

Department of Correctional Services



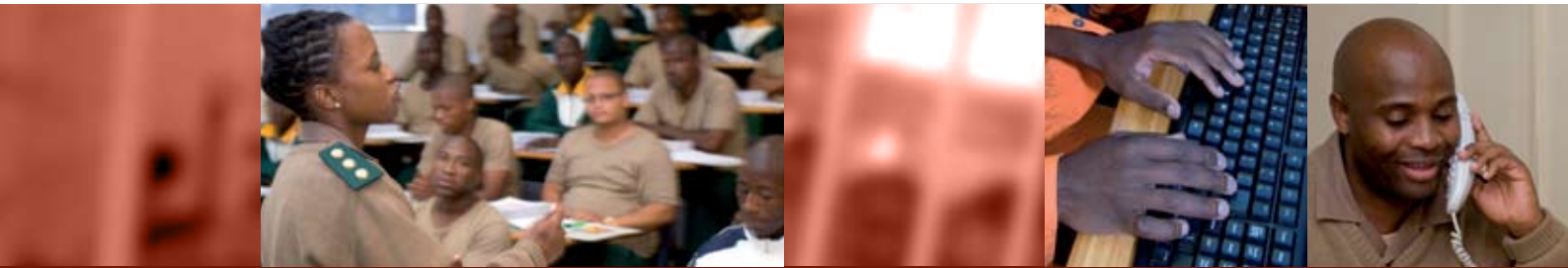
Annual Report for the 2007/08 Financial Year

Business Unusual: all hands on deck to detain, rehabilitate and reintegrate offenders for a safer South Africa



correctional services

Department:
Correctional Services
REPUBLIC OF SOUTH AFRICA



Vision and Mission

OUR Vision

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


OUR Mission

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

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

Submission of the annual report to the Executive Authority

I have the honour of submitting the 2007/2008 Annual Report of the Department of Correctional Services in terms of the Public Finance Management Act, 1999.



*VP Petersen
National Commissioner of Correctional Services
31 May 2008*



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Management Structure



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01 Mr BMN Balfour, MP
Minister of Correctional
Services

02 Ms L Jacobus, MP
Deputy Minister of
Correctional Services

03 Mr VP Petersen
Commissioner of
Correctional Services



04



05



06

04 Ms JA Schreiner
CDC Operations and
Management Support

05 Mr A Tsetsane
CDC Corporate Services

06 Mr T Motseki
CDC Corrections

07 Ms J E Sishuba
CDC Development and
Care (Retired Nov. 2007)



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“Firstly, let me point out
that our strength lies in
stability in the higher
management echelons.”

Mr BMN Balfour, MP
Minister of Correctional
Services

08 Ms N Singh
Chief Financial Officer

09 Ms N Jolingana
RC Eastern Cape

10 Mr ZI Modise
RC Free State and
Northern Cape

11 Mr J Smallberger
RC Western Cape



09



10



11

12 Adv. T Mqobi
RC Gauteng

13 Mr N Nhleko
RC KwaZulu-Natal

14 Mr P O’C Gillingham
RC Limpopo,
Mpumalanga and North
West



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PART 1: General Information



As part of our commitment to rehabilitation of offenders, the Department has had a number of initiatives aimed at developing offenders and involving them in community work.

1.1 Foreword by the Minister of Correctional Services, Mr. BMN Balfour, MP

At the beginning of 2007/08, I indicated that this was going to be a year of fix. The Annual Report that I am presenting here bears testimony to the many achievements we have made during the financial year, amidst the different challenges. Firstly, let me point out that our strength lies in stability in the higher management echelons. The stability was achieved by ensuring that posts at this level are filled and these included the filling of vacant posts in Gauteng, the Western Cape and the appointment of Chief Financial Officer with women affirmed at this strategic level. In addition, the development of the Branch Operations and Management Support and the establishment of the Regional Commissioner's Forum are developments geared towards optimising operations and improving service delivery.

In the area of policy development, the process of amending the Correctional Services Act continued with vigour during 2007/08. The importance of the alignment of the Act to the White Paper cannot be overstated. This process highlighted the critical role of stakeholders in our planning and implementation process and we have, during the year, engaged the stakeholders even outside lobbying and advocacy processes. The Department of Correctional Services (DCS) will continue to engage stakeholders as there are critical issues that require further debates including the debates around human rights and security. This area continues to create small tidal waves mainly because of continued calls for the return of the death penalty and implementation of harsher measures. These tensions will have to be managed carefully so that they do not negate our efforts towards rehabilitation and reintegration of offenders and that we do not

compromise gains we made in advancing human rights.

Having said that, I would like to turn now and reflect on some of our achievements during the 2007/08 financial year. The Government and the Department are often accused of being lenient on perpetrators of crime. Correctional Services has intensified the implementation of its parole policy that mainstreams victims in the parole hearings. Chairpersons and vice chairpersons, community representatives on the Board and secretaries and clerks have been trained in victim involvement. We have constructed 8 Correctional Supervision and Parole Boards offices while 23 are under construction and 21 are in the planning phase as another indication of our seriousness in addressing victim's concerns.

As part of our commitment to rehabilitation of offenders, the Department has had a number of initiatives aimed at developing offenders and involving them in community work. During the past financial year, offenders were involved in the following initiatives:

- Community infrastructure development - Offenders were involved in providing assistance for the destitute and vulnerable members of the community. The construction of a house in Khayelitsha for a family being one example.
- Reconstruction and maintenance of dilapidated community facilities, such as old age homes, schools and institutions for abused women and children across the country.
- Offenders also contributed food to communities through food gardens and food donations in pushing back frontiers of poverty.

The Department continued to play a key role on the Continent. South Africa co-hosted with Swaziland the last Conference of the Central, Eastern and Southern African Heads of Correctional Services and played a leading role in the establishment of the All Africa Corrections Association. Together we will ensure that issues of penal reform and corrections are an integral part of the reconstruction and development of the continent. Penal reform has been placed on the agenda for the United Nations Commission for Crime Prevention and Criminal Justice (UNCCPCJ) and DCS will continue to play a critical role.

I have continued to say that central to us executing our mandate is taking care of personnel. During 2007/08, the Department launched the Corrections Excellence Awards to say to our employees "we recognise the good work you are doing and we encourage all of you to adopt principles of excellence to guide everything you do".

Operation Vala, since its launch during 2005/06, continues to enhance security. Despite the few unfortunate incidents of escapes and attempted escapes, the operation itself has been an unqualified success. I will ensure

that there are systems in place that will sustain Operation Vala in years to come while also increasing integration with other festive season operations aimed at enhanced public safety. Other achievements and efforts worth mentioning here are the general decline in fraud, corruption and maladministration, concerted efforts towards fighting HIV and AIDS among personnel and inmates, improving employee wellness, the construction of Kimberly Correctional Centre and ongoing improvement of existing facilities. The period under review has also seen the Department continue the streamlining and alignment of policies and procedures with the White Paper.

As we trudge forward, we stumble upon challenges and I can report that the Department has taken the view that these challenges can indeed become opportunities. For example, the challenge of corruption has resulted in the Department developing sound policies and formidable institutions and partnerships to fight fraud and corruption while also intensifying training of officials on ethics management. Another challenge that we are turning into an opportunity is that of monitoring and evaluating our delivery, through our project to develop an effective monitoring, evaluation and reporting system. The project of developing such a tool is underway to help us focus on what matters most and improve overall correctional services delivery.

I am confident that we are on course and we continue to build on the foundations we laid during the past 14 years of democracy. For example the review of the Criminal Justice System, the new parole policy, the amendment of the Correctional Services Act and the project on management of remand detention are some of the foundations we are building on.

In concluding, I would like to mention that three of Correctional Services' long serving and committed officials, Regional Commissioner of Limpopo/Mpumalanga/North-West region, Chief Deputy Commissioner of Development and Care and the Area Commissioner of Pretoria Management Area have retired during the last financial year. During their time at DCS, they have contributed much towards the realisation of our mandate, and I believe their wealth of experience will be used in different forms to further advance our cause.



BMN Balfour MP
Minister of Correctional Services
31 May 2008



The Integrated Human Resource Strategy with its various elements was designed to improve human resources and provide the Department with the required skills, professionals and the retention of scarce skills.

1.2 Introduction by the Commissioner of Correctional Services

It has been just over a year since I was appointed as Commissioner of Correctional Services and I must say it has been both an exciting period and at the same time a challenging task. Although I am not new in the Department, managing an organisation the size of Correctional Services with its dynamic and unique culture has presented me several opportunities, which I will allude to later. For the last financial year, we have really been focussing on service delivery and we have identified some of the challenges. One of the challenges we picked up was that, with the transformation of the Department and the introduction of new approaches to corrections, there was a need to provide appropriate management training in order to enhance organisational efficiency and ability to deliver. In 2006/07, we commenced with training of middle managers under the Management Development Programme. During 2007/08, the Department engaged with the Wits Business School to provide training for senior managers. This training will be completed in the 2008 /09 financial year.

Another critical intervention towards improving service delivery was the Khaedu training and deployment project. All senior managers participated in this training and were deployed at the coalface of service delivery. The purpose of the training was to provide senior managers with the appropriate tools relevant to improving service delivery. However, we hope as well that managers will pick up the challenges faced by officials at operational level, so that when they plan, they have a broad picture of operations.

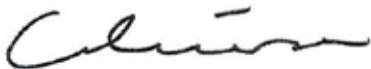
Since taking up office, a number of opportunities materialized that we are going to capitalise on. The implementation of the 7-day establishment is one such opportunity for the Department to ensure provision of services and programmes for seven-days of the week. The programme carries benefits to a range of players and therefore stands to improve the efficacy of corrections in all respects. Lock up periods will be shortened, thereby contributing in further reducing possible abuses. It will also allow stakeholders and service providers more time to provide programmes. Together with the Occupation Specific Dispensation the 7-day establishment will improve the quality of our work and conditions of service of officials in many respects. As part of improving internal processes, the DCS has migrated to LOGIS to assist in management and capturing of assets.

The Integrated Human Resource Strategy with its various elements was designed to improve human resources and provide the Department with the required skills, professionals and the retention of scarce skills. The opportunities presented here include our selection processes, appropriate entry levels for special categories, induction

and orientation and appropriate placement of personnel. These aspects would not be new but with a clearly defined strategy, we are able to deliver at both an individual and organisational level.

The Annual Report of 2007/08 is proof of how we have performed, what our challenges have been and importantly how do we improve on our existing work. This report forms the basis of our annual review, and through this, we are able to clearly refine our strategic direction. Over and above defining our performance measurements, we are able to reflect on the past and to determine what really matters in the present as we march into the future.

During the year under review, I have taken the opportunity to travel to various facilities and I continue to be confronted by many issues at operational level that show the complexity of the work we do but more importantly, it calls for an effective monitoring, evaluation and reporting mechanism that is prompt and can assist in speedy interventions across the country. Understanding and responding to operational challenges requires much attention by all officials in the Department.



Commissioner of Correctional Services
Mr V.P. Petersen
31 May 2008

1.3 Information on the Ministry of Correctional Services

1.3.1 Imbizo Week

During the Government Imbizo week the Minister and the Deputy Minister visited Van Rhynsdorp in the Western Cape and Upington in the Northern Cape. The Imbizo was conducted in conjunction with other government departments and other stakeholders. The purpose of the Imbizo is to afford community members an opportunity to raise their concerns with elected officials.

1.3.2 Housing - Khayelitsha

While doing a story, the SABC reported on a destitute family living in unhealthy conditions. Following the report, the Minister with the help of other stakeholders such as the Provincial Department of Housing and the SABC Western Cape decided to build and provide a fully furnished house for the family.

1.3.3 Corrections week

Corrections Week, since its launch, has reached numerous communities and aims to continue to build a corrections community throughout South Africa. During Corrections Week 2007/08 the Minister held an Imbizo at Middledrift with local traditional leaders and members of the community.

1.3.4 Secure Care Facilities

In October 2007, the Deputy Minister, Ms Loretta Jacobus, visited Secure Care Facilities in the Western Cape Region with the Deputy Minister of Social Development to look at alternative placement for remand detainee and sentenced juveniles. Meetings between the Deputy Minister and MEC Social Development in the Western Cape were held to discuss the circumstances of juveniles in correctional centres and how to accommodate them at secure care facilities. The meetings will be extended to all the regions with role players to discuss alternative placement for the juveniles.

1.3.5. "Helping Hands"

In March 2008, the Deputy Minister visited Ms Pricilla Simons in Wellington from "Helping Hands" who is taking care of abused children, infected with and affected by HIV and AIDS. Allandale Management Area undertook a commitment to provide fresh fruit and vegetables on a weekly basis to the Home.

1.3.6 Work of Statutory Bodies

Judicial Inspectorate of Prisons

The Judicial Inspectorate of Prisons is led by acting Judge Deon van Zyl appointed by President Mbeki as the Acting Inspecting Judge of Prisons with effect from May 2008, following the end of term of the Acting Judge James Yekiso. The Judicial Inspectorate is an independent office under the control of the Inspecting Judge. The Judicial Inspectorate was formally established with effect from 1 June 1998, in terms of the Correctional Services Act 111 of 1998. Over and above inspecting conditions in Correctional Centers, the Judicial Inspectorate of Prisons has raised concerns around the impact of the Minimum Sentencing Legislation on prison conditions. One of the effects of the legislation is its contribution to the overcrowding and problems associated with it.

National Council on Correctional Services (NCCS)

The NCCS continued with its statutory responsibility to advise the Minister of Correctional Services in relation to parole placement recommendations for offenders serving life sentences. The NCCS has, through its work in 2006-7, noted that due to the increasing number of cases of persons who were sentenced to life imprisonment - twenty and more years ago - an extra meeting of the NCCS would have to be scheduled during 2008. In the course of the 2007/08 financial year, the NCCS considered 30 cases, and recommended placement on parole for 14 cases, non- placement for nine cases, and requested that seven cases be reconsidered at the NCCS on specified dates.

The NCCS expressed concern about the Minimum Sentencing Legislation as it provides for hiking of sentences of Regional Courts, with an automatic right of appeal. The potential impact of this Legislation is that it may be accompanied by a non-parole period, which will impact on DCS correctional programmes.

The NCCS is concerned about the absence of written judgement on sentence in the cases of offenders serving life sentences. The consideration is that the Minister of Justice be approached to ensure that judgement on sentence is recorded in all cases where sentences of more than 3 years imprisonment are imposed. Judgement is a critical input for development of correctional sentence plans and for parole placement decision making.

During the year under review, the NCCS has also interacted with the Department in relation to the development of the Incarceration Framework as envisaged in the Correctional Services Amendment Bill. In other work, the NCCS interacted with Magistrates in the North West, Port Elizabeth and Polokwane to discuss ways of reducing overcrowding through effective case management

and the use of non-custodial sentences where appropriate.

1.3.7 Bills submitted to the legislature during the financial year

Amendment of the Correctional Services Act which still needed to be finalised by the end of the 2007/08 Financial Year.

1.3.8 Ministerial visits abroad

Country	Date	Purpose
United Kingdom	June 2007	Addressed a Seminar of the Global Retreat on the consequences of social, psychological and emotional imbalances that manifests in high rates of crime in the country
Maputo	July 2007	Meeting of SADC Ministers responsible for Gender and Women affairs to approve the Draft Gender Policy (the Deputy Minister represented Minister Pahad of the Presidency)
Botswana	September 2007	Attended a funeral on behalf of South Africa representing the President.

1.4. Mission Statement

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

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

1.5. Constitutional, Legislative, Functional and Policy Mandates

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

- Basic Conditions of Employment Act (No. 75 of

-
- 1997);
 - Compensation for Occupational Injuries And Diseases Act (No. 130 of 1993);
 - Constitution of the Republic of South Africa, (No. 108 of 1996);
 - Criminal Procedure Act (No. 51 of 1977);
 - Correctional Services Act, (No. 8 of 1959);
 - Correctional Services Act, (No. 111 of 1998);
 - Employment Equity Act (No. 55 of 1998);
 - Labour Relations Act (No. 66 of 1995);
 - Mental Health Act (No. 17 of 2003);
 - National Education Policy Act. (No. 27 of 1996);
 - National Health Act (No. 61 of 2003);
 - Occupational Health and Safety Act (No. 85 of 1993)
 - Preferential Procurement Policy Framework Act (No. 5 of 2000);
 - Promotion of Access to Information Act (No. 2 of 2000);
 - Public Finance Management Act, (No. 1 of 1999);
 - Public Service Act (No. 103, of 1994);
 - SITA Act (No. 88 of 1998);
 - Skills Development Act, (No. 97 of 1998)
 - South African Qualifications Authority Act, (No. 58 of 1995)
 - Public Service Regulations, 2001;
 - National Crime Prevention Strategy (1996)
 - Treasury Guidelines 2002;
 - Treasury Regulations for departments, trading entities, constitutional institutions and public entities, as amended 2005
 - White Paper of Corrections (2005)
 - White Paper On Human Resources In Public Services (1997)



PART 2: Programme performance

Voted Funds

Appropriation	Main Appropriation	Adjusted Appropriation	Actual Amount Spent	Over/Under Expenditure
R10 442 331	R10 442 331	R11 384 409	R11 122 379	R262 030

2.1 Aim of the vote

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

Programme 1: Administration

Purpose: Provide the administrative, management, financial, ICT, research, policy co-ordination and good governance support functions necessary for all service delivery by the Department and in support of the functions of the Ministry.

Programme 2: Security

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

Programme 3: Corrections

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

Programme 4: Care

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

Programme 5: Development

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

Programme 6: Social Reintegration

Purpose: Provide services focused on offenders' preparation for release, their effective supervision after release on

parole, and on the facilitation of their social reintegration into their communities.

Programme 7: Facilities

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

2.2 Overview of the service delivery environment for 2007/08

In 2007, National Treasury issued a new framework for improving service delivery that was geared towards the Government Wide Monitoring and Evaluation system. This framework, being essentially results based, necessitated the review of DCS performance information. DCS was identified by National Treasury as one of the departments to pilot the Framework for Programme Performance Information. This work was integrated into the DCS Monitoring, Evaluation and Reporting Project. During 2007/08, the Department spent a considerable amount of energy in redefining performance indicators and this process will continue into 2008/09. The finalization of this process will ensure that DCS has developed indicators that are measurable, achievable and time-bound and, more importantly, that the impact of the work that the department does can be measured.

A number of factors have a direct impact on DCS's operations and have a bearing on how the Department delivers services. Increase in crime trends, particularly increases in cash-in-transit heists, ATM bombings and more recently the rise in xenophobic attacks has direct impact on DCS. The attempted escapes at Pretoria Management Area and the escapes in KwaZulu-Natal for example, are indications that the DCS as a security institution needs to keep abreast of developments outside correctional centers and to develop strategies that respond to these challenges. An obvious implication is the tightening of security but this should not be misconstrued to mean a reduction of rehabilitation efforts. The DCS has started the process of reclassifying facilities to ensure that offenders that deserve to benefit from rehabilitation programmes are not compromised and that rehabilitation takes place in a safe and secure environment.

There has been a notable increase of child offenders in DCS facilities, especially between 1999 and 2004 but since then there has been a decrease of children in correctional facilities. The concern of the Department is that some of the children are incarcerated for serious violent crimes and cannot therefore be accommodated in secure care facilities as they are of high risk and that the Department of Social Development does not have appropriately trained staff to handle this category of child offenders. This means that the DCS has to provide appropriate resources to ensure security and rehabilitation for this category of detainees. The challenge for DCS is that international law indisputably states that children

shall not be imprisoned. However, South Africa is in a unique situation because of the social pressures and upheavals in its recent history and children have largely been placed at risk.

The continuing vacancy rate plays a critical role in the ability of the DCS to deliver. During 2007/08, the vacancy rate stood at 11.3%. There has been a marked decrease in the total number of psychologists in DCS compared to the 2006/07 Annual Report. The Department employed 33 psychologists in total, 21 of whom are permanent departmental psychologists and 12 are psychologists doing compulsory community service. During 2007/08, 12 of the permanent departmental psychologists resigned with the result that the target set for delivery on psychological services was not met. The launch of the Integrated Human Resource Strategy and implementation of occupation specific dispensations (OSDs) will make a marked difference in the vacancy rate. The challenge however lies in ensuring appropriate working conditions for professionals, placing of personnel in places where they can function optimally and considerations of flexi-time for professional categories of personnel, especially those in the medical profession.

2.3 Strategic Overview and Key Policy Developments for the 2007/08 Financial Year

Key policy developments

During the year under review, the Department approved nine policies bringing the total number of policies approved since the adoption of the White Paper in 2005 to 62. This represents a significant progress in policy development, with 80 percent of policies aligned to the White Paper. In 2007/08, the Department placed a significant focus on policy implementation and monitoring and evaluation. A total of 413 officials were trained in policy processes to ensure capacitation of personnel in implementing policies. In 2007/08, the Correctional Services Amendment Bill was placed before Parliament. The alignment of the Act to the White Paper is an important milestone and the process will be finalised in 2008/09.

Monitoring the Correctional Services Act

The Department of Correctional Services, in partnership with the Open Society Foundation of South Africa (OSF-SA), is undertaking a three-year research project to develop a tool to monitor the implementation of the Correctional Services Act. The main aim of this study is

to develop a tool to enable the Department to:

- Monitor the extent to which the Correctional Services Act is being implemented;
- Understand how the new laws are impacting on conditions within the DCS correctional facilities, and the management and functioning of these facilities;
- Assess the ability of Government to meet its obligations in terms of the Act, and
- Provide the DCS with recommendations with regard to both legislative amendments as well as alternative implementation strategies.

To date, the Project has made progress with regard to development of indicators, building of capacity and the approval and completion of the business case for the development of the electronic monitoring tool.

Health care

The Department continues to make concerted efforts in relations to the health care of inmates. During 2007/08, four facilities were accredited for the provision of Anti-Retroviral treatment bringing to 12 the total number of facilities accredited. The implementation of the OSD for nurses will also ensure availability of suitably qualified nurses to take care of the health of inmates and assist in the retention strategy in relation to nurses. In another development, the Department made a presentation to the Provincial Heads of Health on the challenges faced by the DCS in relation to delivery of health care, and areas where DCS requires assistance and support. Subsequent to the presentation, the Director-General of Health has established a National Health Task Team to look into correctional health issues and make recommendations to both the Ministers of Health and of DCS.

Security

Operation Vala continues to make impact on security, particularly in relation to escapes. During the year under review, escapes have continued to show a downward trend. Some of the escapes that took place during the year under review can be attributed to large escapes from Qalakabusha Centre in KwaZulu-Natal and Mthata Medium Centre in the Eastern Cape. The process of improving security continued with 47 facilities having fences installed and 66 CCTVs mounted. The Department is still experiencing challenges in implementing biometric security in its facilities. The approval of the vetting field unit for DCS will assist in expediting the vetting of officials especially in critical areas such as maximum security facilities. DCS initiated a security threat and risk assessment project with NIA, SAPS, and COMSEC, which will deliver a report in 2008/09 to be used to review the work streams of the Security Enhancement Project initiated in 2007.

Human Resource capacity

There have been a number of improvements in human resource management of the Department. The launch and implementation of the Integrated Human Resource Strategy, approval of the headhunting framework for nurses and other scarce skills, and career-pathing for officials in security and rehabilitation are some of the major developments. In addition, the Excellence Awards is an innovation in recognition of excellence in performance.

Risk Management

The Risk Management Committee has functioned effectively throughout 2007/08. Quarterly Risk Mitigation Reports on the 2007/08 Significant and Prioritised Risk Profile have been presented to each Executive Management Committee meeting in 2007/08 focusing on recommendations to enhance the mitigation of each risk.

The 2008/09 Corporate Risk Profile was presented to the Executive Management Committee. Comparison of the 2007/08 and 2008/09 Prioritised Risk Profile indicates progress in mitigation of risks:

Comparison of significant and prioritised risks between 2007/08 and 2008/09

2007/08	2008/09	Comment
Risk No 1: Lack of effective monitoring and evaluation system	Risk No 8: Lack of effective monitoring & evaluation system	The multi-year MER Project initiated in 2007/08 which incorporates the piloting of the new Framework for Programme Performance Information has provided a framework for mitigation of this risk, and already improved the Department's ability to monitor and evaluate performance information.
Risk No 2: Non-Compliance with directives, policy and procedures and lack of internal control or supervision	Risk No 1: Non-compliance with directives, policy & procedures; lack of internal control & supervision; & resultant repeated audit queries	Implementation of the Compliance Improvement Plan developed in 2005 has been inspected over the last two years and significant improvement in compliance levels has been seen. Despite this, management has determined that non-compliance is the underlying cause of other risks and hence should be prioritised above others.
Risk No 3: Impact of HIV and AIDS and related risks	Risk No 13: Impact of HIV and AIDS & related risks	The prevalence survey has given an objective set of information in relation to HIV and AIDS amongst both members and inmates. The accreditation of ARV sites and the ongoing awareness programmes have had a significant impact on the management of HIV and AIDS in DCS.
Risk No 4: Inadequate resourcing in relation to scarce skills	Risk No 12: Inadequate resourcing in relation to scarce skills	While scarce skill resourcing remains a challenge for the Department, the retention strategy has been developed and implemented and the processes to provide occupational specific dispensations have commenced.
Risk No 5: Overcrowding due to Remand Detainees	Risk No 4: Overcrowding due to RDs	This risk remains a serious challenge, requiring the joint mitigation efforts of the Criminal Justice System. The remand detention system project and the case flow project led by the Department of Justice will impact on this risk.
Risk No 6: Repetition of audit queries	This has been included in risk 1 on non-compliance	The Department has established corporate governance arrangements to mitigate against this risk.
Risk No 7: Inadequate Management of Assets	Risk No 10: Inadequate Asset Management	Significant progress has been made on the management of assets in 2007/08 through the Verification of Assets Project. Various elements of risks attached to asset management that were previously identified as separate risks have been included in the description of this risk.
Risk No 8: Unacceptable turn around time from advert to appointment	Risk No 2: Unacceptable turn around time from advert to appointment & excessive vacancies	The vacancy rate continues to be a challenge both in relation to the challenge of recruiting and retaining scarce professional skills, and the creation of vacancies through the internal promotion processes. The delegation of appointment responsibilities to Regional Commissioners was initiated in 2007/08 and this will go a long way to reducing the turn around time from advert to appointment.
Risk No 9: Excessive Vacancies	This has been included in risk 2 above.	
Risk No 10: Existing infrastructure does not suit strategic direction of DCS	Risk No 7: Existing infrastructure does not suit strategic direction of DCS & inadequate contract management in relation to facilities	Little progress was made in 2007/08 on the framework for mitigation of this risk, but from February 2008 and into the new Financial Year, significant progress has been made in developing a mitigation framework, development of mitigation indicators and beginning the process of establishing baseline information.
Risk No 11: Inadequate capacity to deliver on training needs	Risk No 14: Ineffective implementation of HRD Strategy & Inadequate capacity to deliver on training needs	The risk related to staff training has received focused attention in 2007/08, with progress made in relation to middle and senior management training, ethics training, and basic training. The challenge of re-training of members on the White Paper strategic direction and the ongoing refresher training of members will be addressed through the process of establishing correctional services as a profession that began in 2007/08.

Comparison of significant and prioritised risks between 2007/08 and 2008/09

2007/08	2008/09	Comment
Risk No 12: Inadequate Fleet Management	This is included in risk 7	The computerisation of fleet management will contribute towards mitigating this risk.
Risk No 13: Non-adherence to OHS Act	Risk No 9: Non-adherence to OHS Act	Although significant progress has been made in putting capacity in place, DCS management remains concerned about the impact of non-compliance with health and safety requirements in the correctional services environment.
Risk No 14: Ineffective Implementation of Human Resource Development strategy	This has been included in new risk 14.	While there are still challenges, DCS has implemented several training programmes such as the Management Development Programme and Leadership Development Programmes.
Risk No 15: Inadequate synergy between strategic planning, budget and operational planning and performance management	Risk No 18: Inadequate synergy between strategic planning, budget & operational planning, & performance management to enable operational management to improve service delivery	In 2007/08, there has been significant improvement in the alignment of strategic, operational and resource planning. The development on the Monitoring, Evaluation and Reporting Project and the improvement of the quality of quarterly reporting will assist in mitigation of this risk.
Risk No 16: Lack of coherence of new organisational culture	Risk No 25: Lack of coherence of new organisational culture	This risk was maintained in the Prioritised Risk Profile due to the fact that little progress had been made in the development of a framework for mitigation this risk in 2007/08.
Risk No 17: Lack of comprehensive and accurate data	Risk No 16: Lack of comprehensive & accurate data	This risk remains a challenge in certain parts of the country due to absence of telephone and electricity grids. Alternative solutions are being considered in these areas. The level of non-compliance also contributes negatively to the mitigation of this risk.
Risk No 18: Lack of physical access control	This risk is included in risk 3 on security.	
Risk No 19: Inadequate loss control due to manipulation of systems		This risk has been successfully mitigated.
Risk No 20: Impact of study and sports leave on service delivery		This risk is addressed through the development of the Integrated Human Resource Strategy and review of policy.
Risk No 21: Inadequate Implementation of Integrated Human Resource strategy		The Integrated Human Resource Strategy was developed and it has been incorporated into the operational plan of the Corporate Services Branch.
Risk No 22: Inadequate control over partnerships in relation to Capital Works Programmes	This risk has been addressed in Risk 7.	
Risk No 23: Overcrowding due to Sentenced Inmates	Risk No 6: Overcrowding due to Sentenced Inmates	This risk remains a major challenge for DCS, particularly in relation to the trends in sentencing, the longer sentences being handed down and hence the slower turn over in bed space availability. At the end of 2007/08, the EMC tasked a review of the strategy to address overcrowding.
	Risk No 3: Non-compliance with security requirements & inadequate provision of security & safety minimum standards	This risk has been in the corporate risk profile, but has been evaluated to be of high probability and high impact in the 2007 Risk Assessment.

Comparison of significant and prioritised risks between 2007/08 and 2008/09

2007/08	2008/09	Comment
	Risk No 5: State of readiness for 7-Day establishment	This risk emanates from the 7-Day Establishment Project as a new risk
	Risk No 11: Inadequate management of Service Terminations, State Guarantees, Debt Management & Loss Control	This risk emanates from the 2006/07 Auditor General's Report
	Risk No 15: Lack of appropriate asset register for & management of immovable assets	This risk emanates from audits, from the work of the enhanced facilities management in DCS and from the regulatory framework in relation to immovable assets
	Risk No 17: Inadequate information related to medical aid expenditure	This risk emanates from the Auditor Generals Report 2006/07.
	Risk No 19: Absconding of parolees	This risk has been in the Corporate Risk Profile in previous years, and was deemed to be of higher impact and probability and hence included in the Significant and Prioritised Risk Profile.
	Risk No 20: Inadequate corruption prevention	This risk has been in the Corporate Risk Profile in the previous year, and was deemed to be of higher impact and probability and hence included in the Significant and Prioritised Risk Profile.
	Risk No 21: Unstable SITA networks	The Risk Assessment 2007 did not differentiate between Prioritised Risk and Technical Risk as in previous years and so included them in a single list of prioritised risk.
	Risk No 22: Inadequate management, integration & coordination of projects in DCS	This risk has emerged as the Department identified 8 Strategic Projects in 2007/08 and so has been included in the Risk profile for 2008/09.
	Risk No 23: Integration of IT system is lacking	The Risk Assessment 2007 did not differentiate between Prioritised Risk and Technical Risk as in previous years and so included them in a single list of prioritised risk.
	Risk No 24: Lack of business ownership of Info Systems	This risk has emerged out of the Master Information Systems Plan implementation.
	Risk No 26: Pharmaceutical services management	While significant progress had been made on asset management in 2007/08, DCS management is concerned that the management of pharmacies and the inventory of pharmacies remains a challenge.
	Risk No 27: Power failures	This risk had been localised to the W Cape previously, but with the electricity crisis taking on national proportions, it has been added to the Significant and Prioritised Risks.

The new prioritised risks of 2008/09 therefore are:

Priority Number	Risk
1	Non-compliance with directives, policy & procedures; lack of internal control & supervision; & resultant repeated audit queries
2	Unacceptable turn around time from advert to appointment & excessive vacancies
3	Non-compliance with security requirements & inadequate provision of security & safety minimum standards
4	Overcrowding due to Remand detainees
5	State of readiness for 7-Day establishment
6	Overcrowding due to Sentenced Inmates
7	Existing infrastructure does not suit strategic direction of DCS & inadequate contract management in relation to facilities
8	Lack of effective monitoring & evaluation system
9	Non-adherence to OHS Act
10	Inadequate Asset Management
11	Inadequate management of Service Terminations, State Guarantees, Debt Management & Loss Control
12	Inadequate resourcing in relation to scarce skills
13	Impact of HIV and AIDS & related risks
14	Ineffective implementation of HRD Strategy & inadequate capacity to deliver on training needs
15	Lack of appropriate asset register for & management of immovable assets
16	Lack of comprehensive & accurate data
17	Inadequate information related to medical aid expenditure
18	Inadequate synergy between strategic planning, budget & operational planning, & performance management to enable operational management to improve service delivery
19	Absconding of parolees
20	Inadequate corruption prevention
21	Unstable SITA networks
22	Inadequate management, integration & coordination of projects in DCS
23	Integration of IT system is lacking
24	Lack of business ownership of Info Systems

Priority Number	Risk
25	Lack of coherence of new organisational culture
26	Pharmaceutical services management
27	Power failures

Progress on Centres of Excellence

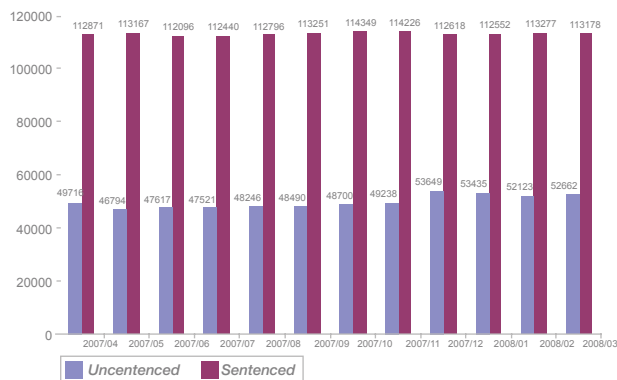
In the year under review, major progress has been made on work carried out by the respective departmental programmes in the Centres of Excellence (CoE). In particular the development of the management information system for the Heads of Correctional Centres (HCCs) which is a closed system pertaining to individual facilities has served to improve management of these centres to a large extent. All training efforts in the Department have prioritised CoE's including placement of interns and officials undergoing basic training for experiential purposes. The enhancement of human resources by the filling of 88 vacant posts in relation to CoE's will significantly improve implementation of programmes and policies. The Monitoring of the Correctional Services Act (CSA) Project mentioned above has commenced in the following six CoEs: Kroonstad, Cradock, Voorberg, Makhado, Emthonjeni and Empangeni Community Corrections. The six themes that are monitored are:

- Conditions of incarceration
- Oversight and protection of human rights
- Prison management
- Correctional Supervision and Parole Board
- Health Care
- Rehabilitation and Reintegration

The fieldwork has been completed and the outcomes need to be presented and workshopped.

2.4 Composition of Inmates

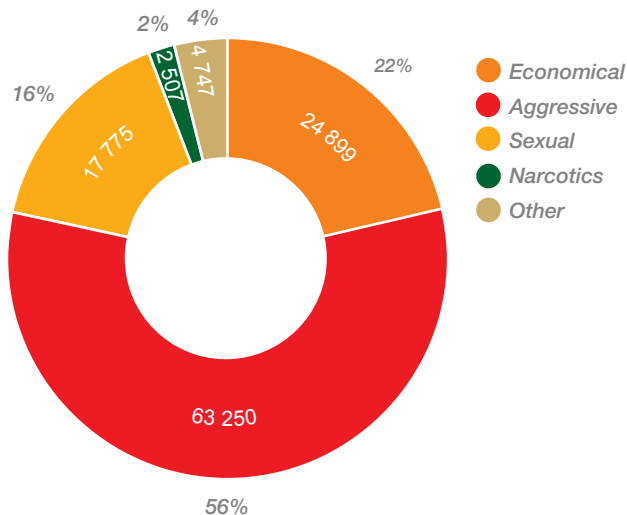
Graph 1: Inmate statistics - In custody 2007-2008



Graph 1 shows that inmate totals remained steady throughout the 2007/08 financial year. Compared to 2006/07 there was little difference. The trend during the financial year has been characterized by ups and downs

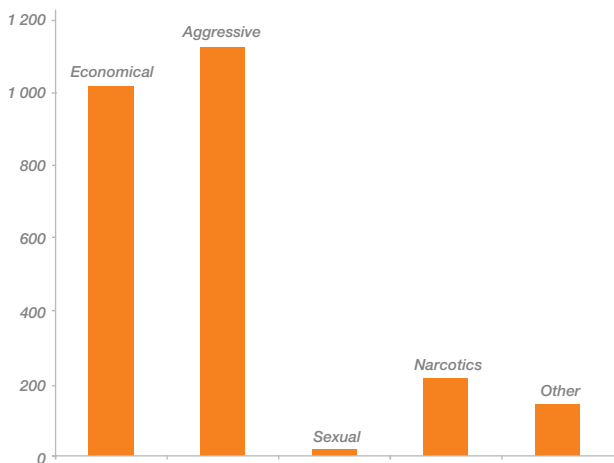
with an overall downward trend and most noticeably in the sentenced population.

Graph 2: Crime categories - Sentenced offenders in custody on 31 March 2008



The crime categories depicted above show that most offenders have been sentenced for aggressive crime. This is followed closely by economic crimes, sexual offences and other crimes, the lowest number being sentenced for narcotics. The focus of DCS programmes should therefore be needs-based, taking into account numbers in each crime category.

Graph 3: Crime Categories - Sentenced female offenders in custody on 31 March 2008

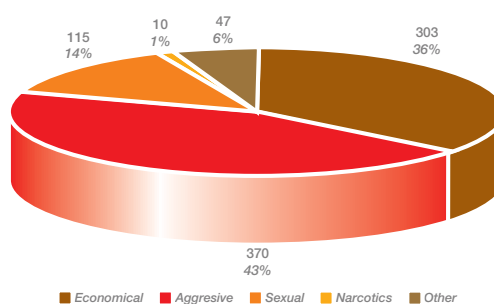


Graph 3 shows interesting trends in relation to graph 2 above. Aggressive crimes and economic crimes for women follow the same pattern as for overall crime categories in the previous graph. The marked difference is in sexual crimes, which are almost non-existent among women. Narcotics related crimes are more prominent among women, while sexual offences are more pronounced among men. While general sentences for narcotics are low, there is a probability that crimes such as theft, robbery and violence are affected by narcotics.

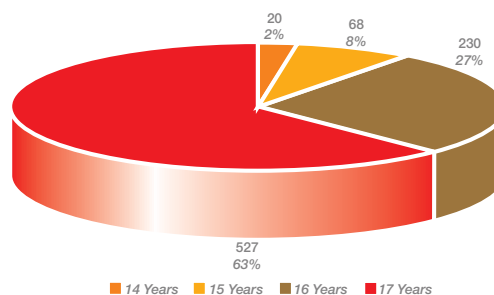
Graph 4: Number of Sentenced children 2007/2008



Graph 5: Crime Categories: Sentenced children as on 31 March 2008



Graph 6: Age Categories: Sentenced children as on 31 March 2008



Graphs 4, 5 and 6, respectively, show the number of children in custody, their ages and sentences. Graph 4 shows that there was a remarkable increase in the number of children in custody between July 2007 and November 2007. From November 2007 to December 2007, there was a significant drop which was maintained steadily until March 2008. The bulk of the children in custody are in the 16 to 17 age group. This implies that more efforts must be put into place to deal with children in custody but it also means that with the number of children sentenced for serious or violent crimes, the onus is on DCS to develop child targeted correction, care and development programmes.

2.5 Programme Performance



2.5.1 Programme 1: Administration

Purpose: Provide the administrative, management, financial, ICT, research, policy coordination and good governance support functions necessary for all service delivery by the Department and in support of the functions of the ministry.

Measurable Objectives

- A.1 To provide effective and efficient financial and supply chain management
- A.2 To ensure effective and legally sound policy compliance and corruption free management of Correctional Services
- A.3 To improve the human resource capacity and management to enable the Department to fulfil its mandate
- A.4 To ensure effective knowledge management through improved information management systems, information communication technology solutions, and services in order to ensure information driven decision-making
- A.5 To improve DCS service delivery through involvement in the international arena, cluster, and parliamentary liaison
- A.6 To provide platforms and services aimed at meeting information and communication needs of the public and the department
- A.7 To ensure effective strategic, operational and financial planning, compliance improvement, service delivery improvement, effective monitoring and evaluation, improved risk assessment & mitigation, appropriate operational management coordination and improved management of priority projects within DCS

Service Delivery highlights

Key outputs, indicators and targets for the programme administration

Measurable objective A.1: To provide effective and efficient financial and supply chain management.

Strategy	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
Strategy A.1.1: Improve organisational compliance with financial and supply chain management legislation, policies and procedures	Compliance with the requirements of financial and supply chain management principles	Reduced audit qualification matters on financial and supply chain management emanating from the departmental Audit Report	Completed Asset Register	<ul style="list-style-type: none"> • All offices and centres conducted an asset verification process and compiled an asset register
		Increase in number of trained financial and supply chain management personnel in Head Office and all 6 Regions by 60%.	Increase in number of trained Financial and Supply Chain Management personnel in Head Office and all 6 Regions by 60%.	<ul style="list-style-type: none"> • 1 600 officials were trained in Finance and Supply Chain Management an increase of 59.3% from the previous financial year

Strategy	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
		All regions and head office having financial and supply chain management personnel capacity	All regions and head office having financial and supply chain management personnel capacity	<ul style="list-style-type: none"> • Financed posts 223 • Filled posts 154 • Vacant posts 69 • 30.9% vacancy rate.
Strategy A.1.2: Align and improve procurement processes and contract management		Promote, monitor and evaluate affirmative procurement.	Promote, monitor and evaluate affirmative procurement.	<ul style="list-style-type: none"> • Contracts awarded to HDI's: • 1 183 contracts awarded in total to the value of R930 082 189 • 633 contracts awarded to black enterprises (including black women) to the value of R635 477 383 • 428 contracts awarded to black women-owned enterprises with a value of R269 114 815 • 122 contracts awarded to white women-owned enterprises with a value of R25 489 991 • 374 contracts awarded to non-HDI enterprises to the value of R74 144 711
		Creation of the database of all contracts	Creation of the database of all contracts	<ul style="list-style-type: none"> • Database of all contracts is available

Measurable Objective A.2: To ensure effective and legally sound policy compliance and corruption free management of Correctional Services

Strategies	Outputs	Service delivery indicators	Actual performance
Strategy A.2.1: Enhance measures to combat and prevent corruption, fraud and serious maladministration.	Corruption, fraud and serious maladministration cases investigated and reports with recommendations for disciplinary hearing and or prevention intervention made to code enforcement and management / the Department	Reported cases investigated	<ul style="list-style-type: none"> • Hundred and eighty-three (183) cases have been received from different sources. <ul style="list-style-type: none"> • 116 corruption cases; • 31 fraud; • 23 theft; • 13 serious maladministration and • 118 cases were finalized. • 27 cases were referred to Code Enforcement Unit implicating 57 officials. • The Qalakabusha escape where ten high-risk offenders escaped from the centre was investigated and was finalized within a period of two months. Recommendations were made for the discipline of sixteen (16) officials who were responsible for security at the time of the incident. The outcome of the second phase of the investigation focusing on management culpability recommended disciplinary action against managers who neglected their line function responsibilities.

Strategies	Outputs	Service delivery indicators	Actual performance
			<ul style="list-style-type: none"> • Investigations involving financial misconduct cases were undertaken wherein some senior members of the Department were subjected to disciplinary hearings. Four of them have been given final written warnings and one dismissed. • Three key investigations were conducted, with a view to addressing queries raised in the Auditor-General's report of the previous financial year: <ol style="list-style-type: none"> a) Management of suspensions within the Department: The project covered six (6) Regions and focused on suspensions extending beyond three months, highlighting the extent of non-compliance with policy; financial implication for the Department; payment of undue special danger allowance to officials on suspension and systemic flaws. On these focus areas, recommendations were, inter alia, that unduly paid allowances be recovered from officials concerned. b) Administration of incapacity leave: due to the complexity of the investigation, the scope only covered three Regions. The extent of non-compliance with policy as well as financial implications for the Department was highlighted. Herein also recommendations included recovery of undue allowances paid to undeserving officials. Further recommendations were made to address the gaps identified in the implementation of the incapacity leave policy. It was further recommended that responsibility managers be held accountable for failure to implement such recommendations.
			<p>Identification of gaps and non-compliance issues and holding responsibility managers accountable for omission or neglect of duty in that regard will result in improved administration of leave, thereby minimizing serious maladministration cases within the DCS.</p> <p>c) Procurement investigation: The investigation revealed corruption in the use of the three-quotation system in procurement of goods. Corruption varied from cover-quoting, fronting, splitting, rigging and fraud. Due to its complexity and lack of capacity the Special Investigations Unit (SIU) was requested to handle this project. Six reports have been submitted by the SIU with recommendations that certain officials be disciplined for corruption. Management Areas are being monitored for implementation of recommendations made by the SIU.</p> <p><i>Robust investigation of cases and discipline of officials deters perpetration by other officials and as such reduces corruption and strengthens management of the Department.</i></p> <p>The SIU has completed 6 farm investigations, 5 procurement investigations and 22 pharmacy investigations.</p>

Strategies	Outputs	Service delivery indicators	Actual performance
<p>Strategy A.2.2: Provision of legal support to management for decision making and efficient handling of litigation.</p>	<p>Legal advice / opinion provided to management and litigation efficiently handled in the interest of the Department.</p>	<p>Legal advice and opinion provided to management when requested.</p>	<ul style="list-style-type: none"> 67 Matters of legal advice and / or opinions provided to the Department. These include the legal opinion on the interpretation of Resolution 1 of 2007 with regard to payment of overtime and the legal advice provided on the implementation of recommendations made on the investigation into the death of an inmate at Mangaung Correctional Centre. Legal advice / assistance was given in seven (7) agreements entered into with the DCS.
		<p>Policies & procedures of the Department certified to be in line with existing legislation and policies of government.</p>	<p>17 policies of the Department were scrutinized and advice given before they could be legally certified.</p>
		<p>Quarterly reports on advice to management on litigation, arbitration cases and prominent legal issues impacting on, inter alia, Departmental policies.</p>	<ul style="list-style-type: none"> 27 motion applications, 55 arbitrations and 38 claims were handled. Litigation cases handled include the high profile case of the Minister of Correctional Services v. Dr. P.A. Theron; the defamation case which resulted in a settlement which was made an order of court. The second case also involved Dr. Theron who sought relief from the Court against both the Department of Correctional Services and the Department of Health (DOH) in order not to be transferred back to the DOH. This case was also settled out of court and Dr. Theron is back with the DOH. The other high profile case is the RMR Commodity Enterprise v. Minister of Finance and others wherein the DCS was cited as the 4th Respondent. Other departments such as the Department of Finance were also respondents in this matter. Following failure to secure a tender for the provision of blankets to the DCS' correctional centres, the Applicant sought a court order to stop the Respondents from proceeding with the procurement of blankets for correctional centres from the successful bidder. Judgement was given in favour of Government at the Durban High Court.
		<p>Reduced litigation risk based on utilisation of litigation trend analysis.</p>	<ul style="list-style-type: none"> The half-yearly trend analysis report for the period 1 April – 30 September 2007 revealed that a large number of claims emanate from motor vehicle accidents, and that motion applications relate to parole issues. The second half-yearly report is being finalized. Prominent issues identified are addressed through road shows / workshops in order to minimize litigation.
		<p>Workshops with managers in Head Office and all Regional Offices on specific legal subject to be identified, conducted.</p>	<ul style="list-style-type: none"> Seven road shows / workshops were held at six Regional Offices and Head Office. The following issues were addressed inter alia: forfeiture of state cover; failure to give reasons and prescriptions Road shows raise awareness on legal issues and equip decision-makers for taking legally correct actions. They are interventions to minimize the risk of litigation against the Department.

Strategies	Outputs	Service delivery indicators	Actual performance
		Legislation reviewed.	<ul style="list-style-type: none"> The Correctional Services Amendment Bill was certified by the Office of the Chief State Law Advisor on 30/04/07 after the constitutionality of certain clauses was corrected. The Bill was published in the Government Gazette on 18/05/07 and introduced in Parliament. The first reading was on 29 August 2007, the second reading on 18/10/07 after it had gone through the Portfolio Committee. The Bill was supported by all political parties. It was processed through the Select Committee during November 2007 and February 2008 and was due to complete the final stage in 2008/09. The Department does not have control on Parliamentary schedules and could therefore not achieve promulgation by 31 July 2007 as planned.
		Legal Services Policy and Legal Services Procedures developed and management at Head Office trained.	Policy for Legal Services was approved by the Minister in March 2008.
		Management in Head Office and all Regional Offices trained on anti-corruption policies and procedures and ethics.	<ul style="list-style-type: none"> 20 workshops / sessions on anti-corruption policies and procedures were conducted in the Regions: <ul style="list-style-type: none"> EC: East London, Middledrift, Mthatha and St.Albans KZN: Pietermaritzburg, Durban, Empangeni and Ncome GP: Baviaanspoort and Zonderwater LMN: Rooigrond, Polokwane and Rustenburg FS / NC: Kroonstad, Grootvlei and Groenpunt WC: Pollsmoor, George, Malmesbury, Goodwood and Drakenstein. Two presentations were made to the Parole Board Chairpersons and deputy Chairpersons comprising 116 attendants. Promotional items were distributed to promote zero tolerance and anti-corruption awareness (bookmarks, stickers, posters, lanyards, folders, pens, memo clips and license disk holders. The message distributed on all these items calls upon everyone to fight fraud and corruption through reporting and to promote zero tolerance and includes the National Anti-Corruption Hotline toll free number administered by the Office of the Public Service Commission. Many of the DCS investigations are referrals from the Hotline. <p>Employees are being made aware of the DCS Anti-corruption strategy, anti-corruption policy and procedures, the fraud prevention policy as well as the DCS whistle-blowing policy. It is intended that this will encourage ethical behaviour on the part of DCS employees.</p>
		Implementation of recommendations.	Implementations of recommendations were monitored and reports submitted to executive management. More frequent reporting was impractical due to the fact that Management Areas have to be given time to implement recommendations made.

Strategies	Outputs	Service delivery indicators	Actual performance
		Targeted anti-corruption/fraud and maladministration strategy	<ul style="list-style-type: none"> Two half-yearly trend analysis reports on fraud, corruption and serious maladministration covering the periods, 1 April 2007 to 30 September 2007 and 1 October 2007 to 31 March 2008 have been compiled and submitted to executive management. The reports highlighted the prevalence of these cases and the possible causes thereof.
		Policy on vetting produced. Vetting capacity established and vetting plan developed and implemented.	<ul style="list-style-type: none"> Two briefing sessions were held with NIA which undertook to conduct the Threat Risk Analysis (TRA). This would put the Department in a better position to develop a vetting plan. Request was made to the Human Resource unit of the DCS to conduct a work study for the Vetting Fieldwork Unit. This was finalised at end of September 2007 and approval for the structure was granted during October 2007. Members of the Integrity Desk which fell within the DIU attended a security course at NIA in preparation for the task. The Vetting Policy was approved by the Minister during September 2007. Whilst awaiting establishment of the Vetting Fieldwork Unit the Integrity Desk unit continued to coordinate the vetting process through the submission of vetting forms, and pre-employment screening to NIA. Of 897 vetting forms 523 were sent back to officials to rectify, 344 were submitted for vetting and 30 clearances were received from NIA. NIA also did the pre-employment screening of senior managers. Also whilst awaiting the establishment of the Vetting Fieldwork Unit twenty awareness workshops on vetting were conducted nationally. The Vetting Fieldwork Unit was established and redeployed to the Security Standards section with effect from 1 November 2007. DCS complied with the Cabinet decision for the establishment of vetting units by departments. Pre-employment screening of senior managers ensured that reputable candidates are appointed.
Strategy A.2.3: Enforcement of Disciplinary Code to eradicate corruption, fraud and serious maladministration.	Reports on finalised disciplinary hearings conducted against transgressing officials provided to management.	Number of finalized disciplinary hearing cases.	<ul style="list-style-type: none"> 56 disciplinary hearing cases relating to fraud and corruption finalised during this financial year. Conviction rate 96,5%. (30 dismissals, 17 written warnings, 2 acquittals, 1 suspension for two months without pay, 4 resignations, 1 demotion and 1 withdrawn due to non-availability of witnesses). Cases referred by DIU for disciplinary hearing include the following high profile cases: <ul style="list-style-type: none"> a) The Qalakabusha Escape where 13 members were charged in 6 different hearings. The status of the case is 11 finalized and 2 outstanding (8 dismissals, 1 demotion, 2 acquittals, and 2 outstanding). The case against the outstanding members is partly-heard and continued on 19 May 2008.

Strategies	Outputs	Service delivery indicators	Actual performance
			<p>b) Ananias Mathe Escape – 13 members were charged in 1 hearing. A number of points <i>in limine</i> were raised during the hearing which started in 2007. Rulings were made in favour of the Employer. There are five (5) representatives representing the 13 employees and this impacts on the length of the trial which is still continuing in May 2008.</p> <p>c) Disciplinary hearings involving six (6) senior members of the DCS were dealt with: Two written warnings, one final written warning, one dismissal, one acquittal and the other one resigned after receiving a letter of demotion.</p> <p>d) The Helderstroom case where 16 officials were dismissed for assault which resulted in the death of an inmate.</p> <p>The hearings and the sanctions imposed instil discipline within the DCS, and emphasizes the Department's stance of zero-tolerance against corruption.</p> <ul style="list-style-type: none"> The Jali Commission recommendations relating to disciplinary hearing cases have been finalized. The interim report recommended action to be taken against 94 officials. The outcome of the disciplinary hearing cases were as follows: 43 dismissals, 18 written warnings, 26 cases withdrawn (due lack of evidence or non-availability of witnesses) and seven resignations. The final report recommended disciplinary action to be taken against 106 officials. The outcome of the disciplinary hearing cases were as follows: 2 dismissals, 21 written warnings, 41 withdrawn (due lack of evidence or non-availability of witnesses), 10 acquittals, 5 counselling, 20 resignations and 7 deceased. One of the challenges faced with these cases was the availability of chairpersons who got held up in their other line function duties which are in their workplans / performance agreements. In order to overcome this a strategy was developed in terms of which this project had to form part of identified officials' workplans / performance agreements, and they also had to be assessed on that activity. <p>The attitude by the Department in implementing the Jali Commission recommendations is a demonstration of its commitment to enhancing its management, reputation and integrity, and also its stance of zero-tolerance against corruption.</p> <ul style="list-style-type: none"> MEDCOR fraud cases: These are also cases that emanated from the Jali Commission of enquiry. The Directorate of Special Operations (DSO), the South African Police Services (SAPS) and the Special Investigations Unit (SIU) assisted the Department with the investigation. 701 officials, working with doctors and nurses, were found to have been involved in medical aid fraud. Whilst criminal prosecution is proceeding

Strategies	Outputs	Service delivery indicators	Actual performance
		<p>Trend analysis submitted to management.</p> <p>Quarterly reports submitted to executive management.</p> <p>Training Workshops in Head Office and all Regional Offices for officials identified as chairpersons and initiators.</p>	<p>the Department has given final written warnings to those officials who have admitted guilt. The final written warning is coupled with payment for loss suffered by the DCS as a result of fraud committed. Final written warning letters have already been issued to 353 officials who have also signed acknowledgement of debt with the Department through SIU. The total figure that will be recovered from the 353 officials is R6 454 100. In addition to the money owed, officials will also pay 25% of the money so owed to the Criminal Asset Recovery Account (CARA). The KwaZulu-Natal Regional Office has taken over the process and once finalized disciplinary action will proceed against officials who did not admit guilt.</p> <p>The advantage of this process is that the DCS is put in a position where the officials involved have to repay the money with which they defrauded the Department.</p> <ul style="list-style-type: none"> • A trend analysis report for the period 1 March 2007 – 30 September 2007 was produced. It was found that most of the transgressions related to dealings between officials and inmates. The transgressions related to dealing in drugs, exchange of money and other prohibited items. Although statistics were obtained from the Directorate: Employee Relations with regard to fraud, corruption and serious maladministration cases when compiling this report, it was evident that their classification of such cases differed with the classification by DIU and CEU. Consequently this made the analysis difficult. A recommendation was therefore made for Employee Relations to work with CEU and Information Management in developing an improved classification. The National Commissioner approved the recommendation and directed that the Director: Employee Relations should lead the process. • Due to the fact that Employee Relations changed the reporting format, it was difficult for CEU to produce the 2nd bi-annual trend analysis report to the executive management. • Implementations of recommendations were monitored and reports submitted to executive management. • Seven workshops were conducted. Other chairpersons who had already attended the basic training were trained on an advanced training course.

Strategies	Outputs	Service delivery indicators	Actual performance
Strategy A.2.4: Alignment of procedures with policies of the department	Coherent policy and procedure framework for DCS in line with the White Paper	Quarterly audit report of policies and procedures developed, A and B Orders replaced, policy gaps, monitoring and evaluation, and policy review	<ul style="list-style-type: none"> Nine policies were approved in this financial year. Seventeen policies were submitted for approval. Sixteen procedures were approved.
		Completion of training of managers including CoE within the period of 8 months	<ul style="list-style-type: none"> Four hundred and thirteen officials were trained nationally on policy development and implementation comprising fifty SMS and three hundred and sixty-three MMS.
		Approved policy and procedure implementation framework and monitoring & evaluation system	<ul style="list-style-type: none"> A draft framework is available. The monitoring and evaluation system has been absorbed by the Monitoring, Evaluation and Reporting Project.

Measurable Objective A 3: To improve human resource capacity and management to enable DCS to fulfil its mandate

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
Strategy A.3.1 Improve provision, maintenance and management of human resources	Sufficient and capacitated members and management Improved HR functioning	Employment of the remaining 2 627 entry level employees	2 627 entry level employees	<ul style="list-style-type: none"> 2627 entry level posts filled.
			Audit progress of appointments and placements for 7 Day Establishment in line with the financed establishment	<ul style="list-style-type: none"> Audit completed. All 8311 posts filled; recruitment process activated for filling of vacant 7 Day Establishment posts lost as a result of natural attrition
		Reduce the vacancy rate to 5%	Advertise and fill posts on a monthly basis	<ul style="list-style-type: none"> Out of a total of 2 525 posts advertised, 993 were filled internally and 925 were filled with external candidates
		Reduce the average turnaround time for the filling of positions to 90 days	Obtain approval for the HR Provisioning delegations of authority	<ul style="list-style-type: none"> Delegations of authority to decentralise recruitment processes to the regions approved.
			Development and workshop of Recruitment Guidelines with regions	<ul style="list-style-type: none"> Recruitment guidelines developed and disseminated to the regions

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
		Develop and implement a scarce and critical skills strategy	Obtain approval for Recruitment and Retention Strategy and implement the first phase of the action plan	<ul style="list-style-type: none"> Recruitment and Retention Strategy approved. The following interventions implemented: <ul style="list-style-type: none"> Counter offers Head hunting Translation of nurses in line with the Primary Health Care stream of the OSD Upgrading of the levels of health professionals (Pharmacists, Intern Psychologists and Medical Practitioners)
		Conduct baseline culture survey	Procure services of company to do survey	<ul style="list-style-type: none"> Tender specifications developed and approved. Survey could not be undertaken because of lack of funds
		Finalize Integrated Employment Equity Plan	Develop Change Management Model on results of survey	<ul style="list-style-type: none"> Development of the change management model is dependent on the results of the Survey which was postponed to the next financial year due to financial constraints.
			Integrated Employment Equity Plan developed	<ul style="list-style-type: none"> Plan developed and progress reported in the SDI below
		Approved Employment Equity targets Implemented	<ul style="list-style-type: none"> Approved Employment Equity targets available Final draft of Affirmative Action Programme Available 	<ul style="list-style-type: none"> Employment Equity Targets approved SMS level progress over the annual period is 6%. Women moved from 23% to 29%. Level 1-12 progress of previously disadvantaged women is 3% - moved from 24% to 27%. People with disabilities moved from 0.3% to 0.5%. Development of Affirmative Action Programme finalised.

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
		Implement and roll out revised Performance Management System (PMDS) for DCS	Revision of PMDS for levels 2 to 12	<ul style="list-style-type: none"> PMDS revised (incorporating the management of poor performance) and consulted with labour. Currently being implemented.
			Implementation of Competency Based Assessments for SMS non performers	<ul style="list-style-type: none"> Arrangements made for Competency Based Assessments for SMS non performers.
			Finalise the interim promotion arrangement for levels 5 to 7	<ul style="list-style-type: none"> 824 level 7 posts and 612 level 6 posts finalised in 6 regions for the final phase of the interim promotions assessment.
			Develop a career management model for the DCS	<ul style="list-style-type: none"> Occupational specific dispensations (OSD's) for correctional officers are being developed. This is a process with DPSA and NT and in terms of time-frames provided it meant to have been finished in 2007/08. Career management models for Nurses, Social Workers, Legal officials, Medical practitioners, Pharmacists, Psychologists and Correctional Officials will be integrated in the OSDs.
		Implement Integrated HR Strategy	Incorporate objectives of the strategy into the strategic plan	<ul style="list-style-type: none"> All service delivery indicators related to Human Resources Management in the strategic plan emanate from the Integrated HR Strategy.
			Vacancies in Centres of Excellence prioritised and filled	<ul style="list-style-type: none"> In the 36 Centres of Excellence 196 posts were advertised and a total of 88 were filled (44.8%).
			Market DCS at local career exhibitions	<ul style="list-style-type: none"> Career exhibitions held in 3 of the Regions.
			Register DCS as a service provider for Community Service with Dept of Health	<ul style="list-style-type: none"> DCS registered as a service provider for Community Service with Dept of Health.

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
			Develop a programme to prepare and support employees who will exit the Department through retirement	<ul style="list-style-type: none"> Programme developed and implemented as part of EAP programmes in the regions.
		Develop an Integrated HR Plan	Integrated HR Plan developed	<ul style="list-style-type: none"> Integrated HR Plan developed.
			Develop a Competency Management Framework	<ul style="list-style-type: none"> DCS has interacted with DPSA and has decided to await the Competency Based Assessment System being developed for the Public Service. Competency based assessments for non-performing SMS members approved.
		Implementation of the PERSAL Data Management and Access Security Policy and Procedure	Obtain approval for the PERSAL Data Management and Access Security Policy procedure	<ul style="list-style-type: none"> PERSAL Data Management and Access Security Policy procedure approved.
			Conduct bi-monthly PERSAL forum meetings (include workshop of policy and procedure in meetings)	<ul style="list-style-type: none"> National PERSAL Steering Committee and Regional PERSAL Forum Meetings conducted.
			Conduct regional PERSAL inspections	<ul style="list-style-type: none"> Regional PERSAL inspection / compliance diagnosis visits conducted (including attendance of Regional forum meetings).
			Train 300 officials in comprehensive PERSAL course	<ul style="list-style-type: none"> 273 officials trained in PERSAL.
			Audit and rectify establishment discrepancies	<ul style="list-style-type: none"> Out of adjustment employment on the system reduced from 18 289 to 878 Job titles of all posts and incumbents corrected in line with the CORE
			Biometric access for PERSAL fully implemented at all stations	<ul style="list-style-type: none"> Biometric access for PERSAL fully implemented at all stations.

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
Strategy A.3.2: Improve provision of employee wellness programmes	Healthy and safe employees	Finalise integrated employee health and wellness Strategy	Develop and obtain approval for the integrated Wellness Strategy	<ul style="list-style-type: none"> Integrated strategy and implementation plan developed and presented to regions in national work session.
			Improve and provide Employee Wellness Programmes as outlined in the Integrated Employee Wellness Strategy	<ul style="list-style-type: none"> 4 026 individual cases dealt with. 2 522 officials trained in EAP programmes. 13 479 employees reached in terms of wellness programmes.
		Implement the recommendations or results of the HIV and AIDS prevalence survey	Analyse recommendations and develop implementation plan	<ul style="list-style-type: none"> Comprehensive HIV and AIDS and STI strategy aligned to the NSP (National Strategic Plan) and implementation plan developed.
			Develop a risk mitigation plan for HIV and AIDS	<ul style="list-style-type: none"> Risk mitigation plan developed and reported on as part of the Department's Risk Mitigation Framework.
			Conduct a national audit on baselines	<ul style="list-style-type: none"> Audit conducted on EAP programme baselines in 4 regions.
			Training of officials on HIV and AIDS	<ul style="list-style-type: none"> 548 officials attended an HIV and AIDS capacity development work session.
		Develop and implement a plan for the Occupational Health and Safety compliance in the DCS	Statutory appointees appointed and trained	<ul style="list-style-type: none"> Senior Managers appointed and trained in their OHS responsibilities.
			Establish OHS committees	<ul style="list-style-type: none"> 80% of OHS committees established nationally.
			Health and Safety representatives trained	<ul style="list-style-type: none"> 30% of health and safety representatives trained.
			Pilot risk assessment and medical surveillance at one of the correctional centres	<ul style="list-style-type: none"> Finalised phase 1 of the Occupational Risk Assessment pilot project in Pollsmoor Management Area.
			Audit of Compensation for Injury on Duty (COID)	<ul style="list-style-type: none"> Audit of COID done and detailed report available.
			Develop and obtain approval for the integrated Wellness Strategy	<ul style="list-style-type: none"> Integrated strategy and implementation plan developed.

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
				<ul style="list-style-type: none"> • 14 National Tournaments held. • Cricket - 140 participants • Lawn Bowls - 150 participants • Darts - 120 participants • Handball - 300 participants • Netball - 160 participants • Soccer - 300 participants • Tennis - 140 participants • Comrades Marathon - 150 participants • Fresh Water Angling - 160 participants • Rugby inter – tournament - 22 officials • The National Choir Festival was a joint participation with offenders – a programme sponsored by the SABC, 400 members took part in the festival.
			<ul style="list-style-type: none"> • Improve and provide Employee Wellness Programmes as outlined in the Integrated Employee Wellness Strategy • Participate in the SARU invitation Women's Day celebration Establish business relations with Sport Recreation SA and THETA • Establish business partnership with SABC • Forge business relations with Squash South Africa • Establish business relations with Athletics South Africa • Participate at THETA Fitness Convention Conference • Management of International participation • Building of regional working relations with SADC member states • Conducted health as 	<ul style="list-style-type: none"> • Participated in the SAPS Choir competition festival at their invitation. • Conducted National Introductory Aerobics Workshop for 48 Management Areas including Head Office. 60 members were trained. Established Aerobics clubs in all regions and Head Office. • 5 Squash Officials were trained in a Management Course for Sport and Recreation. • 30 Coaches were trained in a level one coaching course. • 33 trained in Technical officiating level 2 courses. • 60 trained in level one netball coaching course. • Hosted the 2nd Annual of Security Cluster Games – SANDF, NIA

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
			assessment for the DCS national team	<p>and DCS participated. 450 officials took part in the event.</p> <ul style="list-style-type: none"> • Handed over the SADC Games Chairperson and Secretariat to the 2008 host country i.e. Zimbabwe Attended and participated at the SADC Games Working Committee Meeting in Zimbabwe. Refined the SADC Games Constitution Presented and delivered a successful Team South Africa at the 2007 World Police and Fire Games. • DCS was placed in position 8 out of 60 countries. Team contingent consisted of 135 members. • Approval by the Minister to bid for 2015 World Police and Fire Games. • Developed 60 female members in Golf. • Conducted golf refresher's course for 85 officials. • Fresh Water Angling development.
Strategy A.3.3: Improve employee relations	Improve relations between management, employees and unions	Functional employer-employee relations structures and processes	Launch regional and management area Employee Relations forums	<ul style="list-style-type: none"> • Regional and management area forums launched and visits conducted to monitor their operations.
			Relations by Objectives process monitored in the regions	<ul style="list-style-type: none"> • RBO process initiated in all regions and is being monitored by means of visits to the ER forums.
			Issuing of Strike Management Guidelines	<ul style="list-style-type: none"> • Strike Management Guidelines developed and issued to managers and Departmental Bargaining Chamber (DCS did not participate in Public Service wage strike in June 2007).

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
			Revision of Employee Relations Policy and Procedures to include Grievance Procedure and Suspensions Policy	<ul style="list-style-type: none"> Employee Relations Policy was approved. Procedures are in the process of approval. Grievance Procedure has been completed and is subject for negotiations at the Departmental Bargaining Council. Suspension Policy / Procedures has been approved.
			Train 500 officials in the DCS Disciplinary Code and Procedure	<ul style="list-style-type: none"> 500 targeted officials trained.
Strategy A.3.4: Implementation of human resource development policy and strategy	Capable and competent employees	Implement bilateral agreement signed with Zambia Prison Service	Conduct needs analysis	<ul style="list-style-type: none"> The needs analysis was conducted and a follow-up meeting was also attended in Zambia from the 2-7 September 2007.
		Implement internship programmes targeting 1 500 interns	1 500 interns	<ul style="list-style-type: none"> Of 2 000 interns offered an opportunity for practical training in the DCS 1 387 completed the programme.
		Develop and implement three new Learnerships or skills programmes	Develop and implement three new Learnerships or skills programmes	<ul style="list-style-type: none"> Public admin learnership Programme has been finalised. SASSETA has appointed a provider to consolidate and finalise the learner material. All Trainers in the department have been subjected to Occupationally Directed Education, Training and Development Programme (ODETDP).
		Training provided in line with Workplace Skills Plan and annual training programme	Training provided in line with Workplace Skills Plan and annual training programme	<ul style="list-style-type: none"> Functional training is provided in line with the Annual Training Report.
		Establish a task team to develop a framework document and conduct research	Appoint a service provider to conduct research	<ul style="list-style-type: none"> A Technical task team was appointed by the Minister of Correctional Services to conduct research and to establish the Correctional Council.

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
		Conduct needs analysis and relevant training	Conduct needs analysis and relevant training	<ul style="list-style-type: none"> Policies and procedures, as well as Competency Framework on Social Reintegration have not been finalised yet.
		Conduct extensive needs analysis and produce a report	Conduct extensive needs analysis and produce a report	<ul style="list-style-type: none"> A new intervention is being considered with SASSETA and also awaiting changes on the operations of C-Max.
		Complete training in all centres of excellence	Complete training in all centers of excellence	<ul style="list-style-type: none"> Training on ORP was conducted in all CoE.
		Develop and implement training manuals for relevant steps of the Offender Rehabilitation Path to cover all centers of excellence	Develop and implement training manuals for relevant steps of the Offender Rehabilitation Path to cover all centers of excellence	<ul style="list-style-type: none"> Training manuals for relevant steps on ORP are being finalised and will be implemented in the next financial year.
Strategy A.3.5: Alignment of organisation structure with functions of the DCS	Organisational structure that is aligned to the functions of the DCS and the post establishment	Departmental Core and Non Core functions specified	Departmental Core and Non Core functions specified	<ul style="list-style-type: none"> Concept document on the Alignment of structure and functions approved including Specification of Departmental Core and Non Core functions.
			Aligned functions at various levels to create synergy between strategic and operational levels	<ul style="list-style-type: none"> Identification and allocation of functions to management levels
			Critical identified posts funded in consultation with finance	<ul style="list-style-type: none"> Critical posts for funding identified (Total budget required R41 000 702 for Head Office and R391 724 328 for regions).
			Approved organisational structure that is aligned to the post establishment	<ul style="list-style-type: none"> Functional structure approved.
		Improved recruitment delivery standards	Improved recruitment delivery standards	<ul style="list-style-type: none"> See A.3.1 above
		Impediments to fill DCS established addressed	Impediments to fill DCS established addressed	<ul style="list-style-type: none"> See A.3.1 above

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
		Capacity concerns in respect of critical service delivery areas	Capacity concerns in respect of critical service delivery areas	<ul style="list-style-type: none"> See A.3.1 above

Measurable objective A.4: To ensure effective Knowledge Management through improved information management systems, information communication technology solutions, and services in order to ensure information driven decision-making

Strategies	Outputs	Service delivery indicator	Actual performance
Strategy A.4.1: Management of and access to management information	Accessible information in appropriate form for various role players in DCS, information driven decision making and effective control of record management	Increase by 100% in Directorates with accurate, up-to-date, web based information system MIS, databases	<ul style="list-style-type: none"> Ten out of the eleven data bases (90, 9%) that were identified are operational and being maintained on the DCS portal.
		Updated Information Management Plan to inform IT systems	<ul style="list-style-type: none"> The Information Management Plan is continuously updated through user requirement specification and operational user forum sessions. 28 User requirement specification sessions were conducted. The following user needs were identified per directorate: parole releases, Lesedi III, Head of Correctional Centres, and skills development.
		Implementation of record management plan and compliance	<ul style="list-style-type: none"> Deputy information officers have been trained by the South African Human Rights Commission. The annual PAIA section 32 report has been submitted to the Commission as required. The electronic document management system phase 1(the analysis phase) has been completed. The records management audit has been completed.
		Increased information on intranet, internet, in web based information systems and in MIS based on business needs as outlined in the MISP 2007/08	<ul style="list-style-type: none"> In addressing service delivery information needs 65 customised management reports were made accessible on the MIS. In addition 11 customised PERSAL reports were also created. Code Enforcement system (Lesedi II) and Skills Development operational system were implemented.
		Survey reports on management information access and usage	<ul style="list-style-type: none"> According to utilisation report of the MIS a total of 12156 enquiries for reports were made. Of this 34% enquiries were for management and customized management reports. 29% focused on other service delivery information reports. The remaining 37% utilisation was for entry level enquiries.
		Implementation of an Integrated Multi-year Resource Centre and Libraries Plan	<ul style="list-style-type: none"> The development of an Integrated Multi-Year-Plan that will inform both offenders and personnel operations is in process. The National Steering Committee for the development of information resource centres and libraries has been established. The establishment of resource centres in the regions has started with Information Communication Technologies (ICT) distributed to pilot sites.

Strategies	Outputs	Service delivery indicator	Actual performance
Strategy A.4.2: Provision of quality research and accessible research findings/ reports	Research driven decision making	Approved and marketed re- search agenda	<ul style="list-style-type: none"> The research agenda has been approved, disseminated to academic institutions and placed on the internet and intranet.
		Research reports /findings	<ul style="list-style-type: none"> Six reports on commissioned research have been compiled.
		Database of pro- cessed applica- tions and com- pleted research	<ul style="list-style-type: none"> A database of all approved applications has been created.
		Research forum sessions held and ensure accessibi- lity of reports	<ul style="list-style-type: none"> Four Research reports were presented to the Executive Management Committee of the Department, and one Policy research forum was held.
Strategy A 4.3: Development of ICT systems to support DCS Knowledge & Information Mana- gement Plan	Information driven decision making and effective monitoring and evaluation	Start implementa- tion plan of level 2	<ul style="list-style-type: none"> IT Governance ICT procedures refined and submitted for approval SITA proposal accepted which will cover the following aspects of capability/maturity Assessment of the current state of affairs (As-is) Gap Analysis Capability Maturity Improvement Plan
	Business aligned and informed systems, which assists the department to achieve its strategic objectives	Review, update and implement plan. Priority 1 initiatives	<p>The GITO Operational Plan was aligned with the MISP Roadmap in order to focus on Priority 1 Business Solutions as well as other IT solutions. A change management strategy was developed which will cover all projects. All projects on the GITO Operational Plan are at various stages of development:</p> <p>Remand Detainee Offender Management System (RDOMS):</p> <ul style="list-style-type: none"> User Requirements Specification completed Program Specification Design completed for Parole, Assessment, A&R and Supervision. <p>Integrated Corporate Services System (Phetogo):</p> <ul style="list-style-type: none"> Phase 1: Workshop held with IFMS Programme Office to confirm current status of IFMS HR and collaboration opportunities. Phase 2: Dependent on Phase 1. Phase 3: User Requirements Specification (URS) for duty scheduling on route for approval. Phase 4: Medical Aid – Technical Design Specification (TDS) in progress. Program created to capture Life Certificate data in database. Requirements received from regions. Hardware procured and delivered. <p>Electronic Document and Records Management System:</p> <ul style="list-style-type: none"> URS completed. Request for Quotation (RFQ) sent to industry. Submission made to Commissioner for the ap- pointment of a vendor. <p>Enterprise Architecture</p> <ul style="list-style-type: none"> Draft data, application and infrastructure “to be”

Strategies	Outputs	Service delivery indicator	Actual performance
			<ul style="list-style-type: none"> • architectures published for review and comment. • Person models defined and incorporated into holistic model. • Consolidated model built for RDOMS. <p>Cluster and Parliamentary Liaison:</p> <ul style="list-style-type: none"> • Business Case completed. • User Requirement Specification 85% completed. <p>Web Revamp (Internet/Intranet):</p> <ul style="list-style-type: none"> • Business Case approved. • Project initiated. <p>National Contact Centre (NCC):</p> <ul style="list-style-type: none"> • Business Case complete – awaiting signoff. • Project Charter – approved. • User Requirements Specification (Phase 1) – awaiting signoff. • Technical Design Specification (Phase 1) – completed. • Development (Phase 1) – Call Flow Manager; Inbound Agent and Call Management; Outbound Call Manager; Dialler Management; IVR Call Management; Call Flow Statistics; NCC workflow engine – ready for User Acceptance Testing and Quality Assurance. <p>Integrated Legal Services System (Lesedi):</p> <ul style="list-style-type: none"> • Phase 1 (DIU) – complete. • Phase 2 (Code Enforcement) – User Requirements Specification complete; Project Charter complete; Technical Design Specification complete; system development and testing complete; system handed over to CRM to install. • Phase 3 (Legal Services) – User Requirements complete; TDS in progress. <p>HP Openview:</p> <ul style="list-style-type: none"> • Openview solution to proactively monitor and manage file servers – complete. • Client (Desktop) management solution – complete. <p>Biometric Access Solution for Persal:</p> <ul style="list-style-type: none"> • Complete. <p>Inmate Tracking System:</p> <ul style="list-style-type: none"> • Johannesburg Management Area – complete. • Identity Management System. • Implementation complete. • Change management, single sign-on and secure login to be finalised. <p>Access Point Name (APN) (MobiGov):</p> <ul style="list-style-type: none"> • 50 Edge cards received from SITA. • Awaiting balance of 250 cards.
	Integrated Technologies which ensures synergy and facilitates the department's optimal utilisation	Audit of existing systems Development of an integration plan for systems Phase 1 imple-	<ul style="list-style-type: none"> • Technology Strategy developed and approved • A Memorandum of Understanding was signed between DCS, the CSIR and Business against Crime regarding the implementation of the Technology Strategy.

Strategies	Outputs	Service delivery indicator	Actual performance
	of resources	mentation	
		Piloting OSS	The kernel component of all Novell servers was upgraded to Linux technology. This ensures a cost-effective software product that can be highly customised and delivered on time and within budget. This solution also affords the DCS the opportunity to own the Contact Centre Intellectual Property and to on-sell its solution should it so desire.

Measurable objective A.5: To improve DCS service delivery through involvement in the international arena, cluster, and parliamentary liaison

Strategies	Outputs	Service Delivery Indicator	Actual Performance
Strategy A5.1: To mainstream Corrections and Criminal Justice into multilateral processes of SADC, AU, UN and international organisations and to build partnership through bilaterals and through international travel, prioritising the African Continent	Corrections and Criminal Justice issues integrated into African and Global Multilateral process and Corrections located within African conflict resolution and post conflict reconstruction	Participate in the ICPA, IPCA and other relevant corrections organisations	<ul style="list-style-type: none"> DCS represented during the ICPA and IPCA Conferences that took place in October and November 2007.
		Participate in the UNCCPCJ, SADC, and AU	<ul style="list-style-type: none"> Attendance of UN HIV Workshop, Vienna, Austria: 19-21 February 2008 DCS had the opportunity to benchmark with international experts in the field of HIV and AIDS, and lessons learnt will be ploughed back into the Department. DCS was represented at the SADC Games that took place in Zimbabwe from 7-8 February 2008. A delegation led by the National Commissioner attended the SADC meeting in Angola from 12-15 March 2008.
		Participate in CESCO conference in Swaziland	<ul style="list-style-type: none"> Assisted Swaziland in preparing for the meeting of the Association of Correctional Services of Africa (ACSA).
		Participate in inaugural conference of AACSA	<ul style="list-style-type: none"> Finalised the ACSA constitution and the terms of reference for financial control and the appointment of an auditor and agreed on the possible host for the launch of ACSA.
		Conclude co-operation agreements with at least 3 countries in line with the department's strategic outcome	<ul style="list-style-type: none"> MOU signed with Lesotho.
		Manage implementation of contents of cooperation agreements	<ul style="list-style-type: none"> The Department concluded an agreement with Lesotho. Implementation of agreement with Zambia has started and agreement with Rwanda is being concluded.
		Facilitated and coordinated visits to and information from countries with identified best practices At least 3 countries	<ul style="list-style-type: none"> The Directorate International Relations management to coordinate twenty (20) outgoing and ten (10) incoming visits.

Strategies	Outputs	Service Delivery Indicator	Actual Performance
Strategy A.5.2: Involvement in integrated governance for improved service delivery.	Improved understanding of DCS strategic direction and services delivery through cluster	Ensure effective participation, service delivery and reporting at national, provincial and local levels through Operation Masibambisane	<ul style="list-style-type: none"> DCS participated in Cluster structures at national level and even led some Task Teams. Operation Masibambisane was transferred to the Social Reintegration Chief Directorate.
		Enhanced involvement in crime prevention at local government level by 5%	<ul style="list-style-type: none"> This activity did not take place due to the Operation Masibambisane being transferred to Social Reintegration.
		Prioritising relationships between the DCS, civil society and local government structures in crime prevention with the centers of excellence	<ul style="list-style-type: none"> This SDI formed part of Operations Masibambisane and was affected by the transfer of the Operation to Social Reintegration.
Strategy A.5.3: Management of Parliamentary Liaison	Improved understanding of DCS strategic direction and services delivery in Parliament	Developing systems to enhance reduction of late and inadequate answers to Parliamentary questions and presentations	<ul style="list-style-type: none"> 104 Parliamentary Questions were answered. 13 presentations were made to the Select and Portfolio Committees. Measures were put in place to facilitate quality control and timely submission of presentations. The Cluster and Parliamentary Liaison Management System which has allowed for a fax to email facility for the whole Department has been developed.
	Improved working relationships between the Ministry and the Department on the one hand and Parliament on the other.	Managed process of timeous quality controlled responses to Parliamentary questions through electronic database	<ul style="list-style-type: none"> Several meetings were held with IT to draw the strategy for the implementation of the project. Equipment was delivered and training will be on a continuous bases. The initial project is expected to be completed by December 2008.
		Improved evaluation of reports submitted by Chapter Nine Institutions and other civil society organisations	<ul style="list-style-type: none"> Annual reports of the activities of some Non Governmental Organizations (NGOs) and Community Based Organizations (CBOs) which have issues affecting DCS were noted.
		Improved coordination of tasks identified by Chapter Nine Institutions to be performed by DCS	<ul style="list-style-type: none"> Unable to make much progress because of lack of capacity within the Directorate, however, contact was made with some of the institutions such as Human Rights Commission and Judicial Inspectorate of Prisons even though the latter activities were taken over by the Ministry.

Measurable objective A.6: To provide platforms and services aimed at meeting information and communication needs of the public and the Department and in support of the functions of the Ministry

Strategies	Outputs	Service Delivery Indicator	Actual Performance
Strategy A.6.1: Improve Communication with internal and external publics, including inmates	Increased understanding, department performance rating and participation in the implementation of the new paradigm to corrections among internal (incl. offenders and external publics)	Improved understanding of DCS' core mandate and performance rating by the public	<ul style="list-style-type: none"> Correctional Services has participated in the tracker research facilitated by GCIS. The issues covered on the research were awareness of the main role and function of DCS; ratings of the various tasks performed by the DCS and responsibilities around sentenced individuals. A communication strategy for the budget vote speech was developed. The speech was transmitted live to big screens across the country to DCS staff, stakeholders, offenders and members of the public. As part of educating South Africans about Correctional Services' role, as part of the criminal justice system and government, Corrections Week was successfully held from 15 – 19 October 2007. Stakeholders and communities were also mobilised to participate in Corrections Week with the aim of strengthening corrections as a societal responsibility and encouraging them to play a role in rehabilitation and reintegration of offenders into the society.
		KAP survey of internal publics establishes a baseline for intensifying internal communications	<ul style="list-style-type: none"> The project was combined with the Culture survey and will be delivered in partnership with Corporate Services. Meetings were held with GCIS to define the scope of research and service providers were identified for the project.
		Improved and sustained positive representation of DCS in the media and increased own voice to above the industry norm - 35%	<ul style="list-style-type: none"> A broader communication strategy was used with no customised and over-arching media strategy, but project based media plans inclusive of budget vote, Corrections Week, Operation Vala, escape at Qalaka-busha and several other initiatives of the Department. Overall representation of DCS in the media remained below the zero base (within a context of broader government registering an average of 15%), with positive representation improving around the budget vote speech, Corrections Week and Operation Vala campaigns as reflected by the independent media monitoring and analysis agency. Other initiatives planned like the Good News Generation intended to buoy and sustain positive representation of the Department in the media only trickled in largely from a reactive or events driven perspective. DCS representation improved in electronic media while the print media remained strongly negative, driving a non-delivery paradigm. During the course of the reporting period media statements were generated and circulated to all media. DCS participated in all cluster media briefings of the JCPS ministers and facilitated the hosting of the first JCPS cluster Directors'-General meeting at Durban Westville.
		An integrated stakeholder relations communication strategy is in place and implemented	<ul style="list-style-type: none"> Stakeholder relations' Communications Strategy was developed. A stakeholder conference was held in February 2008, resolutions were taken and a pledge was signed by the stakeholders in attendance to renew their commitment and harness the collective effort for building a

Strategies	Outputs	Service Delivery Indicator	Actual Performance
			Corrections Community that will serve as a legitimate platform for promoting consensus, cooperation, research, and networking as well as to drive the implementation of a joint programme of action.
Strategy A.6.2: Promotion of DCS Corporate image	Positive turn around of image of DCS	A DCS payoff line is adopted and extensively promoted to ensure buy-in and selling the department.	<ul style="list-style-type: none"> As part of interventions aimed at enhancing organisational culture that will contribute to the image turn around, the inaugural Correction Excellence Awards was held in March 2008. The Award ceremony is aimed at recognizing and celebrating individuals and teams that are examples of excellent performance in contributing to corrections.
		Sustained improvement of public rating of DCS performance beyond the 54% baseline established in 2006	<ul style="list-style-type: none"> According to tracker research results there is an increased positive rating of DCS' efforts in rehabilitating those sentenced. The uncertainty on the role of DCS within the Criminal Justice System is prevalent amongst the lower LSM category.
		Effective implementation of the image turnaround communication strategy especially centres of Excellence	<ul style="list-style-type: none"> Some progress was made through the company – The Communications Firm (TCF) - contracted to drive the development and implementation of the Image Turn Around strategy which included: a stakeholder opinion survey and assistance in development of a Corrections Week communication campaign strategy. Overall the performance of the company was unsatisfactory and complicated by change of leadership mid-stream. Penalties were instituted and a marketing consultant / expert were subcontracted by TCF to close the gaps.

Measurable objective A 7: To provide the administrative, management and good governance support functions necessary for all service delivery by the Department and in support of the functions of the Ministry.

Strategies	Outputs	Service Delivery Indicator	Actual Performance
Strategy A.7.1: Ensure appropriate strategic, operational and financial planning	Aligned planning, budgeting and reporting to improve accountability of DCS	Improved alignment of the planning cycle	<ul style="list-style-type: none"> Treasury and Public Service Regulations have been incorporated into planning cycle presentation and communicated to all branches and regions. The Strategic Plan for 2007/08 was tabled in Parliament on time. The Annual Report on 2006/07 was tabled on time The ENE document was submitted to Treasury as required. Quarterly reports were compiled by all Branches at Head Office and all Regions, analysed and submitted to the Minister as required by Treasury.
		Developed and implemented policy and procedures on integrated planning	<ul style="list-style-type: none"> Integrated Strategic Planning, Resource and Reporting policy approved. The Framework for the Management of Programme Performance Indicators is being piloted in DCS. Development of indicators has commenced. The Monitoring, Evaluation and Reporting Policy has been drafted.
Strategy A 7.2: Ensure effective delivery on the Compliance Improvement Plan	Reduced risk of audit qualification and risk of corruption and fraud	Develop baselines for the performance	<ul style="list-style-type: none"> Compliance inspections completed and baseline developed.

Strategies	Outputs	Service Delivery Indicator	Actual Performance
Strategy A.7.3: Development and updating of Service Delivery Improvement Plan in compliance with DPSA requirements	Improved service delivery to clients of DCS	Develop and implement SDIP	<ul style="list-style-type: none"> Consultative sessions were held with all Regions and Head Office to determine areas of service delivery improvement. The SDIP was compiled and submitted to the Department of Public Service and Administration.
Strategy A.7.4: Develop an effective Monitoring and Evaluation System for DCS	Improved ability to report on delivery on strategic plan of DCS, and to utilise delivery information for decision making purposes	Develop and implement the Monitoring and Evaluation System	<ul style="list-style-type: none"> Monitoring, evaluation and reporting (MER) policy has been drafted. Logic Model And Suite Of Indicators - Version 3 of logic model with outcomes, outputs, activities developed. Budget Programme Optimisation – plan for addressing process developed and work begun. Validation Of Data Related To Indicators – work begun in relation to indicators developed and integrated into ENE. Management Information System (MIS) Refining - alignment of MIS to performance indicators as basis for work stream. MISP Solution 4: Strategic Planning & Corporate Performance Management System – business case developed, is dependent on completion of logic model and performance indicators. Legislation Monitoring Tool – Project on monitoring implementation of Correctional Services Act in partnership with the Open Society Foundation is integrated into MER Project. Management Information Centre (MIC) Facility – work has begun on establishing the physical MIC space; initial sourcing of quarterly and trend reports has been initiated.
Strategy A.7.5: Enhance measures to mitigate significant and prioritised risk in DCS	Reduce number of significant and prioritised risk and reduced risk levels in DCS	Convening of Annual Risk Assessment meetings and effective and significant Prioritised Risk Mitigation Monitoring by Risk Management Committee	<ul style="list-style-type: none"> Annual Risk Assessment convened in August and Corporate Risk Profile for 2008/09 approved by National Commissioner. Quarterly Risk Mitigation Reports tabled at each EMC and report on risk management made at Audit Committee meetings. Risk Monitoring within all Branches and by all supervisors is managed through the KRA on risk management and performance assessment processes.
		Tabling of Risk mitigation Reports at EMC	
		Risk Monitoring within all Branches and by all supervisors	<ul style="list-style-type: none"> A Framework for risk management developed and submitted to all Branches.
Strategy A.7.6: Appropriate operational management coordination within DCS	Enhanced operational delivery and accountability	Mechanism developed and available	<ul style="list-style-type: none"> Regional Commissioners' Forum, convened by National Commissioner, is established and fully functional. Planning and reporting processes reviewed to place greater emphasis on operational management and delivery.

Strategies	Outputs	Service Delivery Indicator	Actual Performance
Strategy A.7.7: Ensure framework for improvement of management of priority projects within DCS	Ensure delivery on priority projects	Project initiation, implementation and finalisation	<ul style="list-style-type: none"> • Project management support and coordination provided to 8 strategic projects. • Project Management framework and reporting system developed and approved as a working document. • Project management training undertaken for personnel involved in 8 strategic projects. • ICT capacity for project management coordination developed.
Strategy A.7.8: Ensure coordination of implementation at Centres of Excellence	Aligned and coordinated activities around Centres of Excellence	Improved governance structures to ensure coordination of implementation of all head office and regional initiatives at Centres of Excellence (CoE).	<ul style="list-style-type: none"> • The National Steering Committee was formalised and members appointed by the National Commissioner. It met on 2 occasions and finalised the following documents: The Integrated Project Plan; Integrated reporting format for monthly reporting; Matrixes have been developed for all core business areas, and were used for monitoring progress on implementation. • The National CoE Project Team was formalised and all members appointed in writing. • Regional CoE Steering Committees were established on all organisational levels in order to oversee the implementation, manage and coordinate processes and also the facilitate adherence to and compliance with guiding documentation and procedures. • The National CoE Project Team met on a monthly basis. • The CoE Home page was launched at the beginning of Corrections Week in October and turned out to be an excellent marketing tool. The site was visited by members of the public, family members of offenders, NGOs and a range of service providers. • An abridged version of the MIS information related to a specific CoE was developed and installed on the computer of the Head of that Centre. 30 CoE's have been completed. • This system enables the HCC to log on to the MIS and immediately access information on admissions, transfers and lock-up statistics. This has proved to be a useful management tool. • The same MIS information has also been linked to 6 CoE Home Page sites, and is accessible via the internet and intranet. An upgrade project is underway to populate the MIS information to all the remaining 30 sites. • During July 2007 a decision was taken to confirm one Community Corrections Office with which the CoE interacts most, as a CoE. This decision is in line with the 9 phase approach of the Offender Rehabilitation Path. A project is underway to add the CoE Community Corrections sites to the CoE Home Page. • A Service Delivery Innovation Portal was established and related documents are uploaded on a regular basis. • CoE as pilot sites for departmental projects: <ul style="list-style-type: none"> - CoE, one per region, have been identified as pilot sites for the National Contact Centre Project- to test the functionalities of the new system, including video conferencing. - CoE, one per region, are being used as pilot sites for the monitoring of the implementation of the Correctional Services Act.

Strategies	Outputs	Service Delivery Indicator	Actual Performance
			<ul style="list-style-type: none"> - CoE are being used to pilot the establishment of resource centres. • Desktop research on knowledge of members on CoE and the White Paper was carried out during February and March 2008. Two Hundred and fifty (250) questionnaires were completed mainly by regional managers. All regions were represented. The responses are being consolidated.
Strategy A.7.9 Establish and develop security co-ordination systems	Coordinated security and existence of reliable security systems	Effective functioning of Security Committee	<ul style="list-style-type: none"> • Security Committee approved and then convened in September 2007 and has met twice in financial year.
		Security Risk Assessment Conduct Regular Security Risk Assessment for Department to improve security management	<ul style="list-style-type: none"> • Security Threat and Risk Assessment conducted by NIA, SAPS and COMSEC – due for finalisation in the new financial year will serve as basis for refinement of vetting plan and security enhancement programme.
Strategy A.7.10. Appropriate Executive Management Support coordination within the Office of the National Commissioner	Enhanced Executive Management decision making and implementation	Improved decision making and implementation	<ul style="list-style-type: none"> • The decision making and implementation has improved with branches implementing decisions of the executive meetings on a monthly basis during Branch Management Meetings. Decision registers have been developed and are updated on ongoing basis.



2.5.2 Programme 2: Security

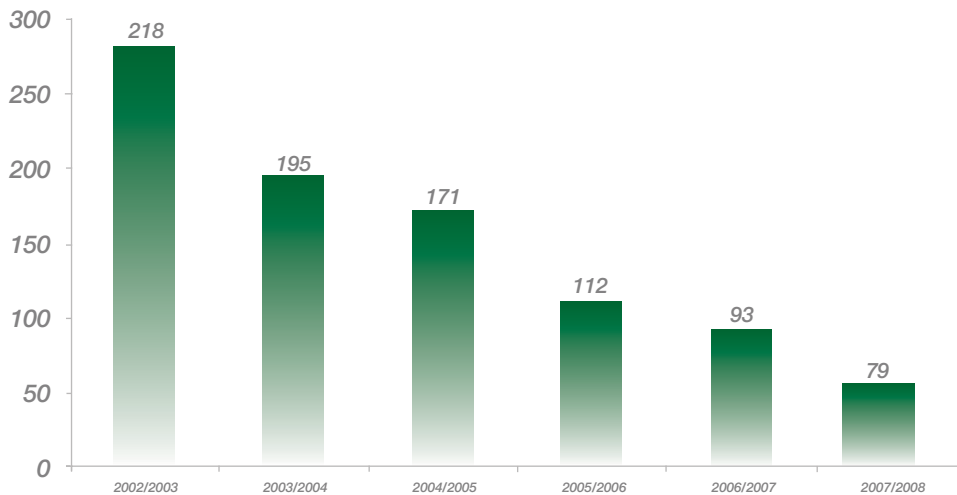
Purpose: Provide safe and healthy conditions for all persons incarcerated, consistent with human dignity, and thereby provide security for personnel and the public.

Measurable objective: Prevent persons incarcerated from participating in criminal activities and escaping, by providing an environment that ensures the safety of all persons entrusted to the department's care as well as the safety of the public.

Service Delivery Highlights

The efforts of the Department in reducing escapes are paying off as depicted in the graph below. During this financial year, the escapes continued to decrease to a new six-year low. This trend can be attributed to continued efforts to improve security, which included erection of fences, biometric access, the strengthening of Operation Vala and the zero-tolerance approach to collusion and corruption by officials

Escapes - 2002/03 - 2007/08



Key outputs, indicators and targets for the programme: Security

Strategies	Output	Measure/ Indicators	Actual Performance	
			Target	Actual
Strategy B.1.1: Develop and implement a comprehensive security management plan to improve detention and working environment for offenders and staff (including service providers) and the public	Prevent security breaches in facilities and remand detention facilities.	Reduce incidents of escapes with 10% compared to the previous year	Fewer than 112	<ul style="list-style-type: none"> 82 (12% reduction).
		Reduce reported incidents of assaults with 10% compared to the previous year	Fewer than 1 560	<ul style="list-style-type: none"> 855 (53 % reduction).
		Reduce unnatural deaths with 5% compared to the previous year	Fewer than 58	<ul style="list-style-type: none"> 62 (7 % increase) – Increase result in unnatural deaths caused by other unnatural causes such as motor vehicle accidents.
		Quarterly security analysis reports on escapes, assaults and unnatural deaths submitted to Management	Quarterly Reports to be submitted	<ul style="list-style-type: none"> Quarterly Reports submitted.
		Monitor the management of contingency plans and compliance with security policies in 30% of Correctional facilities	Monitor the management of contingency plans and compliance with security policies in 30% of Correctional facilities	<ul style="list-style-type: none"> Guidelines for contingency plans for the handling of labour unrest in correctional centres have been developed and implemented. Draft guidelines for the compilation of contingency plans for dealing with emergencies have been developed and is in the process of refinement.
		Development and approval of a 5 year comprehensive Security Management Plan.	Development and approval of a 5 year comprehensive security management plan.	<ul style="list-style-type: none"> Not achieved. Lack of capacity within DCS to develop a security technology strategy process to procure assistance of CSIR to assist with the development of a comprehensive security strategy.

Strategies	Output	Measure/ Indicators	Actual Performance	
			Target	Actual
		<p>The completion of the installation of security equipment at 25% of correctional centres :</p> <ul style="list-style-type: none"> In 66 sites for X-ray scanners 47 sites for fences <p>Roll out of access control</p> <ul style="list-style-type: none"> 6 additional sites for Access control 	<p>The completion of the installation of security equipment at 25% of correctional centres :</p> <ul style="list-style-type: none"> In 66 sites for X-ray scanners 47 sites for fences <p>Roll out of access control</p> <ul style="list-style-type: none"> 6 additional sites for Access control 	<ul style="list-style-type: none"> Bid specifications approved and process of invitation of bids to proceed in 2008/09. The erection of fences at 100% of the sites with the exclusion of the security lighting and CCTV cameras were completed. Not achieved. The rollout of security access control systems is dependent on the finalization of the comprehensive security technology strategy which will only be completed in the next financial year.
		Assessment of management reports generated by the integrated security system	Assessment of management reports generated by the integrated security system	<ul style="list-style-type: none"> Information unit for purposes of assessment established and post advertised. Post not yet filled.
		Security information units established	Security information units established	<ul style="list-style-type: none"> Posts have been established by Human Resource Management.
		<p>Refresher training for emergency support teams presented.</p> <p>Specialised training programmes for security personnel developed</p>	<p>Refresher training for emergency support teams presented.</p> <p>Specialised training programmes for security personnel developed</p>	<ul style="list-style-type: none"> Not achieved. The process for development of specialized training programmes was initiated in conjunction with HRD but will only be completed in the 2008/2009 financial year.
Strategy B.1.2: Develop policies, systems and programmes aimed at improving security to facilitate rehabilitation	Compliance with security framework	100% of Operational Security Procedures revised	100% of Operational Security Procedures (B Orders) revised.	<ul style="list-style-type: none"> Operational procedures have been revised and submitted for final approval.

Strategies	Output	Measure/ Indicators	Actual Performance	
			Target	Actual
		Revised structured services for security officials at Correctional Centres	Revised structured services for security officials at Correctional Centres	<ul style="list-style-type: none"> Structured services for security officials being revised as part of the job refinement project by Human Resource Management.
		Rework existing behaviour modification programmes into a security program to support rehabilitation	Rework existing behaviour modification programmes into a security program to support rehabilitation	<ul style="list-style-type: none"> Not achieved. Due to lack of capacity. The process has been rolled out to 2008/09 financial year.
		Approval and pilot anti-gang strategy in correctional centres in the COE and Western Cape Region	Approval and pilot anti-gang strategy in correctional centres in the COE and Western Cape Region	<ul style="list-style-type: none"> A draft strategy and information manual based on internal consultations is available.



2.5.3 Programme 3: Corrections

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

Measurable objective: Address the specific rehabilitation needs of persons who have been sentenced to correctional supervision or sentenced to incarceration in a correctional centre or paroled, through regular assessment and providing needs-based correctional programmes to address all the elements associated with offending behaviour.

Service delivery highlights

- A policy on Registration and Voting of Offenders was developed. Unit Management Policy was approved and will contribute towards the implementation of Unit Management.
- During the year under review 134 Master Trainers were trained, 304 SMS members were orientated and 2303 operational officials were trained in all aspects of Unit Management.
- The newly developed Admission Security Risk Classification tool was used during 2007/2008 to classify new admissions and in the absence of a reclassification tool to also reclassify thousands of offenders already in the system. It had a major impact in correctly classifying thousands of offenders and reducing overcrowding in maximum security facilities.
- The draft Admission Risk classification tool for offenders placed under the system of community supervision was developed and consulted with the regions. It is now in the piloting stage which started in March 2008 and will end in May 2008.

Key outputs, indicators and targets for the programme corrections

Strategies	Output	Service Delivery Indicators	Actual Performance
Strategy C 1.1: Improvement of effective and compliant administration and management of correctional centres and remand detention facilities	Effective management of Correctional Centres, awaiting trial detainees and sentenced offenders for efficiency and enhanced delivery on Offender Rehabilitation Path.	Approved policy procedures, systems and tools implemented in correctional centres and remand detention facilities in relation to admission, detention & release management, & privilege and discipline	<ul style="list-style-type: none"> • Policy principles and procedures within Branch Corrections have been developed and submitted for approval and they include: <ul style="list-style-type: none"> • Unit management • Case Management • Correctional programmes • Security Management Services • Pre-Release settlement • The policy procedure on correctional programmes has been approved.
		Approved and financed permanent CMC structures Implemented	<ul style="list-style-type: none"> • CMC structures not implemented, due to current Departmental restructuring process which will cater for these structures

Strategies	Output	Service Delivery Indicators	Actual Performance
		Approved and financed CAT's structures implemented at Centres of Excellence	<ul style="list-style-type: none"> The Correctional Assessment Team, amongst others, is made up of professionals and the structure is not in place due to lack of professionals in DCS. The proposal made is to utilize the services of Correctional Assessment Officials (CAO's) who, once appointed will be responsible for the assessment and profiling of offenders.
		Approved and financed Correctional Intervention Team's structures implemented at Centres of Excellence	<ul style="list-style-type: none"> In an effort to appoint CIOs, selection criteria and specifications for training of these officials have been developed. Job descriptions have also been developed.
		Monitor implementation of Unit management at COE's and at 25% of the other correctional centres	<ul style="list-style-type: none"> Officials trained in all COE and 25% other Centres. <ul style="list-style-type: none"> 6 expert trainers 134 master trainers 304 Area Commissioners, Heads of Correctional Centres and other managers. 2 210 officials
		Implementation of Structured Day Programme and 3 meal system at prioritized correctional centres	<ul style="list-style-type: none"> 2 648 Senior Managers, Heads of Correctional Centres and Officials were trained and orientated on compiling a structured day programme and on rostering activities.
		Monitor and evaluate the Implementation of Framework of a Structured Day at Centres of Excellence	<ul style="list-style-type: none"> All COE's indicated that they are implementing the structured day programme. Site visits highlighted that the degree of implementation differs across centres.
		Implementation, monitoring and evaluation of Offender Risk Assessment and Offender Profiling tools for COEs and 23% of offender population including Women and Children	<ul style="list-style-type: none"> In the financial year under review offenders were assessed using the assessment tools which were designed for the CAT. The regions experienced difficulty in fully implementing the tools due to a lack of capacity. The following numbers of offenders were assessed: <ul style="list-style-type: none"> Admission Risk and Needs – 5 347 Comprehensive Risk and Needs – 4 037 Offender Profile – 3 726 Pre-Placement – 1 127
		Correctional Sentence Plan and Correctional Sentence plan Revision Framework implemented for COEs and 23% of offender population and monitor implementation	<ul style="list-style-type: none"> The baseline on total number of offender population was established =104 512 as on 01 April 2007. 23% of the relevant offender population = 24 038. Offenders with Correctional Sentence Plans = 9 836 (41%) and offenders with Correctional Sentence Plan Revision Framework = 8 776 (37%).

Strategies	Output	Service Delivery Indicators	Actual Performance
		Profile reports for all male offenders, disabled, elderly and foreign nationals	<ul style="list-style-type: none"> Two national profiles were compiled wherein male offenders, elderly and foreign nationals were indicated. No statistical information is available on disabled offenders. A profile report on female offenders, juvenile offenders and sex offenders in LMN region was compiled.
		Implementation of Admission Risk Classification tool	<ul style="list-style-type: none"> The Admission Security Risk Classification tool has been implemented.
		Approved reclassification tool for offenders	<ul style="list-style-type: none"> The tool was approved by the National Commissioner in March 2008.
		Development of risk classification tool for probationers and parolees	<ul style="list-style-type: none"> The tool is in the process of being piloted.
		Daily average number of work opportunities provided to sentenced inmates by: Outside organisations - More than 6 000 work opportunities Department - More than 15 000 opportunities	<ul style="list-style-type: none"> 10 394 work opportunities were provided by other organizations and 9 780 by the department as at 31 December 2007.
Strategy C.1.2: Provision of quality assured correctional programmes and service providers	Quality assured correctional programmes and service providers	Quality assurance of developed correctional programmes and programmes from external service providers	<ul style="list-style-type: none"> Two orientation manuals have been developed internally namely; New Beginnings and Restorative Justice. The New Beginnings Orientation Manual will be used to orientate all categories of offenders to make decisions for proper adjustment within the correctional facilities. The Restorative Justice Orientation Manual will be used to empower offenders with knowledge that will assist them to make informed decisions regarding their participation in Restorative Justice Programmes once they have undergone correctional programmes targeting their specific offending behaviour. The draft concept document on Correctional Programmes has been developed with the aim of assisting role players and stakeholders in the identification and differentiation of Correctional Programmes in relation to other programmes.
		Implementation of quality assured correctional programmes to 23% of offender population including women, children and youth	<ul style="list-style-type: none"> The baseline on total number of offender population was established = 104 512 as on 01 April 2007. 23% of the relevant offender population = 24 038 Number of offenders who went through the following programmes: Substance abuse = 5 321 Sexual offences = 3 355 Anger management = 5 175 Pre-release = 4 744

Strategies	Output	Service Delivery Indicators	Actual Performance
			Cross roads = 1 711 Other programmes = 4 351 Total: 24 657
Strategy C.1.3: Effective downwards management of overcrowding	Reduction of overcrowding and even spreading of overcrowding to create rehabilitation enabling environment	Checklist on Overcrowding implemented and full compliance with Criminal Procedure Act provisions in all remand detention facilities/sections	<ul style="list-style-type: none"> Checklist on Overcrowding was implemented in all remand facilities / sections.
		Achievement of variance of 20% in level of overcrowding between all correctional centres	<ul style="list-style-type: none"> Minimum detention levels for each correctional centre in Regions has been established and are being monitored through Regional weekly unlock totals. The levels are reviewed when necessary.
Strategy C.1.4: Reduction of children in correctional centres and remand detention facilities	Appropriate interdepartmental management of children in the criminal justice system	Monitor and evaluate child offenders in appropriately resourced correctional centres	<ul style="list-style-type: none"> Name list of all children are provided to the Inter-departmental Steering Committee on Child Justice (ISCCJ) on a monthly basis for possible intervention.
		Monitor and evaluate the reduction of children in correctional centres	<ul style="list-style-type: none"> The detention of children in correctional centres remains the Department's primary focus area. All attempts are constantly made to intervene with alternative options for placement.
Strategy C 1.5: Enhanced utilisation of alternative non-custodial sentences for women as appropriate, and appropriate conditions of detention for women	Improve non-custodial options for women	Monitor and evaluate the reduction of women in Correctional Centres	<ul style="list-style-type: none"> A profile on women has been compiled.
Strategy C.1.6: Improved effective management of remand detention through interdepartmental and JCPS processes	Proposal for new institutional arrangements for management of remand detention in line with constitutional, international and statutory obligations	Development of dedicated remand detention branch with dedicated budget, programmes, with Regional Head and appropriate remand detainee facilities, with dedicated personnel in 2007/08	<ul style="list-style-type: none"> A Chief Directorate that falls under the Branch Corrections was established at the National Office. It is headed by the Deputy Commissioner (Chief Director) who operates as the project leader. The Regional structures were not established because the development of the HR plan has been postponed to 2008/09. The activities that are directed at the management of remand detainees are currently coordinated by the Regional Head Corrections.

Strategies	Output	Service Delivery Indicators	Actual Performance
		Dedicated remand detention facilities in each region	<ul style="list-style-type: none"> • Ten centres earmarked for conversion into Remand Detention Facilities (RDF) were identified and are presented below in terms of regional location: <ul style="list-style-type: none"> • Western Cape: Pollsmoor • Eastern Cape: St Albans • KwaZulu-Natal: Durban Westville & Pietermaritzburg (1 facility in a Management area) • Gauteng: Boksburg , Modderbee, Pretoria Local & Johannesburg Medium A • Free State & Northern Cape: Grootvlei • Limpopo, Mpumalanga & North West: Potchefstroom • The remand detainees will be migrated to the RDF's over a period of 3 years commencing from 2008/09
		Coherent and dedicated body of policy, procedures, and legislation for approved management of remand detainees approved.	<ul style="list-style-type: none"> • The DCS policy and procedures for the management of remand detainees were developed and approved. • The development of the protocols has not been commenced as it has to be aligned with the development of broad policy proposals. • The process of developing broad policy proposals including a strategic decision on the management of Remand Detainees in South Africa has not been done. • This process will be informed by the situational analysis which has been scheduled for 2008/09 because of the delay in the appointment of personnel.

Reasons for Non-achievement

The process of developing broad policy proposals including a strategic decision on the management of Remand Detainees in South Africa has not been done. This process will be informed by the situational analysis which has been scheduled for 2008/09 because of the delay in the appointment of personnel.



2.5.4 Programme 4: Care

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

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

Service delivery highlights

- The Conceptualization of Moral Renewal in the Department of Correctional Services was completed and adopted as a working document for the implementation of moral renewal in the Department. In cooperation with Heart Lines the moral regeneration programme "Heartlines" was procured and is in the process of implementation in all the management areas in the Department. A very successful Moral Renewal Interfaith Service was held in Nelspruit, during which the community was involved and pledged their support in the creation of positive moral and ethical values in Society and in the Department.
- With regard to the distribution of Spiritual literature in correctional centres, the Bible Society of SA provided Bibles to offenders to the value of R450 000. The One Year Certificate Course in Correctional Ministry (UNISA) for spiritual workers was redesigned and aligned to the new direction of the Department and will empower the spiritual workers to be more effective in the delivering of spiritual care services and programmes.
- The Director-General of Health has established a National Health Task Team following discussions between the DCS and DOH on challenges facing DCS. The team will look into correctional health issues and make recommendations to both the Ministers of Health and of DCS.
- 24 Pharmacists were allocated to the Department to undertake community service.
- The Department has developed a Risk Management Framework for Pharmaceutical Services in order to deal with related risks and challenges of non-compliance.

Key outputs, indicators and targets for the programme: Care

Strategy	Output	Output Performance Measures/ Services delivery Indicators	Actual Performance	
			Target	Actual
Strategy D.1.1: Compliance with Care policies, procedures and applicable legislation	Provision of needs based care services	Implementation of the approved policies and procedures in all centres of excellence	Implementation of policies and procedures in all centres of excellence	<p>Approval of policies</p> <ul style="list-style-type: none"> • Five (5) policies were approved i.e. <ol style="list-style-type: none"> a) Social Work. b) Infants and Mothers. c) Offenders with Disabilities. d) Youth. e) Child Offenders. <p>Policies on route for approval</p> <ul style="list-style-type: none"> • The Elderly Offender's Policy was submitted for Ministerial approval.

Strategy	Output	Output Performance Measures/ Services delivery Indicators	Actual Performance	
			Target	Actual
				<p>Procedure Manuals Approved</p> <ul style="list-style-type: none"> Spiritual Care Policy Procedures. <ul style="list-style-type: none"> Procedure Manual for Psychological Services. Social Work. Infants and Mothers. Offenders with Disabilities. <p>Procedures submitted for approval</p> <ul style="list-style-type: none"> Procedure on Youth. <p>Procedures in development process</p> <ul style="list-style-type: none"> Child Offender Policy Procedure. <p>Training on procedures conducted</p> <ul style="list-style-type: none"> Training was conducted on Social Work Policy and Procedures in KZN, LMN and Gauteng.
		Monitoring and evaluation reports	Monitoring and evaluation reports 50% of management areas inspected prioritized centres of excellence	Monitoring visits undertaken: <ul style="list-style-type: none"> Spiritual Care 11. Psychological services 4. Social Work Services conducted monitoring visits in five (5) Regions. Feedback reports were compiled and communicated with the Regions.
Strategy D.1.2: Provision of comprehensive primary health care services to all offenders, awaiting trial detainees and babies of incarcerated women	Improved access to primary health care services by offenders, awaiting trial detainees and babies of incarcerated mothers	Reviewed health assessment tool	Reviewed health assessment tool	<ul style="list-style-type: none"> Research specifications and briefing notes were developed and approved for the appointment of service providers to conduct health needs assessment.
		100% access to those in need of health care services	100% access to those in need of health care services	<ul style="list-style-type: none"> Health Care conducted visits at Centres of Excellence in the following Regions: <ul style="list-style-type: none"> Gauteng (Leeuwkop & Emthonjeni). KwaZulu-Natal (Kokstad & Ekuseni). Limpopo (Ermelo & Klerksdorp). Western Cape (Dwarsrivier & Malmesbury). The following visits were conducted at the other centres in the following Regions:

Strategy	Output	Output Performance Measures/ Services delivery Indicators	Actual Performance	
			Target	Actual
				<ul style="list-style-type: none"> • KwaZulu-Natal (Ingwavuma, Nongoma and Umzinto). • Eastern Cape (Mt Frere, Mt Fletcher and Lusikisiki). • Free State/Northern Cape (De Aar, Barkley West, Hoopstad and Winburg). • Gauteng (Heidelberg, Nigel and Odi).
		Maintenance of current health care programmes and services according to set service level standards in all Correctional Centres	Maintenance of current health care programmes and services according to set service level standards in all Correctional Centres	<ul style="list-style-type: none"> • Conducted comprehensive monitoring and evaluation visits at the big nine (9) big Management Areas and 21 Correctional centres. • Seventy one (71) officials trained in the Environmental Hygiene Supervisors Course. • Fifty four (54) officials have undergone training in Basic Food Services and Food Hygiene And Safety. • Due to challenges of recruiting and retaining permanent pharmacists, the department participated in the community service for pharmacist program. A total of 24 community service pharmacists were allocated to the Department to improve accessibility to essential drugs by the offenders. • To ensure compliance with pharmacy legislation, a total number of 291 health professionals attended training on the Dispensing Course.
		Implementation of health care programmes in 50% of the management areas	Implementation of health care programmes in 50% of the management areas	<ul style="list-style-type: none"> • The following programmes were implemented in the 90% of the management areas: <ul style="list-style-type: none"> • Health promotion and disease prevention. • HIV and AIDS management which includes voluntary counselling and testing. • TB and other communicable diseases management. • Oral health services. • Mental health services. • Maternal and reproductive health. • Acute and chronic diseases management. • Sexually transmitted diseases management. • Youth health.

Strategy	Output	Output Performance Measures/ Services delivery Indicators	Actual Performance	
			Target	Actual
				<ul style="list-style-type: none"> • Palliative care. • Nutrition programmes. • Personal and environmental health.
		Implementation of the ORP in 6 Centres of excellence	Implementation of the ORP in 6 Centres of excellence	<ul style="list-style-type: none"> • Full implementation of ORP rests on implementation of: <ul style="list-style-type: none"> • 7-day establishment. • UM.
Strategy D.1.3: Provision of needs-based care programmes to all offenders in partnership with external stakeholders	Comprehensive needs based care programmes (to ensure the wellbeing of persons in the department's care)	Implementation of a framework in all centres of excellence	Implementation of a framework in all centres of excellence	<ul style="list-style-type: none"> • Spiritual Care Comprehensive programme implemented in 35 management areas. • A total of 13 034 offenders received psychological services. • 4 327 offenders participated in group programmes while 2 290 offenders participated in individual programmes offered by DCS in partnership with stakeholders.
		Number of incarcerated offenders participating in psychological services:	96 660	<ul style="list-style-type: none"> • Offenders reached: 157 444 • Interviews: 181 675
		Number of offenders participating in social work services:	15 500	<ul style="list-style-type: none"> • 13 034
		Number of offenders participating in spiritual care programmes and service	165 700	<ul style="list-style-type: none"> • 165 965
	Comprehensive needs-based care programmes (to ensure the well being of persons in the department's care)	Implementation of new care programmes in all centres of excellence	Implementation of new care programmes in all centres of excellence	<ul style="list-style-type: none"> • Social Work Services developed frameworks and refined three (3) Social Work programmes i.e. <ul style="list-style-type: none"> • Anger Management. • Substance Abuse. • Sexual Offender Programme. • Spiritual care awaiting trial programme has been developed by service provider . • The Controlling Anger and Learning to Manage it programme (CALM) procured for psychological services was distributed to EC and KZN regions to pilot. • A Pilot project was conducted by Girl Guides Association of South Africa (GGASA) with girls incarcerated at the Johannesburg Female Correctional Centre.

Strategy	Output	Output Performance Measures/ Services delivery Indicators	Actual Performance	
			Target	Actual
				<ul style="list-style-type: none"> Sycamore Tree programme (restoration) was implemented in 4 management areas.
		Improved participation of offenders in available care programmes in accordance with available resources	Improved participation of offenders in available care programmes in accordance with available resources	<ul style="list-style-type: none"> 265 more spiritual care sessions were held for offenders.
		Maintenance of care programmes according to set service standards in all correctional centres	Maintenance of care programmes according to set service standards in all correctional centres	<ul style="list-style-type: none"> 192 Facilitators were trained for the implementation of the Heartlines programme in all the management areas. Two work sessions were conducted to streamline service delivery and capacitate Social Workers and Managers on service delivery. Empowerment sessions were held for 293 spiritual caregivers and spiritual care personnel in the regions.
		Piloting of the measurement instrument in 6 centres of excellence	Piloting of the measurement instrument in 6 centres of excellence	<ul style="list-style-type: none"> Training- and User Manuals were developed. One Master trainer per region was trained to pilot the measurement instrument in one correctional centre per region.
		Piloting of the implementation of compulsory programmes in 6 COE	Piloting of the implementation of compulsory programmes in 6 COE	<ul style="list-style-type: none"> Policy approved and draft procedure developed for consultation.
		All new service providers quality assured	Report on quality assurance	<ul style="list-style-type: none"> Three new spiritual care service providers were quality assured.
Strategy D.1.4: Provision of comprehensive HIV and AIDS programmes to all offenders	Improved access to comprehensive HIV and AIDS programmes and services	Measures to mitigate the impact of HIV and AIDS (based on the prevalence survey)	KAPB Assessment tool developed and piloted in six (6) centres of excellence	<ul style="list-style-type: none"> Piloted in six (6) COE.
		Implementation of comprehensive HIV and AIDS programmes and services in 25% of all management areas	<ul style="list-style-type: none"> Framework for Comprehensive HIV and AIDS Programme and Services reviewed Reviewed Framework for Comprehensive HIV and AIDS Programmes and Services implemented 	<ul style="list-style-type: none"> The framework was reviewed and aligned to the National Strategic Plan. The framework was implemented as reviewed and all stakeholders were informed about the framework.

Strategy	Output	Output Performance Measures/ Services delivery Indicators	Actual Performance	
			Target	Actual
		Maintenance of current HIV and AIDS programmes and services according to set Service Level Standards in all correctional centres	Maintenance of current HIV and AIDS programmes and services according to set Service Level Standards in all correctional centres	The Service Level Standards were reviewed and approved.
		Number of offenders participating in HIV and AIDS sessions	More than 18 000 sessions	54 557 offenders participated in sessions.
			<ul style="list-style-type: none"> Officials trained as Master Trainers and Peer Educators Number of Voluntary Counselling and Testing sessions conducted HIV and AIDS awareness and health education sessions Number of condoms distributed 	<ul style="list-style-type: none"> Officials trained as Master Trainers and Peer Educators = 376. Number of Voluntary Counselling and Testing sessions = Pre-test: 25 576; Post-test: 23 229; Actually tested: 22 303. HIV and AIDS awareness and health education sessions = 5 752. Number of condoms distributed = 1 182 750.
			Provision of care and support services, e.g. establishment of support groups, on-going counselling, other care and support activities	<ul style="list-style-type: none"> Number of support groups established = 296.
			Awareness and Health promotion sessions and commemorative events conducted	<ul style="list-style-type: none"> World AIDS day and candle light memorials were held in the Regions.
			Number of offenders on antiretroviral therapy	<ul style="list-style-type: none"> Number of offenders on antiretroviral therapy = 4 294.
			Number of accredited ARV sites	<ul style="list-style-type: none"> Number of accredited ARV sites = 12.
			Implement HIV and AIDS activities that are funded through PEPFAR donor funds	<ul style="list-style-type: none"> 320 professional Personnel were trained in voluntary counselling and testing. 168 professional Nurses, Social Workers and custodial officials were trained. 146 Nurses trained as master trainers in correctional centre based care. 125 offenders and 16 officials were trained as master trainers.

Strategy	Output	Output Performance Measures/ Services delivery Indicators	Actual Performance	
			Target	Actual
				in Peer Education in HIV and AIDS.
Strategy D.1.5: Development and implementation of a needs-based rehabilitation approach for special categories of offenders as defined in the White Paper	The needs of special categories are met	Aligned /reviewed care and development programmes and services	Aligned /reviewed care and development programmes and services	<ul style="list-style-type: none"> Services are available to special categories of offenders.

Challenges/reasons for not achieving targets:

- High turnover of professionals and scarce skills (psychologists, nurses, pharmacists, pharmacist assistants, medical practitioners, psychiatrists, dieticians and environmental health practitioners).
- The target for sentenced offenders participating in psychological services could not be reached due to the resignation of 12 psychologists in 2007/08
- Lack of adequate capacity in some of the provinces in the Department of Health to provide assistance and support to Correctional Services e.g. the admission of multi-drug resistant (MDR) and extremely drug resistant (X-DR) tuberculosis, psychiatric and dental offender patients, as well as some aspects of secondary and tertiary levels of care.



2.5.5 Programme 5: Development

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

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

Service Delivery Highlights

- The National Youth Service Literacy Programme has commenced with the training of 240 offenders between the ages of 18–35 years as ABET facilitators at a NQF level 5. This is a project in partnership with the Umsobomvu Youth Fund spearheaded by the Presidency.
- Establishment of 10 computer based training centres for offenders. Computer Based Training forms an integral part of the subject Life Orientation within the National Curriculum Statement for grades 10 – 12 as well as the National Curriculum Vocation. DCS has embarked on this national project to ensure that presentation of the curricula within DCS is aligned with national requirements.
- The Department of Correctional Services entered into a partnership with the Shuttleworth Foundation during 2006 with the aim of establishing a pilot ICT Skills Programme at two identified correctional centres, Malmesbury and Pollsmoor, respectively – The Open Source Learning Centre Programme. The pilot project concluded in 2007 with a 100% pass rate. The two mentioned centres were the 1st Open ICDL centres world-wide in a Correctional Centre. The ICDL Foundation, Ireland has recognized the Minister of Correctional Services and the Department of Correctional Services as a world finalist for an innovation award for the implementation of the Open ICDL programme. This achievement was also commended by Parliament and received accolades from the Portfolio Committee on Corrections.
- The Department of Correctional Services was involved in the Internal ‘Second Chances’ conference hosted by The President’s Awards for Youth Empowerment. The aim of the conference was to share best practice, knowledge and first hand experience with colleagues from Correctional Facilities internationally. Correctional Services South Africa was used as an example since DCS is one of the first countries internationally that has implemented the President’s Awards programme (under the Internal Awards) with success within a correctional environment.
- Correctional Centres achieved a pass rate of 100% during the 2007 Grade 12 examinations:

Region	Correctional Centre
Gauteng	Central Correctional Centre
KZN	Durban Medium B
	Ncome
LMN	Makhado
FS/NC	Goedemoed
Western Cape	Drakenstein Correctional Centre
	Mosselbaai Correctional Centre
	Voorberg Medium B

- The following table indicates the number of young offenders from 65 correctional centres, involved during the year under review in the President's Awards Youth Empowerment Programme.

Number of youth offenders involved in the President's Awards Programme			
2007/2008			
CATEGORY	MALE	FEMALE	TOTAL
Bronze	2 096	125	2 221
Silver	214	10	224
Gold	105	4	109
TOTAL	2 414	139	2 554

- A total of 116 skills development practitioners were trained as Master Trainers for the new NC(V) curriculum in order to subsequently roll out the training on the new curriculum to all other technical educationists in DCS.
- A Memorandum of Understanding was signed between the DCS and the Department of Education for the provision of NC(V) at other correctional centres in the country namely Waterval Management Area (Ekuseni Youth Centre) in KZN and at Rustenburg Management Area (Rustenburg Youth Centre) in the Limpopo / Mpumalanga / North West Region.

Key outputs, indicators and targets for the programme: Development

Strategy	Output	Output Performance Measure/ service Delivery Indicators.	Target	Actual Performance Against Target
Strategy E.1.1: Compliance with Development policies, procedures and applicable legislation.	Provision of needs based development services.	Implementation of approved policies and procedures in all Centres of Excellence.	Approved policies and procedures implemented in all Centres of Excellence.	<p>Procedures for Production Workshops as well as Agriculture was approved and disseminated to operational level. All Section Heads Production Workshops and Agriculture were trained on this new Policy Procedure Manuals. This training was finalized by mid November 2007. All regions completed the training of the relevant operational personnel in all the management areas. The Monitoring and Evaluation Tools for both Production Workshops and Agriculture were also aligned with the Manuals, approved and availed to operational level for implementation.</p> <ul style="list-style-type: none"> Policy Procedure on SRAC has been approved and disseminated through regional master trainers work sessions to all regions. Training of skills development practitioners on Skills Development Policy Procedure Manual was conducted in all regions and implementation of the procedures commenced. Community Participation Procedures approved by Commissioner.

Strategy	Output	Output Performance Measure/ service Delivery Indicators.	Target	Actual Performance Against Target	
Strategy E.1.2: Enhance education, sports, recreation, arts, culture and skills levels of offenders in partnership with service providers.	Needs based programmes for offenders.	Roll out of the ORP in six Centres of Excellence.	Roll out of the ORP in six Centres of Excellence.	Roll out now aligned with ORP Project Plan.	
		Number of offenders participating in Formal Education Programmes	22 000*	22 096	
			Number of offenders involved in Literacy Tuition: 600	1 388	
			Number of offenders involved in Adult Basic Education and Training: 9 600	10 475	
			Number of offenders involved in Main-stream education: 9 500	9 036	
			Number of offenders involved in Computer training programmes: 50	170	
			Number of offenders involved in correspondence studies: 2 250	1 027	
			Number of offenders participating in Skills Development Programmes (more than 8 930)	8 930	41 625
			Number of offenders participating in sports, recreation, arts and culture programmes (more than 116 160)	Number of offenders participated in Mass Participation Programme 116 160	121 968
				Number of offenders participating in Skills Development Programmes: <ul style="list-style-type: none"> • Vocational Training • Basic Occupational skills training • Entrepreneurial Training • Computer Training 	17 475

Strategy	Output	Output Performance Measure/ service Delivery Indicators.	Target	Actual Performance Against Target
			<ul style="list-style-type: none"> Engineering Studies (N-Stream Courses) National Certificate Vocational (NCV) 	
			Accredit one (1) Centre of Excellence per region.	Accredited six (6) Centres of Excellence nationally.
		SASSETA report on identified offender training facilities for accreditation based on 2006/07 Baseline ready for Accreditation.	SASSETA report.	Application was submitted to SASSETA for accreditation via Chief Directorate HRD. Progress was followed on several occasions.
		Action plan for accreditation of offender training facilities/ workplaces.	Accreditation plan.	Framework for accreditation finalized and submitted to regions.
Strategy E.1.3: Improve the skills utilization of offenders and enhance opportunities for their employability in partnership with external service providers.	Improved skills utilization for offenders.	Implementation plan for 2007/08	<p>Implementation Plan for 2007/2008. Offender Skills Development Plan implemented in six (6) Centres of Excellence.</p> <p>Number of offenders who received agricultural training.</p> <p>Various workshop training:</p> <ul style="list-style-type: none"> Textile Wood Steel <p>4 402</p> <p>Increased employability of offenders in:</p> <p>Agriculture 800 1 000 1 000</p> <p>Production Workshop</p>	<p>The Conceptual Document on Offender Skills Development was approved. The Comprehensive Offender Skills Development Plan aimed at implementing the said Conceptual Document was also approved and disseminated to regions for implementation.</p> <p>2 664*</p> <p>351*</p> <p>473*</p> <p>176*</p> <p>2 321</p> <p>1 668</p>

Strategy	Output	Output Performance Measure/ service Delivery Indicators.	Target	Actual Performance Against Target
			5% of Baseline (2 741 in May 2005)	
		Implement Framework for Comprehensive Development Programmes.	Comprehensive framework implemented in all Centres of Excellence.	The comprehensive framework for Formal Education has already been implemented in the 2006/07 financial year and revision of this framework scheduled under the Strategic Plan of 2008/09.
		Framework on marketing of new personal development programmes and services	Approved marketing framework	Marketing framework on personal development programmes approved. Framework on the Marketing of Skills Development programmes was approved and implemented in all regions.
		Maintenance and provisions of services/ programmes according to set Service Level Standards in all correctional centers	Maintenance and provisions of services/ programmes according to set Service Level Standards in all correctional centers	Procurement of Learner Teacher Support Material for the implementation of the National Curriculum Statement for Grades 10 – 12 and disseminated to educationists i.e.: <ul style="list-style-type: none"> • X-kits. • Scientific calculators. • Career guidance manuals • Afrikaans and English hand-books. • DVDs on specialized subject areas (science, physics, maths). • Portfolio of Evidence for Educators.
		Products to self sufficiency, poverty alleviation and income generation by R0,5 million of the baseline	Improve by R0, 5 million on Baseline. (R2 676 772)	Income of R2 902 835 was generated for the financial year by the sales of superfluous products.
			Agricultural production Vegetables: 15 908 500 kg	10 119 079 kg*
			Fruit: 600 500 kg	581 381 kg*
			Red meat: 609 500 kg	634 901 kg*
			Milk: 6 152 000 liter	5 599 515 liter*
			Pork: 2 143 000 kg	2 152 146 kg*
			Chicken: 1 310 800 kg	995 035 kg*
			Eggs: 1 296 000 doz	1 347 917 doz*

Strategy	Output	Output Performance Measure/ service Delivery Indicators.	Target	Actual Performance Against Target
			Number of workshop products produced.	
			Timber: 19 311 units	63 731 units*
			Textile: 1 786 085 units	1 740 912 units*
			Steel: 78 169 units	164 530 units*
			Bread: 2 342 490 loaves	1 537 702 loaves
			Attainment of Directorate specific Service Level Standards.	<p>Service Level Standards monitored monthly by means of different technical, production and financial reports, the different Agricultural and Production Workshops spreadsheets models as well as Agric MIS.</p> <p>Deviations were monthly brought to the attention of the regions.</p> <p>Monitoring and Evaluation visits were conducted on at least one occasion on all the production workshops and correctional centre farms.</p> <p>Production objectives for agriculture were set and attainment was monitored whilst Master Schedules for wood, steel and textile workshops were compiled and execution was monthly monitored.</p> <p>The following courses were presented to enhance service delivery:</p> <ul style="list-style-type: none"> • Two Bio-Security courses were presented to 67 agricultural technicians of all regions to raise awareness and to implement Bio-Security Programmes to decrease mortalities. • Three Magic 8 training courses were presented to new agricultural users in order to enhance data integrity and the quality of management information. • One Magic 8 training course was presented for 20 production workshops officials with the same aim. • 147 artisans and agricultural technicians were trained as Occupational Health and Safety Representatives.

Summary of targets exceeded, detailing factors that enabled good performance:

Targets for pork, red meat, eggs and fruit production were exceeded; the enabling factors responsible for this improved performance were increased productivity of the different units in comparison with the previous financial year.

The targets for wood, steel and textile production were exceeded and can mainly be attributed to good marketing within the Department.

The textile, wood and steel production exceeded the previous production, whilst bread production is on the same level as during the previous financial year.

The target for provision of SRAC programmes was exceeded through the introduction of new programmes, e.g. Memorandums of Understanding with National Federations, acquiring expertise of Service Providers in building capacity, i.e. training and development.

During the 2007/08 financial year, specific efforts were placed on the provision of literacy tuition / Pre-ABET classes to illiterate offenders. The aim was to provide illiterate offenders with a foundation to more easily progress within the ABET band. These interventions will continue as a compulsory part of the formal education curriculum for all illiterate offenders. The following factors had a positive impact on the number of offenders participating in skills development programmes:

- Timely receipt of an increased budget from the National Skills Fund through the Department of Labour.
- Better and effective marketing of skills programmes through monitoring and evaluation visits.
- Joint implementation approach on NCV by both Skills development practitioners and Formal Educators.

Reason(s) for targets not achieved:

The targets for the following products were not achieved: vegetables, milk and chicken. The reason for not attaining the targets for vegetable production activities was due to the insufficient number of offenders available during the peak growing season (from October to January).

Although chicken production increased from the previous financial year (863 730 kg), it is still suffering from the effects of the outbreak of New Castle disease in South Africa with the consequential poor availability of day old chickens. The Department was only successful in finalizing tenders for the supply of day old chickens towards the end of the financial year after two previous

unsuccessful efforts to obtain suppliers by means of a national tender.

The target for work and development opportunities was not achieved due to the poor availability of functional personnel to guard offenders working on work teams.

The decrease in milk production is a concern and can mainly be attributed to inexperienced project officials, the short working day and ineffective management practices.

The target for participation in formal education programmes has been reviewed to 22 000 based on the introduction of the National Curriculum Vocation (NCV). During the past, most learners within the Further Education and Training band, enrolled for Grades 10 -12. However, provision was made from the 2007 academic year to allow learners to pursue a career within the National Curriculum Vocation, therefore, the drop in enrolment with regard to mainstream education. As from 2008, all statistics with regard to NCV will be reported under Skills Development.

The accurate recording of the number of learners enrolled for Correspondence Studies with the Higher Education and Training band have also created challenges since some learners registered for courses via their families or friends and are not formally recorded. Since the new policy procedures on Formal Education have only been implemented during the year under review, the effects of these procedures and guidelines, specifically with regard to the recording and registering of students for study courses, will only come into effect during the next financial year.

Furthermore, the capturing and maintenance of statistics is dependant on manual systems due to the review and update of the Formal Education Management Information System. This created challenges with regard to accurate reporting of statistics and data. The Formal Education system will form an integral part of the Department of Correctional Services' RDOMS project. Until such a system is running in the Department of Correctional Services, a hand system will be maintained to ensure that information is provided in terms of performance.



2.5.6 Programme 6: Social Reintegration

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

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

Service delivery highlights

During 2007/8, the vice chairpersons of the Parole Boards, who until then were members of the DCS, were replaced by members appointed from the community. These newly appointed chairpersons were trained during July to October 2007 and all Secretaries and Clerks of Parole Boards were also trained. This training also specifically focused on the involvement of Complainants / Victims in Parole Boards as the policy directives in this regard were approved and implemented during the past financial year.

For the past financial year 45 324 submissions for placement on parole including placement under correctional supervision were dealt with by the 52 National Parole Boards. Of the 48 967 cases that served before the Boards, 22 254 were approved for parole and/or placement under correctional supervision which constitutes 45.45% against an objective of 45%.

Key outputs, indicators and targets for the programme social reintegration

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
Strategy F.1.1: Review and alignment of policy and procedures on Social Reintegration with White Paper On Corrections.	Comprehensive Policy and Procedures on all aspects of social reintegration	Monitor and evaluate framework for Social Reintegration	Implement framework on Social Reintegration	<ul style="list-style-type: none"> Framework has been produced in booklet form. This framework has been distributed to all regions.
		Implementation of policy procedures on Parole placement, restorative justice and parole review board	Develop and implement policy procedures on Social Reintegration	<ul style="list-style-type: none"> Policy procedures on Parole Placement has been implemented. Awaiting approved rules for Review Board from NCCS. Policy procedures on Complainant Involvement in Parole Boards has been implemented.

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
		Implementation of policy procedures on Parole placement	Develop policy procedures on Parole placement	<ul style="list-style-type: none"> Developed but not yet consulted due to new development regarding incarceration framework.
		Implementation of policy and procedures for Restorative Justice	Develop policy procedures for Restorative Justice	<ul style="list-style-type: none"> The draft policy on Restorative Justice has been approved by Minister in August 2007.
		Implementation of policy and Procedure for Parole Review Board	Approval of policy procedure for Parole Review Board and training of 1/3 users	<ul style="list-style-type: none"> Awaiting approved rules for Review Board from NCCS. All Parole Board personnel was trained on policy procedures.
Strategy F1.2: Effective administration of Correctional Supervision and Parole Boards (CSPBs)	Effective management of parole releases	Training of 52 Vice-Chairpersons and 12 newly appointed Chairpersons	Implement measures for improving functions of correctional supervision and parole system	<ul style="list-style-type: none"> Four (4) Chairperson and forty six (46) Vice Chairperson positions of the 52 Parole Boards were filled.
		Facilitate the development of an IT System for Management of Parole Boards.	Facilitate the development of an IT System for Management of Parole Boards.	<ul style="list-style-type: none"> URS was signed off. IT has developed a parole module which is ready for alpha testing.
Strategy F1.3: Effective implementation of correctional supervision and parole supervision	Reduced parole and probationer violations	Implementation of classification tool for probationers and parolees	Pilot and implement classification tool for probationers and parolees	<ul style="list-style-type: none"> Admission risk classification tool has been piloted at selected community corrections offices.
		Number of probationers and parolees per supervisory officer 1:30 probationers and parolees	Number of probationers and parolees per supervisory officer 1:30 probationers and parolees	<ul style="list-style-type: none"> Implementation could not occur as this is dependent on the finalisation of the organizational structure by Corporate Services.
		Percentage of total absconders traced	30% of absconders	<ul style="list-style-type: none"> 2 608 absconded and 2 087 were traced.
		Number of programmes provided to released offenders	20 programmes nationally	<ul style="list-style-type: none"> 12 programmes nationally (we did not reach the other 8 because of capacity and lack of Community Liaison officials in other Community Corrections offices).
		Percentage of offenders awarded parole 35%	45%	<ul style="list-style-type: none"> 45.45%

Strategies	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
		Customise, develop and implement social profiling	Customize and implement social profiling	<ul style="list-style-type: none"> • Draft community profiling tool has been developed. • The tool has been piloted at Empangeni and Pretoria Community Corrections.
Strategy F.1.4 Development and implementation of framework and guidelines on Pre-Release and re-integration programmes.	Enhanced social reintegration and reduced re-offending while on parole	Implementation of pre-release programmes	Develop and implement programmes for pre-release, effective supervision and reintegration	<ul style="list-style-type: none"> • Pre-Release programme was implemented in all management areas.
		Monitor and evaluate implementation of Pre-Release programmes 100% of offenders	Monitor and evaluate implementation of Pre-Release programmes 100% of offenders	<ul style="list-style-type: none"> • Pre-Release programmes implemented at all Correctional centres.
		Conduct audit on accredited service providers who render reintegration programmes	15 external service providers targeted to provide programmes to released offenders	<ul style="list-style-type: none"> • 14 external service providers who rendered services to released offenders nationally. (The accreditation process is underway with the other external stakeholder).
Strategy F.1.5: Development of appropriate correctional interventions for offenders sentenced directly to correctional supervision	Enhanced use of alternative non-custodial sentencing by courts	Monitor and evaluate the number of probationers placed under community corrections	Promote alternative non-custodial sentencing to the judiciary by the Department	<ul style="list-style-type: none"> • There were 7 277 admissions directly from court in terms of Section 276(1)(h) of the Criminal Procedure Act into community corrections.



2.5.7 Programme 7: Facilities

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

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

Key outputs, indicators and targets for the programme: Facilities

Programme/ Sub-programmes	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
Strategy G.1.1: Current policies aligned with the White Paper on Corrections	Aligned Facilities policies and procedures with the White Paper on Corrections	Implementation of policies and procedures	Implementation of procedures and policies	<ul style="list-style-type: none"> Facilities Policy incorporated into Corrections Policy.
Strategy G.1.2: Approved Minimum Facilities Requirements	Appropriate policies and procedures Minimum Facilities Requirements for Correctional centres and Remand detention Facilities	Audit 10% of existing facilities for compliance with Minimum Facilities Requirements	Audit of 24 Facilities	<ul style="list-style-type: none"> Draft Minimum Facilities Requirements completed. Extensive consultation process was followed. Audit was dependent on completion of the above processes.
Strategy G.1.3: Build, upgrade and maintain facilities according to rehabilitation and service delivery needs, population projection and special category requirement	Expanded offender accommodation and properly maintained infrastructure.	Submission and approval of comprehensive facilities plan, comprising of: <ul style="list-style-type: none"> Upgrading – 12 facilities Replacement – 3 facilities Maintained – 44 facilities Repaired and renovated – 30 facilities Prioritising Centers of Excellence	Approved comprehensive facilities plan	<ul style="list-style-type: none"> Facilities Plan approved. Developed a strategy for comprehensive facilities plan.
		<ul style="list-style-type: none"> Construction of Kimberley 	Construction of Kimberley	<ul style="list-style-type: none"> Under construction 48% complete.

Programme/ Sub-programmes	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
		Completion and approval of Feasibility study of 2 of the first group of 4 new generation centres.	Completion and approval of Feasibility study of two of the first group of 4 new generation centres	<ul style="list-style-type: none"> Feasibility studies were completed and approved.
		Completion of Viability study of one of the first group of 4 new generation centres	Completion of Viability study of one of the first group of 4 new generation centres	<ul style="list-style-type: none"> Viability study has not been completed. National Department of Public Works is in the process of appointing private consultants to undertake the viability study on these projects. Awaiting project deployment programme from NDPW.
		Completion and approval of the Feasibility study report for three of the second group of 4 new generation correctional centres	Completion and approval of the Feasibility study report for three of the second group of 4 new generation correctional centres	<ul style="list-style-type: none"> PPP Correctional Centres at Request for Qualification (RFQ) stage. RFQ approved, advertised and closed. Project at evaluation stage.
		Replacement of 3 of obsolete structures	Replacement of 3 of obsolete structures	<ul style="list-style-type: none"> Van Rhynsdorp Correctional Centre under construction, Tzaneen Correctional Centre re-tender and Brandvlei Correctional Centre at tender documentation stage.
		Completion of Feasibility study report on small correctional centres	Completion of Feasibility study report on small correctional centres	<ul style="list-style-type: none"> Not achieved – need for the Feasibility submitted to Directorate Research – memo available for this request.
		Upgrading of 12 facilities focussing on COE / CSPB after review and reprioritization	Upgrading of 12 facilities focussing on COE / CSPB after review and reprioritization	<ul style="list-style-type: none"> Three projects documentation complete and ready for tender. Nine still under planning due to site clearance and acquisition of sites.
		Implement 44 planned maintenance projects prioritising COE	Implement 44 planned maintenance projects prioritising COE	<ul style="list-style-type: none"> 35 under construction, 3 on tender and 6 in planning stage.

Programme/ Sub-programmes	Outputs	Service delivery indicators	Actual performance against target	
			Target	Actual
		Development of a monitoring framework for capital works budgeting and expenditure	Development of a monitoring framework for capital works budgeting and expenditure	<ul style="list-style-type: none"> Detailed Project Management Plans developed for each project over R50 million and simplified monitoring tools for smaller projects. Memorandum of Understanding extended for another year with DPW. Quarterly allocation meetings and monthly forums in place with DPW.
Strategy G.1.4: Provide for all leasehold office accommodation needs	Leased office accommodation provided	<ul style="list-style-type: none"> Implement 50% of Regional accommodation needs 	<ul style="list-style-type: none"> Regional offices 	<ul style="list-style-type: none"> Regional offices provided.
		<ul style="list-style-type: none"> Implement 25% of Management Areas accommodation needs. 	<ul style="list-style-type: none"> Management Areas 	<ul style="list-style-type: none"> Not achieved because no savings could be identified to fund new leases.
		<ul style="list-style-type: none"> Implement 50% of Community Corrections accommodation needs 	<ul style="list-style-type: none"> Community Corrections offices 	<ul style="list-style-type: none"> Not achieved because no savings could be identified to fund new leases.
		<ul style="list-style-type: none"> Budget for 50% of Regional office accommodation needs 	<ul style="list-style-type: none"> Budget for 50% of Regional office accommodation needs 	<ul style="list-style-type: none"> Not achieved because no savings could be identified to fund new leases.
		<ul style="list-style-type: none"> Audit head office available rented office space Reconcile office space with approved head office establishment Implement reconciliation findings 	<ul style="list-style-type: none"> Head office rented accommodation provided Audited office space Office space and head office establishment reconciled Findings implemented 	<ul style="list-style-type: none"> Additional accommodation acquired. Office space audited Office space and head office establishment reconciliation completed. Findings implemented.



PART 3: Audit Committee Report

Report of the Audit Committee

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

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

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

Member	25 April 2007	29 May 2007	27 July 2007	30 Nov 2007	18 Feb 2008	26 May 2008
M R Sloane (Chairperson)	X	X	X	Contract expired 31 August 2007		
R N Theunissen (Chairperson)	Appointed 1 February 2008				X	X
D P Van Der Nest	X	Apology	X	X	X	X
M A Moja	X	X	X	X	Apology	X
G Spelman	X	Apology	Apology	X	X	Apology
M Magoro	X	X	X	Apology	Replaced with external member as from 1 February 2008	
C Motau	Appointed 1 February 2008				X	X
K Buthelezi	Appointed 1 February 2008				Apology	X

X = Attended

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

- The effectiveness of the internal control;
- The effectiveness of the internal audit function;
- The risk areas of the Department's operations covered in the scope of internal and external audits;
- The adequacy reliability and accuracy of the financial information provided to management and other

users of such information;

- Any accounting and auditing concerns identified as a result of internal and external audits;
- The Department's compliance with legal and regulatory provisions; and
- The activities of the internal audit function including its annual work programme co-ordination with the Auditor-General the reports of significant investigations and the response of management to specific recommendations.

The effectiveness of internal control

The internal controls of the Department are not effective in all respects - the Audit Committee has noted with concern the deficiencies in the controls relating to matters raised in the report of the Auditor-General and that a number of these matters have been reported in previous years.

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

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

Evaluation of Financial Statements

The Audit Committee has:

- Reviewed and discussed with the Auditor-General and the Accounting Officer the audited annual financial statements to be included in the annual report; and
- Reviewed the Auditor-General's management letter and where applicable management's responses thereto;
- Received significant unadjusted adjustments resulting from the audit;

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

At its meeting on 26 May 2008 the Audit Committee recommended the adoption of the annual financial statements by the Department of Correctional Services.



Chairperson of the Audit Committee
Date: 28 July 2008



PART 4: Financial Statements

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

1. General review of the state of financial affairs

1.1 Important policy decisions and strategic issues facing the department

Policy development

Amendment of Correctional Services Act

The amendment of the Correctional Services Act to be aligned with the White Paper proceeded in 2007/08. There were various public hearings and debates on the Act. The amendment process is to be finalised during 2008/09. The audit of policy process indicates that the DCS is moving well in the area of policy development. During 2007/08 nine policies were approved that included the policies on Social Reintegration, Integrated Planning, Resourcing and Reporting, Special Remission of Sentence Granted in Terms of the Constitution, Registration and Voting by Offenders, Restorative Justice and Child Offenders.

Implementation of the White Paper

The launch of Centres of Excellence (CoE) in 2005/06 was an initiative aimed at supporting the implementation of the White Paper. In 2007/08, progress reports from CoE indicate a number of challenges. Despite these challenges, CoEs remain DCS's best practices and are aimed at providing a blueprint for transforming all of South Africa's correctional centres into effective rehabilitation-centred institutions. The other leg of realising

the White Paper is implementation of Unit Management. Training on unit management commenced in January 2008 in all CoE's and a range of projects are to be piloted, including the 7 Day Establishment and Job Refinement; monitoring implementation of the Correctional Services Act and the National Contact Centre.

Improving capacity to enhance service delivery

The Department developed and launched the Integrated Human Resource Strategy in 2007/08 aimed at establishing a framework providing for effective work organisation, recruitment, retention, and development of DCS employees. The DCS recognizes personnel as a critical asset for the implementation of its mandate. The focus areas include: recruitment and retention, training and retraining, enhancing capacity to deliver, employee relations and wellness, organisational culture, career management and organisational design.

The process of implementing the Occupation Specific Dispensation (OSD) for Correctional Officers began during 2007/08 and is aimed at providing an opportunity for upward mobility for personnel.

Facilities

In 2006/07, the Department reported that the construction of the new Kimberley correctional centre had commenced. The construction is progressing as planned and the facility is due for completion in 2009. The Department has also planned for the construction of five Public Private Partnership (PPP) correctional facilities over the MTEF. Currently the DCS is managing two PPPs, one in the Free State and the other in Limpopo, through Asset Procurement and Operating Partnerships (APOPS).

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Overcrowding

The approved capacity of inmates within DCS was 114 559; there were 165 840 inmates in custody of which 113 178 were sentenced offenders and 52 662 were remand detainees. Overcrowding has been included in the Department Risk Profile in relation both to remand detainees and sentenced offenders. The Department has made good progress with regard to the sentenced offenders. The average number of sentenced offenders decreased from 114 349 in 2006/07 to 112 552 in the reporting year. There was also a notable decrease in the number of children in custody and at the end of the financial year there were 845 children in comparison with 1 100 in 2006/07.

Ten centres have been earmarked for conversion into Remand Detention Facilities (RDF) and are presented below in terms of regional location:

Region	Western Cape	Eastern Cape	KwaZulu Natal	Gauteng	Free State & Northern Cape	Limpopo/Mpumalanga/North West
Centre	Pollsmoor	St Albans	Durban Westville	Boksburg	Grootvlei	Potchefstroom
			Pietermaritzburg	Modderbee		
				Pretoria Local		
				Johannesburg Medium A		
Total	1	1	2	4	1	1

The remand detainees will be migrated to the RDFs over a period of 3 years commencing from 2008/09

1.2 Comment on significant events that have taken place during the year

- The Excellence Awards were held to acknowledge and reward good performance by officials. It is also in line with the retention strategy of the Department.
- In what are the most daring escapes during the year under review 10 inmates escaped from the Qalaka-busha correctional facility. The officials involved have been disciplined.
- Three inmates were killed by officials during what is believed to have been a gang related incident at the Krugersdorp correctional facility. The officials involved have since been disciplined.
- The department also dismissed officials from Pretoria Management Area who were involved in corruption. Their activities were captured by the SABC Special Assignment programme.

1.3 Comment on major projects undertaken or completed during the year

The Department has identified priority projects that it has started delivery on and will focus on in the next two years. The projects are the 7-Day Establishment & Job Refinement, Infrastructure Development, Phased implementation of the Offender Rehabilitation Path (ORP), Phased implementation of Social Reintegration Action Plan, Remand Detention System, Security Enhancement, Centres of Excellence (CoE) and the Monitoring, Evaluation and Reporting (MER) Project. To ensure delivery on these projects the Department has established a Project Office and developed a comprehensive project management framework.

1.4 Spending trend

The Department spending has improved from 94.1 per

cent (R9,3 billion against an allocated budget of R9,8 billion) in 2006/07 financial year to 97,7 per cent (R11,1 billion against an allocated budget of R11,4 billion) in 2007/08 financial year. This is mainly due to the improvement on billing from the Department of Public Works for property management services and capital works projects as well as the expenditure incurred in line with the requirements for the implementation of the Public Service Coordinating Bargaining Chamber Resolution Number 1 of 2007.

The Department does not have sufficient funds in 2008/09 financial year and also over the MTEF period to implement the various OSDs as required by the Public Service Coordinating Bargaining Chamber Resolution Number 1 of 2007. DPSA and National Treasury have been approached to note the budgetary predicament that the Department faces in line with the continuous implementation of the Public Service Coordinating Bargaining Chamber Resolution No. 1 of 2007.

An over-expenditure of R18 million was incurred under the Security programme GFS item goods & services mainly due to the under funded expenditure on the manning of security control rooms services.

2. Virements

2.1 Programme Administration

The net decrease of R16,732 million under Programme Administration was mainly due to shifting of funds under Compensation of Employees to the Programme Security to fund the shortfalls broadly resulting from the implementation of Public Service Coordinating Bargaining Chamber Resolution Number 1 of 2007.

2.2 Programme Security

The net increase of R287,430 million under the Programme Security was mainly due to the shifting of funds from other programmes to fund the shortfalls under Compensation of Employees resulting from the implementation of Public Service Coordinating Bargaining Chamber Resolution Number 1 of 2007. Funds were also shifted from Programme Corrections to Programme Security under Goods & Services to partly fund the under funded expenditure on the manning of security control rooms services. The Public Service Coordinating Bargaining Chamber Resolution Number 1 of 2007 made provision for extra remuneration for the work done on Saturdays, Sundays and Public Holidays without the option of granting time off as was the agreement with labour previously.

2.3 Programme Corrections

The net decrease of R182,021 million under the Programme Corrections was mainly due to shifting of unutilised funds from this Programme to Programme Security due to the posts which could not be filled by the end of this financial year. The above-mentioned net decrease was also mainly due to shifting of funds to Programme Security under the item Goods & Services which were allocated in this programme to fund the commencement costs of new correctional centres initially planned to be built including the new Kimberley Correctional Centre Project which has not yet been completed.

2.4 Programme Care

The net decrease of R27,675 million under the Programme Care was mainly due to the shifting of funds due to vacant posts to the programme Security to finance the overall financial implications resulting from the implementation of Public Service Coordinating Bargaining Chamber Resolution Number 1 of 2007 including clause 9 of the above-mentioned resolution (overtime implications).

2.5 Programme Development

The net decrease of R28,414 million under the Programme Development was mainly due to the shifting of funds from the Item Goods & Services to the Security

Programme item Goods & Services in order to partly fund the shortfalls under the Programme Security resulting from the under funded manning of security control rooms expenditure.

2.6 Programme Social Reintegration

The net decrease of R544 thousand under the Programme Social Reintegration was mainly due to shifting of funds under transfer payments from the item Aid to offenders on release, to the Programme Security in order to fund the shortfalls resulting from the payment of exit packages.

2.7 Programme Facilities

The net decrease of R32,043 million under the Programme Facilities was mainly due to shifting of funds from the Programme Facilities to Programme Security to fund the shortfalls resulting from the implementation of the Public Service Bargaining Chamber Resolution number 1 of 2007 with treasury approval. The Public Service Coordinating Bargaining Chamber Resolution number 1 of 2007 made provision for extra remuneration for the work done on Saturdays, Sundays and Public Holidays without the option of granting time off as was the agreement with labour previously.

With regard to the economic classification, R1,8 million was shifted from Compensation of Employees to Transfer Payments for the payment of leave gratuity personnel remuneration exit packages in line with Treasury Regulation 6.3.1 (d).

It should be noted that all virements done for 2007/08 financial year were approved by the Accounting Officer and copies were also forwarded to National Treasury.

3. Service rendered by the department

3.1 List of Services

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

- Provide the administrative, management, financial, ICT (information communication technology), service evaluation, investigative and support functions required for all service delivery by the department and support of function of the Ministry.
- Provide safe and secure environment for all persons incarcerated and conditions consistent with human dignity, and thereby provide security for personnel and the public.

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

3.2 Tariff policy

All the tariffs are calculated according to the applicable inflation rate for the reporting period, and in each case, different role players are consulted in this regard to give their inputs. In the event of necessary changes in the tariff structure, this information is consolidated and submitted to National Treasury for approval. After approval, the tariffs are implemented. However, there were no substantial changes in the tariff structure for the 2007/08 financial year. The only changes in the current tariffs were due to inflation adjustment and were accordingly revised after approval by the Accounting Officer.

3.3 Free services

The total expenditure incurred for free services amounts to R38,073 million [R30,248 million]. This consists of salary compensation of R37,859 million [R30,116 million] to 284 [309] officials working directly with Clubs and Messes and R213,614 [R132,500] for one official [one official] in the Head Office Biokinetics Centre.

Free prison labour provided to other state departments and private entities amounted to R678, 000 (R0.00).

3.4 Inventories

Inventories on hand at financial year end 31 March 2008 (Average prices are used to calculate totals)

Categories:	R'000
Strategic stock	65
Agricultural	51 584
Learning and teaching support material	44
Food and food supplies	43 080
Fuel, oil and gas	2 003
Other consumables	121 210
Domestic consumables	13 489
Parts and other maintenance material	14 362
Sport and recreation	638
Stationary and printing	56 242
Medical supplies	2 105
Weapons and armaments	14 509
Other inventory	303 121
TOTAL	622 452

4. Capacity constraints

Overcrowding

Overcrowding in DCS continues to pose a challenge to how the department functions and its ability to deliver. The overcrowding in DCS means that accommodation is insufficient; officials spend more time on controlling movement and ensuring security of inmates and staff. It has implications for personnel and resources which have to be stretched. One of DCS's cost drivers is the operating costs resulting from the increased inmate population. To deal with overcrowding the Department has embarked on a number of initiatives that include partnerships with Departments in the criminal justice and social sector, application of various policies designed to provide for alternatives to incarceration, and the continuing function of National and Regional Overcrowding Task Teams.

Overcrowding has had an impact on the provision of programmes in that officials are often not able to reach the targets they set, it puts constraints on building infrastructure, and has created a shortage of beds thus increasing the demand for more space. Overcrowding also increases vulnerability of inmates to violence, and communicable diseases such as the Multi-Drug Resistance TB. Overcrowding is monitored through the Risk Management Committee.

5. Utilisation of donor funds (finance)

Funds allocated to the Department from the USA PEP-FAR programme:

	R'000
Allocation	5 916
Expenditure	5 027
Available	889

These funds were used on the following activities:

- Training of professional nurses in the Comprehensive Management of HIV and AIDS.
- Training of professional staff in Voluntary Counselling and Testing.
- Training of offenders in Peer Education.
- Procurement of equipment for 212 Correctional health Facilities.
- Procurement of pharmacy equipment for 12 Correctional Pharmacies.
- ARV sites.
- World AIDS Day celebrations.

6. Trading entities and public entities

The department has no trading entities.

7. Organisations to whom transfer payments have been made

In accordance with the Skills Development Act (No. 97 of 1998), an amount of R3,474 million [R3,182 million] was transferred to SASSETA during the year under review.

8. Public Private Partnerships (PPP)

There are two privately run facilities in the Department operating under Asset Procurement and Operating Partnership System (APOPS). They are Mangaung Maximum Security Prison in Bloemfontein and Kutama-Sinthumule Maximum Security Prison in Makhado. The Department is planning to build five PPP facilities over the next three years to increase its capacity.

9. Corporate governance arrangements

9.1 The risk management approach

The Department established the Risk Management Committee (RMC) in 2002 and restructured it in 2003. The RMC continue to manage identified risks under the chairperson of Chief Deputy Commissioner: Operations and Management Support. The RMC meets on a quarterly basis to assess the level of risk and progress on mitigation of risks.

9.2 Fraud prevention policies

The department has approved fraud policies and procedures. In addition, the Accounting Officer has established a Fraud Prevention Committee.

9.3 Effectiveness of internal audit and audit committee

DCS has an internal audit unit which functions under the control and direction of an audit committee. The internal audit unit functions on a co-sourced basis, where some of the work is contracted out. Currently there is an approved establishment with 28 posts for the in-house staff, which includes two support posts. The staff turnover situation of internal audit is volatile and this as well as limited financial resources impacts on the internal audit activity's ability to perform optimally. A new head of Internal Audit was appointed during the 2007/08 financial year.

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

A private audit firm was appointed by National Treasury to conduct a quality assessment on the Internal Audit activity. The assessment results indicated that the Internal Audit activity of the Department generally conforms to the Institute of Internal Audit's Standards for the Professional Practice of Internal Auditing and Code of Ethics.

Jali Commission recommendations implementation

The final report of the Jali Commission of Inquiry was received by the Department in March 2006. The Department had to look into and analyze all the recommendations and in the process compared the content thereof with the developments that have taken place since the commencement of the transformation process within the Department which culminated in the drafting and approval of the White Paper on Corrections by the Cabinet in 2005. In the analysis process it emerged that the Commission's recommendations are basically made up of two main categories, namely issues relating to organizational systems and policies and misconduct matters. The overall observation that was made from the onset with regard to issues pertaining to organizational systems and policies is the fact that the White Paper on Corrections made provision for a good framework within which the bulk of these recommendations would be addressed on a medium to long term basis. Guided by the solid foundation that was proactively laid through the White Paper the Department has, since the receipt of the Report, consciously put some effort into ensuring that the implementation of all the recommendations receive

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attention so that the matter can reach closure. As at 31 March 2008, considerable progress had been made in dealing with all the recommendations on systems and policies whilst those on misconduct matters have been completed. The Department has set itself a target to complete all the recommendations on organizational systems by 31 December 2008. However, some of the work on such matters will be ongoing for a medium to long term basis in line with the White Paper principles.

9.4 Compliance Improvement Plan

Since its inception in the financial year 2005/06, the Plan has been used by the Department as an effective system to monitor the performance of different management areas and centres falling under their jurisdiction on matters that have been recurring in the findings of the Auditor-General's Report in order to improve and eventually eliminate non-compliance on such matters. Accountability has been built into the system by requiring Regional Offices to submit bi-monthly certifications on the progress, which is made by different management areas under their jurisdiction in managing and ensuring compliance on such issues. These certifications are followed by inspections of the results which are quantified and recorded to monitor performance trends of each management area and centres falling under it. These performance trends are utilized in the performance assessments of different Regional Commissioners and Area Commissioners. The results of these inspections are also utilized for the provision of quarterly progress reports to the Department's Risk Management Committee and the Audit Committee. The results of each financial year are utilized as baseline information for each subsequent financial year to ensure consistency and a progressive manner in effecting improvement. Since the financial year 2006/07 the overall improvement has moved from 79% to 84% in 2007/08. It is a fact that the

challenge of non-compliance has entrenched itself over some time in the Department, but the management of the Department is determined to change the current situation around within a reasonable period of time. Compliance Improvement Plan inspections are monitored by the Risk Management Committee.

9.5 Implementation of the OHS Act

The Occupational Health and Safety and Disaster Management Act provides for the maintenance of a working environment that is safe and without risk to the health of employees. The DCS as an exempted employer is liable for the payment of reasonable medical cost incurred by an employee in respect of medical aid necessitated by an occupational accident or disease. The Accounting Officer has appointed senior managers (CDC's, Regional Commissioners and Area Commissioners) to ensure that OHS is properly discharged. Delivery on the OHS Act is monitored through the Risk Management Committee.

9.6 Employee Wellness

The purpose of the Employee Health and Wellness Policy is to facilitate and support this integrated approach to Health and Wellness, which includes the promotion of physical, emotional, social, mental, spiritual, moral and ethical well being, contributing to the creation and maintenance of a healthy and safe working environment. The Integrated wellness strategy and implementation plan were developed and presented to regions in a national work session. During the year under review 2 522 officials were trained in Employee Assistance Programmes. The wellness programme reached 13 479 employees.

The table below lists, over and above the ones mentioned, some other good governance arrangements within DCS:

Arrangements	In Place	Ownership/Responsibility	Strategy to Address
1. Strategic and business plan, revised regularly	✓	Operations and Management Support (OMS)	Mid-Year Reviews
2. Organisation structure filled with appropriate staff	✓	Corporate Services and Human Resource Planning (HRP)	Functional structure must be completed Competency alignment project required
3. Delegation of authority for decision making	✓	National Commissioner and Central Services	Ensure delegation that follow managerial responsibility
4. Performance management and feedback system	✓	Corporate Services, Human Resource Management and Human Resource Support	Improvement in the functioning of Moderation Committees
5. Training and Development	✓	Corporate Services and Human Resource Development	Training across levels to build teams on common understanding necessary to deal with culture change
6. Governance Structures staffed accordingly	✓	National Commissioner and Operations and Management Support	Cascade upwards into EMC through reporting, processed by structures

Arrangements	In Place	Ownership/Responsibility	Strategy to Address
7. Effective human resources function and processes	✓	Corporate Services	Decentralised resources function and processes with reporting responsibility to national office.
8. Effective disciplinary process	✓	Corporate Service and Legal Services and Operations	Train senior management to handle disciplinary cases.
9. Fraud Prevention Strategy	✓	Risk Management Committee and Fraud Prevention Committee	Improve good governance.
10. Ethics Policy and Code of Conduct	✓	Corporate Services and Legal Services and Operations	Code of conduct owned by every official.
11. Reliable, timeous recording and accounting system	✓	Finance	Improve the effectiveness of the Budget Committee for decision making.
12. Reliable credible supply chain management system	✓	Finance and Supply Chain Management	Vetting of procurement staff, training of managers in procurement processes.
13. Declaration of interest	✓	Supply Chain Management Internal Audit Human Resource Management	Done in Bid Adjudication Committee and Audit Committee but should be extended to all decision making meetings Annual Financial Disclosures signed; permission for remunerative work outside of DCS sought from National Commissioner annually Need to develop a framework that will ensure: <ul style="list-style-type: none"> • Management of information in financial disclosure. • Ensure that remunerative work is kept at lowest possible level. • Declaration of interest in relation to short listing and interviews.
14. Constant vetting of key staff	✓	Operations and Management Support and Security Standards	Posts to be classified in relation to clearance requirements.
15. Compliance with laws and regulations	✓	Operations and Management Support and Inspectorate	Inspectorate to report on inspection findings other than CIP to EMC. Training of all managers on regulatory framework that we must comply with. Database of law and regulations that must be complied with.
16. Leadership	✓	Executive Management Committee (EMC)	Ensure that all senior managers are registered and complete Leadership course.

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10. Discontinued activities/activities to be discontinued

No activities were discontinued.

11. New/proposed activities

Branch Operations and Management Support was established as a new branch that added the sixth branch at head office. The Branch was established to enhance performance, its key components are Operations, Strategic Planning, Management and Monitoring, Project Management, Service Delivery Improvement, Security Standards and the Inspectorate. The Branch is an approved structure and new structures that required new funding are Chief Deputy Commissioner posts, the Chief Directorate Operations and Project Management.

The Accounting Officer has initiated the Regional Commissioners' Forum. This is a structure convened by the National Commissioner and comprising of six Regional Commissioners and CDC Operations and Management Support. It was established to provide Regional Commissioners a platform to focus on key operational issues in the regions. The meetings are bi-monthly and the funding for them is provided by regions hosting the forum

12. Asset management

12.1 Asset verification and appointment of asset controllers

In November 2006, the Department embarked on an asset verification project which involved identification of individual assets and marking and capturing those that were not on the asset register. Due to the size of the task, contract workers were appointed to assist. At the end previously un-captured assets with a total value of more than R12 million were identified, marked and captured. The project was finalized in November 2007.

All centres and offices have appointed asset controllers. The asset controllers are responsible for managing assets under their control. This includes reporting any movement, loss and disposals to Supply Chain Management.

12.2 Asset management reforms

The asset verification process was completed and an updated asset register is in place. The current asset register is managed through the Web Asset Tool (WAT). The asset register is maintained and updated at all times.

The Department is currently migrating to LOGIS due to the fact that WAT has several shortcomings, amongst them the fact that its functions are not updated whenever National Treasury revises the requirements for asset

management and it also does not interface with BAS. Eight (8) sites have already migrated and the rest are expected to migrate by 30 September 2008.

Centres and offices developed their own assets acquisition plans for 2007/08 as part of reforms.

The Department is currently compiling the asset acquisition and maintenance plan for the financial year 2008/09. Correct or fair values for assets that were initially captured at R1,00 as their values were unknown, are being updated.

13. Events after the reporting date

There were no events after the reporting date.

14. Performance information

The Department of Correctional Services has entered into partnership with the Technical Assistance Unit of National Treasury to pilot the Framework for Managing Programme Performance Information, which is based on Results Based Management (RBM). The aim of the RBM approach is to:

- Formulate the results chain (identifying inputs, activities and outputs that are required if desired outcomes are to be achieved).
- Select indicators to measure progress achieved at each level of the results chain, i.e. performance indicators for inputs, activities, outputs and outcomes.
- Set explicit baselines and targets for each indicator.
- Collection of data on each identified indicator.
- Review, analyze and report actual results against the set targets.
- Integrate evaluations to provide complementary performance information through the assessment of the efficacy of the results chain.
- Use performance information for purposes of decision making, accountability and learning.

In addition to improving service delivery, the Department has developed an integrated planning, resourcing and reporting policy to improve planning and reporting. The policy has been approved in the reporting period. The Department is also in the process of developing a monitoring, evaluation and reporting (MER) tool that will include defining indicators, tracking data paths and validating them. The draft MER policy will outline clear roles and responsibilities and include verification of information.

15. Investigations

During the financial year 2007/08, the DCS' Departmental Investigation Unit (DIU) whose mandate is to investigate corruption, fraud and serious maladministration, handled 183 cases in these categories: 116 were

corruption; 31 were fraud; 23 were theft and 13 serious maladministration. 118 cases were finalized, of which 27 were referred to Code Enforcement Unit for disciplinary action against 57 implicated officials. Conviction rate: 96,5% (30 dismissals, 17 written warnings, 2 acquittals, 1 suspension for two months without pay, 4 resignations, 1 demotion and 1 withdrawn due to non-availability of witnesses).

Some of the key investigations conducted are the following:

- The Qalakabusha escape where ten (10) high risk offenders unbelievably left the centre was investigated and finalized. Sixteen (16) officials who were responsible for security at the time of the incident were investigated. Thirteen (13) members were charged. Ten (10) officials were dismissed, one (1) demoted and two (2) acquitted. A hearing has been scheduled for outstanding three (3) officials.
- Investigations involving financial misconduct cases where undertaken wherein some senior members of the Department were subjected to disciplinary hearing for their action. Four (4) of whom have been given final written warnings and one (1) dismissed.

Three key investigations were conducted, with a view to addressing queries raised in the Auditor-General's report of the previous financial year:

[a] Management of suspensions within the Department:

The project covered six (6) Regions of the DCS and was focused on suspensions extending beyond three months, highlighting the extent of non-compliance with policy; financial implication for the Department; payment of undue special danger allowance to officials on suspension and systemic flaws. On these focus areas recommendations were inter alia that unduly paid allowances be recovered from officials concerned. Confirmation was received that undue payments of R24500,00 was recovered from officials.

[b] Administration of incapacity leave: Due to the complexity of the investigation the scope only covered three Regions. The extent of non-compliance with policy as well as financial implications for the Department was highlighted. Herein also recommendations included recovery of undue allowances paid to undeserving officials. Further recommendations were made to address the gaps identified in the implementation of the incapacity leave policy. It was further recommended that responsibility managers be held accountable for failure to implement such recommendations. The DCS is still implementing recommendations relating to the recovery of undue payments made to the officials.

[c] The SIU was requested to assist the Department with investigation of procurement irregularities. The investigation revealed corruption in the use of the three-quotation system in procurement of goods. Corruption varied from cover-quoting, fronting, splitting, rigging and fraud.

The following reports were submitted, in some instances recommending disciplinary hearing of officials:

- Farm investigations (6)
- Procurement investigations (5)
- Pharmacy investigations (22)

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16. SCOPA Resolutions

Reference to previous audit report and SCOPA and SCOF resolutions	Subject	Progress made on SCOPA and SCOF resolutions
SCOPA, fifth report of 2008.	Asset Management.	<p>Recommendations:</p> <p>(a) a reconciliation is performed to ensure that all assets are captured;</p> <p>(b) Policies and procedures are updated and there is compliance with these policies and procedures.</p>
		<p>Status:</p> <p>(a) Reconciliation of the three systems has been done. However the information on BAS reports does not always agree with information on WAT and PAS due to differences in the capabilities of the systems.</p> <ul style="list-style-type: none"> • Expenditure reports from BAS are used to ensure that all assets paid for, are captured on the asset register before implementation. Measures for the improvement in the recording and reporting of assets as well as control would be enhanced with the bar coding being substantially completed and the imminent roll out of LOGIS. <p>(b) Financial policies and procedures Head Office develops and distributes the approved financial policies and procedures to the regions, management areas and correctional centres to ensure that there is uniform financial management practices and that identified gaps in the system are closed.</p> <ul style="list-style-type: none"> • The Asset Management Policy, amongst others was developed, reviewed and confirmed to be aligned with requirements of BAS and White Paper on Corrections. • Procedures were developed in the form of Financial Administrative Procedure Manuals, Logistical Procedure Manuals and Procurement Administration Procedure Manual.
SCOPA, fifth report of 2008.	Buildings and other fixed assets.	<p>Recommendations:</p> <p>(a) The Auditor-General could not perform audit procedures regarding improvements/additions to the value of R1,252 billion, as the building that was renovated belongs to the Department of Public Works, but is disclosed in the books of the DCS. SCOPA therefore recommends that the National Treasury, DCS and Department of Public Works should solve this issue as a matter of urgency.</p>
		<p>Status:</p> <p>(a) The disclosure regarding improvements/additions to buildings and other fixed assets has been resolved in the new guidelines issued by National Treasury.</p> <p>“From 1 April 2007 departments must account for the current year’s project cost in the annual financial statements and in the “Expenditure for capital assets” note (as required previously). In addition, any project completed in 2007/08 does not have to be recorded in the asset register of the client department as a transfer out”.</p>

SCOPA, fifth report of 2008.	Medical expenditure.	<p>Recommendations:</p> <ul style="list-style-type: none"> (a) detailed information on continuing members is requested on an annual basis (b) measures are put in place to verify that members are still alive (c) invoices and supporting documents are verified before payments are made (d) Money paid to medical aid on behalf of deceased members is paid back to the department and disciplinary action is taken against employees in cases where corruption or negligence is proven.
		<p>Status:</p> <ul style="list-style-type: none"> (a) Life certificates are now being requested annually from the continuation members. The department has managed to secure a private bag that will receive all correspondence dealing with medical aid issues. (b) A database, linked with the Department of Home Affairs' database, has been developed to enable DCS to receive regular updates on the status of the continuation members. The process whereby verified information is captured on the said database had already begun. (c) Various measures have been adapted to ensure that medical aid expenditure is verified and reconciled before payments are made. The adoption of the database will assist the department in reconciliation of the medical account. (d) The process of recovering the monies paid to Medcor for the deceased members has started during February 2008. Future recoveries will be made as information on the database is purified.
SCOPA, fifth report of 2008.	Receivables.	<p>Recommendations:</p> <ul style="list-style-type: none"> (a) The Auditor-General reported a recurring problem with receivables. For the 2006/07 financial year, an amount of R40 million for staff debtors could not be verified for completeness or accuracy. <p>SCOPA therefore recommends that this issue is addressed as a matter of urgency and that monthly reconciliations are done.</p>
		<p>Status:</p> <ul style="list-style-type: none"> (a) The financial policy and procedures to implement proper debt collection has been developed and approved with the objective to avoid huge losses. (b) Action plans on debts were compiled, refined and distributed to all relevant role-players. (c) Dedicated debt management units (at Head/Regional/Area offices) have been established in the Department and training is continuously provided. (d) Policies have been modified and procedures supporting the process have been established to ensure that all funds owed to the Department are recovered before an employee receives pension payouts. (e) Procedures have been developed to ensure debts are properly investigated before being written off. (f) Procedures have been developed to ensure relevant cases are referred to the State Attorney before they are written off. (g) The practice of issuing standing advances has been terminated during 2007/08 and an amount of R233 201 from the initial outstanding amount of R348 130 has been recovered from officials. <p>Some of the challenges encountered in effective management of staff debts are as follows:</p> <ul style="list-style-type: none"> • Highly decentralised nature of DCS where the point of the debt incurred and the location of the employee records would not be the same.

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
REPORT OF THE ACCOUNTING OFFICER
for the year ended 31 March 2008

		<ul style="list-style-type: none"> • Many of the debts are very old. • While the debt might be identified, the documentation of the debt to substantiate these is difficult to source/obtain. • Monitoring of action plan at the Chief Directorate, Branch level and Audit Steering Committee levels.
SCOPA, fifth report of 2008.	Vacancies.	<p>Recommendations:</p> <p>(a) That vacant position is filled and the department's retention strategy is implemented successfully.</p>
		<p>Status:</p> <p>(a) On the area of scarce skills the Department advertised these vacant posts on a regular basis and also implemented head hunting frameworks for Nurses, Pharmacists, Medical Practitioners and Psychologists.</p> <p>(b) With Medical Practitioners it was also possible to upgrade their salaries to Level 12 which lead to the filling of some of the positions.</p> <p>(c) On the other Occupations the department is also restricted within the salary framework of the broad Public Service and currently only the new OSD for Nurses has been implemented and approved by DPSA.</p> <p>(d) The Commissioner has approved the translation of all Professional Nurses to the occupational stream of Primary Health Care. This approval implies a higher compensation package which will ensure the more effective recruitment and retention strategy for this critical occupation.</p> <p>(e) The new structure for Social Workers was successfully implemented in the Department which presents Social Workers with better salary and career opportunities. This also led to the filling of some of the positions.</p> <p>(f) Regarding Psychologists, the department is faced with a situation that the current public service salary is not sufficient to attract and retain qualified Psychologists. There is also a deeper imbedded problem which relates to the working environment conditions which impact negatively on this professional field. As a counter measure the department has presented flexible working hours and a framework for head hunting.</p> <p>(g) It is a fact that the department alone cannot address the critical shortage experienced with Psychologists and the new OSD as developed by DPSA for Psychologists which is scheduled for 2008 will assist a great deal in eliminating salary disparities within the Government sectors and provide for a platform from where open competition can prevail.</p>
SCOPA, fifth report of 2008.	Consultants.	<p>Recommendations:</p> <p>(a) That the department ensures that there is proper skills transfer to staff to eventually decrease the department's dependence on consultants.</p>
		<p>Status:</p> <p>(a) The Public Sector has not been able to compete successfully with Private Sector in relation to amongst others the ruminations and Human Capital Investment to support the attraction and retention of skills.</p> <p>(b) The reasons for outsourcing are the following:</p> <ul style="list-style-type: none"> • To source expertise and skills that are not available within the Department; • The high turn-over and the inability to retain and match what the private sector is offering in terms of salary and other benefits; • Prolonged process of staffing; • To allow the department to refocus on its core function; • Improve service delivery of the department on the rendering of the core services;

		<ul style="list-style-type: none"> • Enhance better compliance to statutory requirements linked to the core services of the department, e.g. Correctional Services Act, Act 111 of 1998; • Give effect to other statutory requirements such as PFMA, PPPFA, Occupational Health and Safety Act, etc.; • Cost and benefits for the department; • Enhance effectiveness, efficiency and economical in the use of departmental resources. <p>(c) One of the interventions in relation to the reduction of utilization of consultants that the Department is considering is to review its sourcing model and strategy.</p>
SCOPA, fifth report of 2008.	Public-Private partnerships (PPP).	<p>Recommendations:</p> <p>(a) that the department supply it with a cost benefit analysis in terms of value for money to the tax payer on the envisaged PPP within 60 days of the adoption of this resolution by the National Assembly.</p> <p>(b) SCOPA further recommends that this matter be referred to the Portfolio Committee on Correctional Services for monitoring.</p>
		<p>Status:</p> <p>The Department does not have a cost benefit analysis predating the building of the two PPP Facilities referred to in terms of the concerns raised by SCOPA. However on the 8 November 2002, a Task Team composed of DCS, National Treasury and DPW concluded a Review of the PPP that demonstrated:</p> <ul style="list-style-type: none"> • Competitive construction costs; • Construction completion on time and within the allocated budget; • Fast track delivery (less than two years from contract signature to full operating capacity); • Operating costs that are comparable with overcrowded public prisons, but with higher levels of service and better quality facilities; • Significant black equity and sub-contracting; • Appropriate transfer of the risk to the private partner.

17. Prior modifications to audit reports

In 2005/06, the Department developed an action plan that lists all items raised by the Auditor-General. The Department also established a Task Team that will lead the process of dealing with these matters.

18. Exemptions received from the national treasury (finance)

None

19. Other (finance)

None

20. Approval

The Annual Financial Statements set out on pages 95 to 147 have been approved by the Accounting Officer.



Commissioner: Correctional Services
V P Petersen
30 May 2008

4.2 Report of the Auditor-General to Parliament on the financial statements and performance information of Vote 19: Department of Correctional Services for the year ended 31 March 2008

Report on the Financial Statements

Introduction

1. I have audited the accompanying financial statements of the Department of Correctional Services which comprise the appropriation statement and statement of financial position as at 31 March 2008, and statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, and a summary of significant accounting policies and other explanatory notes, as set out on pages 95 to 147.

Responsibility of the Accounting Officer for the financial statements

2. The Accounting Officer is responsible for the preparation and fair presentation of these financial statements in accordance with the modified cash basis of accounting determined by National Treasury, as set out in accounting policy note 1.1 to the financial statements and in the manner required by the Public Finance Management Act, 1999 (Act No. 1 of 1999) (PFMA), and the Correctional Services Act, 1998 (Act No. 111 of 1998). This responsibility includes:
 - designing, implementing and maintaining internal control relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error
 - selecting and applying appropriate accounting policies
 - making accounting estimates that are reasonable in the circumstances.

Responsibility of the Auditor-General

3. As required by section 188 of the Constitution of the Republic of South Africa, 1996 read with section 4 of the Public Audit Act, 2004 [(Act No. 25 of 2004) (PAA)], my responsibility is to express an opinion on these financial statements based on my audit.
4. I conducted my audit in accordance with the International Standards on Auditing and General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008. Those standards require that I comply with ethical requirements and plan and perform the audit to obtain reasonable assurance on whether the financial statements are free from material misstatement.
5. An audit involves performing procedures to obtain

audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgement, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control.

6. An audit also includes evaluating the:
 - appropriateness of accounting policies used
 - reasonableness of accounting estimates made by management
 - overall presentation of the financial statements.
7. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my audit opinion.

Basis of accounting

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

Basis for qualified opinion

Tangible capital assets

9. I could not obtain sufficient appropriate evidence in respect of an adjustment of R162 million made to the opening balances of buildings and fixed structures and an adjustment of R805 million made to the opening balances of machinery and equipment.
10. Included in note 29.1 are additions to machinery and equipment to the value of R87 million whereas the fixed asset register amount for additions is R55 million. No reconciliation was provided for the difference of R32 million.
11. I was unable to obtain sufficient audit evidence concerning the accuracy of the amounts disclosed in note 29.1 relating to work in progress on buildings and other fixed structures in the amount of R261 million.
12. A difference of R108 million exists between the amounts as reflected on the closing balance of the tangible capital assets note 29 to the financial statements and the fixed asset register. The difference can be attributed to the following:
 - The fixed asset register included depreciation while the amount in note 29 to the financial statements excludes depreciation.
 - Buildings and other fixed structures to the amount of R155 million are not included in the fixed asset register but are included in note

29 to the financial statements. Included in this amount is R90 million relating to accruals as disclosed in note 29.1 and the balance of the R65 million relates to improvements/additions which are not registered in the name of the department. The cost of these improvements/additions should have been transferred to the Department of Public Works.

13. As a result of the above I was unable to carry out all auditing procedures I considered necessary for the audit and the entity's records did not permit the application of alternative audit procedures to satisfy myself as to the accuracy, completeness and valuation regarding assets. This was due to unavailability of proper records on assets as required by section 40(1)(a) of the PFMA and Treasury Regulation 17.2.3. As a consequence, disclosure note 29 is misstated by a material amount which cannot be accurately determined.

Qualified Opinion

14. In my opinion, except for the effects of such adjustments, if any, as might have been determined to be necessary had I been able to satisfy myself as to the matters described in the Basis for qualified opinion paragraphs, the financial statements present fairly, in all material respects, the financial position of the Department of Correctional Services as at 31 March 2008 and its financial performance and cash flows for the year then ended, in accordance with the modified cash basis of accounting determined by National Treasury, as set out in accounting policy note 1.1 to the financial statements and in the manner required by the PFMA.

OTHER MATTER(S)

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

Internal controls

15. Section 38(1)(a)(i) of the PFMA states that the Accounting Officer must ensure that the department has and maintains effective, efficient and transparent systems of financial and risk management and internal control. The table below depicts the root causes that gave rise to the inefficiencies in the system of internal control, which led to the qualified opinion. The root causes are categorised according to the five components of an effective system of internal control. In some instances deficiencies exist in more than one internal control component.

Re-reporting item	Control environment	Risk assessment	Control activities	Information and communication	Monitoring
Tangible capital assets			✓	✓	✓
<p>Control environment: establishes the foundation for the internal control system by providing fundamental discipline and structure for financial reporting.</p> <p>Risk assessment: involves the identification and analysis by management of relevant financial reporting risks to achieve predetermined financial reporting objectives.</p> <p>Control activities: policies, procedures and practices that ensure that management's financial reporting objectives are achieved and financial reporting risk mitigation strategies are carried out.</p> <p>Information and communication: supports all other control components by communicating control responsibilities for financial reporting to employees and by providing financial reporting information in a form and time frame that allows people to carry out their financial reporting duties.</p> <p>Monitoring: covers external oversight of internal controls over financial reporting by management or other parties outside the process; or the application of independent methodologies, like customised procedures or standard checklists, by employees within a process.</p>					

Non-compliance with applicable legislation

Correctional Services Act, 1998 (Act No. 111 of 1998)

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

Matters of governance

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

Matter of governance	Yes	No
Audit committee		
• The department had an audit committee in operation throughout the financial year.	✓	
• The audit committee operates in accordance with approved, written terms of reference.	✓	
• The audit committee substantially fulfilled its responsibilities for the year, as set out in section 77 of the PFMA and Treasury Regulation 3.1.10.	✓	
Internal audit		
• The department had an internal audit function in operation throughout the financial year.	✓	
• The internal audit function operates in terms of an approved internal audit plan.	✓	
• The internal audit function substantially fulfilled its responsibilities for the year, as set out in Treasury Regulation 3.2.	✓	
Other matters of governance		
The annual financial statements were submitted for audit as per the legislated deadlines.	✓	
The financial statements submitted for audit were not subject to any material amendments resulting from the audit.		✓
No significant difficulties were experienced during the audit concerning delays or the unavailability of expected information and/or the unavailability of senior management.		✓
The prior year's external audit recommendations have been substantially implemented.		✓
SCOPA resolutions have been substantially implemented.		✓

OTHER REPORTING RESPONSIBILITIES

REPORT ON PERFORMANCE INFORMATION

18. I have reviewed the performance information as set out on pages 12 to 75.

Responsibility of the Accounting Officer for the performance information

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

Responsibility of the Auditor-General

20. I conducted my engagement in accordance with section 13 of the PAA read with General Notice 616 of 2008, issued in Government Gazette No. 31057 of 15 May 2008.

21. In terms of the foregoing my engagement included performing procedures of an audit nature to obtain sufficient appropriate evidence about the performance information and related systems, processes and procedures. The procedures selected depend on the auditor's judgement.

Audit findings (performance information)

22. I believe that the evidence I have obtained is sufficient and appropriate to report that no significant findings have been identified as a result of my review.

OTHER REPORTS

Investigations

23. The Special Investigating Unit (SIU) presented their report to parliament on 20 May 2008 on their findings regarding corruption at correctional centres and abuse of the department's medical aid scheme which emanated from the Jali Commission's report.

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

- Procurement;
- Repair and Maintenance Projects (RAMP);
- Asset management at Correctional Center farms;
- Outstanding Medical Aid matters; and
- Correctional Centre Pharmacies.

Performance audits

25. A performance audit was completed during the year under review concerning the department's repair and maintenance of correctional centres. The report will be tabled during the 2008-09 financial year.

APPRECIATION

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

Auditor - General

Pretoria
31 July 2008



A U D I T O R - G E N E R A L

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
ACCOUNTING POLICIES
for the year ended 31 March 2008

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

1. Presentation of the Financial Statements

1.1 Basis of preparation

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

1.2 Presentation currency

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

1.3 Rounding

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

1.4 Comparative figures

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

1.5 Comparative figures - Appropriation Statement

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

2. Revenue

2.1 Appropriated funds

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

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

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

2.2 Departmental revenue

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

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

2.2.1 Tax revenue

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

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

2.2.2 Sales of goods and services other than capital assets

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

2.2.3 Fines, penalties & forfeits

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

2.2.4 Interest, dividends and rent on land

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

2.2.5 Sale of capital assets

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

2.2.6 Financial transactions in assets and liabilities

Repayments of loans and advances previously extended to employees and public corporations for policy purposes are recognised as revenue in the Statement of Financial Performance on receipt of the funds.

Cheques issued in previous accounting periods that

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

Forex gains are recognised on payment of funds.

2.2.7 Transfers received (including gifts, donations and sponsorships)

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

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

2.3 Local and foreign aid assistance

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

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

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

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

3. Expenditure

3.1 Compensation of employees

3.1.1 Short-term employee benefits

Salaries and wages comprise payments to employees (including leave entitlements, thirteenth cheques and performance bonuses). Salaries and wages are recognised as an expense in the Statement of Financial Performance when final authorisation for payment is effected on the system (by no later than 31 March of each year). Capitalised compensation forms part of the expenditure for capital assets in the Statement of Financial Performance.

All other payments are classified as current expense.

Short-term employee benefits that give rise to a present legal or constructive obligation are disclosed in the dis-

closure notes to the financial statements. These amounts are not recognised in the Statement of Financial Performance or Position.

3.1.2 Post retirement benefits

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

Employer contributions (i.e. social contributions) to the fund are expensed when the final authorisation for payment to the fund is effected on the system (by no later than 31 March of each year). No provision is made for retirement benefits in the financial statements of the department. Any potential liabilities are disclosed in the financial statements of the National/Provincial Revenue Fund and not in the financial statements of the employer department.

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

3.1.3 Termination benefits

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

3.1.4 Other long-term employee benefits

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

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

3.2 Goods and services

Payments made for goods and/or services are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year). The expense is classified as capital if the goods and services were used for a capital project or an asset of R5000 or more is purchased. All assets costing less than R5000 will also be reflected under goods and services.

3.3 Interest and rent on land

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

3.4 Financial transactions in assets and liabilities

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

Forex losses are recognised on payment of funds.

All **other losses** are recognised when authorisation has been granted for the recognition thereof.

3.5 Unauthorised expenditure

When discovered unauthorised expenditure is recognised as an asset in the statement of financial position until such time as the expenditure is either approved by the relevant authority, recovered from the responsible person or written off as irrecoverable in the Statement of Financial Performance.

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

3.6 Fruitless and wasteful expenditure

Fruitless and wasteful expenditure is recognised as an asset in the Statement of Financial Position until such time as the expenditure is recovered from the responsible person or written off as irrecoverable in the Statement of Financial Performance.

3.7 Irregular expenditure

Irregular expenditure is recognised as expenditure in the Statement of Financial Performance. If the expenditure is not condoned by the relevant authority it is treated as an asset until it is recovered or written off as irrecoverable.

3.8 Transfers and subsidies

Transfers and subsidies are recognised as an expense

when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

3.9 Expenditure for capital assets

Payments made for capital assets are recognised as an expense in the Statement of Financial Performance when the final authorisation for payment is effected on the system (by no later than 31 March of each year).

4. Assets

4.1 Cash and cash equivalents

Cash and cash equivalents are carried in the statement of financial position at cost.

For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held, other short-term highly liquid investments and bank overdrafts.

4.2 Prepayments and advances

Amounts prepaid or advanced are recognised in the statement of financial position when the payments are made.

Pre-payments and advances outstanding at the end of the year are carried in the Statement of Financial Position at cost.

4.3 Receivables

Receivables included in the statement of financial position arise from cash payments made that are recoverable from another party.

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

Revenue not yet collected is included in the disclosure notes. Amounts that are potentially irrecoverable are included in the disclosure notes.

4.4 Capital assets

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

Projects (of construction/development) running over more than one financial year relating to assets, are only capitalised as assets on completion of the project and at the total cost incurred over the duration of the project.

Disclosure Notes 29 and 30 reflect the total movement in the asset register for the current financial year.

5. Liabilities

5.1 Voted funds to be surrendered to the Revenue Fund

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

5.2 Departmental revenue to be surrendered to the Revenue Fund

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

5.3 Payables

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

5.4 Contingent liabilities

Contingent liabilities are included in the disclosure notes.

5.5 Commitments

Commitments represent goods/services that have been approved and/or contracted, but where no delivery has taken place at the reporting date.

Commitments are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance but are included in the disclosure notes.

5.6 Accruals

Accruals represent goods/services that have been received, but where no invoices has been received from the supplier at reporting date, or where invoices has been received but final authorisation for payment has not been effected for payment.

Accruals are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance but are included in the disclosure notes.

5.7 Employee benefits

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

5.8 Lease commitments

Lease commitment represent amount owing from the reporting date to the end of lease contract. These commitments are not recognised in the Statement of Financial Position as a liability or as expenditure in the Statement of Financial Performance but are included in the disclosure notes.

Operating and finance lease commitments are expensed when the payments are made. Assets acquired in terms of finance lease agreements are disclosed in the annexures and disclosure notes to the financial statements.

6. Receivables for departmental revenue

Receivables for departmental revenue are disclosed in the disclosure notes to the annual financial statements.

7. Net Assets

7.1 Capitalisation reserve

The capitalisation reserve comprises of financial assets and/or liabilities originating in a prior reporting period but which are recognised in the Statement of Financial Position for the first time in the current reporting period. Amounts are transferred to the National/Provincial Revenue Fund on disposal, repayment or recovery of such amounts.

7.2 Recoverable revenue

Amounts are recognised as recoverable revenue when a payment made in a previous financial year becomes recoverable from a debtor in the current financial year.

8. Related party transactions

Related party/parties are considered to be related if one party has the ability to control the other party or exercise significant influence over the other party in making financial and operating decisions.

Specific information with regards to related party transactions is included in the disclosure notes.

9. Key management personnel

Key management personnel are those persons having the authority and responsibility for planning, directing and controlling the activities of the department.

Compensation paid to key management personnel including their family members where relevant, is included in the disclosure notes.

10. Public private partnerships (PPP)

A description of the PPP arrangement, the contract fees and current and capital expenditure relating to the PPP arrangement is included in the disclosure notes.

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

	Appropriation per Programme									
	2007/08					2006/07				
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure
R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000	
1. Administration										
Current payment	2,840,899	(33,313)	2,807,586	2,804,216	3,370	99.9%	2,557,057	2,450,325	2,557,057	2,450,325
Transfers and subsidies	9,665	(977)	8,688	8,707	(19)	100.2%	8,935	7,613	8,935	7,613
Payment for capital assets	23,979	17,557	41,536	44,790	(3,254)	107.8%	102,069	104,864	102,069	104,864
2. Security										
Current payment	3,395,471	295,420	3,690,891	3,692,049	(1,158)	100.0%	2,902,158	2,901,212	2,902,158	2,901,212
Transfers and subsidies	-	7,211	7,211	7,206	5	99.9%	9,708	10,654	9,708	10,654
Payment for capital assets	49,376	(15,201)	34,175	33,022	1,153	96.6%	20,115	20,115	20,115	20,115
3. Corrections										
Current payment	1,071,485	(177,343)	894,142	894,142	-	100.0%	709,511	706,695	709,511	706,695
Transfers and subsidies	18,973	(4,115)	14,858	14,858	-	100.0%	20,479	14,755	20,479	14,755
Payment for capital assets	1,122	(563)	559	327	232	58.5%	1,059	550	1,059	550
4. Care										
Current payment	1,287,070	(26,617)	1,260,453	1,260,240	213	100.0%	1,098,803	1,086,927	1,098,803	1,086,927
Transfers and subsidies	-	929	929	928	1	99.9%	922	1,074	922	1,074
Payment for capital assets	4,491	(1,987)	2,504	2,652	(148)	105.9%	14,431	2,691	14,431	2,691
5. Development										
Current payment	380,240	(29,568)	350,672	353,961	(3,289)	100.9%	348,118	331,912	348,118	331,912
Transfers and subsidies	-	792	792	792	-	100.0%	351	406	351	406
Payment for capital assets	14,108	362	14,470	11,181	3,289	77.3%	17,084	14,736	17,084	14,736
6. Social Re-Integration										
Current payment	367,473	2,532	370,005	369,989	16	100.0%	319,167	317,348	319,167	317,348
Transfers and subsidies	3,375	(2,880)	495	481	14	97.2%	4,104	1,343	4,104	1,343
Payment for capital assets	508	(196)	312	342	(30)	109.6%	987	475	987	475
7. Facilities										
Current payment	514,079	6,165	520,244	534,047	(13,803)	102.7%	489,865	481,305	489,865	481,305
Transfers and subsidies	-	224	224	224	-	100.0%	209	249	209	249
Payment for capital assets	1,402,095	(38,432)	1,363,663	1,088,225	275,438	79.8%	1,206,380	795,937	1,206,380	795,937
Subtotal	11,384,409	-	11,384,409	11,122,379	262,030	97.7%	9,831,512	9,251,186	9,831,512	9,251,186
Total	11,384,409	-	11,384,409	11,122,379	262,030	97.70%	9,831,512	9,251,186	9,831,512	9,251,186

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Appropriation per Programme									
		2007/08				2006/07			
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
Reconciliation with Statement of Financial Performance									
Add:	Prior year unauthorised expenditure approved with funding								
	Departmental receipts								
	Local and foreign aid assistance								
Actual amounts per Statement of Financial Performance (Total Revenue)			11,563,379				9,937,526		9,253,640
Add:	Local and foreign aid assistance								
	Prior year unauthorised expenditure approved								
	Prior year fruitless and wasteful expenditure authorised								
Actual amounts per Statement of Financial Performance Expenditure				11,170,063				2,454	

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

	Appropriation per Economic classification									
	2007/08					2006/07				
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	Final Appropriation	Actual Expenditure
R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000	R'000	
Current payments										
Compensation of employees	6,761,950	37,276	6,799,226	6,799,221	5	100.0%	5,609,544	5,606,623	5,609,544	5,606,623
Goods and services	3,094,717	-	3,094,717	3,106,647	(11,930)	100.4%	2,815,036	2,665,338	2,815,036	2,665,338
Interest and rent on land	50	-	50	22	28	44.0%	99	40	99	40
Financial transactions in assets and liabilities	-	-	-	2,554	(2,554)	0.0%	-	3,723	-	3,723
Transfers & subsidies										
Provinces & municipalities	5,757	(3,605)	2,152	2,062	90	95.8%	10,255	5,303	10,255	5,303
Departmental agencies & accounts	3,908	(434)	3,474	3,474	-	100.0%	3,181	3,182	3,181	3,182
Public corporations & private enterprises	-	139	139	159	(20)	114.4%	-	244	-	244
Households	22,348	5,084	27,432	27,501	(69)	100.3%	31,272	27,365	31,272	27,365
Payment for capital assets										
Buildings & other fixed structures	1,400,592	(38,460)	1,362,132	1,087,049	275,083	79.8%	1,205,511	794,815	1,205,511	794,815
Machinery & equipment	95,087	-	95,087	87,487	7,600	92.0%	156,614	144,553	156,614	144,553
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-	-	-
Software & other intangible assets	-	-	-	6,003	(6,003)	0.0%	-	-	-	-
Total	11,384,409	-	11,384,409	11,122,179	262,230	97.7%	9,831,512	9,251,186	9,831,512	9,251,186

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Programme per subprogramme	Detail per programme 1 - Administration									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
1.1 Minister										
Current payment	895	-	895	1,003	(108)	112.1%	887	886		
Transfers and subsidies	-	-	-	-	-	0.0%	-	-		
Payment for capital assets	-	-	-	-	-	0.0%	-	-		
1.2 Deputy Minister										
Current payment	693	-	693	912	(219)	131.6%	721	608		
Transfers and subsidies	-	-	-	-	-	0.0%	-	-		
Payment for capital assets	-	-	-	-	-	0.0%	-	-		
1.3 Management										
Current payment	310,310	634	310,944	311,094	(150)	100.0%	282,654	277,320		
Transfers and subsidies	-	1,571	1,571	1,693	(122)	107.8%	510	519		
Payment for capital assets	2,076	194	2,270	2,294	(24)	101.1%	2,435	1,926		
1.4 Corporate Services										
Current payment	907,815	(62,463)	845,352	848,892	(3,540)	100.4%	781,792	764,101		
Transfers and subsidies	3,908	483	4,391	4,293	98	97.8%	4,074	4,056		
Payment for capital assets	3,777	(992)	2,785	2,778	7	99.7%	3,699	2,751		
1.5 Finance										
Current payment	581,059	84,456	665,515	655,432	10,083	98.5%	603,165	591,056		
Transfers and subsidies	5,729	(3,008)	2,721	2,717	4	99.9%	4,179	2,883		
Payment for capital assets	10,300	6,108	16,408	18,638	(2,230)	113.6%	40,945	49,847		
1.6 Central Services										
Current payment	286,121	(40,279)	245,842	235,724	10,118	95.9%	217,069	207,996		
Transfers and subsidies	28	(23)	5	4	1	80.0%	172	155		
Payment for capital assets	7,826	12,247	20,073	21,080	(1,007)	105.0%	54,990	50,340		
1.7 Property Management										
Current payment	754,006	(15,661)	738,345	748,619	(10,274)	101.4%	670,769	604,685		
Transfers and subsidies	-	-	-	-	-	0.0%	-	-		
Payment for capital assets	-	-	-	-	-	0.0%	-	-		
1.8 Theft and Losses										
Current payment	-	-	-	2,540	(2,540)	0.0%	-	3,723		
Transfers and subsidies	-	-	-	-	-	0.0%	-	-		
Payment for capital assets	-	-	-	-	-	0.0%	-	-		
Total	2,874,543	(16,733)	2,857,810	2,857,713	97	100.0%	2,668,061	2,562,802		

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Economic classification	Detail per programme 1 - Administration									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
Current payments										
Compensation of employees	1,389,805	(70,884)	1,318,921	1,330,632	(11,711)	100.9%	1,203,431	1,203,238		
Goods and services	1,451,044	37,571	1,488,615	1,471,010	17,605	98.8%	1,353,527	1,243,324		
Interest and rent on land	50	-	50	22	28	44.0%	99	40		
Financial transactions in assets and liabilities	-	-	-	2,552	(2,552)	0.0%	-	3,723		
Transfers & subsidies										
Provinces & municipalities	5,757	(3,696)	2,061	2,061	-	100.0%	5,754	2,168		
Departmental agencies & accounts	3,908	(434)	3,474	3,474	-	100.0%	3,181	3,182		
Universities & technikons	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	139	139	159	(20)	114.4%	-	171		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	-	3,014	3,014	3,013	1	100.0%	-	2,092		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Payments for capital assets										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	23,979	17,557	41,536	38,787	2,749	93.4%	102,069	104,864		
Biological or cultivated assets	-	-	-	-	-	0.0%	-	-		
Software & other intangible assets	-	-	-	6,003	(6,003)	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	2,874,543	(16,733)	2,857,810	2,857,713	97	100.0%	2,668,061	2,562,802		

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Programme per subprogramme	Detail per programme 2 - Security							
	2007/08				2006/07			
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
2.1 Security								
Current payment	3,395,471	295,420	3,690,891	3,692,049	(1,158)	100.0%	2,902,158	2,901,212
Transfers and subsidies	-	7,211	7,211	7,206	5	99.9%	9,708	10,654
Payment for capital assets	49,376	(15,201)	34,175	33,022	1,153	96.6%	20,115	20,115
Total	3,444,847	287,430	3,732,277	3,732,277	-	100.0%	2,931,981	2,931,981

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Economic classification	Detail per programme 2 - Security									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
Current										
Compensation of employees	3,321,192	236,052	3,557,244	3,538,868	18,376	99.5%	2,804,983	2,802,729		
Goods and services	74,279	59,368	133,647	153,179	(19,532)	114.6%	97,175	98,483		
Interest and rent on land	-	-	-	-	-	0.0%	-	-		
Financial transactions in assets and liabilities	-	-	-	2	(2)	0.0%	-	-		
Transfers & subsidies										
Provinces & municipalities	-	-	-	-	-	0.0%	2,242	1,841		
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-		
Universities & Technikons	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	-	7,211	7,211	7,206	5	99.9%	7,466	8,813		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Capital										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	49,376	(15,201)	34,175	33,022	1,153	96.6%	20,115	20,115		
Biological or Cultivated assets	-	-	-	-	-	0.0%	-	-		
Software & other intangible assets	-	-	-	-	-	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	3,444,847	287,430	3,732,277	3,732,277	-	100.0%	2,931,981	2,931,981		2,931,981

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Programme per subprogramme	Detail per programme 3 - Corrections									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
3.1 Personal Corrections										
Current payment	1,071,485	(177,343)	894,142	894,142	-	100.0%	709,511	706,695		
Transfers and subsidies	18,973	(4,115)	14,858	14,858	-	100.0%	20,479	14,755		
Payment for capital assets	1,122	(563)	559	327	232	58.5%	1,059	550		
Total	1,091,580	(182,021)	909,559	909,327	232	100.0%	731,049	722,000		

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Economic classification	Detail per programme 3 - Corrections							
	2007/08				2006/07			
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000
Current								
Compensation of employees	918,722	(60,256)	858,466	858,466	-	100.0%	679,783	680,341
Goods and services	152,763	(117,087)	35,676	35,676	-	100.0%	29,728	26,354
Interest and rent on land	-	-	-	-	-	0.0%	-	-
Financial transactions in assets and liabilities	-	-	-	-	-	0.0%	-	-
Transfers & subsidies								
Provinces & municipalities	-	91	91	91	-	100.0%	1,332	576
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-
Universities & Technikons	-	-	-	-	-	0.0%	-	-
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	62
Non-profit institutions	-	-	-	-	-	0.0%	-	-
Households	18,973	(4,206)	14,767	14,767	-	100.0%	19,147	14,117
Gifts and donations	-	-	-	-	-	0.0%	-	-
Capital								
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-
Machinery & equipment	1,122	(563)	559	327	232	58.5%	1,059	550
Biological or Cultivated assets	-	-	-	-	-	0.0%	-	-
Software & other intangible assets	-	-	-	-	-	0.0%	-	-
Land & subsoil assets	-	-	-	-	-	0.0%	-	-
Total	1,091,580	(182,021)	909,559	909,327	232	100.0%	731,049	722,000

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Programme per subprogramme	Detail per programme 4 - Care									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
4.1 Personal Well-Being										
Current payment	1,287,070	(26,617)	1,260,453	1,260,240	213	100.0%	1,098,803	1,086,927		
Transfers and subsidies	-	929	929	928	1	99.9%	922	1,074		
Payment for capital assets	4,491	(1,987)	2,504	2,652	(148)	105.9%	14,431	2,691		
Total	1,291,561	(27,675)	1,263,886	1,263,820	66	100.0%	1,114,156	1,090,692		

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Economic classification	Detail per programme 4 - Care									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
Current										
Compensation of employees	501,176	(58,659)	442,517	442,517	-	100.0%	354,686	354,935		
Goods and services	785,894	32,042	817,936	817,723	213	100.0%	744,117	731,992		
Interest and rent on land	-	-	-	-	-	0.0%	-	-		
Financial transactions in assets and liabilities	-	-	-	-	-	0.0%	-	-		
Transfers & subsidies										
Provinces & municipalities	-	-	-	-	-	0.0%	394	286		
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-		
Universities & Technikon	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	-	929	929	928	1	99.9%	528	788		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Capital										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	4,491	(1,987)	2,504	2,652	(148)	105.9%	14,431	2,691		
Biological or Cultivated assets	-	-	-	-	-	0.0%	-	-		
Software & other intangible assets	-	-	-	-	-	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	1,291,561	(27,675)	1,263,886	1,263,820	66	100.0%	1,114,156	1,090,692		

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Programme per subprogramme	Detail per programme 5 - Development									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
5.1 Personal Development of Offenders										
Current payment	380,240	(29,568)	350,672	353,961	(3,289)	100.9%	348,118	331,912		
Transfers and subsidies	-	792	792	792	-	100.0%	351	406		
Payment for capital assets	14,108	362	14,470	11,181	3,289	77.3%	17,084	14,736		
Total	394,348	(28,414)	365,934	365,934	-	100.0%	365,553	347,054		

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Economic classification	Detail per programme 5 - Development									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
Current										
Compensation of employees	226,033	(1,010)	225,023	225,010	13	100.0%	206,837	206,922		
Goods and services	154,207	(28,558)	125,649	128,951	(3,302)	102.6%	141,281	124,990		
Interest and rent on land	-	-	-	-	-	0.0%	-	-		
Financial transactions in assets and liabilities	-	-	-	-	-	0.0%	-	-		
Transfers & subsidies										
Provinces & municipalities	-	-	-	(90)	90	0.0%	330	168		
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-		
Universities & Technikons	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	1		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	-	792	792	882	(90)	111.4%	21	237		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Capital										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	14,108	362	14,470	11,181	3,289	77.3%	17,084	14,736		
Biological or Cultivated assets	-	-	-	-	-	0.0%	-	-		
Software & other intangible assets	-	-	-	-	-	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	394,348	(28,414)	365,934	365,934	-	100.0%	365,553	347,054		

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Detail per programme 6 - Social Re-Intergration									
Programme per subprogramme	2007/08					2006/07			
	Adjusted Appropriation	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual Expenditure	
	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
6.1 Community Liaison									
Current payment	367,473	2,532	370,005	369,989	16	100.0%	319,167	317,348	
Transfers and subsidies	3,375	(2,880)	495	481	14	97.2%	4,104	1,343	
Payment for capital assets	508	(196)	312	342	(30)	109.6%	987	475	
Total	371,356	(544)	370,812	370,812	-	100.0%	324,258	319,166	

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Economic classification	Detail per programme 6 - Social Re-Intergration									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
Current										
Compensation of employees	332,546	4,049	336,595	337,546	(951)	100.3%	289,166	288,606		
Goods and services	34,927	(1,517)	33,410	32,443	967	97.1%	30,001	28,742		
Interest and rent on land	-	-	-	-	-	0.0%	-	-		
Financial transactions in assets and liabilities	-	-	-	-	-	0.0%	-	-		
Transfers & subsidies										
Provinces & municipalities	-	-	-	-	-	0.0%	139	210		
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-		
Universities & Technikon	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	10		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	3,375	(2,880)	495	481	14	97.2%	3,965	1,123		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Capital										
Buildings & other fixed structures	-	-	-	-	-	0.0%	-	-		
Machinery & equipment	508	(196)	312	342	(30)	109.6%	987	475		
Biological or Cultivated assets	-	-	-	-	-	0.0%	-	-		
Software & other intangible assets	-	-	-	-	-	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	371,356	(544)	370,812	370,812	-	100.0%	324,258	319,166		

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Programme per subprogramme	Detail per programme 7 - Facilities									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
7.1 PPP Prisons										
Current payment	406,393	15,853	422,246	422,277	(31)	100.0%	368,901	368,344		
Transfers and subsidies	-	-	-	-	-	0.0%	1	1		
Payment for capital assets	196,000	(734)	195,266	195,265	1	100.0%	191,923	191,915		
7.2 Facilities Management										
Current payment	891	176	1,067	6,346	(5,279)	594.8%	867	818		
Transfers and subsidies	-	-	-	-	-	0.0%	-	-		
Payment for capital assets	1,186,566	(37,942)	1,148,624	873,437	275,187	76.0%	990,640	581,266		
7.3 Building and Maintenance										
Current payment	106,795	(9,864)	96,931	105,424	(8,493)	108.8%	120,097	112,143		
Transfers and subsidies	-	224	224	224	-	100.0%	208	248		
Payment for capital assets	19,529	244	19,773	19,523	250	98.7%	23,817	22,756		
Total	1,916,174	(32,043)	1,884,131	1,622,496	261,635	86.1%	1,696,454	1,277,491		

DEPARTMENT OF CORRECTIONAL SERVICES: VOTE 19
APPROPRIATION STATEMENT
for the year ended 31 March 2008

Economic classification	Detail per programme 7 - Facilities									
	2007/08					2006/07				
	Adjusted Appropriation R'000	Virement R'000	Final Appropriation R'000	Actual Expenditure R'000	Variance R'000	Expenditure as % of final appropriation %	Final Appropriation R'000	Actual Expenditure R'000		
Current										
Compensation of employees	72,476	(12,016)	60,460	66,182	(5,722)	109.5%	70,658	69,852		
Goods and services	441,603	18,181	459,784	467,865	(8,081)	101.8%	419,207	411,453		
Interest and rent on land	-	-	-	-	-	0.0%	-	-		
Financial transactions in assets and liabilities	-	-	-	-	-	0.0%	-	-		
Transfers & subsidies										
Provinces & municipalities	-	-	-	-	-	0.0%	64	54		
Dept agencies & accounts	-	-	-	-	-	0.0%	-	-		
Universities & Technikons	-	-	-	-	-	0.0%	-	-		
Foreign governments & international organisations	-	-	-	-	-	0.0%	-	-		
Public corporations & private enterprises	-	-	-	-	-	0.0%	-	-		
Non-profit institutions	-	-	-	-	-	0.0%	-	-		
Households	-	224	224	224	-	100.0%	145	195		
Gifts and donations	-	-	-	-	-	0.0%	-	-		
Capital										
Buildings & other fixed structures	1,400,592	(38,460)	1,362,132	1,087,049	275,083	79.8%	1,205,511	794,815		
Machinery & equipment	1,503	28	1,531	1,176	355	76.8%	869	1,122		
Biological or Cultivated assets	-	-	-	-	-	0.0%	-	-		
Software & other intangible assets	-	-	-	-	-	0.0%	-	-		
Land & subsoil assets	-	-	-	-	-	0.0%	-	-		
Total	1,916,174	(32,043)	1,884,131	1,622,496	261,635	86.1%	1,696,454	1,277,491		

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19**Notes to the Appropriation Statement**

for the year ended 31 March 2008

Department of Correctional Services - Vote 19**Notes to the Appropriation Statement for the year ended 31 March 2008****1. Detail of transfers and subsidies as per Appropriation Act (after Virement):**

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

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

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

3. Detail on financial transactions in assets and liabilities

Detail of these transactions per programme can be viewed in note 7 (Details of special functions (theft and losses)) to the annual financial statements.

4. Explanations of material variances from amounts voted (after Virement):**4.1 Per programme:**

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
	R'000	R'000	R'000	%
Administration	2,857,810	2,857,713	97	0.00%
Security	3,732,277	3,732,277	-	0.00%
Corrections	909,559	909,327	232	0.03%
Care	1,263,886	1,263,820	66	0.01%
Development	365,934	365,934	-	0.00%
Social Re-Intergration	370,812	370,812	-	0.00%
Facilities	1,884,131	1,622,496	261,635	13.89%

Under-spending of programme Facilities is mainly due to low billing from the Department of Public Works for capital works projects, including the new Kimberley Correctional Centre Project which billed less than initially anticipated. Unspent funds have been requested for roll-over from National Treasury to 2008/09 financial year, mainly to fund the continued construction of the new Kimberley Correctional Centre Project.

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19**Notes to the Appropriation Statement**

for the year ended 31 March 2008

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Approp.
4.2 Per economic classification:	R'000	R'000	R'000	%
Current expenditure				
Compensation of employees	6,799,226	6,799,221	5	0.00%
Goods and services	3,094,717	3,106,647	(11,930)	(0.39%)
Interest and rent on land	50	22	28	56.00%
Financial transactions in assets and liabilities	-	2,554	(2,554)	0.00%
Transfers and subsidies				
Provinces and municipalities	2,152	2,062	90	4.18%
Departmental agencies and accounts	3,474	3,474	-	0.00%
Public corporations & private enterprises	139	159	(20)	(14.39%)
Households	27,432	27,501	(69)	(0.25%)
Payments for capital assets				
Buildings and other fixed structures	1,362,132	1,087,049	275,083	20.20%
Machinery and equipment	95,087	87,487	7,600	7.99%

5. Programme 8: Internal Charges

This programme has been removed for external reporting but is still accounted for internally. The internal expenditure has been set off against the various programmes in the current financial year.

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19

Statement of Financial Performance

for the year ended 31 March 2008

REVENUE	<i>Note</i>	2007/08 R'000	2006/07 R'000
Annual appropriation	1	11,384,409	9,831,512
Appropriation for unauthorised expenditure approved	10	42,657	-
Departmental revenue	2	136,313	100,034
Local and foreign aid assistance	3	-	5,980
TOTAL REVENUE		11,563,379	9,937,526
EXPENDITURE			
Current expenditure			
Compensation of employees	4	6,799,221	5,606,623
Goods and services	5	3,106,847	2,665,338
Interest and rent on land	6	22	40
Financial transactions in assets and liabilities	7	2,554	3,723
Local and foreign aid assistance	3	5,027	2,454
Unauthorised expenditure approved	10	42,657	-
Total current expenditure		9,956,328	8,278,178
Transfers and subsidies	8	33,196	36,094
Expenditure for capital assets			
Buildings and other fixed structures	9	1,087,049	794,815
Machinery and Equipment	9	87,487	144,553
Software and other intangible assets	9	6,003	-
Total expenditure for capital assets		1,180,539	939,368
TOTAL EXPENDITURE		11,170,063	9,253,640
SURPLUS/(DEFICIT)		393,316	683,886
SURPLUS/(DEFICIT) FOR THE YEAR		393,316	683,886
Reconciliation of Net Surplus/(Deficit) for the year			
Voted Funds	14	262,030	580,326
Departmental revenue	15	136,313	100,034
Local and foreign aid assistance	3	(5,027)	3,526
SURPLUS/(DEFICIT) FOR THE YEAR		393,316	683,886

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19**Statement of Financial Position**

for the year ended 31 March 2008

	<i>Note</i>	2007/08 R'000	2006/07 R'000
ASSETS			
Current assets		298,058	617,380
Unauthorised expenditure	10	-	42,657
Cash and cash equivalents	11	42,529	518,357
Prepayments and advances	12	1,011	1,362
Receivables	13	254,518	55,004
TOTAL ASSETS		298,058	617,380
LIABILITIES			
Current liabilities		273,970	592,561
Voted funds to be surrendered to the Revenue Fund	14	262,030	580,326
Departmental revenue to be surrendered to the Revenue Fund	15	3,133	5,287
Payables	16	7,918	1,032
Local and foreign aid assistance unutilised	3	889	5,916
TOTAL LIABILITIES		273,970	592,561
NET ASSETS		24,088	24,819
Represented by:			
Recoverable revenue		24,088	24,819
TOTAL		24,088	24,819

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19**Cash Flow Statement**

for the year ended 31 March 2008

	<i>Note</i>	2007/08 R'000	2006/07 R'000
CASH FLOWS FROM OPERATING ACTIVITIES			
Receipts		11,563,174	9,937,209
Annual appropriated funds received	1	11,384,409	9,831,512
Appropriation for unauthorised expenditure received		42,657	-
Departmental revenue received		136,108	99,717
Local and foreign aid assistance received	3	-	5,980
Net (increase)/ decrease in working capital		(149,620)	(17,082)
Surrendered to Revenue Fund		(718,793)	(165,944)
Current payments		(9,956,328)	(8,278,178)
Transfers and subsidies paid		(33,196)	(36,094)
Net cash flow available from operating activities	17	705,237	1,439,911
CASH FLOWS FROM INVESTING ACTIVITIES			
Payments for capital assets		(1,180,539)	(939,368)
Proceeds from sale of capital assets	2.3	205	317
Net cash flows from investing activities		(1,180,334)	(939,051)
CASH FLOWS FROM FINANCING ACTIVITIES			
Increase/ (decrease) in net assets		(731)	(3,228)
Net cash flows from financing activities		(731)	(3,228)
Net increase/ (decrease) in cash and cash equivalents		(475,828)	497,632
Cash and cash equivalents at beginning of period		518,357	20,725
Cash and cash equivalents at end of period	11	42,529	518,357

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19

Statement of Changes in Net Assets

for the year ended 31 March 2008

	2007/08	2006/07
	R'000	R'000
Recoverable revenue		
Opening balance	24,819	28,047
Transfers	(731)	(3,228)
Debts recovered (included in departmental receipts)	(731)	(3,228)
Balance at 31 March 2008	<u>24,088</u>	<u>24,819</u>

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19

Notes to the Annual Financial Statements

for the year ended 31 March 2008

1. Annual Appropriation

Annual Appropriation

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

	Final Appropriation	Actual Funds Received	Funds not requested/ not received	Appropriation Received 2006/07
	R'000	R'000	R'000	R'000
Programmes				
Administration	2,857,810	2,874,543	(16,733)	2,668,061
Security	3,732,277	3,444,847	287,430	2,931,981
Corrections	909,559	1,091,580	(182,021)	731,049
Care	1,263,886	1,291,561	(27,675)	1,114,156
Development	365,934	394,348	(28,414)	365,553
Social Re-Intergration Facilities	370,812	371,356	(544)	324,258
	1,884,131	1,916,174	(32,043)	1,696,454
Total	11,384,409	11,384,409	-	9,831,512

2. Departmental revenue to be surrendered to Revenue Fund

	<i>Note</i>	2007/08	2006/07
		R'000	R'000
Sales of goods and services other than capital assets	2.1	77,425	44,349
Fines, penalties and forfeits		15,030	13,916
Interest, dividends and rent on land	2.2	400	709
Sales of capital assets	2.3	205	317
Financial transactions in assets and liabilities	2.4	43,253	40,743
Total		136,313	100,034

2.1 Sales of goods and services other than capital assets

Sales of goods and services produced by the department	68,725	40,558
Administrative fees	3	89
Other sales	68,722	40,469
Sales of scrap, waste and other used current goods	8,700	3,791
Total	77,425	44,349

2.2 Interest, dividends and rent on land

Interest	400	709
Total	400	709

2.3 Sales of capital assets

Other capital assets	205	317
Total	205	317

2.4 Financial transactions in assets and liabilities

Nature of loss recovered

*Receivables	33,156	29,869
Stale cheques written back	717	526
Other receipts including recoverable revenue	9,380	10,348
Total	43,253	40,743

*2006/07 figures restated (33 580-3 711)

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19
Notes to the Annual Financial Statements
for the year ended 31 March 2008

	<i>Note</i>	2007/08 R'000	2006/07 R'000
3. Local and foreign aid assistance			
Assistance received in cash from RDP			
Foreign			
Opening Balance		5,916	2,390
Revenue		-	5,980
Expenditure		5,027	2,454
Current		5,027	2,454
Closing Balance		889	5,916
Analysis of balance			
Local and foreign aid unutilised	<i>ANNEXURE 1</i>	889	5,916
Closing balance		889	5,916
4. Compensation of employees			
4.1 Salaries and wages			
Basic salary		3,935,810	3,461,601
Performance award		49,690	846
Service based		8,405	9,211
Compensative/circumstantial		1,070,689	676,172
Periodic payments		27,305	23,928
Other non-pensionable allowances		505,073	367,471
Total		5,596,972	4,539,229
4.2 Social contributions			
4.2.1 Employer contributions			
Pension		626,094	553,718
Medical		389,424	343,091
UIF		24	8
Bargaining council		1,412	1,217
Total		1,016,954	898,034
4.2.2 Post retirement benefits			
Medical		185,295	169,360
Total		185,295	169,360
Total compensation of employees		6,799,221	5,606,623
Average number of employees		41,051	37,966

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19**Notes to the Annual Financial Statements**

for the year ended 31 March 2008

	<i>Note</i>	2007/08	2006/07
		R'000	R'000
5. Goods and services			
Advertising		15,611	18,822
Attendance fees (including registration fees)		3,920	4,541
Bank charges and card fees		2,659	1,712
Bursaries (employees)		4,907	3,734
Communication		87,943	79,940
Computer services		76,348	84,339
Consultants, contractors and special services		315,830	206,685
Courier and delivery services		5,500	5,545
Drivers licences and permits		305	261
Entertainment		338	466
External audit fees	5.1	24,322	21,203
Equipment less than R5 000		71,708	72,626
Inventory	5.2	863,438	787,692
Legal fees		9,640	11,444
Maintenance, repair and running costs		55,784	40,466
Medical services		99,158	89,309
Operating leases		832,372	722,897
Photographic services		100	60
Plant flowers and other decorations		167	171
Printing and publications		29	26
Professional bodies and membership fees		350	189
Resettlement costs		10,905	8,103
Subscriptions		50	142
Owned and leasehold property obligations		348,213	259,547
Translations and transcriptions		296	395
Transport provided as part of the departmental activities		4,188	11,345
Travel and subsistence	5.3	241,998	208,601
Venues and facilities		13,487	10,298
Protective, special clothing & uniforms		16,891	14,656
Training & staff development		388	117
Witness and related fees		2	6
Total		3,106,847	2,665,338
5.1 External audit fees			
Regulatory audits		22,937	19,896
Performance audits		1,035	628
Other audits		350	679
Total		24,322	21,203

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19

Notes to the Annual Financial Statements

for the year ended 31 March 2008

	<i>Note</i>	2007/08 R'000	2006/07 R'000
5.2 Inventory			
Strategic stock		242	250
Domestic consumables		156,467	139,627
Agricultural		82,656	66,532
Learning and teaching support material		1,679	820
Food and food supplies		408,751	359,101
Fuel, oil and gas		16,507	14,224
Other consumables		89,821	106,839
Parts and other maintenance material		29,433	31,028
Sport and recreation		2,212	2,881
Stationery and printing		45,388	41,123
Veterinary supplies		519	503
Medical supplies		29,763	24,764
Total		863,438	787,692
5.3 Travel and subsistence			
Local		238,064	204,457
Foreign		3,934	4,144
Total		241,998	208,601
6. Interest and rent on land			
Rent on land		22	40
Total		22	40
7. Financial transactions in assets and liabilities			
Material losses through criminal conduct	7.1	113	56
Other material losses written off	7.2	1,864	3,114
Debts written off	7.3	577	553
Total		2,554	3,723
7.1 Material losses through criminal conduct			
Nature of losses			
Cash		6	1
Other		107	55
Total		113	56
7.2 Other material losses			
Nature of losses			
State vehicles		1,158	940
Claims		331	1,564
Tax debt		7	2
Other		368	608
Total		1,864	3,114
	<i>Note</i>	2007/08	2006/07

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19

Notes to the Annual Financial Statements

for the year ended 31 March 2008

	<i>Note</i>	2007/08 R'000	2006/07 R'000
7.3 Debts written off			
Nature of debts written off			
Transfer to debts written off		-	-
Overpaid salaries		102	101
Leave without pay		9	31
State guarantees		-	33
Fraudulent warrant vouchers		-	21
Other		466	367
Total		577	553
8. Transfers and subsidies			
Provinces and municipalities	<i>ANNEXURE 2A</i>	2,062	5,303
Departmental agencies and accounts	<i>ANNEXURE 2B</i>	3,474	3,182
Public corporations and private enterprises	<i>ANNEXURE 2C</i>	159	244
Households	<i>ANNEXURE 2D</i>	27,501	27,365
Total		33,196	36,094
9. Expenditure for capital assets			
Buildings and other fixed structures	29	1,087,049	794,815
Machinery and equipment	29	87,487	144,553
Capitalised development costs	30	6,003	-
Total		1,180,539	939,368
The following amount for Compensation of employees has been included in Expenditure for capital assets		11,205	12,294
10. Unauthorised expenditure			
Reconciliation of unauthorised expenditure			
Opening balance		42,657	42,657
Amounts approved by Parliament/Legislature (with funding)		(42,657)	-
Current Expenditure		(42,657)	-
Unauthorised expenditure awaiting authorisation		-	42,657
11 Cash and cash equivalents			
Consolidated Paymaster General Account		41,148	517,030
Cash on hand		1,381	1,327
Total		42,529	518,357
12 Prepayments and advances			
Description			
Travel and subsistence		1,011	1,362
Total		1,011	1,362

Department of Correctional Services - Vote 19
Notes to the Annual Financial Statements
for the year ended 31 March 2008

13. Receivables

		Less than one year R'000	One to three years R'000	Older than three years R'000	2007/08 R'000	2006/07 R'000
Private enterprises	13.1	6,382	4,720	4,775	15,877	12,151
Staff debtors	13.2	24,840	13,425	14,172	52,437	40,598
Claims recoverable	ANNEXURE 4	184,092	2,703	(591)	186,204	2,255
Total		215,314	20,848	18,356	254,518	55,004

13.1 Private enterprises

Disallowance Miscellaneous	(86)	(77)
Disallowance Dishonoured Cheques	47	13
Disallowance Damages and Losses	15,681	11,980
Disallowance Payment Fraud	235	235
Total	15,877	12,151

13.2 Staff debtors

Salary debt, tax debt and other	52,437	40,598
Total	52,437	40,598

14. Voted funds to be surrendered to the Revenue Fund

Opening balance	580,326	67,486
Transfer from Statement of Financial Performance	262,030	580,326
Voted funds not requested/not received	-	-
Received/Paid during the year	(580,326)	(67,486)
Closing balance	262,030	580,326

15. Departmental revenue to be surrendered to the Revenue Fund

Opening balance	5,287	3,711
Transfer from Statement of Financial Performance	136,313	*100,034
Paid during the year	(138,467)	*(98,458)
Closing balance	3,133	5,287

* Refer to 2006/07 Annual Report

* 2006/07 figures restated : Transfer from statement of Financial Performance (103 745-3711)
: Paid during the year (102 169 - 3711)

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19

Notes to the Annual Financial Statements

for the year ended 31 March 2008

16. Payables – current

Description

			2007/08 R,000	2007/08 R,000
		30 Days R'000	30+ Days R'000	Total R'000
Clearing accounts	16.1	8,408	(505)	7,903
Other payables	16.2	7	8	15
Total		8,415	(497)	7,918

16.1 Clearing accounts

Description

Salary deductions accounts	7,808	810
Persal interface control account	-	7
Telephone control accounts	95	173
Other	-	16
Total	7,903	1,006

16.2 Other payables

Description

Drilling, rental and tender deposits	15	26
Total	15	26

17. Net cash flow available from operating activities

Net surplus/(deficit) as per Statement of Financial Performance	393,316	683,886
Add back non cash/cash movements not deemed operating activities	311,921	756,025
(Increase)/decrease in receivables – current	(199,514)	(5,480)
(Increase)/decrease in prepayments and advances	351	341
(Increase)/decrease in other current assets	42,657	-
Increase/(decrease) in payables – current	6,886	(11,943)
Proceeds from sale of capital assets	(205)	(317)
Expenditure on capital assets	1,180,539	939,368
Surrenders to revenue fund	(718,793)	*(165,944)
Voted funds not requested/not received	-	-
Net cash flow generated by operating activities	705,237	1,439,911

* 2006/07 figures restated (-169 655+3 711)

18. Reconciliation of cash and cash equivalents for cash flow purposes

Consolidated Paymaster General Account	41,148	517,030
Cash on hand	1,381	1,327
Total	42,529	518,357

Department of Correctional Services - Vote 19
Notes to the Annual Financial Statements
for the year ended 31 March 2008

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

	Note	2007/08 R'000	2006/07 R'000
19. Contingent liabilities			
Liable to	Nature		
Motor vehicle guarantees	Employees	ANNEXURE 3A 496	1,306
Housing loan guarantees	Employees	ANNEXURE 3A 23,525	35,778
Claims against the department		ANNEXURE 3B 315,743	227,557
Other departments (interdepartmental unconfirmed balances)		ANNEXURE 5 102	-
Total		339,866	264,641
20. Commitments			
Current expenditure			
Approved and contracted		* 666,692	508,812
Approved but not yet contracted		122,162	470,000
Total		788,854	978,812
Non-current expenditure			
Approved and contracted		54,554	77,186
Approved but not yet contracted		-	-
Total		54,554	77,186
Total Commitments		843,408	1,055,998

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

21. Accruals

	30 Days R'000	30+ Days R'000	Total R'000	Total R'000
By economic classification				
Compensation of employees	-	22	22	15,293
Goods and services	96,380	55,318	151,698	50,218
Transfers and subsidies	13	65	78	6
Buildings and other fixed structures	16,539	74,232	90,771	-
Machinery and equipment	374	41,459	41,833	3,766
Software and other intangible assets	2,404	5,189	7,593	-
Total	115,710	176,285	291,995	69,283

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19

Notes to the Annual Financial Statements

for the year ended 31 March 2008

	2007/08	2006/07
	R'000	R'000
Listed by programme level		
Administration	86,326	60,977
Security	41,362	93
Development	19,323	1,559
Care	14,135	5,427
Corrections	866	6
Facilities	129,952	1,210
Social Re-integration	31	11
Total	291,995	69,283
Confirmed balances with departments	100	-
Total	100	-

ANNEXURE 5

22. Employee benefit provisions

Leave entitlement	135,033	133,950
Thirteenth cheque	176,998	157,196
Capped leave commitments	587,761	571,805
Total	899,792	862,951

23. Lease Commitments

	Buildings & other fixed structures	Machinery and equipment	Total
	R'000	R'000	R'000
Operating leases			
2007/2008			
Not later than 1 year	-	5,669	5,669
Later than 1 year and not later than 5 years	-	4,900	4,900
Later than five years	-	-	-
Total present value of lease liabilities	-	10,569	10,569
2006/2007			
Not later than 1 year	-	6,855	6,855
Later than 1 year and not later than 5 years	-	4,703	4,703
Later than five years	-	6	6
Total present value of lease liabilities	-	11,564	11,564

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19
Notes to the Annual Financial Statements
for the year ended 31 March 2008

	2007/08 R'000	2006/07 R'000
24. Receivables for departmental revenue		
Sales of goods and services other than capital assets	563	23
Financial transactions in assets and liabilities	-	18
Total	563	41

25. Irregular expenditure

25.1 Reconciliation of irregular expenditure

Opening Balance	758	621
Irregular expenditure - current year	442	137
Irregular expenditure awaiting condonement	1,200	758

Analysis of awaiting condonement per classification

Current expenditure	1,200	758
Transfers and Subsidies	-	-
Expenditure for capital assets	-	-
Total	1,200	758

Analysis of awaiting condonement per age classification

Current	442	137
Prior years	758	621
Total	1,200	758

**25.2 Irregular expenditure
Incident**

**Disciplinary steps taken/
criminal proceedings**

Services of advertising the Department on the Intranet as part of profiling DCS Leadership	Responsible official left the department and there were no other substantiating grounds to act against any other official.	-	137
Training for former Commissioner	Responsible official received a final written warning	25	-
Data cards	Two responsible officials received written warnings	417	-
Total		442	137

26. Key management personnel

Description	No of Individuals		
Political Office Bearers Officials		1,611	1,521
Level 15 to 16	11	8,476	7,247
Level 14	25	16,350	15,598
Family members of key management personnel	27	3,526	3,000
Total		29,963	27,366

27. Public Private Partnership

27.1 Description of the arrangement

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

27.2 Significant terms of the arrangement that may effect the amount, timing and certainty of future cash flows

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

The contract fee is based on the daily available inmate places. This fee is split into components, the fixed component and the indexed component for each year.

The indexed component will be escalated on each review date (every six months) as stipulated in Schedule E to the contract. The fixed component will however remain the same for a period of 15 years, whereafter the fixed fee will fall away.

27.3 The nature and extent of:

- Rights to use specified assets.
Assets must be managed and maintained by the contractor for the whole contract period.

Intellectual Property Rights:

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

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

- Obligations to provide or rights to expect provisions of services.
 - Contractor
 - Construction of the correctional centre.
 - Maintenance and operation of the correctional centre for the contract period of 25 years.
 - Keep inmates in safe custody.
 - Maintaining order, discipline, control and a safe environment.
 - Providing decent conditions and meeting inmate's needs.
 - Providing structured day programmes.
 - Preparing inmates for return to the community.
 - Delivering correctional centre services.
 - Involvement with the community.
- Correctional Service
 - To ensure that there are always inmates placed in available inmate spaces.
 - To pay the contractor on a monthly basis.
 - To manage the contract on a monthly basis.
- Obligations to acquire or build items of property, plant and equipment.
 - Original buildings constructed according to DCS specifications. Any further changes / alterations and additions to be negotiated.
- Obligations to deliver or rights to receive specified assets at the end of the concession period.
 - All assets including equipment become the property of DCS after expiry of the contract period.
- Renewal and termination options.
 - Can be negotiated if so directed by Government.
- Other rights and obligations.
 - All maintenance obligations are the responsibility of the contractor for the entire contract period.

	2007/08	2006/07
	R'000	R'000
Contract fee paid	615,219	558,296
Fixed component	195,265	191,915
Indexed component	419,954	366,381
 Current expenditure		
Goods and Services(excluding lease payments)	419,954	366,381
 Capital/(Liabilities)		
Property	195,265	191,915
 Total	615,219	558,296
 Future obligations for the remaining period of 18 years.	1,707,077	1,911,352

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19

Notes to the Annual Financial Statements

for the year ended 31 March 2008

	2007/08 R'000	2006/07 R'000
28. Provisions		
Potential irrecoverable debts		
Private enterprises	4,775	4,733
Staff debtors	14,172	-
Total	18,947	4,733

29. Tangible Capital Assets

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2008

	Opening balance Cost R'000	Current Year Adjust- ments to prior year balances Cost R'000	Additions Cost R'000	Disposals Cost R'000	Closing balance Cost R'000
BUILDING AND OTHER FIXED STRUCTURES	1,252,369	(1,187,865)	102,829	12,058	155,275
Dwellings	37,001	(1,147)	75	75	35,854
Non-residential buildings	182,070	(181,913)	1,711	1,711	157
Other fixed structures	1,033,298	(1,004,805)	101,043	10,272	119,264
MACHINERY AND EQUIPMENT	1,920,820	(805,620)	125,554	50,061	1,190,693
Transport assets	297,176	(60,908)	16,883	40,376	212,775
Computer equipment	58,015	(13,249)	21,715	4,448	62,033
Furniture and office equipment	707,946	25,345	3,607	480	736,418
Other machinery and equipment	857,683	(756,808)	83,349	4,757	179,467
BIOLOGICAL AND CULTIVATED ASSETS	48	(48)	-	-	-
Biological assets and cultivated assets	48	(48)	-	-	-
TOTAL TANGIBLE ASSETS	3,173,237	(1,993,533)	228,383	62,119	1,345,968

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19

Notes to the Annual Financial Statements

for the year ended 31 March 2008

29.1 ADDITIONS TO TANGIBLE CAPITAL ASSET PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2008

	Cash Cost	Non-Cash Fair Value	(Capital work in progress - current costs) Cost	Received current year, not paid (Paid current year, received prior year) Cost	Total Cost
	R'000	R'000	R'000	R'000	R'000
BUILDING AND OTHER FIXED STRUCTURES	1,087,049	5	(1,074,996)	90,771	102,829
Dwellings	71,407	-	(71,332)	-	75
Non-residential buildings	341,140	5	(339,434)	-	1,711
Other fixed structures	674,502	-	(664,230)	90,771	101,043
MACHINERY AND EQUIPMENT	87,487	-	-	38,067	125,554
Transport assets	16,883	-	-	-	16,883
Computer equipment	21,715	-	-	-	21,715
Furniture and office equipment	3,607	-	-	-	3,607
Other machinery and equipment	45,282	-	-	38,067	83,349
TOTAL CAPITAL ASSETS	1,174,536	5	(1,074,996)	128,838	228,383

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19**Notes to the Annual Financial Statements**

for the year ended 31 March 2008

29.2 DISPOSALS OF TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2008

	Sold (cash) Cost	Non-cash Fair Value	Total Cost	Cash Received Actual
	R'000	R'000	R'000	R'000
BUILDING AND OTHER FIXED STRUCTURES	-	12,058	12,058	-
Dwellings	-	75	75	-
Non-residential buildings	-	1,711	1,711	-
Other fixed structures	-	10,272	10,272	-
MACHINERY AND EQUIPMENT	40,376	9,685	50,061	205
Transport assets	40,376	-	40,376	205
Computer equipment	-	4,448	4,448	-
Furniture and Office equipment	-	480	480	-
Other machinery and equipment	-	4,757	4,757	-
TOTAL	40,376	21,743	62,119	205

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Notes to the Annual Financial Statements

for the year ended 31 March 2008

29.3 MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2007

	Opening balance	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000
BUILDING AND OTHER FIXED STRUCTURES	1,055,615	196,754	-	1,252,369
Dwellings	4,169	32,832	-	37,001
Non-residential buildings	40,774	141,296	-	182,070
Other fixed structures	1,010,672	22,626	-	1,033,298
MACHINERY AND EQUIPMENT	1,774,793	148,319	2,292	1,920,820
Transport assets	248,728	50,441	1,993	297,176
Computer equipment	6,159	51,929	73	58,015
Furniture and Office equipment	706,164	1,801	19	707,946
Other machinery and equipment	813,742	44,148	207	857,683
CULTIVATED AND BIOLOGICAL ASSETS	48	-	-	48
Cultivated assets	-	-	-	-
Biological assets	48	-	-	48
TOTAL TANGIBLE ASSETS	2,830,456	345,073	2,292	3,173,237

30. Intangible Capital Assets

MOVEMENT IN INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2008

	Opening balance	Current Year Adjust- ments to prior year balances	Additions	Disposals	Closing balance
	Cost	Cost	Cost	Cost	Cost
	R'000	R'000	R'000	R'000	R'000
SOFTWARE AND OTHER INTANGIBLE ASSETS	-	38,537	-	-	38,537
Computer software	-	38,537	-	-	38,537
TOTAL INTANGIBLE ASSETS	-	38,537	-	-	38,537

30.1 ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2008

	Cash Cost	Non-cash Fair Value	(Develop- ment work in progress - current costs) Cost	Received current year, not paid (Paid current year, received prior year) Cost	Total Cost
	R'000	R'000	R'000	R'000	R'000
SOFTWARE AND OTHER INTANGIBLE ASSETS	6,003	-	(13,596)	(7,593)	-
Capitalised development costs	6,003	-	(13,596)	7,593	-
TOTAL	6,003	-	(13,596)	7,593	-

ANNEXURE 1

STATEMENT OF LOCAL AND FOREIGN AID ASSISTANCE RECEIVED FOR THE YEAR ENDED 31 MARCH 2008

Name of donor	Purpose	Opening Balance R'000	Revenue R'000	Expenditure R'000	Closing Balance R'000
Received in cash					
Centres of the United States for disease control and prevention	Prevention and controlling of HIV/AIDS and infectious diseases	5,916	-	5,027	889
Total		5,916	-	5,027	889

ANNEXURE 2A

STATEMENT OF TRANSFERS TO MUNICIPALITIES

Name of municipality	Grant allocation			Transfer		Spent			2006/07 Total Available
	Amount R'000	Roll Overs R'000	Adjustments R'000	Actual Transfer R'000	% of Available Funds Transferred %	Amount received by municipality R'000	Amount spent by municipality R'000	% of available funds spent by municipality %	
Various municipalities	-	-	-	2,062	-	-	-	-	5,303
Total	-	-	-	2,062	-	-	-	-	5,303

ANNEXURE 2B

STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

Department/agency/account	Transfer allocation				Transfer		2006/07 Final Appropriation Act
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	
	R'000	R'000	R'000	R'000	R'000	%	
SASSETA	-	-	-	-	3,474	-	3,182
Total	-	-	-	-	3,474	-	3,182

ANNEXURE 2C

STATEMENT OF TRANSFERS/SUBSIDIES TO PUBLIC CORPORATIONS AND PRIVATE ENTERPRISES

Name of public corporation/private enterprise)	Transfer allocation				Expenditure			2006/07 Total Available
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer	% of Available Funds Transferred	Capital	
	R'000	R'000	R'000	R'000	R'000	%	R'000	
Private Enterprises								
Various private organisations	-	-	-	-	-	-	-	186
Non life Insurance	-	-	-	-	159	-	-	58
Total	-	-	-	-	159	-	-	244

ANNEXURE 2D
STATEMENT OF TRANSFERS/SUBSIDIES TO HOUSEHOLDS

Non profit organisation	Transfer allocation			Expenditure		2006/07 Final Appropriation Act R'000
	Adjusted Appropriation Act R'000	Roll Overs	Adjustments R'000	Total Available R'000	Actual Transfer R'000	
Prisoner gratuity payments	-	-	-	-	27,501	27,365
Total	-	-	-	-	27,501	27,365

ANNEXURE 2E
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED FOR THE YEAR ENDED 31 MARCH 2008

Name of organisation	Nature of gift, donation or sponsorship	2007/08 R'000	2006/07 R'000
Received in kind			
Various private persons	Animals	1	5
Various private persons	Sport and recreation	17	2
Bosasa Operations (Pty) Ltd	Vegetable processing plant	812	-
Various private companies	Computer equipment and software	-	107
Various private persons/companies	Books	6	34
Various private persons	Food and related products	9	6
Various private persons	Toiletries	9	-
Various private persons/companies	Electrical appliances	74	23
Various private persons/companies	Toys, baby accessories and recreation	40	53
Various private persons/companies	Other	-	35
Total		968	265

**ANNEXURE 2F
STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE REMISSIONS, REFUNDS AND PAYMENTS MADE AS AN ACT OF GRACE FOR
THE YEAR ENDED 31 MARCH 2008**

Nature of gift, donation or sponsorship	2007/08 R'000	2006/07 R'000
Made in kind		
Corporate gifts to private persons	44	47
Poverty alleviation (clothing and food) to private organisations	80	195
Other	14	16
Total	138	258

Totals in respect of "made in kind" do not form part of the totals as on the face of the Statement of Financial Performance

ANNEXURE 3A

STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2008 - LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount R'000	Opening Balance 01/04/2007 R'000	Guarantee draw-downs during the year R'000	Guarantee repayments/reduced/released during the year R'000	Currency Revaluations R'000	Closing balance 31/03/2008 R'000	Guaranteed interest outstanding 31/03/2008 R'000	Realised losses not recoverable, i.e. claims paid out R'000
Stannic fleet Management	Motor Vehicles	2,410	1,306	-	810	-	496	-	-
Sub-total		2,410	1,306	-	810	-	496	-	-
Standard Bank	Housing	8,291	8,291	470	1,805	-	6,956	-	-
Nedbank Limited	Housing	2,680	2,680	31	1,263	-	1,448	-	-
First Rand Bank	Housing	3,962	3,962	-	2,716	-	1,246	-	-

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19
Annexures to the Annual Financial Statements
for the year ended 31 March 2008

Nedbank LTD INC	Housing	258	-	-	-	258	-	-	-	-
Meeg Bank LTD	Housing	215	-	-	-	215	-	-	-	-
ABSA	Housing	4,337	162	1,293	-	3,206	-	-	-	-
Company Unique Finance (PTY) LTD	Housing	133	-	40	-	93	-	-	-	-
Old Mutual Finance LTD	Housing	612	-	71	-	541	-	-	-	-
Peoples Bank (Former FBC)	Housing	775	-	35	-	740	-	-	-	-
Nedbank Limited Inco NB	Housing	2,027	-	501	-	1,526	-	-	-	-
First Rand Bank LTD	Housing	6,180	17	2,456	-	3,741	-	-	-	-
Old Mutual Bank Div. of Ned-bank	Housing	5,030	-	2,786	-	2,244	-	-	-	-
GBS Mutual Bank	Housing	40	-	40	-	-	-	-	-	-
TNMS Mutual Bank	Housing	25	-	-	-	25	-	-	-	-
Hlano Financial Services	Housing	48	-	-	-	48	-	-	-	-
Ithala LTD	Housing	645	106	20	-	731	-	-	-	-
Free State Development Corporation	Housing	92	-	-	-	92	-	-	-	-
VBS Mutual Bank	Housing	42	-	42	-	-	-	-	-	-
North West Housing Corporation	Housing	6	-	-	-	6	-	-	-	-
Mpumalanga Housing Finance Cor	Housing	145	99	-	-	244	-	-	-	-
Provincial Housing Development Community Bank	Housing	7	-	-	-	7	-	-	-	-
Northern Province Dev Co	Housing	11	-	-	-	11	-	-	-	-
BOE Bank LTD	Housing	40	-	-	-	40	-	-	-	-
BOE Bank LTD	Housing	106	-	106	-	-	-	-	-	-
Green Start Home Loans	Housing	39	36	-	-	75	-	-	-	-
National Housing Finance Corporation	Housing	32	-	-	-	32	-	-	-	-
Sub-total		35,778	921	13,174	-	23,525	-	-	-	-
Total		38,188	921	13,984	-	24,021	-	-	-	-

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19
Annexures to the Annual Financial Statements
for the year ended 31 March 2008

ANNEXURE 3B

STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2008

Nature of Liability	Opening Balance 01/04/2007	Liabilities in- curred during the year	Liabilities paid during the year	Liabilities can- celled during the year	Liabilities re- duced during the year	Liabilities recoverable	Closing Balance 31/03/2008
	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Claims against the department							
Damages	15,144	-	-	-	-	-	15,144
Damages HIV	3,455	-	-	-	-	-	3,455
Defamation	830	-	-	-	-	-	830
Bodily Injury/Assault	32,505	49,894	477	-	-	-	81,922
Unlawful Detention	97,880	17,347	9	-	-	-	115,218
Compensation	25,107	-	-	-	-	-	25,107
Death in detention	830	-	-	-	-	-	830
Claim for legal cost	40,000	4	-	-	-	-	40,004
Unlawful Deduction	10	-	-	-	-	-	10
Unpaid Rental	476	-	-	-	-	-	476
Breach of Contract	12	2,999	-	-	-	-	3,011
Rape	-	5,500	-	-	-	-	5,500
Pain and suffering	-	7,152	-	-	-	-	7,152
Damages to properties	-	2,054	1	-	-	-	2,053
Motor accidents	-	1,020	42	-	-	-	978
Other	11,308	2,745	-	-	-	-	14,053
Total	227,557	88,715	529	-	-	-	315,743

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19
Annexures to the Annual Financial Statements
for the year ended 31 March 2008

ANNEXURE 4
INTER-GOVERNMENTAL RECEIVABLES

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total	
	31/03/2008	31/03/2007	31/03/2008	31/03/2007	31/03/2008	31/03/2007
	R'000	R'000	R'000	R'000	R'000	R'000
Department						
Water Affairs and Forestry	-	-	255	1,120	255	1,120
Agriculture	-	-	116	518	116	518
Defence	-	-	8	27	8	27
Public Service and Administration	-	-	77	77	77	77
Education	-	-	-	11	-	11
Foreign Affairs	-	-	31	-	31	-
Environmental Affairs and Tourism	-	-	-	14	-	14
Labour	-	-	-	-	-	-
SAPS	-	-	166	16	166	16
Justice	-	-	43	-	43	-
Department of Public Works	185,208	-	-	171	185,208	171
Home Affairs	-	-	-	192	-	192
Health	-	-	16	(59)	16	(59)
Eastern Cape Province	-	-	-	-	-	-
Government Communications and Info Systems	-	-	-	-	-	-
Social Development	-	-	15	4	15	4
Transport	-	-	-	108	-	108
Safety and Liaison	-	-	254	-	254	-
Land Affairs	-	-	11	-	11	-
Private & other institutions	-	-	4	-	4	-
Health & Social development - Mpumalanga	-	-	-	-	-	-
National Prosecuting	-	-	-	16	-	16

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19
Annexures to the Annual Financial Statements
for the year ended 31 March 2008

ANNEXURE 4
INTER-GOVERNMENTAL RECEIVABLES

	Confirmed balance outstanding		Unconfirmed balance out-standing		Total	
	31/03/2008	31/03/2007	31/03/2008	31/03/2007	31/03/2008	31/03/2007
	R'000	R'000	R'000	R'000	R'000	R'000
Sport and Recreation	-	-	-	-	-	-
Western Cape Province	-	-	-	-	-	-
Transport and Public Works Gauteng	-	-	-	-	-	-
Gauteng Shared Services Centre	-	-	-	12	-	12
Social Services and POP Development	-	-	-	-	-	-
National Intelligence Agency	-	-	-	-	-	-
Health Northern Cape	-	-	-	-	-	-
Trade and Industry	-	-	-	2	-	2
Nokeng Isa Taemane Municipality	-	-	-	26	-	26
Total	185,208	-	996	2,255	186,204	2,255

DEPARTMENT OF CORRECTIONAL SERVICES - VOTE 19
Annexures to the Annual Financial Statements
for the year ended 31 March 2008

ANNEXURE 5
INTER-DEPARTMENTAL PAYABLES

Government entity	Confirmed balance		Unconfirmed balance		Total	
	31/03/2008	31/03/2007	31/03/2008	31/03/2007	31/03/2008	31/03/2007
	R'000	R'000	R'000	R'000	R'000	R'000
Departments						
Current						
SAPS	100	-	38	-	138	-
Housing Gauteng	-	-	17	-	17	-
Social Development Gauteng	-	-	13	-	13	-
Kwazulu Natal Provincial Treasury	-	-	8	-	8	-
Dept of Public Works	-	-	26	-	26	-
Total	100	-	102	-	202	-



PART 5: Human Resource Management

5.1 Public Service Regulations

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

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

- Are exercising the powers granted under Public Service and Public Finance legislation in a responsible manner,
- Are achieving national transformation priorities established by the Cabinet, for example, affirmative action.
- Annual reports are produced after the end of the financial year. This is aimed at strengthening the accountability of departments to key stakeholders.

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

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

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

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

5.2 Expenditure

Departments budget in terms of clearly defined programmes. The following tables summarise final audited expenditure by programme (Table 5.2.1) and by salary bands (Table 5.2.2). In particular, it provides an indication of the amount spent on personnel costs in terms of each of the programmes or salary bands within the department.

TABLE 5.2.1 – Personnel costs by programme 2007/08

Programme	Total Expenditure (R'000)	Personnel Expenditure (R'000)	Training Expenditure (R'000)	Professional and Special Services (R'000)	Personnel cost as a percent of total expenditure	Average personnel cost per employee (R'000)
1: Administration	3 353 094	1 334 401	12 130	0	39.8	33
2: Security	3 732 530	3 538 956	40 733	0	94.8	87
3: Corrections	909 842	859 331	10 608	0	94.4	21
4: Care	1 262 470	442 648	3 628	0	35.1	11
5: Development	392 172	225 340	2 572	0	57.5	6
6: Social re-integration	370 862	337 687	3 345	0	91.1	8
7: Facilities	1 807 825	77 414	865	0	4.3	2
8: Internal charges	-514 091	0	-	0	0	0
Z=Total as on Financial Systems (BAS)	11 314 704	6 815 777	73 881	0	60.2	168

TABLE 5.2.2 – Personnel costs by salary bands 2007/08

Salary bands	Personnel Expenditure (R'000)	% of total personnel cost	Average personnel cost per employee (R'000)
Lower skilled (Levels 1-2)	18 700	0.3	3 217
Skilled (Levels 3-5)	1 296 869	19.3	105 471
Highly skilled production (Levels 6-8)	4 664 676	69.5	181 321
Highly skilled supervision (Levels 9-12)	491 401	7.3	214 118
Senior management (Levels 13-16)	99 691	1.5	566 426
Contract (Levels 1-2)	14	0	0
Contract (Levels 3-5)	296	0	98 667
Contract (Levels 6-8)	4 728	0.1	143 273
Contract (Levels 9-12)	20 419	0.3	252 086
Contract (Levels 13-16)	249	0	249 000
Periodical Remuneration	27 322	0.4	14 721
Abnormal Appointment	24 351	0.4	16 899
TOTAL	6 648 716	99	151 393

The following tables provide a summary per programme (Table 5.2.3) and salary bands (Table 5.2.4) of expenditure incurred as a result of salaries overtime home owners allowance and medical assistance. In each case the table provides an indication of the percentage of the personnel budget that was used for these items.

TABLE 5.2.3 – Salaries Overtime Home Owners Allowance and Medical Assistance by programme 2007/08

Programme	Salaries		Overtime		Home Owners Allowance		Medical Assistance		Total Personnel Cost per Programme (R'000)
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost	
1: Administration	788 112	59.6	122 117	9.2	15 006	1.1	69 170	5.2	132 223
2: Security	1 836 504	58.2	449 040	14.2	41 854	1.3	209 255	6.6	3 155 626

TABLE 5.2.3 – Salaries Overtime Home Owners Allowance and Medical Assistance by programme 2007/08

Programme	Salaries		Overtime		Home Owners Allowance		Medical Assistance		Total Personnel Cost per Programme (R'000)
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost	
3: Facilities	52 850	60	10 553	12	1 094	1.2	5 320	6	88 107
4: Care	251 559	59.5	51 306	12.1	4 029	1	18 797	4.4	422 724
5: Development	222 796	62.8	34 269	9.7	3 581	1	19 636	5.5	354 921
6: Corrections	597 831	58.1	148 087	14.4	13 219	1.3	60 966	5.9	1 028 798
7: Social reintegration	198 705	57.9	52 697	15.4	5 157	1.5	20 784	6.1	343 063
TOTAL	3 948 357	58.8	868 069	12.9	83 940	1.2	403 928	6	6 715 469

TABLE 5.2.4 – Salaries Overtime Home Owners Allowance and Medical Assistance by salary bands 2007/08

Salary Bands	Salaries		Overtime		Home Owners Allowance		Medical Assistance		Total Personnel Cost per Salary Band (R'000)
	Amount (R'000)	Salaries as a % of personnel cost	Amount (R'000)	Overtime as a % of personnel cost	Amount (R'000)	HOA as a % of personnel cost	Amount (R'000)	Medical Assistance as a % of personnel cost	
Lower skilled (Levels 1-2)	10 245	54.6	3 263	17.4	41	0.2	1 359	7.2	18 749
Skilled (Levels 3-5)	7 86 041	60.5	143 591	11	16 902	1.3	95 363	7.3	1 299 533
Highly skilled production (Levels 6-8)	2 735 480	58.3	695 524	14.8	62 281	1.3	288 113	6.1	4 693 007
Highly skilled supervision (Levels 9-12)	334 618	64.9	25 689	5	3 518	0.7	17 173	3.3	515 452
Senior management (Levels 13-16)	58 771	54.5	2	0	1 198	1.1	1 807	1.7	107 790
Contract (Levels 1-2)	14	100	0	0	0	0	0	0	14
Contract (Levels 3-5)	186	58.5	0	0	0	0	41	12.9	318
Contract (Levels 6-8)	3 240	68.2	0	0	0	0	18	0.4	4 754
Contract (Levels 9-12)	19 590	91.9	0	0	0	0	53	0.2	21 327
Contract (Levels 13-16)	157	63.1	0	0	0	0	0	0	249
Abnormal Appointment	15	0.1	0	0	0	0	0	0	24 489
TOTAL	3 948 357	58.8	868 069	12.9	83 940	1.2	403 927	6	6 715 469

5.3 Employment and vacancies

The following tables summarise the number of posts on the establishment the number of employees the vacancy rate and whether there are any staff that are additional to the establishment. This information is presented in terms of three key variables: - programme (Table 5.3.1) salary band (Table 5.3.2) and critical occupations (Table 5.3.3). Departments have identified critical occupations that need to be monitored. Table 5.3.3 provides establishment and vacancy information for the key critical occupations of the department.

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

TABLE 5.3.1 – Employment and vacancies by programme 31 March 2008

Programme	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
1: Administration	8 127	6 593	18.9	7
2: Security	23 685	22 141	6.5	0
3: Facilities	544	473	13.1	0
4: Care	2 689	1 972	26.7	0
5: Development	2 399	1 856	22.6	0
6: Corrections	6 430	5 767	10.3	0
7: Social reintegration	1 983	1 818	8.3	0
TOTAL	45 857	40 620	11.4	7

TABLE 5.3.2 – Employment and vacancies by salary bands 31 March 2008

Salary band	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Lower skilled (Levels 1-2)	21	10	52.4	0
Skilled (Levels 3-5)	13 320	12 328	7.4	5
Highly skilled production (Levels 6-8)	29 281	25 698	12.3	0
Highly skilled supervision (Levels 9-12)	2 923	2 291	21.6	0
Senior management (Levels 13-16)	194	175	9.8	0
Contract (Levels 3-5)	4	4	0	0
Contract (Levels 6-8)	30	30	0	0
Contract (Levels 9-12)	83	83	0	1
Contract (Levels 13-16)	1	1	0	1
TOTAL	45 857	40 620	11.4	7

TABLE 5.3.3 – Employment and vacancies by critical occupation 31 March 2008

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Administrative related	99	63	36.4	0
Cartographic surveying and related technicians	1	1	0	0
Chaplain and related professionals	49	34	30.6	0

Critical occupations	Number of posts	Number of posts filled	Vacancy Rate	Number of posts filled additional to the establishment
Client inform clerks (switchboard receptionists inform clerks)	43	34	20.9	0
Computer programmers	13	4	69.2	0
Custodian personnel	41 871	37 950	9.4	6
Educationists	565	443	21.6	0
Engineering sciences related	1	1	0	0
Finance and economics related	119	80	32.8	0
Financial and related professionals	261	124	52.5	0
Financial clerks and credit controllers	20	18	10	0
General legal administration & related professionals	36	17	52.8	0
Head of department/chief executive officer	1	1	0	0
Health sciences related	151	119	21.2	0
Human resources & organisational development & relate professional	5	3	40	0
Human resources related	29	26	10.3	0
Information technology related	10	2	80	0
Legal related	5	4	20	0
Logistical support personnel	206	121	41.3	0
Medical practitioners	19	9	52.6	0
Other information technology personnel.	121	76	37.2	0
Pharmacists	46	22	52.2	0
Professional nurse	971	635	34.6	0
Psychologists and vocational counsellors	116	34	70.7	0
Rank: Minister	1	1	0	0
Secretaries & other keyboard operating clerks	134	107	20.1	0
Senior managers	193	174	9.8	1
Social sciences related	169	133	21.3	0
Social work and related professionals	602	384	36.2	0
TOTAL	45 857	40 620	11.4	7

The information in each case reflects the situation as at 31 March 2008. For an indication of changes in staffing patterns over the year under review please refer to section 5 of this report.

5.4 Job evaluation

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

The following table (Table 5.4.1) summarises the number of jobs that were evaluated during the year under review. The table also provides statistics on the number of posts that were upgraded or downgraded.

TABLE 5.4.1 – Job Evaluation 1 April 2007 to 31 March 2008

Salary band	Number of posts	Number of Jobs Evaluated	% of posts evaluated by salary bands	Posts Upgraded		Posts downgraded	
				Number of Posts Upgraded	% of posts evaluated	Number	% of posts evaluated
Lower skilled (Levels 1-2)	21	0	0	0	0	0	0
Contract (Levels 1-2)	4	0	0	0	0	0	0
Contract (Levels 3-5)	30	0	0	0	0	0	0
Contract (Levels 6-8)	83	0	0	0	0	0	0
Contract (Levels 9-12)	1	0	0	0	0	0	0
Skilled (Levels 3-5)	13 320	62	0.5	61	98.4	0	0
Highly skilled production (Levels 6-8)	29 281	7	0.0239	7	100	0	0
Highly skilled supervision (Levels 9-12)	2 923	207	7.1	15	7.2	0	0
Senior Management Service Band A	153	0	0	0	0	0	0
Senior Management Service Band B	28	0	0	0	0	0	0
Senior Management Service Band C	12	0	0	0	0	0	0
Senior Management Service Band D	1	0	0	0	0	0	0
TOTAL	45 857	276	0.6	83	30.1	0	0

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

TABLE 5.4.2 – Profile of employees whose salary positions were upgraded due to their posts being upgraded 1 April 2007 to 31 March 2008

Beneficiaries	African	Asian	Coloured	White	Total
Female	8	0	2	2	12
Male	13	1	3	3	20
Total	21	1	5	5	32
Employees with a disability	0	0	0	0	0

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

TABLE 5.4.3 – Profile of employees whose salary level exceed the grade determined by job evaluation 1 April 2007 to 31 March 2008 (in terms of PSR 1.V.C.3)

Beneficiaries	African	Asian	Coloured	White	Total
Female	0	0	0	0	0
Male	0	0	0	0	0
TOTAL	0	0	0	0	0

Employees with a disability	0	
Total Number of Employees whose salaries exceeded the grades determined by job evaluation in 2007/8 : None		

5.5 Employment changes

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

Turnover rates provide an indication of trends in the employment profile of the department. The following tables provide a summary of turnover rates by salary band (Table 5.5.1) and by critical occupations (Table 5.5.2). (These "critical occupations" should be the same as those listed in Table 5.3.3).

TABLE 5.5.1 – Annual turnover rates by salary band for the period 1 April 2007 to 31 March 2008

Salary Band	Number of employees per band as on 1 April 2007	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Lower skilled (Levels 1-2)	12	33	0	0
Skilled (Levels 3-5)	13 213	318	288	2.2
Highly skilled production (Levels 6-8)	26 377	230	1 003	3.8
Highly skilled supervision (Levels 9-12)	1 492	21	86	5.7
Senior Management Service Band A	112	2	3	2.7
Senior Management Service Band B	43	0	3	7
Senior Management Service Band C	15	1	2	13.3
Senior Management Service Band D	1	0	0	0
Contract (Levels 1-2)	0	0	1	0
Contract (Levels 3-5)	4	0	1	25
Contract (Levels 6-8)	28	36	36	128.6
Contract (Levels 9-12)	46	48	7	15.2
Contract (Band A)	0	1	0	0
TOTAL	41 342	690	1 430	3.5

TABLE 5.5.2 – Annual turnover rates by critical occupation for the period 1 April 2007 to 31 March 2008

Occupation	Number of employees per occupation as on 1 April 2007	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Administrative related	27	1	0	0
Agriculture related	2	0	0	0
Chaplain and related professionals	18	1	2	11.1
Client inform clerks (switchboard reception inform clerks)	49	5	2	4.1
Communication and information related	1	0	0	0
Community development workers	1	0	0	0
Computer programmers.	3	0	2	66.7
Custodian personnel	1 513	41	59	3.9
Custodian personnel:	37 412	411	1 179	3.2
Custodian personnel:	2	0	1	50
Educationists.	410	31	15	3.7
Engineers and related professionals	1	0	0	0
Farm hands and labourers	1	0	0	0
Finance and economics related	41	0	3	7.3
Financial and related professionals	118	23	7	5.9
Financial clerks and credit controllers	2	1	0	0
General legal administration & related. professionals	13	3	5	38.5
Head of department/chief executive officer	0	3	0	0
Health sciences related	36	1	4	11.1
Human resources & organisational development & related professions	10	0	1	10
Human resources clerks	1	0	0	0
Human resources related	18	1	0	0
Identification experts	2	0	0	0
Information technology related	6	0	1	16.7
Logistical support personnel	70	6	3	4.3
Material-recording and transport clerks	3	0	0	0
Medical practitioners	3	3	0	0
Messengers porters and deliverers	1	0	0	0
Nursing assistants	1	1	0	0
Other administration & related clerks and organisers	4	0	0	0

TABLE 5.5.2 – Annual turnover rates by critical occupation for the period 1 April 2007 to 31 March 2008

Occupation	Number of employees per occupation as on 1 April 2007	Appointments and transfers into the department	Terminations and transfers out of the department	Turnover rate
Other information technology personnel.	68	5	13	19.1
Other occupations	16	9	2	12.5
Pharmacists	26	23	23	88.5
Pharmacists	1	0	1	100
Pharmacologists pathologists & related professional	1	0	0	0
Probation workers	1	0	1	100
Professional nurse	646	56	36	5.6
Psychologists and vocational counsellors	31	17	25	80.6
Rank: Unknown	18	0	0	0
Secretaries & other keyboard operating clerks	117	8	7	6
Senior managers	134	4	8	6
Social sciences related	18	0	0	0
Social sciences supplementary workers	0	1	0	0
Social work and related professionals	494	35	30	6.1
Staff nurses and pupil nurses	1	0	0	0
Student nurse	1	0	0	0
TOTAL	41 342	690	1 430	3.5

Table 5.5.3 identifies the major reasons why staff left the department.

TABLE 5.5.3 – Reasons why staff are leaving the department

Termination Type	Number	% of total
Death	288	20.1
Resignation	755	52.8
Expiry of contract	37	2.6
Discharged due to ill health	31	2.2
Dismissal-misconduct	204	14.3
Retirement	107	7.5
Other	8	0.6
TOTAL	1 430	100

Total number of employees who left as a % of the total employment	3.5
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TABLE 5.5.4 – Promotions by critical occupation

Occupation	Employees as at 1 April 2007	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Administrative related	27	13	48.1	20	74.1
Agriculture animal oceanography forestry & other science	0	1	0	0	0
Agriculture related	3	0	0	2	66.7
Chaplain and related professionals	18	0	0	7	38.9
Client inform clerks (switchboard reception inform clerks)	49	0	0	32	65.3
Communication and information related	1	0	0	0	0
Community development workers	1	0	0	0	0
Computer programmers.	3	1	33.3	5	166.7
Custodian personnel:	38 961	2 953	7.6	23 481	60.3
Educationists.	410	31	7.6	280	68.3
Engineering sciences related	0	1	0	0	0
Engineers and related professionals	1	0	0	1	100
Finance and economics related	41	20	48.8	28	68.3
Financial and related professionals	118	38	32.2	66	55.9
Financial clerks and credit controllers	2	1	50	2	100
General legal administration & relation. professionals	13	4	30.8	7	53.8
Head of department/ chief executive officer	0	1	0	0	0
Health sciences related	36	2	5.6	26	72.2
Human resources & organisational development & relate profession	10	1	10	8	80
Human resources clerks	1	0	0	1	100
Human resources related	18	2	11.1	8	44.4
Identification experts	2	0	0	0	0
Information technology related	6	0	0	2	33.3
Legal related	0	0	0	1	0

TABLE 5.5.4 – Promotions by critical occupation

Occupation	Employees as at 1 April 2007	Promotions to another salary level	Salary level promotions as a % of employees by occupation	Progressions to another notch within a salary level	Notch progressions as a % of employees by occupation
Logistical support personnel	70	28	40	37	52.9
Material-recording and transport clerks	3	0	0	1	33.3
Medical practitioners	3	1	33.3	1	33.3
Messengers porters and deliverers	1	0	0	0	0
Other administration & related clerks and organisers	4	0	0	1	25
Other administrative policy and related officers	0	6	0	0	0
Other information technology personnel.	68	18	26.5	53	77.9
Pharmacists	28	3	10.7	4	14.3
Probation workers	1	0	0	0	0
Professional nurse	649	15	2.3	390	60.1
Psychologists and vocational counsellors	31	1	3.2	5	16.1
Secretaries & other keyboard operating clerks	117	1	0.9	49	41.9
Senior managers	134	7	5.2	106	79.1
Social sciences related	18	6	33.3	18	100
Social work and related professionals	494	31	6.3	348	70.4
TOTAL	41 342	3 186	7.7	24 991	60.4

TABLE 5.5.5 – Promotions by salary band

Salary Band	Employees 1 April 2007	Promotions to another salary level	Salary bands promotions as a % of employees by salary level	Progressions to another notch within a salary level	Notch progressions as a % of employees by salary band
Lower skilled (Levels 1-2)	12	0	0	3	25
Skilled (Levels 3-5)	13 213	1 400	10.6	4 540	34.4
Highly skilled production (Levels 6-8)	26 377	1 413	5.4	19 338	73.3
Highly skilled supervision (Levels 9-12)	1 492	356	23.9	971	65.1
Senior management (Levels 13-16)	170	16	9.4	133	78.2
Contract (Levels 3-5)	4	0	0	0	0
Contract (Levels 6-8)	28	1	3.6	0	0
Contract (Levels 9-12)	46	0	0	6	13
TOTAL	41 342	3 186	7.7	24 991	60.4

5.6 Employment equity

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

TABLE 5.6.1 – Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2008

Occupational categories (SASCO)	Male				Female				Total
	African	Co-loured	Indian	White	African	Co-loured	Indian	White	
Legislators senior officials and managers	61	15	2	19	36	3	3	2	141
Professionals	571	98	8	186	969	206	15	168	2 221
Clerks	19 579	4 248	466	4 852	6 785	1 265	161	880	38 236
Service and sales workers	0	0	0	0	1	0	0	0	1
Craft and related trades workers	1	0	0	0	0	0	0	0	1
Elementary occupations	7	8	0	0	4	0	1	0	20
TOTAL	20 219	4 369	476	5 057	7 795	1 474	180	1 050	40 620
Employees with disabilities	104	14	2	26	42	8	1	8	205

TABLE 5.6.2 – Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2008

Occupational Bands	Male				Female				Total
	African	Co-loured	Indian	White	African	Co-loured	Indian	White	
Top Management	4	1	0	2	2	0	1	1	11
Senior Management	76	19	4	18	39	4	2	3	165
Professionally qualified and experienced specialists and mid-management	815	160	25	293	679	152	20	151	2 295
Skilled technical and academically qualified workers junior management supervisors foremen	11 900	3 322	368	4 670	3 833	737	90	805	25 725
Semi-skilled and discretionary decision making	7 379	854	78	61	3 207	576	64	76	12 295
Unskilled and defined decision making	2	0	0	0	6	2	0	1	11
Contract (Senior Management)	0	1	0	0	0	0	0	0	1
Contract (Professionally qualified)	42	12	0	3	22	2	0	0	81
Contract (Skilled technical)	0	0	1	10	5	1	3	13	33
Contract (Semi-skilled)	1	0	0	0	2	0	0	0	3
TOTAL	20 219	4 369	476	5 057	7 795	1 474	180	1 050	40 620

TABLE 5.6.3 – Recruitment for the period 1 April 2007 to 31 March 2008

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	1	0	1
Senior Management	1	0	0	0	1	0	0	0	2
Professionally qualified and experienced specialists and mid-management	8	0	0	1	6	1	0	5	21
Skilled technical and academically qualified workers junior management supervisors foremen	65	7	0	0	132	13	3	10	230
Semi-skilled and discretionary decision making	187	10	0	0	115	6	0	0	318
Unskilled and defined decision making	23	3	0	0	4	3	0	0	33
Contract (Senior Management)	0	1	0	0	0	0	0	0	1
Contract (Professionally qualified)	28	6	0	1	13	0	0	0	48
Contract (Skilled technical)	3	0	1	12	3	1	3	13	36
TOTAL	315	27	1	14	274	24	7	28	690
Employees with disabilities	0	1	0	0	0	0	0	0	1

TABLE 5.6.4 – Promotions for the period 1 April 2007 to 31 March 2008

Occupational Bands	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	7	3	0	3	8	0	1	1	23
Senior Management	62	17	4	13	25	3	1	1	126
Professionally qualified and experienced specialists and mid-management	507	115	23	228	278	56	16	108	1 331
Skilled technical and academically qualified workers junior management supervisors foremen	9 457	2 753	317	3 565	3 303	683	78	626	20 782
Semi-skilled and discretionary decision making	3 436	607	55	58	1 347	298	38	66	5 905
Unskilled and defined decision making	1	0	0	0	2	0	0	0	3
Contract (Professionally qualified)	4	0	0	0	2	0	0	0	6
Contract (Skilled technical)	0	0	0	0	0	0	0	1	1
TOTAL	13 474	3 495	399	3 867	4 965	1 040	134	803	28 177
Employees with disabilities	49	10	0	19	41	3	2	3	127

TABLE 5.6.5 – Terminations for the period 1 April 2007 to 31 March 2008

Occupational Bands	Male				Female				Total
	African	Co-loured	Indian	White	African	Co-loured	Indian	White	
Top Management	1	0	0	0	1	0	0	0	2
Senior Management	5	0	0	1	0	0	0	0	6
Professionally qualified and experienced specialists and mid-management	35	5	0	16	13	1	0	16	86
Skilled technical and academically qualified workers junior management supervisors foremen	388	108	18	314	81	24	2	68	1 003
Semi-skilled and discretionary decision making	176	31	6	18	46	10	0	1	288
Contract (Professionally qualified)	6	0	0	0	0	0	0	1	7
Contract (Skilled technical)	3	0	0	7	1	1	3	21	36
Contract (Semi-skilled)	0	0	0	0	1	0	0	0	1
Contract (Unskilled)	0	1	0	0	0	0	0	0	1
TOTAL	614	145	24	356	143	36	5	107	1 430
Employees with disabilities	3	0	0	2	0	0	0	1	6

TABLE 5.6.6 – Disciplinary action for the period 1 April 2007 to 31 March 2008

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Co-loured	Indian	White	
Correctional counselling	115	67	1	37	14	4	0	3	241
Demotion	20	7	0	7	2	1	0	0	37
Dismissal	65	48	0	21	6	3	0	1	144
Final written warning	417	117	19	41	31	11	2	4	642
Not guilty	30	13	0	13	5	2	0	3	66
Case withdrawn	35	34	0	7	1	3	0	4	84
No outcome	193	39	4	56	49	7	3	3	354
Serious written warning	8	2	0	13	0	0	0	0	23
Suspended without payment	10	12	0	4	1	1	0	1	29
Verbal warning	306	115	4	41	51	14	4	1	536
Written warning	313	151	4	61	21	13	1	2	566
TOTAL	1 512	605	32	301	181	59	10	22	2 722

TABLE 5.6.7 – Skills development for the period 1 April 2007 to 31 March 2008

Occupational categories	Male				Female				Total
	African	Coloured	Indian	White	African	Co-loured	Indian	White	
Legislators senior officials and managers	726	163	32	128	294	65	16	30	1 454
Professionals	103	23	31	19	159	33	5	29	402
Technicians and associate professionals	0	0	0	0	0	0	0	0	0
Clerks	8 554	2 895	282	2 528	5 000	891	158	827	21 135
Service and sales workers	0	0	0	0	0	0	0	0	0
Skilled agriculture and fishery workers	0	0	0	0	0	0	0	0	0
Craft and related trades workers	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
Elementary occupations	694	12	5	4	1 300	34	6	15	2 070
TOTAL	10 077	3 093	350	2 679	6 753	1 023	185	901	25 061
Employees with disabilities	7	4	0	3	0	4	0	3	21

5.7 Performance rewards

To encourage good performance the department has granted the following performance rewards during the year under review. The information is presented in terms of race gender and disability (Table 5.7.1) salary bands (table 5.7.2) and critical occupations (Table 5.7.3).

TABLE 5.7.1 – Performance Rewards by race gender and disability 1 April 2007 - 31 March 2008

Demographics	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
African					
Male	3 690	20 156	18.3	21 658	5 870
Female	1 613	7 755	20.8	8 997	5 578
Asian					
Male	117	476	24.6	798	6 817
Female	45	179	25.1	251	5 585
Coloured					
Male	942	4 358	21.6	5 989	6 357
Female	343	1 466	23.4	1 928	5 622
White					
Male	1 276	5 035	25.3	9 204	7 214
Female	354	1 046	33.8	2 423	6 846

Demographics	Beneficiary Profile			Cost	
	Number of beneficiaries	Total number of employees in group	% of total within group	Cost (R'000)	Average cost per employee
Employees with a disability	33	149	22.1	185	5 599
TOTAL	8 413	40 620	20.7	51 434	6 114

TABLE 5.7.2 – Performance Rewards by salary bands for personnel below Senior Management Service 1 April 2007 to 31 March 2008

Salary Bands	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within salary bands	Total Cost (R'000)	Average cost per employee
Lower skilled (Levels 1-2)	2	9	22.2	6	3 000
Skilled (Levels 3-5)	1 594	12 296	13	5 598	3 512
Highly skilled production (Levels 6-8)	6 266	25 726	24.4	39 205	6 257
Highly skilled supervision (Levels 9-12)	532	2 295	23.2	5 825	10 949
Contract (Level 3-5)	0	3	0	0	0
Contract (Level 6-8)	0	33	0	0	0
Contract (Level 9-12)	0	81	0	0	0
TOTAL	8 394	40 443	20.8	50 634	6 032

TABLE 5.7.3 – Performance Rewards by critical occupations 1 April 2007 to 31 March 2008

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Administrative related	11	44	25	196	17 818
Agriculture related	0	2	0	0	0
Artisan project and related superintendents	0	1	0	0	0
Chaplain and related professionals	3	27	11.1	60	20 000
Client inform clerks (switchboard reception inform clerks)	11	51	21.6	41	3 727
Communication and information related	0	2	0	0	0
Computer programmers.	0	4	0	0	0
Custodian personnel:	7 840	38 089	20.6	46 430	5 922
Educationists.	125	441	28.3	864	6 912
Engineering sciences related	1	1	100	26	26 000
Engineers and related professionals	0	1	0	0	0
Finance and economics related	7	57	12.3	88	12 571
Financial and related professionals	30	129	23.3	247	8 233

Critical Occupations	Beneficiary Profile			Cost	
	Number of beneficiaries	Number of employees	% of total within occupation	Total Cost (R'000)	Average cost per employee
Financial clerks and credit controllers	1	4	25	3	3 000
General legal administration & related professionals	1	13	7.7	19	19 000
Head of department/ chief executive officer	0	4	0	0	0
Health sciences related	12	46	26.1	203	16 917
Human resources & organisational development & related profession	2	9	22.2	53	26 500
Human resources clerks	0	1	0	0	0
Human resources related	0	19	0	0	0
Identification experts	0	1	0	0	0
Information technology related	0	3	0	0	0
Language practitioners interpreters & other communication	0	1	0	0	0
Legal related	0	1	0	0	0
Logistical support personnel	24	82	29.3	191	7 958
Material-recording and transport clerks	0	1	0	0	0
Medical practitioners	0	7	0	0	0
Messengers porters and deliverers	0	1	0	0	0
Other administrative & related clerks and organisers	0	1	0	0	0
Other information technology personnel.	16	68	23.5	114	7 125
Pharmacists	3	28	10.7	30	10 000
Professional nurse	175	705	24.8	1 194	6 823
Psychologists and vocational counsellors	2	28	7.1	17	8 500
Rank: Unknown	0	2	0	0	0
Secretaries & other keyboard operating clerks	40	109	36.7	183	4 575
Senior managers	15	135	11.1	630	42 000
Social sciences related	5	32	15.6	65	13 000
Social work and related professionals	89	472	18.9	780	8 764
TOTAL	8 413	40 620	20.7	51 434	6 114

TABLE 5.7.4 – Performance related rewards (cash bonus) by salary band for Senior Management Service

Salary Band	Beneficiary Profile			Total Cost (R'000)	Average cost per employee	Total cost as a % of the total personnel expenditure	Personnel Cost SMS (R'000)
	Number of beneficiaries	Number of employees	% of total within band				
Band A	15	140	10.7	610	4 067	0.8	76 917
Band B	4	26	15.4	189	4 725	0.9	20 478
Band C	0	9	0	0	0	0	0
Band D	0	2	0	0	0	0	0
TOTAL	19	177	10.7	799	4 514.1	0.8	97 395

5.8 Foreign workers

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

TABLE 5.8.1 – Foreign Workers 1 April 2007 to 31 March 2008 by salary band

Salary Band	1 April 2007		31 March 2008		Change	
	Number	% of total	Number	% of total	Number	% change
Skilled (Levels 3-5)	2	16.7	0	0	-2	-200
Highly skilled supervision (Levels 9-12)	0	0	1	7.7	1	100
Periodical Remuneration	10	83.3	12	92.3	2	200
TOTAL	12	100	13	100	1	100

TABLE 5.8.2 – Foreign Workers 1 April 2007 to 31 March 2008 by major occupation

Major Occupation	1 April 2007		31 March 2008		Change	
	Number	% of total	Number	% of total	Number	% change
National security and custodian personnel (Casual Workers)	9	75	8	61.5	-1	-100
Professionals and managers (Medical Practitioners and Chaplain)	3	25	5	38.5	2	200
TOTAL	12	100	13	100	1	100

5.9 Leave utilisation for the period 1 January 2007 to 31 December 2007

The Public Service Commission identified the need for careful monitoring of sick leave within the public service. The following tables provide an indication of the use of sick leave (Table 5.9.1) and disability leave (Table 5.9.2). In both cases the estimated cost of the leave is also provided.

TABLE 5.9.1 – Sick leave 1 January 2007 to 31 December 2007

Salary Band	Total days	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	2 49.5	87.8	24	0.1	10	43
Skilled (Levels 3-5)	87 616.5	83.9	10 214	28.9	9	18 358
Highly skilled production (Levels 6-8)	255 297.5	83.8	22 999	65.2	11	97 625

TABLE 5.9.1 – Sick leave 1 January 2007 to 31 December 2007

Salary Band	Total days	% days with medical certification	Number of Employees using sick leave	% of total employees using sick leave	Average days per employee	Estimated Cost (R'000)
Highly skilled supervision (Levels 9-12)	16 559.5	82.7	1 849	5.2	9	10 927
Senior management (Levels 13-16)	755	81.6	117	0.3	6	1 497
Contract (Levels 1-2)	5	100	1	0	5	1
Contract (Levels 3-5)	43	88.4	3	0	14	8
Contract (Levels 6-8)	184	65.2	27	0.1	7	80
Contract (Levels 9-12)	449	83.3	56	0.2	8	442
TOTAL	361 159	83.8	35 290	100	10	128 981

TABLE 5.9.2 – Disability leave (temporary and permanent) 1 January 2007 to 31 December 2007

Salary Band	Total days taken	% days with Medical certification	Number of Employees using disability leave	% of total employees using disability leave	Average days per employee	Estimated Cost (R'000)
Lower skilled (Levels 1-2)	27	100	1	0.2	27	5
Skilled (Levels 3-5)	1 415	100	45	11.2	31	338
Highly skilled production (Levels 6-8)	17 777	100	342	84.9	52	7 383
Highly skilled supervision (Levels 9-12)	1 195	100	14	3.5	85	909
Contract (Levels 9-12)	18	100	1	0.2	18	18
TOTAL	20 432	100	403	100	51	8 653

Table 5.9.3 summarises the utilisation of annual leave. The wage agreement concluded with trade unions in the PSCBC in 2000 requires management of annual leave to prevent high levels of accrued leave being paid at the time of termination of service.

TABLE 5.9.3 – Annual Leave 1 January 2007 to 31 December 2007

Salary Bands	Total days taken	Average per employee
Lower skilled (Levels 1-2)	287.76	12
Skilled (Levels 3-5)	243 877.32	19
Highly skilled production (Levels 6-8)	717 597.44	27
Highly skilled supervision (Levels 9-12)	60 025.24	25
Senior management (Levels 13-16)	4 276	23
Contract (Levels 3-5)	89	22
Contract (Levels 6-8)	487	16
Contract (Levels 9-12)	1 043	13
TOTAL	1 027 682.76	25

TABLE 5.9.4 – Capped leave 1 January 2007 to 31 December 2007

Salary Bands	Total days of capped leave taken	Average number of days taken per employee	Average capped leave per employee as at 31 December 2007
Skilled (Levels 3-5)	392	4	13
Highly skilled production (Levels 6-8)	23 763	7	49
Highly skilled supervision (Levels 9-12)	1 588	8	65
Senior management (Levels 13-16)	105	6	89
TOTAL	25 848	7	50

TABLE 5.9.5 – Leave payouts for the period 1 April 2007 to 31 March 2008

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

REASON	Total Amount (R'000)	Number of Employees	Average payment per employee
Leave payout for 2007/08 due to non-utilisation of leave for the previous cycle	37	9	4 111
Capped leave payouts on termination of service for 2007/08	5 850	1 194	4 899
Current leave payout on termination of service for 2007/08	1 042	298	3 497
TOTAL	6 929	1 501	4 616

5.10 HIV and AIDS & Health Promotion Programmes

TABLE 5.10.1 – Steps taken to reduce the risk of occupational exposure

Units/categories of employees identified to be at high risk of contracting HIV & related diseases (if any)	Key steps taken to reduce the risk
Health Care Workers	<ul style="list-style-type: none"> Educational and awareness Presentations to new recruits; Educated awareness on universal precautions and post exposure prophylaxis.
Correctional officials i.e. working in correctional centres	<ul style="list-style-type: none"> Presentations to new recruits. Education and awareness on post exposure prophylaxis quarterly intranet messages on new trends and developments. Employee Health and Wellness national workshop to provide feedback on the baseline audit.

TABLE 5.10.2 – Details of Health Promotion and HIV and AIDS Programmes (tick the applicable boxes and provide the required information)

Question	Yes	No	Details if yes
1. Has the department designated a member of the SMS to implement the provisions contained in Part VI E of Chapter 1 of the Public Service Regulations 2001? If so provide her/his name and position.	x		Mr PA Bhoodram Director HR Support. (HIV and AIDS is a sub-component within a Directorate HR Support).
2. Does the department have a dedicated unit or has it designated specific staff members to promote the health and well being of your employees? If so indicate the number of employees who are involved in this task and the annual budget that is available for this purpose.	x		There is only one national HIV and AIDS co-ordinator for personnel at ASD level. EAP's assist with counselling on HIV and AIDS. There are 18 EAPs nationally. The annual budget is approximately R 2.8 million.

Question	Yes	No	Details if yes
3. Has the department introduced an Employee Assistance or Health Promotion Programme for your employees? If so indicate the key elements/services of this Programme.	x		<p>The employee assistance programme within the department covers three fundamental methods: Therapeutic services available for all employees provided by trained professionals. The emphasis is on short term counselling and effective and appropriate referral processes.</p> <p>Wellness programmes and training which focus on prevention programmes such as financial life-skills conflict management moral regeneration depression and anxiety suicide prevention etc.</p> <p>Marketing and Information centre which provides information on various topics which is available to all personnel. Distribution of health letters serves as a tool of information distribution.</p>
4. Has the department established (a) committee(s) as contemplated in Part VI E.5 (e) of Chapter 1 of the Public Service Regulations 2001? If so please provide the names of the members of the committee and the stakeholder(s) that they represent.	x		The Department has integrated HIV and AIDS into a broader Health and wellness programmes. The Wellness Committee comprises of Deputy Commissioner Equity and Recreation - Mr H Davids the Director HR Support -Mr P Bhoodram the Director Sport and Recreation - Mr M D Jobodwana and the Director Facilities Fund - Mr M J Nkhabu.
5. Has the department reviewed its employment policies and practices to ensure that these do not unfairly discriminate against employees on the basis of their HIV status? If so list the employment policies/practices so reviewed.	x		The Department has a draft Employee Health and Wellness Policy and Procedures. Section 7.3.2 in the policy addresses discrimination against employees on the basis of their HIV and AIDS status
6. Has the department introduced measures to protect HIV-positive employees or those perceived to be HIV-positive from discrimination? If so list the key elements of these measures.	x		The Code of Conduct the draft Employee Health and Wellness policy and procedure and the Equity Policy protect HIV positive employees against discrimination. DCS respects the Constitution of South Africa as well as the Basic Conditions of Employment Act.
7. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so list the results that you have you achieved.	x		Employees participated in VCT's which was part of Employee Health and Wellness events. 29 and 30 November 2007 400 employees participated in VCT at Drakenstein.
8. Has the department developed measures/indicators to monitor & evaluate the impact of its health promotion programme? If so list these measures/indicators.		x	

5.11 Labour relations

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

TABLE 5.11.1 – Collective agreements 1 April 2007 to 31 March 2008

If there were no agreements then use the following table

Subject Matter	Date
Total collective agreements	None

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

TABLE 5.11.2 – Misconduct and disciplinary hearings finalised 1 April 2007 to 31 March 2008

Outcomes of disciplinary hearings	Number	% of total
Correctional counselling	241	8.85
Demotion	37	1.26
Dismissal	144	5.29
Final written warning	642	23.59
Not guilty	354	13.01
Case withdrawn	66	2.42
No outcome	84	3.09
Serious written warning	23	0.84
Suspended without payment	29	1.07
Verbal warning	536	19.69
Written warning	566	20.79
TOTAL	2 722	100

TABLE 5.11.3 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Fails to comply with or contravenes an Act regulation or legal obligation.	277	9.79
Mismanages the finances of the State.	98	3.47
Without permission possesses or wrongfully uses the property of the State another employees and/or a visitor.	27	0.59
Misuse/abuse of movable/immovable property of the State.	28	0.99
Damage to and or cause loss of state property.	34	1.2
Endangers the lives of self or others by disregarding safety rules or regulations.	28	0.99
Prejudice the administration discipline or efficiency of a department office or institution of the State.	32	1.13
Misuse of position in the DCS to promote or to prejudice the interest of any political party organization company or individual.	4	0.14
Theft bribery fraud corruption or any combination thereof.	424	14.99
Accepts any compensation in cash or otherwise from a member of the public another employee or an offender for performing her or his duties without written approval from the department.	13	0.46
Fails to carry out a lawful order or routine instruction without just or reasonable cause.	114	4.03
Absence or repeated absence from work without a valid reason or permission.	629	22.24
Commits an act of sexual harassment.	10	0.35
Discriminates on the basis of race gender disability sexuality or other grounds outlawed by the Constitution.	10	0.35
Poor or inadequate performance for reasons other than incapacity.	85	3.01
Dereliction of duties.	139	4.92
Allowing a disciplinary hearing to fall away (Refer to clause 7.3.2 of the Procedure).	19	0.67
Performing of work for compensation in a private capacity for another person or organization either during or outside working hours without written approval.	6	0.21
Breaching the conditions pertaining to authorized private work.	3	0.11
Sleeping on duty.	56	1.98
While on duty is under the influence of an intoxicating illegal unauthorized habit-forming and/or stupefying drug including alcohol.	61	2.16
Being in possession of alcohol in the workplace.	15	0.53

TABLE 5.11.3 – Types of misconduct addressed at disciplinary hearings

Type of misconduct	Number	% of total
Being in possession of illegal unauthorized habit-forming and/or stupefying drug on departmental premises.	53	1.87
Permitting an offender to take alcohol or any prohibited drug or to have these substances in his/her possession.	6	0.21
While on duty conducts herself or himself in an improper disgraceful and unacceptable manner.	80	2.83
Contravention of the DCS Code of Conduct.	72	2.55
Assault attempt or threatens to assault another employee or person while on duty.	98	3.47
Incites other personnel to un-procedural and unlawful conduct.	1	0.04
Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour.	37	1.31
Intimidation or victimization of fellow employees or other persons.	19	0.67
Prevents/force other employees from belonging/not belonging to any trade union or employee organization.	3	0.11
Operates any money lending scheme for employees for own benefit during working hours in the workplace.	3	0.11
Carries or keeps firearms or other dangerous weapons in the workplace without the written authorization of the employer.	1	0.04
Misuse of firearms and/or other dangerous weapons in the workplace.	2	0.07
Breaching of security measures.	298	10.54
Furnishing of false statements or evidence in the execution of his or her duties.	18	0.02
Falsification of records or any other documentation.	20	0.71
Participation in un-procedural unprotected and/or unlawful industrial action.	1	0.04
Commitment of a common law or statutory offence whilst on duty and/or on state premises.	4	0.14
TOTAL	2 828	100

TABLE 5.11.4 – Grievances lodged for the period 1 April 2007 to 31 March 2008

	Number	% of Total
Number of grievances resolved	1 209	67.39
Number of grievances not resolved	585	32.61
Total number of grievances lodged	1 794	100

TABLE 5.11.5 – Disputes lodged with Councils for the period 1 April 2007 to 31 March 2008

	Number	% of Total
Number of disputes settled	12	15.2
Number of disputes upheld	16	20.3
Number of disputes dismissed	51	64.6
Total number of disputes lodged	79	100

Table 5.11.6 – Strike actions for the period 1 April 2007 to 31 March 2008

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

TABLE 5.11.7 – Precautionary suspensions for the period 1 April 2007 to 31 March 2008

Number of people suspended	509
Number of people whose suspension exceeded 30 days	354
Average number of days suspended	157.9
Cost (R'000) of suspensions	R 15 070 955.90

5.12 Skills development

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

TABLE 5.12.1 – Training needs identified 1 April 2007 to 31 March 2008

Occupational Categories	Gender	Number of employees as at 1 April 2007	Training needs identified at start of reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators senior officials and managers	Female	41	0	282	261	543
	Male	95	2	663	679	1 344
Professionals	Female	1 275	0	108	32	140
	Male	837	0	94	46	140
Clerks	Female	9 182	1 128	1 821	5 413	8 362
	Male	29 890	2 022	3 020	10 841	15 883
Clerks	Female	0	0	0	0	0
	Male	2	0	0	0	0
Service and sales workers	Female	1	0	0	0	0
	Male	1	0	0	0	0
Elementary occupations	Female	2	0	0	48	48
	Male	16	0	0	69	69
Sub Total	Female	10 501	1 128	2 211	5 754	9 093
	Male	30 841	2 024	3 777	11 635	17 436
Total		41 342	3 152	5 988	17 389	26 529

TABLE 5.12.2 – Training provided 1 April 2007 to 31 March 2008

Occupational Categories	Gender	Number of employees as at 1 April 2007	Training provided within the reporting period			
			Learnerships	Skills Programmes & other short courses	Other forms of training	Total
Legislators senior officials and managers	Female	41	0	282	261	543
	Male	95	2	663	679	1 344
Professionals	Female	1 275	0	108	32	140
	Male	837	0	94	46	140
Clerks	Female	9 182	1 128	1 821	5 413	8 362
	Male	29 890	2 022	3 020	10 841	15 883
Clerks	Female	0	0	0	0	0
	Male	2	0	0	0	0
Service and sales workers	Female	1	0	0	0	0
	Male	1	0	0	0	0

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Total		41 342	3 152	5 988	17 389	26 529

5.13 Injury on Duty

The following tables provide basic information on injury on duty.

TABLE 5.13.1 – Injury on duty 1 April 2007 to 31 March 2008

Nature of injury on duty	Number	% of total
Required basic medical attention only	439	47.4%
Temporary Disablement	412	44.4%
Permanent Disablement	70	7.6%
Fatal	6	0.6%
Total	927	100%

5.14 Utilisation of Consultants

TABLE 5.14.1 – Report on consultant appointments using appropriated funds

Project Title	Total number of consultants that worked on the project	Duration: Work days	Contract value in Rand
Occupational Hygiene Risk Assessment	1	5	39 575
Training of DCS Officials in the Management of Hygiene Services	14	12 months	906 250
Management Development Programme	7	60 days	2 225 000

Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
1	2	5	39 575
4	21	14 months	3 131 250

TABLE 5.14.2 – Analysis of consultant appointments using appropriated funds in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
Occupational Hygiene Risk assessment	100%	100%	2
Training of DCS officials in the Management of Hygiene Services	HDI's : 50% Women : 100%	50%	5

TABLE 5.14.3 – Report on consultant appointments using Donor funds

Project Title	Total Number of consultants that worked on the project	Duration: Work days	Donor and Contract value in Rand
-	-	-	-

Total number of projects	Total individual consultants	Total duration: Work days	Total contract value in Rand
-	-	-	-

TABLE 14.4 – Analysis of consultant appointments using Donor funds in terms of Historically Disadvantaged Individuals (HDIs)

Project Title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of Consultants from HDI groups that work on the project
-	-	-	-

Acronyms

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