to the limited number of psychologists in the open market, poor salary packages and insufficient infrastructure.

In order to ensure that prisoners are able to utilize psychological services, the Department makes use of the following procedures to meet their needs:

- external registered psychologists are at times contracted in at the psychologists fee, where there are no departmental psychologists, but only when a medical practitioner or medical officer has referred the prisoner for psychological treatment
- prisoners can consult their own private psychologist at their own expense
- final year students who are busy with their MA degrees in Clinical or Counselling psychology provide services without remuneration under the supervision of the various universities.

Although the Department aims to address the psychological needs of all sentenced prisoners, it is an impossible task due to the limited human resources. The following persons, however, always receive priority:

- court referrals
- suicide risks
- persons with emotional problems, mental disturbances or persons who are under psychiatric treatment
- persons under correctional supervision or on parole who pose a threat or

danger to others in the community.

Prisoners can be referred to psychologists by the Institutional Committee, Correctional Supervision and Parole Board, personnel (e.g. heads of prisons, correctional officers), psychiatrists, medical practitioners or the family and relatives of a prisoner.



Table 30: Main categories and the number of persons seen

Category	Persons seen
Prisoners	10 538
Probationers	208
Parolees	50
Court referrals	191
Suicide risks	410

The treatment mainly consists of individual therapy, group therapy and/or family therapy.



Table 31: The number of persons involved in main therapeutic activities

Category	Number of persons involved		
	Individual therapy	Group therapy	Family therapy
Prisoners	8 001	1 090	184
Probationers	180	27	-
Parolees	22	-	-
Court referrals	186	4	-
Total	8 389	1 121	184



Other activities which psychologists were involved in are:

- interviews (complaints and requests)
- psychometric testing
- report writing
- Institutional Committee meetings
- training

From the information available it is apparent that not all offenders who were referred to psychologists could be seen. A total of 1 091 prisoners were therefore placed on waiting lists.

Psychologists also provide a structured programme, namely the Investment in Excellence Programme, to some offenders. This programme is a non-traditional education curriculum that teaches skills that release individual and/or group potential by changing old habits, attitudes and beliefs in order to bring about lasting change.

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

Religious care

Religious care aims to contribute to changing the offenders' behaviour by encouraging the acceptance of a lifestyle based on the acceptable values and norms of their faith. This is done in partnership with churches or faiths and other role players.

Religious care programmes take the form of:

- large group gatherings such as church or religious services
- small group sessions such as Bible/scripture studies, prayer meetings, catechism, audio-visual shows and need-directed group work
- personal interviews

Provision is made for offenders to observe the main religious festivals and holy days of all the different religions and faiths.

History was made during the year when the first two newly appointed female chaplains took up their responsibilities. This was in line with the Department's equity targets.

The Department makes use of community resource in the form of 2 096 religious workers representing 71 different churches or faiths who render religious care services to the offenders.

In its endeavour to render a professional service and to reach and impact on all offenders, the Department also makes use of external expertise from non-government organisations and community based organisations, such as:

- Prison Fellowship SA that aims at rebuilding the lives of offenders, ex-offenders, victims and their families
- New Life Behaviour Ministry that seeks to reconcile the offender with God, their families and the society
- The Alpha course that is aimed at introducing basic Christian principles to the offender.



- Scripture Union that aims to provide offenders with life-skills education.

The Bible Society of South Africa has donated R200 000 to the Department for Bible distribution to prisoners. The Gideon movement is also actively involved in the distribution of Bibles to prisoners. Religious literature, including the Quran is provided to prisoners through the religious workers.

The group "Athletes for Christ" collects money from churches each year for the printing and distribution of Bible Study material, *inter alia*, inside prisons.

Upon the release of a prisoner, the local faith or church leader is informed and requested to minister to the person.

The first Muslim Mosque inside a prison opened at Krugersdorp on 28 October 1999. The Department made the premises available whilst the Muslim Prison Board provided the remainder of the infrastructure.

International relations were maintained with:

- International Prison Chaplains Association
- Prison Fellowship International
- chaplains of Zimbabwe, Namibia and Botswana.

Preparations are well underway for the Department to host the International Prison Chaplain's Association, in August 2000, at Kroonstad.

The Department actively participated in religious programmes on various radio stations and on television, e.g. SABC and Radio Pulpit's weekly programme "A Friend in Need".

A number of staff members who were traumatised were supported by means of religious services, pastoral counselling and post-traumatic counselling. In addition to this, regular religious support was also rendered to staff members.



Table 33: Services rendered by religious workers and chaplains

	Religious workers	Chaplains



In respect of prisoners		
Large group gatherings: church or religious services	31 156	2 002
Small group sessions: Bible or religious studies, prayer meeting, catechism, audio-visual shows, and need-directed group work	21 067	958
Personal interviews	42 026	4 127
Other religious programmes	27 489	
In respect of personnel		
Interviews	-	3 642
Lectures	-	433
Group gatherings	-	800

Institutional committees

The objective of the Institutional Committee is to uplift the offender by means of behaviour modification based on a system of incentives, rather than punishment.

The Institutional Committees consist of multidisciplinary teams comprising custodial, educational, social work and psychological personnel, the latter where available.

These committees have decision-making authority in respect of the custodial classification of prisoners, as well as their participation in individual, sub-group and group programmes. Their involvement with a prisoner covers the entire period of his or her incarceration.

If the prisoner is dissatisfied with the Institutional Committee's decision, he may submit a representation to the Commissioner of Correctional Services who can revise this decision.

Reintegration into the community

Parole boards: The release and conditional placement of sentenced prisoners

Nationally there are 50 parole boards. The primary objective of these boards is to consider the conditional placement of prisoners serving sentences of longer than six months imprisonment once they have served their minimum detention period. Heads of prisons deal with prisoners serving sentences of less than six months imprisonment. Parole boards are asked to make one of the following recommendations:

- placement under correctional supervision
- placement under parole supervision/day parole
- release upon the full expiry date
- case to be reviewed at a later stage.

The parole boards dealt with 112 940 cases in respect of which the following recommendations were made:

Table 34: Recommendations of parole boards

Placement on day parole	378
Release on sentence expiry date	52 894
Parole placement	32 704
Placement under correctional supervision	5 253
Unsuitable candidate for conditional placement (case to be reviewed later)	21 711
Total	112 940

Community reintegration of young offenders

The Department aims to place young offenders in suitable employment once they leave prison in order to ensure their successful reintegration into the community.

Some young offenders possess the necessary job skills and only require job placement assistance, whereas other young offenders may need additional job training and skills before they become "marketable". Therefore the Community Integration component, in consultation with other experts, provides the following specific services to young offenders:

- vocational testing
- vocational counselling
- vocational training
- job counselling
- job hunting and interview skills
- skills and job placement assistance



The standard pre-release programme is presented in consultation with social workers, educationists, psychologists and religious workers. It is presented in the last phase of imprisonment and is aimed at preparing young offenders for placement and resettlement.

Young offenders whose dates of placement have already been approved are motivated to apply for temporary leave. Section 44 of the Correctional Services Act, 1998 (Act 111 of 1998) authorizes the Commissioner to grant permission to young offenders to leave the prison temporarily in order to:

- promote or re-establish family ties by means of visits to their homes
- participate in therapeutic programmes outside prison, and to
- visit public places like shopping centres under supervision to orientate those who have served long sentences in respect of services rendered within the

community.

Concerns with regard to the management of offenders

The contents of the chapter on the management of offenders indicate the following problem areas that are experienced in the management of the offender population. The Management of the Department is aware of this and is continuously addressing these matters to the best of its ability. Some of these problem areas are, however, chronic and solutions are not simplistic.

- the severe overcrowding of prisons countrywide, particularly with regard to male prisoners, that renders the available infrastructure inadequate
- the prevention of escapes from prison, especially in the face of an inflated prison population which puts additional strain on resources, combined with the fact that many of our prisons buildings are old and inadequate in terms of modern security standards
- the increase in the average length of prison sentences which negatively impacts on the prospects of the future prison population
- the high percentage of awaiting-trial prisoners who have to be accommodated in prison and who take up accommodation and facilities that could otherwise have been utilized for the accommodation and development of sentenced prisoners
- the escalating cost with regard to the physical care of prisoners
- the growing threat posed by the Aids/HIV problem
- the difficulties involved with the rendering of adequate development programmes to prisoners within a severely overpopulated system
- the inability to employ suitably qualified persons to render psychological and related specialised services mainly due to the uncompetitive salary structure
- the obstacles faced in the efforts to ensure the successful reintegration of prisoners into the community after completion of their imprisonment - such as the hostile and uncooperative attitude on the part of many community members towards the perpetrators of crime.



Management of assets and resources

Introduction

The objectives with regard to the management of assets and resources are:

- the provision of sufficient facilities and infrastructure
- the optimization of industries within the Department to promote self-sufficiency and to generate opportunities for the development and training of prisoners
- capitalization on information technology to improve organizational and managerial efficiency
- the administration of sound logistical procedures
- the provision of a sound and effective communication service, both within the Department and with the external world
- the provision of a sound legal service
- to provide a reliable system of service evaluation including proper internal audits and the combating of corruption within the Department
- the rendering of a strategic and corporate planning support service.

Facilities management

The objectives with facilities management are to create work and training opportunities for prisoners, to obtain a return on the investment and capital put into the Department's infrastructure, and to contribute towards self-sufficiency.

The facilities referred to comprise prison farms, production and maintenance workshops and building works.

Infrastructure provision and improvements

The Department is responsible for the maintenance of all correctional facilities in accordance with sound business principles. The maintenance of all facilities is done in conjunction with the Department of Public Works that is the guardian of all state facilities.

Table 44: New prisons under construction or completed in 1999

Province	Project	Accommodation gain
KwaZulu-Natal	Empangeni prison	1 392
KwaZulu-Natal	Kokstad Super Maximum	1 440

Table 45: New support structures under construction or completed in 1999

Province	Project
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Mpumalanga	Witbank Raw Material Store
Western Cape	St Albans Production Workshop
KwaZulu-Natal	Napierville Administration & Parole centre
KwaZulu-Natal	Napierville store and garage

Accommodation of staff members

Table 46: New accommodation for personnel completed or under construction

Province	Project	Accommodation gain
KwaZulu-Natal	Kokstad housing	114 houses 80 single quarters
Gauteng	Boksburg quarters	84 married quarters
Eastern Cape	JC Steyn	100 single quarters units
Gauteng	Leeuwkop dwelling flats and single quarters	84 houses

In order to improve effectiveness and efficiency, the Department has approved maintenance norms that will address areas such as the optimum utilization of under utilized artisans, optimum utilization of material and the rendering of a timeous and quality service to its clients.

Projects that were undertaken during the year include the upgrading of prisons, repairs to and the renovation of certain prisons and the upgrading of electrical installations.

Projects were undertaken and completed at the following prisons:

- Bizana
- Butterworth
- Idutywa
- Mount Ayliff
- Patensie
- Willowvale
- Mount Fletcher
- Edenburg
- Odendaalsrus
- Christiana
- Mogwase
- Zastron
- Eshowe

Projects are in progress at the following prisons:

- Modderbee
- Durban Westville
- Pietermaritzburg
- Pretoria Central
- Standerton
- Mafikeng

Industries

Manpower, material, method and machines are brought together in the transformation process to meet Departmental markets which include the Department's own needs and the needs of other state departments and parastatals.

The Department has 16 textile workshops for the manufacture of prisoner clothing and bedding and eight production workshops for timber and steel products. The product range includes furniture, steel trailers, prison locks, beds, mugs and kitchen utensils. Textile workshops manufacture prisoner clothing, shoes and also do upholstery.

The above-mentioned products were manufactured for the following markets:

- 68% for the Department's own needs
- 22% for other state departments
- 10% for civil servants

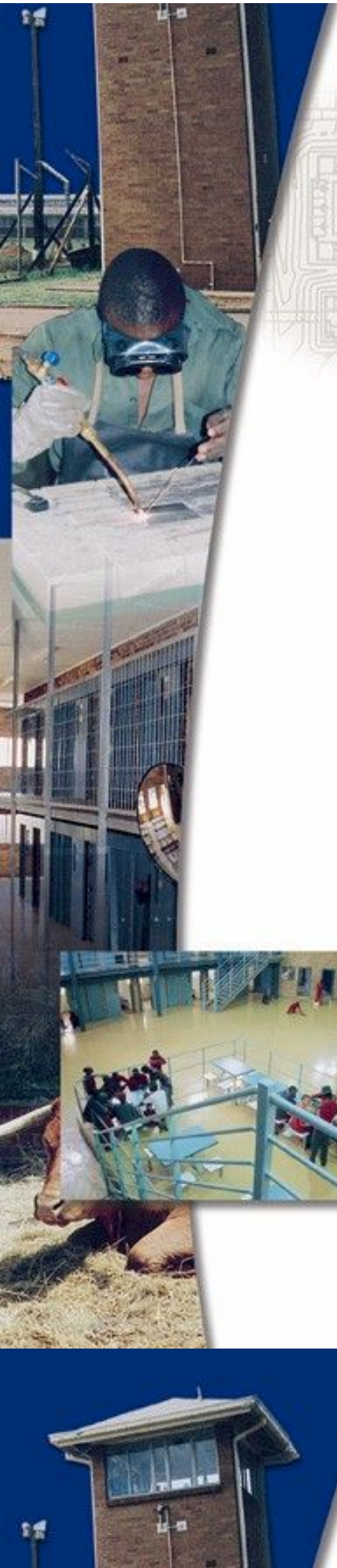
Table 47: Production performance against set objectives for 1998/9

Product	Objective	Actual production	Self-sufficiency %
Timber	27 873	27 398	91
Textile	1 361 100	1 361 100	89,7
Steel	183 504	102 762	56



A marketing brochure has been compiled with a view to promote these products with other state departments.

This is aimed at increasing the output of the workshops and in so doing



to increase the number of training and job opportunities for both offenders and staff members.

The following expansions to workshop capacity are in process:

- the establishment of production workshops at the Pietermaritzburg Prison that will create job opportunities for (+-)400 workers
- the establishment of production workshops at the St Albans Prison that will create job opportunities for (+-)500 workers
- the establishment of a new textile workshop at the Malmesbury Prison that will create job opportunities for (+-)50 workers.

The Department has 20 prison farms (40 000 hectares) and 116 vegetable gardens at smaller prisons.

The purpose of agricultural activities is to:

- supply job opportunities to offenders
- supply development opportunities to offenders
- ensure a positive financial contribution
- ensure the effective utilization of resources
- increase product self-sufficiency.

According to the statistics of the South-African Agricultural Union the physical volume of agricultural production in South Africa decreased by an estimated 2,5% during the 1998/1999 financial year.

This general trend was not experienced in the Department. The Department's agricultural performance reveals an increase as indicated in table 48.



Table 48: Agricultural production for 1998/99			
Product	1997/98	1998/99	Increase
Vegetables (kg)	9 646 483	11 671 212	2 024 729

Fruit (kg)	656 827	723 291	66 464
Red meat (kg)	522 219	535 348	13 129
Pork (kg)	1 586 638	1 671 162	84 524
Milk (litre)	5 762 734	5 935 237	172 503
Chicken (kg)	511 017	564 431	53 414
Eggs (doz)	1 202 683	1 305 516	102 833

Table 49: Agricultural self-sufficiency percentages for the last two financial years

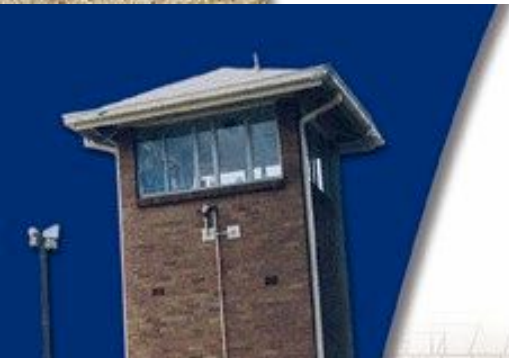
Product	1997/98	1998/99
Vegetables	65%	69%
Fruit	40%	44%
Red meat	34%	32%
Milk	39%	36%
Pork	89%	88%
Chicken	25%	26%
Eggs	77%	63%

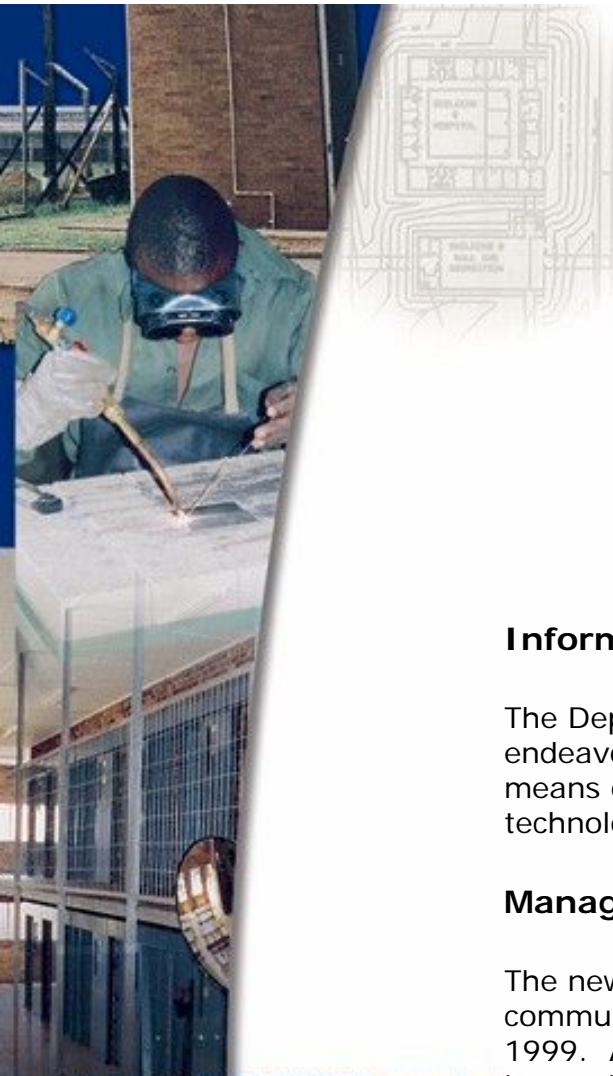
The Department is continuously investigating new options, methods and policies in order to enhance self-sufficiency, create job opportunities and to train offenders. To this end the Department has:

- revised the agricultural farm plan model
- revised the Price and Cost Policy for Agriculture
- conducted an annual market analysis of agricultural products
- presented a training course on the Agricultural Costing System
- developed a new Management Information System for Agriculture.

A number of feasibility studies were completed during the year. These include:

- the Losperfontein citrus orchard
- the new orchard at Atteridgeville
- the broiler unit at Klerksdorp
- the broiler unit in the Free State
- beef production at Mogwase
- aquaculture
- egg production at Douglas





Information technology

The Department's Information Technology and Technology Strategy endeavours to improve organizational and managerial efficiency by means of information and technology. It is aimed at capitalizing on technology as a personnel support instrument.

Management Information

The new departmental intranet that facilitates internal electronic communication was developed and completed at the end of October 1999. A departmental web page on the Internet was reconstructed, increasing international access to information on the Department.

New home pages were created for various directorates and provincial commissioners. The information on these homepages is updated on a regular basis.

Computer Literacy training courses were presented to 436 staff members who have access to computers. The training that is being offered includes:

- introduction to Microsoft Office 97 Suite
- Word
- Excel
- PowerPoint
- Outlook
- introduction to Microsoft Windows 98 Operating System
- introduction to personal computers (PC's).





Data Administration

Electronic data collection from all the computerized offices (Prison and Community Corrections Offices) and the extraction of this data into the Corporate Data Store were completed. This includes data from the Admission and Release-, Support- and Community Corrections System. The data is continuously updated.

Information on prisoners and probationers can now be retrieved from the Corporate Data Store, which is utilized countrywide through the departmental Intranet. This facility was extended to give access to National Intelligence and various sections of the South African Police Services.

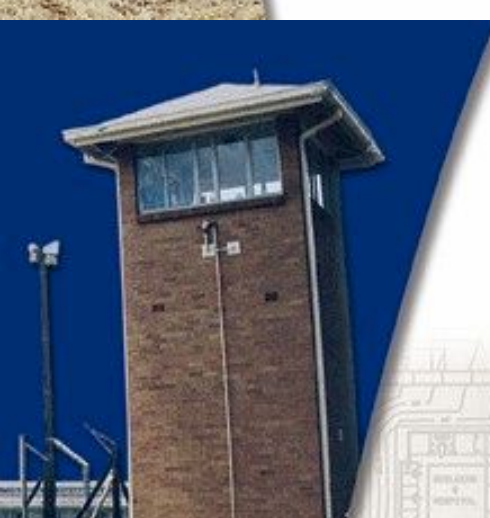
A home page has been designed that contains important policy directives on the management of prisons. The availability of these directives is important to the staff members who manage prisons.

The Electronic Data Interchange Project regarding releases and admissions was restarted after being discontinued for a year. The User Requirements Specification and Functional Specifications have been compiled. This is a venture of the Departments of Correctional Services, Justice, Safety and Security and Welfare and focuses on the admission, release and counselling of prisoners. The organization Business Against Crime, that is part of the Integrated Justice System, utilizes information regarding awaiting-trial offenders which is extracted from this Corporate Data Store.

An information technology library has been established. One of its main objectives is the eradication of all illegal software within the Department. All items (software and manuals) are labeled with a bar-coded label and issued as in the case with a normal library. The library currently contains 2 034 items.

Application Maintenance

A new Contract Administration System has been developed for logistics





and it is currently being tested.

All the systems in the Department were timeously checked and certified Year 2000 compliant.

With regard to operational requests on the Personnel System (PERSNAV), 1 0582 reports and 4 000 graphic reports were produced to support users and management.

Auxiliary Services

Information System Security (ISS) audits have been conducted in seven of the nine provinces, namely Gauteng, the Northern Province, the Eastern Cape, the Western Cape, Mpumalanga, the Northern Cape and the North West. The purpose being disaster recovery and prevention of unauthorised access to departmental computer systems and control access to these systems.

An awareness campaign on ISS was launched. An article has been published in the Department's personnel magazine, Nexus, and a monthly slot has been provided to ensure continuous communication with users.

ISS specific training courses have been offered to 34 staff members of the Department.

Facilities and Asset Management

The Y2K phenomenon prompted the replacement of 3 866 personal computer, which were found to be non-compliant.



Altogether 626 personal computers were purchased and installed for the Prisoners Development System. In addition, 304 personal computers were installed countrywide through the Management Information Systems roll out.

Networks



The Department has converted 120 sites countrywide from Token-Ring to Ethernet topology. This conversion entailed moving to a more manageable switching technology.

A total conversion of DOS to Windows 98 desktop environment was done and this created urgent training needs on the part of the users which were taken care of.

A countrywide replacement of PAS hardware systems from DECVAX machines to COMPAQ ALPHA, together with the upgrade of the NATURAL ADABAS software were completed.

The following projects are currently running and will continue:

- implementation of a fingerprint verification system for accurate identification of prisoners
- investigation on methods and the implementation of a system that will eliminate the carrying of cash inside prisons
- investigation of a prison access control system
- establishment of an electronic document management system
- establishment of Interactive Distance Learning, Video Conferencing, Health Care, Video Arraignment and televisions in prison cells
- implementation of NetMeeting as a desktop application conferencing feature on all departmental computers.

The IT Directorate has been plagued by a large personnel turnover, both with regard to its own employees and with regard to personnel of contracting companies.

Legal services

During 1998 the Correctional Services Act, 1998 (Act No.111 of 1998) was passed and the Directorate Legal Services embarked on a process to draft regulations that are in line with the Act. These regulations are currently with the State Law Advisers for final scrutiny.

The sections of the new Act dealing with the National Council, the Inspecting Judge, Independent Prison Visitors, Joint Venture Prisons, Internal Service Evaluation and Offences were proclaimed during February 1999 and others will follow in 2000.

The Department's legal advisors dealt with 251 civil cases, 85 motion applications and 98 arbitrations during the year. A total number of 792 written and oral legal opinions were also given on request.





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 disposal.

Logistics turnover

The logistics turnover amounted to R1 258 189 000 for the 1999/2000 financial year, compared to R1 201 903 000 for the 1998/99 financial year. Internal charges have been included in the logistics turnover.

Government vehicles

The Department currently manages a fleet of 2 978 Government vehicles with a value of R298 614 578. A total of 889 new vehicles to the value of R56 663 723 was added to the fleet during the 1999/2000 financial year.

The average distance covered per vehicle per month during the year was 3,400km. The number of vehicles involved in accidents during the same period was 416, and six were stolen.

The Department initiated a policy to criminally prosecute any official who uses a government vehicle without written authorization.

Computerized provisioning administration system

The installation of 29 new servers at a cost of more than R2 million will keep the Department in line with new technology and this will enhance the efficiency of the Provisioning Administration System.



The Logistics function in the Department is managed on a decentralized basis at 136 self-accounting stores, which administer 66 576 different inventory items.

Support to Small, Medium and Micro Enterprises (SMME's) and Previously Disadvantaged Individuals (PDI's)

During February the Department advertised in the media and invited local Small, Medium and Micro Enterprises (SMME's), as well as Previously Disadvantaged Individuals (PDI's), to register on the database of the Department which is utilized when inviting quotations. During the year, tenders to the value of R24 120 198 were awarded to SMME's, whilst the value of tenders awarded to PDI's amounted to R103 942 145. In this process the Department is contributing towards the empowerment of previously disadvantaged persons and small businesses.

The Department has also initiated a 14-day payment procedure in support of the cash flow to SMME's and PDI's to ensure that individuals are provided with payment within the shortest possible time. This procedure was also later adopted in the broader Public Service.

Destroying of firearms

The Department is proud of its contribution to a gun-free South Africa. During August 1999 a total of 2 518 phased-out firearms was destroyed by means of fragmentation. It was the first time that this method was used to destroy firearms.

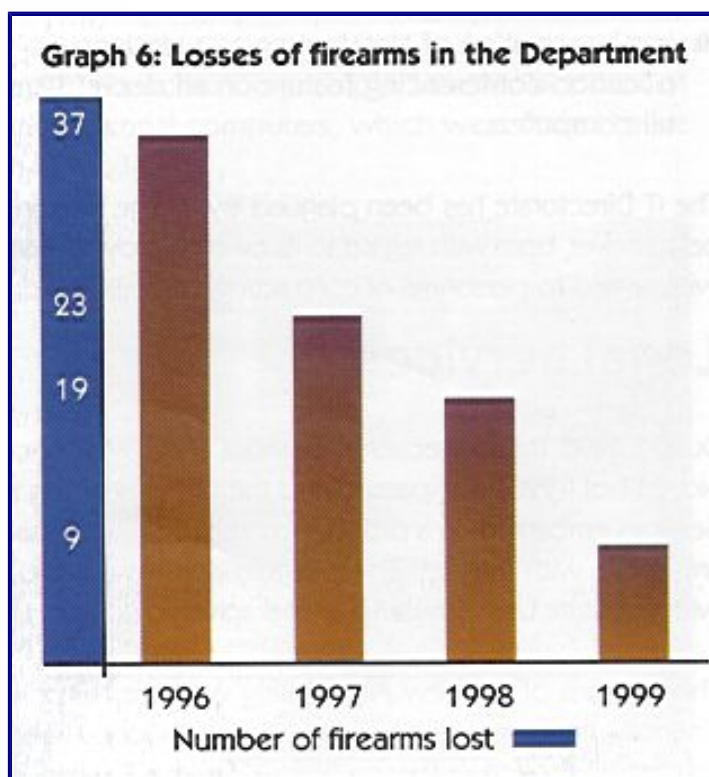
To ensure that all records have been correctly updated and that no firearm went astray, this project was carried out in co-operation with the Joint Investigation Team and the South African Police Services.



Curbing of losses of firearms

The Department initiated policy to criminally prosecute all officials who are involved in the loss of a firearm, resulting in a decline in the loss of

firearms during 1999. The following graph shows the declining statistics.



New fabric for the manufacturing of prisoners' clothing

During the year approval was obtained to change the colour of prisoners' clothing from cedar green to a bright orange fabric. The fabric will also be printed with the words "PRISONER" with a mirror-print on the reverse side to prevent prisoners from turning the garments inside out.

By changing the yarn from a double-fold to a single fold, a saving of R2 250 720 per annum was effected without a decline in the quality of the products.

Communication and marketing

Sound relations were maintained with the media and networks were established with the media at national and local level.

Besides day to day media coverage of incidents related to Correctional Services, issues that featured prominently in the media were:

- allegations of mismanagement against the Commissioner of Correctional Services
- involvement of the Minister of Correctional Services in the Inter-Ministerial Safety Cluster
- overcrowding in prisons
- the escape of prisoners from custody and the measures taken by the Department to curb escapes
- escape workshops that were held in various provinces by the Minister of Correctional Services
- Parliament's approval of Electronic Monitoring as an aid for



correctional supervision and parole supervision

- the impact of HIV/AIDS on the prison population and the availability of condoms
- legislation that allows procurement of new prisons under the Asset Procurement and Operation Partnerships (APOPS), and the building of the Supermax Prison in Kokstad
- incarceration of dangerous prisoners in CMAX facilities
- the care of female prisoners and their babies in prison

Table 50: Media liaison activities for 1999

Media releases	298
Media visits to prison	275
Enquiries by the media	921
Media interviews	552
Participation in media programmes	90
Assistance with media programmes	37

From time to time the Department allows production houses to shoot footage inside prisons for film and TV programmes, but only if it contributes to publicizing the realities within South Africa's prisons.

The Department is accessible world-wide through its newly established Internet website. Information on the Department is updated on a continuous basis. The web-site address for the Department is www-dcs.pwv.gov.za.

Internal communication

Internal communication (organisational communication) is the glue that keeps an organisation together.

The tempo at which change is taking place in the world and in organisations demands regular and sophisticated internal communication. Communication is the vehicle through which interest groups are informed, growth occurs and alliances are formed.

Workers need to be informed about the objectives of the organization and about their own individual responsibilities and expectations. Transparency within the Department leads to a trust and satisfaction amongst workers. Transparency is, however, only possible if there is proper two-way communication and personnel are encouraged to make contributions or to submit inputs in this regard.

In an organization the size of Correctional Services, it is imperative that the responsibility to ensure effective communication is also established at management area level. The establishment of posts for this purpose is currently in process.

Sufficient internal communication equipment and aids are available for effective internal communication purposes. Information is provided to staff members through the following mediums: memorandums, notices, facsimiles, electronic mail, internal newsletters, rumour line and by





means of an internal personnel magazine.

Publicity

Apart from its liaison with the media, the Department is giving further impetus to its commitment to be open and transparent by allowing interested parties and individuals controlled access to prisons. Providing information on the activities of the Department to stakeholders, as well as to the general public, is an ongoing commitment on the part of the Department.

Visitors to prisons this year included various Members of Parliament, including members of the Parliament's Portfolio Committee on Correctional Services, representatives of other statutory bodies such as the various provincial legislatures, representatives of relevant non-governmental organisations, visitors from abroad and members of the general public.

When considering requests for access to a prison or prisoners, preference is given to individuals and organisations that have a specific interest in correctional matters and those who can somehow make a contribution to the achievement of the goals of the Department. Although there is appreciation for the fact that, traditionally, prisons generate much interest from the public, the fact remains that access to prisons and prisoners should be limited to that which is reasonable and justified. The Department has an obligation to uphold the fundamental rights of prisoners, including the right to privacy. Furthermore, experience has indicated that such visits to prisons can have a disruptive effect on prison routine, as well as on the presentation of development programmes, and therefore it has to be limited.

Apart from visits to prisons, the Department has other strategies that are also aimed at informing the public and relevant organisations about correctional matters. This year altogether 85 exhibitions were held at a variety of locations. These exhibitions at public venues have proved to be valuable communication tools, for not only do they provide information about the activities of the Department, but they definitely also generate an interest in the Department. The creating of such awareness is of real value since the Department is to a large extent dependent on the support and cooperation of business and members of the community for the rendering of developmental and related programmes.

Other means of providing information that were utilized included:

- public addresses by members of management and official spokespersons
- the distribution of a variety of pamphlets and brochures
- the publication of a web page on the Internet
- open days at prisons that were attended by interested parties and members of the community, and
- the publication of the Department's personnel magazine, Nexus, which also reports on policy related matters.

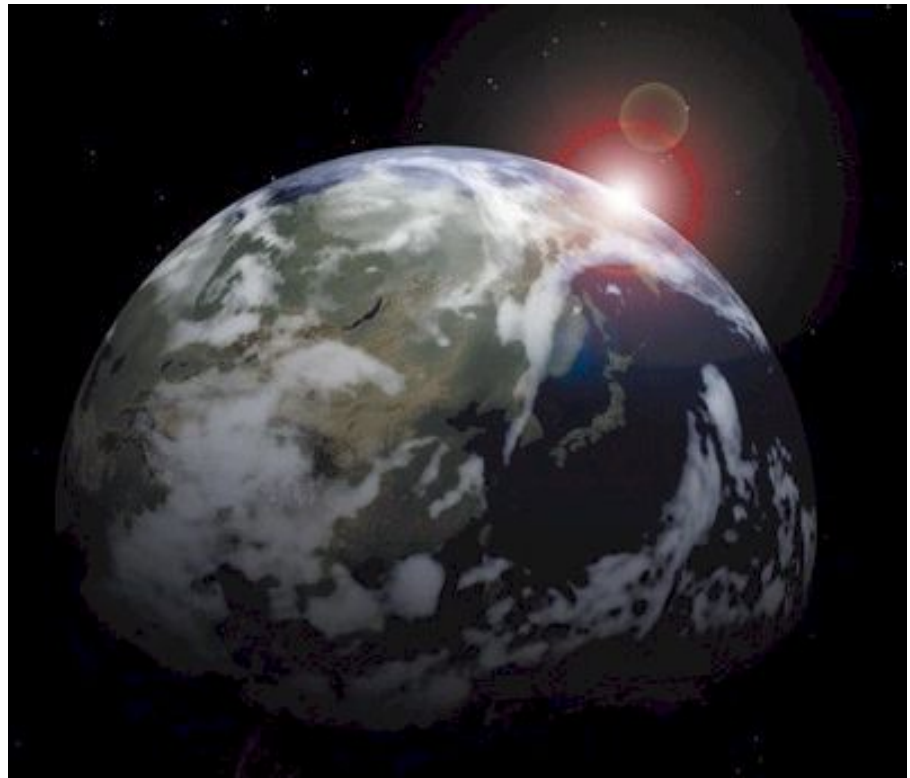




The Department's Museum on the premises of the Pretoria Prison also presented the opportunity for visitors to expand their knowledge of Correctional Services. During the year altogether 4 830 persons paid a visit to the museum. Many of these visitors were school children on organized tours. On these occasions the emphasis is mainly placed on the futility of crime.

International relations

The Department continued liaison with the United Nations Crime Prevention and Criminal Justice Division in Vienna, Austria.



The Interdepartmental Committee that consists of representatives of several stakeholders in the Criminal Justice System met on several occasions during the period under review in order to deal with United Nations and related matters. The Interdepartmental Committee mainly dealt with the preparations for the Tenth United Nations Congress on the Prevention of Crime and the Treatment of Offenders, which is scheduled to take place in April 2000 in Vienna, Austria. One of the major issues, which the Interdepartmental Committee dealt with, was the compilation of a Country Report that dealt with the main topics of discussion during the congress. The Department was responsible for the consolidation of all the stakeholders' inputs into one document. The printed document will be tabled during the Congress.

Table 51: International conferences attended by officials of the Department during 1999

Date	Country	Conference/Workshop
January	United States of America	American Correctional Association



February	Tanzania	Conference for Eastern, Southern and Central Heads of Corrections
March	Canada	International Prisons and Correctional Association
April	Austria	UN Conference on Criminal Justice
May	United States of America	American Jail Association
August	United States of America	American Correction Association
August	United Kingdom	Public Executive Programme
September	Bulgaria	Prison Chaplain's Conference
October	Hungary	International Corrections and Prisons Association
October	Trinidad and Tobago	Commonwealth Conference

Table 52: International visits to the Department during 1999

Month of visit	Country of origin	Number of Delegates	Department/Institution
January	Australia	3	Justice Department
February	United Kingdom	35	Psychologists at law
February	Swaziland	2	Swaziland Commissioner
March	Israel	5	Israeli Prison Service
March	United Kingdom	3	HM Prison Service
March	United States of America	2	New York University
April	Malawi	1	Malawian Commissioner
May	United States of America	2	North Michigan University
June	Australia	3	International Corrections Consulting Services
June	Australia	1	Griffith University
July	Swaziland	25	Swaziland Correctional Services
October	United Kingdom	5	Metropolitan Police Service
November	United Kingdom	3	HM Prison Service
November	France	26	Criminal Justice Personnel
December	Mozambique	3	Human Rights League

Table 53: International visits by officials of the Department during 1999

Date	Country	Purpose of visit
March	United States of America	Study tour





April	Taiwan	Conference/Study tour
April	United States of America	Receiving of Award (Medgar Evers - Dr Sitole)
May	Demark	Goodwill visit
May	United States of America	Sponsorship for Scholars
July	Sweden	World Police and Fire Games
July	Zimbabwe	Study tour
August	United Kingdom	Training of POPS and APOPS managers
October	United States of America	Goodwill/Study tour

Corporate planning

The Department has a constitutional obligation to align itself with the principles of sound government and efficient service delivery.

During November 1999, a national strategic planning session was held during which a five-year strategic plan was developed. This plan is aimed at enabling the Department to deliver in terms of its core business.

Strategic planning

During July, the Free State held a provincial strategic planning session in respect of both the internal and external analyses.

Provincial Heads of Strategic Planning held strategic planning sessions from 24 August to 24 September 1999 in preparation for the National Strategic Planning Session, which took place in Christiana during November.

The National Transformation Unit held two workshops during June and August. The purpose of these workshops was to give an account of the Transformation Unit sessions held, to provide information on key resolutions of the Transformation Unit and to obtain approval for the resolutions made.

Management Information System

The Management Information System (MIS) was implemented and the Business Portfolio System is now in place. The purpose of the system is to supply management with the correct information at the right time so as to enable them to execute their duties effectively and efficiently.

This system was deployed down to the level of Area Managers, Heads of Prisons and Heads of Community Corrections.

Deputy Commissioners, Directors and Area Managers were trained in the use of the system before it was deployed. A plan to improve service



delivery in the Department was implemented during the year after standards were determined in consultation with major stakeholders during 1998.

Organization and work study

Organization and work-study officials are responsible for the rendering of advice on organization structures, post establishments, cost efficient processes, the design and management of official forms, the grading of posts and ad hoc management information.

The Department has a total staff complement of 21 organization and work-study practitioners stationed at both Head Office and provincial offices. These persons have submitted a total of 212 projects, of which the following were the most important:

- the preparation and scheduling of plans for the opening of new prisons
- the establishment of a standardized information model for the organization and functional structures
- the development of a standardized information model for the fixed post establishment
- the development of an integrated financial model and management of the post establishment
- the planning and operationalization of job evaluation
- the development of a service enhancement program to be implemented from 2000 onwards, and
- the development of a model for the abolishment of overtime payment and the utilization of these funds for the creation of work opportunities as part of the social responsibility of the Department.

Service evaluation

The objective with service evaluation is to render an effective performance measuring service and an investigating function in order to contribute to efficiency and accountability.

Inspectorate

Inspections by the National Head Office Component are aimed at addressing specific and prioritized problem areas whilst the 9 provincial inspectorates concentrate on compliance tests on all the activities performed at management area level. A total of 134 inspections was conducted on the identified critical performance areas. The respective inspectorates performed 81 regularity inspections and 46 special investigations.

New inspection manuals that are in line with the new Correctional Services Act have been completed. The manuals were designed to have a dual purpose in the sense that inspectors use it as a guideline and it serves as a guide and training instrument for personnel.

Because of the importance of the checking and control functions within the Department, appropriate lecture materials have been compiled for





use at the training colleges. The aim of the lectures is to inculcate the importance of checking and control functions with personnel at entry level.

Anti-corruption

The prevention and eradication of corruption is a priority for the Department. Good co-operation was received from the general public, personnel and prisoners that resulted in the reporting of 366 cases of alleged corruption. Up to 31 December 1999, 202 alleged corruption related cases were being investigated internally, while the SAPS investigated 30 cases. Altogether 35 members were dismissed due to corruption related offences.

Internal auditing

To ensure greater independence of internal auditors, an Audit Committee for the Department, consisting of two external members, a representative of the Auditor General, the Commissioner and the Director Service Evaluation, was established during March 1999. During the first meeting of the Audit Committee, the Audit Committee Charter was approved.

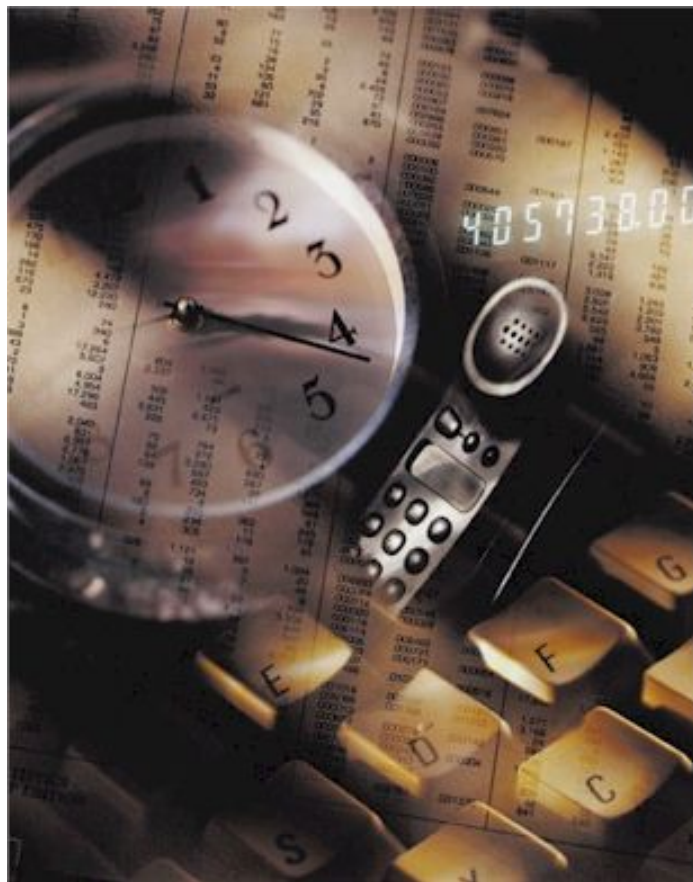
The Internal Audit Charter forms the basis according to which the internal audit function is carried out.

In order to review the reliability of financial, operational and management information more effectively, the post establishment of the sub-directorate Internal Audit was expanded from 3 to 13 members. Ten of the posts have already been filled. Twenty-seven full-scale audits and two special investigations were conducted on national level during the year under review.

Performance audit

A total number of 42 performance audits have been conducted during the year. The audits focussed on recreational clubs and messes.





Community involvement

The Department does not function in a vacuum. It is very much part of the community, especially at operational level with the prisons being situated in the community.

It is imperative that there has to be interaction between the Department and the community. Such community involvement, as it is referred to, is however, taking place on two fronts. The first being involvement by the community in the matters of the Department. The community with its extensive support structures and expertise can and is doing a lot to assist the Department to achieve its objectives. Particulars of the nature and scope of such community involvement is, however, reported on elsewhere in the general text of this report.

The other side of community involvement is the Department's response to the plight of the community. Although the Department's primary concern is to concentrate on its core business, it is also true that with the infrastructure and resources at its disposal it can assist the community in many respects.

Area Managers and Heads of Prisons are sensitive to the community needs and are inclined to render assistance where possible. Many instances have occurred where assistance was rendered, but obviously it was limited to activities that either have no cost implications, or in respect of which the cost implications were minimal. In many cases the staff members involved carried the costs.

Whilst the scope of this report does not allow us to elaborate on all the community directed activities that took place during the year, the following gives an indication of what was done.

Community Support Programmes

Many reports have been received of staff members being involved in projects such as:

- soup kit
- the donation of blankets
- the donation of food items and clothing
- basic renovations to community infra-structure such as school buildings and churches
- extensive cleaning operations at community structures such as schools, hospitals, old-age homes and streets
- the erection of pre-fabricated classrooms



- the planting of grass
- the felling of trees and cutting down of bushes
- the cleaning of beaches (on Marine Day)
- participation in community projects such as Red Nose Day and Casual Day, where the proceeds were donated to charity organisations
- the donation of surplus vegetables
- the eradication of alien plants

Community links

It is the responsibility of Area Managers and Heads of Prisons to do networking within their local communities. Many of the Department's staff members serve on community based forums where they are making positive contributions.

Community consultation

Consultation with the community basically takes place through established forums on which both the community and personnel of the Department are represented. Another means of consultation that is used in some areas is the use of suggestion boxes, whilst informal consultation also takes place during official social functions to which community leaders are invited.

Provision of information

Apart from conveying information during networking activities with individual community leaders and community forums, the Department also actively provides information to the community by means of:

- participation in media programmes such as talk shows
- the displaying of exhibitions within the community
- public addresses
- the distribution of pamphlets and brochures
- presentations to the community on specific subjects such as the concept of correctional supervision.

