



DEPARTMENT OF
**Correctional
Services**

Annual Report

1 April 2002 to 31 March 2003



ANNUAL REPORT 1 APRIL 2002 TO 31 MARCH 2003

Mission

The mission of the Department of Correctional Services is to deliver a professional correctional service in partnership with stakeholders by providing:

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

by means of progressive management, trained personnel, sound work ethics, performance management and good governance.

Vision

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





DEPARTMENT OF
Correctional
Services

Annual Report for 1 April 2002 to 31 March 2003.

Annual Report on the functioning of the Department of Correctional Services of the Republic of South Africa for the period 1 April 2002 to 31 March 2003.

This Annual Report is presented to the Minister of Correctional Services, Mr Ben M Skosana MP, by the Commissioner of Correctional Services, Mr Linda M Mti, in accordance with the stipulations of section 40 of the Public Finance Management Act, (Act 1 of 1999 as amended by Act 29 of 1999).

**Commissioner of Correctional Services
Linda M Mti**



CONTENT

PART 1: GENERAL INFORMATION

Foreword by the Minister of Correctional Services
Introduction by the Commissioner of Correctional Services
Information on the Ministry
Mission statement
Legislative mandate

PART 2: PROGRAMME PERFORMANCE

Aim of the vote
Key objectives, programmes and achievements
Strategic overview and key policy developments
Programme 1: Administration
Programme 2: Incarceration
Programme 3: Rehabilitation
Programme 4: Community corrections
Programme 5: Facility management and capital works

PART 3: REPORT OF THE AUDIT COMMITTEE

Report of the Audit Committee

PART 4: FINANCIAL STATEMENTS

Management report
Report of the Auditor-General
Statement of accounting policies and related matters
Income statement
Balance sheet
Statement of changes in Net Assets/Equity
Cash flow statement
Notes to the annual financial statements
Appropriation statement

PART 5: HUMAN RESOURCE MANAGEMENT

Service delivery
Expenditure
Employment and vacancies
Job evaluation
Employment changes
Employment equity
Performance rewards
Foreign workers
Leave utilisation
HIV/AIDS and health promotion programmes
Labour relations
Skills development
Injury on duty
Utilisation of consultants



PART 1

GENERAL INFORMATION

Foreword by the Minister of Correctional Services

Introduction by the Commissioner of Correctional Services

Information on the Ministry

Mission statement

Legislative mandate



FOREWORD BY THE MINISTER OF CORRECTIONAL SERVICES

Mr Ben M Skosana MP



It is my statutory obligation in accordance with Section 65 of the Public Finance Management Act, Act no 1 of 1999, to present to Parliament and to the people of the Republic of South Africa a report on how we expended the budget allocated to us during the 2002/2003 financial year.

We registered commendable progress in overcoming some of the challenges which we identified earlier, even though in some cases we had to exercise great flexibility as circumstances changed from time to time.

The Department continued to strengthen its capacity to fight corruption by implementing the recommendations of the Jali Commission which the President established the previous year at my request. About thirty officials were dismissed due to corruption in the Department and more than 130 were disciplined.

It became necessary to complement the work of the anti-corruption structures by mounting a road show which took us to all the nine provinces over a period of eleven weeks. It was during this road show that we addressed management and staff of various prisons to inform them of measures we have undertaken to rid the Department of the scourge of corruption, and to make them aware of the existing structures to carry out this task within the Department.

The results of the Department's general anti-corruption drive reveal that the Anti-Corruption Unit received 270 cases, resulting in the dismissal of 55 officials, 23 criminal convictions and 175 officials being disciplined. Seventeen cases have not yet been finalised.

In our efforts to strengthen the Department's management capacity, a leadership development programme is being implemented to identify competencies that the Department lacks as well as to propose possible training interventions.

The President also launched a Strategic Leadership Development Programme to build capacity in all Government departments. Senior Management within the Department participated in this programme which ended in October 2002.

Provincial accountants together with the financial personnel at Management Areas and at Head Office provided excellent support during the various phases of the year under review as far as financial planning and the administration of expenditure are concerned. This devotion and dedication to duty made compliance with financial management regulations easier.

The existing communication and marketing infrastructure and resources were successfully utilised, in respect of a variety of communication activities throughout the year. The Department once again featured

prominently in the media with the Jali Commission investigations. It must be noted however that a lot more work still remains to be done in improving communication both internally and externally.

With regard to human resource development, 225 officials in the Department received bursaries for further studies at various training institutions as part of the Department's commitment to empowering its staff in preparation for more enhanced public service delivery.

Overcrowding in our prisons remains one of greatest challenges we continue to confront.

It impacts negatively on staff morale, on the services rendered, on the health of offenders on effective safe custody and on the ability of the Department to allocate resources effectively for the rehabilitation of offenders. Moreover, it results in high maintenance costs of prison facilities.

During this process of gearing the Department for rehabilitation, a "Justice, Crime Prevention and Security Cluster" (JCPS) Overcrowding Task Team (consisting of DCS, SAPS, the National Prosecution Authority and the Departments of Justice and Social Development) was established under the leadership of this Department in order to identify blockages that result in increased offender numbers.

During 2002/03 this interdepartmental task team dealt with various aspects of overcrowding such as the implementation of section 62 (f) of the Criminal Procedure Act, the marketing of the community corrections concept within the Department of Justice, the transfer of unsentenced juveniles to places of security, conversion of sentences by courts, Saturday Courts, etc.

Through this initiative the blockages that resulted in the overcrowding of prison facilities were identified and addressed not only in the Department but also in other participating departments. The JCPS also instructed the Task Team to develop a process to generate a policy debate on the Government's responsibilities towards awaiting-trial detainees and to identify the departments responsible for such tasks.

Whilst the Department is focusing strongly on the rehabilitation of offenders in contributing to the maintenance of a just, peaceful and safe South Africa, the safe custody of offenders and the prevention of escapes also remain focus areas in obtaining this very same goal.

Negligence by officials still remains the single most important contributing factor leading to escapes.

In the new year the Department's strategies will focus on creating a culture of security awareness amongst our staff and also on enabling managers to ensure compliance with security policies and procedures through the application of strict supervision, checking and control mechanisms.

The personal safety and development of infants who stay in prison with their mothers remained one of the Department's priorities. Special Mother and Child units are operational in eight provinces.

Young offenders in custody remain a major concern to the Department and the Department is doing everything in its power to reduce these numbers.

In our effort to alleviate poverty among our people, we launched the Department's Poverty Alleviation Programme in the presence of Deputy President Jacob Zuma at Zonderwater and since then the programme has been rolled out to Management Areas in other Provinces.

In spite of the progress we have made in the implementation of our programmes, we continue to face the following serious challenges which will require our full attention:

- strengthening the roll out of our rehabilitation programmes
- pursuing the establishment of parole boards
- continued consultations for the development of a Green Paper on Correctional Services
- continuing the implementation of strategies to combat corruption
- reduction of overcrowding in our prisons by adopting expansion and reduction strategies
- cooperation with other cluster departments in finding and implementing alternatives to imprisonment
- continuing to consider the release of offenders who have committed less serious crimes

- the construction of "New Generation" prisons
- the elimination of escapes from prison.

In conclusion, I would like to extend a word of appreciation to our partners in the Justice, Crime Prevention and Security Cluster for the continued spirit of cooperation they have shown in the past year, the Parliamentary Select and Portfolio Committees for their guidance and assistance, the Inspecting Judge and the National Council for Correctional Services for the wisdom they have continued to provide and for their efforts at boosting our morale.

I also wish to extend my deep and sincere thanks to the dedicated men and women of the Department for keeping the momentum of service delivery high throughout the year.



Ben M Skosana MP
Minister of Correctional Services

**INTRODUCTION BY
THE COMMISSIONER
OF CORRECTIONAL
SERVICES**

Mr Linda M Mti



It is an honour for me to present this report on the Department of Correctional Services for the period 1 April 2002 to 31 March 2003 in fulfilment of the requirements of the Public Finance Management Act.

The period under review was characterised by the implementation of Public Service Co-ordinating Bargaining Council (PSCBC) Resolution 7 of 2002 as well as an internal exercise entitled "Gearing DCS for Rehabilitation". The two exercises resulted in the overhauling of the strategic redirection, strategic plan, structure and systems of the department with the aim of ensuring that the Department meet its Constitutional imperatives.

In order to ensure the Gearing and Restructuring process stopped at nothing other than a complete overhaul of the system, the following elements were dealt with:

a process of developing a national policy framework for corrections began in earnest

new service delivery areas to enhance rehabilitation were identified

a new organisational structure premised on the new service delivery range was developed

a new strategic plan, as a vehicle to actualize new programmes, was developed

identification of Human Development, Anti Corruption and Compliance with Internal Control Policies as some of the most critical priorities for our mission and objectives.

Parallel to this process the Department promulgated the Correctional Services Amendment Bill, 2001. Correctional Services Amendment Act, 2001 (Act No 32 of 2001) providing for the establishment of Community-based Correctional Supervision and Parole Boards in provinces. This will go some distance in alleviating overcrowding and promoting community re-integration.

An overview of the Department's performance against measurable objectives as published in the Estimates of National Expenditure for the 2002/03 financial year is as follows:

The total daily average prison population grew from 166 587 in 2000/01 to 172 204 in 2001/02 and to 181 553 in 2002/03. This is a steady increase in the face of total prison accommodation of 111 124. The number of people under Community Corrections escalated from a daily average of 64 228 in 2000/01 to 71 560 in 2002/03.

The situation regarding escapes continues to be less than desirable and negligence on the part of our members continues to be a major cause of concern. We will continue to put measures in place to stop the escapes and prosecute those found guilty of aiding and abetting escapes and any other criminal behaviour.

A much more encouraging trend is that a considerable number of prisoners are taking active interests and participates in programmes on offer. For instance, during 2002/03 financial years 21 246 prisoners participated in education programmes and 16 081 prisoners participated in skills training. Social work services were provided to 87 532 prisoners. It is a trend we hope to foster in coming years.

As a Department we continue to increase our self-sufficiency levels by surpassing our production targets of vegetables, milk and meat production by 65 per cent. This is a trend we will be fostering to continue to raise our level of self-sufficiency.

The next round of reporting will detail continuing work that began in earnest during the period under review.



Commissioner of Correctional Services
Linda Mti.



Information on the Ministry of Correctional Services

Activities of the Ministry

The Minister of Correctional Services launched the Department's Poverty Alleviation Programme in the presence of Deputy President Jacob Zuma at Zonderwater. Since then the programme has been extended to management areas in other provinces.

The Ministry has continued to keep Parliament informed of Departmental activities through briefings to the Parliamentary Select and Portfolio Committees.

The Minister continued to address the question of overcrowding and the opening of the new Kokstad Management Area marked a significant step in this process.

The Minister launched a road show as part of the Department's anti-corruption strategy and addressed the management and staff in all nine provinces and at Head Office.

The Minister kept the media informed of developments within the Department by means of a media briefing session organised with the assistance of the Government Communication and Information System (GCIS).

The construction of the "New Generation" Prison design was unveiled during the year. Work on the design has been steady to ensure that implementation takes place during next year.

As part of the Government's policy of involving stakeholders in the activities of the Department, various Imbizo's were held nationwide to address the people's concerns. On these occasions the Minister applauded servicemen and women for their service to the community.

The momentum of the implementation of the Restorative Justice approach was maintained following the launch of this initiative during the past year.

Concern for children and juveniles in prison was demonstrated when the Minister held a Christmas party for them in Johannesburg and encouraged management areas throughout the country to do the same annually.

The Minister's presence at functions held to mark the outstanding achievements of members of the Department was much appreciated and is a source of great encouragement to members. Communication with stakeholders was maintained and the Minister received various reports such as those from the Law Society of South Africa following visits to prisons detailing conditions that prevail in prisons. The Minister responded by indicating what action the Department had taken to address issues raised in previous reports.

Jali Commission

The Jali Commission was established by the President following a request by the Minister of Correctional Services to appoint a Judicial Commission of Inquiry to investigate acts of corruption and mismanagement in the Department.

As part of the overall anti-corruption strategy of the Department, the Jali Commission's work in the Department continued to expose corruption and other irregularities.

Most of the recommendations made by the Commission were accepted and implemented by the Department. These recommendations resulted in the dismissal of more than 40 officials due to corruption in the Department. Of these, about 14 were convicted on criminal charges. More than 140 officials were disciplined during the period under review.

International visits

- The Minister attended the Regional Ministerial Conference for the African Region on the Ratification and Implementation of the UN Convention Against Trans-National Organized Crime in Algiers, Algeria from 28 to 31 October 2002.
- The Minister also visited the United Kingdom from 2 to 5 November 2002 when he visited the HMP Rye Hill, Category B Training Prison as well as a Secure Facility for Juveniles, called "The Rainsbrook STC".
- The Minister addressed the 3rd annual Public Private Partnership Global Summit in the Netherlands from 6 to 8 November 2002. The address was on "The Role of Public Private Partnerships in Expanding the Delivery of Correctional Services in South Africa".
- In his capacity as vice-chairperson of the International Relations Committee of the American Correctional Association, the Minister attended the Association's Winter Conference held in Charlotte, North Carolina from 11 to 15 January 2003.

Work of statutory bodies

National Council for Correctional Services

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

- Smoking Policy of the Department
- HIV/AIDS Policy
- New Generation Prisons
- Green paper process of the Department
- Implementation of the new Correctional Supervision and Parole Boards
- Electronic Monitoring
- Consideration of placement on parole of offenders sentenced to life imprisonment.

A delegation of the Council had a meeting with the Honourable Chief Justice, President of the Supreme Court of Appeal and the Judge President of the Transvaal during which matters relating to Correctional Services were discussed.

Inspecting Judge

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

- devising and implementing further strategies to reduce overcrowding
- creating and maintaining a Human Rights culture and approach in prisons
- dealing with complaints of offenders, and
- findings of inspections by the Judicial Inspectorate, Judges and Magistrates.

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

Mission statement

The mission of the Department of Correctional Services is to deliver a professional Correctional Service in partnership with stakeholders by providing:

- incarceration of offenders under conditions consistent with human dignity
- rehabilitation and reintegration programmes
- proper supervision of persons under community corrections
- procurement and acquisition of adequate resources which enable effective response to challenges by means of progressive management, trained personnel, sound work ethics, performance management and

good governance.

Legislative mandate

The legislative mandate that governs the Department and its operations is contained in the:

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





PART 2

PROGRAMME PERFORMANCE

Aim of the vote

Key objectives, programmes and achievements

Strategic overview and key policy developments

Programme 1: Administration

Programme 2: Incarceration

Programme 3: Rehabilitation

Programme 4: Community corrections

Programme 5: Facility management and capital works



PROGRAMME PERFORMANCE



Voted Funds:

Department of Correctional Services

Appropriated by Vote 20 Statutory appropriations-	R 7026 475 000
Responsible Minister	Minister of Correctional Services
Administering Department Accounting Officer	Department of Correctional Services Commissioner of Correctional Services

Aim of the vote

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

Key objectives, programmes and achievements

The Department of Correctional Services (DCS) aims to reduce crime through the following key objectives:

- incarceration of offenders under conditions consistent with human dignity
- rehabilitation and reintegration programmes
- proper supervision of persons under community corrections.

In order to do this the Department is committed to the procurement and acquisition of adequate resources to enable the Department to meet these challenges effectively.

In partnership with the community, the Department endeavours to promote the Bill of Rights and to uphold the Constitution by cultivating a democratic culture in prisons. In addition, its strategy of restorative justice intends to bridge the gap between the victims and the perpetrators of crime.

Strategic overview and key policy developments

The purpose of the correctional system is to correct offending behaviour by placing the “person under correction” at the centre of key service delivery to ensure that offenders take effective control of their lives and thus return to their communities as productive and law-abiding citizens. Once the cycle of crime is broken, lives can be transformed and reintegration into the community can be achieved without any risk to society.

To achieve this objective the Department altered its strategic direction by moving away from a punitive approach to a rehabilitative approach which promotes development and incarceration of offenders in conditions consistent with the maintenance of human dignity.

Certain initiatives have been implemented to strengthen this new strategic direction of the Department, for example:

- “Gearing the Department for Rehabilitation”
- “Conceptualisation of Rehabilitation”
- “Establishing an Organisational Culture for DCS”
- “Defining our Service Delivery Range” which focuses on structure and systems, and
- the alignment of processes to facilitate and contribute to rehabilitation.

A **Green paper process** has been started with the purpose of reviewing the Correctional Services Act to ensure that the Act is in line with the new strategic focus of the Department. A draft document has already been compiled and presented to the National Management Board of the Department and the Portfolio Committee on Correctional Services.

The “Gearing for Rehabilitation” process was already underway in the Department when the broader **transformation and restructuring** of the Public Service in the Department took place.

The Framework Agreement of the Public Service Co-ordinating Bargaining Council known as the process of Transformation and Restructuring of the Public Service (Resolutions 7 and 8 of 2002), required that “all current processes of transformation and restructuring must be aligned to the spirit of the Framework Agreement”.

This process saw the development of an updated departmental strategic plan and stemming from that, a new organisational structure. The updated structure of the Department consolidated the nine provinces into six geographic regions and the previous 148 management areas into 48 management areas.

The process also included the matching of the employee profiles of existing staff with the requirements of the newly defined positions in the new structure and the correct placement of staff.

All these initiatives are aimed at entrenching rehabilitation and security as core elements of all the Department’s activities. However, the problem of prison **overcrowding** remains the major factor that impacts negatively on the Department’s costs, performance and service delivery.

During this process of gearing the Department for rehabilitation, a “Justice, Crime Prevention and Security Cluster” (**JCPS) Overcrowding Task Team** was established under the leadership of this Department in order to identify blockages that result in increased offender numbers. The Task Team consists of representatives of the Department of Correctional Services, the South African Police Service, the National Prosecution Authority, the Department of Justice and the Department of Social Development. During 2002/03 this interdepartmental task team dealt with various aspects of overcrowding such as the implementation of section 62 (f) of the Criminal Procedure Act, the marketing of the community corrections concept within the Department of Justice, the transfer of unsentenced juveniles to places of security, conversion of sentences by courts, Saturday Courts, etc. Through this initiative the blockages that resulted in the overcrowding of prison facilities were identified and addressed not only in the Department but also in other participating departments. The JCPS also instructed the Task Team to develop a process to generate a policy debate on the Government’s responsibilities towards awaiting-trial detainees and to identify the

departments responsible for such tasks.

The total daily average **prison population** increased from 166 587 in 2000/2001 to 172 203 in 2001/2002 and to 181 553 in 2002/2003. All these offenders were accommodated in a prison system that is designed to accommodate only 111 241 offenders, which represents a 63,2 % overcrowding of prisons during the year under review. The daily average prison population increased at a rate of 5,4 % in comparison to the previous financial year whilst the awaiting-trial persons population grew at a rate of 4,7 %, from 55 500 in 2001/02 to 58 114 during the 2002/03 financial year.

One **new prison facility** was put into operation during the year under review, namely the Ebongweni Maximum Prison at Kokstad with accommodation for 1440 offenders. Both of the Public Private Partnership (PPP) prisons (Mangaung and Kutama Sinthemule) became fully operational during the year under review and can accommodate 5 952 offenders. On 31 March 2003 there were 5 952 offenders being detained in the PPP prisons which reflects 100% occupancy. These new facilities provide some relief in respect of overcrowding of maximum security classified offenders.

To improve the prospects of rehabilitation, the **unit management** approach was rolled out in 101 prisons around the country. The aim of this initiative was to improve rehabilitation through multi-disciplinary teams consisting of social, religious and spiritual workers, psychologists, educators, correctional service officials and external community stakeholders in order to ensure appropriate placement, care and development of all offenders in prisons. The restructuring design was also based on the unit management approach.

To improve the accuracy of offender identification and location in major awaiting-trial centres, a tender for an **inmate tracking system** was awarded during the year under review. During the next financial year this new system will be piloted in two of our bigger prisons, namely the Johannesburg and Durban Westville prisons.

Minister Ben Skosana receiving a symbolic key to the Ebongweni Maximum Security Prison from the Minister of Public Works, Ms Stella Sigcau



As part of the process of the preparation of offenders for reintegration into the community, the Department also participates actively in the implementation of the National Crime Prevention Strategy's initiative to establish **community safety centres**. The aim of the community safety centres is to provide integrated services to the disadvantaged communities in South Africa. The Departments of Correctional Services, Health, Welfare, Justice and the South African Police Services provide these integrated services to the community under one roof. A major milestone during the year under review was the opening of two community safety centres at Cetane in the Eastern Cape and at Khutsong in Gauteng. These projects will contribute significantly to improving service delivery to the communities and offenders in rural areas.

The Department has done significant work to develop guidelines for establishing **community corrections** offices, which include fully-fledged, sub and satellite offices. The Department is also in the process of consulting stakeholders for their inputs and comments on the guidelines in order to finalise them. In the

meantime, a total of 21 sub-offices and 189 satellite offices have been established to promote service delivery to offenders and persons placed under the system of community corrections. The Department is in the process of finalising a policy on an integrated support system for probationers and parolees in partnership with other role-players.

The Department initiated the reviewal of existing **security systems** with the aim of ensuring only best practices in the field of prison security which will also support the rehabilitation drive. This initiative is still in progress and a findings report is expected during the new financial year.

An interdepartmental task team comprising of members of the Department of Correctional Services, the National Treasury and the Department of Public Works concluded a **review of the Public, Private Partnerships (PPP) Prisons** on 8 November 2002.

Deputy President Jacob Zuma (left) and Minister Ben Skosana in jovial mood during the official opening of the Ebongweni Maximum Security Prison at Kokstad



The outcome of the report was as follows:

- The first part of the report involved the reviewal of the two public-private partnership (PPP) prison contracts which were entered into for the financing, design, construction and operation of the maximum security prisons at Bloemfontein and Louis Trichardt. It is the Department's intention to enter into negotiations with its private partners in order to address the affordability constraints which the contracts place on the Department's budgets, and to improve overall value for money in the deals.
- The second part involved an evaluation methodology to be utilised by the Department to implement the "prototype" prison design, reflecting a "new generation" approach to the housing of offenders. It is the Department's intention to use this as the standard for the construction of all new South African prisons in forthcoming years.

During the year under review the Department continued with the replacement of dilapidated tractors and the conversion from labour intensive irrigation systems to more effective and permanent mechanised systems. This, together with increased productivity, the use of **scientific farming methods** and a decrease in losses, contributed to increased agricultural production.

The Poverty Alleviation Programme in the Department was officially launched by the Deputy-President on 9 April 2002. Since the inception of this programme, various links have been established with non-government and community based organisations. The agricultural products and other items that were donated to 122 different organisations bear testimony to this.

Of the 144 contracts awarded in terms of the **repair and maintenance programme**, 72 have been completed and are currently in the maintenance phase. The remaining 72 repair contracts will be completed

during the next financial year. Affirmable Business Enterprises have been awarded 104 of the contracts.

Improving the skills of lower level staff and retraining skilled personnel are key short to medium term priority objectives. The **workplace skills plan** for 2002/2003 articulates the need for a total skills audit. Operational plans to develop individualised profiles will emanate from policy in this regard. The key objective will be to equip members who have a direct interface with offenders to contribute to rehabilitation.

Summary of programme

The activities of the Department of Correctional Services are organised in the following five programmes:

Administration comprises the Ministry and senior management of the Department and Administrative Support Services.

Incarceration provides for the detention of offenders and their health, medical, nutritional and other needs.

Rehabilitation provides skills and personal development programmes as well as processes for reintegrating released offenders into the community.

Community Corrections provides for the supervision of probationers, parolees and awaiting-trial offenders.

Facility Management and Capital Works provides for the construction, maintenance and upgrading of existing prisons and correctional facilities as well as for payments made in terms of contracts governing the two public-private-partnership prisons.



Deputy President Jacob Zuma (standing on the right) and Minister Ben Skosana looking on as the Executive Mayor of the Metsweding District, Mr Obed Maile, plants one of the first seedlings of the Department's Poverty Alleviation Programme at Zonderwater





PROGRAMME 1: ADMINISTRATION



Aim of this programme

The Administration programme funds the management of the Department. It includes policy formulation by the Minister, National Commissioner and other members of senior management and it facilitates prison inspections by the Inspecting Judge. Corporate Services' function include organising the Department; providing centralised administrative, communication, legal and information technology (IT) services; managing personnel, finances and logistics; determining working methods and procedures and promoting sound governance. The programme also include funding for the contribution by the Department's human resources education and training sector.

Programme policy developments

To promote good governance, the President appointed the Jali Commission and a team of experts from the Department of Justice and Constitutional Development's Special Investigating Unit to investigate the corruption, maladministration, violence and intimidation that is threatening the Department of Correctional Service's performance. During the year under review the Special Investigative Unit and the Jali Commission made a considerable contribution to exposing corrupt activities and bringing guilty parties to book.

The Department is engaged in a project with the Department for Public Service and Administration and the United Nations Office of Drugs and Crime, that resulted in the appointment of consultants who are presently conducting an audit on the nature and scope of corruption within the Department. The Department has also obtained funds to establish an internal investigative unit to ensure ongoing anti-corruption investigation. A National Anti-Corruption Strategy has been developed and will be submitted to Cabinet for approval. These initiatives are beginning to bear fruit in the establishment of clean and transparent administration.

The Department has developed individualized training programmes to develop the skills of its personnel. A leadership development programme is being implemented to identify competencies that the Department lacks as well as to propose possible training interventions. The aim is to align training and development with the demands of the Skills Development Act, 1998 (Act No 97 of 1998). This will establish an aptitude-based process for the recruitment and selection of staff to meet the changing requirements of the Department.

The Standard Generating Bodies (SGB) for Corrections has generated 38 Unit Standards based on the needs of the Department. These Unit Standards which are subject to approval by the South African Qualification Authority (SAQA), forms a base for the development of the accredited individualized training programmes to deliver needs, competency and outcome based skills.

A decision was taken to do a skills audit to identify the skills gap and to establish Personnel Development Profiles for each individual employee.

The President launched a Strategic Leadership Development Programme to build capacity in all government departments. This programme initially targeted Chief Directors. The National Management Board as well as all Directors in the Department completed this programme during October 2002.

A Sexual Harassment Policy has been developed and implemented for the Department during the year under review. The Department also implemented the Disciplinary Code and Procedure that was revised and accepted during 2001.

The Department reviewed the staff medical aid scheme and as a result of this process the following measures were implemented:

- the administration of the medical fund was moved to a new service provider
- benefits were restructured and member contributions were introduced
- measures were introduced to eliminate fraudulent claims
- in compliance with the Medical Schemes Act, 1998, a Principal Officer as well as external auditors were appointed.

In the past, the structured interview was the only tool utilised to appoint persons on all levels. The Department has now purchased an instrument, namely the Situation Specific Evaluation Expert (Speex) to be used in the selection process. The Speex consists of an Evaluation Expert and Job Profiling Expert (JPE). JPE is used to profile jobs in terms of relevant competencies in the organization. JPE facilitates this process and assists to determine the importance of weights per competence. The resulting Job Specification becomes the basis for battery selection during the assessment process.

An exercise was embarked upon in respect of entry level Correctional Officers. The process included a cross sectional competency drive throughout the Department, i.e. including members from various disciplines in the Department. In this way a comprehensive perspective was obtained regarding the competencies for entry level Correctional Officers using the Speex. A total of over 204 inputs were considered. The identified competencies will now form the basis for new structured interviews which will pave the way for the development of an assessment package for the Department.

During July and August 2002, the Head Office recruitment unit embarked on a training exercise. All the recruitment centres in the provinces were visited and the following actions were implemented:

- all recruitment personnel received in-service training
- each office received an updated Recruitment Manual containing all the new policies
- the recruitment offices were aligned to comply with one National Recruitment Action Plan.

This resulted in ensuring a successful recruitment drive after which 980 entry-level appointments were made.

A strategic process, aimed at reorganizing the Department's communication component into an integrated, self-supporting system and the realignment thereof around a defined model of communication with built-in standards and objectives, has been completed and submitted to the Department's Management Board. Approval and implementation of the communication strategy was however encompassed by a greater process of transformation and restructuring emanating from the Department's strategic plan as well as Resolutions 7 and 8 of the Public Service Co-ordinating and Bargaining Council. In this process the newly developed communication strategy formed the basis for discussion and decision making on the future communication structure to be employed by the Department. Final decisions in this regard and the implementation thereof will however only take place during the next financial year.

Output and services delivery trends

Good Governance

The statistics for the period under review are as follows:

Table 1: Performance of the Anti-Corruption Unit

Activity	1 April 2001 to 31 March 2002	1 April 2002 to 31 March 2003
Corruption reports received	236	270
Officials dismissed due to corruption	23	55
Officials disciplined	76	175
Officials criminally convicted	14	23
Cases not yet finalised		17

During the year under review, 552 cases were reported to the National Anti-Corruption Unit at the Department's Head Office of which 356 cases were referred to Provincial Commissioners and 196 cases were attended to by the Anti Corruption Unit's (ACU) own capacity.

The Department embarked on a new inspection approach within a legally mandated framework. Inspections are focused on high-risk areas and based on value added. Inspections are done to strengthen internal control measures and to provide a national picture on the levels of performance in respect of strategic objectives.

During the period under review, the Department's national inspectors conducted inspections at 62 Management Areas.

Internal Audit

	Planned audits	Performed audits	Variance
Management Areas	31	31	0
Activities in Head Office	16	5	-11

During the 2002/03 financial year some of the topic audits were outsourced. A tender was awarded to constants to assist Internal Audit with topic audits of the following:

- the provisioning and tender process in the national Head Office
- the workshops at Cullinan Panel Beating, Pretoria Mechanical, Boksburg Carpentry and Witbank Textile
- the pharmacies at Pretoria, Pollsmoor and Westville
- the training institutions at Kroonstad Training College and Zonderwater Training College.

The Internal Audit Directorate completed the Risk Management Evaluation Strategy during this financial year to enable it to evaluate and monitor the implementation of the Risk Management Plan.

Financial Management

The aim of the Department's financial services' team is to promote efficient and effective financial planning and administration in the Department.

The provincial accountants together with the financial personnel at management areas and at Head Office provided excellent support during the various phases of the year under review as far as financial planning and the administration of expenditure is concerned. Their devotion and dedication made compliance with financial management acts, directives and standards easier, especially with regard to the following:

- the new Public Finance Management Act, 1999 (Act No 1 of 1999 as amended)
- Treasury Regulations
- revised Financial Administrative Procedure Manual (FAP)
- revised Departmental Delegations of Authority.

Some of the highlights achieved during the period under review are as follows:

- the financial statements for the 2002/03 financial year in accordance with generally recognised accounting practices

(GRAP) was compiled and accepted by the Auditor-General, and

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

Actions taken during the year aimed at streamlining the financial systems of the Department and to promote user friendliness, include:

- the training of financial personnel and other preparations for the transfer from the Financial Management System (FMS) to the Basic Accounting System (BAS) during the 2003/2004 financial year, and
- the reduction of cheque fraud through the strict implementation of the electronic fund transfer (EFT) system.

Communication and marketing

The existing infrastructure and resources were successfully utilized in respect of a variety of communication activities throughout the year. The Department has once again featured prominently in the media with the continued investigations by the Jali Commission into alleged incidents of corruption, maladministration, violence and intimidation in the Department as central theme. Other issues that featured prominently in the media were:

- Comments by Judge Johan Fagan of the Independent Judicial Inspectorate on his stance with regards to the alleviation of overcrowding in prison.
- The impact of HIV/AIDS in prisons, especially after the publishing of the findings of independent research conducted at a Durban-Westville prison, which were however disputed by the Department.
- The official opening on 16 May 2002 of the new Ebongweni Maximum Prison in Kokstad by the Deputy President, Mr Jacob Zuma.
- The official opening of the Kutama Senthumule Maximum Security Prison at Makhado (Louis Trichardt). The opening of the prison also raised renewed media interest into the perceived high cost of these privately managed prisons.
- The Department's strategic focus on rehabilitation as central theme of its core business. Various rehabilitation activities and programmes featured in the media.
- The honouring of top performers amongst correctional officers at several provincial awards ceremonies held during the year.

During the year under review the Department's media liaison component issued 599 media releases and dealt with 1 322 enquires by the media.

In an attempt to further enhance good relations with the media, the Department hosted the National Press Club at the Pretoria Prison. The Management of the Department was introduced to the media and the Commissioner addressed them on the new strategic focus of the Department namely "Gearing DCS for Rehabilitation".

The Department maintained its Internet website, www.dcs.gov.za, throughout the year. Information published on the website is regularly updated for the convenience of stakeholders, the general public as well as the international community.

In pursuing the Department's aim to keep stakeholders and the public informed of correctional matters, various other means of communication were also utilised during the period of review. These included the displaying of a total number of 156 exhibitions depicting both departmental policy and the work that is being done. These exhibitions are always complemented by the distribution of corporate literature on a variety of topics. All exhibitions are staffed by knowledgeable personnel who actively engage with visitors to the exhibitions. Some of the most prominent exhibitions during the year included a joint exhibition of the Justice, Crime Prevention and Security (JCPS) Cluster departments at the World Summit on Sustainable Development, an exhibition at Parliament coinciding with the Department's Budget Vote and participation in the Pretoria International Show.

The Department generates its own corporate literature and promotional print media. All printing work that cannot be done with own resources is procured through the Government Printer and its network of contracted service providers.

Some of the more prominent printed matter compiled and distributed during the year include:

- 130 000 brochures and pamphlets on seven different topics
- 2 500 annual reports
- 3 500 booklets

- 39 050 posters
- 32 750 cards inclusive of business cards and corporate greeting cards
- 10 000 corporate folders
- 12 000 corporate calendars
- 40 banners
- A variety of exhibition panels

Publication of the Department's partially state funded corporate magazine, Nexus, continued. A decision has however been taken to shortly replace the magazine with fully state funded information tools that will focus on serving the needs of internal as well as external stakeholders.

The Department's National Correctional Services Museum that is situated on the premises of the Pretoria prison complex continued to be a popular attraction with altogether 5 794 persons having visited the museum during the year.

As is the case in many large organizations that have service centres countrywide with large proportions of its staff either not office based or working shifts around the clock, effective internal communication continued to be a daunting task. Apart from utilizing the corporate magazine, other means of communication included communication via Intranet websites that are accessible to staff only, facsimiles, telephones, notices on notice boards, electronic mail and internal newsletters.

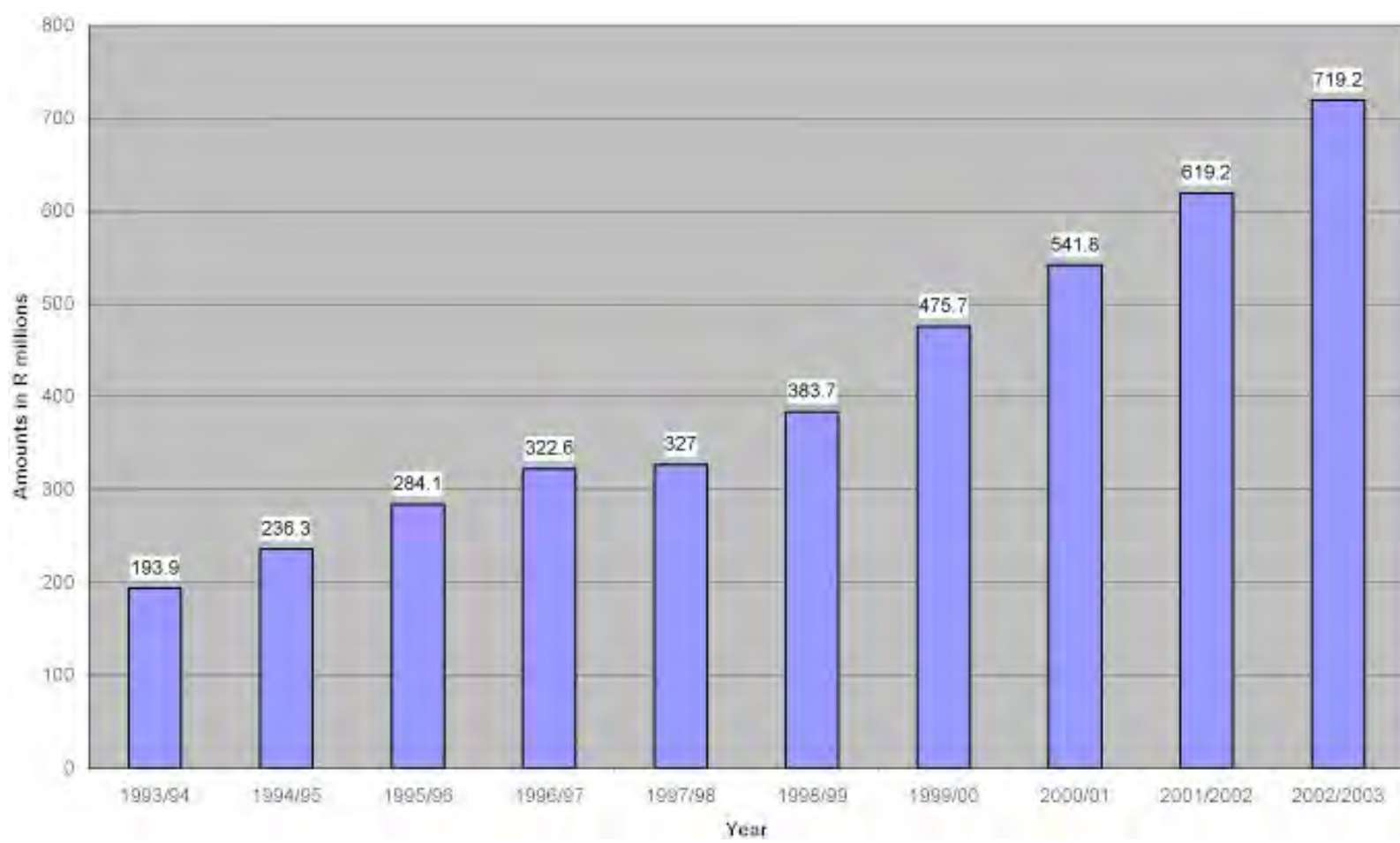
Logistics

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

With regard to stock on hand, the Department manages stock levels in such a manner that excess stock on shelves is avoided. However, due to extended delivery periods, unreliable suppliers and an unstable labour market, the Department has to carry specific minimum levels of stock on shelves.

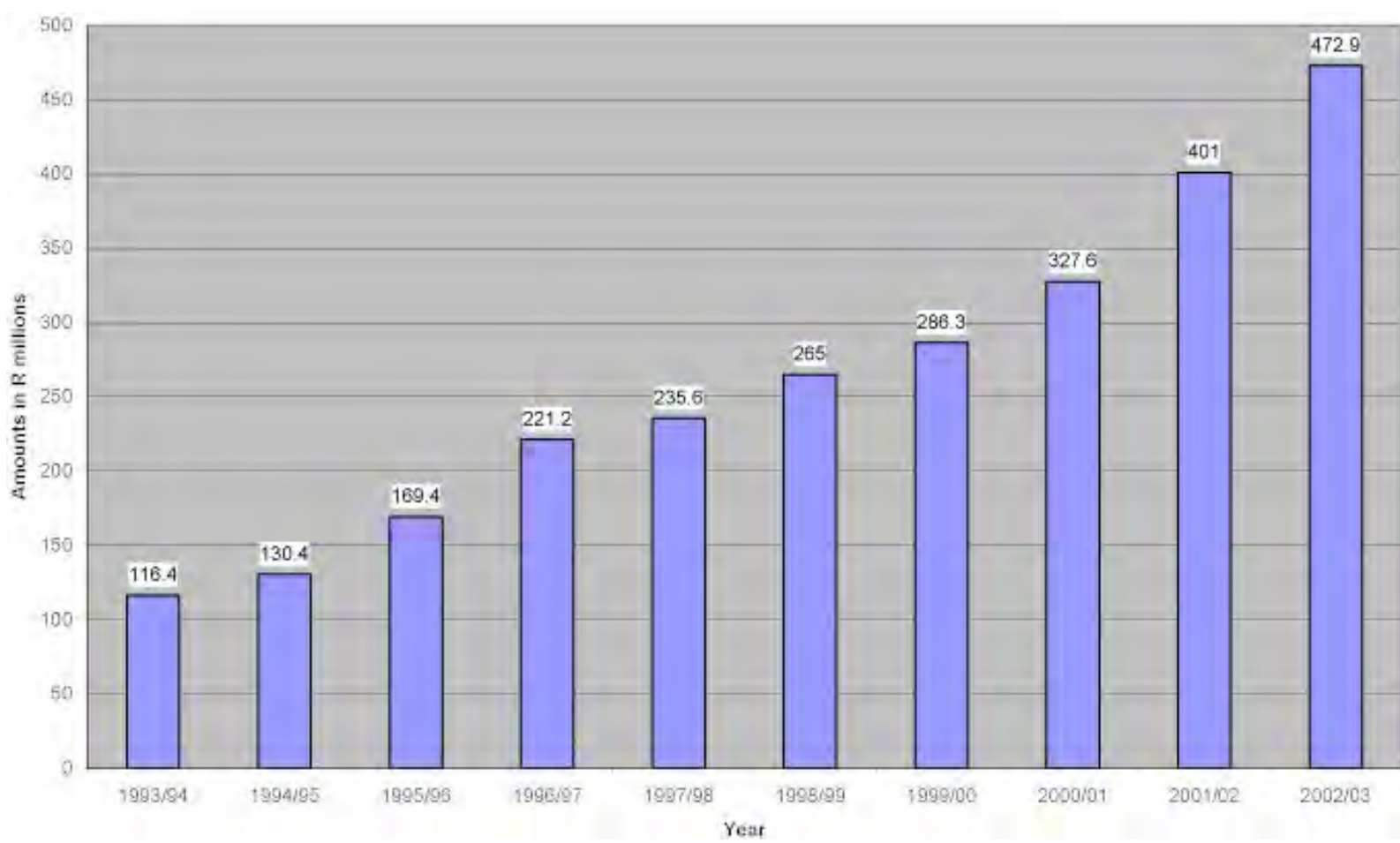
All equipment owned by the Department is accounted for on inventories kept by the Provisioning Administration System. The steady increase in the value of equipment as indicated in graph 1 is due to price escalation (the book value of equipment is always the latest available price), inflation as well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

Graph 1: The value of departmental equipment from the 1993/94 financial year to the 2002/03 financial year.



The growth in the value of stock on hand is mainly due to inflation and an ever-increasing offender population.

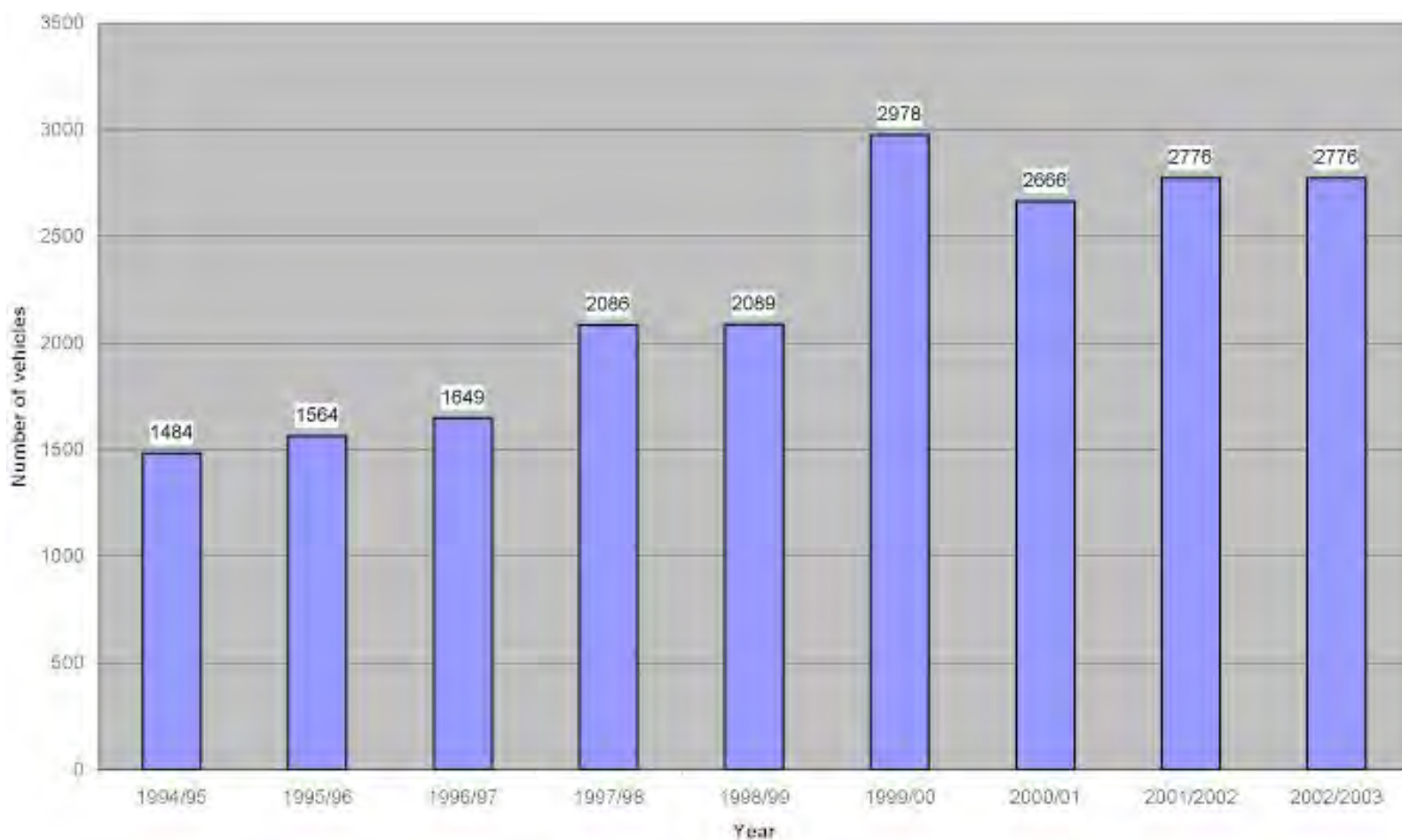
Graph 2: The value of departmental stock from the 1993/94 financial year to the 2002/03 financial year.



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

The Department manages 2 776 Government vehicles.

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



The average number of kilometres covered by each Government vehicle increased from 2 791 kilometres per month during the 2001/02 financial year to 2 826 during the 2002/03 financial year. The norm for the optimal utilisation of state vehicles is 1 500 kilometres per month. During the period under review 658 government vehicles managed by the Department were either involved in accidents, damaged or reported stolen.

In order to adhere to the call from our honourable President in the State of the Nation Address that all departments must become involved in poverty alleviation to ensure a better life for all, the Department embarked on several projects where donations to welfare organisations were made. The following donations were made to external organisations and non-governmental organisations during the period under review.

Description	Value in R
Livestock	9 090-00
Rations (including meat)	22 933-81
Vegetables	111 263-52
Building material	37 284 20
Furniture and bedding	287 918-19
Computer equipment	3 416-00
Clothing (phased out uniform)	6 779-26
Miscellaneous	376-54
Total value	479 061-52

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



With regard to provisioning administration, the Department actively subscribes to the Batho Pele principles. The level of service delivery by stores countrywide is measured on a quarterly basis by means of questionnaires, which are completed by all clients as well as external suppliers. The set objective is that 80% of the clients must be 80% or more satisfied with the provisioning administration service levels. The level of satisfaction of clients for the period under review was 88,31% for Head Office and 88,63% for the provinces.

After the successful implementation of the Preferential Procurement Policy Framework Act, 2000 (Act No 5 of 2000) and regulations promulgated by the Minister of Finance during 2001, the Department supported the objectives of allowing preference for equity ownership by historically disadvantaged individuals (HDI), women and disabled persons as well as preference for small businesses. These objectives were extended to also allow preference for locally manufactured products as well as for the promotion of enterprises located in a specific municipal area, depending on the commodity involved.

Each year the Department advertises countrywide in the media and invites all small, medium and micro enterprises (SMME) and historically disadvantaged individuals (HDI) in the vicinity of prisons to register on the database of the relevant institutions. This database is utilised when inviting quotations. A special effort was made to change the format of registration forms for it to be more user friendly, to establish more distinguished procedures to manage the proper utilization of the database. Since it is an excellent tool to support local economies, it is important also to sensitise all procurement officials and chief users regarding the importance of managing the process properly and in an accountable manner.

As soon as tenders are awarded, the contract that has been entered into is managed to ensure compliance. Table 4 provides a summary of the contracts entered into during the period under review.

Table 4: The extent of contract management in the Department during the 2002/2003 financial year		
	Contracts awarded to Historically Disadvantaged Individuals in R	Contracts awarded to other companies in R
Ad hoc contracts awarded by provinces (80/20 principle)	38 167 278	4 726 025
Ad hoc contracts awarded by provinces (90/10 principle)	75 048 759	2 087 658
Contracts awarded by Head Office (80/20 principle)	2 482 795	2 869 848
Contracts awarded by Head Office (90/10 principle)	108 461 670	94 882 695
Sub-total	224 160 502	104 568 545
Grand total	328 729 047	

Human Resource Development

Although the discussion of human resources forms part of the Programme Administration, it is also extensively reported on in Part 5 of this report. The following discussion deals with issues not contained in Part 5 of this report.

During the year under review 225 officials received bursaries for further studies at various training institutions.

All training done by the two Public Private Partnership prisons was evaluated and subsequently certified as being of an acceptable standard. A comprehensive evaluation was done of the Basic Training short course at Zonderwater. The project started running in March 2001 and so far 90 % of all the Basic Training Manuals have been updated and aligned to the new policies of the Department.

Training programs were presented for the users of the Computerized Provisioning Administration System. During 2002/2003 a total of 125 officials attended the course.

During November 2002, 42 officials received external training as trainers and they in turn train other officials of the Department in computer literacy. The Department has also trained 598 officials in African languages.

During May 2002, the Standard Generating Body for Corrections has started with the development of Unit Standards that will be utilized in the alignment of Basic Training modules to the National Qualification Framework that will ultimately lead to it being a nationally recognized qualification.





PROGRAMME 2: INCARCERATION



Aim of the programme

The Incarceration programme funds the detention of offenders until they are lawfully discharged. The programme provides for the physical needs of offenders, including their health care, in terms of norms and standards compatible with the Constitution.

The programme comprises two sub-programmes namely Offender Control and Health and Physical Care.

The sub-programme Offender Control provides for the management and control of offenders for the duration of their sentences and through the various processes of detention, court attendance, transfer and release. Certain activities related to the tracing of escaped offenders, the security categorisation of offenders and the handlings of offenders by Institutional Committees are also funded via this sub-programme. In addition, Offender Control finances parole boards and the payment of gratuities to offenders performing economically productive activities.

The sub-programme Health and Physical Care funds the provision of comprehensive health care services to offenders. It also provides for their nutritional, clothing and hygiene needs.

Programme policy developments

On 31 March 2003 the prison population totalled 189 748 offenders. Prison capacity is about 111 241 which means that the prison facilities were overpopulated by 78 507 people, or 71 %, at that point. The prison population increased from 178 998 offenders on 31 March 2002 to 189 748 offenders on 31 March 2003. This represents a further increase of 6%.

The overpopulation of prisons impacts negatively on staff morale, on the services rendered, on the health of offenders, on effective safe custody and on the ability of the Department to allocate resources effectively for the rehabilitation of offenders. Moreover, it results in abnormally high maintenance costs of prison facilities.

Whilst the Department is focusing strongly on the rehabilitation of offenders in contributing to the maintenance of a just, peaceful and safe South Africa, the safe custody of offenders and the prevention of escapes also remain focus areas in obtaining this very same goal.

Negligence by officials still remains the single most important contributing factor leading to escapes and in the new year the Department's strategies will focus on creating a culture of security awareness amongst our staff and also on enabling managers to ensure compliance with security policies and procedures through the application of strict supervision, checking and control mechanisms.

Additional measures are as follows:

- strict disciplinary actions against corrupt and negligent officials
- criminal prosecution of correctional officials and any other person aiding escapes
- enforcement of strict compliance and adherence to all the relevant policies and procedures aimed at improving control and security, and
- enhancing the involvement of managers with regard to security.

As part of the process of gearing the Department for rehabilitation, a new security risk assessment system was introduced that should become fully functional during the 2003/2004 financial year. The aim of the system will be to identify and categorise offence profiles, various inmate traits, characteristics and potential risk factors upon admission in order to classify, house and manage offenders according to their security risk.

The inmate tracking system that was developed to improve the accuracy of offender identification and location will be piloted in two of our bigger prisons namely Johannesburg and Durban Westville. The aim of this project is to identify and track inmates more effectively, reducing both delays in court attendance and escapes.

The principle that offenders are entitled to the same level of health care as provided in the wider community is accepted in prison systems in progressive society and Correctional Services is obliged to render basic health care services as stipulated in the Constitution of the Republic of South Africa. Health Care Services in South African prisons are rendered in accordance with Primary Health Care principles as required by the National Department of Health. To ensure compliance with the Constitution, the Correctional Service Act, 1998 (Act No 111 of 1998) has also entrenched this requirement. Health policies are continuously updated to remain in line with Primary Health Care requirements and the goals, objectives and indicators for 2001 to 2005, as formulated by the National Department of Health.

The Department is in the process of arranging service level agreements (contracts) with the relevant Provincial Departments of Health for the provision of Health Care Services to offenders. The Commissioner has already approved a Service Level Agreement between this Department and the Western Cape Provincial Department of Health.

The HIV/AIDS policy of the Department was approved by the Minister during October 2002. The objectives of this policy are to:

- provide a strategic and operational framework
- educate officials regarding the prevention of AIDS and the care and support of sufferers
- provide guidance to external support organizations
- create a mechanism for the mobilization and allocation of resources
- formulate guidelines for the monitoring and co-ordination of activities.

Awareness campaigns are ongoing in prisons and calendar events such as the Candle Light Memorial, TB day, school AIDS week, Family day, and STI week are commemorated. For instance, World AIDS Day 2002 was celebrated in prisons and at certain management areas and was attended by both offenders and personnel. During the year under review approximately 20 000 condoms were distributed per province. Voluntary counselling and testing sites were also set up in the various prisons.

A new Disciplinary Procedure and Code for offenders has been developed in terms of Section 24 of the Correctional Services Act, 1998 (Act No 111 of 1998) as amended. One of the aims of the Disciplinary Procedure and Code is to ensure that discipline and order are maintained with firmness, but in no greater measure than is necessary for security purposes and good order in prison. The new Disciplinary Procedure and Code will be implemented as soon as all officials dealing with the disciplinary procedure are trained in the application of the procedure. This will be finalised within the next financial year.

As from 1 January 2003, offenders are no longer allowed to carry cash on their person inside prisons. The prison environment is an abnormal environment with a high density of people living and working in close confinement. The creation of a normalised prison environment without acts of corruption and bribery is in the best interest of offenders, officials, the family members of offenders and the public at large. It will also contribute towards creating an environment that is conducive to rehabilitation and the development of offenders on a sustainable basis.

Meal plans for all offender categories were approved by Management and these were implemented in all prisons during the year under review.

Key outputs, indicators and targets

Subprogramme	Output	Output measure / indicator	Target	Actual
Health and Physical Care	Provide a 24-hour health care service to all offenders	Reduction in the number of offenders who received health care services in private hospitals	Less than 30 per month	6
		Number of prisons that have a comprehensive 24-hour health care service	120 prisons	238 prisons
	Provide offenders with 3 nutritious meals per day	Average daily nutrition provided to offenders	2 000 kilo calories for adult women 2 500 kilo calories for adult men 2 800 kilo calories for growing children	2 000 kilo calories for adult women 2 500 kilo calories for adult men 2 800 kilo calories for growing children

The Department provides a 24-hour health care service to all offenders. Each prison has a Primary Health Care clinic or an in-patient facility. Other services are accessed through referral systems and nurses are available on a 24-hour basis, either on a standby basis or by working day and night shifts. Medical and dental services are provided by State or private medical practitioners and dentists.

Subprogramme	Output	Output measure / indicator	Target	Actual
Offender Control	Ensure that offenders serve their sentences	Number of escapes a year	Reduce the number of escapes	Increase of 20.6%
	Implement the concept of unit management within prisons	Number of prisons under unit management	70% of prisons	42 %
	Accommodate offenders within prisons	Percentage overcrowding of prisons	65%	71 %
	Ensure a safe and secure environment for offenders and members	Number of alleged assaults a year	Reduce the number of alleged assaults (staff-on-offender and offender-on-offender)	Increase of 1.98%
		Number of unnatural deaths in prisons a year	Reduce the number of unnatural deaths	Decrease of 70%

Escapes from custody

The Department set itself a target of reducing escapes by 50% based on the performance during the previous year. The results achieved during the period under review as against those of the previous year are indicated in table 7.

Escape category	1 April 2001 to 31 March 2002	1 April 2002 to 31 March 2003	Decrease / increase	% Decrease / increase
From prison	114	187	+73	+64%
From work team (departmental officials)	59	50	-9	-15%
From work team (institutions hiring offenders for labour)	33	23	-10	-30%
From public hospitals	18	16	-2	-11%
From courts	5	3	-2	-40%
During escorts	4	2	-2	-50%
Total	233	281	+48	+21%

The set target of a 50% reduction in respect of escapes was not achieved and the Department is not satisfied with this performance at all. It must, however, be mentioned that to a large extent the Department's performance in this regard was negatively influenced by one single incident during which 98 offenders escaped while being evacuated for their own safety from the Bizana prison following the explosion of kitchen boilers.

Negligence by officials continued to be a major cause of escapes whilst the overpopulation of prisons also aggravates the situation. In an effort to deal with this situation various strategies were adopted and measures were put in place. These measures focus mainly on aspects such as:

- involvement of managers at all levels in monitoring and ensuring adherence to policies and procedures
- strict disciplinary action against negligent officials
- various initiatives aimed at reducing overpopulation.

Unnatural deaths

In an attempt to reduce injuries and unnatural deaths as a result of prison violence and assaults (by offenders on offenders, staff members on offenders and offenders on staff members) specific targets were set at a reduction of 50%, based on the previous year's performance. There were 3 such deaths, but even one is one too many. The results achieved in this regard are indicated in tables 8 and 9.

Category	1 April 2001 to 31 March 2002	1 April 2002 to 31 March 2003	Decrease / increase	% Decrease / increase
Assault: Offender on offender	5	3	-2	-40%
Assault: Offender gangs	5	0	-5	-100%
Assault: Official on offender	0	0	0	0
Total	10	3	-7	-70%

Escape category	1 April 2001 to 31 March 2002	1 April 2002 to 31 March 2003	Decrease / increase	% Decrease / increase
Assault: Offender on offender	2 301	2 410	+109	+4,7%

Assault: Offender gangs	48	47	-1	-2%
Assault: Official on offender	624	575	-49	-7,8%
Total	2 973	3 032	+59	+1,98%

The above-mentioned results must however be viewed in the light of an increasing prison population and the increase in offenders sentenced for aggressive crimes.

As at 31 January 2003, the unit management concept was rolled out to 101 prisons which represents 41,7 percent of prisons. The ongoing restructuring and transformation of the Department will ensure that unit management will be finalised within the forthcoming financial years.

Composition of the prison population

Table 10: The composition of the prison population on 31 March 2003					
Category	Adult		Juvenile (under 21 years old)		Total
	Male	Female	Male	Female	
Sentenced	107 269	2 877	15 216	293	125 655
APOPS (sentenced)	5 949	0	0	0	5 949
Unsentenced	42 455	1 053	14 306	330	58 144
Total	155 673	3 930	29 522	623	189 748

On 31 March 2003 the Department managed 242 prisons countrywide that are made up as follows:

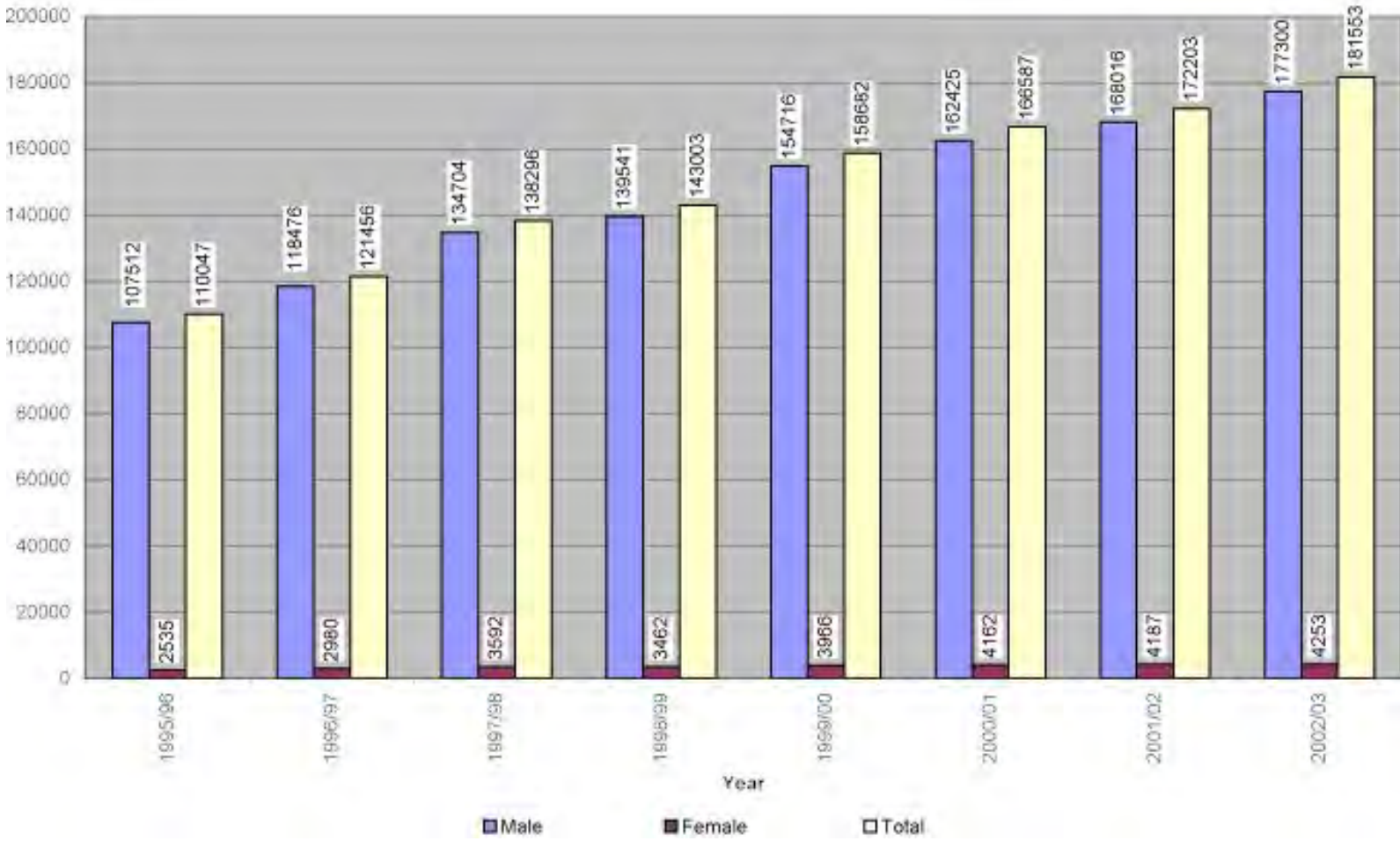
- 8 prisons for female offenders only
- 13 youth correctional facilities
- 137 prisons for male offenders only
- 72 prisons accommodating both male and female offenders
- 12 prisons that are temporarily closed down for renovations

Two APOPS prisons for sentenced males only are managed by private consortiums.

Daily average prison population

Graph 4 reflects the daily average prison population since 1995/96 to 2002/03.

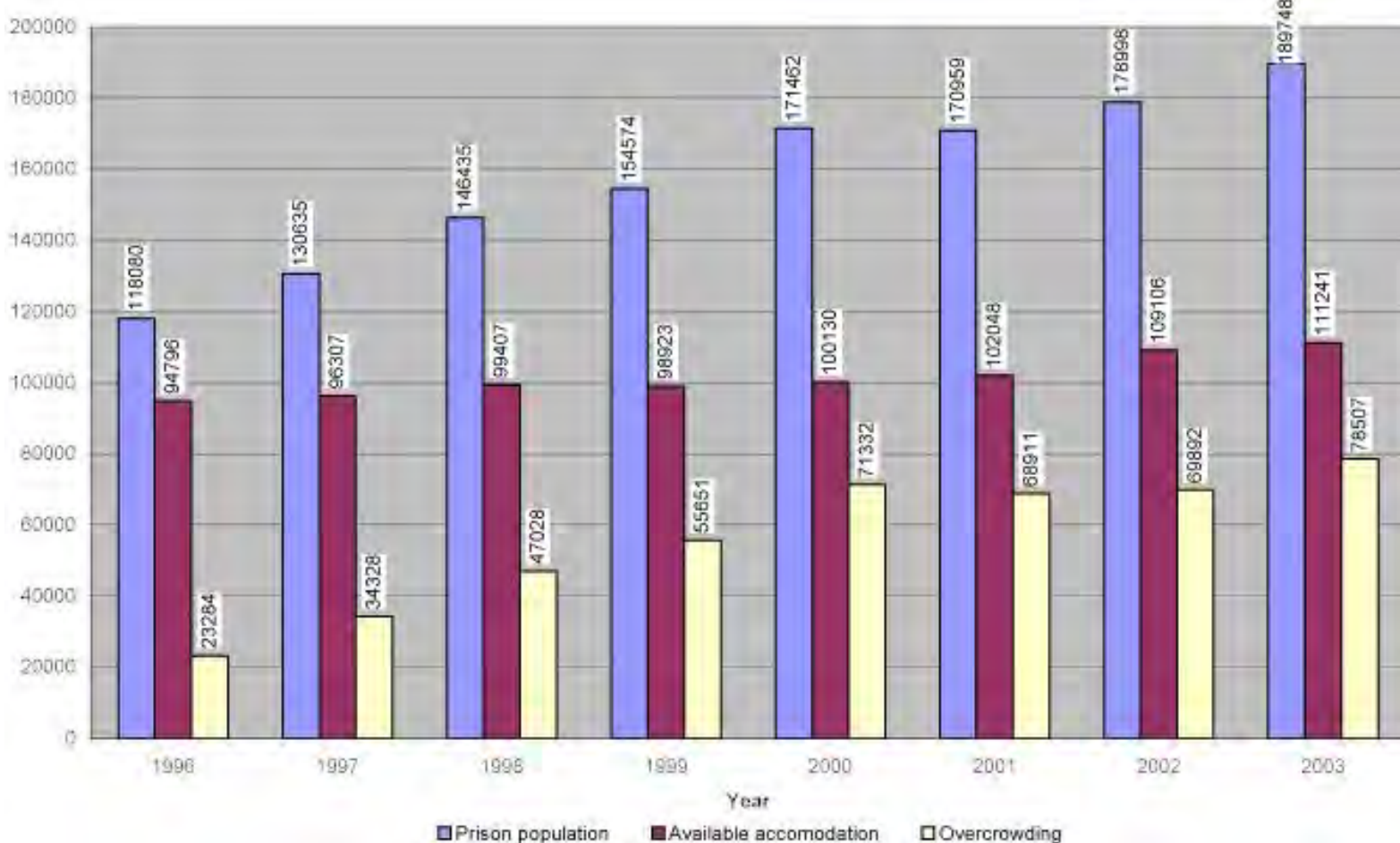
Graph 4: Total daily average prison population for the 1995/96 financial year to the 2002/03 financial year



Cell accommodation and utilisation

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

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



The tables below indicate the number of offenders in custody per age category on 31 March 2003.

Table 11: Age categories: Unsentenced persons in prison on 31 March 2003

Gender	<18 Years	18 to < 21 Years	21 to 25 Years	> 25 Years	Total
Female	81	249	325	728	1 383
Male	2 586	11 720	16 098	26 357	56 761
All Genders	2 667	11 969	16 423	27 085	58 144

Table 12: Age categories: Sentenced offenders in custody on 31 March 2003

Gender	<18 Years	18 to < 21 Years	21 to 25 Years	> 25 Years	Total
Female	38	255	550	2 327	3 170
Male	1 763	13 453	31 554	81 664	128 434
All Genders	1 801	13 708	32 104	83 991	131 604

Table 13: Age categories: Offenders in custody on 31 March 2003

Gender	<18 Years	18 to < 21 Years	21 to 25 Years	> 25 Years	Total
Female	119	504	875	3 055	4 553
Male	4 349	25 173	47 652	108 021	185 195
All Genders	4 468	25 677	48 527	111 076	189 748

Sentence categories

The table below indicates the number of offenders per sentence group in prison as 31 March 2003 in relation to the two previous periods under review.

Table 14: Number of offenders per sentence group as on the last day of March

Sentence Groups	2001/03	2002/03	2003/03
Unsentenced	56 422	55 500	58 144
0-6 Months sentence	6 298	6 335	7 276
Sentence of more than 6 months to 12 months	6 790	6 561	6 934
Sentence of more than 12 months to less than 24 months	6 292	6 272	6 429
Sentence of more than 24 months to 3 Years	15 930	17 102	17 590
Sentence of more than 3 years to 5 years	15 823	16 876	17 180
Sentence of more than 5 years to 7 years	13 059	12 911	12 649
Sentence of more than 7 years to 10 years	19 909	20 889	21 325
Sentence of more than 10 years to 15 years	13 591	16 610	19 380
Sentence of more than 15 years to 20 years	5 881	7 281	8 578
Sentence of more than 20 years to life	8 391	10 388	12 242
Other Sentenced offenders	2 573	2 273	2 021
Total Sentenced	114 537	123 498	131 604
Total population	170 959	178 998	189 748

Offence categories

Over the past three financial years the number of offenders in most crime categories escalated. The table below indicates that there was a growth in aggressive and sexually related offences. This has a negative implication on the Departments' ever-increasing problem of overcrowding as the sentences in respect of these offences are longer and thus imply longer periods of incarceration.

Table 15: Number of sentenced offenders per crime category as on the last day of March

Crime categories	2001	2002	2003
Economical	37 105	38 499	39 795
Aggressive	53 060	58 189	63 377
Sexual	13 724	15 086	16 608
Narcotics	3 532	3 739	3 974
Other	7 116	7 985	7 850
Total	114 537	123 498	131 604

Young children in prison with their mothers

The Department is responsible for the sound physical, social and mental care as well as the development of infants and young children who stay with their mothers in prison. In terms of the Correctional Services Act, 1998 (Act No 111 of 1998) the child of a female offender may be allowed to remain with the mother up to the age of 5 years. However, mothers are encouraged to give permission for their infants to be placed out to foster parents or to a suitable home to enable them to grow up in a normal environment.

The personal safety and development of infants who stay in prison with their mothers remained one of the Department's priorities. Special mother and child units are operational in eight provinces. The table below indicates the number of infants and children in detention with their mothers as on 31 March 2003 compared to 31 March 2002.

Table 16: Infants and children in detention with their mothers

Ages	31 March 2002	31 March 2003
< 1 Year old	95	118
1 - 2 Years old	63	60
>2 - 3 Years old	26	19
>3 - 4 Years old	4	10
>4 Years old	6	1
Total	194	208

Young offenders in prison

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

Young offenders in custody remain a major concern to the Department and the Department is doing everything in its power to reduce these numbers. The table below gives an indication of young offenders between the ages of 14 and 17 years who were in prison as at 31 March 2003.

Table 17: Young offenders in custody as at 31 March 2003

Ages	Unsentenced	Sentenced	Total
14 Years	177	44	221
15 Years	383	140	523
16 Years	885	513	1 398
17 Years	1 209	1 098	2 307
Total	2 654	1 795	4 449

The tables below indicate the trends over the last three years with regard to juveniles in custody that are between the ages of 14 and 17 years old.

Table 18: Unsentenced Juveniles In Custody on the last day of March

Ages	2001	2002	2003
14 Years	126	166	177
15 Years	380	370	383
16 Years	729	790	885
17 Years	851	985	1 209
All Ages	2 086	2 311	2 654

Table 19: Sentenced Juveniles In Custody on the last day of March

Ages	2001	2002	2003
14 Years	33	29	44
15 Years	150	172	140
16 Years	479	514	513
17 Years	1 028	1 067	1 098
All Ages	1 690	1 782	1 795





PROGRAMME 3: REHABILITATION



Aim of the programme

The Rehabilitation programme, in partnership with the community and through a range of development programmes, aims to provide opportunities to offenders to improve themselves and to aid their reintegration into society as productive, well-adapted and law-abiding citizens.

Rehabilitation should be seen as a process, not an event or a programme. It commences upon the admission of an offender into the correctional system and continues throughout the imprisonment up to and after release into the community when the community corrections system takes over this function.

Programme policy developments

During the year under review, the Department engaged in a project to gear structures, processes, procedures and systems within the Department to provide maximum service delivery in support of rehabilitation. This process was finalised with the appointment of consultants to facilitate the gearing process. To this end, the Mvelaphanda Strategic Plan was revised and led to the realigning of all programmes and services within the Department. It was considered imperative that the Department develop a document on rehabilitation in the context of its legal framework in order to create a common understanding of and approach to the concept of rehabilitation.

In terms of this document, rehabilitation is conceptualised with the realisation that the Department is dealing with human beings who have offended society and that society condemns the deed and not the person. In view of the inherent potential and ability of every person to change, this Department believes that with appropriate intervention offenders can be rehabilitated.

Framework for intervention

To ensure that the programmes address the actual needs of the offenders, the Department has implemented a framework for intervention to establish a systematic approach to comprehensive assessment, development of sentence plans and evaluation of the impact of interventions. All social workers, psychologists, chaplains and educators, as part of a multi-disciplinary team, have been trained to utilise and implement the framework in their day-to-day activities according to their unique circumstances and functionality.

Draft policies and Functional Orders on Education and Training, Social Work Services, Religious Care and Psychological Services, have been reviewed and updated in order to align them with the philosophy of Rehabilitation, external policies, principles and systems. These policy documents and directives will form the broad framework for the rendering of services and programmes to offenders.

New policies were developed for Offender Corrections, Care and Development, Community Participation as well as Poverty Alleviation.

The Offender Corrections, Care and Development Policy will provide a broad framework to inform and guide offender corrections, care and development and will enable the Department to create a humane environment that promotes healing and reconciliation. The aim of this policy is to:

- identify and correct offending behaviour
- develop offenders to be law-abiding and productive citizens, and
- promote protection and stability within society, in partnership with the community and stakeholders.

The draft policy for Community Participation has also been developed to provide a broad framework for community participation in the advancement of rehabilitation and the reintegration of offenders into society. The main objectives of this policy are:

- to create an environment that allows for the effective involvement of the community in the rehabilitation of offenders
- to create opportunities for the establishment and maintenance of partnerships between the Department and the community
- to regulate the rendering of rehabilitation programmes and services to offenders by members of the external community
- to formalise collaborative partnerships and networking relationships with the community, and
- to integrate and coordinate rehabilitation services rendered by the community to offenders.

The Department is in the process of drafting national terms of reference for the development of its comprehensive Poverty Alleviation Policy. It is envisaged that this policy will provide guidelines for and strengthen poverty alleviation and sustainable development initiatives in the community and contribute to the spirit of Letsema and Vukuzenzele. It is envisaged that the Poverty Alleviation Policy will find expression at grass roots level in communities by means of poverty alleviation projects and services. Correctional Services will join hands with other non-governmental and community based organizations in these endeavours. The Department has pledged its commitment to national efforts aimed at alleviating the scourge of poverty amongst our people. The Department backed up its commitment to alleviate poverty by providing agricultural produce and other industrial products.

Adult Basic Education and Training (ABET) Programme

The Department has committed itself to addressing the literacy needs and basic skills of offenders. To address the great variety and unique needs of offenders, the Department has entered into a two year contract with Project Literacy to provide learner support material for ABET levels 1 to 4 as from 1 January 2003 until 31 December 2004.

UNISA / SANLI bursaries

The British Department for International Development (DFID) has been a long-standing partner of UNISA's Institute for Adult Basic Education and Training. Since 1997, the DFID has supported the ABET Institute in the training of offenders to become ABET practitioners within Correctional Services. During 2002 a formal working relationship was established between the UNISA ABET Institute and the Department in terms of the allocation of bursaries to both offenders and educators. All the learning support materials and the necessary stationery have been sponsored by UNISA / DFID and many learners have benefited from this venture.

The following is an exposition of the bursary allocation for the 2002 academic year at 42 prisons country-wide:

Level of Study	Number of bursaries allocated	Successes
Certificate	291	268 (92%)
Diploma	252	244 (97%)
Honours	8	8 (100%)
Total	551	520 (94%)

Readucate

The Readucate Trust is a non-profit educational and literacy non-governmental organisation (NGO) whose mission is to upgrade literacy amongst disadvantaged people. The Readucate Programme is based on over 70 years of experience in teaching children and adults of all races and mentalities the multi-dimensional approach to reading developed by Education and Reading. One of its endeavours is to fight crime within the Correctional Services environment through a 10-day Offender Rehabilitation Programme in which literate offenders learn how to teach their illiterate fellow inmates the English language, reading, communication and life skills. Currently the project is sponsored by the Vodacom Foundation. A total number of 204 offenders from 22 prisons in Gauteng, the Limpopo Province, Mpumalanga and the Northern Cape were trained as Readucate Instructors during 2002.

President's Award Programme

The President's Award (PA) Programme is a self-development programme available to young offenders aimed at equipping them with life skills to make a difference in their own lives and in their communities.

The PA programme forms part of the Rehabilitation programme for young offenders. It is a holistic programme that aims to promote the social, psychological and physical well-being of young people in South Africa and it is a member of the Duke of Edinburgh's Ward International Association.

A President's Award Gold Ceremony was hosted in Grahamstown on 7 July 2002. During this prestigious event the former President, Dr Nelson R Mandela (Patron-in-chief), handed Gold Awards to 110 young offenders who successfully participated in the programme.

The involvement of the President's Award in young offender programmes has played a significant role in the successful societal reintegration of young people in conflict with the law.

Training centres

The establishment of training centres is aimed at the promotion of occupational skills training. Although artisan status cannot be obtained, this training is aimed at equipping offenders with basic technical skills and specialised training in a variety of fields such as brick making, bricklaying, woodwork, welding, garment making, etc. Business skills training is also provided in order to equip individuals with the skills required to operate their own small business.

Twelve training centres have already been completed in the following management areas:

Nelspruit,	Goedemoed	Uppington
Kimberley	George	Waterval
Kroonstad	East London	Ncome
Umtata	Bethal	Johannesburg

Two additional training centres are nearing completion at the Odi and Polokwane Management Areas.

National Skills Fund: Department of Labour

During the 2002/2003 financial year, an amount of R7,5 million was allocated for the training of offenders in basic occupational skills. Both male and female offenders were trained in different market-related and needs-based technical and entrepreneurial skills. The nature of the courses that were offered was determined by the market needs as established in the various provinces.

Restorative Justice

The Department embarked on a campaign to popularize and implement Restorative Justice Principles. Awareness raising campaigns were held in all the provinces during the International Restorative Justice Week in November 2002. These campaigns were aimed at creating a common understanding of the concept and at obtaining the support of offenders, personnel and the community in respect of the Restorative Justice approach. To commemorate the Restorative Justice Week, an inter-faith church service was held on 24 November 2002 in Mamelodi. The purpose of the church service was to take corrections to the community, inviting them to join hands with the Department to strengthen rehabilitation efforts and to take the first step on the path of reconciliation and healing. An awareness raising campaign also took place in the Free State involving DCS officials, officials from other government departments, various NGOs, Community Based Organisations (CBOs) and Faith Based Organisations (FBOs).

In November 2002, four JCPS Cluster departments, namely Justice and Constitutional Development, Correctional Services, Social Development and the South African Police Service in conjunction with various NGOs, held a national restorative justice conference with the aim of establishing greater co-operation in the implementation of restorative justice.

Victim Empowerment Programme

The purpose of the Victim Empowerment Programme is to address the needs and concerns of victims. The programme aims at strengthening resources and to stimulating volunteer participation.

During October 2002, a workshop facilitated by an international expert on Restorative Justice and Victim Mediation, Professor Howard Zher, was held with various external partners, NGOs and CBOs for the compilation of Victim Offender Mediation Guidelines. These guidelines will culminate in a Victim Offender Mediation Protocol that will be used during victim offender mediation programmes in the Department. At present, the guidelines are being discussed with both internal and external role-players in the field of restorative justice.

Anti-Rape Strategy

During December 2002, the Department held a scope development workshop with internal and external role-players in order to bring the Department's Anti-Rape Strategy in line with the objectives of the Inter-Departmental Management Team (IDMT) and also to develop project specifications and milestones / deliverables, relevant to a specific prison environment yet contributing to the overall objectives of the Anti-Rape Strategy. Six focus areas have been identified as a priority, i.e. the:

- alignment of admission and release as well as the Parole Board systems for sexual offenders
- development and management of protocols in dealing with victims of rape and other sexual offences
- research on the extent of HIV/AIDS and acts of sodomy in prison
- design and development of rehabilitation programmes for victims of rape and for perpetrators of rape
- development and updating of the existing database on rape and other sexual violence within the Management Information System
- training and education of correctional officials in dealing with rape and other forms of sexual violence.

Project managers have been appointed for each of the above focus areas / projects who will take responsibility for the development and setting up of deliverables and the implementation thereof.

Social Crime Prevention and Moral Regeneration

By way of its legal mandate the Department is involved in the implementation of sustainable development programmes and projects. The Department, in consultation with a wide range of key stakeholders, forms part of a concerted effort to improve opportunities for and the well-being of those in its care and in so doing contributes indirectly to sustainable development.

During the year under review, various NGOs, Community Based Organisations (CBOs) and Faith Based Organisations (FBOs), such as the South African National Council of Addicts (SANCA), were involved in a National Drug Abuse Treatment Programme for addicted offenders. This engagement enabled the Department to strengthen treatment and intervention efforts and to expand the scope of rehabilitation and after care services.

The Department engaged in outreach programmes and projects, in order to promote and improve relationships with the community, to encourage individuals to start their own small businesses, to utilize offenders in motivational talks as well as to offer their skills to the community as part of community upliftment programmes. These programmes included:

- cleaning projects at schools, churches and residential areas
- garment making courses offered to youths and adults in the communities
- crime prevention and awareness programmes presented to schools and communities
- sports and recreation programmes
- agricultural programmes such as the cultivation of vegetables
- hand skills development programmes

Industries

Agricultural activities and production workshops promote the development and rehabilitation of offenders by providing them with training and job opportunities.

Progress was made with the implementation of new strategies to improve the productivity of production workshops in order to bring them in line with industry norms.

A linear regression analysis has been adopted as a forecasting strategy for the forecasting and aggregate planning of the textile production. This strategy brings the actual production of offender clothing requirements in line with the prison population and it also takes into account the linear growth of the prison population over the next five years. This also included the revised Bill of Materials (material list) and the standard times for the completion of textile items.

The linear regression analysis together with the Bill of Materials is also linked to the strategy of acquiring material, namely the Material Required Plan (MRP). Consequently the shortage of raw materials and offender clothing in correctional institutions has been alleviated.

Given the increased demand for shoes required by the Department for offenders, it was necessary to expand the shoe manufacturing operations. This expansion strategy will be put into operation at St Albans. Finalization of a feasibility study will see the commencement of shoe production in this facility.

Further expansions are being undertaken in prison bakeries. The Goedemoed bakery became operational during the 2002/2003 financial year and feasibility studies have been conducted into the opening of new bakeries at Boksburg, Barberton and at Groenpunt.

A project to scientifically review standard production times within wood and steel workshops commenced during 2001. The aim of this survey is to improve productivity to comply with norms within the industry. The strategy employed in this regard is that of level capacity. This strategy focuses on constant utilization of the maximum capacity in terms of personnel, machinery, offenders and raw materials in order to recover expenditure in respect of labour and materials. The success of this strategy is demonstrated by the high productivity and efficiency and the positive income during the financial year.

Furthermore a reactive strategy was adopted in both the wood and steel workshops and no expansion of these facilities is foreseen until the available capacity is 100% utilised.

Enterprise Resource Planning (ERP)

For the effective processing of raw materials in production workshops, the relationship between Logistics as a procurer of material and Industries as a processor of material and a producer of goods, has been greatly improved. The finalisation of tenders has been accelerated, specifications issues have been dealt with without delay and this has resulted in a smooth production flow.

Asset management

A general shortage of equipment has hampered the Department's commitment to provide sufficient training opportunities to offenders. There is also an intention to replace 50% of the equipment that has become obsolete by the end of 2005. Asset registers have been evaluated per province, per workshop and assets will be replaced uniformly after a 10-year lifespan.

Finding employment for offenders

A databank was created for probationers and parolees to assist them to find employment through the Internet. This databank will enable prospective employers to access identifying particulars of probationers and parolees on the Internet as well as to obtain information from the Department's personnel who are assisting probationers and parolees to find employment. This programme will be launched as a pilot project in the Gauteng Province and it will subsequently be rolled out to all provinces. After implementation of this programme, the number of offenders assisted in finding employment will be reflected on the Internet.



Key outputs, indicators and targets

Table 21: Key outputs, indicators and targets for the Sub-programme Development Programmes

Sub-programme	Output	Output measure/ indicator	Target	Actual
Development Programmes	Provide education and training to sentenced offenders	Number of offenders involved in education programmes	11 400	21 346
		Number of offenders involved in training programmes	10 300	16 081
	Provide social work services	Number of offenders receiving services	71 000	87 532
		Number of group work sessions	33 600	8 851
Provide psychological services to offenders	Provide psychological services to offenders	Number of individual consultations	1 000	4 559
		Number of individual therapy sessions	10 000	4 430
		Number of group therapy sessions	900	806
		Number of family therapy sessions	200	117
Provide religious care services to offenders	Provide religious care services to offenders	Number of religious services	32 000	47 841
		Number of group sessions	24 500	39 141
		Number of individual sessions	45 000	81 027
A national agricultural production system aimed at increasing self-sufficiency	Agricultural production	Vegetables: 13 800 000 kg Fruit: 810 000 kg Red meat: 530 000 kg Milk: 6 200 000 litres Pork: 1 820 000 kg Chicken: 1 300 000 kg	Vegetables: 15 188 093 kg 885 078 kg Fruit: 534 205 kg 6 703 057 litres Red meat: 1 912 123 kg 1 508 975 kg Milk: 1 355 492 doz	

		Eggs: 1 500 000 doz	
	Number of products produced	Timber: 44 300 units Textile: 2 400 000 units Steel: 235 000 units	63 391 units 1 660 907 units 189 949 units
Optimised utilisation of prison labour	Offenders involved in building and maintenance projects per day	1 800	1 482
	Offenders involved in agricultural projects per day	7 500	6 384
	Offenders involved in workshops per day	3 700	2 208
	Number of offenders utilised by the Department per day	32 750	25 4633
Provide prison labour to welfare organisations, state-supported bodies, provincial administrations and other departments	Average number of offenders provided to other departments and institutions per day	250	Information outstanding
Provide needy offenders with material and financial assistance	Number of needy offenders who have received material and financial assistance	21 000	28 143
	Number of offenders assisted in finding work	Databank will be developed	A databank is in the process of being finalised.
Present pre-release programmes to offenders	Number of offenders who have received pre-release programmes	Databank will be developed	A databank is in the process of being finalised.
Recommendations made by the parole boards	Number of cases dealt with by the parole boards	61 200	54 543

The presentation of rehabilitation programmes to offenders offers them the opportunity to become self-supporting, responsible members of the broader community. Considerable progress has been made with these programmes and the level of offender participation has already improved compared to the 2001/2002 figures and it is expected to increase over the next years.

With regard to agricultural production the Department had by December 2001 produced 60% of its target in respect of vegetables, 73% in respect of milk and 70% in respect of meat products.

The Department provides facilities, amenities and incentives for offenders to participate in labour programmes that are of economic value to the Department and of therapeutic value to offenders. One of the incentives is the payment of gratuity. An added advantage is that active participation in the labour market facilitates their reintegration into the job market and into the community after release. Due to overcrowding and staff shortages, labour performance by offenders declined during the period under review.

Parole Boards consider the placement on parole of offenders by interrogating the merits of each individual case. Depending on the nature of the crime committed, Parole Boards apply specific guidelines when considering possible parole placement. An offender who is recommended for parole placement is subjected to strict conditions and is physically monitored in the community. For the period under review the 50 national Parole Boards in the nine provinces considered 54 543 cases for conditional or unconditional release.

Psychological Services

The aim with the rendering of psychological services is to render need-based services to sentenced offenders and persons under correctional supervision or on parole, with a view to improving their mental health and emotional well-being in order to promote their rehabilitation and re-integration into the community.

Table 22: Main target groups and the number of persons seen

Target group	Persons seen	
	2001/2002	2002/2003
Offenders	12 979	8 438
Persons under Correctional Supervision	642	501
Parolees	614	40
Court referrals	393	410
Suicide risks	422	293

Groups	2 488	2 925
Total	17 538	12 607

Table 23: The number of persons involved in main therapeutic activities

Therapeutic activity	2001/2002	2002/2003
Individual therapy	8 349	4 430
Group therapy	794	806
Family therapy	239	117
Total	9 382	5 353

The number of persons seen is directly linked to the number of psychologists who were available to render services. The number of psychologists has decreased from 44 in the previous year to 31 in the current year. Psychologists mainly leave the employment of the Department for overseas and private practices due to the poor salaries paid by the State.

Social Work Services

Social work services is a professional activity aimed at helping individual offenders, groups of offenders and communities to enhance or restore their capacity for normal and effective social functioning and to promote societal conditions which support offender rehabilitation and reintegration.

Table 24: Statistics on group and community work rendered by social workers

Programmes	2001/2002	2002/2003
Alcohol dependence	2 796	758
Drug dependence	1 884	718
Life skills	10 796	3 211
Marriage and family care	790	137
HIV/AIDS counselling	2 417	462
Orientation programme	3 167	1 012
Placement preparation	2 015	509
Support services	1 337	155
Ad hoc services	1 907	477
Trauma counselling	66	29
Sexual problems	1 627	612
Aggression	2 320	771
Total	31 122	8 851



Table 25: Number of social work interviews conducted with adult offenders

Programmes	2001/2002	2002/2003
Alcohol dependence	5 194	2 280
Drug dependence	3 611	1 921
Life skills	13 689	8 466
Marriage and family care	36 523	13 873
HIV/AIDS counselling	4 268	1 876
Orientation programme	12 056	6 207
Placement preparation	8 569	3 469
Support services	48 380	20 806
Ad hoc interviews	14 985	11 028
Trauma counselling	2 618	1 062

Sexual problems	1 908	1 148
Aggression	3 052	2 262
Total	154 853	74 398

Programmes	2001/2002	2002/2003
Alcohol dependence	979	565
Drug dependence	1 025	540
Life skills	4 489	1 976
Marriage and family care	5 630	2 065
HIV/AIDS counselling	704	319
Orientation programme	3 368	1 412
Placement preparation	1 932	508
Support services	8 899	3 210
Ad hoc interviews	3 485	1 766
Trauma counselling	383	189
Sexual problems	330	205
Aggression	496	379
Total	31 720	13 134

During the period under review, the Department revised the Internal Service Level Standard and changed the focus from the quantitative to the qualitative and thus the case loads of social workers were reduced to enhance the quality of work. The change in the service level standards was necessitated by the introduction and the implementation of the model of intervention. Social workers who render services to juveniles and the youth now carry the same case load as those who deal with adult offenders.

The Department has also moved away from generic and didactic programmes to need-based therapeutic (rehabilitation) programmes. These changes have affected the numbers but have not compromised the quality of rehabilitation programmes that social workers offer to offenders. It should also be noted that the high turnover of social workers has also contributed significantly to the decrease in the number of offenders attended to by social work services.

Religious Care Services

Religious Care Services, in partnership with the community, churches/faiths, NGOs, Community Based Organisations (CBOs), Faith Base Organisations (FBOs) and other role players, utilises need-based programmes within a multi-disciplinary context to render effective religious / spiritual care services to offenders with a view to rehabilitating and reintegrating them into the community.

Programme or service	2001/2002	2002/2003
Number of church or religious services	50 772	47 841
Number of group sessions for followers according to the religious practices of that religion or faith	36 302	39 141
Number of individual interviews in respect of religious care	137 300	81 027

A decrease was experienced in the attainment of set service level standards for the year under review. This was mainly due to the discontinuation of the payment of travelling allowances to religious workers.

Education and Training

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

The following tables indicate the nature and extent of the educational and training programmes presented during the 2001 and 2002 academic years.

Period	2001 Academic year	2002 Academic year
Total	8 092	11 265

Table 29: Number of offenders involved in Mainstream Education

Period	2001 Academic year	2002 Academic year
Total	4 950	6 460

Table 30: Number of offenders involved in other studies

Category	2001 Academic year	2002 Academic year
Correspondence studies	870	2 379
Technical & Business studies	1 583	3 186
Total	2 453	5 565

Table 31: Number of offenders involved in informal educational programmes

Programme	2001 Academic year	2002 Academic year
Recreational educational programmes	8 945	29 596
Specially organised sporting events	7 848	5 123
Number of Libraries	124	164
Libraries: Number of readers	98 884	85 715
Libraries: Number of books issued	241 268	183 761

Table 32: Number of offenders involved in vocational training programmes

Type of training	2001 Academic year	2002 Academic year
Building training	717	837
Hairdressing training	107	312
Workshop training	464	1 167
Total	1 364	2 286

Table 33: Number of offenders involved in occupational skills training programmes

Type of training	Offenders involved	
	2001	2002
External career-directed training	2 573	3 020
Agricultural training	1 329	1 483
Internal career-directed training	1 401	2 946
In-service training	761	3 839
Entrepreneurial skills training	1 901	1 330
Computer skills training	512	1 180
Total	8 466	13 795

Table 34: Total number of offenders involved in education and training programmes

Year	2001	2002
Number of offenders	25 345	37 427

Industries

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



In order to promote productivity, targets were set in respect of the cultivation of the various agricultural products. The agricultural section was very successful in attaining these targets notwithstanding the adverse climatic conditions experienced in certain parts of the country. With the exception of the egg production, all other the targets were reached.

The production in respect of the various agricultural products against the set targets was as follows:

- Vegetables 110%
- Fruit 106%
- Red meat 101%
- Milk 109%
- Pork 105%
- Chicken 116%
- Eggs 90%

The vegetable production (15 188 093 kg), milk production (6 703 057 litres) and chicken production (1 508 975 kg) were the highest ever attained by the Department, whilst the pork production (1 912 123 kg) is the second highest, fruit (855 078 kg) the best in the last 10 years and red meat (534 205 kg) the best in the last seven years. No additional resources or agricultural infrastructure were acquired during this financial year.

The performance of the various workshops enterprises against the set targets was follows:

- Timber unit 143%
- Steel units 81%
- Textile units 69%

The production of wood and steel items was negatively influenced by the lack of funds to procure raw materials. The wood workshops nevertheless exceeded the set target.

The wood items manufactured (63 391 items) compare favourably with the excellent 2001/2002 production of 69 843 items. The steel (189 949) and textile items (1 660 907) are however well below the 2001/2002 production levels of 238 570 and 2 053 645 respectively.

The decrease in the production of textile items is mainly attributed to a lack of funds as well as a saturated market resulting from the recent implementation of the new orange prison uniform.





PROGRAMME 4: COMMUNITY CORRECTIONS



Aim of the programme

The Rehabilitation programme, in partnership with the community and through a range of development programmes, aims to provide opportunities to offenders to improve themselves and to aid their reintegration into society as productive, well-adapted and law-abiding citizens.

Policy developments

The Department has identified electronic Monitoring as a possible medium to long-term solution to assist the personnel of the Department with the supervision of probationers and parolees. A pilot project in this regard that was ongoing was suspended in order to allow for a proper feasibility study into the concept.

A marketing drive was launched countrywide to promote correctional supervision as an alternative sentencing option as well as to enhance the placement of suitable awaiting-trial persons under the system of Community Corrections in terms of Sections 62 (f), 71 and 72 of the Criminal Procedure Act, 1977 (Act No 51 of 1977). During the period 1 January 2001 to 31 December 2002 altogether 4 228 awaiting trial persons were placed under community corrections. If it was not for the introduction of the relevant legislation these persons would most probably have ended up in prison.

The successful rehabilitation and reintegration of offenders into society can only be achieved if the Department fulfils its legal mandate. To further enhance this goal, the Department has established community corrections sub-offices and satellite offices to better serve the interests of offenders who reside in rural areas. A total of 21 sub-offices and 189 satellite offices are currently in operation.

Key outputs, indicators and targets

Table 35: Key outputs, indicators and targets of the sub-programme Correctional and Parole Supervision.

Sub-programme	Output	Output measure/ indicator	Target	Actual
Correctional and Parole Supervision	Supervision and control over offenders in the system of community correction	Daily average probationer and parolee population	67 200	71 560
		Number of absconders traced	7 935	5 412
		Tracing of absconders		

The number of people under the authority of Community Corrections escalated from a daily average of 55 556 in 1998/99 to 71 560 in 2002/03.

The single biggest problem experienced with regards to the system of community corrections is that probationers, parolees and awaiting-trial persons who are taken up in the system can reasonably easily abscond from the system because of the fact that supervision is not on a 24-hour basis. Fortunately most of them do not abuse the system. The challenge to the Department in this regard is two-fold namely to inculcate with those admitted into the system a sense of responsibility and cooperation – a realization that having been given the opportunity to be admitted to the community correction system rather than to prison presents an opportunity and not a threat. The second challenge to the Department, in collaboration with its partners within the Justice, Crime prevention and Security Cluster, is to successfully trace absconders from the system and to bring them to book. Some successes are being achieved in this regard. Results achieved in this regard are indicated in table 36 below.

Table 36: Number of persons that absconded from the system of community corrections with an indication of the number of absconders traced per year (Absconders traced in a particular year do not only include persons that absconded during that particular year)

Period	Number of persons that absconded	Number of absconders traced
1 April 2000 to 31 March 2001	59 12	7 036
1 April 2001 to 31 March 2002	13 367	5 413
1 April 2002 to 31 March 2003	6 747	4 598

To enhance the successful tracing of absconders, a decision was taken to take a photograph of each person that is admitted to the system and to keep it on an electronic database for easier identification purposes. This process has already been implemented countrywide.

Traced absconders are referred back to law courts for alternative sentencing or are referred back to prison for the serving of the remainder of their sentences.





PROGRAMME 5: FACILITY MANAGEMENT AND CAPITAL WORKS



Aim of the Programme

Facility Management and Capital Works funds the provision of new correctional facilities, the maintenance and upgrading of existing facilities and the administration and running of laundries, power supplies, water purification and sanitation. It also provides the funds required for the Department to meet its contractual commitments to the suppliers of services at the two Public-Private-Partnership prisons.

Policy developments

The two new privately owned prisons namely the prisons Mangaung Maximum Security Prison at Bloemfontein and Kutama-Sinthumule Maximum Security Prison at Louis Trichardt provides 5 952 additional beds to the stock of prison accommodation.

The construction of the Kutama-Sinthumule Maximum Security Prison was completed on 1 February 2002 and the contractor received the first intake of offenders on 20 February 2002.

The Department is effectively using all available offender places as provided by the PPP contractors. The output for this programme, with specific reference to available offender places, was achieved as planned.

In its quest to provide sufficient and appropriate prison accommodation, the Department is continuously exploring new ideas and concepts of prison design that may in the end provide the basis for a new generation of prisons that are both more suitable and more affordable. All future designs for prisons will make provision for the requirements of the unit management concept.

Key outputs, indicators and targets

Facility Management and Capital Works

Table 37: Key outputs, indicators and targets for the Capital Works Projects Sub-programme

Sub-programme	Output	Output measure/ indicator	Target	Actual
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Capital Works Projects	Provision of accommodation through joint venture prisons	Number of available offender places in PPP prisons	5 952	5 952
	Provision of prison accommodation	Number of additional prison beds	3 917	3 952

The following information reflects the Department's performance in respect of its Capital Investment, Maintenance and Asset Management Plan.

Table 38: Building projects that were in progress on 31 March 2003 and the expected completion dates

Prison	Project Description	Expected completion dates
Westville	Upgrading of prison	10/08/2004
Wolmeranstad	Upgrading of prison	25/11/2003
Klerksdorp	Upgrading of prison	05/01/2004
Thohoyandou	Construction of abattoir	30/03/2004
Empangeni	Housing for members	26/07/2003
Odi	Construction of training centre	21/08/2003 to be revised
Ncome	Construction of training centre	09/07/2002
Waterval	Construction of training centre	09/07/2002
Kroonstad	Construction of training centre	24/07/2002
Goedemoed	Construction of training centre	05/09/2003
Pietersburg	Construction of training centre	Tender stage

The Department has no plans to close down or downgrade any existing facilities.

The maintenance backlog at 31 March 2003 amounted to R 1,36 billion and the Department plans to deal with the backlog over the MTEF period as follows:

Table 39: The Department's plans to deal with the maintenance backlog over the MTEF period

Financial year	Amount R
2003/04	404 651 466
2004/05	406 550 372
2005/06	279 091 452
Total	1 090 293 290

The developments mentioned above will have no negative impact on the Department's current expenditures as the bulk of the budget will be used for the construction of new prisons and existing repair and maintenance projects (RAMP).

Eighty percent of the Department's capital stock is in a good condition. Repair and renovations of the following prisons was undertaken during the financial year:

Queenstown	Umzimkulu	Mqanduli
Lady Frere	Nqgeleni	Engcobo
Flagstaff	Nqamakwe	Dordrecht
Tabankulu	Cofimvaba	Graaff Reinet

The total asset holding of the Department did not change significantly due to only minor alterations and additions that took place during the year under review. The only significant changes were the additions at Klerksdorp and Wolmaranstad prisons.

The following projects will be carried over from the year under review to the following financial year.

Project	Budget R
Wolmaransstad Prison	8.9 million
Klerksdorp Prison	65.2 million
Durban Westvill Prison	47.8 million
Obiqua Prison	11.5 million
Potchefstroom Prison	2.8 million
Westville Prison	19.0 million
Repair and maintenance programme (RAMP)	404.7 million

Prison	Project Description	Expected completion dates
Leeuwkop Prison	Construction of a 3000 bed prison	July 2005
Kimberly Prison	Construction of a 3000 bed prison	July 2005
Klerksdorp Prison	Construction of a 3000 bed prison	July 2005
Nigel Prison	Construction of a 3000 bed prison	July 2005
RAMP	Repair of all boilers nationally	April 2004
RAMP	Repair of mechanical equipment and electrical infrastructure	October 2004

The tendering processes for capital works are done by the Department of Public Works through the State Tender Board. Expenditures that are involved are consultants' fees, construction fees and the cost to purchase land.

No funds will be rolled over from the existing budget to the next financial year. The Department has made provision in future budgets to maintain the infrastructure created by the capital investment.





PART 3

REPORT OF THE AUDIT COMMITTEE

Report of the Audit Committee



REPORT OF THE AUDIT COMMITTEE



We are pleased to present our report of the financial year ended 31 March 2003.

Audit Committee Members and Attendance:

The audit committee consists of the members listed hereunder and meets at least four times per annum as per its approved terms of reference. During the current year six meetings were held.

Name of Member	Number of Meetings Attended
M E Magondo (Chairperson)	5
D P van den Nest	5
S L Machaba	1
S Moodley	5
N W Tshivhase	3

Audit Committee Responsibility

The Audit Committee reports that it has complied with its responsibilities arising from section 38 (1) (a) of the PFMA and Treasury Regulation 3.1.13. The Audit Committee also reports that it has adopted appropriate formal terms of reference as its audit committee charter, has regulated its affairs in compliance with this charter and has discharged all its responsibilities as contained therein.

The effectiveness of internal control

During the year under review internal and external auditors reported several instances of non-compliance, which resulted from a breakdown in the functioning of controls. Significant control weaknesses have been reported by the Auditor-General under emphasis of matter paragraphs 5.1.2; 5.1.3 and 5.2.2; and in the management letter. Most of the weaknesses reported are recurring from prior year reports.

The risk assessment for the Department was finalized during the year.

The quality of in year management and monthly / quarterly reports submitted in

terms of the Act and the Division of Revenue Act.

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

Evaluation of Financial Statements

The Audit Committee has

- Reviewed and discussed with the Auditor-General and the Accounting Officer the audited annual financial statements to be included in the annual report;
- Reviewed the Auditor-General's management letter and management response;
- Reviewed changes in accounting policies and practices.

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



Chairperson of the Audit Committee

Date: 31 July 2003





PART 4

FINANCIAL STATEMENTS

Management report

Report of the Auditor-General

Statement of accounting policies and related matters

Income statement

Balance sheet

Statement of changes in Net Assets/Equity

Cash flow statement

Notes to the annual financial statements

Appropriation statement

Notes to the appropriation statement

Physical asset movement schedule

Annexures



MANAGEMENT REPORT for the year ended 31 March 2003



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

1. General review of the state of financial affairs

The following items were addressed by the Department of Correctional Services (The Department):

1.1 Important policy decisions and strategic issues facing the Department

Gearing Department of Correctional Services for Rehabilitation

A re-engineering project, called Gearing Department of Correctional Services for Rehabilitation, was introduced in 2002/2003, to evaluate systems, processes and structures, and align them with the core business of the Department. The project has moved beyond a substantial review of rehabilitation and has identified the following key service delivery areas:

- Corrections,
- Development,
- Security,
- Care,
- Facilities, and
- After-care.

This comprehensive approach entails all aspects of the Department's core business, ranging from corrections, which profiles and risk-assesses individuals in the Community Corrections programme to after-care, which focuses on pre-release reintegration programmes for prisoners. This substantial undertaking also involves developing new policy for the types of rehabilitation programmes offered and the training of prison personnel. To accommodate the required changes, the Department has adopted a unit management approach, which involves dividing prisons into smaller, manageable units and, which encourages the management of the offender, as opposed to the management of the prisoner.

To enhance offender rehabilitation programmes, the Department introduced restorative justice principles in 2001, with the aim of enabling offenders to make amends in relation to their victims and the community, and to bring about a greater sense of healing and community safety.

Amendment of the Correctional Services Act

In 2002/2003, Parliament amended the Correctional Services (Act No.111 of 1998) to allow for the establishment of decision-making Parole Boards, which include members of the departments of Correctional Services, Justice and Constitutional Development, Safety and Security, and two permanent members from the community, one of whom will serve as the chairperson.

Poverty alleviation project

As part of its rehabilitation initiatives and contribution to the community, in 2002 the Department established formal links with non-governmental and community-based organisations involved in poverty alleviation to distribute goods and services produced by prisoners to the poor. The intention is to support community development projects, such as the building of rural schools, partnerships in agriculture, carpentry, construction and other projects, where the community requires assistance.

Overcrowding of prisons

To address the challenge of over-crowding, the Department is implementing a number of strategies. Funding has been obtained for building and staffing new prisons. New prison designs and prison-funding models are being considered. Co-operation with other departments notably the Department of Justice and Constitutional Development, in the Integrated Justice System (IJS) in the Awaiting Trial Prisoner project and the Saturday Courts project, is aimed at reducing the number of awaiting trial and pre-sentence prisoners. The Department is also promoting awareness in the IJS of diversion programmes, and alternative sentencing options such as community service. A recently established Justice, Crime Prevention and Security Cluster task team dealing with overcrowding will constantly monitor the criminal justice system and identify the blockages that result in increased prisoner numbers.

Anti-corruption initiatives

To promote good governance, the President appointed the Jali Commission and a team of experts from the Department of Justice and Constitutional Development's Special Investigating Unit to investigate the corruption, maladministration, violence and intimidation threatening the Department. The Department has also obtained funds to establish an internal investigation unit to root out this problem permanently.

1.2 Spending trends

Parliament has voted an amount of **R6 884, 911 million** on the budget vote of the Department for the 2002/2003 financial year. An additional amount of **R141, 922 million** was allocated during the 2002/2003 Adjustment Estimate, which brings the total budget allocation for this Department to **R7 026, 833 million** (**R6 581, 454 million** in 2001/2002 financial year). The bulk of the increase in the Department's initial vote was absorbed into the funding of the two Public Private Partnership (PPP) prisons, which became operational during the previous year. The Adjustment Estimate provided mainly for the inflation linked general salary adjustment.

The final state of expenditure for the Department by the end of the 2002/2003 financial year was **R7 068, 475 million**, which is equal to 100.59 % of the **R7 026, 833 million** allocated to the Department

(99.51% in 2001/2002).

No roll-over application for the 2002/2003 financial year was made due to the over-expenditure of **R41, 642 million** on the vote (**R32 million** in 2001/2002). The main reason for the over-expenditure, which occurred under the standard item: Inventories, where prisoner supplies are purchased, was the abnormally high inflation experienced during the past year especially on rations.

Significant spending targeted towards capital expenditure reflect the importance the Department attaches to expanding accommodation for the growing prisoner population.

The expenditure for capital works decreased from **R710, 5 million** in 2001/2002 to **R676 219 million** in 2002/2003. The reason being an amount of R605,6 million had to be suspended from DCS budget during 1999/2000 for the erection of two PPP prisons and returned to the Department over a 17-year period.

An amount of R92,3 million was added back to the Department's baseline for the 2002/2003 financial year. As part of the agreement with National Treasury, the Department was required to shift this amount from its capital budget to personnel expenditure where expenditure had to be reduced to finance PPP prisons. This was done during the adjusted estimates.

Personnel expenditure increased by 4,3%, which was a great deal less than in previous years because of the changes to medical aid structures. Final expenditure on the Medcor medical fund amounted to **R681 million** in 2002/2003 in comparison with an expenditure of **R774 million** in 2001/2002. Measures introduced by the Department to curb the rapid increases in medical expenditure include managed healthcare and member contributions, which have resulted in the decrease of **R93 million** (12%).

Spending on the incarceration of prisoners includes allocations to the Incarceration and the Facility Management and Capital Works programmes. Expenditure on these programmes increased on average by 11% a year during 2001/2002 and 2002/2003 financial periods.

With regard to the rehabilitation of the prisoners expenditure have increased from **R317, 174 million** in 2001/2002 to **R352, 218 million** in 2002/2003. Expenditure on key departmental priorities like rehabilitation and attending to the physical care of offenders is being hampered by the capacity to recruit suitable personnel like psychologists, social workers and nurses.

1.2.1 The main reasons for under and over spending:

- The non-filling of vacancies on the personnel establishment,
- Non finalization of tenders and contracts with regard to equipment (Inmate Tracking, Electronic Monitoring etc),
- The impact of exchange rate fluctuations and price increases (transport & food),
- The higher cost associated with data processing, repairs and maintenance of information technology infrastructure.

1.2.2 Actions taken or planned to avoid recurrence

- During the year under review, vacant posts could not be filled because of the moratorium placed on the filling of vacancies as a result of the process of restructuring of the broader Public Service. The restructuring process in the Department has already been finalized and all managerial vacancies have been advertised. The remainder of the vacancies will also be filled.
- A tender has recently been approved for the inmate tracking system and a feasibility study has to be done in respect of the electronic monitoring system.

- Exchange rate fluctuations and price increases are macro problems, which are outside the control of the Department and will be addressed through reprioritization.

2. Services rendered by the Department

2.1 List of services

The aim of the Department is to render correctional services that contribute to community protection through safe custody and rehabilitation of offenders so as to reduce re-offending, and the following are its core business:

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

2.2 Tariff policy

All the tariffs are calculated according to the applicable inflation rate for that particular year, and in each case different role players are consulted to give their inputs. This information is then consolidated and submitted to National Treasury for approval. After approval the tariffs are implemented. If there are any changes to the tariff structure, the current tariffs are revised, the information is then consolidated and submitted to the Accounting Officer (National Commissioner) for approval.

2.3 Free services

- The Department employed Employee Assistant Practitioners to render a free workplace counseling programmes including HIV/AIDS to staff members and to their immediate families (where applicable).
- The total amount incurred for these services is R33 813, 968. This consists of salaries of R33 665, 309 for 450 officials working directly with Clubs and Messes and R148 659 for an official stationed in the Head Office's Bio Kinetics Centre.

3. Capacity constraints

3.1 The main reasons for capacity constraints:

- Overcrowding in prisons,
- Insufficient prison accommodation,
- Insufficient post establishment,
- Vacancies in the approved posts establishment, and
- Insufficient budget allocation by National Treasury during the revised budget allocation.

3.2 Actions taken to reduce or remove the impact of these constraints

Refer to Part 2 and 5 of the Department's annual report for the 2002/2003 financial year.

4. Utilisation of donor funds

A donation of R 80 000 was received from the Rollins School of Public Health of the Emory University and was utilized for research on a Post-Apartheid study of Prison Health issues in South Africa. In facilitating this research, a consultant was appointed on a contract basis to assist the Department with the administration of survey questionnaires.

The Foundation for Human Rights also donated R 161 494.00 in order to enable the Department to monitor and ensure that prisoners are afforded the basic right to lodge complaints with prison authorities, as required by the Correctional Services Act and the United Nations Standard Minimum Rules for the Treatment of Prisoners.

5. Other organizations to whom transfer payments have been made

Transfer payments to the amount of R 2 427 000.00 were made to POSLECSETA during the year under review.

6. Public/Private Partnerships (PPP)

6.1 In terms of the Asset Procurement and Operating Partnership System (APOPS), two prisons were constructed by private companies and are currently operated by them, namely:

- Mangaung Maximum Security Prison (Bloemfontein), and
- Kutama-Senthumule Maximum Security Prison (Louis Trichardt).

6.2 Reasons for their existence

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

6.3 Accountability arrangements

All aspects of the relationship are governed by a concession contract (together with Schedules) entered into between the Government, through the Department and the private sector. A Correctional Services Controller monitor contract compliance on a daily basis.

This official who is based at the site of the privately operated prison provides the Department's Head Office with reports on the operation of the prison with specific reference to Contract compliance. The Department's APOPS Directorate acts as a regulatory body that manage these Contracts with the assistance of the Controller.

6.4 Effectiveness of the partnership

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

6.5 Financial arrangements

A daily contract fee per available prisoner place was paid over to the private companies to operate the two prisons on a monthly basis. Total expenditure for payment to the private companies for the 2002-2003 financial year amounted to R411 791, 103.00.

7. Corporate governance arrangements

Within the Department, the Directorates Internal Audit and Inspectorate serve to ensure corporate governance.

The Department's risk assessment and fraud prevention plan which was developed through a consultative process is being implemented. Embedded in each senior manager's performance contract is the compliance with existing policies and internal controls. The risk management evaluation strategy has been developed by Internal Audit and the implementation thereof in the 2003/2004 financial will add value by appraising its effectiveness in the Department.

Internal Audit is sieged with a serious shortage of staff which does not allow it to cover all the relevant areas that need to be dealt with. As a result of this the Department has had to outsource some of the internal audit functions. Despite the severe shortage of staff the Internal Audit approach is risk based and therefore addresses activities that have the potential of negative impact on internal control within the Department.

Internal Audit's focus on appraising internal controls is significant and underlies the basis of its operations. The focus areas in the coverage plans ensures that management's involvement in control issues is not just the only objective but also that management takes ownership and ensures full compliance with set systems of internal control.

The Department has a fully functioning Audit Committee as one of the governance systems of providing oversight of risk and control processes administered by the Department.

The Directorate Inspectorate with the sub-component, Anti-Corruption Unit also serve as Governance structures in that they promote credible and transparent administration, as well as, efficient and effective utilization of resources; prevention of fraud; and by means of physical regularity inspections, identify non-compliance of directives.

Provincial Inspectors are responsible for conducting detail inspections at Management Areas, while the National Head Office component does the follow-up inspections after the detail inspections are done.

From 1 April 2002 until 31 March 2003:

- The Provincial Inspectors concluded 90 detail inspections.
- While 40 follow-up inspections were conducted by the national component, as well as, inspection at the two privately owned prisons.
- The National Inspectors also conducted inspection on the Occupational Health and Safety Act at 20 Management Areas.

The Department is engaged in a project with the Department of Public Service and Administration and the United Nations Office of Drugs and Crime, whereby consultants have been appointed and are presently conducting an audit on the nature and scope of corruption within the Department of Correctional Services.

The Special Investigative Unit and the Jali-Commission contribute to a large extent in exposing and sanctioning of corruptive activities. A National Anti-Corruption Strategy has been submitted to Cabinet for approval.

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

Despite the problem of the Anti-Corruption Unit (ACU) being understaffed, the ACU was able to deal with many cases during this reporting period.

The statistics (All Provinces) for the period 1 April 2002 – 31 March 2003 are as follows:

DESCRIPTION	TOTAL
Corruption reports received	270
Officials dismissed due to corruption	55
Officials disciplined	175
Officials criminally convicted	23
Cases not yet finalized	17

8. Progress with financial management improvement

8.1 Implementation of the PFMA and relevant financial legislation

The Public Finance Management Act (Act No. 1 of 1999 as amended) has been implemented within the Department. However, the implementation of this Act is an ongoing process because of personnel turnover and amendments that are made on the Act and/or Treasury Regulations by the National Treasury on a continuous basis. The Department's Financial Administrative Procedure (FAP) manual is also being updated on a periodic basis when a need arises.

8.2 Financial Management improvement initiatives

During the year under review, the Department's financial management team had a special forum called Provincial Accountants' Worksession which held several meetings throughout the year with specific focus on the following issues:

- Expenditure Control,
- Budget related matters,
- Cash flow management, and
- General financial management controls and good practices.

8.3 Barriers/Problem Areas

The following barriers hindered some of the financial improvement initiatives:

- Decentralization of certain financial management functions and levels of authority sometimes cause delays in the flow of work.
- High personnel turnover necessitates training and re-training of staff, and also result in vacancies in financial management posts.

9. Performance information

Refer to Part 2 of the Department's Annual Report for the 2002/2003 financial year.

Approval

The annual financial statements set out on Annexure A to L have been approved by the Accounting Officer.



COMMISSIONER: CORRECTIONAL SERVICES

LM MTI

DATE: 7/07/2003





REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS OF VOTE 20 - CORRECTIONAL SERVICES FOR THE YEAR ENDED 31 MARCH 2003

TABLE OF CONTENTS:

Page no of
audit report

1.	AUDIT ASSIGNMENT	100
2.	NATURE AND SCOPE	100
3.	QUALIFICATION • Medical services (Medcor)	101
4.	QUALIFIED AUDIT OPINION	101
5.	EMPHASIS OF MATTER	101
5.1	MATTERS AFFECTING THE FINANCIAL STATEMENTS	102
5.1.1	Unauthorised and irregular expenditure	102
5.1.2	Asset management: Inventories and biological assets	102
5.1.3	Leave and leave liability	102
5.2	MATTERS NOT AFFECTING THE FINANCIAL STATEMENTS	103
5.2.1	Financial management • Finance • Internal audit	103 103 103
5.2.2	Internal Control • Administration of Government Garage Transport • Expenditure for goods and services • Subsistence and travelling expenditure • Journals • Control accounts • Budgetary control • Administration of revenue • Stock and equipment	104 104 104 105 105 105 105 105 105
5.2.3	Personnel expenditure • Salaries, allowances and deductions • Human Resource Management • Filling of vacancies • Prisoners versus staffing levels • Recruitment and appointments • Members qualifications • Merit awards	105 106 107 107 107 108 109 109

5.2.4	Prison pharmacies	110
5.2.5	Asset Procurement and Operating Partnership System (APOPS)	111
5.2.6	Judge White Commission	111
5.2.7	Consultant expenditure and other information technology expenditure	111
5.2.8	Compliance with laws and regulations	113
5.2.9	Information systems	113
	• Follow-up Information Systems Audit of the general control surrounding the Pharmaceutical System at the head office, Johannesburg and Pollsmoor Management Areas	113
	• Information Systems Audit of the programmed controls within the Provisioning Administration System (PAS)	114
6.	Standing Committee on Public Accounts hearing dated 9 April 2003	114
7.	APPRECIATION	115



REPORT OF THE AUDITOR-GENERAL TO PARLIAMENT ON THE FINANCIAL STATEMENTS OF VOTE 20 – CORRECTIONAL SERVICES FOR THE YEAR ENDED 31 MARCH 2003

1. AUDIT ASSIGNMENT

The financial statements as set out on pages 116 to 168, for the year ended 31 March 2003, have been audited in terms of section 188 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), read with sections 3 and 5 of the Auditor-General Act, 1995 (Act No. 12 of 1995). These financial statements, the maintenance of effective control measures and compliance with relevant laws and regulations are the responsibility of the accounting officer. My responsibility is to express an opinion on these financial statements, based on the audit.

2. NATURE AND SCOPE

The audit was conducted in accordance with Statements of South African Auditing Standards. Those standards require that I plan and perform the audit to obtain reasonable assurance that the financial statements are free of material misstatement.

An audit includes:

- examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements,
- assessing the accounting principles used and significant estimates made by management, and
- evaluating the overall financial statement presentation.

Furthermore, an audit includes an examination, on a test basis, of evidence supporting compliance in all material respects with the relevant laws and regulations which came to my attention and are applicable to financial matters.

I believe that the audit provides a reasonable basis for my opinion.

3. QUALIFICATION

3.1 Medical services (Medcor), R680 929 000

With reference to paragraph 3.1 on page 118 of the previous report [RP135/2002] my office could again not perform audit procedures to verify the validity of medical expenditure. This is mainly due to the following:

- There was no agreement between the department and Medcor, which specified monthly contributions and the calculation thereof,
- The department had no system in place to validate the accuracy of monthly payments to Medcor.

Currently a forensic investigation is being performed by various special investigating units with regard to the submission of excessive claims by members and service providers.

The department indicated on 4 July 2003 that they were in the process of negotiating an agreement

between themselves and Medcor.

4. QUALIFIED AUDIT OPINION

In my opinion, except for the effect on the financial statements of the matters referred to in sub paragraph 3.1 the financial statements fairly present, in all material respects, the financial position of the department at 31 March 2003 and the results of its operations and cash flows for the year then ended, in accordance with prescribed accounting practice.

5. EMPHASIS OF MATTER

Without further qualifying the audit opinion expressed above, attention is drawn to the following matters:

5.1 Matters affecting the financial statements

5.1.1 Unauthorised and irregular expenditure, R42 007 000

According to section 1 of the Public Finance Management Act, 1999 (Act No. 1 of 1999), unauthorised expenditure means an overspending of a vote or a main division within a vote. Over-expenditure of R41 642 000 after savings of the other programmes had been taken in to account as reflected in note 1 to the annual financial statements occurred under the administration and incarceration programmes. The bulk of the over-expenditure occurred under the activity bulk stores where prisoner requirements were purchased. Details regarding this matter is reflected in note 12 to the annual financial statements.

In addition to the above the department also reported R365 000 irregular expenditure in note 28 to the annual financial statements.

5.1.2 Asset management: Inventories and biological assets

With reference to note 5.3 and disclosure note 31 to the annual financial statements, my office could not verify the reasonableness of the amounts disclosed due to a lack of proper asset registers and the fact that the department did not perform stock counts at year end.

5.1.3 Leave and leave liability, R479 676 075 (2001-02: R600 382 000)

With reference to paragraph 5.1.2 on page 120 of the previous report [RP135/2002], and as reported on since 1996-97 financial year, various deficiencies were once again found with regard to leave administration.

The following are some of the more critical aspects:

- Leave credits on Persal did not always correspond with leave records.
- Leave taken according to the attendance register, leave register, leave form and Persal did not always correspond.
- Leave taken was not always supported by approved leave forms.

It became evident during the audit of the current financial year that no improvement in the administration of leave had taken place and procedures put in place did not achieve the desired results. As a result of

these shortcomings I was not in a position to verify the reasonableness of leave credits and the corresponding leave liability.

5.2 Matters not affecting the financial statements

5.2.1 Financial management

(i) Finance

With reference to paragraph 5.2.1 (i) on page 121 of the previous report [RP 135/2002], the department had 27 vacancies (7,6 per cent) in the financial management support staff country wide. It is of utmost importance that these vacancies be filled as most of the financial powers and responsibilities have been delegated down to management area level. If all positions are not filled it is not possible for the commissioner to effectively monitor and control the financial affairs of the department.

(ii) Internal audit

With reference to paragraph 5.2.1 (ii) on page 121 of the previous report [RP 135/2002], the evaluation of the internal audit for the period under review revealed the following:

- The work performed by internal audit did not fully comply with professional standards set by the Institute of Internal Auditors.
- A vacancy level of 41 per cent (2001-02: 55 per cent).
- Long outstanding matters raised by internal audit are not appropriately addressed by management.
- Internal audit found the same weaknesses as this office with regard to revenue, personnel expenditure, leave, budget and government garage transport components.

Although the audit committee and top management gave momentum to the internal audit component, full management commitment on all levels was still lacking.

5.2.2 Internal control

With reference to paragraph 5.2.2 on page 121 of the previous report [RP135/2002], numerous shortcomings were again revealed, as have been reported on for a number of financial years. Although the accounting officer has implemented a system of internal control as required by section 38(1)(a) of the PFMA the deficiencies could possibly be attributed to the following:

- A lack of management involvement at all levels.
- Inexperienced staff and a lack of adequate/timely training.
- Permanency of staff/staff turnover.
- Non-compliance with rules, regulations and internal control systems.

Detail findings included in the following broad areas were brought to the attention of the accounting officer:

(i) Administration of Government Garage Transport

- Log sheets and trip sheets were not always completed properly or could not be provided for audit purposes.
- The vehicle inventory reports (report 0077) were not updated in certain cases.

- Petrol slips and bank statements could not be provided for audit purposes in some instances.
- Drivers' names did not always appear on the list of authorised drivers.

(ii) Expenditure for goods and services

- Payments were not made within 30 days from receipt of invoices as per Treasury Regulation 8.2.3.
- The department was invoiced before orders were issued.
- Quotations, requisitions and supporting documentation were not always attached to payments.
- Payments (including VAT) were made on invoices where no VAT registration number appears on the invoice.

(iii) Subsistence and travelling expenditure

- Proper control over outstanding amounts was not in place.
- Payments were made contrary to prescribed regulations and guidelines.

(iv) Journals

- In most instances inadequate references and insufficient control over journals made it impossible to verify the validity thereof.

(v) Control accounts

- Outstanding amounts were not followed up regularly.
- Supporting documentation was inadequate/not available.
- The age analysis could not be verified and tested for accuracy as the relevant/necessary supporting documentation could not be submitted for audit purposes.

(vi) Budgetary control

- A lack of control over the spending of funds at certain management areas/provincial commissioners' offices.
- Budget information on the FMS differed from approved budget information in the provinces.
- Supporting documentation was not always available in the provinces to substantiate the basis used for budget calculations.

(vii) Administration of revenue

- A lack of control over the payment and administration of rental monies for official state housing or domestic services.
- Private telephone costs were not always recovered or recovered on time.

(viii) Stock and equipment

- Differences were detected between the Provisional Administration System and the actual stock.
- Inventories and physical asset counts differed from actual records or were not updated in various instances.
- Assets could not be identified via a numbering system.
- There was insufficient control over the access to computer equipment and data backups.
- Handing over certificates were not always completed.

- Various shortcomings in the administration and recording of losses.
- In various instances stocktaking sheets included balances beforehand.

My office has noted the financial management improvement initiatives as mentioned in paragraph 8.2 of the management report to improve internal control.

5.2.3 Personnel expenditure

Various serious deficiencies regarding the recording, internal control and general administration of personnel expenditure which constitutes 67 per cent of the total budget were again revealed during the year. Detail findings included in the following broad areas were brought to the attention of the accounting officer:

(i) Salaries, allowances and deductions

With reference to paragraph 5.2.3 (i) on page 123 of the previous report [RP 135/2002] the following recurring matters should be highlighted:

- Monthly overtime paid to members exceeded 30 per cent of their basic salaries, contradictory to Public Service Regulations.
- Total deductions for members exceeded 40 per cent of their basic salaries, contradictory to Treasury Regulations. In some cases the deductions exceeded the net salary.
- There was a general lack of control over the payment and administration of allowances, which could result in overpayments.
- There was insufficient control over the administration and recording of suspensions. During 2003, 100 employees were suspended with full pay for more than the three-month benchmark period, resulting in a total cost of approximately R4,2 million.
- Shortcomings in the administration of bursaries.
- The control over the deductions of members' contributions for the medical aid (Medcor) was lacking.
- Payrolls were not certified on time or not certified at all.
- Shortcomings in the administration and recording of appointments and termination of services.
- Files and documentation regarding personnel (administrative and financially related aspects) could not always be submitted for audit purposes.

(ii) Human Resource Management

Filling of vacancies

- As at 31 March 2003 the department had 1885 vacancies. This saving was used to finance other personnel expenditure within the approval framework of the accounting officer.

The impact of the above was that the department was unable to fill vacancies which resulted in a shortage of staff, which may have a negative impact on service delivery.

Prisoners versus staffing levels

- The department was of the opinion that it could effectively perform its duties at a ratio of six prisoners per employee. At 31 March 2003 the total ratio was 7.5 prisoners per employee (including 70 000 prisoners under correctional supervision and 33 672 employees). Assuming the prison population of 254 000 remains unchanged, an additional 8 672 staff would be required in order for

the department to maintain its target ratio of six prisoners per employee. • On 31 March 2003 there were 1 885 vacant posts, mainly comprising nursing staff, psychologists and information technology staff. The number of vacant posts may negatively impact on the ability of the department to maintain safe custody of inmates and rehabilitate inmates. My office has noted the actions planned as mentioned in paragraph 1.2.2 of the management report to address the vacancies.

- A direct impact on human resources was the overcrowding of prisons. The prison population has increased at an average annual rate of 6,5 per cent over the past seven years, while the number of personnel and available prison accommodation has increased at an average annual rate of 1,9 per cent and 1,5 per cent, respectively during the same period.
- Prisons managed by the department were at 175 per cent capacity at 31 March 2003. Major causes of overcrowding were the excessive number of awaiting trial prisoners and the significant increase in long term and life sentences due to the introduction of minimum sentences. At 31 March 2003, 31 per cent of unsentenced prisoners were in prison because they could not afford bail.

My office has noted the implementation of a number of strategies as mentioned in paragraph 1.1 of the management report to address the challenge of overcrowding and the impact thereof on the management of prisons which will be evaluated in the next audit cycle and reported on.

Recruitment and appointments

- Although the Department of Public Services and Administration recommended that the average vacancy period from the time of the application closing date to the time of appointment, should be between four and six weeks, the actual vacancy period for the department was estimated at between 12 and 24 weeks. This could result in appointments based on invalid application documentation, as certain application documentation is only valid for three months.

(iii) Members' qualifications

With reference to paragraph 5.2.3 (ii) on page 123 of the previous report [RP135/2002], the outcome of the investigation conducted by the task team and the actions taken by the department to rectify problems identified were still not communicated to my office. Conclusive replies to all aspects mentioned in our management letters have still not been received since reported on during the 2000-01 financial year.

During the 2002-03 financial year audit it was noted that in several instances proof of external validation of qualifications and/or qualifications could once again not be provided.

(iv) Merit awards, R34 332 228

With reference to paragraph 5.1.1 (i) on page 120 of the previous report [RP135/2002], the progress was still lacking with regard to the recovery of amounts reported on during the previous three financial years. Investigations could not be extended to include other possible incorrect payments not mentioned in the respective management letters relating to periods prior to 2002-03 due to the documentation only being retained for one year.

With the audit of merit awards paid during the 2002-03 financial year it was found that there was a slight improvement in the general administration of merit awards. However, there were still internal control problems and the following are some of the matters that were brought to the attention of the department on 3 June 2003:

- Final ratings/percentages were changed to enable members to qualify for merit awards without

documenting valid reasons or evidence.

- Lack of policy with regard to the calculation/rounding off of final rating and supporting documentation.

According to the department's policies and delegations, most human resource functions are decentralised to provincial and management area level. The above shortcomings could be ascribed to the following:

- A lack of effective action plans to address recurring shortcomings and the monitoring thereof on all management levels.
- Insufficient monitoring of compliance with policies, procedures and internal control measures.
- A lack of management involvement at all levels.

5.2.4 Prison pharmacies

With reference to paragraph 5.2.4 on page 124 of the previous report [RP135/2002], the audits of prison pharmacies again revealed serious deficiencies regarding the records and general administration. These deficiencies have been reported on for the past two consecutive financial years. These deficiencies were brought to the attention of the department on various occasions and included the following:

- Stocktakings were not always performed.
- Various differences were once again discovered between the records and actual stock, which indicated that the administration was not up to standard.
- In various instances proper systems regarding the recording of medicine were not in place.
- Lack of control over the disposal of expired medicine.

The follow-up information systems audit of general controls as reported on in paragraph 5.2.9 (i) revealed that serious shortcomings still existed. An amount of R43 466 419 (2001-02: R47 274 322) was paid out for the purchasing of medicine during the 2002-03 financial year.

5.2.5 Asset Procurement and Operating Partnership System (APOPS)

With reference to disclosure note 30 to the annual financial statements, two APOPS prisons, namely Mangaung Maximum Security at Bloemfontein and Kutama-Sinthumule Maximum Security at Louis Trichardt, are currently in operation. These two prisons have a total capacity of 5 952 prisoner places. As stated in the above note the fees payable to the contractors are split into two components, the fixed component payable for a 15 year period and an indexed component based on available prisoner places payable for 25 years.

The audit for the year under review revealed the following shortcomings:

- Discrepancies on daily reports were not followed up on time.
- The current controller staff establishment of four per prison was insufficient to effectively monitor compliance with the contracts, more specifically the rehabilitation programmes.

The total expenditure of R411 791 103 consisted of R172 242 286 and R239 548 817 with regard to the capital and current portions, respectively.

5.2.6 Judge White Commission

With reference to paragraph 5.2.5 (i) on page 124 of the previous report [RP 135/2002], the department indicated on 9 July 2002 that they were in the process of implementing the recovery of overpaid salaries for the approximately 901 officials not involved in court cases. The audit for the year under review revealed insufficient progress regarding the conclusion of these cases. Due to this fact the calculation of amounts due have not yet been finalised in all cases and therefore the amount recoverable has not been included in staff debtors.

5.2.7 Consultant expenditure and other information technology expenditure

A high-level information systems audit on information technology (IT) contracts was completed on 25 June 2003 and the findings were brought to the attention of the accounting officer.

The audit revealed serious shortcomings with regard to the control over maintenance and licence agreements for IT hardware and software.

The most significant weaknesses identified were as follows:

- Various IT contracts had expired without new maintenance and licence agreements having been entered into. This resulted in 209 IT problems being referred to the previous contractor for repairs without the required minimum of three quotations always having been obtained. If new software versions of operating systems were to be released, the department would have to upgrade all their licences to the new version before a new contract/agreement could be entered into, which could have serious financial implications for the department. In view of the department's participation in the State Information Technology Agency (SITA), it was decided not to enter into a new agreement. However, in March 2003 the department decided not to proceed with the integration with SITA.
- A project was undertaken for the development, testing and implementation of a database and an operating system. However, after implementation in Gauteng the project was suspended before it could be implemented countrywide. Training had already been provided to all the users and various other costs had also been incurred on this project.
- An updated strategic plan for IT did not exist. Aspects such as those mentioned above were therefore not dealt with according to an approved IT strategic plan. Regular IT steering committee meetings did not take place.
- Computers acquired during March 2003 for R5 757 475 have not been put in use but were still in the storeroom awaiting distribution at the time of compiling this report. Furthermore, the feasibility study for this acquisition did not include an estimated budget.
- There was insufficient control over the administration of payments and certain IT related contracts.

A more comprehensive audit will be performed during the 2003-04 financial year.

5.2.8 Compliance with laws and regulations

During the compliance audit, which did not cover all laws and regulations, the following shortcomings were revealed:

- The formulation of a health and safety policy is one of the cornerstones of the Occupational Health and Safety Act, 1993 (Act No. 85 of 1993), but the department has not completed and implemented such a policy. Various other requirements of the Occupational Health and Safety Act have not been complied with.
- Independent prison visitors were not always appointed by the Inspecting Judge at the management areas, which is contrary to section 92(1) of the Correctional Services Act, 1998 (Act No. 111 of 1998)

5.2.9 Information systems

(i) Follow-up information systems audit of the general controls surrounding the Pharmaceutical System at the head office, Johannesburg and Pollsmoor Management Areas

- Weaknesses that could seriously compromise the system of internal control and data integrity still existed in respect of the information system's organisational processes; standards, policies and procedures; physical and environmental controls; operating systems and logical security; and business continuity.
- Although management indicated at the time of the audit that a number of corrective steps relating to organisational and system changes were planned, it was noted that reported weaknesses had occurred in more than two consecutive financial periods.

(ii) Information system audit of the programmed controls within the Provisioning Administration System (PAS)

Although the PAS served its purpose of being a logistical system, it had a number of shortcomings relating to the procurement processes that PAS also supported. Taking into account the inadequate control environment of the department as reported elsewhere in this report, the following high risk weaknesses could further compromise the system of internal control and data integrity:

- PAS did not have an interface with the financial system. As such, no programmed controls existed to ensure that payments were only made on invoices for items actually received, based on an authorised order.
- PAS did not enforce segregation of duties as access allocated to users could allow them to perform unauthorised transactions. Furthermore, review processes were not enforced programmatically which would have compensated for the weakness.

The lack of an interface with the financial system also led to the duplication of efforts as two supplier databases had to be maintained and transaction data had to be recaptured.

Due to the fact that National Treasury indicated that since an enterprise resource programme will be developed, further development and rollout of various systems must be stopped.

6. Standing Committee on Public Accounts hearing dated 9 April 2003

An overall comparison of this report with that of the previous report for 2001/2002 would clearly indicate no improvement with regard to the financial and administrative management of the department. It should, however, be noted that the accounting officer, during his appearance before the above-mentioned committee, indicated that he would develop action plans to correct the matters reported on in the audit report for 2001/2002 and to improve the overall financial and administrative management of the department. The impact of these initiatives would only be evaluated during the next audit cycle and reported on in my 2003/2004 report to Parliament.

7. APPRECIATION

The assistance rendered by the staff of the department during the audit is sincerely appreciated.

Shauket Fakie

S A FAKIE
Auditor-General

Pretoria
18 /07/2003



STATEMENT OF ACCOUNTING POLICIES AND RELATED MATTERS

for the year ended 31 MARCH 2003

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material respects, unless otherwise indicated. However, where appropriate and meaningful, additional information has been disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 5 of 2002.

1. Basis of preparation

The financial statements have been prepared on a modified cash basis of accounting, except where stated otherwise. The reporting entity is in transition from reporting on a cash basis of accounting to reporting on an accrual basis of accounting. Under the cash basis of accounting transactions and other events are recognised when cash is received or paid. Under the accrual basis of accounting transactions and other events are recognised when incurred and not when cash is received or paid.

2. Revenue

Voted funds are the amounts appropriated to a department in accordance with the final budget known as the Adjusted Estimates of National Expenditure. Unexpended voted funds are surrendered to the National Revenue Fund.

3. Donor aid

Donor Aid is recognised in the income statement in accordance with the cash basis of accounting.

4. Current expenditure

Current expenditure is recognised in the income statement when the payment is made.

5. Unauthorised, irregular, and fruitless and wasteful expenditure

Unauthorised expenditure means:

- the overspending of a vote or a main division within a vote, or
- expenditure that was not made in accordance with the purpose of a vote or, in the case of a main division, not in accordance with the purpose of the main division.

Unauthorised expenditure is treated as a current asset in the balance sheet until such expenditure is recovered from a third party or funded from future voted funds.

Irregular expenditure means expenditure, other than unauthorised expenditure, incurred in contravention of or not in accordance with a requirement of any applicable legislation, including:

- the Public Finance Management Act; or
- the State Tender Board Act, or any regulations made in terms of this Act.

Irregular expenditure is treated as expenditure in the income statement.

Fruitless and wasteful expenditure means expenditure that was made in vain and would have been avoided had reasonable care been exercised. Fruitless and wasteful expenditure must be recovered from a responsible official (a debtor account should be raised), or the vote if responsibility cannot be determined.

6. Debts written off

Debts are written off when identified as irrecoverable. No provision is made for irrecoverable amounts.

7. Capital expenditure

Expenditure for physical items on hand on 31 March 2003 to be consumed in the following financial year, is written off in full when they are received and are accounted for as expenditure in the income statement. Physical assets acquired are expensed i.e. written off in the income statement when the payment is made.

8. Receivables

Receivables are not normally recognised under the cash basis of accounting. However, receivables included in the balance sheet arise from cash payments that are recoverable from another party.

Receivables for services delivered are not recognised in the balance sheet as a current asset or as income in the income statement, as the financial statements are prepared on a cash basis of accounting, but are disclosed separately in the notes to enhance the usefulness of the financial statements.

9. Payables

Payables are not normally recognised under the cash basis of accounting. However, payables included in the balance sheet arise from cash receipts that are due to either the National Revenue Fund or another party.

10. Provisions

A provision is a liability of uncertain timing or amount. Provisions are not normally recognised under the cash basis of accounting, but are disclosed separately in the notes to enhance the usefulness of the financial statements.

11. Lease commitments

Lease commitments for the period remaining from the accounting date until the end of the lease contract are disclosed as a note to the financial statements. These commitments are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on the cash basis of accounting.

12. Accruals

This amount represents goods/services that have been delivered, but no invoice has been received from the supplier at year end, OR an invoice has been received but remains unpaid at year end. These amounts are not recognised in the balance sheet as a liability or as expenditure in the income statement as the financial statements are prepared on a cash basis of accounting, but are however disclosed.

13. Employee benefits

Short-term employee benefits

The cost of short-term employee benefits is expensed in the income statement in the reporting period that the payment is made. Short-term employee benefits, that give rise to a present legal or constructive obligation, are deferred until they can be reliably measured and then expensed. Details of these benefits and the potential liabilities are disclosed as a note to the financial statements and are not recognised in the income statement.

Termination benefits

Termination benefits are recognised and expensed only when the payment is made.

Retirement benefits

The department provides retirement benefits for its employees through a defined benefit plan for government employees. These benefits are funded by both employer and employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National Revenue Fund and not in the financial statements of the employer department.

Medical benefits

The department provides medical benefits for all its employees through defined benefit plans. These benefits are funded by employer and/or employee contributions. Employer contributions to the fund are expensed when money is paid to the fund. No provision is made for medical benefits in the financial statements of the department.

Retirement medical benefits for retired members are expensed when the payment is made to the fund.

14. Recoverable revenue

Recoverable revenue represents payments made and recognised in the income statement as an expense in previous years, which have now become recoverable from a debtor due to non-performance in accordance with an agreement. Repayments are transferred to the Revenue Fund as and when the repayment is received.

15. Comparative figures

Where necessary, comparative figures have been adjusted to conform to changes in presentation in the

current year. The comparative figures shown in these financial statements are limited to the figures shown in the previous year's audited financial statements and such other comparative figures that the department may reasonably have available for reporting.



INCOME STATEMENT
(STATEMENT OF FINANCIAL PERFORMANCE)
for the year ended 31 March 2003

	Note	2002/03 R'000	2001/02 R'000
REVENUE			
Voted funds		7,073,452	6,581,454
Charge to National Revenue Fund	1	7,026,833	6,581,454
Appropriation for unauthorised expenditure		46,619	0
Non voted funds		83,445	76,648
Other revenue to be surrendered to the revenue fund	2	83,438	76,498
Local and foreign aid assistance (incl. RDP funds)	3	7	150
TOTAL REVENUE		7,156,897	6,658,102
EXPENDITURE			
Current			
Personnel	4	4,714,639	4,535,546
Administrative		256,216	223,387
Inventories	5	649,200	616,756
Land and buildings	7	96	40
Professional and special services	8	443,583	525,729
Transfer payments	9	14,936	10,887
Miscellaneous	10	41	135
Special functions: authorised losses	11	4,502	2,559
Local and foreign aid assistance (incl. RDP funds)	3	7	143
Unauthorised expenditure approved	12	46,619	0
TOTAL CURRENT EXPENDITURE		6,129,839	5,642,182
Capital			
Personnel	4	13,985	0
Administrative		1,036	0

Inventories	5	4,994	0
Machinery and Equipment	6	116,152	152,703
Land and buildings	7	848,461	710,553
Professional and special services	8	634	43,876
TOTAL CURRENT EXPENDITURE		985,262	907,132
TOTAL EXPENDITURE		7,115,101	6,549,314
NET SURPLUS /(DEFICIT)		41,796	108,788
Add back unauthorised and fruitless and wasteful expenditure disallowed	12	41,642	0
NET SURPLUS /(DEFICIT) FOR THE YEAR	13	83,438	108,788



BALANCE SHEET (STATEMENT OF FINANCIAL POSITION)
at 31 March 2003

ASSETS	Note	2002/03 R'000	2001/02 R'000
Current assets		125,747	118,140
Unauthorised and fruitless, wasteful expenditure	12	72,095	77,072
Cash and cash equivalents	14	460	430
Receivables	15	53,192	40,638
TOTAL ASSETS		125,747	118,140
LIABILITIES			
Current liabilities		124,290	117,868
Voted funds to be surrendered	16	0	32,283
Revenue funds to be surrendered	17	2,903	1,738
Bank overdraft	18	103,180	58,769
Payables	19	18,207	25,071
Local and foreign aid assistance (including RDP funds) repayable to donors	3	0	7
TOTAL LIABILITIES		124,290	117,868
NET ASSETS/LIABILITIES		1,457	272
EQUITY		1,457	272
Recoverable revenue		1,457	272
TOTAL EQUITY		1,457	272



STATEMENT OF CHANGES IN NET ASSETS/EQUITY
for the year ended 31 March 2003

	Note	2002/03 R'000	2001/02 R'000
Recoverable revenue			
Opening balance		272	274
Transfer to Revenue Fund		1,185	(2)
Closing balance		1,457	272
Local and foreign aid assistance (including RDP funds) rolled over			
Opening balance	3	7	150
Transfers	3	(7)	7
Transfers to/from other reserves		0	(150)
Closing balance		0	7
TOTAL EQUITY		1,457	279



CASH FLOW STATEMENT
for the year ended 31 March 2003

	Note	2002/03 R'000	2001/02 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Net cash flow generated by operating activities	20	1,023,635	1,014,696
Cash generated (utilised) to (increase)/decrease working capital	21	(18,240)	18,085
Voted funds and Revenue funds surrendered	22	(114,556)	(205,516)
Unauthorised expenditure approved		46,619	0
Net cash flow available from operating activities		940,458	827,265
CASH FLOWS FROM INVESTING ACTIVITIES			
Capital expenditure		(984,839)	(906,679)
Proceeds from sale of equipment	2	423	453
Net cash flows from operating and investing activities		(44,381)	(79,414)
Net increase/(decrease) in cash and cash equivalents		(44,381)	(79,414)
Cash and cash equivalents at beginning of period		(58,339)	21,075
Cash and cash equivalents at end of period		(102,720)	(58,339)



NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2003

1. Charge to National Revenue Fund

1.1

Included in the above are funds specifically and exclusively appropriated for National Departments (Voted funds)				
Programmes	Total Appropriation 2002/03 R'000	Actual R'000	Variance (over)/under R'000	Total Appropriation 2001/02 R'000
Administration	2,305,882	2,355,325	(49,443)	2,388,911
Incarceration	3,425,216	3,431,875	(6,659)	2,542,610
Rehabilitation	356,442	352,218	4,224	0
Community Corrections	260,424	259,345	1,079	242,062
Facility Management	1,234,938	1,232,932	2,006	0
Care of offenders	0	0	0	574,244
Development of offenders	0	0	0	432,487
Re-intergration into the community	0	0	0	52,929
Assets procurement, maintenance and operating partnerships	0	0	0	850,057
Special Functions	4,503	4,502	1	2,559
Sub Total	7,587,405	7,636,197	(48,792)	7,085,859
Internal Charges	(560,572)	(567,722)	7,150	(504,405)
TOTAL	7,026,833	7,068,475	(41,642)	6,581,454

1.2 The over-expenditure occurred under the activity Bulk Stores where prisoner requirements are purchased for via the Internal Charges program to the various end users. The main reason for the over-expenditure was the abnormally high inflation of 11.2% (CPIX annual increase at March 2003) experienced during the past financial year specifically on food. (annual increase of 12.4% at March 2003)

2. Other revenue to be surrendered to the revenue fund

		2002/03 R'000	2001/02 R'000
Description	Note		
Material losses recovered	2.1	44	51
Gifts donations and sponsorships recieved	2.2	80	0
Sale of farm products		2,248	2,100
Cheques written back/stale cheques		984	292

Proceeds from sale of equipment		423	453
Domestic services		16,959	16,149
Levies		16,232	17,571
Recoveries of housing rent		19,283	18,207
Interest received		5,010	3,489
Other		22,175	18,186
		83,438	76,498

2.1

	2002/03 R'000	2001/02 R'000
Material losses recovered		
Nature of loss recovered		
GG Accidents	13	51
Inventory	18	0
Other	13	0
	44	51

2.2

	2002/03 R'000	2001/02 R'000
Gifts, donations and sponsorships received by the department		
Nature of gift, donation and sponsorship		
Cash donations - Emory University	80	0
	80	0

2.3

	2002/03 R'000	2001/02 R'000
Gifts, donations and sponsorships received in kind excluding RDP funds by the department (Total not included above)		
Nature of gift, donation and sponsorship		
Equipment	412	53

Livestock	9	11
Books	19	13
Medication and medical supplies	0	977
Other	23	11
	463	1,065

3. Local and foreign aid assistance (including RDP)

3.1

Assistance received in cash	Opening Balance	Revenue	Current Expenditure	Capital Expenditure	Closing Balance
Name of Donor and purpose					
Local					
Ntsika	7	0	7	0	0
Training at Ekuseni Youth Development Centre					
	7	0	7	0	0

4. Personnel

4.1

Current expenditure	2002/03 R'000	2001/02 R'000
Appropriation to Executive and Legislature (Basic Salary)	532	416
Basic salary costs	2,880,158	2,663,398
Pension contributions	363,359	335,968
Medical aid contributions	681,359	775,306
Other salary related costs	789,349	760,458
	4,714,639	4,535,546
Average number of employees	33,860	33,083

4.2

Capital expenditure	2002/03 R'000	2001/02 R'000
Basic salary costs	12,157	0

Pension contributions	1,544	0
Other salary related costs	284	0
	13,985	0
		*
Average number of employees	140	0
		*
Total Personnel Costs	4,728,624	4,535,546
*Information for previous year is not available		

5. Inventories

	2002/03 R'000	2001/02 R'000
5.1 Current expenditure		
Inventories purchased during the year		
Printing and stationary	30,814	33,690
Building and cleaning material	138,981	149,273
Medical supplies	44,103	47,774
Rations	278,367	224,363
Other	156,935	161,656
	649,200	616,756

	2002/03 R'000	2001/02 R'000
5.2 Capital expenditure		
Inventories purchased during the year		
Printing and stationary	3	0
Building and cleaning material	4,892	0
Other	99	0
	4,994	0
		*
Total cost of inventories	654,194	616,756
* Information for the previous year is not available		

5.3 Inventories on hand at year end	Weighed	472,936
average method		

- * The value of inventory on hand disclosed is for all stores
- * Major categories cannot be listed due to limitations of the Provisioning Administration System (PAS)
- * Stock counts were not performed at year-end

	Note	2002/03 R'000	2001/02 R'000
6. Machinery and Equipment			
Capital	6.1	116,152	152,703
Total capital expenditure		116,152	152,703

	2002/03 R'000	2001/02 R'000
6.1 Capital machinery and equipment analysed as follows:		
Computer equipment	28,821	51,782
Furniture and office equipment	7,704	8,906
Other machinery and equipment	60,003	57,548
Transport	19,624	34,467
	116,152	152,703

	Note	2002/03 R'000	2001/02 R'000
7. Land and buildings			
Current expenditure (Net of cash discounts)		96	40
Total current expenditure		96	40
Capital expenditure	7.1	848,461	710,553
Total current and capital expenditure		848,557	710,593

	2002/03 R'000	2001/02 R'000
7.1 Capital land and building expenditure analysed as follows:		
Dwellings	23,041	40,754
Non-residential buildings	15,127	0
Other structure (infrastructure assets)	810,293	669,799
	848,461	710,553

8. Professional and special services

	2002/03 R'000	2001/02 R'000
8.1 Current expenditure		
Auditors' remunerations	11,323	11,898
Contractors	49,275	54,919
Consultants and advisory services	12,593	32,836
Commissions and committees	7,932	1,981
Computer services	31,184	25,440
Other	331,276	125,655
	443,583	252,729

	2002/03 R'000	2001/02 R'000
8.2 Current expenditure		
Contractors	628	0
Other	6	43,876
	634	43,876
Total professional and special services	444,217	296,605

	Note	2002/03 R'000	2001/02 R'000
9. Transfer payments			
Total transfer payments made	Annexure 1	14,936	10,887
		14,936	10,887

10. Miscellaneous

	Note	2002/03 R'000	2001/02 R'000
10.1 Current Expenditure			
Remissions, refunds and payments made as an act of grace	10.2	1	15
Stabilisation fund (Terminates after 2001)		0	14
Other		40	106
		41	135
Total miscellaneous expenditure		41	135

	2002/03 R'000	2001/02 R'000
10.2 Remissions, refunds and payments made as an act of grace		
Nature of remissions, refunds and payments		
Damage to private vehicles	0	14
Other	1	1
	1	15

	2002/03 R'000	2001/02 R'000
10.3 Gifts, donations and sponsorships made in kind (items expensed in previous periods - Total value not included above) Nature of gifts, donations and sponsorships		
Corporate gifts	17	20
Prisoner uniform and bedding	0	7,544
Poverty alleviation	468	0
Other	12	11
	497	7,575

	Note	2002/03 R'000	2001/02 R'000
11. Special functions: Authorised losses			
Material losses through criminal conduct	11.1	103	108
Other material losses written off	11.2	1,561	2,229
Debts written off	11.4	2,838	222
		4,502	2,559

	2002/03 R'000	2001/02 R'000
11.1 Material losses through criminal conduct		
Nature of losses		
State vehicle	1	42
Cash	59	21
Other	43	45
	103	108

	2002/03 R'000	2001/02 R'000

11.2 Other material losses written off in income statement in current period		
Nature of losses		
State vehicle	367	386
Claims	1,000	1,782
Other	194	61
	1,561	2,229

11.3 Other material losses of items expensed in previous periods (Total not included above)				
Nature of losses	Current expenditure	Capital expenditure	2002/03 R'000	2001/02 R'000
Logistical losses :				
Through criminal conduct	64	0	64	391
Other losses	192	0	192	438
	256	0	256	829

	2002/03 R'000	2001/02 R'000
11.4 Debts written off		
Nature of debts written off		
Overpaid salaries	253	101
State guarentees	19	17
Tax debt	2,272	61
Leave without pay	120	38
Other	174	5
	2,838	222

	2002/03 R'000	2001/02 R'000
11.5 Details of special functions (theft and losses)		
Per programme		
Special functions: theft and losses	4,502	2,559
	4,502	2,559

12. Unauthorised and fruitless and wasteful

	Note	2002/03 R'000	2001/02 R'000
expenditure disallowed			
Unauthorised expenditure	12.2	41,642	0
		41,642	0

	2002/03 R'000	2001/02 R'000
12.1 Reconciliation of unauthorised expenditure balance		
Opening balance	77,072	76,301
Unauthorised expenditure current year	41,642	771
Approved by Parliament	(46,619)	0
Closing balance	72,095	77,072

		2002/03 R'000	2001/02 R'000
12.2 Unauthorised expenditure			
Incident	Disciplinary steps taken/criminal proceedings		
Overspending of the budget	Accounting Officer to sensitize various Provincial Commissioners and request that Area Managers within their Provinces also be sensitized.	41,642	0
		41,642	0

13. Analysis of surplus

	2002/03 R'000	2001/02 R'000
Voted funds to be surrendered to the National Revenue Fund	41,642	32,283
Non voted funds	41,796	76,505
Other revenue to be surrendered to the Revenue Fund	41,796	76,498
Local and foreign aid assistance (including RDP funds) rolled over	0	7
Total	83,438	108,788

14. Cash and cash equivalents

	2002/03 R'000	2001/02 R'000

Cash on hand	460	430
	460	430

15. Receivables - current

	Note	2002/03 R'000	2001/02 R'000
Amounts owing by other departments		5,543	8,148
Staff debtors		12,190	8,796
Other debtors		13,436	10,851
Advances		22,023	12,843
		53,192	40,638

15.1 An amount of R 12 655 000 (2002 : R 9 919 000) included above may not be recoverable, but has not been written off in the income statement.

	2002/03 R'000	2001/02 R'000
15.2 Age analysis - receivables current		
Less than one year	19,306	18,800
One to two year	5,058	4,230
More than two year	6,803	4,765
	31,167	27,795

	2002/03 R'000	2001/02 R'000
15.3 Staff debtors		
Salary overpayments, leave without pay and state guarantee	12,190	8,796
	12,190	8,796

	2002/03 R'000	2001/02 R'000
15.4 Other debtors		
Suppliers over payments, theft, claims and losses under investigation	13,436	10,851
	13,436	10,851

	2002/03 R'000	2001/02 R'000

15.5 Advances		
Nature of advances		
Advances MEDCOR	0	9,861
Advances MX Health	20,867	0
Subsistence & transport: Standing advances	236	265
Subsistence & transport: General	920	489
Amount paid to SARS, not yet recovered/written off	0	2,228
	22,023	12,843

	2002/03 R'000	2001/02 R'000
16. Voted funds to be surrendered		
Opening balance	32,283	130,208
Transfer from income statement	0	32,283
Paid during the year	-32283	-130,208
Closing balance	0	32,238

	2002/03 R'000	2001/02 R'000
17. Revenue funds to be surrendered		
Opening balance	1,738	548
Transfer from income statement for revenue to be surrendered	83,438	76,498
Paid during the year	(82,273)	(75,308)
Closing balance	2,903	1,738

	2002/03 R'000	2001/02 R'000
18. Bank overdraft		
Paymaster General Account (EXchequer account)	103,180	58,769

	Note	2002/03 R'000	2001/02 R'000
19. Payables - current			
Description			
Other payables	19.1	18,207	25,071

18,207

25,071

	2002/03 R'000	2001/02 R'000
19.1 Other payables		
Persal deductions	17,966	24,964
Electronic funds transfer rejections	133	56
Re-issue warrant voucher	0	(92)
Deposits and fines	108	143
	18,207	25,071

	Note	2002/03 R'000	2001/02 R'000
20. Net cash flow generated by operating activities			
Net surplus as per Income Statement		83,438	108,788
Adjusted for items separately disclosed		984,839	906,679
Proceeds from sale of equipment	2	(423)	(453)
Capital expenditure		985,262	907,132
Adjusted for non-cash items:			
Unauthorised expenditure disallowed	12	0	
Unauthorised expenditure current year	12	(41,642)	0
Net cash flow generated by operating activities		1,026,635	1,014,696

	2002/03 R'000	2001/02 R'000
21. Cash generated (utilised) to (increase)/ decrease working capital		
(Increase) /decrease in receivables - current	(12,554)	(6,744)
Increase / (decrease) in payables	(6,871)	24,831
Increase / (decrease) in other current liabilities	1,185	(2)
	(18,240)	18,085

	Note	2002/03 R'000	2001/02 R'000
22. Voted funds and Revenue funds surrendered			

Voted funds surrendered	16	(32,283)	(130,208)
Revenue funds surrendered	17	(82,273)	(75,308)
		(114,556)	(205,516)



DISCLOSURE NOTES TO THE ANNUAL FINANCIAL STATEMENTS
for the year ended 31 March 2003

These amounts are not recognised in the financial statements, and are disclosed to enhance the usefulness of the financial statements and to comply with the statutory requirements of the Public Finance Management Act, Act 1 of 1999 (as amended by Act 29 of 1999), the Treasury Regulations for Departments and Constitutional Institutions issued in terms of the Act and the Division of Revenue Act, Act 5 of 2002.

23. Contingent liabilities

Liable to	Nature	Note	2002/03 R'000	2001/02 R'000
Motor vehicle guarantees	Employees	Annexure 2	1,021	707
Housing loan guarantees	Employees	Annexure 2	81,956	71,256
Claims			18,290	18,594
			101,267	90,566

	2002/03 R'000	2001/02 R'000
24. Commitments		
Current expenditure		
Approved and contracted/ordered	27,818	28,662,934
Total Commitments	27,818	28,662,934

	2002/03 R'000	2001/02 R'000
25. Accruals		
Listed by standard item		
Administrative expenditure	1,304	1,744
Inventory	28,764	10,779
Equipment	1,190	2,599
Professional and special services	11,829	6,142
Transfer payments	37	34
	43,124	21,298

	2002/03 R'000	2001/02 R'000

Listed by programme level		
Administration	39,451	18,425
Incarceration	1,632	930
Rehabilitation	702	1,124
Community corrections	78	471
Facilities Management	1,261	348
	43,124	21,298

	2002/03 R'000	2001/02 R'000
26. Employee benefits		
Leave entitlement	479,676	600,382
Thirteenth cheque	109,151	57,587
Performance bonus	* 1,107	0
	589,934	657,969

* This is an estimated figure as the process is not yet finalised

27. Leases

27.1 Operating leases				
	Property	Equipment	Total 2002/03 R'000	Total 2001/02 R'000
Later than 1 year and not later than 3 years	341,639	0	341,639	21,721
Later than 3 years	1,840,011	0	1,840,011	2,545,133
Total present value of lease liabilities	2,181,650	0	2,181,650	2,566,854

All operating leases were not included as information relating to certain operating leases was not readily available. All attempts made to retrieve information were unsuccessful within the reporting timeframes.

28. Irregular expenditure

	Note	2002/03 R'000	2001/02 R'000
28.1 Reconciliation of irregular expenditure			
Opening balance		0	0
Irregular expenditure current year		365	0

Expenditure not condoned	28.2	122	0
Expenditure awaiting condonement		243	0

	2002/03 R'000	2001/02 R'000
Analysis		
Current	365	0
	365	0

		2002/03 R'000	2001/02 R'000
28.2 Not condoned expenditure			
Incident	Disciplinary steps taken/ criminal proceedings		
Rendering of sanitary services: Rentokill - logistical procedures not adhered to.	A written warning letter was issued to official.	108	0
	A general notice was circulated at the Management Area to ensure that all officials are aware of logistical procedures.		
Conversion of store room into a cell without adhering to the logistical procedures	Disciplinary actions are in progress.		
		14	0
		122	0

29. Key management personnel

	2002/03 R'000	2001/02 R'000
29.1 Remuneration (Basic salary)		
Minister	532	416
Commissioner (DG)	434	242
Chief Deputy Commissioners	1,013	597
Other	4,710	5,402
	6,689	6,657

	2002/03 R'000	2001/02 R'000
29.2 Other remuneration and compensation provided to key management		

Minister	138	180
Commissioner (DG)	653	179
Chief Deputy Commissioners	667	390
Other	4,490	4,231
	5,948	4,980

30. Public / Private Partnership

30.1 Description of Public / Private Partnership arrangement

To design / finance / contract and manage a maximum security prison for a contract period of 25 years. The contractor "Bloemfontein Correctional Contracts" is currently operating Mangaung Maximum Security prison in the Free State province and the contractor "South African Custodial Services" is currently operating Kutama-Sinthumule Maximum Security prison in the Limpopo Province.

30.2 Significant terms of the arrangement that may affect the amount, timing and certainty of future cash flows

The cash flow models for the two public private partnerships (PPP) projects were created. The cash flow models enables DCS to determine the estimated costs of the two projects over their 25 year contract period.

The contract fee is based on the daily available prisoner places. This fee is split into two components, the fixed component and the indexed component for each year. The indexed component will be escalated on each review date (every six months) as stipulated in Schedule E to the contract. The fixed component will however remain the same for a period of 15 years , whereafter the fixed fee will fall away.

30.3 The nature and extent of:

- Rights to use specified assets.

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

Intellectual Property Rights:

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

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

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

Contractor

Construction of the prison.

Maintenance and operation of the prison for the contract period of 25 years.

Keep prisoners in safe custody.

Maintaining order, discipline, control and a safe environment.

Providing decent conditions and meeting prisoners needs.

Providing structured day programmes.

Preparing prisoners for return to the community.

Delivering prison services.

Involvement with the community.

Correctional Services

To ensure that there are always prisoners placed in available prisoner spaces.

To pay the contractor on a monthly basis.

To manage the contract on a monthly basis.

- Obligations to acquire or build items of property, plant and equipment.

Original buildings constructed according to DCS specifications. Any further changes / alterations and additions to be negotiated.

- Obligations to deliver or rights to receive specified assets at the end of the concession period

All assets including equipment become the property of DCS after expiry of the contract period.

- Renewal and termination options.

Can be negotiated if so directed by Government.

- Other rights and obligations.

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

30.4 Changes in the arrangement occurring during the period must be done by means of negotiations between both parties.

	2002/03 R'000	2001/02 R'000
31. Biological / Cultivated assets		
Biological / Cultivated assets on hand		
Livestock	33,092	0
	33,092	0



APPROPRIATION STATEMENT
for the year ended 31 March 2003

Programme								
	2002/03						2001/02	
Programme	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings/ Underspend (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
1. Administration	2,369,149	(58,764)	2,310,385	2,359,827	(49,442)	102.14%	2,391,470	2,390,847
Current	2,286,417	(63,873)	2,222,544	2,289,974	(67,430)	103.03%	2,231,141	2,279,823
Capital	82,732	5,109	87,841	69,853	17,988	79.52%	160,329	111,024
2. Incarceration	3,280,865	144,351	3,425,216	3,431,875	(6,659)	100.19%	3,146,585	3,143,972
Current	3,258,517	140,394	3,398,911	3,412,339	(13,428)	100.40%	3,120,298	3,121,026
Capital	22,348	3,957	26,305	19,536	6,769	74.27%	26,287	22,946
3. Rehabilitation	367,521	(11,079)	356,442	352,218	4,224	98.81%	321,914	317,174
Current	332,869	(8,732)	324,137	322,535	1,602	99.51%	291,289	290,941
Capital	34,652	(2,347)	32,305	29,683	2,622	91.88%	30,625	26,233
4. Community Corrections	258,773	1,651	260,424	259,345	1,079	99.59%	242,062	239,803
Current	256,272	1,827	258,099	257,596	503	99.81%	239,936	238,050
Capital	2,501	(176)	2,325	1,749	576	75.23%	2,126	1,753
5. Facility Management & Capital Works	1,263,647	(28,709)	1,234,938	1,232,932	2,006	99.84%	983,828	948,106
Current	382,068	(21,397)	360,671	359,332	1,339	99.63%	172,692	170,477
Capital	881,579	(7,312)	874,267	873,600	667	99.92%	811,136	777,629
6. Internal Charges	(513,122)	(47,450)	(560,572)	(567,722)	7,150	101.28%	(504,405)	(490,731)
Current	(500,199)	(48,218)	(548,417)	(558,518)	10,101	101.84%	(488,545)	(477,409)
Capital	(12,923)	768	(12,155)	(9,204)	(2,951)	75.72%	(15,860)	(13,322)
Total	7,026,833	-	7,026,833	7,068,475	(41,642)	100.59%	6,581,454	6,549,171

Economic Classification								
	2002/03						2001/02	
Economic classification	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings/ Underspend (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current	6,015,944	-	6,015,944	6,083,258	(67,314)	101.12%	5,566,811	5,622,904
Personnel	4,714,337	335	4,714,672	4,714,639	33	100.00%	4,480,550	4,522,185
Transfer Payments	15,157	(89)	15,068	14,936	132	99.12%	16,859	10,887
Other	1,286,450	(246)	1,286,204	1,353,683	(67,479)	105.25%	1,069,402	1,089,832
Capital	1,010,889	-	1,010,889	985,217	25,672	97.46%	1,014,643	926,267
Transfer Payments	-	-	-	-	-	-	-	-
Acquisition of Capital Assets	1,010,889	-	1,010,889	985,217	25,672	97.46%	1,014,643	926,267
Total	7,026,833	-	7,026,833	7,068,475	(41,642)	100.59%	6,581,454	6,549,171

Standard Item Classification								
	2002/03						2001/02	
Standard item classification	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings/ Underspend (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000

Inventories	584,996	2,089	587,085	654,194	(67,109)	111.43%	615,858	616,756
Personnel	4,731,462	(2,808)	4,728,654	4,728,624	30	100.00%	4,493,853	4,535,546
Administrative	260,929	(3,666)	257,263	257,252	11	100.00%	216,556	223,387
Equipment	134,348	7,090	141,438	116,152	25,286	82.12%	207,737	152,703
Land and Buildings	852,163	(3,606)	848,557	848,557	-	100.00%	743,418	710,593
Professional and Special Service	447,728	(3,503)	444,225	444,217	8	100.00%	284,463	296,605
Transfer Payments	15,157	(89)	15,068	14,936	132	99.12%	16,859	10,887
Miscellaneous	50	4,493	4,543	4,543	-	100.00%	2,710	2,694
Special Functions	-	-	-	-	-	-	-	-
Total	7,026,833	-	7,026,833	7,068,475	(41,642)	100.59%	6,581,454	6,549,171



DETAIL PER PROGRAMME 1
for the year ended 31 March 2003

	2002/03						2001/02	
Administration - programme per subprogramme	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
1.1 Minister	691	-	691	670	21	96.96%	649	597
Current	691	-	691	670	21	96.96%	649	597
Capital	-	-	-	-	-	-	-	-
1.2 Management	156,029	5,222	161,251	161,996	(745)	100.46%	145,817	145,945
Current	153,229	4,850	158,079	158,888	(809)	100.51%	143,711	144,076
Capital	2,800	372	3,172	3,108	64	97.98%	2,106	1,869
1.3 Corporate	2,207,067	(65,554)	2,141,513	2,190,232	(48,719)	102.27%	2,236,473	2,241,746
Current	2,127,135	(70,290)	2,056,845	2,123,486	(66,641)	103.24%	2,078,250	2,132,589
Capital	79,932	4,736	84,668	66,746	17,922	78.83%	158,223	109,157
1.4 Sector Education and Training Authority	5,362	(2,935)	2,427	2,427	-	100.00%	5,972	-
Current	5,362	(2,935)	2,427	2,427	-	100.00%	5,972	-
Capital	-	-	-	-	-	-	-	-
1.5 Special Functions: Theft and Losses	-	4,503	4,503	4,502	1	99.98%	2,559	2,559
Current	-	4,503	4,503	4,502	1	99.98%	2,559	2,559
Capital	-	-	-	-	-	-	-	-
Total	2,369,149	(58,764)	2,310,385	2,359,827	(49,442)	102.14%	2,391,470	2,390,847

	2002/03						2001/02	
Economic classification	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	2,286,417	(63,873)	2,222,544	2,289,974	(67,430)	103.03%	2,231,141	2,279,823
Personnel	1,445,829	(89,687)	1,356,142	1,355,450	692	99.95%	1,367,239	1,408,817
Transfer Payments	5,362	(2,935)	2,427	2,427	-	100.00%	5,972	-
Other	835,226	28,749	863,975	932,097	(68,122)	107.88%	857,930	871,006
Capital	82,732	5,109	87,841	69,853	17,988	79.52%	160,329	111,024
Transfer Payments	-	-	-	-	-	-	-	-
Acquisition of Capital Assets	82,732	5,109	87,841	69,853	17,988	79.52%	160,329	111,024
Total	2,369,149	(58,764)	2,310,385	2,359,827	(49,442)	102.14%	2,391,470	2,390,847

	2002/03						2001/02	
Standard item classification	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000

Inventories	573,486	-379	573,107	639,639	(66,532)	111.61%	607,205	600,189
Personnel	1,445,829	(89,687)	1,356,142	1,355,450	692	99.95%	1,367,239	1,408,818
Administrative	146,135	4,935	151,070	152,169	(1,099)	100.73%	133,874	140,318
Equipment	82,732	5,109	87,841	69,853	17,988	79.52%	160,329	111,026
Land & Buildings	118	(22)	96	96	-	100.00%	34	38
Professional & Special Services	115,437	19,723	135,160	135,652	(492)	100.36%	114,145	127,799
Transfer Payment	5,362	(2,935)	2,427	2,427	-	100.00%	5,972	-
Miscellaneous	50	4,492	4,542	4,541	1	99.98%	2,672	2,659
Special Functions	-	-	-	-	-	-	-	-
Total	2,369,149	(58,764)	2,310,385	2,359,827	(49,442)	102.14%	2,391,470	2,390,847

DETAIL PER PROGRAMME 2
for the year ended 31 March 2003

Incarceration - Programme per subprogramme	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
1.1 Offender Control	2,670,683	118,729	2,789,412	2,781,331	8,081	99.71%	2,572,342	2,570,619
Current	2,659,672	115,902	2,775,574	2,772,577	2,997	99.89%	2,561,610	2,560,886
Capital	11,011	2,827	13,838	8,754	5,084	63.26%	10,732	9,733
1.2 Health and Physical Care	610,182	25,622	635,804	650,544	(14,740)	102.32%	574,243	573,353
Current	598,845	24,493	623,338	639,762	(16,424)	102.63%	558,688	560,139
Capital	11,337	1,129	12,466	10,782	1,684	86.49%	15,555	13,214
Total	3,280,865	144,351	3,425,216	3,431,875	(6,659)	100.19%	3,146,585	3,143,972

Economic classification	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	3,258,517	140,394	3,398,911	3,412,339	(13,428)	100.40%	3,120,298	3,121,026
Personnel	2,725,588	109,567	2,835,155	2,835,884	(729)	100.03%	2,630,011	2,632,052
Transfer Payments	9,795	2,847	12,642	12,509	133	98.95%	10,887	10,887
Other	523,134	27,980	551,114	563,946	(12,832)	102.33%	479,400	478,087
Capital	22,348	3,957	26,305	19,536	6,769	74.27%	29,287	22,946
Transfer Payments	-	-	-	-	-	-	-	-
Acquisition of Capital Assets	22,348	3,957	26,305	19,536	6,769	74.27%	26,287	22,946
Total	3,280,865	144,351	3,425,216	3,431,875	(6,659)	100.19%	3,146,585	3,143,972

Standard item classification	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000

Inventories	393,954	44,129	438,083	451,485	(13,402)	103.06%	387,367	386,145
Personnel	2,725,588	109,567	2,835,155	2,835,884	(729)	100.03%	2,630,011	2,632,052
Administrative	73,498	(9,705)	63,793	63,447	346	99.46%	47,513	48,127
Equipment	22,348	3,957	26,305	19,536	6,769	74.27%	26,287	22,946
Land and Buildings	-	-	-	-	-	-	-	-
Professional and			49,237					
Special Services	55,682	(6,445)	12,642	49,014	223	99.55%	44,498	43,796
Transfer Payments	9,795	2,847	1	12,509	133	98.95%	10,887	10,887
Miscellaneous	-	1	-	-	1	0.00%	22	19
Special Functions	-	-	-	-	-	-	-	-
Total	3,280,865	144,351	3,425,216	3,431,875	(6,659)	100.19%	3,146,585	3,143,972

DETAIL PER PROGRAMME 3
for the year ended 31 March 2003

Rehabilitation - Programme per subprogramme	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
1.1 Development Programmes								
Current	367,521	(11,079)	356,442	352,218	4,224	98.81%	321,914	317,174
Capital	332,869	(8,732)	324,137	322,535	1,602	99.51%	291,289	290,941
	34,652	(2,347)	32,305	29,683	2,622	91.88%	30,625	26,233
Total	367,521	(11,079)	356,442	352,218	4,224	98.81%	321,914	317,174

Economic classification	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current								
Personnel	332,869	(8,732)	324,137	322,535	1,602	99.51%	291,289	290,941
Transfer	227,252	(17,817)	209,435	209,521	(86)	100.04%	192,556	192,481
Payments	-	-	-	-	-	-	-	-
Other	105,617	9,085	114,702	113,014	1,688	98.53%	98,733	98,460
Capital								
Transfer	34,652	(2,347)	32,305	29,683	2,622	91.88%	30,625	26,233
Payments	-	-	-	-	-	-	-	-
Acquisition of Capital Assets	34,652	(2,347)	32,305	29,683	2,622	91.88%	30,625	26,233
Total	367,521	(11,079)	356,442	352,218	4,224	98.81%	321,914	317,174

Economics classification	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000

Inventories	84,418	7,571	91,989	90,820	1,169	98.73%	78,842	78,415
Personnel	227,252	(17,817)	209,435	209,521	(86)	100.04%	192,557	192,481
Administrative	14,642	884	15,526	15,098	428	97.24%	12,828	12,891
Equipment	34,652	(2,347)	32,305	29,683	2,622	91.88%	30,625	26,233
Land and Buildings	-	-	-	-	-	-	-	-
Professional and Special Services	6,557	630	7,187	7,096	91	98.73%	7,059	7,151
Transfer Payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	3	3
Special Functions	-	-	-	-	-	-	-	-
Total	367,521	(11,079)	356,442	352,218	4,224	98.81%	321,914	317,174

**DETAIL PER PROGRAMME 4
for the year ended 31 March 2003**

	2002/03						2001/02	
Community Corrections - programme per subprogramme	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings/ Underspend (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
1.1 Correctional and								
Parole	258,773	1,651	260,424	259,345	1,079	99.59%	242,062	239,803
Supervision	256,272	1,827	258,099	257,596	503	99.81%	239,936	238,050
Current	2,501	(176)	2,325	1,749	576	75.23%	2,126	1,753
Capital	-	-	-	-	-	-	-	-
Total	258,773	1,651	260,424	259,345	1,079	99.59%	242,062	239,803

	2002/03						2001/02	
Economic classification	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings/ Underspend (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current								
Personnel	256,272	1,827	258,099	257,596	503	99.81%	239,936	238,050
Transfer	231,956	2,509	234,465	234,273	192	99.92%	219,398	218,036
Payments	-	-	-	-	-	-	-	-
Other	24,316	(682)	23,634	23,323	311	98.68%	20,538	20,014
Capital								
Transfer	2,501	(176)	2,325	1,749	576	75.23%	2,126	1,753
Payments	-	-	-	-	-	-	-	-
Acquisition of Capital Assets	2,501	(176)	2,325	1,749	576	75.23%	2,126	1,753
Total	258,773	1,651	260,424	259,345	1,079	99.59%	242,062	239,803

	2002/03						2001/02	
Standard item classification	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings/ Underspend (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000

Inventories	1,659	(159)	1,500	1,356	144	90.40%	1,726	1,469
Personnel	231,956	2,509	234,465	234,273	192	99.92%	219,398	218,036
Administrative	21,944	96	22,040	21,886	154	99.30%	18,427	18,159
Equipment	2,501	(176)	2,325	1,749	576	75.23%	2,126	1,753
Land and Buildings	-	-	-	-	-	-	-	-
Professional and Special Services	713	(619)	94	77	17	81.91%	374	375
Transfer Payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	4	(4)	-	11	11
Special Functions	-	-	-	-	-	-	-	-
Total	258,773	1,651	260,424	259,345	1,079	99.59%	242,062	239,803

**DETAIL PER PROGRAMME 5
for the year ended 31 March 2003**

Fac Man & Cap Works - Programme per subprogramme	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
1.1 Capital Works Project	1,263,647	(28,709)	1,234,938	1,232,932	2,006	99.84%	983,828	948,106
Current	382,068	(21,397)	360,671	359,332	1,339	99.63%	172,692	170,477
Capital	881,579	(7,312)	874,267	873,600	667	99.92%	811,136	777,629
Total	1,263,647	(28,709)	1,234,938	1,232,932	2,006	99.84%	983,828	948,106

Economic classification	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000
Current	382,068	(21,397)	360,671	359,332	1,339	99.63%	172,692	170,477
Personnel	83,712	(4,238)	79,474	79,511	(37)	100.05%	71,347	70,798
Transfer	-	-	-	-	-	-	-	-
Payments	298,356	(17,159)	281,197	279,821	1,376	99.51%	101,345	99,679
Other	-	-	-	-	-	-	-	-
Capital	881,579	(7,312)	874,267	873,600	667	99.92%	811,136	777,629
Transfer	-	-	-	-	-	-	-	-
Payments	-	-	-	-	-	-	-	-
Acquisition of Capital Assets	881,579	(7,312)	874,267	873,600	667	99.92%	811,136	777,629
Total	1,263,647	(28,709)	1,234,938	1,232,932	2,006	99.84%	983,828	948,106

Standard item classification	2002/03						2001/02	
	Adjusted Appropriation R'000	Virement R'000	Revised Allocation R'000	Actual Expenditure R'000	Savings/ Underspend (Excess) R'000	Expenditure as % of revised allocation	Revised Allocation R'000	Actual Expenditure R'000

Inventories	31,708	(835)	30,873	29,454	1,419	95.40%	29,395	28,024
Personnel	100,837	(7,381)	93,456	93,496	(40)	100.04%	84,650	84,159
Administrative	4,710	123	4,833	4,653	180	96.28%	3,913	3,892
Equipment	5,008	(240)	4,768	4,491	277	94.19%	4,098	3,991
Land and Buildings	852,045	(3,584)	848,461	848,461	-	100.00%	743,384	710,553
Professional and Special Services	269,339	(16,792)	252,547	252,379	168	99.93%	118,386	117,485
Transfer Payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	(2)	2	-	2	2
Special Functions	-	-	-	-	-	-	-	-
Total	1,263,647	(28,709)	1,234,938	1,232,932	2,006	99.84%	983,828	948,106

**DETAIL PER PROGRAMME 6
for the year ended 31 March 2003**

	2002/03						2001/02	
Internal charges - Programme per subprogramme	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings/ Underspend (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
1.1 Internal Charges	(513,122)	(47,450)	(560,572)	(567,722)	7,150	101.28%	(504,405)	(490,731)
Current	(500,199)	(48,218)	(548,417)	(558,518)	10,101	101.84%	(488,545)	(477,409)
Capital	(12,923)	768	(12,155)	(9,204)	(2,951)	75.72%	(15,860)	(13,322)
Total	(513,122)	(47,450)	(560,572)	(567,722)	7,150	101.28%	(504,405)	(490,731)

	2002/03						2001/02	
Economic classification	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings/ Underspend (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000
Current	(500,199)	(48,218)	(548,417)	(558,518)	10,101	101.84%	(488,545)	477,409
Personnel	-	-	-	-	-	-	-	-
Transfer	-	-	-	-	-	-	-	-
Payments	(500,199)	(48,218)	(548,417)	(558,518)	10,101	101.84%	(488,545)	477,409
Other	-	-	-	-	-	-	-	-
Capital	(12,923)	768	(12,155)	(9,204)	(2,951)	75.72%	(15,860)	(13,322)
Transfer	-	-	-	-	-	-	-	-
Payments	(12,923)	768	(12,155)	(9,204)	(2,951)	75.72%	(15,860)	(13,322)
Acquisition of Capital Assets	-	-	-	-	-	-	-	-
Total	(513,122)	(47,450)	(560,572)	(567,722)	7,150	(101.28%)	504,405	490,731

	2002/03						2001/02	
Standard item classification	Adjusted Appropriation	Virement	Revised Allocation	Actual Expenditure	Savings/ Underspend (Excess)	Expenditure as % of revised allocation	Revised Allocation	Actual Expenditure
	R'000	R'000	R'000	R'000	R'000		R'000	R'000

Inventories	(500,229)	(48,238)	(548,467)	(558,560)	10,093	101.84%	(488,676)	(477,485)
Personnel	-	-	-	-	-	-	-	-
Administrative	-	-	(12,105)	-	-	-	-	-
Equipment	(12,893)	788	-	(9,162)	(2,943)	75.69%	(15,729)	(13,246)
Land and Buildings	-	-	-	-	-	-	-	-
Professional and Special Services	-	-	-	-	-	-	-	-
Transfer Payments	-	-	-	-	-	-	-	-
Miscellaneous	-	-	-	-	-	-	-	-
Special Functions	-	-	-	-	-	-	-	-
Total	(513,122)	(47,450)	(560,572)	(567,722)	7,150	101.28%	(504,405)	(490,731)



NOTES TO THE APPROPRIATION STATEMENT for the year ended 31 MARCH 2003

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

Detail of these transactions can be viewed in note 9 (Transfer payments) to the annual financial statements.

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

Detail of these transactions can be viewed in note 1 (Charge to National Revenue Fund) to the annual financial statements.

3. Detail of special functions (theft and losses)

Detail of these transactions per programme can be viewed in note 11 (Details of special functions) to the annual financial statements.

4. Explanations of material variances from amount voted (after Virement):

4.1 Per programme:	
Administration: ...	The over-expenditure occurred, under the activity Bulk Stores where prisoner requirements are purchased for distribution via the Internal Charges program to the various end users. The chief reason for the over-expenditure was the abnormally high inflation 11.2% (CPIX annual increase at March 2003) experienced during the past Financial Year specifically on food (annual increase of 12,4% at March 2003)
Incarceration: ...	The over-expenditure occurred, under the activity Nutritional services under the internal item of rations where prisoner rations are purchased. The chief reason for the over-expenditure was the abnormally high inflation 11.2% (CPIX annual increase at March 2003) experienced during the past Financial Year specifically on food (annual increase of 12,4% at March 2003)
4.2 Per standard item:	
Inventories: ...	The bulk of this over-expenditure occurred under prisoner rations R42, 8 million, animal feed R9, 9 million and prisoner medicines R5, 1 million. The chief reason for the over-expenditure was the abnormally high inflation 11.2% (CPIX annual increase at March 2003) experienced during the past Financial Year specifically on food (annual increase of 12,4% at March 2003)
Equipment: ...	The underspending is due to unspent equipment funds, which were withdrawn towards financial year-end to minimize the impact of overspending on prisoner rations.

5. Reconciliation of appropriation statement to income statement:

	2002/03 R'000	2001/02 R'000
Total expenditure per appropriation statement	7,068,475	6,549,171
Add: Expenditure from other revenue	46,619	-
Add: Local and foreign aid assistance (including RDP funds)	7	143
Actual expense per income statement	7,115,101	6,549,314



**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENT
for the year ended 31 March 2003
ANNEXURE 1**

STATEMENT OF OTHER TRANSFERS BY THE DEPARTMENT OF CORRECTIONAL SERVICES AS AT 31 MARCH 2003

(List each Transfer by Entity/ Institution)	GRANT ALLOCATION				EXPENDITURE				
	Appropriations Act R'000	Adjustments Estimate R'000	Roll Overs R'000	Total Available (1) R'000	Actual Transfer R'000	Amount not Transferred R'000	% of Available Transferred	Capital R'000	Current R'000
Payments to SETA	7,362	(4,935)	0	2,427	2,427	0	100.00%	0	2,427
Gratuity Earnings	8,329	3,668	0	11,997	11,947	50	99.58%		11,947
Indigence Gratuity	697	(52)	0	645	562	83	87.13%	0	562
	16,388	(1,319)	0	15,069	14,936	133	99.12%	0	14,936

Reasons for underspending : Indigence Gratuity

Although the % underspending seems to be reasonably high , it only represents an amount of R80 000 versus an allocation of R645 000. This amount was budgeted to provide financial assistance to prisoners on placement / release. The reason for the under expenditure can mainly be attributed to a lower then anticipated release of prisoners. No application has been made for roll over.

**ANNEXURES TO THE ANNUAL FINANCIAL STATEMENT
for the year ended 31 March 2003**

ANNEXURE 2

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2003

DOMESTIC

Guaranteed institution	Guarantee in respect of	Original Guaranteed capital amount R'000	Opening balance as at 01/04/2002 R'000	Guarantees issued during the year R'000	Guarantees Released during the year R'000	Guaranteed interest outstanding as at 31/03/2003 R'000	Closing Balance 31/03/2003 R'000	Realised losses i. r.o. claims paid out R'000
ABSA	HOUSING LOAN						26,580	19
STANDARD BANK	HOUSING LOAN						12,418	
BOE BANK (NBS)	HOUSING LOAN						4,891	
OLD MUTUAL	HOUSING LOAN						820	

NEDBANK	HOUSING LOAN						3,690	
PERMANENT	HOUSING LOAN						10,722	
GREEN START	HOUSING LOAN						198	
PEOPLES BANK	HOUSING LOAN						1,655	
BOE BANK (LTD)	HOUSING LOAN						350	
BOE BANK (BOL)	HOUSING LOAN						1,392	
FIRST NATIONAL BANK	HOUSING LOAN						18,309	
MEEG BANK	HOUSING LOAN						47	
AFRICAN BANK	HOUSING LOAN						242	
HLANO FINANCIAL SERVICES	HOUSING LOAN						73	

ANNEXURE 2 (Continued)
STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2003

DOMESTIC

Guaranteed institution	Guarantee in respect of	Original Guaranteed capital amount	Opening balance as at 01/04/2002	Guarantees issued during the year	Guarantees Released during the year	Guaranteed interest outstanding as at 31/03/2003	Closing Balance 31/03/2003	Realised losses i. r.o. claims paid out
		R'000	R'000	R'000	R'000	R'000	R'000	R'000
FREE STATE DEVELOPMENT CORPORATION	HOUSING LOAN						10	
GBS MUTUAL	HOUSING LOAN						48	
TNBS MUTUAL	HOUSING LOAN						25	
ITHALA	HOUSING LOAN						390	
NORTH WEST HOUSING	HOUSING LOAN						6	
COMMUNITY BANK	HOUSING LOAN						11	
HOUSING DEVELOPMENT BOARD	HOUSING LOAN						7	
WESTERN CAPE VBS MUTUAL BANK	HOUSING LOAN						56	

MPUMALANGA STUPPEL BERMAN INC	HOUSING LOAN						16	
Total		0	71,265	0	0	0	81,956	19
		**		*	*	*		
STANNIC	MOTOR FINANCE SCHEME	1,021	819	203	0	0	1,021	0

- * These columns cannot be given per institution as the reports must be drawn on the specific dates. Any reports drawn after the specific dates would provide you with all the information as at that date which would include all new transactions. This would result in information not being accurate as at the date with regard to information for that specific year.
- ** Information pertaining to the original guaranteed capital amounts could not be furnished due to information not readily available.

ANNEXURE 3 PHYSICAL ASSET MOVEMENT SCHEDULE (Not including inventories)

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/2003	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
LAND AND BUILDINGS	0	848,461	0	0	0	848,461
Dwellings	0	23,041	0	0	0	23,041
Non-Residential Buildings	0	15,127	0	0	0	15,127
Other structures (Infrastructure Assets)	0	810,293	0	0	0	810,293
MACHINERY AND EQUIPMENT	0	116,152	423	0	0	115,729
Computer equipment	0	28,821	0	0	0	28,821
Furniture and office equipment	0	7,704	0	0	0	7,704
Other machinery and equipment	0	60,003	423	0	0	59,580
Transport assets	0	19,624	0	0	0	19,624
	0	946,613	423	0	0	964,190

ANNEXURE 3 (Continued) PHYSICAL ASSET MOVEMENT SCHEDULE (Not including inventories)

PHYSICAL ASSETS ACQUIRED DURING FINANCIAL YEAR 2002/2003	Opening Balance R'000	Additions R'000	Disposals R'000	Transfers In R'000	Transfers Out R'000	Closing Balance R'000
LAND AND BUILDINGS	0	710,553	0	0	0	710,553
Dwellings	0	40,754	0	0	0	40,754
Other structures (Infrastructure Assets)	0	669,799	0	0	0	669,799
MACHINERY AND EQUIPMENT	0	152,703	453	0	0	152,250
Computer equipment	0	51,782	0	0	0	51,782
Furniture and office equipment	0	8,906	0	0	0	8,906
Other machinery and equipment	0	57,548	453	0	0	57,095

Transport assets	0	34,467	0	0	0	34,467
	0	863,256	453	0	0	862,803



PART 5

HUMAN RESOURCE MANAGEMENT

Service delivery

Expenditure

Employment and vacancies

Job evaluation

Employment changes

Employment equity

Performance rewards

Foreign workers

Leave utilisation

HIV/AIDS and health promotion programmes

Labour relations

Skills development

Injury on duty

Utilisation of consultants



OVERSIGHT REPORT



The statistics and information published in this part of the annual report are required in terms of Chapter 1, Part III J.3 of the Public Service Regulations, 2001 and have been prescribed by the Minister for the Public Service and Administration for all departments within the Public Service.

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

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

1. Service delivery

The following tables reflect the components of the SDI plan as well as progress made in the implementation of the plans.

Table 1.1: Main services provided and standards

Subprogramme	Output	Output measure / indicator	Target	Actual
Offender Control	Ensure that offenders serve their sentences	Number of escapes a year	Reduce the number of escapes	Increase of 20.6%
	Implement the concept of unit management within prisons	Number of prisons under unit management	70% of prisons	42%
	Accommodate offenders within prisons	Percentage overcrowding of prisons	65%	71%

	Ensure a safe and secure environment for offenders and members	Number of alleged assaults a year	Reduce the number of alleged assaults (staff-on-offender and offender-on-offender)	Increase of 1.98%
Offender Control	Ensure that offenders serve their sentences	Number of unnatural deaths in prisons a year Number of escapes a year	Reduce the number of unnatural deaths Reduce the number of escapes	Decrease of 70% Increase of 20.6%
	Implement the concept of unit management within prisons	Number of prisons under unit management of prisons	70% of prisons	42%
	Accommodate offenders within prisons	Percentage overcrowding of prisons	65%	71%
	Ensure a safe and secure environment for offenders and members	Number of alleged assaults a year	Reduce the number of alleged assaults (staff-on-offender and offender-on-offender)	Increase of 1.98%
		Number of unnatural deaths in prisons a year	Reduce the number of unnatural deaths	Decrease of 70%
	Provide education and training to sentenced offenders	Provide education and training to sentenced offenders	Number of offenders involved in education programmes	11 400
Number of offenders involved in education programmes				
Number of offenders involved in training programmes			10 300	16 081
Provide social work services		Number of offenders receiving services	71 000	87 532
		Number of group work sessions	33 600	8 851
		Number of individual consultations	1 000	4 559

Development Programmes

Provide psychological services to offenders	Number of individual therapy sessions	10 000	4 430
	Number of group therapy sessions	900	806
	Number of family therapy sessions	200	117
Provide religious care services to offenders	Number of religious services	32 000	47 841
	Number of group sessions	24 500	39 141
	Number of individual sessions	45 000	81 027
A national agricultural production system aimed at increasing self-sufficiency	Agricultural production	Vegetables: 13 800 000 kg	15 188 093 kg
		Fruit: 810 000 kg	885 078 kg
		Red meat: 530 000 kg	534 205 kg
		Milk: 6 200 000 litres	6 703 057 litres
		Pork: 1 820 000 kg	1 912 123 kg
		Chicken: 1 300 000 kg	1 508 975 kg
		Eggs: 1 500 000 doz	1 355 492 doz
Number of products produced	Timber: 44 300 units Textile: 2 400 000 units Steel: 235 000 units	63 391 units 1 660 907 units 189 949 units	
Optimised utilisation of prison labour	Offenders involved in building and maintenance projects per day	1 800	1 482
	Offenders involved in agricultural projects per day	7 500	6 384
	Offenders involved in workshops per day	3 700	2 208
	Number of offenders utilised by the Department per day	32 750	25 4633

	Provide prison labour to welfare organisations, state-supported bodies, provincial administrations and other departments	Average number of offenders provided to other departments and institutions per day	250	185 The target could not be reached due to outsourcing of services by organisations
	Provide needy offenders with material and financial assistance	Number of needy offenders who have received material and financial assistance	21 000	28 143
	Recommendations made by the parole boards	Number of cases dealt with by the parole boards	61 200	54 543
Correctional and Parole Supervision	Supervision and control over offenders in the system of community correction	Daily average probationer and parolee population	67 200	71 560
	Tracing of absconders	Number of absconders traced	7 935	5 412
Capital Works Projects	Provision of accommodation through joint venture prisons	Number of available offender places in PPP prisons	5 952	5 952
	Provision of prison accommodation	Number of additional prison beds	3 917	3 952

Table 1.2: Consultation arrangements with customers

Type of arrangement	Actual Customers	Potential Customers	Actual achievements
<ul style="list-style-type: none"> • Individual therapy • Group therapy / sessions • Family therapy • Church / Religious services • Personal interviews • Visits • Religious literature • Audio-visual programmes • Radio programmes • Study interviews • Formative Assessment • Summative Assessment • Posters • Brochures • Pamphlets • Tuition • Career guidance • National / International events (Adult Learners' week, International Literacy day, etc.) 	Sentenced offenders	Community	The Department adheres to the listed consultation arrangements

<ul style="list-style-type: none"> • Brochures • Administrative support • Crises intervention • Church / Religious services • Personal interviews • Religious literature • Audio-visual programmes • Radio programme • Posters • Pamphlets 	Unsentenced persons	Community	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Limited interviews and support • Pamphlets Awaiting trial persons under community corrections <p>The Department adheres to the listed consultation arrangements</p> <ul style="list-style-type: none"> • Limited interviews and support • Pamphlets • Individual therapy • Group therapy/sessions • Family therapy • Liaison with external spiritual / religious leaders from community regarding the reintegration of probationers and parolees 	Probationers and parolees	Community	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Tender documentation • Tender bulletin 	Community (business community)	Community	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Visiting times • Open / Family days • Family therapy (need based) • Consultations • Interviews • Preparation for reintegration / release • Certificate ceremonies • Written communication • Notice boards 	Family of offenders	Community	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Consultations • Briefings • Lobbying • Presentations 	Portfolio Committee on Correctional Services	Portfolio Committee on Correctional Services	The Department adheres to the listed consultation arrangements

<ul style="list-style-type: none"> • Brochures • Pamphlets • Meetings • Workshops • Consultations • Training / courses • Reports • Research • Evaluation of programmes • Symposium 	Non-Governmental Organization and Community Based Organization	Non-Governmental Organization and Community Based Organization	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Reports • Presentations 	SCOPA	SCOPA	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Inspection reports • Briefings • Presentations • Visits to prisons • Frequent consultations 	Inspecting Judge	Inspecting Judge	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Briefings and consultations • Reports on request • Presentations 	National council of Correctional Services	National council of Correctional Services	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Training • Research • Programme development / design • Consultation • Workshops / conferences • Symposiums 	Learning Institutions	Learning Institutions	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Briefing and consultation • Presentation • Lobby 	Portfolio Committee on Justice	Portfolio Committee on Justice	The Department adheres to the listed consultation arrangements
<ul style="list-style-type: none"> • Joint projects • Information sharing • Conferences • Joint committees • Training / courses • Meetings • Networking • Lobby • Interdepartmental socializing 	State Departments (including JCPS Departments and Social Sector Departments)	State Departments (including JCPS Departments and Social Sector Departments)	The Department adheres to the listed consultation arrangements

Table 1.3: Service delivery access strategy

Access Strategy	Actual achievements
Development programmes to offenders	Development programmes are voluntary e.g weekly
Development programmes to parolees and probationers	Development programmes are voluntary e.g weekly

Table 1.4: Service information tool

Types of information tool	Actual achievements

Availability of development programmes	To all offenders, probationers, parolees and ex-offenders as well as external interest groups, other government departments, correctional officials and other relevant stakeholders in English and Afrikaans by means of consultation, brochures, pamphlets and media on daily basis
Access to services and information	<ul style="list-style-type: none"> • Intranet • Exhibitions • Pamphlets
Visiting hours	• To all offenders and families on daily basis by means of notice boards in line with language policy for that province
Statistics on offenders, probationers, parolees and awaiting trial person population	<ul style="list-style-type: none"> • All officials who have access to MIS • To Portfolio Committee, Cabinet, Inspecting Judge, interested individuals, National Counsel, NGO's, CBO's by means of reports and presentations (monthly and annually) in English
Statistics on the involvement of offenders, probationers and parolees in rehabilitation programmes	<ul style="list-style-type: none"> • To all officials by means of directives, reports and MIS • To Portfolio Committee, Cabinet, Inspecting Judge, interested individuals, National Counsel, NGO's, CBO's, ex-offenders by means of reports consultation and presentations (monthly and annually) in English
Privileges	• To all officials, offenders, families, interested groups and relevant stakeholders by means of pamphlets, brochures, media, presentations on daily basis in English
Policy on admission, detention and release of offenders, probations, parolees and awaiting trial persons	• To all officials, offenders, families, interested groups and relevant stakeholders by means of pamphlets, brochures, media, presentations on daily basis in English
Conditions to persons subject to community corrections	• To all officials, probationers, parolees, awaiting trial persons, families and all relevant stakeholders by means of pamphlets, brochures, media, presentation, verbal communication on a daily basis in English and all official language
Policy on utilization on SMME and HDI's	• To the business community whenever need arise by means of bulletin and meetings in English

Table 1.5: Complaints mechanism

Complaints Mechanism	Actual achievements
Offenders, parolees, probationers and awaiting trial persons	Complaints and requests systems Independent Inspecting Judge Interviews
Community	Representations by community Family therapy
Business community	Tender complaints can be forwarded to the following: Anti-corruption Unit, Public Protector, Auditor General, State Tender Board and the SAPS



2. Expenditure

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

Table 2.1: Personnel costs by programme, 2002/ 03

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as a % of total expenditure	Average personnel cost per employee (R'000)
Administration	2,359,827	1,355,450	152,169	135,652	19	223
Incarceration	3,431,875	2,835,884	63,446	49,014	40	128
Rehabilitation	352,218	209,521	15,098	7,096	3	71
Community corrections	259,345	234,273	21,886	77	3	125
Facility management and capital works	1,232,932	93,496	4,653	252,379	1	181
Less internal charges	-567,722					
Total	7,068,475	4,728,624	257,252	444,218	66	140

Table 2.2: Personnel costs by salary level, 2002/ 03

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Salary levels 1-2	4,627	0.06	68
Salary levels 3-5	900,990	12.74	94
Salary levels 6-8	3,529,680	49.90	154
Salary levels 9-12	240,518	3.40	241
Salary levels 13-14	45,816	0.64	498
Senior management Service	6,993	0.09	777
Total	4,728,624	66.83	140

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

Table 2.3: Salaries, Overtime, Home Owners Allowance and Medical Assistance by programme, 2002/03

Programme	Salaries		Overtime		Home Owners Allowance		Medical Assitance	
	Amount (R'000)	Salaries a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assitance as a % of personnel cost
Administration	1,355,450	19	427	0.01%	12,626	0.17	680,929	9.63
Incarceration	2,835,884	40	687,254	14.53%	45,738	0.64		
Rehabilitation	209,521	3	23	0.00%	3,706	0.05		
Community Corrections	234,273	3	42,607	0.09%	4,849	0.06		
Facility management and Capital works	93,496	1	182	0.00%	2,401	0.03		
Total	4,728,624	66	730,493	15.44%	69,320	0.98	680,929	9.63

Table 2.4: Salaries, Overtime, Home Owners Allowance and Medical Assistance by salary bands, 2002/03

Salary bands	Salaries		Overtime		Home Owners Allowance		Medical Assitance	
	Amount (R'000)	Salaries a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assitance as a % of personnel cost
Salary levels 1-2	4,627	0.06	1,480	0	140	0.00	1,375	0.01
Salary levels 3-5	900,990	12.74	208,566	4	19,732	0.27	193,831	2.74
Salary levels 6-8	3,529,680	49.90	498,731	11	47,185	0.66	465,194	6.58
Salary levels 9-12	240,518	3.40	21,716	0	2,054	0.02	20,181	0.28
Salary levels 13-14	45,816	0.64	0	0	189	0.00	166	0.00
Senior management Services	6,993	0.09	0	0	20	0.00	182	0.00
Total	4,728,624	66.83	730,493	15	69,320	0.98	680,929	9.63



3. Employment and vacancies

The following tables summarise the number of posts on the establishment, the number of employees, the vacancy rate, and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables: programme (Table 3.1), salary band (Table 3.2) and critical occupations (Table 3.3). Departments have identified critical occupations that need to be monitored. Table 3.3 provides establishment and vacancy information for the key critical occupations of the department. The vacancy rate reflects the percentage of posts that are not filled.

Table 3.1: Employment and vacancies by programme, 31 March 2003

Programme	Number of Posts	Number of Posts	Vacancy Rate Filled	Number of posts filled additional to the establishment
Administration Permanent	7,258	6,867	391	10
Community Corrections	1,941	1,867	74	0
Development of offenders Permanent	3,002	2,540	462	0
Incarceration Permanent	23,051	22,094	957	277
Public private partnerships, Permanent	18	17	1	0
Total	35,270	33,385	1,885	287

Table 3.2: Employment and vacancies by salary bands, 31 March 2003

Salary bands	Number of Posts	Number of Posts filled	Vacancy rate	Number of posts filled additional to the establishment
Salary levels 1-2	91	68	23	0
Salary levels 3-5	9,637	9,314	323	271
Salary levels 6-8	24,139	22,905	1,234	15
Salary levels 9-12	1,294	997	297	1
Salary levels 13-16	109	101	8	0
Total	35,270	33,385	1,885	287

Table 3.3: Employment and vacancies by critical occupation, 31 March 2003

Salary bands	Number of Posts	Number of Posts filled	Vacancy rate	Number of posts filled additional to the establishment
Nursing and support personnel	695	569	126	0
Management and support personnel	722	550	172	10
Educationists	425	336	89	0
Custodial and support personnel	33,428	31,930	1,498	277
Total	35,270	33,385	1,885	287

The information in each case reflects the situation as at 31 March 2003. For an indication of changes in staffing patterns over the year under review, please refer to section 5 of this report.



4. Job evaluation

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

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

Table 4.1: Job Evaluation, 1 April 2002 to 31 March 2003

Salary band	Number of posts	Number of jobs evaluated	% of posts evaluated by salary bands	Posts upgraded		Posts downgraded	
				Number	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Level 1-2)	0	0	0	0	0	0	0
Skilled (Levels 3-5)	0	0	0	0	0	0	0
Highly skilled production (Levels 6-8)	0	0	0	0	0	0	0
Highly skilled supervision (Levels 9-12)	24	10	41.67	0	0	0	0
Senior Management Service Band A	72	71	98.61	4	5.63	0	0
Senior Management Service Band B	22	22	100	0	0	0	0
Senior Management Service Band C	8	8	100	0	0	0	0
Senior Management Service Band D	0	0	0	0	0	0	0
Total	126	111		4		0	

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

Table 4.2: Profile of employees whose salary positions were upgraded due to their posts being upgraded, 1 April 2002 to 31 March 2003

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	3	0	1	0	4
Total	3	0	1	0	4
Employees with a disability					0

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

Table 4.3: Employees whose salary level exceed the grade determined by job evaluation, 1 April 2002 to 31 March 2003 (in terms of PSR 1.V.C.3)

Total number of employees whose salaries exceeded the grades determined by job evaluation in 2002/03	None
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5. Employment Changes

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

Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band (Table 5.1) and by critical occupations (Table 5.2).

Table 5.1: Annual turnover rates by salary band for the period 1 April 2002 to 31 March 2003

Salary Band	Number of employees per band as on 31 March 2003	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Level 1-2	68	0	0	0
Level 3-5	9,314	1,109	170	1,8
Level 6-8	22,905	360	724	2,2
Level 9-12	997	19	35	3,5
Senior Management Service Band A	77	0	2	2,5
Senior Management Service Band B	17	1	0	0
Senior Management Service Band C	6	1	0	0
Senior Management Service Band D	1	0	0	0
Total	33,385	1,490	931	2,8

Table 5.2: Annual turnover rates by critical occupation for the period 1 April 2002 to 31 March 2003

Occupation:	Number of employee per bands as on 31 March 2003	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
SMS	101	2	2	0
Nursing and support personnel	570	50	29	5
Management and General Support Personnel	562	56	17	3
Engineering Related and Support Personnel	6	0	1	1,6
Social Services and Support Personnel	465	29	18	3,9
Information Technology and Related Personnel	104	2	5	4,8

Medical Sciences and Support Personnel	63	9	15	23,8
Custodian and Support Personnel	31,130	1,315	835	2,5
Non-specified Personnel: Educationist	336	23	9	2,6
Chaplain services	30	0	0	0
Legal and support personnel	17	4	0	0
Minister	1	0	0	0
Total	33,385	1,490	931	2,8

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

Table 5.3: Reasons why staff are leaving the Department

Termination Type	Number	% of total
Death	200	0,5
Resignation	266	0,8
Expiry of control	7	0
Dismissal - operational changes	0	0
Dismissal - misconduct	101	0,3
Dismissal - inefficiency	0	0
Discharged due to ill-health	222	0,7
Retirement	27	0
Transfer to other Public Service Departments	1	0
Other	107	0,3
Total	931	2,8
Total number of employees who left as a % of the total employment		2,8

Table 5.4: Promotions by critical occupation

Occupation	Employees as at 31 March 2003	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
All occupational classes	33,385	496	1.5%	7,974	23,9%
Total	33,385	496	1.5%	7,974	23,9%

Table 5.5: Promotions by salary band

Salary	Employees 31 March 2003	Promotions to another salary level	Salary bands promotions as a % of employees by	Progressions to another notch within a salary level	Notch progression as % of employees by employees by salary band
Lower skilled (Levels 1-2)	67	0	0	3	5
Skilled (Level 3-5)	9,126	55	0.6	2,149	23.6
Highly skilled production (Level 6-8)	23,122	369	1.6	5,576	24.1
Highly skilled supervision (Levels 9-12)	961	71	6.8	241	23
Senior management (Levels 13-16)	109	1	0	5	0
Total	33,385	496	1.5	7,974	23.9



6. Employment Equity

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

Table 6.1: Progress made with respect to affirmative action, 2002/03 (Employees at level 1 to 8)

Progress - 2002/03							Medium-Term targets	
1 April 2002			Target set for 31 March 2002	Actual number at 31 March 2003			Variance	March 2004
	%	#	%	%	#	%	%	
Black	58.58	18,516	65.56	58.79	18,964	6.77	69.58	
Male	45.76	14,462	51.78	45.39	14,642	6.39	54.88	
Female	12.83	4,054	13.78	13.39	4,322	0.39	14.7	
Asian	1.78	564	3.18	1.70	584	1.48	3.92	
Male	1.45	459	2.43	1.44	466	0.99	2.94	
Female	0.33	105	0.75	0.37	118	0.38	0.98	
Coloured	15.81	4,997	11.68	15.82	5,103	-4.14	9.8	
Male	12.79	4,043	9.42	12.66	4,086	-3.24	7.84	
Female	3.02	954	2.26	3.15	1,017	-0.89	1.96	
White	23.42	7,401	18.25	23.18	7,479	-4.93	14.7	
Male	19.74	6,240	14.91	19.36	6,245	-4.45	11.76	
Female	3.67	1,161	3.34	3.83	1,234	-0.49	2.94	
Employees with a disability	0.40	128	1.46	0.40	128	1.06	2	
Total		31,606			32,258			

Table 6.2: Progress made with respect to affirmative action, 2002/3 (Employees at level 9 to 12 – Middle Management)

Progress - 2002/03							Medium term targets	
1 April 2002			Target set for 31 March 2003	Actual number at 31 March 2003			Variance	March 2004
	%	#	%	%	#	%	%	
Black	57.13	549	65.56	57.80	593	7.76	69.58	
Male	45.79	440	51.78	45.71	469	6.07	54.88	
Female	11.34	109	13.78	12.09	124	1.69	14.7	
Asian	1.87	18	3.18	2.14	22	1.04	3.92	

Male	1.35	13	2.43	1.56	16	0.87	2.94
Female	0.52	5	0.75	0.58	6	0.17	9.8
Coloured	12.80	123	11.68	12.09	124	-0.41	0.98
Male	10.93	105	9.42	10.43	107	-1.01	7.84
Female	1.87	18	2.26	1.66	17	0.60	1.96
White	28.10	270	18.25	27.88	286	-9.63	14.7
Male	23.00	221	14.91	23.20	238	-8.29	11.76
Female	5.10	49	3.34	4.68	48	-1.34	
Employee with a disability	0.10	1	1.46	0.10	1	1.36	2
Total		961			1,026		

Table 6.3: Progress made with respect to affirmative action, Senior Management Service, 2002/03

Progress - 2002/03						Medium-Term targets		
1 April 2002		Target set for 31 March 2003		Actual number 31 March 2003		Variance		March 2004
	%	#	%	%	#	%	%	
Black	63.64	63	65.56	64.36	65	1.20	69.58	
Male	50.51	50	51.78	51.49	52	0.29	54.88	
Female	13.13	13	13.78	12.87	13	0.91	14.7	
Asian	2.02	2	18	0.99	1	2.19	3.92	
Male	1.01	1	2.43	0.00	1	2.19	3.92	
Female	1.01	1	0.75	0.99	1	-0.24	0.98	
Coloured	12.12	12	11.68	12.87	13	-1.19	9.8	
Male	12.12	12	9.42	12.87	13	-3.45	7.84	
Female	0.00	0	2.26	0.00	0	2.26	1.96	
White	22.22	22	18.25	21.78	22	-3.53	14.7	
Male	20.20	20	14.91	19.80	20	-4.89	11.76	
Female	2.02	2	3.34	1.98	2	1.36	2.94	
Employees with a disability	0.00	0	1.46	0.00	0	1.46	2	
Total		99			101			

Table 6.4: Promotions for the period 1 April 2002 to 31 March 2003

Promotion to: (within the different CORE's)	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Nursing and support personnel: Post level 8	2	0	0	0	2	2	0	0	6
Nursing and support personnel: Post level 9	0	0	0	0	1	0	0	0	1
Management and general support personnel: Post level 8	0	0	0	0	2	0	0	0	2

Management and general support personnel: Post level 9	3	0	0	0	1	0	0	0	4
Management and general support personnel: Post level 10	0	0	1	0	0	0	0	0	1
Management and general support personnel: Post level 11	1	0	0	0	1	0	0	0	2
Custodian and support personnel: Post level 8	5	0	0	0	5	0	0	0	10
Custodian and support personnel: Post level 9	2	0	0	1	1	0	0	2	6
Custodian and support personnel: Post level 10	0	0	0	1	0	0	0	0	1
Custodian and support personnel: Post level 11	0	0	2	0	0	0	0	0	2
Custodian and support personnel: Post level 12	0	0	0	0	1	0	0	0	1
Custodian and support personnel: Post level 13	1	0	0	0	0	0	0	0	1
Educationist: Post level 8	0	1	0	0	3	0	0	0	4
Educationist: Post level 9	1	0	0	0	0	0	0	0	1
Total	15	1	3	2	17	2	0	2	42

Table 6.5: Terminations for the period 1 April 2002 to 31 March 2003

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	1	0	0	0	0	0	1
Senior Management	1	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	21	4	0	7	1	2	1	3	39
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	25	8	0	17	14	2	0	12	78
Semi-skilled and discretionary decision making	131	35	6	155	18	5	0	41	391
Unskilled and defined decision making	235	42	2	81	37	6	1	17	42
Total	413	89	9	260	70	15	2	73	931
Employees with disabilities									0

Table 6.6: Disciplinary action for the period 1 April 2002 to 31 March 2003: : The detail of disciplinary action against employees per race and gender categories is not available. Other detail with regards to disciplinary offences is however indicated in tables 11.2 and 11.3.

Table 6.7: Skills development by race, gender and disability: 1 April 2002 to 30 March 2003

Grade (salary band)	Internal training		External training		Expenditure	
	Training day Equivalent	Average days per employee	Training day Equivalents	Average days per employee	Total Expenditure Rand	Average per Employee
African						
Male	50,450	5.7	4,501	0.3	16,400,258	2,847
Female	17,858	4.2	3,481	0.7	6,247,716	1,739
Coloured						
Male	2,088	4.21	157	0.08	7,028,680	1,837
Female	303	1.38	60	0.12	6,299,780	1,674
Asians						
Male	8,750	2.83	1,110	0.03	3,904,822	1,021
Female	2,624	2.72	294	0.03	5,362,623	1,400
White						
Male	7,019	2.02	371	0.01	3,852,758	1,007
Female	1,447	3.73	118	0.12	2,863,536	747
Disabled	29	0.97	24	0.07	104,128	937
Total	90,568	27.76	10,116	1.46	52,064,301	13,209



7. Performance rewards

To encourage good performance, the Department has granted the following performance rewards during the year under review. The information is presented in terms of race, gender, and disability (table 7.1), salary bands (table 7.2) and critical occupations (table 6.3).

Table 7.1: Performance rewards by race, gender, and disability, 1 April 2002 to 31 March 2003

	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000) employee	Average cost per
African					
Male	2,854	15,208	18.8	13,589	4,761
Female	687	4,411	15.6	2,969	4,322
Asian					
Male	94	482	19.5	448	4,766
Female	18	124	14.5	97	5,389
Coloured					
Male	855	4,173	20.5	4,203	4,916
Female	181	1,034	17.5	788	4,354
White					
Male	1,586	6,545	24.1	8,558	5,396
Female	394	1,282	30.7	2,061	5,231
Employees with a disability	20	126	15.9	88	4,400
Total	6,689	33,385	20,0	32,801	4,904

Table 7.2: Performance rewards by salary bands for personnel below Senior Management Service, 1 April 2002 to 31 March 2003

Salary bands	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee
Level 1-2	1	18	5.6	3	3,000
Level 3-5	1,272	9,494	14.4	4,661	3,661
Level 6-8	5,088	22,674	22.2	25,931	5,096
Level 9-12	228	1,093	20.9	2,208	9,684
Total	6,689	33,279	19.9	32,803	4,904

Table 7.3: Performance rewards by critical occupations, 1 April 2002 to 31 March 2003

Critical occupations	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administrative	3	22	13.6	37	12,333
Agriculture	1	2	5	0	7,000
Cartographic surveying and related technicians	1	1	100	5	5,000
Client inform clerks (switchboard receipt inform clerks)	9	60	15	27	3,000
Custodian personnel	185	1,023	18.1	1,627	8,795
Educationist	49	311	15.8	306	6,245
Finance and economics related	10	38	26.3	94	9,400
Financial and related professionals	14	97	14.4	86	6,143
Financial clerks and credit controllers	5	13	38.5	17	3,400
Health sciences related	8	33	24.2	80	10,000
Home-based personnel care workers	1	1	100	5	5,000
Human Resources and organisational development related	1	8	12.5	7	7,000
Human Resource related	1	15	6.7	8	8,000
Logistical support personnel	27	83	32.5	177	6,556
Information technology personnel	15	81	18.5	67	4,467
Other occupations	1	6	16.7	9	9,000
Pharmacist	4	23	17.4	30	7,500
Professional nurse	58	516	11.2	341	5,879
Psychologists and vocational counsellors	3	26	11.5	20	6,667
Secretaries and other					
Keyboard operating clerks	34	136	25	128	3,765
Social sciences related					
Social work and related	1	12	8.3	13	13,000
Professionals	72	436	16.5	392	5,444
Total	503	2,943	19.9	3,483	4,906

Note: The above figures exclude line function (custodian and support) personnel.

During the period under review no member of the Senior Management Service of this Department received any performance related rewards.

8. Foreign workers

There were no foreign workers in the employ of this Department during the period under review.

9. Leave utilisation for the period 1 January 2002 to 31 December 2002

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

Table 9.1: Sick leave, 1 January 2002 to 31 December 2002

Salary Band	Total days	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Level 1-2	70	30	11	0	6	8
Level 3-5	58,509	30.2	7,164	28.2	8	10,628
Level 6-8	138,807	27.5	17,452	68.8	8	40,619
Level 9-12	4,807	22.4	685	2.7	7	2,631
Level 13-16	264	22	51	0.2	5	389
Other	14	35.7	2	0	7	1
Total	202,471	28.2	25,365	100	8	54,276

Table 9.2: Disability leave (temporary and permanent), 1 January 2002 to 31 December 2002

Salary Band	Total days taken	% days with medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Level 1-2	0	0	0	0	0	0
Level 3-5	7,059	19.6	432	21.6	16	1,316
Level 6-8	58,142	11.9	1,502	75.1	39	17,643
Level 9-12	3,497	8.1	63	3.2	56	1,912
Level 13-16	7	28.7	2	0.1	4	10
Total	68,705	12.5	1,999	100	34	20,881

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

Table 9.3: Annual Leave, 1 January 2002 to 31 December 2002

Salary Band	Total days of capped leave taken	Average per employee
Level 1-2	197	13
Level 3-5	180,195	19
Level 6-8	534,850	23
Level 9-12	26,017	24
Level 13-16	2,129	21

Other	69	23
Not available	3	3
Total	743,460	22

Table 9.4: Capped leave, 1 January 2002 to 31 December 2002

Salary Band	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2002
Level 1-2	35	0	95
Level 3-5	11,361	1	23
Level 6-8	73,408	9	64
Level 9-12	4,655	1	100
Level 13-16	104	0	120
Total	89,563	11	56

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

Table 9.5: Leave payouts for the period 1 April 2002 to 31 March 2003

Reason	Total Amount (R'000)	Number of Employees	Average payment per employee
leave payout for 2002/03 due to non-utilisation of leave for the previous cycle	63	10	6,300
Capped leave payouts on termination of service for 2002/03	15,548	592	26,264
Current leave payout on termination of service for 2002/03	198	90	2,200
Total	15,809	692	22,845

10. HIV/AIDS and health promotion programmes

Table 10.1: Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Workshop employees	Information on prevention provided
Health personnel	Information on prevention provided Post exposure prophylaxis provided in needle stick injuries
Custodial officials	Information on prevention provided
Highly mobile officials	Information on prevention provided

Table 10.2: Details of Health Promotion and HIV/AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details, if yes
1. Has the Department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations, 2001? If so, provide her/his name and position.	X		Mr. MMM Ngubo, Deputy Commissioner HR Management
2. Does the Department have a dedicated unit or has it designated specific staff members to promote the health and well being of your employees? If so, indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.		X	
3. Has the Department introduced an Employee Assistance or Health Promotion Programme for your employees? If so, indicate the key elements/services of this Programme.	X		<p>The specific core activities of the EAPS include the following:</p> <ul style="list-style-type: none"> ● Consultation and training to appropriate persons in the identification and resolution of job performance issues related to employees' personal concerns and difficulties ● Confidential, relevant and timely problem assesment services ● Appropriate referrals for diagnosis, treatment and assistance ● Short term counselling ● The information of linkages between the worksite EAP, community resources and individual practitioners who provide such services ● Folow-up services for employees who utilise these services.
4. Has the Department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations, 2001? If so, please provide the names of the members of the committee and the stakeholder(s) that they represent.		X	
5. Has the Department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so, list the employment policies/practices so reviewed.		X	
6. Has the Department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so, list the key elements of these measures.		X	
7. Does the Department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.		X	
8. Has the Department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/indicators.		X	



11. Labour relations

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

Table 11.1: Collective agreements, 1 April 2002 to 31 March 2003

Subject Matter	Date
A Special Leave Policy for the DCS.	1 June 2002
Amendment to the DCS's Assessment Policy providing that a single duly nominated employee organisation representative per recognized Union may attend the Moderation Committee meetings as an observer during annual assessment of officials.	2 June 2002
The finalization of the progression of employees affected in the White Commission of Inquiry (Employees of the former Ciskei and Transkei).	8 August 2002
Determining of a process managing Sec 8(5) of the Correctional Services Act, Act 111 of 1998.	6 November 2002 and 17 December 2002
Terms of Reference for the Department's National Employment Equity Committee (NEEC)	25 March 2003

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

Table 11.2: Misconduct and disciplinary hearings finalised, 1 April 2002 to 31 March 2003

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	n/a	
Verbal warning	413	26.0
Written warning	216	13.6
Serious written warning	213	13.4
Final written warning	172	10.8
Suspended without pay	0	0
Fine	0	0
Demotion	0	0
Dismissal	171	10.8
Not guilty	114	7.2
Case withdrawn	290	18.2
Total	1,589	100

Table 11.3: Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Unauthorised absence	507	32.0
Unsatisfactory performance	396	24.9

Insubordination	119	7.5
Dishonesty	145	9.1
Disorderly behaviour	250	15.7
Alcohol and drugs	110	6.9
Government transport	35	2.2
Government property	27	1.7
Total	1,589	100

Table 11.4: Grievances lodged for the period 1 April 2002 to 31 March 2003

	Number	% of total
Number of grievances resolved	455	40.05
Number of grievances not resolved	681	59.95
Total number of grievances lodged	1,136	100.00

Table 11.5: Disputes lodged with Councils for the period 1 April 2002 to 31 March 2003

	Number	% of total
Number of disputes upheld	17	16.50
Number of disputes dismissed	86	83.50
Total number of disputes lodged	103	100.00

Table 11.6: Strike actions for the period 1 April 2002 to 31 March 2003

Total number of person working days lost	None
Total cost of working days lost	N/A
Amount recovered as a result of no work no pay	N/A

Table 11.7: Precautionary suspensions for the period 1 April 2002 to 31 March 2003

Number of people suspended	367
Number of people whose suspension exceeded 30 days	193
Number of days suspended	28,418
Cost of suspensions	R4,654,561.27



12. Skills development

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

Table 12.1: Skills development by salary band: 1 April 2002 to 30 March 2003

Grade (Salary band)	Internal Training			External Training		Expenditure
	Training day equivalents	Average days per employee	Training day equivalents	Average day per employee	Total expenditure	Average per employee
Level 1 - 2	0	0	0	0	0	0
Level 3 - 5	62,790	6	781	8	15,590,880	881
Level 6 - 8	110,936	8	48,378	10	26,589,345	1,203
Level 9 - 12	18,840	5	13,270	12	7,923,879	1,789
Level 13 - 14	70	2	315	5	948,009	3,487
SMS	-	0	315	6	1,012,188	2,011
Total	192,636	21	63,059	41	52,064,301	9,371

12.2 Skills development by type of training: 1 April 2002 to 30 March 2003

Type of training	Number of beneficiaries	Training day equivalents	Average per person	% of Total	Total expenditure R	Average per beneficiary
Internal training (basic training for newly appointees)	1,960	58,800	3	35.6	12,788,544	6,524
Formal training (external training)	3,078	28,656	9.31	17.4	5,475,515	4,294
Computer training	2,659	13,295	5	8.6	1,674,000	1,474
Management development	4,187	3,265	0.78	1.9	2,894,196	4,217
Office based training	9,000	6,570	0.73	3.9	0	0
Policy-specific training (functional training)	22,378	53,707	2.4	32.6	29,232,046	2,471
Total	43,262	164,293	21.22	100.00	52,064,301	22,330

Table 12.3: Total expenditure on skills development by programme 2002 – 2003

Programme	Expenditure - 2001/2002			Medium term expenditure estimates		
	Original budget (incl personnel)	Actual expenditure (incl personnel)	Variance	2002/03	2003/04	2004/05
Management development	2,887,100	2,894,196	7,096	16,443,000	17,610,000	20,575,000
Functional training	32,408,300	31,947,007	461,293	38,528,000	41,149,000	34,749,000
Basic training	12,878,300	12,788,544	89,756	11,769,000	12,150,000	12,995,000
Academy	4,780,700	4,434,554	346,146	4,830,000	5,288,000	5,420,000
Total	52,954,400	52,064,301	890,099	71,570,000	76,197,000	73,739,000

13. Injury on duty

The following tables provide basic information on occupational injuries and diseases

Table 13.1: Injury on duty, 1 April 2002 to 31 March 2003

Nature of injury on duty	Number	% of total
Short term injuries (less than 3 days absent from work)	474	66.4
Long term injuries	162	22.7
Assault by offenders on members	30	4.2
Fatal	2	0.3
Rewards for compensation	46	6.4
Total	714	100

14. Utilisation of consultants

Table 14. 1: Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Appointment of a consultant for the provision of a Business Engineering Service to the Department of Correctional Services	8	40	1,248,437
Appointment of a consultant to assist the Department of correctional Services with Topic Audits.	20	54	820,595
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
2	28	94	2,069,032

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

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Appointment of a consultant for the provision of a Business Engineering Service to the Department of Correctional Services.	66	66	8
Appointment of a consultant to assist the Department of correctional Services with Topic Audits.	59	59	20

Table 14.3: Report on consultant appointments using donor funds

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
The appointment of a consultant to do research on a Post-Apartheid study of Prison Health issues in South Africa.	1	240	80,000
Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
1	1	240	80,000

No donor funds were utilized for the appointment of historically disadvantaged individuals as consultants.