

in review
1997

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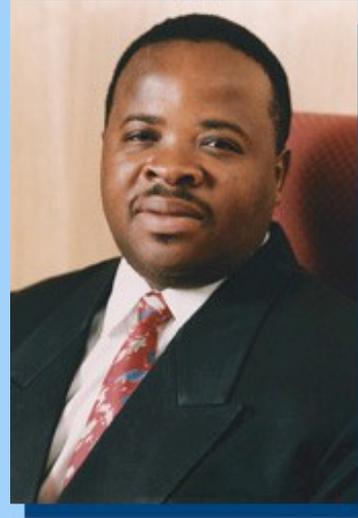
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PREFACE BY THE COMMISSIONER OF CORRECTIONAL SERVICES



Readers of our 1997 Annual Report will notice that it has a completely new look. Gone is the colour green, reminiscent of the old Correctional Services, and in its place we have a new bright and inspiring colour, blue. Our new colours symbolise the remarkable transformation which has occurred in the Department over the past year.

The Department has undergone far-reaching transformation in every facet of its operations. The pace of transformation has been driven by the many unresolved issues which have confronted this Department for many years and which demanded new vision, courage and decisiveness in order to correct outdated policies and imbalances. Among these issues are overcrowding, gross deficiencies in security and safety, ineffective development programmes for prisoners, low staff morale and inequality.

In order to tackle the problem of overcrowding we have embarked on a project of Asset Procurement and Operating Partnership System (APOPS) with the private sector. Initially this project will provide for four correctional facilities to be financed, built and operated by the private sector, providing accommodation for 5 300 inmates. Overcrowding was furthermore relieved by the opening of two new prisons in the Western Cape and the upgrading of facilities in other provinces. Exploratory investigations were also initiated concerning more unconventional methods of relieving overcrowding of our prisons, such as using prison ships and the conversion of inner city buildings into prisons.

The Department made a major breakthrough in its campaign to reduce escapes when it launched South Africa's first Closed Maximum Security Unit (CMAX) within the Pretoria Maximum Prison. This unit will not only house potential escapees but also some of South Africa's most dangerous and hardened criminals. The construction of a new and highly sophisticated electric perimeter fence at twenty of our most vulnerable and high risk institutions will undoubtedly go a long way towards preventing further escapes. We have also sent a clear message to our personnel that severe disciplinary action will be taken against those who, through negligence or collusion, contribute towards escapes.

Initial results from the first-ever research project involving electronic monitoring of offenders under house arrest or home confinement in the Pretoria area were most promising. Electronic monitoring has proved to be a useful and invaluable tool for correctional supervision and its implementation will be expanded to other areas in the country during 1998. A radical transformation of the release policy was achieved, when in December 1997 the President approved new legislation which would allow for the abolition of the system of credits, independent parole boards and a direct say by the sentencing authority in the period served by a prisoner. The participation of all stakeholders in the process of formulating a new release policy is truly historical and much appreciated.

Transformation in any organisation goes hand in hand with a certain degree of instability and there are certain individuals who will take advantage of a sometimes uncertain situation. Since its inception in 1996, the Department's anti-corruption unit has played an integral role in identifying and investigating incidents of corruption involving our personnel. I must state that I am impressed by the dedication and professionalism of the unit's personnel in their effort to root out any form of corruption and to ensure an exemplary and transparent administration.

On 1 June 1997 a new disciplinary procedure was implemented which differs substantially from the previous procedure. This new procedure will also help to ensure that we maintain a disciplined and accountable personnel corps.

It can also be stated that in most areas, due to our bold and decisive action, this Department is ahead of the rest of the public service in the transformation process. The top management cadre of the Department believes that if the process is to be successful it must be marketed at grass roots level. Employee organisations have therefore been fully involved in the process of transformation and their role will be further enhanced through of the National Transformation Unit to be launched in February 1998.

The Department's Affirmative Action Programme has proved successful in creating mechanisms to address existing imbalances and ensure equal opportunities based on the potential capabilities of the previously disadvantaged groups. Our targets in creating a representative personnel corps were effectively achieved by the end of 1997 in favour of the previously disadvantaged groups who now constitute 70% of the total personnel establishment. Our management team is representative of all personnel of all races and also reflects gender equality. The first National Conference on Women's Rights and Gender Equality arranged by the Department was held in April. As a result gender issues now receive a high priority and a gender equality desk has been created as part of the Affirmative Action Programme.

In closing I would like to place on record that our achievements in 1997 are the direct result of the hard work and sacrifices of every member of our personnel, and I thank them for their dedication and loyalty.

Dr K Sitole

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Declaration of mission, vision, purpose objectives and business philosophy

Mission

To render a correctional service in order to contribute to community protection, stability and development.

Vision

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

Purpose objectives

Our purpose objectives are:

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

Business philosophy

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

The Department supports the assumption that offenders have the potential to function as law-abiding citizens. Therefore opportunities are created by supplying facilities and implementing incentives, with a view to the development and growth of the offender.

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Management structure



The Management Board as at 16 February 1998

Front, seated from left to right: Ms NF Tseana,

Ms S Mthabela, Mr SE Korabie, Dr K Sitole,

Mr GJ Fourie, Ms TFM Kgosidintsi, Ms S Moodley,

Back standing from left to right: Mr MT Ntoni,

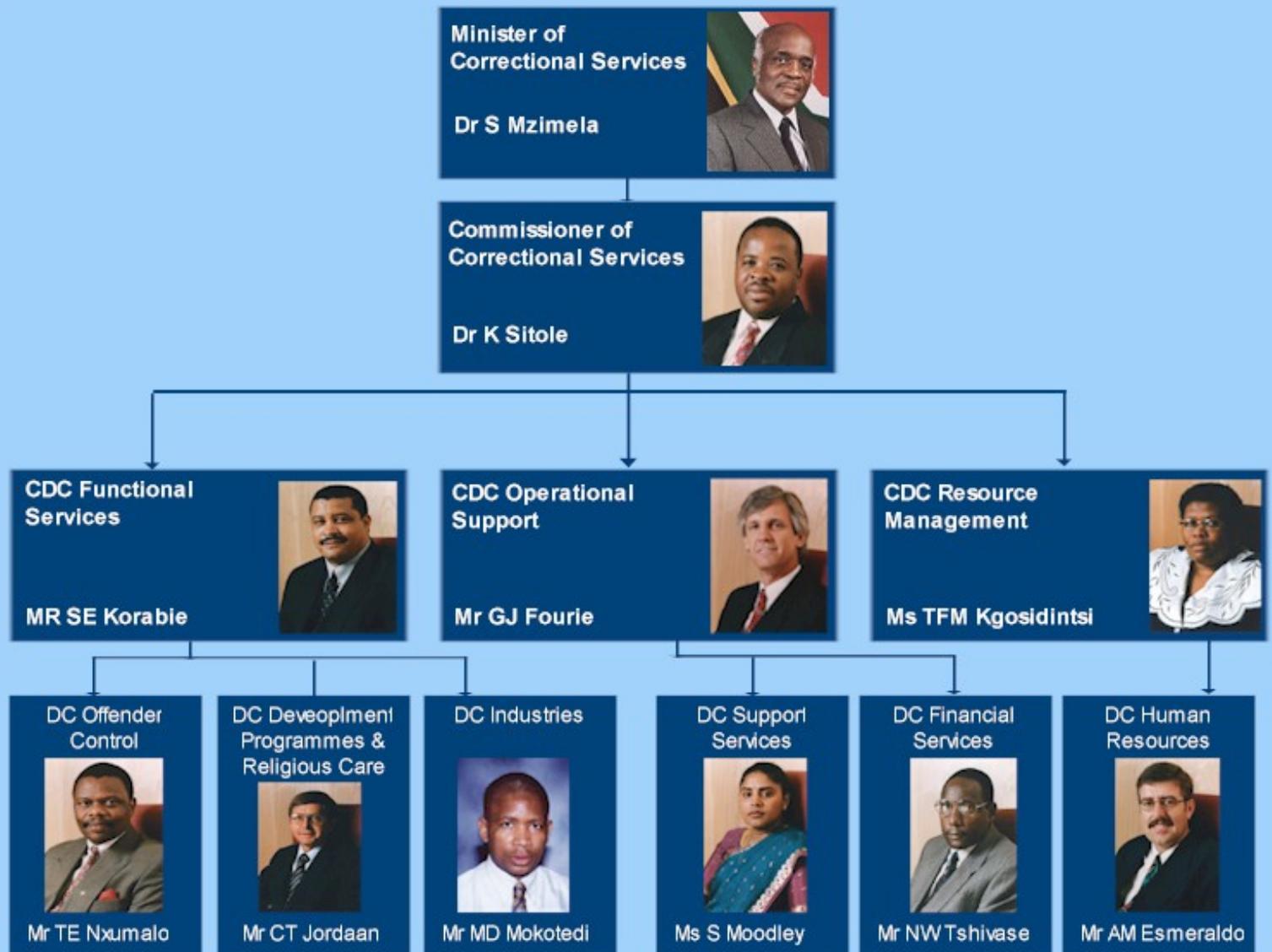
Mr W Damons, Mr TE Nxumalo, Mr AM Esmeraldo,

Mr RE Mataka, Mr ZI Modise, Mr NW Tshivhase,

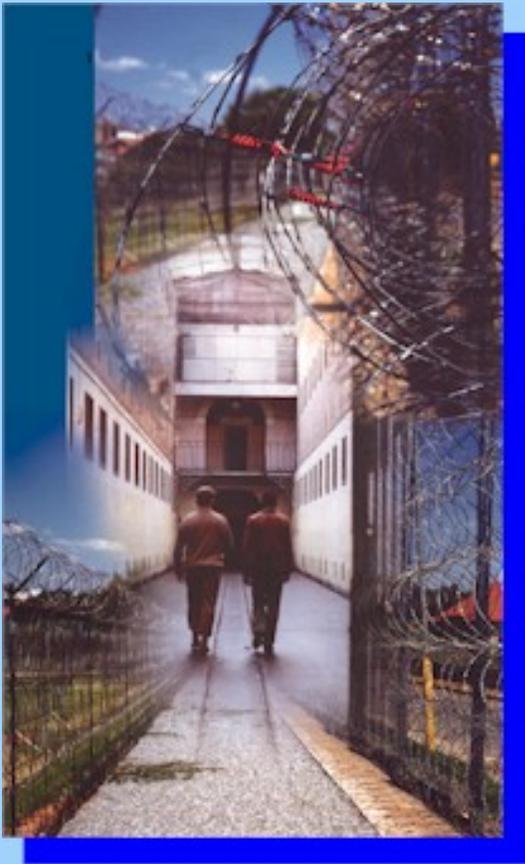
Mr PO'C Gillingham, Mr MP Ramashala,

Mr S Msomi and Mr CT Jordaan,

Inset: Mr MD Mokotedi



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SAFE CUSTODY OF PRISONERS

The provision of custodial services is one of the purpose objectives of the Department. The provision of the required accommodation and the effective utilisation of existing accommodation together with the rendering of an effective and professional security service are prerequisites for the realisation of this objective.

The prison population

Table 1: The composition of the prison population as at 31 December 1997.

	Adults		Juveniles		Total
	Male	Female	Male	Female	
Sentenced	85 996	2 212	12 570	197	100 975
Unsented	31 327	973	8933	202	41 435
Total	117 323	3 185	21 503	399	142 410
%	82.38	2.24	15.10	0.28	100

Table 2: The percentage increase in the prison population for the period 1996 to 1997.

	Total as at 31 December		
	1996	1997	% increase
Unsented male prisoners	32 547	40 260	23.7
Sentenced male prisoners	90 236	98 566	9.23
Unsented female prisoners	877	1 175	33.98
Sentenced female prisoners	2 090	2 409	15.26
Total	82.38	2.24	13.25

Table 3: Daily averages of sentenced and unsented prisoners for the period 1993 to 1997.

Year	Male	Female	Total
1993	108 284	3 514	111 798
1994	108 066	2 867	110 933
1995	107 539	2 530	110 069

1996	115 857	2 874	118 731
1997	130 731	3 471	134 202

Table 4: Distribution of sentences of prisoners admitted from 1993 to 1997, expressed as percentages.

	1993	1994	1995	1996	1997
Long-term prisoners , i.e. with sentences longer than two years	20.86	26.34	27.29	26.5	25.7
Sentences of longer than six months but less than two years	15.29	17.13	17.66	18.2	18.6
Sentences of six months and less	62.99	56.34	54.11	54.8	55.1
Other categories	0.86	0.19	0.94	0.5	0.6
Total	100	100	100	100	100

Cost

The cost with regard to the safe custody of prisoners for the 1997/98 financial year was R 1 810 902 000, that is 50,58% of the Department's total budget of R 3 580 054 000.

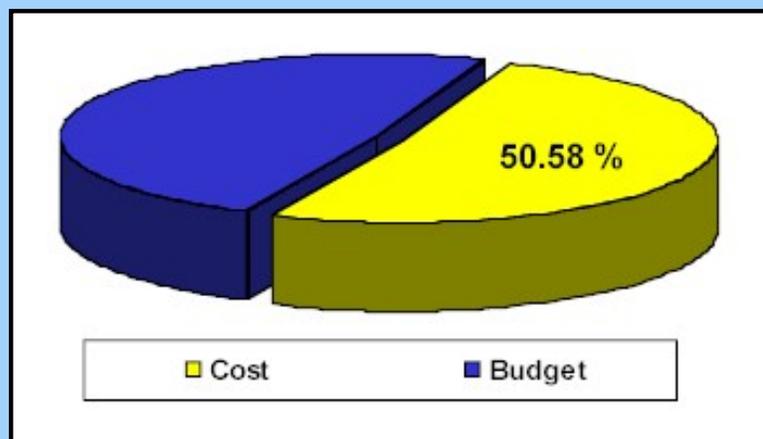


Table 5: A comparison between the budgeted unit costs per prisoner per day (per capita cost) for the 1996/97 and 1997/98 financial years respectively.

	1997/98	1996/97
Total expenditure per prisoner	71.87	65.85
Direct physical care expenditure (personnel excluded)	7.35	6.89
Cost in respect of nutrition	3.83	3.47
Medical costs	1.67	1.62
Costs in respect of clothing, hygiene, equipping of cells, guarding and day to day maintenance	1.75	1.68
Gratuity	0.10	0.12

Table 6: A comparison between the budgeted personnel: offender ratio for the 1996/97 and 1997/98 financial years respectively.

	1997/98	1996/97
Personnel : Prisoner	71.87	65.85
Personnel : Probationer and parolee (refer to chapter 2)	7.35	6.89
Total personnel : offender	3.83	3.47

In comparison to international correctional institutions, the ratio of personnel to offenders in South Africa clearly reflects an unfavourable position. The statistics in table 6 indicate that the ratio between personnel and offenders has increased dramatically. A major contributing factor is the increase in the prison population during 1997.

Classification of prisoners

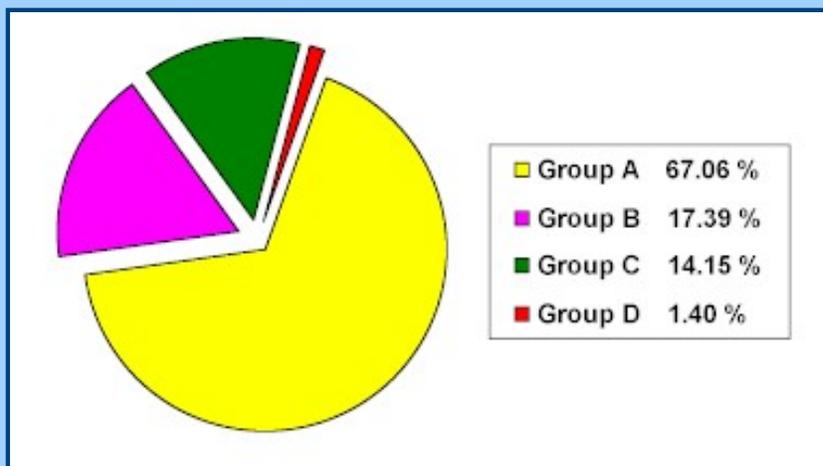
Prisoners are categorised according to the risk which they pose to fellow prisoners, personnel and the community. They are thus placed in either maximum, medium or minimum security categories according to their custodial classification.

Table 7: Custodial classification of prisoners as at 31 December 1997

	Number	Percentage
Minimum	3 717	2.61
Medium	72 560	50.95
Maximum	12 179	8.55
Not yet classified	518	0.36
Unsentenced prisoners and those serving sentences of less than two years	53 436	37.53
Total	142 410	100

Furthermore, for purposes of behaviour regulation, sentenced prisoners are classified into privilege groups with group A receiving the most privileges and group D the least. Behaviour and adaptation form the basis for reclassification. The security classification system together with the privilege system therefore form the basis for risk management and behaviour regulation.

Privilege classification of prisoners at 31 December 1997

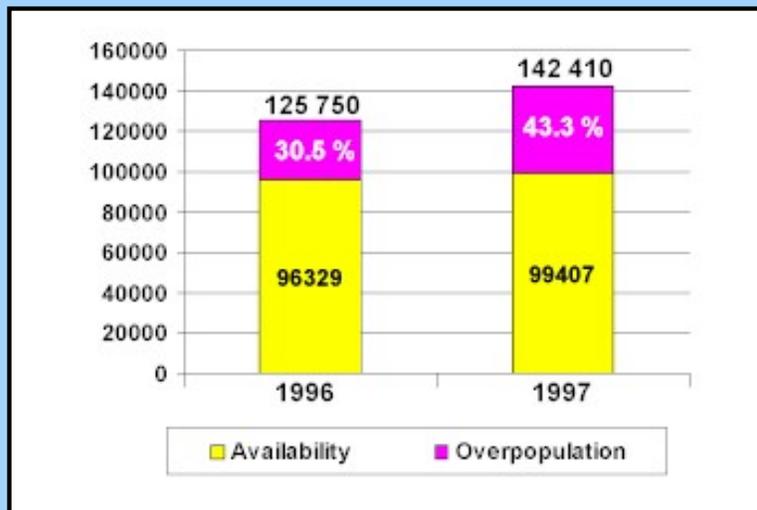


In order to isolate those prisoners who are perceived as dangerous to both the Department and the community, South Africa's first Closed Maximum Security Unit (CMAx) was launched within the Pretoria Maximum Prison. CMAx is meant for the most dangerous and hardened criminals such as rapists, armed robbers, murderers, escapees and prisoners who attack personnel. Although CMAx offers no comfort to prisoners, their basic rights as prescribed in the constitution will not be infringed upon.



A typical prison cell in a CMAX prison. Although CMAX offers no comfort to prisoners, their basic rights will not be infringed upon.

Cell accommodation and utilization as at 31 December 1997 indicating the over population percentage



Accommodation

Due to the commissioning of three new prisons during the course of the period under review, namely the Goodwood Prison (for 1 692 prisoners), the Malmesbury Prison (for 972 prisoners) and the Rooigrond Medium B Prison (for 244 prisoners), the available accommodation rose to 99 407. Another accommodation gain of 170 was brought about by way of small extensions to available accommodation during the renovation of various prisons.

On 31 December 1997, there were 231 prisons, of which 215 were male prisons, 8 female prisons and 8 male youth correctional centres. Should the need exist in other prisons to incarcerate females and juveniles, they are accommodated in separate sections of male prisons.

Safety and security

The Department places a high premium on the expectations of the community in terms of protection as well as on the safety of its personnel and the persons entrusted to its care. The Department also set itself a goal of bringing down the number of escapes in order to contribute to a safe community.

Table 8: Comparative table of escapee statistics for the period 1 January 1996 to 31 December 1996 and 1 January 1997 to 31 December 1997.

	Male	Female	Total

Escape category	1996	1997	1996	1997	1996	1997
From prison	455	404	3	3	458	407
From work team with permanent personnel	511	349	0	0	511	349
From work team with temporary members	153	123	1	0	154	123
From public hospitals	38	41	1	0	39	41
From courts	38	32	0	0	38	42
During escort	44	37	0	0	44	37
Abscondence, erroneous release, weekend leave	101	76	0	4	101	80
Total	1340	1062	5	7	1345	1069

The total number of escapes for this period represents 0,0022% of the average daily prison population in custody. It is important to note that the Department experienced its lowest escape figures since 1992. This can largely be ascribed to a firm stand against negligence and corruption by personnel, strict disciplinary action against personnel and intensified security measures.

In order to counteract escapes as far as possible, various measures have been introduced, inter alia:

- Changes to the release and parole policy were introduced whereby prisoners who are found guilty of escape or attempted escape have to serve at least 80% of their sentences before release or parole can be considered
- Erection of a new type of electric perimeter fence at the following places: Johannesburg, Krugersdorp, Leeuwkop Medium A, Rooigrond, Eshowe, Durban, Umtata, Mdantsane, Vereeniging, Waterval, Kimberley, Vondwe, Nelspruit, Mossel Bay, Groenpunt, Virginia, Ncome, East London and Buffeljachtsrivier
- Increased day and night visits and security inspections to prisons by senior staff of the Department in order to ensure that security procedures are adhered to
- Optimal utilisation of existing security equipment and aids
- Continual evaluation of security directives
- Upgrading of personnel training
- Intensified actions to prevent unauthorised articles from being taken into prisons
- Strict disciplinary action against personnel who are negligent in the performance of their duties
- Sensitisation of prisoners in respect of the negative consequences of escapes
- Criminal prosecution of escapees and those who assist in escapes
- Continual upgrading of old building structures which do not comply with security standards
- Appointment of a Provincial Head: Security in each province
- Central training sessions for all security personnel
- Rewarding of prisoners who report planned escapes or who raise the alarm. Apart from the aforementioned, the following actions are in the pipeline for implementation during 1998:
 - Installation of walk-through metal detectors and X-ray scanners at high-risk prisons
 - Investigation into alternative prison accommodation to counteract escapes and reduce overpopulation
 - Establishment of super maximum prisons
 - Establishment of Closed Maximum Security Units (CMAX) in other prisons
 - Further erection of electric perimeter fences at 21 more prisons.

Security violations

Personnel shortages, structural defects or limitations and overpopulation restrict the Department in its endeavour to fulfil its responsibility of ensuring the safety of personnel and prisoners.

Table 9: Reported incidents of assault

Prisoner on prisoner	3 050
Personnel on prisoner	1 193
Prisoner on personnel	40

All cases of alleged assaults are investigated departmentally and where necessary, handed over to the South African Police Services for investigation.

Other incidents which occurred in prisons include gang fights, refusal to enter cells and hostage taking of personnel. Gang fights at Modderbee, Johannesburg, Leeuwkop, Potchefstroom, Groenpunt Maximum and St Albans Maximum Prisons resulted in the death of nine prisoners.

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SUPERVISION AND CONTROL OVER PROBATIONERS AND PAROLEES IN THE COMMUNITY



Correctional and parole supervision

Correctional supervision and parole supervision serve as an alternative to imprisonment and are collectively referred to as Community Corrections.

The objective of Community Corrections is to enable offenders to lead a socially responsible and crime-free life while serving their sentences and thereafter. The objective is also to protect the community.

The purpose of Community Corrections is to exercise supervision and control over:

- Offenders who have been sentenced to correctional supervision
- Prisoners placed out of prison under correctional supervision
- Persons who have been placed under the supervision of the Department by courts and
- Prisoners who have been placed out on parole.

Community Corrections is more cost-effective than imprisonment. During the 1997/98 financial year the per capita cost per day for offenders in Community Corrections was R13,07 against R71,87 for prisoners.

The daily average population in Community Corrections during 1997 was 56 857. To keep this population in prison would have cost the Department and the taxpayer R 4 086 312 per day. However, in the system of Community Corrections the comparative cost is R 743 121 per day. This results in a saving of R 3 343 191 per day for the

Department and the taxpayer.

A comparative analysis of table 10 and 11 indicates a growing trend in the Community Corrections population.

Supervision was provided by 1 136 personnel of this Department and 189 part-time volunteers from the community.

Table 10: The community corrections population for 1997 based on daily averages.

	Under supervision		Absconders being sought		Total
	Male	Female	Male	Female	
Probationers	10 916	1 688	3 995	333	16 932
Parolees	22 652	862	16 090	321	39 925
Total	33 568	2 550	20 085	645	56 857

Table 11: The supervision population as on 31 December 1997.

	Under supervision			Absconders being sought		Total
	Male	Female	Youths	Male	Female	
Probationers	10 105	1 614	840	4 232	360	17 151
Parolees	23 139	844	232	16 687	336	41 238
Total	33 244	2 458	1 072	20 919	696	58 389

Cost

The cost in respect of the supervision of probationers and parolees for the 1997/98 financial year was R 118 117 000 that is 3,3% of the Department's total budget of R 3 580 054 000.

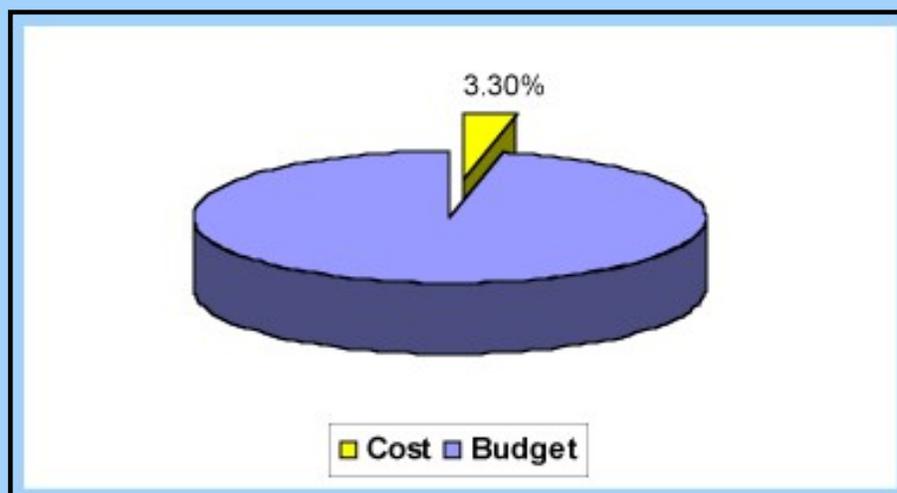


Table 12: A comparison between the budgeted unit costs per probationer and parolee per day (per capita cost) as well as the budgeted personnel: probationer and parolee ratio for the 1996/97 and 1997/98 financial years respectively.

	1997/98	1996/97
	Male	Female
Offender unit cost per day	R 13.07	R 12,62
Ratio of personnel:Probationar and parolee	1:51	1:43

Electronic monitoring

The objective of electronic monitoring is to have more effective control over offenders in the system of Community Corrections so as to protect the community and to alleviate overpopulation in prisons.

Electronic monitoring takes place by means of a transmitter device in the form of an anklet attached to the ankle of the offender. This enables Community Corrections personnel to keep track of the offender's movements.

An electronic monitoring research project commenced in September 1996. Up until 31 August 1997, 141 probationers, parolees and bail cases have gone through the system.

Advantages of electronic monitoring are:

- Increase in supervision effectiveness
- Placement of more offenders in Community Corrections
- Immediate detection and reaction to violations
- Availability of personnel to provide supportive and treatment services to offenders
- A more cost-effective Community Corrections system
- The family unit of the offender is maintained, negative influences of imprisonment are alleviated
- Impulsive behaviour is controlled
- Parents can monitor juvenile activities more easily.

The cost implication of the implementation of electronic monitoring is approximately R68 million for the first year. This will make provision for the monitoring of 10 000 offenders. The cost implication for the next two years will be R95 million and R127 million respectively. The estimated saving compared to imprisonment and ordinary monitoring will be approximately R100 million during these three years.



Electronic monitoring takes place by means of a transmitter device in the form of an anklet attached to the ankle of the offender. The departmental Management Board approved the implementation of electronic monitoring country-wide. Cabinet will be approached for a decision and financing during the first quarter of 1998.

Community networking

The Department has been actively involved with the National Crime Prevention Strategy by means of the establishment of Community Safety Centres. Community Safety Centres support the Criminal Justice Process which is a pillar of the NCPS and have as objective the development of an integrated approach to crime at policy making and operational level, by all agencies involved in the Criminal Justice Process. The purpose of Community Safety Centres is therefore the establishment of integrated service delivery, where accommodation for the different role players will be provided under one roof to create decentralised service points. Places which have been identified are the following: Khutsong, Nsimbini, Bonteheuwel, Leboeng, Tsidilamolomolo, Redhill, Augrabies, Thabong and Centane.

The Department's role in respect of Community Safety Centres is mainly the monitoring of offenders (probationers and parolees) in the system of Community Corrections as well as the reintegration of these offenders into the community. The reintegration of these offenders will have the effect that personnel of the Department of Welfare will assist this Department with the presentation of pre-sentence reports to the court as well as with the presentation of correctional programmes to offenders in the system of Community Corrections.

Quality of supervision

Table 13: Success rate measured in terms of sentences served expressed as a percentage. These figures include fines that were paid, warrants of liberation issued and deaths.

	Correctional supervision		Parole supervision		Total
	Male	Female	Male	Female	
Number	13 523	1 931	33 100	2 023	50 577
Success %	74	86	70	89	72

Table 14: Breach of conditions in respect of which warrants of imprisonment were issued.

	Correctional supervision		Parole supervision		Total
	Male	Female	Male	Female	
Abscondence	2 434	174	6 973	1 221	9 702
Further crimes *	460	28	519	10	1 017
Other breaches	1 995	127	6 567	115	8 804
Total	4 889	329	14 059	246	19 532
% Breaches	26	14	30	11	28

**The figure under further crimes does not include offenders convicted after expiry of their sentences.*

Table 15: Abscondence during the period 1 January 1997 to 31 December 1997.

	Correctional supervision		Parole supervision		Total
	Male	Female	Male	Female	
Placements	19 505	2 800	47 552	2 526	72 383
Abscondence	2 434	174	6 973	121	9 702
Absconders traced	2 562	176	5 973	105	8 816
Absconders untraced*	4 232	360	16 687	335	21 614

**The figures in respect of untraced absconders are for the period 1 January 1992 to 31 December 1997.*

The number of absconders is a cause for concern and problems that can be linked to absconding are the following:

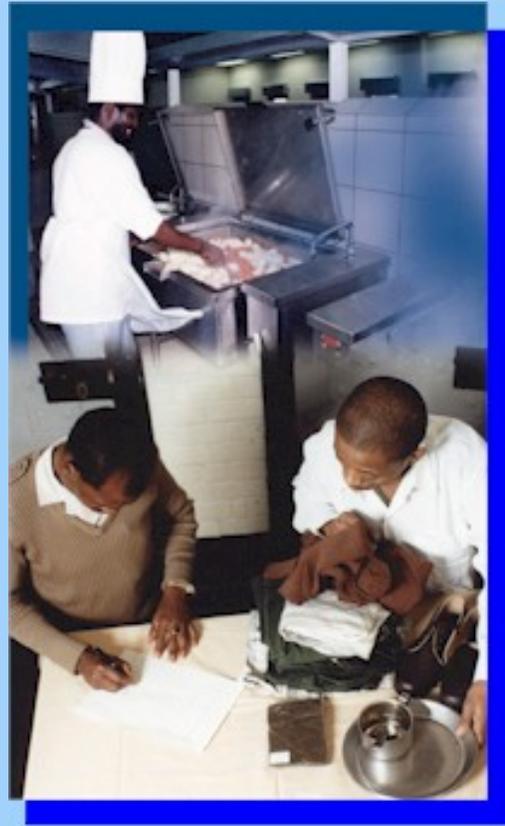
- Unemployment, illiteracy and lack of skills
- Insufficient release preparation
- Ignorance and lack of responsibility on the part of offenders
- Lack of adequate support and care systems and unreliable custodians
- Informal settlements where residency changes almost daily.

Measures implemented to address these problems are:

- Special tracing actions were launched by Heads of Community Corrections to trace absconders
- Implementation of methods to prevent abscondence and to trace absconders
- A sub-directorate Community Involvement was established with a view to greater community involvement
- The personnel establishment will be increased by 838 posts with effect from 1 April 1998 in order to alleviate the personnel shortage.

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HUMANE DETENTION AND TREATMENT OF PRISONERS



Rights and privileges

Copies of the Constitution of the Republic of South Africa, 1996 (Act No 108 of 1996) were distributed to all area managers for further distribution to personnel and prisoners during Human Rights Week. Various human rights organisations and individuals were invited to address both prisoners and personnel celebrating Human Rights Day on 21 March.

Basic needs for maintenance of an acceptable level of existence (right to life, food, clothing, medical care, hygienic facilities and contact with family) are provided for regardless of the behaviour and attitude of the prisoner.

The objective of the privilege system which is currently applicable to all categories of prisoners, is primarily to motivate prisoners to exhibit good behaviour, develop a sense of responsibility and to promote their interest and involvement in detention and treatment programmes.

The privileges of prisoners comprise the following:

- Primary privileges, which are aimed at the maintenance and extension of family ties in order to, inter alia, facilitate the prisoner's reintegration into society;
- Secondary privileges, which are aimed at leisure-time utilisation e.g. participation in sport, the possession of radios and televisionsets.

Cost

The cost in respect of the humane detention and treatment of prisoners for the 1997/98 financial year was R 452 802 000, that is 12,65% of the Department's total budget of R 3 580 054 000.

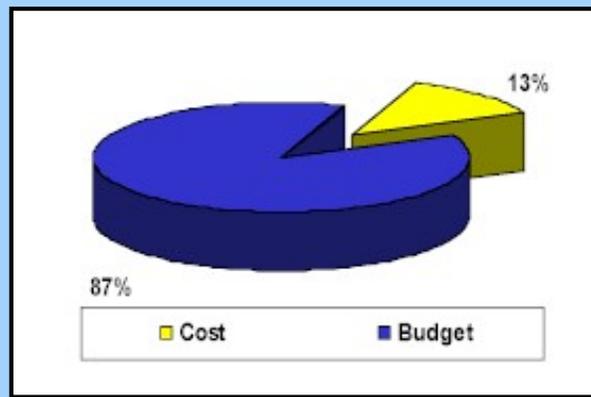


Table 16: A comparison between the unit costs per offender per day (per capita cost) in respect of the humane detention and treatment of prisoners for the 1996/97 and 1997/98 financial years respectively.

	1997/98	1996/97
Cost in respect of nutrition	3,83	3,47
Medical Costs	1,67	1,62
Costs in respect of clothing, hygiene, equipping of cells and guarding	1,75	1,68
Gratuity	0,10	0,12
Total per capita cost per day in respect of the humane detention and treatment of prisoners	7,35	6,89

Accommodation

In order to enhance the humane detention and rights of prisoners, available accommodation is extended by building new prisons and upgrading existing facilities.



The Minister of Correctional Services, Dr Sipo Mzimela, officially opened the Goodwood Prison on 17 October 1997.

Table 17: New prisons: operational, under construction or planned

Province	Project	Status	Gain
Western Cape	Goodwood: New Prison	Occupied: October 1997	1 692
Western Cape	Malmesbury: New Prison	Occupied: December 1997	972
KwaZulu-Natal	Kokstad: New Super Maximum Prison	Planning stage	1 440
KwaZulu-Natal	Empangeni: New Prison	Out on tender: August 1997	1 392
Gauteng	Baviaanspoort: Youth Development Centre	Under construction	640

Table 18: Various prisons were upgraded during 1997. The major projects are indicated.

Province	Project	Status	Gain
KwaZulu-Natal	Pietermaritzburg: Additions to prison	Contract started November 1997	404
Northern Province	Louis Trichardt: Total upgrading	85% completed	55
North West	Klerksdorp: Additions to Prison	Planning stage	530
Eastern Cape	Somerset East: Additions to Prison	85% completed	35
Eastern Cape	George: Additions to Prison	Occupied April 1997	222

No prisons were closed during 1997. The Mafikeng prison was closed during 1994 but was reopened on 1 October 1997 after repairs and renovations were done. It provides accommodation for 84 prisoners.

A number of prison kitchens have been renovated and upgraded.

Physical care

The Standard Minimum Rules for the treatment of prisoners and the policy guidelines issued by the National Department of Health, remain the accepted basic criteria upon which health services are based and rendered in prisons. The Department strives to provide an effective health care service to every individual entrusted to its care. This right is firmly entrenched in the South African Constitution under chapter 2 which decrees that people in custody are entitled to adequate medical care.

A new regional prison hospital has been established at Goodwood in the Western Cape. Two further regional prison hospitals are planned for the Losperfontein and Klerksdorp prisons in the North West Province.

In order to render effective Health Care Services, Provincial Health Coordinators have been appointed to manage services in each province. Workshops have been held for all coordinators in order to identify all problem areas and to develop uniform bases and criteria for improving Health Services in general.

Pharmaceutical services

Table 19: Cost distribution in respect of pharmaceutical services for the 1997/98 financial year.

	Expenditure
Stock procured from South African Medical Services (SAMS)	R 12 043 000
Stock procured by means of buy-outs	R 78 200
Medicines dispensed to prisoners during periods of hospitalisation outside prison.	R 12 281 000

HIV/AIDS and tuberculosis

Table 20: Known cases of prisoners diagnosed as HIV positive and those treated for fullblown AIDS during 1996 and 1997.

	1996		1997	
	HIV	AIDS	HIV	AIDS
January	638	16	864	27
February	665	17	862	37
March	675	23	887	37
April	691	18	914	34
May	690	19	931	37
June	722	20	1 026	39
July	698	29	1 051	43
August	704	31	1 093	47
September	673	24	1 145	48
October	756	20	1 149	50
November	810	21	1 225	55
December	840	27	1 258	51

Table 20 indicates that there has been a significant increase in the number of HIV/AIDS cases since December 1996. It is important to note that the statistics reflect only those cases that have been diagnosed and reported. HIV testing is not compulsory within the Department. It may therefore be speculated that the actual incidence is higher than that which is reported.

Various goals have been achieved with a dynamic AIDS education programme aimed at the prison population. HIV/AIDS education and counselling programmes were attended by 11 091 prisoners during 1997.

In addition to the above, the Department provides STD clinics at all prison hospitals on a regular basis. With regard to the non-segregation of prisoners with HIV, the STD clinics provide the following service:

- Counselling of prisoners with HIV before their return to the sections in prisons
- Regular medical examinations for all prisoners suffering from any STD's including HIV infection, and
- Provision of AIDS education, counselling and advice to any prisoner who requires counselling.

Since there is a relationship between tuberculosis and HIV/AIDS, health education programmes are presented in this regard and treatment is provided according to the National Department of Health guidelines. Since December 1996 the number of tuberculosis cases within the Department has increased by 30%.

Table 21: Number of tuberculosis cases within the Department during 1996 and 1997.

	1996		1997	
	New cases	Total	New cases	Total
January	137	839	104	955
February	102	867	122	878
March	102	876	114	919
April	109	895	121	907
May	106	916	133	1 041
June	86	866	121	1 052
July	74	823	146	977
August	103	779	164	1 120
September	96	765	164	1 193
October	117	795	138	1 224
November	118	824	144	1 207
December	107	805	135	1 145

Nutrition and hygiene

The Department is responsible for maintaining the health of prisoners by satisfying their nutritional needs in accordance with internationally accepted standards. Various projects such as the rescheduling of meal times, the compiling of a new national diet plan, the out-sourcing of catering services and the placement of caterers, are underway. The cost in respect of the nutritional needs of prisoners during the 1997/98 financial year amounted to R 158 830 000.

In terms of the Constitution, accommodation under humane conditions is a basic human right. With regard to environmental hygiene and personal care, the establishment of smoke-free zones remains a significant challenge facing the Department in this regard.

A number of policy changes have been implemented in the year under review. Prisoners are now allowed to wear neat beards, moustaches and long hair.

Amendments have also been made with regard to the provision of toilet soap to male prisoners instead of green bar soap due to dermatological problems experienced by prisoners.

The cost of providing personal care and hygiene to prisoners during the 1997/98 financial year amounted to R 47 256 000.

Deaths in prison

Table 22:Deaths of prisoners for the period 1 January 1997 to 31 December 1997.

Cause of death	Unsentenced prisoners	Sentenced prisoners
Natural causes	86	241
Suicide	9	15
Assault by fellow-prisoners	6	19
Drowning	0	1
Shooting incidents	1	1
Other causes	9	14
Total	111	291

Children and Juveniles

The Department regards all persons under the age of 21 as juveniles and those under the age of 18 as children. Since they are regarded as a separate category, their needs are specifically addressed.

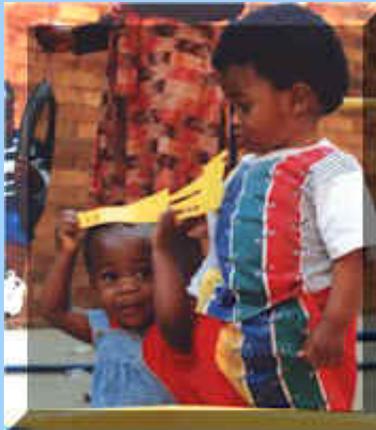
The Department has representation on committees such as the Inter-Ministerial Committee on Young People at Risk, the National Plan of Action for children in South Africa, the Coordination of the Management of Juveniles Awaiting Trial and the National Youth Commission.

Youth Correctional Centres such as Hawequa, Victor Verster, Brandvlei (Western Cape), Barberton (Mpumalanga), Groenpunt (Free State), Boksburg, Leeuwkop (Gauteng) and Rustenburg (North-West) and Durban (KwaZulu-Natal) provide separate accommodation for juveniles. The Department is planning other youth development centres based on the unit management concept which advocates more direct supervision and interaction between offenders and personnel.

In order to address the unique and specific needs of children and juveniles, a new clothing package and dietary scale and meal plan was approved, and implemented at various centres.

Statistics in respect of sentenced and unsentenced juveniles as at 31 December 1997 are reflected in table 1 of this report.

Mothers with babies or young children



The accommodation of a baby or young child in a prison remains an interim measure.

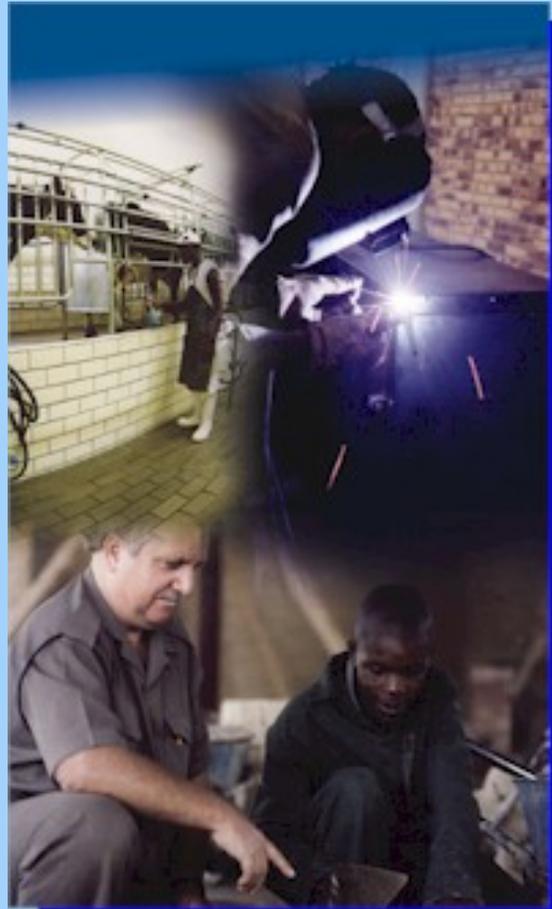
Although the Department is of the opinion that suitable placement should be actively addressed at the outset, a female prisoner who, upon admission to prison, is accompanied by her baby or young child or who gives birth to a child whilst in detention, may be permitted to care for such a child for such a period as is deemed necessary.

The Department is currently in the process of drafting a policy which complies with the directives as contained in the Convention on the Rights of the Child. This policy pertaining to young children in custody with their mothers makes provision for:

- The admittance of a baby or young child with a mother provided no other suitable accommodation and care is available at that point in time. Mothers with babies or young children are accommodated in a separate Mother and Child Unit in a prison, where the surroundings and facilities are conducive to the sound physical, social and mental care and development of the child
- Care, development and stimulation of the babies and young children
- Care and services programmes to pregnant women in a prison in order to improve pre- and ante-natal care of the mothers
- Enhancement of the mother-child relationship and effective parenting and child care
- Empowerment of mothers in a prison with regard to their maternal role and responsibility
- Responsible placement of babies and young children
- Medical health care services are provided to babies or young children, including disabled babies or young children, for as long as they are in prison

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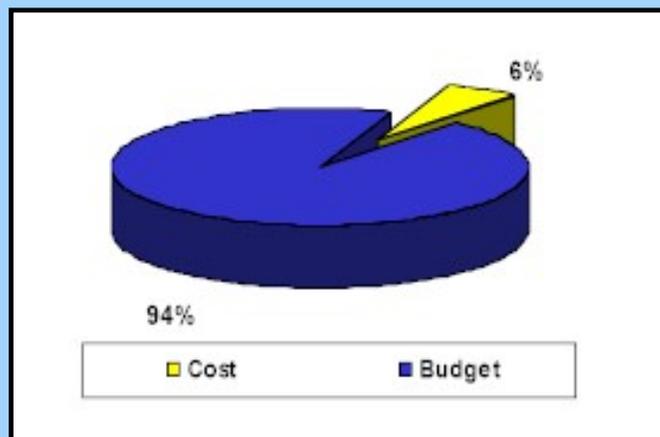
PROVISION OF DEVELOPMENT SERVICES



One of the objectives of the Department is the provision of development programmes and rehabilitation services to prisoners. The various vocational services, which support this objective, are Education and Training, Social Work Services, Psychological Services and Religious Care.

Cost

The cost in respect of the provision of development services for the 1997/98 financial year was R 210 554 000, that is 5,88% of the Department's total budget of R 3 580 054 000.



Education and training

The purpose of formal and informal classroom and vocational skills-training, is to provide prisoners with opportunities to improve their scholastic qualifications and to facilitate their reintegration into the community. This fosters a culture of learning and promotes a work ethic. Specific attention is paid to providing for basic needs in respect of literacy, figure literacy and career-directed skills-training.

Qualified educationists, assisted by selected trained functional personnel, present educational and training programmes at 64 prisons country-wide. There are 264 qualified educationists in the Department. Where no qualified educational personnel are available, supportive education and training programmes which focus on literacy and recreation, are presented by functional personnel as well as external educationists and trainers.

The Department was closely involved and aligned with the National Crime Prevention Strategy (NCPS) which was adopted by Cabinet in May 1996. The Department is playing a leading role in one of the NCPS projects namely Education, Training and Development of Offenders. This project supports one of the NCPS pillars namely Reform of Criminal Justice System. An amount of R 5 970 000 was allocated for this project. The project will focus on the following aspects:

- provision of Adult Basic Education and Training (ABET)
- establishment of two Computer Based Training Centres
- establishment of 14 training centres to provide Basic Occupational Skills-training.

Education

Formal Education Programmes

Table 23: Participation in formal education programmes in 1997.

	Educational programmes			Correspondence courses
	Literacy	Primary	Secondary	
Number of students	4 735	2 151	4 030	2 097

Educational programmes are also available to prisoners in cooperation with the following external partners and role-players:

- Project Literacy
- Human Sciences Research Council (HSRC)(Educons)
- Hampton Community College
- President's Awards
- Regional Services Council: Southern Cape
- Municipalities: George, Oudtshoorn, Knysna and Mossel Bay
- National Institute for Crime Prevention and Rehabilitation of Offenders (NICRO)
- Institute for Specialised Training
- Destiny Training

The need for the presentation of ABET in the nine provinces was addressed. Of the R5 970 000 provided by the NCPS, R2 618 000 will be used to enhance literacy programmes.

Due to the fact that the Department of Education discontinued the provision of free education material to this

Department, textbooks had to be purchased for all the grades (up to grade XII) at a cost of R 1,5 million. Book donations were also received from private companies and suppliers.

Informal education programmes

Educational personnel present informal educational programmes which include recreational, recreational-educational, life skills and library education programmes to prisoners.

Recreational and recreational-educational programmes consist of elementary courses in which basic skills pertaining to sports such as soccer, volley-ball and table tennis are taught.

Life-skills educational programmes involve the teaching of essential life-skills such as basic personal budgetary management. As it is impossible to include the entire prison population in work programmes on a daily basis, a concerted effort is made to fit these programmes into a scheduled day programme for these prisoners.

Currently there are 112 libraries country-wide which are run in cooperation with the provincial library administrations.

A successful media launch was held on 10 September 1997 at the Randburg Waterfront to launch the National Prisoner Choir Competition, which is sponsored by private concerns.

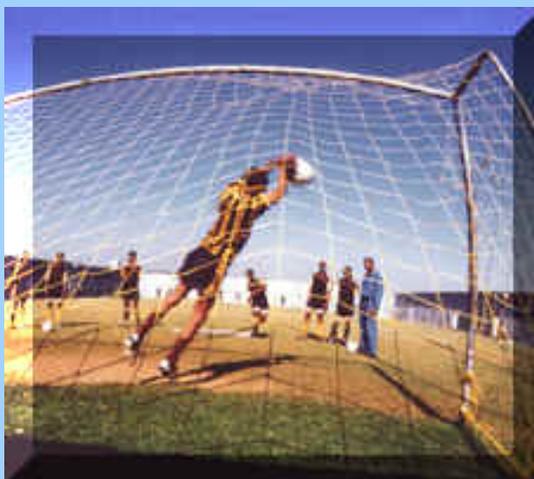


Table 24: Number of prisoners involved in informal educational programmes during 1997.

Informal educational programme	Number of prisoners involved
Recreational-educational programmes	51 107
Specially organised sporting events	27 568
Library education programmes: number of readers	29 647
Participation in the national prisoner choir competition 97/98	5 200

Training

The training programme comprises vocational and career-directed skills-training and training in entrepreneurial skills. The training programme is only available to sentenced prisoners who lack the necessary level of training to be accommodated in the labour market after their release.

Training is provided in cooperation with various external role-players under the guidelines and standards formulated

by the following bodies:

- Department of Labour: Scheme for the Training of Unemployed Persons
- training centres: non-governmental organisations which present career-directed skills-training
- Boskop Training Group in respect of agricultural training
- Hairdressing and Cosmetology Industry in respect of training in hairdressing
- metal and wood industries: workshop trades
- Training Board for the Building Industry: building training
- Technicon SA: training in entrepreneurial
- skills

Vocational training

Vocational Training represents those fields in which artisan status can be obtained and is subdivided into building training, workshop training and training in ladies' hairdressing.

Building training is offered in various fields, namely bricklaying, plastering and tiling, plumbing, joinery and painting. Not all prisoners were trained at the training centres, some received in-service training whilst working on Departmental building projects.

Table 25: Number of prisoners involved in vocational training programmes during 1997

Type of vocational training	Number of prisoners involved
Building training	764
Hairdressing training	70
Workshop training	436
Total	1 270

With regard to building training, only eight of the 17 Building Training Centres are accredited by the Building Industries Training Board. Training is provided according to the competency based modular training system. A Skills-training strategy regarding training in building skills has been implemented in order to carry out the principle of the Skills Development Strategy of Economic and Employment Growth in South Africa as proposed by the Department of Labour.

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

Upon successful completion, a prisoner receives a diploma or certificate from the Department of Labour or a National Training Board.

Career-directed skills-training

Career-directed skills-training represents those fields in which artisan status cannot be obtained, but which require specialised training. Where applicable, certificates are issued by external organisations. Need-directed training is provided in 61 fields, for example, arc welding, gas welding, auto body repair work, fencing, bricklaying and plastering, basic woodwork, needlework, patchwork and leather work.

External courses in agricultural training are presented in three main fields, namely livestock, crop farming and mechanised farming. After successful completion of their training, prisoners receive certificates from the Boskop Training Centre.

Prisoners who have completed their minimum period of detention, can be trained under the Department of Labour's Scheme for Unemployed Persons. The Department of Labour has reserved an amount of R 1,3 million for the needs of Correctional Services.

Internal courses in career-directed skills-training are compiled by the Department which provides proof of training to successful candidates. Training is provided in various fields, including shoeing of horses, correct handling of dairy cattle, milk machine operation, flower arranging, leather work, pottery and macrame.

Examples of in-service training are lift and heavy machinery operators, tip-truck drivers, petrol pump attendants, gardening and infant care.

Table 26: Number of prisoners involved in career directed skills-training programmes during 1997.

Career-directed skills-training	Prisoners involved	Courses completed
External courses in career directed skills-training	1 777	1 581
External courses in agricultural training	605	595
Internal courses in career directed skills-training	2 040	2 040
In-service training	1 727	1 727
Entrepreneurial skills	959	959
Total	7 108	6 902

Training in entrepreneurial skills is presented to equip prisoners who possess manual skills, with business skills to enable them to establish their own businesses. Prisoners who have not been trained in manual skills are, however, also given the opportunity to undergo training.

Graduation ceremonies were held in various management areas. Where possible, parents and families of prisoners as well as other guests of honour attended the ceremony.

Social work services



The objective of Social Work Services is to equip prisoners and probationers with the necessary social skills to enable them to adjust to their social environment with a view to the development, stability and protection of the community. While social workers focus mainly on providing services to prisoners, they also provide limited support services to personnel. The social workers also assist psychologists in presenting Investment in Excellence

Programmes to personnel.

The establishment of social workers in the Department was increased from 283 posts as at 31 December 1996 to 337 approved posts as at 31 December 1997. Consequently, services have been extended to more prisons and more prisoners are included in programmes.

In addition to the social workers there are 182 posts for auxiliary social workers to support the provision of services. During 1997, 25 auxiliary social workers were trained for the Department and three for the Swaziland Correctional Services Department.

Table 27: Social work programmes presented by social workers. *

Programmes offered	Prisoners	Probationers
Life-skills	15 849	8 750
Family care and marriage	7 216	1 388
Alcohol dependency	5 237	3 446
Drug dependency	5 046	2 870
Orientation in respect of Social Work Services	14 050	17 463
Sexual behaviour problems	2 462	553
Aggressive behaviour	4 325	833
Trauma	6 548	1 305
Release preparation	7 979	954

* The statistics represent both case work and group work.

External organisations such as other state departments, welfare organisations, and NGO's provided valuable inputs in respect of the various social work programmes.

Psychological services

Psychological services are provided to sentenced prisoners and probationers to maintain or improve their mental health and quality of life. A limited supportive service is also provided to personnel after traumatic incidents, such as hostage dramas and unrest or uprisings in prison. An Investment in Excellence (IIE) programme which is accessible to both literate and illiterate persons, is presented to both personnel and prisoners. It is aimed at changing habits and attitudes to maximise potential. A total of 2500 personnel and 3000 offenders have completed the programme.

There are 39 departmental psychologists and 25 vacancies which can be ascribed to resignations due to poor salary packages and infrastructure difficulties or lack thereof.

The Correctional Services Act provides for external registered psychologists to be contracted in to render psychological services against remuneration. However, it is currently practically impossible to obtain external psychologists due to the low remuneration tariffs.

Students who are busy with MA degrees in Clinical or Counselling Psychology and in some cases Psychology Honours, provide services without remuneration under the supervision of the various universities. Although this involvement is limited, it does make psychological services available to a greater number of prisoners and probationers.

Table 28: Psychological Services activities for 1997.

	Prisoners	Probationers	Personnel
Group therapy	865	-	196
Individual therapy	5 542	381	-
Investment in Excellence	3 000	-	2 500

Religious care

Religious care aims at providing for the spiritual needs of prisoners and personnel. The involvement of religious communities is an important component of this service and a network of 1991 religious workers from 71 churches and religions has been established. These religious workers assist the 31 provincial chaplains from 12 different churches. Weekly religious services are held and prisoners are encouraged to attend these services.

Prisoners are provided with Bibles which are donated to the Department. Religious workers also provide prisoners with other religious literature. Radio Pulpit has a regular programme specially for prisoners.

Table 29: Services rendered by Religious Care during 1997.

	Religious workers	Chaplains
Activities: inmates		
Large group gatherings: church or religious services	25 242	1 785
Small group sessions: Bible or religious studies, prayer meetings, catechism, audio visual shows, and need-directed group work	19 809	613
Personal interviews	21 492	1 998
Other religious programmes	9 732	0
Activities: personnel		
Interviews		2 264
Lectures		335
Group gatherings		532
Total	76 275	7 527

Provision is being made for offenders to observe the main religious festivals of the different religions, such as Christmas, Passover, Good Friday and Ramadaan.

A certificate course in Prison Ministry for people working with prisoners was developed by chaplains of the Department in cooperation with the Theology Department of UNISA. The first 62 students have received their certificates.

In order to overcome infrastructure problems, chaplains have approached the community for assistance. In certain areas progress was made when denominations joined hands to assist with the upgrading of places of worship and the collection of funds to build places of worship. Audio-visual aids were also donated.

In support of the international 'Restorative Justice Week' in November, a national programme was run concurrently for prisoners, personnel and the community.

Institutional committees

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

The Institutional Committee's consist of a multidisciplinary team of all role-players, namely custodial, educational, psychological and social work personnel, where available.

These committee's have decision-making authority in respect of the safe custody of prisoners and their participation in individual, subgroup or group programmes. The Institutional Committee's involvement with a prisoner covers the entire period of a prisoner's incarceration.

If the prisoner is not happy with the Institutional Committee's decision, he may submit a representation to the Commissioner who can amend the Institutional Committee's decision.

Labour by prisoners

A healthy work ethic is cultivated amongst prisoners to facilitate their reintegration into the community. To achieve this goal, it is essential that sentenced prisoners perform productive labour to extend their skills and knowledge, making it easier for them to obtain suitable work after release. These work opportunities are supplementary to the treatment programmes available to prisoners.

Table 30: Average number of work opportunities provided to prisoners per day.

	Number of prisoners	
Skills / workshops provided	1996	1997
Building and maintenance services	979	1 227
Agricultural services	5 048	6 674
Production workshops	2 359	2 077
Maintenance workshops	509	727
Total	8 895	10 750

Compared to the previous period under review, there has been a noticeable increase in the number of work opportunities utilized.

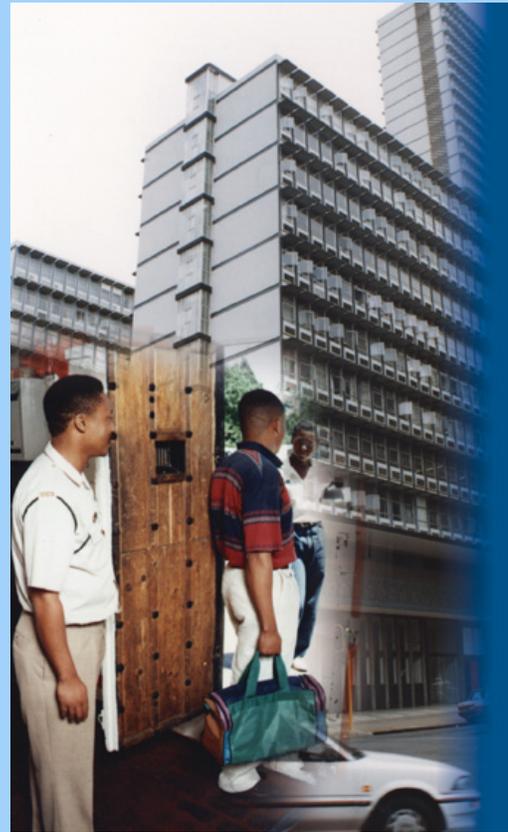
The increase can be ascribed to the cultivation of a work ethic as well as the introduction of a comprehensive incentive scheme which motivates prisoners to make use of the available job opportunities, thereby enhancing productivity and reducing idleness.

Other work opportunities aimed at training inmates in the hospitality and entertainment industries were also utilised. Training was provided for chefs, waiters or blockmen in messes, kitchens, abattoirs and canteens while training opportunities were also offered for petrol attendants and shop assistants.

Management has approved the appointment of female prisoners as monitors for the performance of labour. In this way female prisoners, like their male counterparts, will be empowered to move about freely without supervision and receive monitor's gratuity. They can now also be placed in a position of trust and be given responsibilities.

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REINTEGRATION INTO COMMUNITY



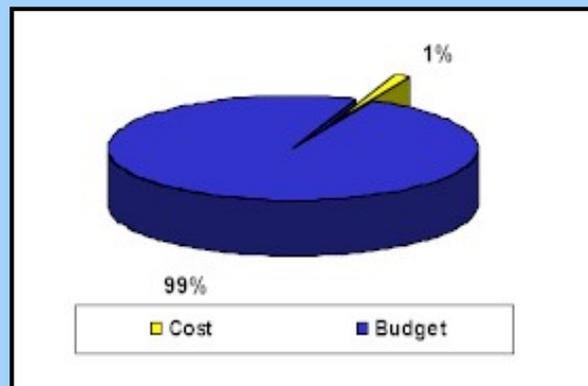
An offenders successful reintegration into the community is considered to be the ultimate aim of his or her detention and development in prison and consequently the Department gives priority to actions aimed at achieving this objective.

In order to give momentum to this objective, a separate subdirectorates responsible for reintegration and community involvement was established at Head Office. The establishment for reintegration personnel in the provinces will also be extended during 1998.

Their responsibilities include the presentation of a series of lectures and assistance with securing jobs before placement. If this cannot be accomplished, these personnel help them to obtain accommodation with families or close friends to ensure that they are cared for while they are seeking employment. However, procurement of employment is seriously hampered by the high incidence of unemployment.

Cost

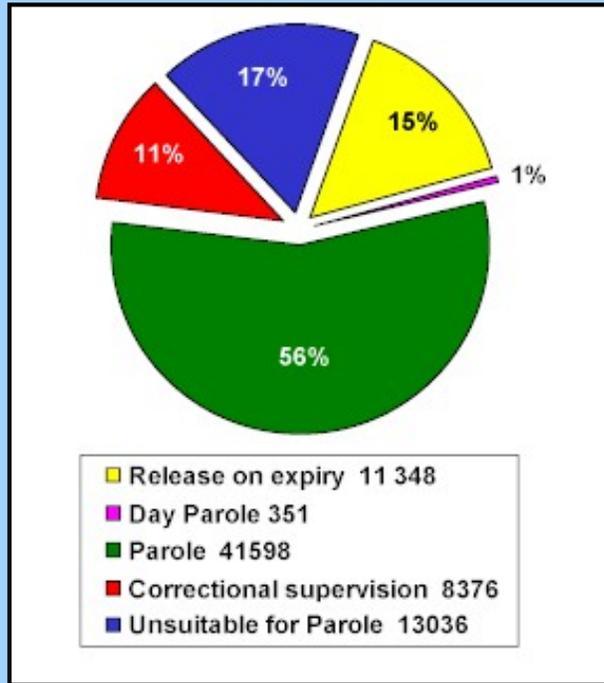
The cost in respect of the reintegration of prisoners into the community for the 1997/98 financial year was R 49 659 000, that is 1,39% of the Department's total budget of R 3 580 054 000.



Parole Boards

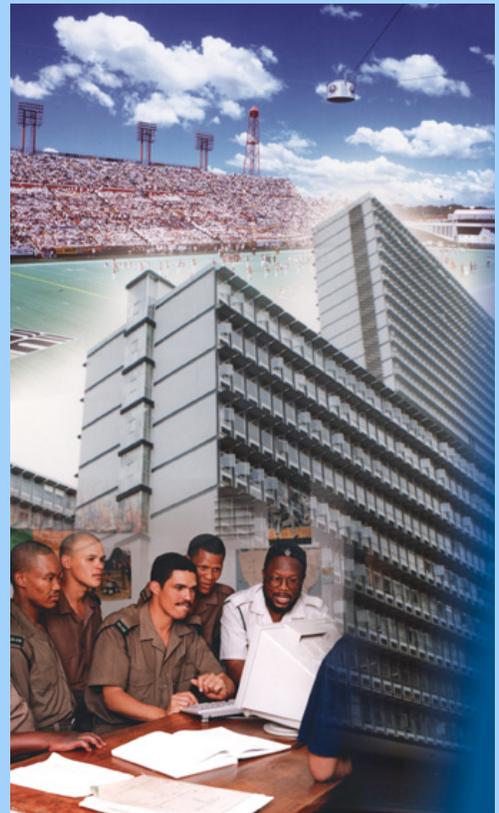
Parole boards consider the placement of prisoners under correctional supervision, parole supervision or release upon expiry of sentence. There are 51 Parole Boards which deal with prisoners who are serving sentences of six months and longer. Sentences of less than six months are dealt with by the Head of the Prison.

Number of cases of prisoners dealt with by the Parole Board, indicating the Board recommendations



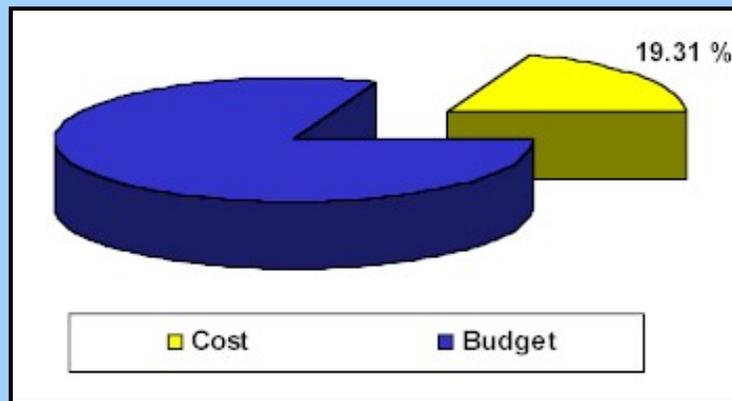
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EFFECTIVE RESOURCE MANAGEMENT AND UTILISATION



Cost

The cost in respect of the effective management and utilization of resources for the 1997/98 financial year was R 694 080 000, that is 19,39% of the Department's total budget of R 3 580 054 000.



Finances

The report is based on the period 1 January 1997 to 31 December 1997 and includes both the 1996/97 and 1997/98 financial years (1 April 1996 to 31 March 1998).

The Department's original budget for the 1997/98 financial year amounted to R3 319 595 000, as set out in table 33 whilst the adjusted vote amounted to R3 580 054 000 for the same financial year as set out in table 34.

Table 31: Presentation according to standard items in the original budget for the 1997/98 financial year.

Presentation according to standard items	1997/98 R'000	1996/97 R'000
Personnel expenditure	2 719 899	2 119 233

Administrative expenditure	105 206	75 428
Stores and livestock	298 468	240 862
Equipment	46 483	50 267
Land and buildings	21	33
Professional and special services	113 570	75 617
Transfer payments	3 800	2 833
Miscellaneous expenditure	32 148	26 246
Amount to be voted	3 319 595	2 590 519
Departmental and sundry receipts for the 1997/98 financial year:		R 62 599 000

Table 32: Presentation according to standard items in the adjusted budget for the 1997/98 financial year.

Presentation according to standard items	1997/98 R'000	1996/97 R'000
Personnel expenditure	2 894 849	2 522 345
Administrative expenditure	121 960	115 712
Stores and livestock	327 244	312 789
Equipment	64 321	83 529
Land and buildings	13	21
Prof. and special services	129 352	108 688
Transfer payments	7 422	5 824
Miscellaneous expenditure	34 893	30 076
Amount to be voted	3 580 054	3 178 984
Departmental and sundry receipts for the 1997/98 financial year:		R 62 599 000

Table 33: Original budget for the Department for the 1997/98 financial year.

Vote 10: R3 319 595 000										
The aim is to render correctional services by appropriate detention, control, care, utilisation, development, treatment and community reintegration of prisoners and probationers in a humane, cost-effective and least restrictive manner in order to protect the community from repeated crime.										
The Commissioner of Correctional Services is the accounting officer.										
Presentation according to programmes	Current		Capital		Transfers				Total	
					Current		Capital			
Main divisions	1997/98 R'000	1996/97 R'000								
Operational management	201 371	174 208	203	624					201 574	174 832
Incarceration	2 138 630	1 619 616	8 318	6 806					2 146 948	1 626 422
Development of offenders	249 464	208 833	46 130	32 851	3 446	2 479			299 040	244 163
Community Corrections	103 598	90 550	219	2 209					103 817	92 759
Auxiliary and associated services	543 695	639 699	24 167	38 871			354	354	568 216	678 924
	3 236 758	2 732 906	79 037	81 361	3 446	2 479	354	354	3 319 595	2 817 100
Less: Internal charges		219 740		6 841						226 581
Amount to be voted	3 236 758	2 513 166	79 037	74 520	3 446	2 479	354	354	3 319 595	2 590 519
Increase	723 592		4 517		967		0		729 076	

Table 34: Adjusted budget for the Department for the 1997/98 financial year.

Vote 10: R3 580 054 000.										
The aim is to render correctional services by appropriate detention, control, care, utilisation, development, treatment and community reintegration of prisoners and probationers in a humane, cost-effective and least restrictive manner in order to protect the community from repeated crime.										
The Commissioner of Correctional Services is the accounting officer.										
Presentation according to programmes	Current		Capital		Transfers				Total	
					Current		Capital			

Main divisions	1997/98 R'000	1996/97 R'000								
Operational management	236 408	216 471	852	1 640					237 260	218 111
Incarceration	2 240 798	1 939 468	9 868	23 206					2 250 666	1 962 674
Development of offenders	260 917	253 989	50 736	51 247	6 717	5 268			318 370	310 504
Community Corrections	141 153	102 303	6 895	7 165					148 048	109 468
Auxiliary and associated services	592 706	809 697	32 299	54 653			705	555	625 710	864 905
	3 471 982	3 321 928	100 650	137 911	6 717	5 268	705	555	3 580 084	3 465 662
Less: Internal charges		274 594		12 084						286 678
Amount to be voted	3 471 982	3 047 334	100 650	125 827	6 717	5 268	705	555	3 580 084	3 178 894
Increase	424 648				1 449		150		401 100	540 532
Decrease			25 177							

Table 35: Amounts voted to the Department for the 1996/97 and 1997/98 financial years. The amount marked with an * includes R19,4 million from the RDP budget vote for capital expenditure in respect of the Bavianspoort Youth Development Centre.

	1997/98 R'000	1996/97 R'000
Original approved budget	3 319 595	2 590 519
Funds carried over from the previous financial year	11 077	*60 307
Improvement of service conditions (drawn from the Department of Public Service and Administration's budget vote)	190 873	324 497
Suspension from the Department of Correctional Services' (DCS) budget vote to that of the DPW for leases	(61)	(484)
Gratuity to prisoners (additional income)	2 014	1 653
Suspension from the DCS's budget vote to that of the DPW for capital works	0	(19 434)
Additional amount approved by the Treasury Committee for physical needs of prisoners and monitoring of probationers	70 000	134 420
Additional amount approved by the Treasury Committee for budgetary shortfalls	0	87 056
Suspension from the Department of Health to support HIV/AIDS and sexually transmitted disease (STD) programmes in the workplace	0	450
Suspension from the Department of Correctional Services (DCS) to the Department of Water Affairs and Forestry for the building of a dam.	(600)	0
Suspension of funds as a result of the reduction of the employer's contribution towards the pension fund from 18% to 17%	(12 844)	0
Total budget	3 580 054	3 178 984

Table 36: Critical cost indicators as a percentage of the budget

	1997/98	1996/97
Personnel-related costs	82,42%	80,91%
Administrative expenditure	3,21%	3,49%
Equipment	1,80%	2,63%
Direct physical care and monitoring costs in respect of offenders	22,89%	9,98%
Other indirect expenditure		3,02%

In respect of the 1996/97 financial year the financial administration's budget as a percentage of the total budget amounted to 1,39%, whilst in respect of the 1997/98 financial year it amounted to 1,91%.

Table 37: Financial administration. Calculations are based on personnel figures as at 31 December 1997 and 31 December 1996.

	1997/8 %	1996/97 %
The true post occupancy of Financial Administration as a percentage of the approved establishment of the Financial Occupational Class	62,0	64,0

The true establishment of the Financial Occupational Class as a percentage of the true establishment of the Department	0,43	0,36
The financed establishment of Financial Administration as a percentage of the approved establishment of the Financial Occupational Class	99,0	92,21

National Crime Prevention Strategy (NCPS) - Cross-Cutting Fund

The NCPS's committee of Ministers and Director Generals from the Departments of Correctional Services, Justice, Welfare and the SAPS approved two Business Plans: firstly for the education, training and development of prisoners and secondly, to provide certain prisons with additional security systems.

In order to finance these Business Plans the Department of State Expenditure allocated the following amounts to this Department during the 1996/97 and 1997/98 financial years.

Table 38: Amounts allocated to the NCPS's Business Plans

	1996/97 R'000	1997/98 R'000	Total R'000
Education and Development of Offenders	3 845	2 125	5 970
Security Systems: Perimeter fencing for Prisons	23 732	5 162	28 894

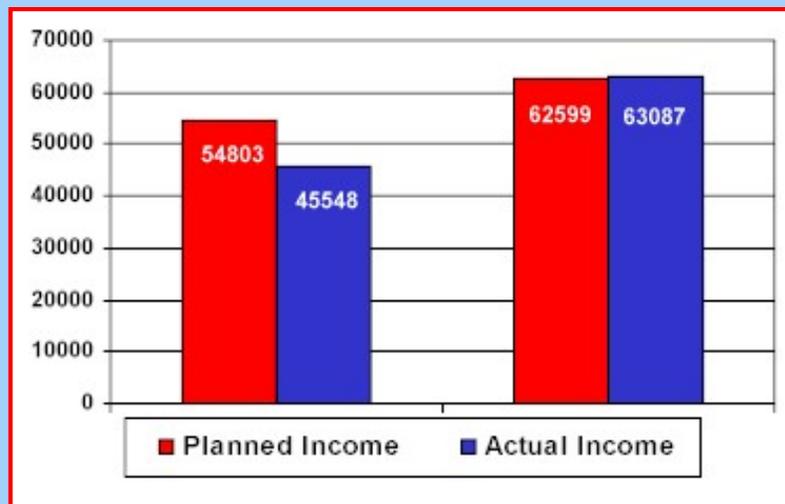
Contributions to the Transformation Plan

In order to enable Area Managers to take more responsibility for financial management, direct access to the Financial Management Systems (FMS) was increased to 97,4% during the 1997/98 financial year compared to 91% in the 1996/97 financial year.

Departmental income

Departmental income is generated by, inter alia, proceeds from the products of the workshops, washing of cars, the hiring out of inmates and rental in respect of official personnel accommodation. Income generated through the utilisation of prison labour is partly utilised for the payment of gratuity to prisoners.

A comparison of actual income between the 1996/97 and the 1997/98 financial year (x 1000).



The projected income for the 1997/98 financial year (R 63 087 000) is projected to be 38,5% more than the income recorded in respect of the 1996/97 financial year. This increase is largely due to increases in tariffs and prisoner fines. Efforts are continuously being made to increase the income generated by the Department.

Departmental losses

Table 39: A comparison of losses written off as a percentage of the total budget between the 1996/97 and the 1997/98

financial years.

	1997/98 R'000	1996/97 R'000
Losses written off	730	1 511
Percentage of total budget written off	0,022%	0,055%

Table 40: Losses written off according to Treasury Instructions (T.I.)

	1997/98 R'000	1996/97 R'000
Claims against the State (T.I.: W3, W5, W6, W7)	248	1 166
Cover with regard to the use of mobile implements. (T.I.: W4)	45	23
Deficiencies, losses or damages caused through acts or omissions. (T.I.: W9)	64	49
Losses and damages through unavoidable causes. (T.I.: W10)	54	14
Losses and damages through criminal or possible criminal acts or omissions. (T.I.: W11)	86	49
Debts to the State. (T.I.: X6.1)	223	210
Total	730	1 511

Incidents of losses and theft suffered by the Department in the 1997/98 financial year have decreased in comparison to the 1996/97 financial year.

Logistics



The logistics turnover amounted to R797 834 000 for the 1996/97 financial year, compared to R 852 632 000 for the 1997/98 financial year. Internal charges are included in the logistics turnover, although they are reflected on the budget as a negative amount.

Table 41: Logistics turnover for the 1996/97 and 1997/98 financial years.

	1997/98 R'000	1996/97 R'000
Stores and livestock	327 244	312 756
Equipment	64 321	83 263
Professional and special services	129 352	109 292
Land and buildings	13	21
Transfer payments	7 422	5 824
Internal charges	324 280	286 678
Total: Logistics turnover	852 632	797 834

Table 42: The budget for Logistic Services for the 1996/97 financial year compared to the 1997/98 financial year.

	1997/98	1996/97
Budget: Logistic Services	115 620 400	84 644 400

Table 43: The extent and cost of logistics. (Internal charges are included in the logistics turnover.)

	1997/98	1996/97
Logistics Services as a percentage of the departmental budget	3,41%	3,26%
Logistics turnover as a percentage of the departmental budget	25,15%	30,89%
Logistics cost per rand spent	13,56%	10,60%

Table 44: Vehicles at replacement value up to 31 December 1997.

	1997/98	1996/97
Departmental	32 035 439	31 440 189
State vehicles of Provincial Governments	238 804 905	234 979 604

Projects

In support to the RDP's call to provide for the needs of underprivileged persons, street children, victims of floods, welfare organisations and other services, the Department of State Expenditure granted approval for the donation of obsolete mattresses and other bedding, as and when such needs are registered with this Department. During 1997 donations were made to nine such organisations.

Various precautionary measures were instituted to combat the theft of Government vehicles.

In conjunction with the Anderson Consulting firm of consultants, the Department of State Expenditure selected this Department as the most effective Provisioning Administration Store in Government (manual and computerised) and presented the Department with a Certificate of Excellence.

The Department also supports small, medium and micro-enterprises (SMMEs) as well as Previously Disadvantaged Individuals (PDIs). SMME data registers have been instituted at all independent logistics divisions. This implies that persons from the previously disadvantaged groups are purposefully favoured. Statistics of tenders which were awarded in this manner, are as follows:

- PDIs: 602 tenders to the value of R 2 045 088
- SMMEs: 5359 tenders to the value of R 11 929 264

The logistics function in the Department is managed on a decentralized basis at 138 stores. These stores administrate 60 022 different stock and inventory items.

During 1997 a total of 361 logistic officials underwent training and were empowered with the necessary knowledge and skills.

Of the 138 stores, 107 stores have already been computerized and the aim is to computerize the remaining stores by the end of March 1998.

Human Resources

Human Resource Maintenance focuses on the satisfaction of the Department's personnel needs by rendering provision, maintenance and administration services in order to contribute to the optimal utilization and satisfaction of the personnel corps.

Establishment

Table 45: Approved vs actual (financed) establishment of the Department on 31 December 1997.

Occupational class	Approved	Actual

Management Echelon	83	76
Disciplinary personnel	28 894	27 864
Professional Nurse	481	384
Psychologist	69	37
Educationist	301	267
Social Worker	337	301
Information Technology	147	102
Provisioning Administration	145	82
State Accountant	150	129
Legal Administration	25	19
Work Study	29	17
Chaplain	28	31
Pharmacist	26	19
Internal Auditor	2	1
Industrial Technician	10	7
Musician	0	4
Typist	162	151
Telkom Operator	68	64
Total	30 957	29 555

The Department's approved establishment was increased by 1004 posts as a result of the commissioning of new prisons and the modernisation of existing prisons.

The recruiting program ensures an efficient and representative Department. The personnel provision strategy of the Department is compiled so that the vacant entry level posts for each province are representative of the population distribution in the province. In alignment with employment equity, the Department also focused its recruiting actions on the employment of disabled persons and females. A special recruitment program to employ 2% disabled persons by the year 2000 will also be launched.

Table 46: Results of recruiting actions launched during March 1997 and August 1997.

	White		Black		Coloured		Asian	
	Male	Female	Male	Female	Male	Female	Male	Female
Discipline	255	52	765	244	281	108	40	10
COC	18	18	15	6	18	12	0	0
Total	273	70	780	250	299	120	40	10

Promotions

The Department applies the agreed Departmental Bargaining Chamber Resolution that all posts will be filled by means of internal and external advertisements. Promotions which took place, namely post promotions or leg promotions, were effected according to the principle of interchangeability. The filling of posts on all post levels was pursued within the given objective of a 70:30 ratio in favour of the underrepresented groups by the year 2000.

Table 47: Appointments in higher posts emanating from advertised posts

	White		Asian		Coloured		Black		Total
	Male	Female	Male	Female	Male	Female	Male	Female	
Chief Deputy Commissioner	2				1				3
Deputy Commissioner				1	1		2		4
Director	7				5		16	7	35
Deputy Director	12		2		20	1	48	5	88
Assistant Director	22	6	4	3	60	8	118	20	241
Senior Correctional Officer	383	72	20		248	18	532	46	1319
Correctional Officer Grade III to I	62	34	5		65	19	98	30	313
Total	488	112	31	4	400	46	814	108	2003

Merit awards

Merit awards serve as an incentive to reward personnel to render above average performance on a continuous basis.

During the 1997/98 financial year the Department allocated R 33 million to recognise above-average performances. This amount enabled the Department to reward 25% of its total personnel complement at either 10% or 18% of their basic salary notches.

Personnel Rights

Medical aid scheme

The Department is in the process of appointing a consultant to investigate the financial feasibility of the medical scheme, Medcor, in its current format and to explore other possible alternatives that are more cost-effective.

Table 48: Expenditure statistics for Medcor for the period 1 April to 31 December 1997.

Members	34 520
Dependents	58 397
Total heads	92 917
Expenditure	R 244 332 531
Per capita cost per month	R 292

Measures instituted during 1997 for effective financial and administrative control:

- The establishment of a Medical Advisory Board
- Contracts with private hospitals and private service providers for discount tariffs
- Continuous sensitization of all members
- Appointment of two professional nurses to trace abuse by service providers or members and to apply managed health care in respect of chronically ill patients
- A list of disapproved items was updated to ensure that members cannot obtain cosmetic medication at Scheme expense.

Terminations of service

Six hundred and fifty three voluntary severance packages were approved during 1997 as part of the right-sizing project of the Public Service. Since the Department had a backlog on its approved establishment, vacancies which arose as a result of the acceptance of voluntary severance packages were filled to promote representativeness.

Table 49: Distribution of severance packages per occupational class granted during 1997.

Occupational class and rank	Total
Management cadre	
Commissioner	1
Chief Deputy Commissioner	2
Deputy Commissioner	4
Director	26
Total	33
Disciplinary personnel	
Deputy Director	57
Assistant Director	165
Other	319
Total	541
Specialised occupational classes	
Chaplain	3
Social Worker	5
Musician	2
Industrial Technician	6
Educationist	2
State Accountant	8
Nurse	16

Provisioning Administration Official	18
Work Study Official	1
Facility Controller	1
Total	62

Other occupational classes	
Telcom Operator	5
Typist	12
Total	17
Grand total	653

Table 50: Number of terminations of service, excluding severance packages, during 1997.

Resignations and dismissals	513
Medical retirement	384
Deaths	111
Retirement	5
Total	1013

Affirmative action and gender equality

The first National Conference on Affirmative Action was held during 1997. The goal of the Conference was to establish guidelines for the implementation of the Affirmative Action programme.

The Affirmative Action Plan was submitted to the Department of Public Service and Administration in January 1997 and was accepted and subsequently registered in March 1997. The Department is committed to the set target ratio of 70:30, to be attained by the year 2000, in favour of the previously underrepresented groups.

Table 51: Global personnel distribution as at 31 December 1996 compared to as at 31 December 1997.

Group	Male		Female		Total		Percentage	
	1996	1997	1996	1997	1996	1997	1996	1997
White	9 337	8 524	1 797	1 617	11 134	10 141	37,9	34,3
Black	12 868	13 374	1 055	1 286	13 923	14 660	47,4	49,6
Coloured	3 594	3 895	300	436	3 894	4 331	13,3	14,6
Asian	373	383	23	40	401	423	1,4	1,5
Total	26 172	26 176	3 80	3 379	29 352	29 555	100	100

Global personnel distribution as at 31 Desember 1997

Table 52: Executive Council as at 31 January 1996 compared to the Executive Council as at 31 December 1997.

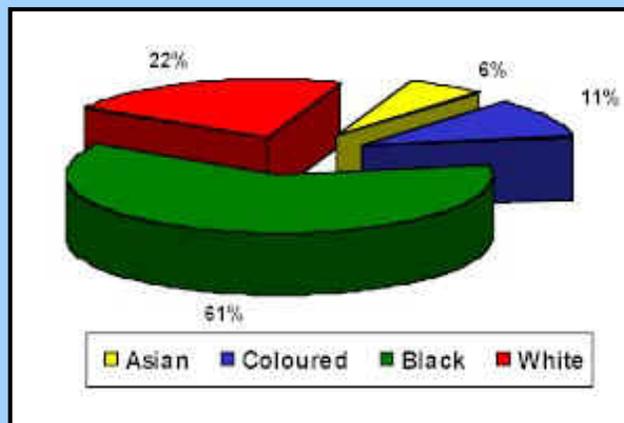
Group	Male		Female		Total		Percentage	
	1996	1997	1996	1997	1996	1997	1996	1997
White	3	1			3	1	100	33,3
Black		1				1		33,3
Coloured		1				1		33,3
Asian								
Total	3	3			3	3	100	100

Table 53: Management Board as at 31 January 1996 compared to the Management Board as at 31 December 1997.

Group	Male		Female		Total		Percentage	
	1996	1997	1996	1997	1996	1997	1996	1997

White	14	4	1		15	4	71	22
Black	5	9	1	2	6	11	29	61
Coloured		2				2		11
Asian				1		1		6
Total	19	15	2	3	21	18	100	100

Management Board as at 31 December 1997



The first National Conference on Women's Rights and Gender Equality was held in April 1997. The goal of the Conference was to create a platform for Women in the Department to verbalize their perceived problem situation, share experiences and to find solutions to identified problems through networking. A Gender Equality Desk was consequently established at Head Office in June 1997.

Labour relations

The objective of the Department's Labour Relations Component is to regulate and promote effective labour relations through the application of fair, equitable and sound personnel practices in accordance with its statutory mandate and in the best interests of both employer and employees. This is based on the principles and structures established by the Labour Relations Act (LA), 1995.

The Department has been designated as an essential service by the Essential Services Committee, which implies that employees will not enjoy the right to strike. However, within the provisions of the Labour Relations Act, Act 66 of 1995, the Department is now compelled to negotiate minimum service conditions within its designation as an essential service.

A new Grievance Procedure complying with the Labour Relations Act was implemented on 1 July 1997.

A new Departmental personnel disciplinary procedure and code was accepted by the Departmental Bargaining Council. The new procedure is based on the principles of the Labour Law. In terms thereof a burden of proof on a balance of probabilities is applicable. This shifts the emphasis to the correcting and improving of employee behaviour.

During the period 1 July 1997 to 31 December 1997, more than 1 440 disciplinary hearings were held, resulting in five dismissals.

As far as dispute resolution is concerned, a total of 120 Conciliation Board applications were received. More than 180 individual grievances were lodged. Twenty cases were arbitrated either by the Commission for Conciliation Mediation and Arbitration (CCMA) or Independent Mediation Services of South Africa (IMSSA).

Regarding collective bargaining in the Departmental Bargaining Council, 25 meetings were held and 56 matters were addressed and issues negotiated. A new constitution was also adopted for the Council in order to comply with the requirements of the Labour Relations Act, 1995.

Of significance is the fact that labour unrest decreased substantially with only 300 man-days being lost due to work stoppages or strikes during 1997 compared to the more than 3 000 man-days which were lost during 1996.

Relations between the Department and unions are improving progressively. A code of conduct, aimed at regulating the relationship

between the parties, has been adopted.

Human resource development

Human resources are regarded as the Department's most valuable asset and the following fundamental principles are applied in this regard:

- All development interventions are in line with the Government's strategies and with the vision and mission of the Department
- All development interventions are competence based
- Training is focused on management development, functional and basic training, external development and sport and recreation.

Since January 1997, 304 potential Senior Correctional Officers and 98 potential Assistant Directors attended management courses. However, during August 1997, these courses were temporarily suspended. The resources were relocated to develop and implement outcome-based training programmes to address specific critical development needs. Heads of Prison, Security Heads and Section Heads attended workshops which focused on functional job skills.

Table 54: Number of personnel who attended courses which focused on functional job skills.

Course	Attendants
Heads of Prisons	101
Heads of Security	103
Section Heads	89
Total	293

Training programmes

A total of 35 facilitators were trained and tasked to present courses on labour relations (including the new disciplinary code and grievance procedure) to all personnel in the Department by the target date of July 1998.

The Correctional Services National Training and Development Committee is an advisory body to the Commissioner with regard to personnel training and development. This year, ad-hoc and standing committees were introduced to deal with problems more effectively.

On a national level several personnel members received specialist functional training in a variety of areas, mainly at the SANDF and the SAPS. This enhanced interdepartmental relations and also ensured uniform levels of service delivery.

Personnel are continually encouraged to improve their academic qualifications in accordance with the Department's needs. In order to assist personnel in this regard, 222 study bursaries were awarded for part-time study and 32 bursaries for full-time study. The Department's bursary policy is applied to include more personnel from the previously disadvantaged groups to enhance opportunities for self-development.

On an international level, Namibia and Swaziland approached the Department to provide training and advice. This enabled Namibia and Swaziland to streamline and improve the service delivery of their respective Departments of Correctional Services.

Statistics

Table 55: Internal Training: Personnel who attended formal functional and management development courses.

Types of courses	Total
Management development courses	3 350
Functional training courses	10 669
Basic training courses	1 796

Table 56: In-service Training: Further training or expansion of training areas where training has already been provided within the context of functional or management duties of all officials.

Types of courses	Total
Management development courses	749
Functional training courses	20 788

Table 57: External Training: Attendance of functional courses at external institutions and other Government Departments.

Types of courses	Total
External functional training	2 173
Attendance of courses, symposiums or seminars presented by external individuals or institutions	309

Sports management and recreation

The Department recognises the fact that participation in sport is an investment in the health, vitality and productivity of its personnel. The diversity of the role which sport can play was demonstrated by a series of programmes, aimed at extending the National Olympic Committee of South Africa's anti-crime initiative, which were launched at the Leeuwkop Youth Offender Centre with the assistance of high profile sportsmen such as Shadrack Hoff.

On international level the Department attended the World Police and Fire Games in Calgary, Canada from 27 June to 4 July 1997. These Games are the 2nd largest sporting event in the world with 8 962 competitors from 57 countries competing in 54 different codes of sport.

The Department took 62 competitors to the Games and excelled, winning the following medals:

- Gold 15
- Silver 45
- Bronze 21

Total 81

A total of 140 officials participated in the Swaziland Games, an annual sporting event between the Swaziland Correctional Services and this Department which includes sports codes such as soccer, netball and darts.

The Department joined forces with the Department of Sport and Recreation to promote the SANGALA project. SANGALA (South African National Games and Leisure Activities) promotes the physical, mental and social health of personnel and focuses on the achievement of peak performance in a corporate environment.

Locally, the Department participated in the October Games which focus on the development of upcoming sportsmen and women. Approximately 26 different sports codes were presented.

A total of 1 205 personnel members competed in 13 sporting events during Departmental Sports Championships.

Industries

Agriculture

The above-average rainfall conditions during the critical growth period of summer crops resulted in above average fodder production. The positive effect of these favourable weather conditions was however dampened by the excessive amount of rain during March, which exceeded all previously recorded rainfall figures. This impacted negatively on crops, especially vegetable production. A lot of vegetables rotted and winter planting could not take place due to the wet conditions. The making of silage, the cutting of hay, as well as the harvesting of maize were also negatively influenced. Towards the end of the period under review the effects of El Nino started to influence weather patterns in the summer rainfall area. These factors, including the lack of prison labour, resulted in 1997 having the lowest vegetable production in three years, namely 9 125 973 kg compared to 9 890 894 kg during 1996 and 10 547 080 kg during 1995.

On a more positive note, the production of fruit, chicken and eggs has however been the highest for the past three years, whilst pork and red meat production is within the three year average.

Table 58: The total agricultural production and self-sufficiency percentages for the 1996/97 financial year.

Product	Production	Percentage self-sufficiency
Vegetables	9 125 973 kg	66,10
Fruit	611 393 kg	42,6
Red Meat	541 431 kg	43,5
Milk	5 471 079 l	27,1
Chicken	560 900 kg	34,1
Eggs	1 166 928 doz	70,60
Pork	1 324 076 kg	88,62

The estimated value of the above-mentioned agricultural products as based on the alternative purchase prices, amounts to R57 178 212. The total agricultural expenditure for the 1996/97 financial year amounted to R50 342 983, resulting in a nett profit of R6 835 229 for 1997.

Workshops

Good results were obtained with regard to work and training opportunities for prisoners in production and textile workshops. Two thousand eight hundred and fourteen (2 814) prisoners are employed in eight production (steel and wood) workshops and 13 textile workshops throughout the country. These workshops produce a wide variety of items (+ 600) for the Department's own use, as well as for other state departments and parastatal institutions.

Table 59: Turnover, expenditure and nett profit of the production workshops and the shoe and textile workshops during the 1996/97 financial year.

	Turnover	Expenditure	Nett profit
Production workshops	R24 866 272	R27 949 848	-R 3 063 576
Shoe and textile workshops	R26 686 060	R14 291 999	R12 394 061
Total	R51 572 332	R42 241 847	R 9 330 485

With regard to technical support services, the Department has 37 maintenance workshops, five radio communication repair workshops and three gunsmith workshops. The maintenance workshops primarily repair departmental equipment which provides training opportunities for prisoners and contributes to greater self-sufficiency. The repair of two-way radios and radio networks, prison-type locks and keys as well as fire-arms, is performed by technicians and artisans of the Department.

Workshop personnel at certain prisons also provide the following services: laundry services, water and sewage purification and boiler operation.

The maintenance and repair of intercoms, X-ray machines, metal detectors, electrified fences, security doors, television sets and video equipment, was undertaken by subcontractors.

In line with the National RDP strategy, formal structures have been established at prisons, which have no or few formal industries, to teach basic vocational skills. The primary aim of the project is to equip the prisoner with a basic skill that will place him or her in a better position to apply for employment, or to be self-employed after release. In addition the prisoner will also undergo training in entrepreneurship.

APOPS

During 1997, Cabinet approved the Asset Procurement and Operating Partnership System (APOPS). The aim is to tackle the problem of overcrowding by means of providing correctional facilities to be financed, built, maintained and operated in partnership with the private sector. It was decided that the first four correctional centres to be procured and operated in this way, would be as

set out in table 64.

Table 60:Projects to go out on tender during February / March 1998.

Province	Category	Number of Inmates	Location
Northern Province	Maximum	1 500	Louis Trichardt
Free State	Maximum	1 500	Grootvlei
Gauteng	Awaiting Trial	1 500	Boksburg
Mpumalanga	Youth Dev. Centre	800	Barberton

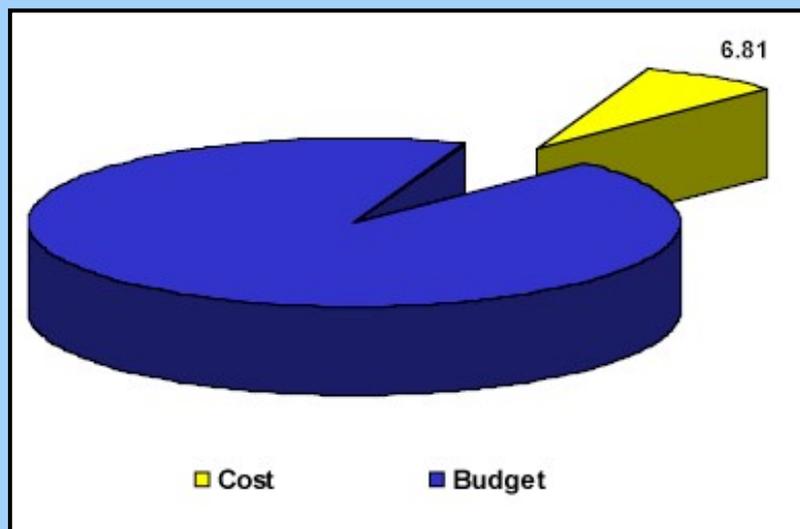
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MANAGEMENT & SUPPORT SERVICES



Cost

The cost in respect of management and support services for the 1997/98 financial year was R 243 940 000, which is 6,81% of the Department's total budget of R 3 580 054 000.



Service evaluation

The inspection services division has expanded and is now known as Service Evaluation which includes the anti-corruption unit as well as an internal audit component.

These inclusions enable Service Evaluation to:

- Determine the effectivity of internal control over assets and interest
- Review the reliability of information on finances, operations, and management
- Evaluate the utilization of human and other resources and to report these findings to management.

The Correctional Services Act, 1959 has been amended by the Correctional Services Amendment Act 1997, to include the inspection function of personnel of the Department which will henceforth serve as a clear mandate for the execution of specific activities. As a result, all inspection manuals were reviewed and internal audit and anti-corruption strategies were implemented.

Top Management is determined to eradicate corruption and to ensure honest and responsible administration. Up to 31 December 1997, 126 cases of alleged corruption were reported and are being investigated internally as well as externally (SAPS).

Several anti-corruption campaigns have been launched in the respective provinces which resulted in a number of disciplinary hearings as well as dismissals of personnel.

Apart from the 79 observation inspections conducted by regularity inspectors, 81 special investigations have been held.

In order to cover a broader spectrum of activities, regularity inspectors were trained to conduct internal audits. Apart from the 24 audit fields covered by the Internal Audit component, seven additional audit fields have been included in a normal regularity inspection. To date eight audits have been carried out.

Corporate planning

In spite of the high personnel turnover, especially within the Management Cadre of the Department, the implementation of the Department's Strategic Plan to achieve the Government's set objectives in respect of transformation has continued. The focus was on the training, development and empowerment of managers at all levels. Training courses comprised strategic management, project management and performance management and were presented at Head Office and in all the provinces.

Internal and external environmental analyses resulted in several changes to the Strategic Plan and the inclusion of an additional strategic objective and strategy, namely, Anti-corruption and Human Resource Development.

Significant progress was also made with mechanisms to ensure effective implementation of the Strategic Plan and included the following:

- a uniform management system at national, provincial and local levels, which focuses on the management of the Strategic Plan and more specifically on the results achieved with transformation objectives
- the redesigning of the departmental information system to monitor and evaluate, inter alia, the efficiency of the Department as well as progress with transformation
- the establishment and implementation of service level standards
- continuous development of evaluation mechanisms and monitoring instruments to measure effective service rendering

Further developments initiated and implemented include:

- the establishment of structures and infrastructures for the operationalisation of transformation units at national and provincial level
- the establishment of objectives and functions for transformation units
- the integration of the activities of transformation units with the departmental management system in order to ensure continuity.

Organization and work study

The following progress has been made with regard to the restructuring of the Department:

- The restructuring of Head Office resulted in a reduction of 14% in respect of the overall post establishment
- Completion of the restructuring of Provincial Offices - the former hierarchical structure has been replaced by a 'flat' type structure and resulted in an increase of 8,5% in the post establishment
- Revision of post establishment norms as a prerequisite for the restructuring of management areas
- Research into Unit Management and Direct Supervision as a Prison Management option. This concept is presently being tested at various centres with a view to it's implementation in the Department. The effects of these concepts were taken into

consideration during the restructuring of the management areas.

The strategic plan of the Department contains six strategic objectives and seven strategies. One of the strategies is to restructure the Department. The sub-directorate Organization and Work Study is responsible for this restructuring strategy.

Research administration

The Department approves many applications to conduct research each year. These projects are aimed at furthering the objectives of the Department and promoting efficiency.

Research Administration received 38 new applications to conduct research in various prisons across the country. Twenty-eight of these applications were approved, bringing the total number of research projects in the Department to 64.

Table 61 :The number of projects currently in process in each mainline function of the Department.

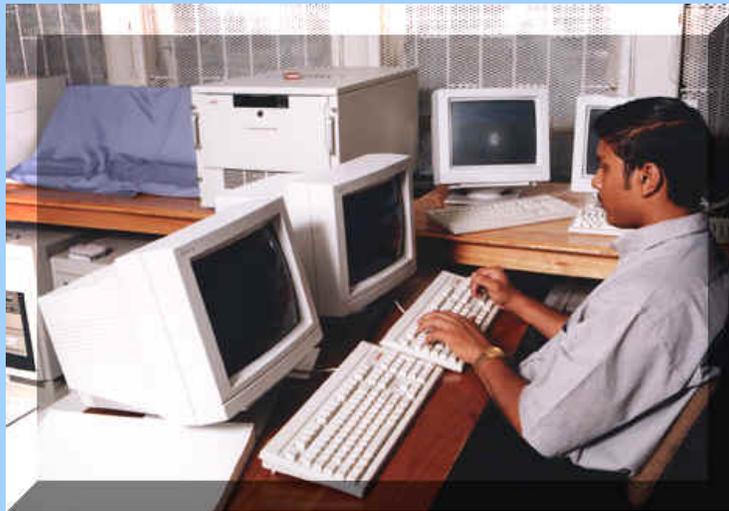
Directorate	Number of projects
Legal Services	1
Corporate Planning	1
Offender Policy	6
Physical Care	3
Community Corrections	3
Psychological Services	21
Social Work Services	19
Religious Care	2
Education and Training	3
Personnel Development Services	5
Total	64

Table 62:The various levels of research in the Department.

Level of research	Conducted by personnel	Conducted by private persons	Total
Honours degree	2		2
Masters degree	18	27	45
Doctors degree	2	8	10
Non-degree purposes		7	7
Total	22	42	64

The Department approved three applications from foreign applicants to conduct research on juveniles. The Department has agreed to co-operate in a project related to crime in and around own homes which will be carried out in association with the South African Police Services. This research forms part of the National Crime Prevention Strategy.

Information technology



Information Technology (IT) is an integral part of the Department's transformation plan and is aimed at realising the objectives of the transformation plan within the framework of the Information and Technology Strategy. All the strategic objectives of the Department are supported by the Information and Technology Strategy.

This strategy comprises the utilisation of information and technology in order to improve organisational and managerial effectiveness. It is aimed at capitalising on technology as a personnel support instrument for the substitution of manpower.

Against the aforementioned background, serious attention was given to the function of service delivery for which the Directorate Information Technology is responsible, by finalising the following activities:

- A corporate licence agreement was negotiated with Novell SA to expedite future economic upgrading of the Department's networks.
- Wide Area Networks were upgraded country-wide in order to ensure the throughput capacity thereof.
- The formal establishment of a Client Service and Information System Security (ISS).
- The creation of the Department's Intranet homepages for Head Office and the nine provincial offices, including the establishment of a Management Information System by means of the Intranet.
- The training of 528 personnel members in desktop functions (Desktop) during 1997.
- An IT-order was created to establish uniform procedures and work standards. This order consists of 116 documents and is available to personnel via the Intranet. Information System Security (ISS) is included here.
- A Corporate Data Store was established at Head Office for the rapid provision of information and the promotion of data integrity, and to serve as support for operational losses. Operational data is provided to the Head Office Corporate Data Store by means of replication.
- The Department's technology plan was updated by means of a revised plan. This plan was discussed with international market leaders
- Changes are currently being made to all computerised systems owned by the Department to be compliant to the year 2000. Attention was given to making users aware of these problems and equipping them to deal with any crises arising from problems related to the computerised system.

Legal services

The Directorate Legal Services has been instrumental in ensuring that two Bills were passed in Parliament during 1997. The Parole and Correctional Supervision Amendment Bill introduced the principles of decision-making by independent bodies with regard to parole and correctional supervision as well as the concept of a non-parole period.

The Correctional Services Amendment Bill introduced the principle of public or private partnerships to allow a private enterprise to design, construct, manage and operate a prison. This was introduced as a measure to alleviate the shortage in prison accommodation by utilizing the private sector's capital, which will be redeemed over a period of time, thereby creating additional prisoner accommodation affordable to government.

The same Bill sanctioned the appointment of a Judicial Inspectorate and Independent Prisoner Visitors which places the Department under the independent scrutiny of the Inspecting Judge and the Independent Prison Visitors.

Table 63: Number of legal cases dealt with in the Department during 1997.

Court actions	203
Formal legal opinions	1 258
Labour arbitrations	14

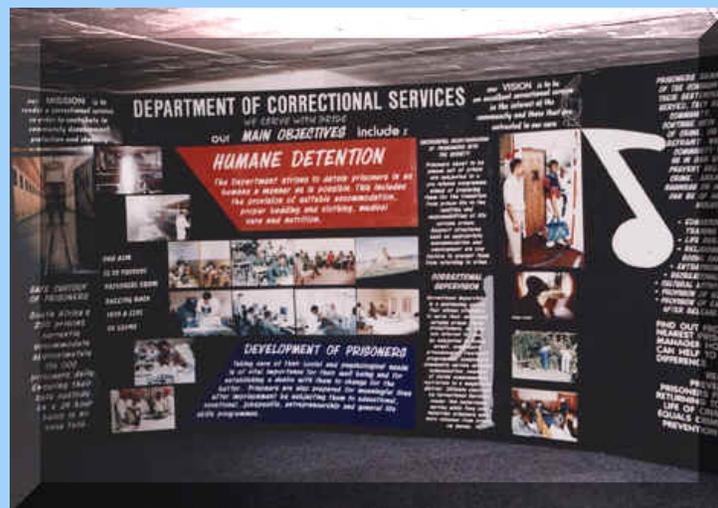
Legal Services finalized the redrafting of the Correctional Services Act in line with the 1996 Constitution and International Conventions and standards. The draft will be tabled in Parliament during 1998.

Communication

Issues that featured prominently in the media were:

- The introduction of a closed maximum (CMAX) section within the Pretoria Maximum Security prison
- The development of legislation that allows for the procurement of new prisons under the Asset Procurement and Operating Partnership System (APOPS prisons)
- The extensive overcrowding of the majority of prisons in the country
- Some of the options investigated in the effort to extend the Department's capacity to house prisoners such as prisons on disused mine property, prison ships and also the conversion of inner city buildings into prisons for awaiting-trial prisoners
- The introduction of a new parole system
- The escape of prisoners from custody and the measures taken by the Department in this regard.

In the interests of objective reporting and transparency, media reporters were allowed to visit prisons across the country on 112 occasions. Production houses were permitted to produce inserts for films and TV programmes inside prisons, with a view to educating the general public.



The public, both individuals and groups of people, were allowed to visit prisons to experience prison conditions first-hand. Visitors to prisons included members of Parliament and other statutory bodies such as the Select Committee on Correctional Services and the National Advisory Council on Correctional Services, provincial governments, non-governmental organisations, academics, senior students, other stakeholders and ordinary members of the public.

Exhibitions depicting the various activities of the Department were displayed in public places such as shopping centres or at social gatherings such as agricultural and trade shows as well as commemorative functions.

Public addresses, elaborating on the broad policy and activities of the Department or in some cases focusing on specific issues, were made from a variety of public platforms countrywide. Open days give members of the public additional opportunities to experience prison realities and to learn about the treatment, educational and training programmes that are presented to prisoners. Open days are, however, disruptive to prison routine and also impose on the privacy of prisoners and are therefore organised with due care and consideration.

The Correctional Services Museum situated at the entrance to the Pretoria prison complex remains a favourite venue for visitors. It remained particularly popular with youth groups and educational tour groups.

Numerous requests were received from the community for displays by the Department's trained service dogs. Where possible and viable these requests were accommodated. Not only do such displays serve to 'edutain' people but they also demonstrate goodwill, which in turn helps to bring government nearer to the people.

Table 64: Marketing and media liaison activities during 1997.

Marketing activity	Statistics
Written enquiries received from the media	1 061
Media releases issued	338
Visits to prisons by reporters	199
Media interviews with management	504
Participation in actuality programmes	92
Production of inserts for films and TV programmes	27
Visits to prisons by groups or individuals	414
Exhibitions	84
Public addresses	133
Visitors to the Correctional Services Museum	2 271
Performances by publicity groups	52
Prisoner choir performances	405

The Department continued to expand its international contact and cooperation during the year. Officials undertook twelve visits abroad to gather information on issues of relevance to Correctional Services. The intention to implement the APOPS project and to establish super maximum facilities resulted in study tours to the USA, United Kingdom and Israel where these institutions are in operation.

Overseas visitors involved in the Criminal Justice System continue to show an interest in the activities of the Department and thirteen requests were granted for officials visits to departmental facilities.

Overseas institutions and prisons services responded favourably to Departmental requests for information, which has been invaluable to the reviewal and formulation of policy.

Table 65: International visits to the Department during 1997.

Month of visit	Country of origin	Designation of visitor	No of delegates	Department or institution
February	Germany	Minister and delegation	5	Department of Justice
March	United Kingdom	Governor	2	British Prison Services
March	United States of America	Delegates	13	Correctional Services
March	United Kingdom	Representative	2	Department of Justice
May	United Kingdom	Representative	1	British Prison Services
May	France	Member of Parliament	1	French Parliament
June	Canada	Professor	1	York University
July	United States of America	Professor	1	Valley State University
July	Malawi	Chief Justice	2	Prisons Inspectorate
August	Mozambique	Minister	5	Department of Justice
October	United States of America	Professor	1	Appalachian State University
November	Hungary	Minister	4	Department of Justice
November	United Kingdom	Representative	1	British Prison Service
December	United States of America	Representative	2	Human Rights Watch

Table 66: Overseas conferences attended by officials of the Department during 1997.

Date	Country	Conference or workshop attended
15 - 17 January 1997	United States of America	The 1996 Winter Conference of the American Correctional Association / Study visit with regard to the concept of Unit Management in the USA.
January 1997	United States of America	Visit to Correctional Centres in the USA.

28 April - 9 May 1997	Austria (Vienna)	The Sixth Session of the United Nations Commission on Crime Prevention and Criminal Justice
2 - 5 July 1997	Malta	International Training Workshop on Probation
10 - 14 August 1997	United States of America (Orlando, Florida)	The 127th Congress of Corrections: American Correctional Association: 'Celebrating Practices that Work'
24 - 28 November 1997	Zimbabwe (Kadoma)	Attendance of the Community Service Orders Conference.

Table 67: Other overseas visits by officials of the Department during 1997.

Date	Country	Purpose of visit
31 May -8 June 1997	United Kingdom and Ukraine	Study visit to England and the Ukraine
13 - 23 May 1997	Israel and Dubai	Study visit with regard to super maximum prisons to Israel and Dubai
19 - 26 July 1997	United Kingdom	Visit to the United Kingdom: APOPS Project (Asset Procurement and Operating Partnership System)
June - July 1997	Canada (Galgary)	The 7th World Police and Fire Games
27 September - 22 October 1997	Japan, Far East	Study Tour regarding Strategic Transformation (Countries in the Far East) Visit to Prisons in Japan
22 October - 9 November 1997 and 9 November -	United States of America and other	Members of the EPIM Users Board (NCPS) visit to foreign countries
15 November	countries	Official visit to specialist Research Units within Corrections in the USA
7 - 15 December 1997.	United States of America	Study visit with regard to the APOPS Project

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