



Department of Correctional Services

# ANNUAL REPORT

2020/21



**correctional services**

Department:  
Correctional Services  
REPUBLIC OF SOUTH AFRICA







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**DEPARTMENT OF CORRECTIONAL SERVICES**

**VOTE NO. 22**

# **ANNUAL REPORT**

**2020/2021 FINANCIAL YEAR**

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A photograph of a tractor operator in a field, overlaid with decorative curved shapes in shades of brown, green, and white. The tractor is a large, modern model with a canopy and large tires. The operator is wearing a hat and a light-colored shirt. The field is filled with dry grass and brush. The background shows a line of trees under a clear sky.

**Part A:**

# **General Information**

## 1.1 DEPARTMENT GENERAL INFORMATION

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## 1.2 LIST OF ABBREVIATIONS/ACRONYMS

ACRONYM	FULL DESCRIPTION
AET	Adult Education and Training
ADS	Accommodation Determination System
AGSA	Auditor-General of South Africa
AIDS	Acquired Immune Deficiency Syndrome
APP	Annual Performance Plan
ARC	Agriculture Research Council
ART	Antiretroviral Treatment
ATP	Awaiting Trial Person
A&R	Admission and Release
AVR	Audio-Visual Remand
BBBEE	Broad Based Black Economic Empowerment
BDS	Bedspace Determination System
BEC	Bid Evaluation Committee
BSC	Bid Specification Committee
CARA	Criminal Assets Recovery Account
CDC	Centre for Disease Control
CEU	Code Enforcement Unit
CFPSS	Correctional Facility Physical Security System
CJA	Child Justice Act
CJS	Criminal Justice System
CMC	Case Management Committee
CoE	Compensation of Employee
CC	Correctional Centre
COVID-19	Corona Virus Disease 2019
CPA	Criminal Procedure Act
CRA	Continuous Risk Assessment
CRTs	Case Review Teams
CSA	Correctional Services Act
CSI	Ministerial Corporate Social Investment
CSP	Correctional Sentence Plan
CSPB	Correctional Supervision and Parole Board
DBC	Departmental Bargaining Council
DMRT	Departmental Disaster Management Response Team
DOD	Department of Defence
DOSD	Department of Social Development
DBE	Department of Basic Education
DCS	Department of Correctional Services

ACRONYM	FULL DESCRIPTION
DHET	Department of Higher Education and Training
DPSA	Department of Public Service and Administration
DPWI	Department of Public Works and Infrastructure
DSD	Department of Social Development
EAP	Employee Assistance Programme
EE	Employment Equity
ERM	Enterprise Risk Management
EST	Emergency Support Team
FET	Further Education and Training
(FP&MSETA)	Fibre Processing and Manufacturing SETA
FS/NC	Free State and Northern Cape
GBV	Gender-based violence
GBVF	the Gender-Based Violence and Femicide
G-CET	Government Communication Excellence Tool
GDP	Growth Domestic Product
GEMS	Government Employees Medical Scheme
GET	General Education and Training
GFCF	Gross Fixed Capital Formation
GIAMA	Government Immovable Asset Management Act
GTAC	Government Technical Advisory Centre
HCCs	Heads of Correctional Centres
HDI	Historically Disadvantaged Individual
HIV	Human Immunodeficiency Virus
HR	Human Resources
HRBP	Human Resources Budgeting and Planning Tool
ICC	Internal Control and Compliance function
ICCV	Independent Correctional Centre Visitors
ICT	Information and Communications Technology
IEHW	Integrated Employee Health and Wellness
IIMS	Integrated Inmate Management System
IPC	Infection Prevention and Control
ISCCJ	Intersectoral Committee on Child Justice

ACRONYM	FULL DESCRIPTION
IT	Information Technology
ITRMC	Information, Communication Technology Risk Management Committee
JCPS	Justice, Crime Prevention and Security
JICS	Judicial Inspectorate of Correctional Services
KZN	KwaZulu-Natal
LAN	Local Area Network
LMN	Limpopo, Mpumalanga and North-West
MANCO	National Management Committee
MDP	Minimum Detention Period
MDT	Minimum Detention Time
MTEF	Medium Term Expenditure Framework
MISSTP	Master Information System and Security Technology Plan
MoU	Memorandum of Understanding
MPAB	Medical Parole Advisory Board
MTSF	Medium-Term Strategic Framework
NCDs	Non-Communicable Diseases
NDP	National Development Plan
NDoH	National Department of Health
NICD	National Institute for Communicable Diseases
NIOH	National Institute of Occupational Health
NSC	National Senior Certificate
NSDF	National Spatial Development Framework
NSF	National Skills Fund
NSP	National Strategic Plan
NOC	National Operation Centre
OHS	Occupational Health and Safety
OMF	Operations Management Framework
PAJA	Promotion of Administrative Justice ACT
PEP	Post Exposure Prophylaxis
PFMA	Public Finance Management Act
PHC	Percentage of inmates accessing Primary Healthcare
PreMANCO	Pre-National Management Committee
PPE	Personal Protective Equipment
PPPs	Public-Private Partnerships
PSET	Post-School Education and Training
PSRMF	Public Sector Risk Management Framework
PSP	Public Service Commission

ACRONYM	FULL DESCRIPTION
PUIs	Persons Under Investigation
QSE	Qualifying Small Enterprise
RD	Remand Detainee
RMC	Risk Management Committee
RJ	Restorative Justice
SANDF	South African National Defence Force
SANParks	South African National Parks
SAPS	South African Police Service
(SARS-CoV-2)	Severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2)
SASSETA	Safety and Security Sector Education and Training Authority
SAW	Social Auxiliary Workers
SCM	Supply Chain Management
SCOPA	Standing Committee on Public Accounts
SDGs	Sustainable Development Goals
SDIP	Service Delivery Improvement Plan
SETA	Sector Education and Training Authorities
SITA	State Information Technology Agency
SMS	Senior Management Service
CSI	Corporate Social Investment
SOPs	Standard Operating Procedures
SP	Strategic Plan
SPD	Special Parole Dispensation
SPYSS	Smart Physical Security System
SRAC	Sports, Recreation, Arts and Culture
STIs	Sexually Transmitted Infections
SWAT	Special Weapons and Tactics
TB	Tuberculosis
ToR	Terms of Reference
TVET	Technical and Vocational Education and Training
UN	United Nations
URS	User Requirements Specifications
VCT	Voluntary Counselling and Testing
VOD	Victim Offender Dialogues
VOM	Victim Offender Mediation
VROCC	Vaccination Roll Out Coordinating Committee
WC	Western Cape
WHO	World Health Organization
WSP	Workplace Skills Plan

### 1.3 FOREWORD BY THE MINISTER



#### Mr RO Lamola, MP

##### Minister of the Department of Justice and Correctional Services

I am pleased to present this Annual Report of the Department of Correctional Services for the reporting period 2020/21. The regularity audit for the Department has been finalised with the overall audit outcome improving to an unqualified audit opinion for the first time in four years. The improvement is due to the effective implementation of processes to ensure that irregular expenditure is identified and disclosed without material errors. The Department implemented the new Bed Determination System during the financial year which resulted in an improved audit outcome on performance information. This important achievement is a product of the hard work and commitment by the Department. While the Department has achieved a marked improvement in the completeness of financial statements the Auditor-General South Africa (AGSA) has indicated that the Department must improve compliance with

Supply Chain Management (SCM) regulations and institute timely disciplinary action against officials who had incurred irregular and fruitless and wasteful expenditure.

The audit outcome marks a significant achievement for the Department despite the uncertainties brought about by the Corona Virus Disease 2019 (COVID-19) pandemic. The past year has transformed nearly every aspect of life as we know it. Living through a global pandemic has driven dramatic shifts in our workplace, homes, daily habits and even our collective sense of time. Virtually no one has been left untouched after such a dramatic disruption. The swift and massive shock of the coronavirus pandemic and shutdown measures to contain it have plunged the economy into a severe contraction, which has forced us to look at corrections through a new lens as we chart a “new normal” and seek to reduce the impact of the virus and the prolonged lockdown on our economy and jobs.

In response to the Pandemic, the Department has put in place control measures to reduce the risk of the spread of COVID-19 whilst sustaining business operations through the implementation of the COVID-19 Disaster Management Response Strategy across all its correctional facilities and offices with specific focus on prevention, containment, treatment and recovery. Extensive operational planning and decision making occurred across correctional facilities giving consideration to our unique custodial environment. The Pandemic saw us re-imagine primary healthcare, security, rehabilitation and other services in a matter of weeks, rapidly deploying response interventions to contain the virus and limit the loss of life. The health impact has been severe, including secondary impacts such as lower immunisation, higher testing rates, and the increase in depressive illnesses. Despite the disruptions brought on by the Pandemic and the associated challenges that this posed on the overall capacity of the Department to deliver on its commitments, over the course of the year under review the Department achieved an annual performance score of 70% at the end of 2020/21.

To curb the spread of COVID-19 in overcrowded correctional facilities, the Department implemented the 2020 COVID-19 Special Parole Dispensation (SPD) for selected low risk offenders who had served their Minimum Detention Period (MDP) and those who were approaching their minimum detention period in the next five years. Offenders who benefitted from the SPD were placed out as from 20 May 2020, in controllable groups as per identified category and sentence group. On the commencement date of the implementation of the SPD, the inmate population was 155 069 against the accommodation capacity of 110 836, which translated to an occupancy level of 139.91%. At the end of the 2020/21 financial year, the implementation of the 2020 COVID-19 SPD resulted in a decrease in the overcrowding level to 27%. Prior to placement on parole, every qualifying sentenced offender's profile was assessed and considered individually by the Parole Boards. This included affording victims the opportunity to make representations and other relevant factors such as prior convictions for violent offences.

The Department remains committed to its mandate of ensuring safe and secure conditions for inmates' in all correctional facilities in the country consistent with human dignity. Inmates who flouted internal rules and regulations have to undergo internal disciplinary processes in line with relevant sections of the Correctional Services Act, 1998 (Act No. 111 of 1998). The 2020/21 financial year was a difficult year for the Department due to the implementation of the Disaster Management Act: Regulations relating to COVID-19 as an intervention to slow down the COVID-19 infection rate in the country. The COVID-19 strict lockdown measures increased the anxieties and vulnerabilities of incarcerated life. There were several escapes that were recorded during the financial year which culminated into underachievement of the planned target of 0.033%. A total of 117 inmates escaped (0.083%) from our correctional facilities due to amongst others, the ineffective searching of inmates, their possessions and their cells resulting in security breaches that could not be detected. The Department however reported an achievement of the target on inmates injured as a result of reported

assaults in correctional facilities at 4.04% (5 699) despite the restriction of all non-essential movement within facilities. The reduction in the offender population, owing to the SPD, has largely contributed to the achievement of the target. Aging and outdated infrastructure, gang activities and overcrowding continue to exacerbate security incidents in correctional centres. The Department is resolute on its operations to clean-up and remove contrabands from correctional facilities around the country.

We remain committed to reducing recidivism by ensuring that all correctional facilities are transformed into safe and secure spaces that are truly rehabilitative. We have ensured that offenders who applied for parole have gone through rehabilitation interventions aimed at developing the full potential of each offender so that they obtain the knowledge and skills that can assist them in their successful reintegration upon release. Through the Department's rehabilitation programmes, inmates were provided with life skills, empowered to renounce their previous lives of crime and prepared for a second chance in life upon their release. The Department has successfully delivered correctional programmes to 77% (64 399 / 84 159) of offenders with Correctional Sentence Plans (CSPs) to improve their life skills through targeting offending behaviour. Custodial officials were available to facilitate correctional programmes while ensuring compliance with social distancing guidelines.

The Department is committed to increasing offender access to rehabilitation programmes so that, by the time offenders leave our custody or supervision, the skills they have gained will enable them to lead productive, crime-free lives. In line with the 2019-2024 Medium Term Strategic Framework (MTSF), the Department contributes to Priority 3: Education, Skills and Health. Progress has been made in the access to learner support materials and access to modern media and connectivity. The Department hosted its first hybrid event for the Grade 12 Results Announcement and Awards Ceremony of the class of 2020. The Department recorded an 81% pass rate which surpassed the national pass rate of 76%. These results have shown steady progress from the 72% reported in 2016. Almost 60% our learners achieved



a Bachelors-level pass, which is a requirement for accessing university education. This is reflective of the quality of education provided by the Department and a resounding success considering the challenges experienced due to COVID-19.

The Department has signed Protocol Agreements to ensure Technical and Vocational Education and Training (TVET) College Programmes provided to offenders are enhanced; as a result measures were put in place to implement e- Learning in forty-five (45) registered TVET College Centres. The skills development programme provides offenders' access to the National Vocational Certificate, Engineering, Business Studies and Sector Education and Training Authorities (SETA) Accredited Skills Training Programmes. The Department has embarked on a self-sufficiency and sustainability drive and to this end has trained offenders in programmes that continue to save costs and generate revenue, such as sewing machine repairs, vegetable production, bricklaying and plastering, plumbing etc. We established partnerships with SETAs and secured funds to train 276 offenders on various SETA Accredited Programmes. The Department entered into a formal Protocol Agreement with Department of Higher Education and Training (DHET) National Skills Fund to secure funding to train 17 267 offenders on SETA registered skills training programmes. A total of 7 161 offenders participated in long occupational skills programmes and 4 546 offenders benefitted from short occupational skills programmes. A total of 5 560 offenders participated in Engineering Studies, Business Studies and National Certificate (Vocational), Technical Vocational Education and Training (TVET) Programmes in the 2020/21 financial year.

South Africa is at that critical point where a common and collective understanding is required of how to plan and budget during this period of fiscal constraints and agree collectively on the prioritised interventions to be pursued. As a Department, we have had to adapt our strategies considering the socio-economic challenges presented by the COVID-19 epidemic. The Department has developed a Strategic Framework on Self Sufficiency and Sustainability to ensure that we become self-sufficient by producing our own

food and other commodities, reducing the reliance on government funds for food and by generating revenue from our production. This Framework is intended to reduce running costs at all correctional centres and generate revenue for the Department by maximising production through the utilisation of offender labour. Offenders gain practical trade skills, formal qualifications and relevant experience in the process, which enhance their employability once released. Offenders also contributed to the fight against the spread of COVID-19 by manufacturing 550 103 cloth face masks.

In addition to contributing to education and skills as part of Priority 3 in the MTSF, the Department also focuses on health care services for inmates. This is in line with the National Development Plan (NDP) Vision 2030, which envisages a health system that is accessible to all. In line with Rule 24 of the Nelson Mandela Rules, which states that the healthcare of inmates is the responsibility of Government, the Department successfully implemented a comprehensive response to both communicable and non-communicable diseases (NCDs) such as Tuberculosis (TB), Human Immunodeficiency Virus (HIV)/ Acquired Immune Deficiency Syndrome (AIDS), COVID-19, Diabetes, and Hypertension. To improve the quality of life of people living with HIV/AIDS, as well as decreasing the spread of HIV, the offender viral load suppression rate (at 12 months) was recorded at 91% (3 104/3 415) and the TB cure rate at 93% (375/403). This achievement can be attributed to the effective monitoring and management of patients on treatment.

The Social Reintegration Framework was approved during 2020/21. This Framework is intended to reposition the core functions of social reintegration to create an environment conducive to the successful reintegration of offenders by keeping individuals in the community and offering supervision, interventions and services that are responsive to their risks and needs. Most offenders face significant social adaptation issues such as being stigmatised and ostracised by their families and communities, difficulty in finding jobs or housing, and / or returning to formal education. Their efforts to build or rebuild individual

and social capital is severely hampered and without help, they risk getting caught up in a vicious cycle of failed social reintegration, reoffending, reconviction and social rejection. The Department is striving to ensure that parolees and probationers are successfully reintegrated into society as law-abiding citizens through the provision of rehabilitation and social reintegration programmes. Significant achievements were recorded of parolees and probationers without violations during the 2020/21 financial year. From a national daily average of 52 275 parolees, 51 901 were without violations, i.e., 99% while 7 530 probationers were without violations from a national daily average case load of 7 597 for the same period, also 99%. The COVID-19 Regulations impacted the processes that are required to be followed within the Department before the release of offenders into Community Corrections. Contact sessions with parolees/probationers could not be conducted effectively due to adherence to COVID-19 Regulations hence greater attention was given to high-risk offenders.

Victim offender dialogue (VOD) and Victim Offender Mediation (VOM) are initiatives aimed at strengthening the rehabilitation and reintegration programmes of the Department. VOD and VOM initiatives are informed by the constitutional position that the offender is a citizen, a human being who has strayed from his or her path and should be given the opportunity to reflect on his or her wrongs and seek forgiveness from those he or she have wronged. Equally, the victims, as citizens, have the right to dignity, privacy, information and these need to be respected. The intervention programmes of VOM/VOD are intended to address the violations and damage caused by the crimes committed. During the 2020/21 financial year 11 833 victims and 3 791 offenders, parolees and probationers participated in restorative justice programmes. This is a significant reduction from prior years due to adherence to the COVID-19 Regulations, which restricted tracing of victims. In addition, Restorative Justice Programmes and Izimbizo were suspended during Alert Levels 5 to 2. The seventy-five Social Auxiliary Workers (SAW) appointed by the Department assisted in tracing and preparing victims for their participation in the

Restorative Justice Programmes which made the above achievement possible.

Gender-based violence (GBV) affects women and girls disproportionately. Women are much more likely to be murdered by their intimate partners or family members than men. Crimes involving violence against women are among the most under-reported and the least likely to end in conviction. The ongoing COVID-19 pandemic has further reduced access to essential services for women exacerbated by increased levels of gender-based violence. In responding to this challenge, the Department has developed a Strategic Framework on Gender Based Violence and Femicide (GBVF) to address the range of risk factors that drives and contributes towards the normalisation of such violence. The programmes are intended to reshape the values and norms in ways that restore human dignity and build positive social cohesion in both cases (programmes addressed to women who have suffered gender violence and programmes addressed to men who have been perpetrators of violence against women).

The Department continues to transform centres of incarceration into centres of rehabilitation with the finalisation of various large-scale construction projects such as Kgosi Mampuru II C-Max Centre in Tshwane and other centres in Estcourt, Standerton and Tzaneen. The completion of major repair and renovation projects at Nqamakwe in the Eastern Cape Region has contributed to alleviating overcrowding. The construction of the replacement of the Tzaneen Correctional Centre was also completed during the reporting period. The new correctional centre was designed according to the new generation principles, using a state-of-the-art electronic monitoring security system. Apart from providing education, vocational training and production workshops to empower inmates with various skills and improve self-sufficiency, the new centre has support amenities such as administration offices for staff, logistics, kitchen, medical and sports facilities. These completed projects have allowed attention to be given to projects currently under construction at Emthonjeni Youth Centre in Gauteng, Brandvlei in the Western Cape and Parys in Free State.

The Department continued to function in an austere fiscal environment, which made it difficult to fully realise its intention to consistently add value to the services that it renders. Austerity meant that the filling of vacancies was tightly managed, thereby limiting the expansion of service offering ultimately reliant on more people to add value. The delivery of correctional services is a labour intensive enterprise that survives and thrives through its officials who ensure that correctional facilities are manned 24 hours a day. The COVID-19 pandemic has had a profound impact on human capital and necessitated the adoption of alternative working arrangements. The Draft HR Strategy makes provision for talent management, professionalisation, the wellness of officials and the need to have better disaster management response plans.

One of the aims of the National Development Plan is to foster improved governance by, amongst others, professionalising the public service, upgrading skills, improving coordination within government and tackling fraud and corruption. These delivery mechanisms form the basis of the Department's core functions and the achievements registered during 2020/21 continued to address these aims. The Department maintained its zero-tolerance stance against corruption, fraud and any other criminal activities. In addition to investigations, some of the interventions implemented included fraud risk assessments, training employees on the various manifestations of fraud, corruption, conflict of interest and how to identify it and other aspects of whistle-blowing. Electronic newsletters and other awareness interventions were also implemented.

I would like to take this opportunity to thank the Deputy Minister, Nkosi Phathekile Holomisa, the National Commissioner, Mr Arthur Fraser and the management of the Department for their continuous commitment in ensuring that the Department's service delivery remains on track during this challenging time. I wish to recognise the

Department and its officials for their innovation in the face of adversity, ensuring the implementation of the 2020/21 budget and the roll out of the Annual Performance Plan. Once again, receive my sincere gratitude for the concerted efforts made towards an improved audit outcome in 2020/21.



**Mr. RO Lamola, MP**

**Minister of the Department of Justice and Correctional Services**

## 1.4 STATEMENT BY THE DEPUTY MINISTER



### Nkosi Phathekile Holomisa, MP

#### Deputy Minister of the Department of Correctional Services

The past year has reminded us how fragile human life is. The COVID-19 pandemic has led to a dramatic loss of human life and presented an unprecedented challenge to public health, food systems and the world of work. As with all other Departments, Correctional Services has had to execute its mandate while facing extraordinary constraints. I would like to commend the commitment shown by officials who worked tirelessly to keep our country's corrections system safe and secure during this crisis, whilst also preventing the rapid spread of COVID-19 in our correctional centres. The Department, through the leadership of Minister

Ronald Ozzy Lamola, responded remarkably well in containing the spread of COVID-19. This change in our daily lives has come to be known as the "new normal". Despite the financial and resource constraints, we managed to put our shoulder to the wheel to execute our mandate.

The Department achieved an unqualified audit opinion for the 2020/21 financial year which is an improvement on the previous financial years. This was mainly due to an increased emphasis on monitoring and reporting on performance across the core management functions of the Department and strengthening of internal controls. The Department worked extremely well in many areas, including the irregular expenditure disclosure in the financial statements. The legacy Accommodation Determination System (ADS), which was used to determine bedspace capacity at correctional facilities has been decommissioned. The Department has received several audit qualifications on the ADS system for inaccurate bedspace determination. The Department developed a new Bedspace Determination System (BDS) on e-Corrections, which is accessible at Head Office, Regional Offices and Management Areas. In order to ensure data integrity and compliance from a policy perspective, the previous Bed Space Policy was revised in accordance with current best practices. Part of these successes are attributed to the contributions made by independent experts serving on oversight committees.

These gains, although positive, do not adequately reflect the Department's overall value contribution. Its value can also be found in the efficiencies brought about by ensuring that the inmate population is kept in a safe, secure and humane environment regardless of the impact of COVID-19. While doing so, the Department facilitated the successful reintegration of offenders in our care back to their communities by providing them with rehabilitative and restorative justice programmes necessary to rebuild their lives, equipping them with the tools to be law-abiding, healthy and employable members of society. This is in line with the White Paper on Corrections that

places the rehabilitation of inmates, within a safe and secure environment while fostering reconciliation between offenders and victims of crime for successful reintegration into society upon release, at the centre of all our activities.

The Department remains a labour-intensive Department dependent on human resource capacity to deliver on its mandate. Despite the budget reductions, the Department has contributed to youth employment to address the growing youth unemployment and skills challenge in South Africa. During the 2020/21 financial year, the Department employed 72% (2 567 /3 578) of young people against a target of 20%. These employment opportunities were targeted at youth between the ages of 18 and 35 years. Various training programmes are provided to equip successful candidates with skills that will ensure they are ready to take up their duties as well as ensuring that they gain meaningful experience to improve their employability.

The COVID-19 operating environment has magnified the prominence of technology within the workplace. During the 2020/21 financial year, the Department finalised the Master Information System and Security Technology Plan (MISSTP). The MISSTP articulates a vision for the Department in the development of security technology and an inclusive information service within the Department that keeps pace with Government policy shifts, strategic imperatives and socio-economic and technology factors. The MISSTP aligns security technology, enabling information systems, facilities, services and skills with the strategic outcomes and value chain to ensure reliable and sustained service delivery in the short, medium and long term.

Overcrowding in our correctional facilities remains a challenge that continues to stretch resources, hampering efforts of rehabilitation and ultimately contributing to escapes, injuries and unnatural deaths. During the 2020/21 financial year there has been a reduction in overcrowding compared to the previous financial years due to the implementation

of the Special Parole Dispensation (SPD) in which 13 903 qualifying offenders were released on parole. Although the overcrowding in correctional facilities has decreased to 27% in the 2020/21 reporting year, it is important to note that the implementation of COVID-19 SPD is not the final solution to overcrowding management, but rather a short term relief. The Department is concerned by a number of cases of crimes reported against offenders who were released on parole. A total of 124 cases of reoffending were recorded with 27 cases of serious offences such as murder, theft and house robbery notably due to lack of employment, loss of support systems within the families as well as the economic turmoil caused by COVID-19 Pandemic.

During 2020/21 the Department continued to focus on reducing reoffending by increasing the number of offenders who participate in rehabilitation programmes. Education is regarded as an essential component of reconstruction, development, and transformation of South African society. The Department has had to rapidly change the way it conducts business in 2020/21 resulting in monitoring and evaluation being virtually conducted. The Department worked closely with the Departments of Basic Education and Higher Education to avoid compromising the quality of education being offered to learners. During the year under review, the Grade 12 pass rate improved from 80% to 81% despite the unplanned closure of schools during the academic year as directed by the Regulations of the Disaster Management Act, 2002 (Act No. 57 of 2002) instigated by the COVID-19 Pandemic. In ensuring that offenders are empowered with the necessary skills to be self-sufficient upon their release, 4 546 offenders participated in Short Occupational Skills Programmes while 7 161 offenders participated in Long Occupational Skills Programmes. The Department facilitated the implementation of e-Learning in DCS Technical Vocational Education and Training (TVET) Colleges in the midst of the COVID-19 Pandemic. A total of 5 560 offenders participated in TVET College Programmes; 2 200 of whom were equipped with a variety of skills, such as bricklaying,

plastering, painting and vegetable production. The ultimate goal is to ensure that offenders are self-sufficient and engage in sustainable activities that will assist them to become entrepreneurs who contribute to the economy.

Relative to community settings, correctional facilities are key settings for communicable diseases, with environmental factors, such as, unavoidable close contact, poor ventilation and limited access to health care services, making matters worse. Due to the contagious nature of the virus, COVID-19 can easily transfer from community members and officials to inmates and can also spread between correctional facilities through transfers and employment crossing. The Department has devised strategies to prevent and manage the spread of COVID-19 in correctional facilities and to ensure that much needed health care services reach the inmate population. In response to the call by the World Health Organisation (WHO) to vaccinate the population, the Department established the Vaccination Roll Out Coordinating Committee (VROCC) to ensure the provision of guidance and support to health care workers on the COVID-19 vaccination roll out programme according to the National Department of Health (NDoH) guidelines. Non-Communicable Diseases (NCDs) such as hypertension, diabetes, asthma, substance-use disorders and mental health issues are high causes of death and disability worldwide, hence the Department continued to screen inmates for NCDs in line with the 90-90-90- United Nation AIDS targets, adopted by the NDoH. The Department has 25 Management Area Pharmacies which are licenced by the NDoH and recorded with the South African Pharmacy Council. During the period under review, one new pharmacy was opened in the Southern Cape Management Area in the Western Cape Region to increase access to pharmaceuticals. A five year plan is in place to establish pharmacies in other identified Management Areas.

Social Reintegration is an important component of correctional services as it is regarded as a window through which society can judge the success of

rehabilitation programmes. The outbreak of the COVID-19 Pandemic impacted negatively on the reintegration programme of offenders specifically because the Restorative Justice Programmes and Izimbizo were suspended in compliance with the COVID-19 Regulations. Movement restrictions have accelerated the use of online, mobile and virtual services. However, it is important to note that access to technology, online communication and computer literacy are major barriers for some members of the community. Not all individuals have the technical capability to 'go digital' – nor will they in the foreseeable future. There are currently 218 community corrections offices nationally, serving communities and offenders under the system of community corrections. These offices enable offenders to access corrections services within the communities in which they reside. This ultimately contributed to a 99% level of compliance to conditions of placement on parole and correctional supervision during the 2020/21 financial year.

The foundation for building greater sustainability and partnerships lies in the collective understanding of priorities to be addressed and uniform approaches in addressing them. To promote the effectiveness and sustainability of social reintegration there is a need to create an integrated support system with the active involvement of all role players, to influence the released offender to adopt positive and appropriate norms and values, discover alternative social interaction options, as well as develop life-skills to equip themselves in a holistic manner and encourage employment opportunities. The Department is pleased to announce that 363 economic opportunities were facilitated for offenders, parolees and probationers through partnerships with stakeholders for economic sustainability and effective reintegration.

The Department's response to COVID-19 has not just been on the health front, but has also required us to respond to the economic and humanitarian issues that have emerged. It has impacted every aspect of the work that we do as a government. The Pandemic is far from over and its effects will still be felt for years to

come. The impact of the Pandemic has been serious, but it has also exposed a number of opportunities to change how we work as a government, in order to better serve the people of this country who must always be at the heart of everything we do.

I wish to thank the Minister of Justice and Correctional Services for the leadership he has provided in the face of unprecedented challenges from COVID-19. I would also like to congratulate the National Commissioner all our officials who managed to achieve success under these pressured circumstances. What we have achieved in the Department is as a result of our commitment to work together.

A handwritten signature in black ink, enclosed in a hand-drawn oval. The signature appears to be 'Nkosi Phathekile Holomisa'.

**Nkosi Phathekile Holomisa, MP**

**Deputy Minister of the Department of  
Correctional Services**

## 1.5 REPORT OF THE ACCOUNTING OFFICER



### Mr A. Fraser

**National Commissioner: Department of Correctional Services**

The 2019 novel coronavirus Severe acute respiratory syndrome coronavirus 2 (SARS-CoV-2) and the disease it causes - coronavirus disease 2019 (COVID-19) have rapidly swept across the world since the first known human manifestation on 08 December 2019 in Wuhan, China. The epidemic of the COVID-19 has presented a grim and complex situation, causing great impact on economy and society and seriously interfering with ordinary medical practice; threatening to exceed the country's healthcare capacity. Undoubtedly, dealing with COVID-19 has caused social and medical crises that presented challenges to the medical and healthcare society, forcing it to face unprecedented times and to reconceptualise how to provide quality health care

while enforcing public health measures necessary for pandemic containment and optimal allocation of resources.

In South Africa, the COVID-19 Pandemic has adversely affected an already strained local economic situation. International trade and investment slowed, together with several businesses shutting down - in particular small and medium enterprises, thus accounting for millions of job losses. Disruptions in global supply chains caused sharp declines in global demand with firms cutting back on investment due to uncertainties pertaining to future growth. The Medium-Term Budget Policy Statement predicted that the economy would have contracted by 7.2% in 2020 and will rebound by 3.3% in 2021. As is the case with many economies across the globe, the decline in government revenue has also led to a substantial increase in public borrowing. Continued debt accumulation and high service costs, in the absence of an urgent economic turnaround, is unsustainable in the medium- to long-term with the limited and deteriorating fiscal space necessitating an urgent reshaping of the country's economic landscape.

The onset of COVID-19 in South Africa has also brought to the fore systemic weaknesses in the quality of service delivery such as water and sanitation services, housing, healthcare, and infrastructure in various communities across the country. The effort to contain the spread of the disease has also highlighted key capacities that are lacking, such as manufacturing of face masks, gloves, and testing equipment and the battle readiness of the country's essential services for a public health pandemic of global proportions such as COVID-19. The pandemic has also shone a spotlight on the effectiveness (or lack thereof) and responsiveness of financial tools such as unemployment insurance funds and raised questions about the overall flexibility and robustness of South Africa's financial system in dealing with the impact and aftermath of such a multifaceted and rapidly evolving crisis.

Along with these unparalleled time challenges, came great opportunities for changes and improvements, for innovations and creative solutions, some of which



should be adopted and incorporated to the daily work practices and social routine, even in the post-COVID-19 pandemic era.

### 1.5.1 Overview of the operations of the Department

COVID-19 response measures specifically alter regular schedules, and both, restricts and expands opportunities for various types of crime while presenting unprecedented challenges for the criminal justice system (CJS). The dynamic of the response to the Pandemic will certainly influence the criminal justice system. Revision of legislation relating to mandatory minimum sentencing and duration of sentences, imposed bail protocols and provisions, eligibility for early release, and non-custodial sentencing as an appropriate sanction is included in the reform of the Criminal Justice System.

Correctional facilities are high-risk environments for the spread of COVID-19, especially where they are overcrowded, cannot maintain adequate standards of physical distancing, sanitation and hygiene, and are limited in their capacity to ensure access to medical treatment. Furthermore, inmates are more likely to have underlying health conditions and are at greater risk of prevalence of HIV, viral hepatitis and tuberculosis, which increase their vulnerability to COVID-19 infection. Departmental specific Standard Operating Procedures (SOPs) have been developed and are utilised together with other SOPs and guidelines from, amongst others, the NDoH, National Institute for Communicable Diseases (NICD), Centre for Disease Control (CDC), and the WHO.

The rationale for the development of the SOPs was to provide guidance to officials regarding focus areas and activities to be implemented for the prevention, detection and response to suspected and confirmed COVID-19 case(s) in the Department. The Department has also put measures in place to ensure the health and safety of officials through a rotation system where officials work remotely for a particular period to allow for social distancing. The Department has made provision for a remuneration allowance for officials responsible for ensuring the effective management

of COVID-19. Measures were also put in place to create and fill professional posts, such as the nurses, across the Department for the management of the COVID-19 pandemic.

Despite the challenging circumstances, the Department continued to work diligently to deliver on all planned programmes and projects during the 2020/21 financial year by building innovative partnerships and creating online synergies to help diversify and increase the efficiencies of resources. The priority has always been and will continue to be, the safe, secure, and humane detention of inmates under the care of the Department.

#### 1.5.1.1 Security

The Department has experienced an increase in security breaches during the financial year due to various operational challenges resulting in increased escape amongst others. The lockdown conditions have significantly reduced movements within correctional facilities, putting a further strain on the mental health and wellbeing of inmates. This crisis increased pressure on correctional facilities already operating with overstretched human and other resources. The Department experienced challenges in balancing security functions with providing the necessary support and care. The inability to conduct proper searching by officials resulted in security breaches, manifesting in an upsurge of contrabands within the correctional centres, suicides and escapes from within correctional facilities. The increased security breaches due to the non-adherence of security policies and procedures resulted in the non-achievement of targets on escapes, where the reported performance was 0.083% against the target of 0.033% and 0.033% on unnatural deaths against a target of 0.032%.

Aging and outdated infrastructure, gang activities and overcrowding unrelentingly exacerbate security incidents in correctional facilities, however, the Department continued to intervene to ensure safe and secure conditions for inmates, consistent with human dignity. The interventions resulted in some improvement in security and the achievement of

targets for inmates injured as a result of reported assaults in the 2020/21 financial year. The Department reported 4.04% injuries resulting from reported assaults against a target of 4,65%.

The implementation of the Escape, Assault and Death Prevention Plan were monitored in all correctional facilities to ensure that that inmates are held in safe, secure and humane conditions. These Plans are not just a security measure but a multi-disciplinary strategy. The Department continued to implement the Festive Season Security Operational campaign during the December to January period with ongoing interventions to increase security measures during this period. Historical data has demonstrated a spike in escapes and attempted escapes in correctional facilities during the festive season. The theme for the 2020/21 Festive Season Plan was directed at ensuring contraband free correctional centres amongst others.

The involvement of and supervision by officials, including among others the intervention of Head Office, regular interaction with Regions and Management Areas, monitoring and evaluation, special operations (clean up and surprise search operations), deployment of ESTs to hotspot areas, reduction of idleness amongst inmates by subjecting them to development programmes such as educational, skills training, sports, recreation, arts and cultural activities as well as the implementation of security plans have contributed to the safety and wellbeing of officials and inmates. Furthermore, the National Security Committee has been established to provide advice, guidance and support on emergency security issues to the Regions, Management Areas and Correctional Centres, regarding the implementation of the security policies and procedures amongst others.

### **1.5.1.2 Incarceration**

The Department developed and implemented a COVID-19 response strategy which entailed prevention, containment, treatment and recovery. Despite the preventative measures put in place, the Department was confronted by the impossibility of maintaining physical distancing in correctional

facilities due to overcrowding. This necessitated exploration of other measures to minimise foreseeable threats as advised by United Nations (UN) High Commissioner for Human Rights in line with the UN Standard Minimum Rules for the Treatment of Prisoners (also known as the Mandela Rules) which sets out measures to protect those in detention.

In implementing the COVID-19 response strategy to address, manage and combat the spread of the COVID-19 virus in correctional centres, the Department recommended the placement of selected categories of low risk sentenced offenders on parole to continue serving their sentences in the system of Community Corrections, to the President of the Republic of South Africa. On 15 March 2020, the President of the Republic of South Africa declared a National State of Disaster, in terms of the National Disaster Management Act. The President, in terms of section 84(2)(j) of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) read with section 82(1)(a) of the Correctional Services Act, 1998 (Act No. 111 of 1998) and for the purpose of addressing, managing and combatting the spread of the COVID-19 virus in all correctional centres in the country, authorised the consideration and placement on parole of certain categories of sentenced offenders who would have been incarcerated on 27 April 2020 subject to such conditions as may be approved by the Correctional Supervision and Parole Board (CSPB) under whose jurisdiction such sentenced offenders fall.

The SPD was announced by the Minister of Justice and Correctional Services on 08 May 2020. The category of low risk sentenced offenders who qualified for SPD (subject to the exclusions per criteria) were sentenced offenders who had or would have reached their minimum detention periods within a period of sixty (60) months from 27 April 2020. A structured release schedule was implemented with the first category of offenders considered for release from correctional centres were the special categories such as mothers with babies, females, children, youth, persons with disabilities and the elderly. This was followed by the release of offenders having short-term sentences while those with longer sentences (presenting a

possible higher risk) were released last. Key emphasis was placed on preparing offenders for re-integration. Compulsory assessments were undertaken as part of offender profiling and a pre-release programme was also made compulsory prior to release back into the community. Referral procedures were followed in all Regions to assist with the re-integration of offenders. Approximately 19 000 offenders who committed non-violent crimes were targeted to benefit from the SPD. However, after verification of information at correctional centre level, the number reduced to 18 544. Subsequently, certain offenders were identified as having further charges, which further reduced the number of qualifying cases to 17 922.

The Department released a total of 13 903 (77.6%) offenders at the end of the 2020/21 financial year. This has resulted in a gradual downward movement in the occupancy rate from 141.56% (against a bedspace total of 110 836 as at 27 April 2020) to 127% and the overcrowding rate from 41.56% to 27%. Although a total of 17 922 offenders were projected to benefit from the SPD, these placements are processed on the basis of placement requirements. Some qualifying cases were given further profiles. The Community Corrections caseload increased during this period while noting also that there were sentences that expired and parole revocations in the same categories during this period. Offenders qualifying for COVID-19 SPD will continue to be considered in the 2021/22 financial year.

### 1.5.1.3 Remand Detention

The DCS Risk Adjusted Strategy gives effect to the Regulations issued in terms of the Disaster Management Act, 2002 (Act No. 57 of 2002) to contain the spread of COVID-19 in the corrections environment. The directives issued by courts at different alert levels were taken into consideration as they affected the operations of the Department regarding the court appearances of the remand detainees (RDs). With the closure of courts during the lockdown Alert Level 5 the population of remand detainees increased to a monthly average of 55 837 during May 2020. This constituted an increase of approximately 20% as compared to the average

number of remand detainees within correctional facilities during the same period in the prior year. The directives that were issued by the Minister of Justice and Correctional Services during Alert Level 4 to address, prevent and combat the spread of COVID-19 in courts, court precincts and justice centres impacted the appearance of remand detainees in court and the submission of applications for bail review and consideration of the length of detention. These directives were accommodated though there were restrictions in services provided. The population of remand detainees gradually reduced by 14,49% from May 2020 to March 2021.

Overcrowding is an increasingly widespread problem in many countries and places of detention. It is a very serious humanitarian concern, as it automatically generates substandard and often inhumane conditions of detention. Tens of thousands of people are forced to live for extended periods in congested accommodation, with insufficient space to move, sit or sleep. This seriously compromises the ability of the administration to fulfil detainees' basic needs in terms of living conditions, medical care, legal aid, and family visits. The purpose of the correctional system, according to the Correctional Services Act, 1998 (Act No. 111 of 1998), section 2 (b), is to contribute to maintaining and protecting a reasonable, peaceful and safe society by enforcing sentences of the courts in the manner prescribed by the Act, detaining all inmates in custody whilst considering their human dignity and promoting the social responsibility and human development of those inmates and persons subject to community corrections who shall be willing to form part and co-operate. In line with its mandate, the Department has reviewed its eight-pronged strategy, which has been in place since 2016, to reflect an expanded approach to the management of overcrowding by including the roles of various criminal justice system partners. The strategy, which was finalised in March 2021, is a product of extensive research and consultation with various role players - including the National Development Committee - which is a sub-structure of the Directors-General Committee of the Justice Crime Prevention and Security Cluster.

### 1.5.1.4 Rehabilitation

The COVID-19 Pandemic resulted in the closure of schools all across the world dramatically changing the education sector, with the distinctive rise of e-learning, whereby teaching is undertaken remotely and on digital platforms. Today more than ever, education requires modernisation and above all, adaptation to the needs of today's market, which demands more educational technology as well as flexibility and accessibility. To adapt to the changing educational needs, the Department has procured learning tools of trade to ensure that full time schools have access to digital platforms provided for by the Department of Basic Education (DBE). Further to this, the Department has maintained its past successes in improving learner access to Learner Teacher Support material.

The threat of stricter COVID-19 restrictions and the gradual return of learners to schools required a rigorous approach by the Department to gain ground for lost teaching and learning time. In this regard curriculum recovery plans were developed and monitored in conjunction with the Department of Basic Education (DBE). This, once again, led to a Grade 12 pass rate of 81% for all learners who sat for seven subjects and more in the final examinations for the academic year. This achievement includes five (5) schools that registered a 100% pass rate. Baviaanspoort, Emthonjeni Youth and Usethubeni Youth correctional centres have recorded a 100% pass rate for the last five years. Umlalati Learning Centre, Qalakabusha and Ekuseni correctional centres have recorded 100% pass rates in the last two years. The Department's commitment to the rehabilitation and reintegration of offenders is reflected in the gradual increase in the number of DCS schools offering full time teaching and learning. In 2011 the Department had only one school registered as a full-time school with the Department of Basic Education. Since then 17 schools have been registered as part-time or full-time.

Offenders can access post school education through skills development programmes irrespective of gender and age and participated in various skills

training programmes, which include, but are not limited to, computer related training, hairdressing skills, new venture creations, building and plastering, tiling, welding, painting, plumbing, vegetable production and other agriculture related training interventions. A total of 11 707 offenders participated in skills programmes in the 2020/21 financial year and 5 560 participated in Engineering Studies, Business Studies and National Certificate Vocational in the 2020/21 financial year. This band of education and training is also referred to as post-school, with the DHET setting entry requirements.

The training of offenders in various skills and access to TVET College Programmes were aligned with the skills needed in various municipal districts to strengthen the local economy. The Department will use these skills internally to enhance self-sustainability and provide offenders with much-needed work experience in preparation for their release. The Department got access to zero rated sites through the partnership with DHET to access TVET related online programmes towards e-Learning Implementation. The Department provided Educators offering TVET Programmes with ICT equipment towards implementation of the first phase of e-learning. The Department as resourced 18 offender training facilities with special focus on accreditation and new generation correctional facilities. The Department will increase stakeholder participation to ensure formalized partnerships to increase offender participation in skills development and further implement the NSF training programmes.

The Departmental production workshops continue to manufacture offender garments, as well as wood and steel products, while the bakeries are producing bread for inmate rations. Farms also produce milk, eggs, vegetables, fruit, pork, chicken, red meat and butter for offender rations. In addition these production plants have skilled the offenders in various areas such as beef, pork, dairy, chicken, egg, vegetable, crop, orchard, and fodder production as well as abattoir operations, milk processing (butter production), tractor operations and the use of various agricultural implements and machinery. Meanwhile, in production workshops and bakeries offenders are exposed to various trades: cabinet making, wood

machining, upholstery, furniture polishing, welding, plate metal work, fitting & turning, spray painting and powder coating, signwriting, garment making, and craft baking.

The Department recorded 1 106 offenders that have worked in production workshops on average per day, whereas an average of 1 991 offenders have worked in agriculture per day. The average offender labour per day in production workshops has declined by 300 offenders per day in comparison with the 2019/20 financial year because of the COVID-19 pandemic, which compelled the closure of most workshops during the year. Offender labour in agriculture declined by 1 323 offenders per day in the 2020/21 financial year, as compared with the performance of 2019/20 financial year, which was 3 314. The decline in offender labour is attributed to the COVID-19 pandemic as the farms operated with 50% of the officials.

The Department of Agriculture, Land Reform and Rural Development has availed the services of the Compulsory Community Services Veterinarians for veterinary support to DCS livestock farms. This has reduced the use of private veterinarians, which is costly for the Department. Engagement with aim to formalise partnerships with other government Departments such as Public Works Defence, and Environment, Forestry and Fisheries has commenced, in relation to manufacturing and supply of production workshops products.

The Departmental production workshops continue to manufacture, supply and repair furniture for various client Departments such as the South African Defence Force, Justice and Constitutional Development, Basic Education, and Housing, Water and Sanitation. The value of the orders from these client Departments (Code 3 orders) was R 5 620 894 in 2020/21; an increase by R3 912 541 compared with the 2019/20 financial year.

Vegetable production was recorded at 7 725 961 kg, which is 1 005 269 kg less compared to the production performance of the 2019/20 financial year. Pork produced was 1 915 745 kg, which was an

increase of 142 573 kg as compared with production performance of 2019/20 financial year. Red meat was 430 820 kg, a decline of 40 307 kg as compared with production performance of 2019/20 financial year. Milk was recorded at 6 093 935 litres, also a decline of 284 633 litres as compared with 2019/20 financial year production performance, while chicken meat was recorded at 1 081 415 kg, an improvement of 542 354 kg as compared with production performance of 2019/20 financial year. Fruit achieved 400 572 kg, and displayed an improvement with 14 562 kg as compared with 2019/20 financial year production performance, and eggs was recorded at 1 337 298 dozen, a decline by 119 070 dozen as compared with 2019/20 financial year production performance.

Bread production was recorded at 3 826 360 loaves during the 2020/21 financial year, decreasing by 419 276 loaves as compared with the performance of 2019/20 financial year. The need for bread production is determined from the inmate lock up totals, which decreased due to the release of offenders as part of the SPD. The decline in production of fruit will be addressed by re-establishment of orchards and planting new trees while recapitalisation of machinery and equipment and upgrading of milking parlours will assist in enhancing production of milk and vegetables.

The textile workshops produced a total of 550 103 cloth face masks during the financial year. Masks can also reduce the inequitable impact of the pandemic, particularly for those who live in crowded environments where physical distancing is difficult, and for those who work in frontline roles where there is a greater risk of exposure to the virus. The Department initiated the production of fabric/cloth face masks in the departmental textile workshops nationally in line with guidelines of the World Health Organisation and NDoH.

The suspension of visits by external service providers negatively affected the provision of spiritual care programmes and services. However, internal capacity was utilised to conduct individual sessions with inmates as spiritual support was crucial during the COVID-19 lockdown. The effect of COVID-19 has

indicated the need for a review of the modes of service delivery to ensure continuation in challenging circumstances. The Prem Rawat Foundation, which offers the Peace Education Programme in conjunction with the African Choice Foundation, provided humanitarian support in the form of food parcels to 100 parolees who benefited from COVID-19 Special Remission of Sentence in the Gauteng Region for three consecutive months. This charitable gesture helped in curbing recidivism as some of the basic needs of the parolees were met.

The Policy Framework on addressing gender-based violence and femicide was developed during the 2020/21 financial year to give effect to the provisions of the National Strategic Plan (NSP) which was signed off by the President in March 2020. While the NSP is victim centric, the Department has developed a policy framework on GBVF corrective interventions as part of the rehabilitation programmes, which provides for a rehabilitation model that takes into consideration the perspective of the victims.

#### **1.5.1.5 Social Reintegration**

Community Corrections is responsible for the facilitation of acceptance and social reintegration of offenders into their respective communities and the creation of conducive environments for the successful reintegration of offenders. Community corrections emphasises the involvement of stakeholders in the social reintegration of parolees and probationers into society. The Department has developed a Social Reintegration Framework that repositions the system of community corrections by professionalising the core functions, actively engaging the community in the rehabilitation process, providing interventions and services that are responsive to the risks and needs of ex-offenders to prevent reoffending and improve public safety.

The Department has assisted with the development of the Integrated Court Manual Chapter 19 in partnership with the South African Police Services (SAPS), Department of Social Development (DSD), Department of Justice and Constitutional Development (DoJ&CD) and NDoH. The process was

funded by the Criminal Assets Recovery Account (CARA) funding and will ensure an integrated approach in terms of giving evidence in court, and will empower officials to give evidence in court. The Suitability Report pro-forma will be standardised and giving evidence in court as an expert witness will be formalised in line with the Integrated Court Manual and legislation. Court officials within the Department and social workers were virtually trained and will continue to be trained in the 2021/22 financial year. To ensure effective social reintegration service delivery, the Department has conceptualised the placement of social workers at community corrections offices and consulted with the South African Council for Social Service Professions and DSD in this regard.

The Department admitted 8 671 parolees and probationers into the system of community corrections through the SPD, which increased the caseload to 60 763 (7 597 Probationers, 52 275 parolees and 891 Awaiting Trial Persons). The highest number of admissions consisted of adults between the ages 26 to 59, followed by the youth and the elderly. Between the 2019/20 and 2020/21 financial years the caseload of community corrections increased by 6 226 from 54 537 to 60 763, which is an increase of 11.4%; this includes new admissions and releases over the financial years. The Department recorded a total 124 cases of reoffending during the SPD of which about 92 cases were from within the system of Community Corrections. Major crimes committed by the re-offenders reflected more economic and social-ill crimes.

The Department was required to pursue practical innovation and implement best practices to ensure continuous monitoring of offenders as ordered by court whilst functioning under the abnormalities of the COVID-19 pandemic. COVID-19 has reduced physical monitoring of offenders within the system of community corrections. High risk offenders were prioritised for physical monitoring while low and medium risk offenders were monitored by field calls during lockdown levels five to three. Low risk and medium risk parolees were monitored remotely telephonically to confirm location and video of the surroundings. In certain circumstances the police and

other law enforcement agencies were requested for assistance. The lack of physical monitoring does pose challenges particularly where officials are unable to fully verify the facts that have been provided. The current crisis has accelerated the Department's plans to increase monitoring through alternative means such as electronic monitoring. Social Reintegration policies, programmes and services require review to include technology that will assist in monitoring of offenders, and engagement with victims and with the community. Monitoring of offenders through technology will enhance physical/traditional monitoring to ensure safer communities.

#### 1.5.1.6 Care

The health care services provided in correctional facilities include the management of all priority health conditions i.e., communicable diseases (Tuberculosis; Viral Hepatitis; HIV and other Sexually Transmitted Infections (STIs), skin diseases such as Scabies, Lice infestation, and COVID-19) and non-communicable diseases (e.g. Hypertension, Diabetes, and Chronic Obstructive Pulmonary Diseases such as Asthma). The list of examples provided above is not limited. The healthcare professionals ensure assessment, treatment and care of inmates with regard to the Communicable and Non Communicable Diseases and in line with the relevant guidelines.

Health care delivery in the Department is rendered in accordance with international guidelines and NDoH legislation, policies and guidelines to contribute to the key outputs which are consistent with the Sustainable Development Goals (SDGs) and the NDP Vision 2030. The COVID-19 pandemic disrupted the status quo and demanded the Department conform to the new ways of functioning. The implementation of standard operating procedures (SOPs) for preparedness, detection and response to COVID-19 in the Department was one of the efforts aimed at curbing the spread of the epidemic. COVID-19 vaccinations were implemented alongside non-pharmaceutical interventions such as wearing of masks, social distancing, hand hygiene and reducing social gatherings to minimise the impact of COVID-19 on inmates in the Department's care.

The Department established Infection Prevention and Control (IPC) Committees to ensure proper management of the infection. This enabled the Department to ride the first and second waves with less than the expected severity of impact. The officials, inmates, parolees, and probationers will be encouraged to accelerate these prevention measures as South Africa is on the brink of the third wave.

The Department achieved a tuberculosis (TB) cure rate of 93% (375/403) for offenders for the period under review. This performance is higher than the targeted 90% and is indicative of the progress made towards fighting the TB epidemic. Adherence to antiretroviral treatment (ART) resulted in the offender viral load suppression rate (at 12 months) of 91% (3104/3415) contributing towards strengthening Government's concerted effort of improving the quality of life of people living with HIV/AIDS as well as decreasing the spread of HIV. Health care professionals, with the assistance of available supporting partners, provide antiretroviral treatment (ART) to inmates with one month treatment and referral letters to the inmates' health facility of choice. The inmate is reminded about the importance of taking treatment whilst out of the correctional facility and linking to his/her health care facility of choice. This information is provided to community corrections officials to ensure that the inmate visits the external health facility for continuation of care. The responsibility to eventually link to care after release lies with the inmate. A total of 10 460 inmates on ART were released with referral letters for the 2020/21 financial year.

Inmates with chronic conditions are reviewed by a medical practitioner every six months to ensure treatment quality, relevance, and access to health care services as well as to detect the emergence of any comorbidities and or complications of chronic diseases. This includes the review of the prescribed Therapeutic Diets. In meeting the health needs of inmates, 6% (8494/140948) against a target of 12% of those who qualified, were prescribed with therapeutic diets. This enhanced the effectiveness of prescribed treatment for communicable as well as non-communicable diseases resulting in improved quality of health among inmates.

### 1.5.1.7 Information Communication Technology

The Master Information Systems and Security Technology Plan (MISSTP), approved in the 2020/21 financial year, articulates the vision for the development of security technology and an inclusive information service within the Department that keeps pace with Government policy shifts, strategic imperatives, socio-economic and technology factors. The MISSTP aligns security technology, enabling information systems, facilities, services and skills with the strategic outcomes and value chain to ensure reliable and sustained service delivery in the short, medium and long term.

A number of workshops were held with key stakeholders at, both, strategic and tactical levels, to review the current challenges and risk areas. The internal and external drivers that will lead to essential business requirements were identified during the development of the MISSTP, i.e., business process and procedures, staff to inmate ratio, and maintenance needs arising from capability, management and culture issues. These factors constitute a complex and rapidly changing DCS external environment.

Based on conclusions and recommendations from the workshops, the DCS roadmap traces from the drivers of change to the capability elements required. The roadmap does not just address problems but attempts to position the Department to sustain organisational performance with a specific focus on technology.

### 1.5.1.8 National Operating Centre

The Department, like many other state institutions, struggles with a lack of modern technology and ICT infrastructure to better enable coordination and management from a national level down to the service delivery level. Information management and sharing are further hindered by the lack of skills and capacity at the service delivery level resulting in failure of data integrity and the absence of standardisation among the different Regions and Management Areas. This has resulted in inconsistent information within functions and management levels. The repercussions

of inadequate information management within the Department are the misalignment and disconnect between the Centre of Excellence (National Head Office) and the Theatre of Operations (Correctional Facilities/ Community Corrections) where a lack of understanding of service delivery challenges and requirements leads to directives being subjectively implemented, which further detaches and isolates the Centre of Excellence from the Theatre of Operations. The Operations Centre concept was developed to respond to the above mentioned limitations, and ensure that the Department improves coordination and adopts an innovative culture by learning from past experiences, anticipating future challenges and creating oversight on current activities and performance.

### 1.5.2 Significant events and projects

#### **Stakeholder engagement on the implementation of the Gender-Based Violence and Femicide (GBVF) Strategy**

The Department held a roundtable discussion on 15 September 2020, at Goedemoed Management Area, Free State and Northern Cape (FS/NC) Region with key stakeholders including the Commission for Gender Equality and the South African Police Services (SAPS) to find sustainable solutions to the debilitating GBVF crisis affecting DCS and the broader society. The National Gender-Based Violence and Femicide Strategy was developed by the steering committee that was established at a GBV Summit. The GBVF Strategy was approved by Cabinet on 11 March 2020 and launched by President Cyril Ramaphosa in April 2020. The Departments of Justice and Constitutional Development, SAPS, National Prosecuting Authority (NPA), Home Affairs, and DCS are key departments leading implementation of the GBVF strategy. The Department is specifically responsible, in terms of pillar three, to ensure that corrections and rehabilitation programmes address gender-based violence, focusing on prevention and identifying and addressing offending behaviour among inmates who have committed such offences. Members of Women's Networks and Men's Fora in the Department as well as Employee and Wellness practitioners from Eastern



Cape and the Free State and Northern Cape Regions engaged in a dialogue aimed at enhancing responses to fight the scourge of gender-based violence. The dialogue culminated in the adoption of concrete resolutions for implementation.

### **Correctional Services partnership with the Fibre Processing and Manufacturing SETA (FP&MSETA)**

The partnership between the Department and FP&MSETA is aimed at training offenders in the fields of furniture making and clothing manufacturing. FP&MSETA has been an integral part of the successful skills training interventions held at the Boksburg Management Area. The funding from the SETA is utilised to recognise the skills acquired by offenders in departmental workshops by aligning their trade activities with accredited training methods. The training programmes are aimed at preparing offenders for life after incarceration by balancing the technical training with entrepreneurial skills so that they can start their own businesses or improve their employment prospects. Over 150 offenders have benefitted from the skills development interventions through the partnership with the SETA. The intention is to produce future artisans from offenders that have already acquired the accredited training.

### **Ministerial Corporate Social Investment (CSI) Programme**

Since the beginning of the Ministerial Corporate Social Investment (CSI) Programme in July 2020, the Department has donated desks to schools in Limpopo and the Eastern Cape as well as Personal Protective Equipment including masks and sanitizer stands, which were produced by inmates. Nine schools in Bushbuckridge benefitted from this initiative where a total of 1 000 desks were refurbished by inmates. The refurbishment of school desks is a collaboration of Barberton and Boksburg Management Areas where inmates produced school desks using material supplied by the South African National Parks (SANParks). SANParks donated oak and wood from alien trees which consume excessive water in the parks.

### **2021 National Heads of Correctional Centres (HCCs) session**

The Department convened the annual National Heads of Correctional Centres (HCCs) session in March 2021. The HCC sessions are convened annually to reshape the future of the Department and improve performance management to ensure smooth operations. The participants received a package of the DCS tools of trade consisting of Area Commissioners' and Heads of Correctional Centres' hand books, Gang Combating Strategy, Overcrowding Reduction Strategy, Business Continuity Plan, and updated SOPs for Security and Corrections Administration. The tools of trade provide holistic view of the Department so that both the centre of excellence and theatres of operations can commit to service delivery improvement.

### **Promoting Restorative Justice through Victim-Offender Dialogues in Bushbuckridge**

A public Victim-Offender Dialogue (VOD) and hand over of newly constructed grandstands of a revamped sports field at Mchaka High School was officiated by the Minister of Justice and Correctional Services on 15 December 2020. The Department partnered with the DBE to repair school desks and undertook other maintenance work at the schools, such as painting, plumbing etc. The Department continues to forge working partnerships with other government institutions, non-governmental organisations, faith-based organisations, and traditional leadership, to end the vicious cycle of crime in society. Engagements with the South African National Lottery, SANParks and other potential partners are continuing as part of the Ministerial Corporate Social Responsibility initiative with the view of rolling out similar projects in other parts of Mpumalanga and across the nation. Sports facilities are critical in balancing the lives of learners with the core business of the school; as different talents are identified early and if nurtured appropriately learners can be successful in their chosen fields later in life.

### **Awareness campaign on the rollout of the COVID-19 vaccination programme.**

The COVID-19 Pandemic has developed from a few isolated cases into a widespread pandemic that devastated lives and livelihoods of many South Africans. Government introduced the National Disaster Risk Management Strategy to coordinate and guide the work of government to control the spread of the virus and minimise its socioeconomic impact. At the core of Government’s approach is openness and transparency about the nature, evolution and other factors related to COVID-19 including creating awareness on both pharmaceutical and non-pharmaceutical interventions to preserve lives and livelihoods of all citizens. The Department has worked consistently to contain the spread of COVID-19, and to cushion its impact on operations and officials. Increasing the general knowledge of the COVID-19 vaccine is important to improve public acceptance and decrease vaccine hesitancy in confronting the disease. The Gauteng Region launched the COVID-19 roll out vaccination awareness campaign on 5 March 2021. The COVID-19 SOPs continue to be implemented during the roll out of the vaccination campaign within the Department.

**Department of Correctional Services: Grade 12 inmate class of 2020.**

The Department celebrated the achievements of the DCS matriculants and teachers who, against all odds during the unprecedented academic year of 2020, achieved an 81% pass rate – an improvement of 1%

from the 2019 pass rate. The announcement and award ceremony is held annually to acknowledge and celebrate the hard work of both learners and teachers. Due to COVID-19 the ceremony this year was held in different locations with a virtual connection to the main function. Education is an effective rehabilitation tool and a fundamental pillar of the correctional system. Education is structured to equip inmates to build social capital to improve their well-being whilst incarcerated and post-incarceration to realise a second chance in life. The Department had to adapt to the new way of schooling during the academic year and continue to mitigate against COVID-19 in the correctional centres, in line with its objective to protect both officials and inmates. Education offered in correctional facilities is achieved through partnership and support from both the DBE and the DHET. Usethubeni correctional centre (Durban – KZN region) achieved the highest pass rate followed by Emthonjeni correctional centre (Baviaanspoort – Gauteng region) and Ekuseni correctional centres (Waterval in KZN region). The top performing inmate learner from the Usethubeni School achieved a pass rate of 81% followed by a learner from St Albans Management Area , Eastern Cape, with a pass rate of 80,1%. In third place, a learner from Brandvlei Management Area, Western Cape, achieved 80% Educators were also recognised and awarded for their dedication reflected by students’ performance in subjects such as mathematics, physical science, accounting and agricultural science amongst others.

**1.5.3 Overview of the financial results of the Department**

**Table 1.1: Departmental receipts**

Departmental receipts	2020/2021			2019/2020		
	Estimate	Actual Amount Collected	(Over) / Under Collection	Estimate	Actual Amount Collected	(Over)/ Under Collection
	R'000	R'000	R'000	R'000	R'000	R'000
Sale of goods and services other than capital assets	71,467	63,936	7,531	100,402	63,424	36,979
Fines, penalties and forfeits	19,802	7,032	12,770	8,602	16,166	(7,564)
Interest, dividends and rent on land	1,790	718	1,072	1,202	1,827	(625)
Sale of capital assets	1,500	1,331	169	3,500	5,567	(2,067)
Financial transactions in assets and liabilities	50,400	35,738	14,662	62,300	44,021	18,279
<b>Total</b>	<b>144,959</b>	<b>108,755</b>	<b>36,204</b>	<b>176,006</b>	<b>131,005</b>	<b>45,002</b>

The estimated revenue was revised down from R147,869 million to R144,959 million due to COVID-19 lockdown. In 2020/21 financial year, the actual revenue collected is R108,755 million (75,02%) against the revised estimated revenue of R145 million (100.00%) resulting in under collection of R36,204 million of the projected revenue mainly on sales of goods and services other than capital assets and financial transactions in assets and liabilities.

The Department is mostly generating revenue from letting of accommodation facilities to personnel, commission on insurance and garnishees, and to a lesser extent selling of products made in correctional centres workshops and hiring out of the offender labour. The offender labour also assists to supplement

the budget for inmates' gratuities. An amount of R623 thousand was additionally allocated to offender gratuity which is one third of revenue generated from hiring out of the offender labour. A total amount of R5,504 million was written off in respect of debts and losses.

### Free Services

The total expenditure for the 2020/21 financial year for free services amounted to R58,290 million (2019/20: R113,936 million). This amount consists of Compensation of Employees (CoE) in respect of two hundred and two (202) officials (2019/20: two hundred and seventy five (275) officials) working directly with Clubs and Messes and Biokinetics Centre.

**Table 1.2: Programme Expenditure**

Programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/ Under Expenditure
	R'000	R'000	R'000	R'000	R'000	R'000
Administration	5,187,049	4,709,242	477,807	4,945,970	4,925,035	20,935
Incarceration	15,064,744	14,973,038	91,706	15,189,842	15,189,842	-
Rehabilitation	1,884,445	1,884,445	-	1,934,554	1,895,158	39,396
Care	2,481,375	2,481,150	225	2,252,438	2,187,640	64,798
Social Reintegration	979,224	979,224	-	994,078	987,083	6,995
<b>Total</b>	<b>25,596,837</b>	<b>25,027,099</b>	<b>569,738</b>	<b>25,316,882</b>	<b>25,184,758</b>	<b>132,124</b>

#### 1.5.3.1 Virements

In line with 2019 Appropriation Act, section 43 of the Public Finance Management Act and Treasury Regulation 6.3.1, all virements and shifting of funds for 2020/21 financial year were approved by the Accounting Officer and reported to National Treasury and the Executive Authority.

#### Programme 1: Administration

A net decrease of R115,405 million was mainly due to funds shifted from this programme from savings realised under Goods and Services to fund overspending on Goods and Services mainly on item Property Payments under programme Incarceration.

#### Programme 2: Incarceration

A net increase of R335,310 million was due to the funds shifted from programmes Administration, Rehabilitation, Care and Social Reintegration under item Goods and Services to cover overspending realised from Goods and Services under item Operating Leases for Accommodation Charges and Property Payments.

#### Programme 3: Rehabilitation

A net decrease of R125,538 million was mainly under savings realised from item Goods and Services to cover excess expenditure realised under programme Incarceration under Goods and Services for item Operating Leases for Accommodation Charges.

### Programme 4: Care

A net decrease of R80,992 million was mainly under savings realised from item Goods and Services to cover excess expenditure realised under programme Incarceration under Goods and Services for item Operating Leases.

### Programme 5: Social Reintegration

A net decrease of R13,375 million was mainly due to funds shifted from this programme under item Goods and Services to fund Programme Incarceration under item Goods and Services to fund Operating leases for Accommodation charges.

#### 1.5.3.2 Roll-Overs

No funds were rolled over from 2019/20 to 2020/21 financial year.

#### 1.5.3.3 Contextualising audit outcomes

The Department's overall audit outcome improved from qualified in the previous year to unqualified with findings. The improvement is due to interventions put in place to ensure irregular expenditure is identified and fully disclosed in the annual financial statements. The Department followed a process to revisit the relevant transactions across Regions and Head Office where contracts are not existing as well as the transactions above R500 000. The Department

also reviewed and updated the procurement policies and delegations to ensure alignment with the recent changes in procurement legislation. The SCM weaknesses require further attention to ensure that the principles of fairness, transparency, completeness, equity and cost-effectiveness in procurement processes are consistently applied, and to address the high amounts of irregular expenditure incurred annually. The Department implemented the new Bed Determination System during 2020/21 which resulted in improved audit outcomes on performance information.

### Irregular Expenditure

Irregular expenditure is due to the non-compliance of processes that needs to be investigated by the Department to determine whether it was an unintended error, negligence or done with the intention to work against the requirements of legislation. The Department incurred R 725 237 858 (80%) of irregular expenditure in the 2020/21 financial year as a result of the contravention of SCM legislation. Further irregular expenditure incurred in previous years amounting to R688 161 903 was also identified. The Department was unable to detect and prevent 9% (100% in the prior year) of this irregular expenditure through internal monitoring processes resulting in non-adherence to Treasury Regulation 16A.

**Table 1.3: Summary of irregular expenditure reported for the financial year**

Nature of irregular expenditure	Rand value	Percentage of total
Non Compliance by Implementing Agent IDT	R1 815 767 460	31,23%
Nutrition Services (extension of contract)	R707 386 690	12,17%
Procurement of Perishable provisions where contract not in place	R2 463 364 213	42,37%
Non Compliance with procurement (GIAMA)	R158 917 124	2,73%
Non Compliance State Information Technology Agency (SITA) Act	R225 882 448	3,89%
Other matter to non-compliance to SCM	R440 875 773	7,59%
<b>Total</b>	<b>R5 812 193 699</b>	<b>100,00%</b>

Cumulatively, the Department has irregular expenditure amounting to R5 812 193 670 whereas for the year under review, expenditure found to be irregular amounted to R1 413 399 761. The

Department is committed to dealing with irregularities to prevent further wastage, recover money and effect consequences for wrongdoing and all role players must work together to ensure the swift resolution

of these matters. The major contributing factor in irregular expenditure is the absence of contracts for goods and services exceeding R500 000 annually. These are mainly for food items procured for inmates. In order to address and prevent the recurrence of irregular expenditure due to non-compliance to SCM prescripts the following measures have been put in place:

- » Implementation of demand management and the annual procurement plan in order to have contracts in place at all Management Areas
- » Strengthen the SCM control environment by appointing suitably skilled and qualified SCM practitioners where vacancies exist and conduct regular training to improve skills at all Management Areas
- » Improvements in the internal controls, including the implementation of preventative controls. The Department must ensure due diligence through the reviewing of the bids by Internal Audit prior to the award to ensure compliance to relevant prescripts.
- » Institute corrective or disciplinary action for misconduct and recovery of any losses from the implicated officials.

### **Consequence Management**

In line with the Audit Report, the Department must ensure that disciplinary steps are taken against officials who had incurred irregular, fruitless and wasteful expenditure.

### **Information technology governance framework**

The Department has made some progress in addressing prior year IT findings with the systemic findings remaining unresolved. The Department will increase focus on areas such as IT security management, IT service management and environmental controls and user access management.

### **Performance Information**

The Department was unable to confirm the approved bedspace capacity to report on overcrowding in the prior years which resulted in a limitation with regards to the verification of overcrowding. During the 2020/21 financial year the Department commenced and finalised the bedspace verification process, the revision of the applicable policy, physical measurement and capturing of the bed space totals. The Revised Bedspace Management Procedure, Chapter 2: Bed Space Management and Computerized Bedspace Determination System Procedure Manual were approved and the new BDS was implemented. The interventions implemented by the Department resulted in useful and reliable performance information reported for Programme 2 - Incarceration in accordance with the applicable criteria as developed from the performance management and reporting framework. The overall effectiveness of key controls has improved, as they were designed and implemented in a sustainable manner. Checks and balances for all key processes, monthly reporting and validation processes to ensure the credibility of reported information are internal controls implemented by the Department.

### 1.5.3.4 Unauthorised, fruitless and wasteful expenditure

**Table 1.4: Summary of fruitless and wasteful expenditure reported for the financial year**

Nature of fruitless and wasteful expenditure	Amount (R'000)	Percentage
Deferment Fee at IDT	34 370	42,3%
Suspension not reviewed	4 859	5,9%
Payment for services/work that cannot be used	27 036	33,2%
Travel cancellations	588	0,7%
Interest for late payment: Litigation	6 497	7,9%
Interest for late payment: General	5 427	6,6%
Flee/Transport non-compliance and transaction	70	0,08%
Payments made to VAT non-compliant vendors	12	0,01%
Training not attended	3	0,003%
Other	2 379	2,9%
<b>TOTAL</b>	<b>81 241</b>	<b>100%</b>

During the 2020/21 financial year, eighteen (18) cases possible of fruitless and wasteful expenditure amounting to R1 130 193 were incurred and cases to the value of R46 000 were finalised. Of the 18 cases 2 cases amounting to R5 080 were concluded as recovered and 16 cases amounting to R1 125 113 are still under investigation. These cases relate to general interests paid and travel cancellations.

### 1.5.3.5 Future plans of the Department

The Department will review existing plans and policies to respond to and accommodate changes and implications of the COVID-19 pandemic on resources and service delivery obligations. Focus areas of improving service delivery results and outcomes include consolidating and coordinating the institutionalisation of strategic programmes towards delivery on government's strategic priorities. These programmes include the strategic approach to self-sufficiency and sustainability and social reintegration by developing strategic partnerships, amongst others. These partnerships advance strategic priorities, particularly safe communities, job creation and skills development. Priority programmes also include rehabilitation initiatives such as partnering for the delivery of personal wellbeing programmes, skills and educational programmes to empower offenders to live productive lives as law abiding citizens. The

learning of practical skills can provide offenders with a trade for self-employment. These practical skills include sewing, typing, painting, accounting, gardening, repairing shoes, and repairing electrical appliances, for example stoves, radios, kettles and televisions.

The spectre of the COVID-19 pandemic and its traumatic impact on the country and the workplace, coupled with the economic recession, will mean that plans for the next financial year must be re-examined. The Department is rightly focused on the business continuity challenges posed by COVID-19. The immediate priority is to ensure that officials and inmates are healthy and safe, securing financial sustainability, assessing the resilience of supply chains and reinforcing crucial systems to support unprecedented levels of remote working. The physical and mental well-being of human capital is particularly exposed in a crisis of this nature and an effective workforce is critical to activating an appropriate response both immediately and over the short to medium term. A crisis such as COVID-19 provides an opportunity to re-examine business models, explore new modes of delivery, consider supply chain diversification and explore opportunities to re-structure existing programmes. Ensuring that risks continue to be managed, both, specifically in

response to the crisis, and more generally, is essential for the Department.

### 1.5.3.6 Public-Private Partnerships (PPPs)

The Department currently manages two PPP Correctional Centres, namely Mangaung and Kutama Sinthumule Correctional Centre in collaboration with private sector stakeholders. Kutama Sinthumule Correctional Centre lies within Limpopo, Mpumalanga and Northwest (LMN) Region and Mangaung Correction Centre is within Free State and Northern Cape (FS/NC) Region. The contract signed with the private sector contractors for Mangaung Correctional Centre will be ending June 2026 and Kutama Correctional Centre February 2027

### 1.5.3.7 Discontinued activities/activities to be discontinued

There were no activities that were or to be discontinued that may effect on the understanding of the financial affairs of the Department.

### 1.5.3.8 New or proposed activities

The COVID-19 pandemic and its associated National State of Disaster brought about in South Africa resulted in the implementation of different risk-adjusted level restrictions, thus affecting the daily operations and services performed by the Department. The Department has developed Standard Operating Procedures for the preparedness, detection and response to COVID-19 in correctional facilities to provide guidelines to officials on the approved steps that must be taken to prevent and contain the spread of COVID-19, and to manage the confirmed cases of COVID-19 within the Department.

### 1.5.3.9 Supply Chain Management (SCM)

There were no unsolicited bid proposals for the year under review. SCM processes and systems are in place to prevent irregular expenditure. The SCM component continued to inculcate in the Department a culture of compliance with procurement prescripts to ensure good governance (accountability, credibility, clean government) through its training programmes,

awareness sessions and collaboration between line functions and SCM officials.

### 1.5.3.10 Gifts and Donations received in kind from non related parties (SCM)

**Table 1.5: Gifts and donations received in kind from non-related parties**

Gift description	Value in rand (R'000)
Animals	13
Computer/Printer equipment and software	12
Books	109
Food and related products	1
Toiletries	27
Electrical appliances	6
Furniture and Equipment	110
COVID 19 Equipment & Other relating items	603
<b>TOTAL</b>	<b>881</b>

**Table 1.6: Gifts and donations provided by the Department**

Gift description	Value in rand (R'000)
Poverty alleviation (clothing and food)	4
Other	65
<b>TOTAL</b>	<b>69</b>

### 1.5.3.11 Exemptions and deviations received from the National Treasury

There were no exemptions or deviations requested from National Treasury for both the current and the previous financial years.

### 1.5.3.12 Events after the reporting date

There were no adjusting or non-adjusting events after the reporting date.

### 1.5.3.13 Other

There were no other material facts or circumstances, which may have an effect on the understanding of

the financial state of affairs, not addressed elsewhere in the Annual Report.

### **Conclusion**

I would like to acknowledge the support received from the Minister of Justice and Correctional Services and the Deputy Minister of Correctional Services. I extend gratitude and appreciation to the Audit Committee members, Risk Management Committee (RMC) members, our key stakeholders as well as the Auditor-General South Africa (AGSA). During the year under review, the Department was able to continue to maintain high standards of good governance, building upon the gains made in the previous years. This would not be possible without the valuable effort of each member of staff. The Department will continue to work towards improving safety within communities.



**Mr A. Fraser**

**National Commissioner: Department of  
Correctional Services**



## 1.6 STATEMENT OF RESPONSIBILITY AND CONFIRMATION OF ACCURACY FOR THE ANNUAL REPORT

To the best of my knowledge and belief, I confirm the following:

All information and amounts disclosed throughout the Annual Report are consistent.

The Annual Report is complete, accurate and is free from any omissions.

The Annual Report has been prepared in accordance with the guidelines as issued by National Treasury.

The Annual Financial Statements (Part E) have been prepared in accordance with the modified cash standard and the relevant frameworks and guidelines issued by the National Treasury.

The Accounting Officer is responsible for the preparation of the Annual Financial Statements and for the judgements made in this information.

The Accounting Officer is responsible for establishing, and implementing a system of internal control that has been designed to provide reasonable assurance as to the integrity and reliability of the performance information, the Human Resources (HR) information and the Annual Financial Statements.

The external auditors are engaged to express an independent opinion on the Annual Financial Statements.

In my opinion, the Annual Report fairly reflects the operations, the performance information, the human resources information and the financial affairs of the Department for the financial year ended 31 March 2021.

Yours faithfully



**Mr A. Fraser**

**National Commissioner: Department of Correctional Services**

## 1.7 STRATEGIC OVERVIEW

### 1.7.1 Vision

<b>Vision Statement</b>	Providing the best Correctional Services for a safer South Africa
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### 1.7.2 Mission

<b>Mission Statement</b>	Contributing to a just, peaceful and safer South Africa through effective and humane incarceration of inmates and the rehabilitation and social reintegration of offenders.
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### 1.7.3 Values

The core values that underpin the culture of the Department are described below:

Value	Behavioural statement
<div style="display: flex; align-items: center;">  <div> <p><b>Development</b></p> </div> </div>	<p>We will endeavour to ensure that staff members are able to do the tasks they are appointed to do, that they internalise the values of correctional services, and that they always strive for excellence.</p> <p>We will treat staff members as more than just workers and value them as people.</p> <p>We will create workplaces that are inclusive of our skills and talents.</p>
<div style="display: flex; align-items: center;">  <div> <p><b>Integrity</b></p> </div> </div>	<p>We will be honest, show respect, and practise positive values.</p> <p>We will act with integrity at all times and in all instances, ensuring that we remain corruption-free.</p> <p>We will build sound business practices by creating policies and procedures that govern our activities.</p>
<div style="display: flex; align-items: center;">  <div> <p><b>Excellence</b></p> </div> </div>	<p>We will deliver on our outcomes and targets with quality work, within budget, and on time.</p> <p>We will continuously seek new opportunities for service delivery improvement.</p> <p>We will strive to achieve the best results in the service of all the people.</p>
<div style="display: flex; align-items: center;">  <div> <p><b>Accountability</b></p> </div> </div>	<p>We will remain committed to delivering all agreed outputs on time.</p> <p>We will hold each other accountable in a spirit of mutual trust in honouring all our commitments.</p> <p>We will take responsibility for and ownership of our outcomes and accept the consequence of failure to do so.</p>

## 1.8 LEGISLATIVE AND OTHER MANDATES

### 1.8.1 Constitutional Mandates

The Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) enshrines the democratic values and principles that govern public administration. The Bill of Rights, as contained in the Constitution,

is the foundation of democracy in South Africa that enshrines the rights of all people in the country and affirms the democratic values of human dignity, equality and freedom. The Constitution, which lays the basis for the mandate, compels the Department to comply with the sections shown in the figure below in terms of the treatment of inmates and principles governing the public administration.

**Figure 1: Extract of Chapter 2, section 196 and section 197 of the Constitution of the Republic of South Africa**

Chapter 2: Bill of Rights			
9 (1) – (5)	Equality	28 (1) – (3)	Children’s rights
10	Human Dignity	29 (1) – (5)	Right to Education
12 (1) – (2)	Freedom and Security of Person	31 (1) – (2)	Cultural, Religious and Linguistic Communities
27 (1) – (3)	Healthcare, Food, Water and Social Security	35 (1) – (5)	Right to humane treatment
		36 (1)	Limitation of rights

**Section 195.**

Public administration must be governed by the democratic values and principles enshrined in the Constitution, including the following principles

- (a) A high standard of professional ethics must be promoted and maintained
- (b) Efficient, economic and effective use of resources must be promoted
- (c) Public administration must be development-oriented
- (d) Services must be provided impartially, fairly, equitably and without bias
- (e) People’s needs must be responded to, and the public must be encouraged to participate in policy making
- (f) Public administration must be accountable
- (g) Transparency must be fostered by providing the public with timely, accessible and accurate information
- (h) Good human resource management and career development practices to maximise human potential must be cultivated
- (i) Public administration must be broadly representative of the South African people, with employment and personnel management practices based on ability, objectivity, fairness, and the need to redress the imbalances of the past to achieve broad representation

**195(2)-(6)**

**Section 197.**

- (1) Within public administration there is a public service for the Republic, which must function, and be structured, in terms of national legislation and which must loyally execute the lawful policies of the government of the day
- (2) The terms and conditions of employment in the public service must be regulated by national legislation

## 1.8.2 Legislative Mandates

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

The Correctional Services Act, 1998 (Act No. 111 of 1998) takes the imperative of human rights into account and seeks to incorporate the values enunciated in the Bill of Rights by prescribing a progressive approach to incarceration. The Act seeks to provide for, among others, a correctional system; the establishment, function and control of the Department; the custody of all offenders under conditions of human dignity; the rights and obligations of sentenced offenders; the rights and obligations of unsentenced offenders; a system of community corrections; release from correctional centres and placement under correctional supervision, on day-parole and parole; a National Council for Correctional Services; a Judicial Inspectorate; Independent Correctional Centre Visitors (ICCV);

repeal and amendment of certain laws and all other matters connected therewith.

It recognises international principles on correctional matters and establishes certain mandatory minimum rights applicable to all inmates, with special emphasis on the rights of women and children, which cannot be withheld for any disciplinary or other purpose. It provides a new disciplinary system for offenders; various safeguards regarding the use of segregation and of force; a framework for treatment, development and support services; a refined community-involved release policy; extensive external monitoring mechanisms; and public and private sector partnerships in terms of the building and operating of correctional facilities.

In terms of the Correctional Services Act, 1998 (Act No. 111 of 1998), the Department is committed to a threefold purpose as outlined in section (2) and (3) of the Act.

**Figure 2: Purpose of the Correctional Services Act, 1998 (Act No. 111 of 1998)**

<p><b>Purpose of the correctional system</b></p>	<p>The purpose of the corrections system is to contribute to maintaining and protecting a just, peaceful and safe society. As such, the South African Correctional system is not for punishment, but the protection of the public, promotion of social responsibility, and enhancing human development in order to reduce the rate of recidivism as the correctional population continues to escalate. The correctional system aims to achieve this by:</p>	<ul style="list-style-type: none"> <li>(2)(a) enforcing sentences of the courts in a manner prescribed by this act</li> <li>(2)(b) detaining all inmates in safe custody whilst ensuring their human dignity</li> <li>(2)(c) promoting the social responsibility and human development of all sentenced offenders</li> </ul>
<p><b>Purpose of the Department</b></p>	<p>3(1) The Department of Correctional Services, established by section 7(2) of the Public Service Act, is part of the Public Service, established by section 197 of the Constitution.</p> <p>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, while maintaining their human dignity, developing their sense of social responsibility, and promoting the general development of all inmates and persons subject to community corrections. Thus the Correctional Services Act, 1998 (Act No. 111 of 1998) outlines:</p>	<p>3(2) the Department must –</p> <ul style="list-style-type: none"> <li>(a) Fulfil the purpose of the correction system in terms of this Act;</li> <li>(b) As far as practicable, be self-sufficient and operate according to business principles;</li> <li>(c) Perform all work necessary for its effective management</li> <li>(d) Manage remand detainees</li> </ul> <p>3(3) – 3(6)</p>

### **Criminal Procedure Act, 1997 (Act No. 51 of 1977)**

The following parts of the Criminal Procedure Act, 1997 (Act No. 51 of 1977) are of particular importance to the Department: section 63A, Chapter 28, and section 299A. Section 63A of the Criminal Procedure Act, 1997 (Act No. 51 of 1977) provides for a procedure in terms of which the court may, on application by a Head of a Correctional Centre and, if not opposed by the Director of Public Prosecutions concerned, order the release of certain accused on warning in lieu of bail, or order the amendment of the bail conditions imposed by that court on the accused. Section 63A also forms the basis of a protocol between Justice, Crime Prevention and Security (JCPS) departments to encourage the utilisation of this provision in assisting accused persons who do not pose a danger to society to be released from detention under circumstances where the bail set by the court cannot be afforded by the accused or his or her family. Chapter 28 of the Criminal Procedure Act, 1997 (Act No. 51 of 1977), which deals with sentencing, is applicable to the mandate of the Department, as offenders must be detained in accordance with the sentences handed down under this Chapter. The granting of parole and the conversion of sentences to correctional supervision is also done in accordance with this Chapter, read together with the Correctional Services Act, 1998 (Act No. 111 of 1998). Finally, section 299A of the Criminal Procedure Act, 1997 (Act No. 51 of 1977) regulates victim involvement in the decisions of parole boards. Certain sections of Chapter 13 of the Criminal Procedure Act, 1997 (Act No. 51 of 1977) were amended through the Criminal Procedure Amendment Act, 2017 (Act No. 4 of 2017) to improve the management of forensic cases. The improvements include the provision of the courts with a wider range of options in respect of orders to be issued in cases of findings that accused persons are not capable of understanding criminal proceedings so as to make a proper defence; or that accused persons are by reason of mental illness or intellectual disability or for any other reason not criminally responsible for the offences they are charged with. The benefits for the Department is that involuntary mental healthcare users, based on the outcome of

the forensic assessment, will no longer be detained in correctional facilities while waiting for a bed in a health establishment.

### **Child Justice Act, 2008 (Act No. 75 of 2008)**

The aim of the Child Justice Act, 2008 (Act No. 75 of 2008) is to set up a child justice system for children in conflict with the law. It represents a rights-based approach to children accused of committing crimes. However, it also seeks to ensure children's accountability and respect for the fundamental freedoms of others and, through the use of diversion, alternative sentencing and restorative justice, prevent crime and promote public safety. Section 96(3) of the Child Justice Act, 2008 (Act No. 75 of 2008) requires the Minister of Justice and Correctional Services to table in Parliament the annual progress reports received from the partner department, including the Department. The consolidated report covers inter-departmental performance for a financial year (from 1 April to 31 March) and will be accompanied by individual departmental Annual Reports. The Department summarised its role and responsibilities in the policy document "Implementation Framework Child Justice Act (CJA)", which guides different functional units in the implementation of the provisions that are relevant to the Department, and guides the preparation of Annual Reports.

### **The Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000)**

The aim of the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) is to make the administration effective and accountable to people for its actions. Together with the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000) embraces the principles of and promotes South African citizens' right to just administration. In terms of the Promotion of Administrative Justice Act, 2000 (Act No. 3 of 2000), the Department has a responsibility to provide fair and equitable administration of justice.

### The National Health Act, 2003 (Act No. 61 of 2003)

The National Health Act, 2003 (Act No. 61 of 2003) aims to give effect to the rights set out in the Constitution by providing a framework for a structured and uniform, quality health system in South Africa. It recognises that no person may be refused emergency medical treatment and that everyone has the right to an environment that is not harmful to his/her health. The Department, therefore, must ensure that healthcare is available to all inmates.

### The Mental Health Care Act, 2002 (Act No. 17 of 2002)

The purpose of the Mental Health Care Act, 2002 (Act No. 17 of 2002) is to regulate mental healthcare so that the best possible treatment and rehabilitation services are made available to citizens. In order to ensure that mental healthcare services become a part of the general health system, it provides for the coordinated accessibility to services. The Mental Health Care Act, 2002 (Act No. 17 of 2002) also regulates access to services for voluntary, assisted and involuntary patients, state patients and mentally ill inmates. The Mental Health Care Act, 2002 (Act No. 17 of 2002) sets out the rights and duties of patients and providers and explains how the property of mentally ill persons should be dealt with in a court of law. The Department is enjoined to ensuring that all mentally ill inmates are treated in accordance with the Mental Health Care Act, 2002 (Act No. 17 of 2002).

### Prevention and Combating of Torture of Persons Act, 2013 (Act No. 13 of 2013)

The aim of the Prevention and Combating of Torture of Persons Act, 2013 (Act No. 13 of 2013) is to protect all people from all forms of torture by the state; to give meaning to safe custody to all inmates in correctional facilities; and to provide for torture as a criminal offence.

### The Protection of Personal Information Act, 2013 (Act No. 4 of 2013)

The purpose of the Protection of Personal Information Act, 2013 (Act No. 4 of 2013) is to protect personal information, to strike a balance between the right to privacy and the need for the free flow of, and access to information, and to regulate how personal information is processed. The Protection of Personal Information Act, 2013 (Act No. 4 of 2013) applies to anyone who keeps any type of records relating to the personal information of anyone, unless those records are subject to other legislation which protects such information more stringently. It therefore sets the minimum standards for the protection of personal information. It regulates the “processing” of personal information. “Processing” includes collecting, receiving, recording, organising, retrieving, or using such information; or disseminating, distributing or making such personal information available. The Protection of Personal Information Act, 2013 (Act No. 4 of 2013) will also relate to records which you already have in your possession.

### 1.8.3 Policy Mandates

#### The White Paper on Corrections in South Africa (2005)

The main focus of the White Paper on Corrections in South Africa is the necessity to identify corrections as being focused on rehabilitation and as a responsibility that the Department shares with society at large. The White Paper sees corrections as much more than just crime prevention, but also includes:

- » A fundamental break with the past penal system towards a correctional centre for rehabilitation. It presents a dynamic approach towards a correction-focused system that positions the family as the primary level of restoration, with community institutions at a secondary level, and highlights the importance of links between these two.

- » A value chain of correction, security, facilities, care, development and aftercare. It provides a historical perspective of the transformation challenges of the correctional system in South Africa and addresses the contextualised imbalances of the past. It introduces a human rights culture away from the institutionalised prison culture that was prominent in the historical context by introducing the concept of corrections, espoused within Constitution, and rehabilitation, thereby framing correction and development instead of punishment and treatment.
- » The strategic realignment of the Department toward correction instead of just crime prevention.
- » A focus on needs-based interventions, proposed by the decentralised management of correctional centres within a safety and security framework.
- » The specific nature of crime in South Africa and establishes principles for productive work for offenders and their involvement in community upliftment projects. It also presents the contribution toward corrections on the African continent and international arena, within the legal and administrative framework of South Africa.

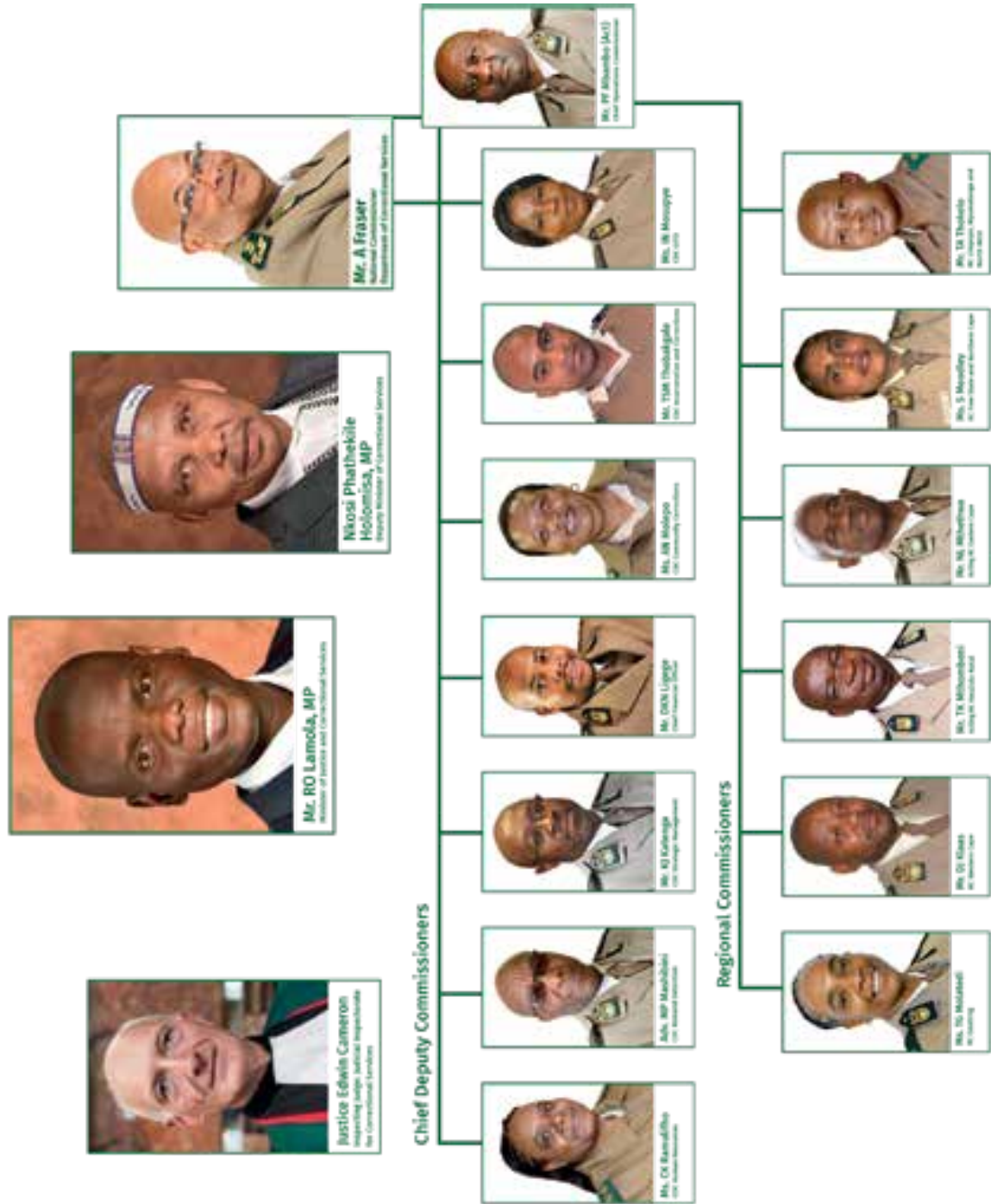
### The White Paper on Remand Detention Management in South Africa (2014)

The White Paper on Remand Detention Management in South Africa (2014) is consistent with the Correctional Matters Amendment Act, 2011 (Act No. 5 of 2011) and other relevant national and international legislation and protocols. The purpose of the White Paper on Remand Detention Management is to “communicate the principles driving the management of all categories of un-sentenced persons in DCS facilities... [and] awaiting further action by a court”. Among the principles informing the White Paper is that the purpose of remand detention is not to penalise or punish, but to ensure due process in the court of law at which the detainee is to be tried.

In such circumstances, minimal limitation of an individual's basic human rights is obligatory “while ensuring secure and safe custody”. These rights include uninterrupted medical care throughout the custody process where necessary; access to family and friends; adequate legal advice in preparing for trial; and appropriate treatment in situations of vulnerability (including terminal illness, pregnancy, and when a mother is detained with a child). The White Paper points to the fundamental importance of correctly classifying remand detainees in order to ensure that time spent in custody is managed appropriately.

## 1.9 ORGANISATIONAL STRUCTURE

Figure 3: High-Level Organisational Structure







**Part B:**

# **Performance Information**

## 2.1 AUDITOR GENERAL'S REPORT: PREDETERMINED OBJECTIVES

The Auditor-General South Africa (AGSA) currently performs certain audit procedures on the performance information to provide reasonable assurance in the form of an audit conclusion. The audit conclusion on the performance against predetermined objectives is included in the report to management, with material findings being reported under the Pre-determined Objectives heading in the Report on Other Legal and Regulatory Requirements section of the Auditor's Report.

Refer to page 186 of the Report of the Auditor General, published as Part E: Financial Information.

## 2.2 OVERVIEW OF DEPARTMENTAL PERFORMANCE

### 2.2.1 Service Delivery Environment

Crime and violence in South Africa are developmental issues with social and economic drivers and consequences with direct and indirect costs. The direct costs of crime are exponential and include expenditure on policing, prosecution, the judicial and the correctional systems, health and social services and the private security industry. The indirect costs are both economic and social. Economic costs arise from higher mortality and morbidity rates which impact negatively on human capital and labour force participation, lower wages and income, savings and macro-economic growth. The social costs include the erosion of social capital, inter-generational transmission of violence, lower quality of life, and poor educational and skills outcomes.

To systematically address crime and violence, a whole-of-government and whole-of-society approach is required. Law enforcement efforts must be supported by strategies that address the drivers of crime and violence to be effective and achieve sustainable results. A key component of achieving sustainable economic growth and human development is to prevent crime and violence. To be effective, crime and violence prevention strategies must be aligned and resourced

with capacitated implementation mechanisms and functional, effective intergovernmental cooperation. Programmes and interventions must be integrated, coordinated and evidence based with active civil society and community participation. Programmes and interventions must address both risk and protection factors at different stages of a person's life and subsequent development; be context appropriate; and address vulnerable and at-risk groups.

The first quarter of the 2020/21 financial year coincided with the Alert Level 5 lockdown, which kept people indoors and most businesses closed – including taverns, liquor outlets, night clubs, sporting facilities and places of entertainment. These venues are largely regarded as causative factors of crime. Despite a year of lockdown restrictions, which saw fewer offences being committed, serious violent crime began to rise as the controls were eased. The South African Police Service crime statistics for the period January to March 2021, tracking criminal patterns in the country, pointed to an overall decline of 8.5% in contact crimes - including assault, sexual offences, common assault and robbery during the quarter - with two criminal types in this category recording an increase, i.e. murder and attempted murder at 8.4% and 8.7% respectively. A total of 4,976 people were murdered in the first three months of 2021 – an increase of 387 when compared to the corresponding period in the previous financial year. According to the statistics, there has been a decline in sexual offences, with 9 518 people reporting incidents of sexual assault during January and March 2021. This translates to a decrease of 387 cases ( $\pm 4\%$ ) when compared to the previous reporting period.

The financial year 2020/21 demanded government's full attention to the fight against gender-based violence, with President Ramaphosa declaring it a second pandemic in South Africa. Fears that cases of abuse would escalate during the COVID-19 lockdown became a reality – with Government making funds available to set up and equip shelters for women and children. Although South Africa's experience with GBV is not unique, the extent and prevalence of the

issue, compounded by the impact of the COVID-19 pandemic, has triggered a 'secondary pandemic' in the country characterised by rising femicide rates and GBV. Unlike COVID-19, however, GBV is spread through social conditions that undermine the ability of women and girls to escape from abuse.

The Department is a critical role player in the fight against crime and corruption within the criminal justice system value chain. The mandate of the Department is outlined in the Correctional Services Act, 1998 (Act No. 111 of 1998) which entails its contribution to the maintenance and protection of a just, peaceful and safe society by enforcing sentences of courts, detaining all inmates in safe custody while ensuring human dignity and promoting the social responsibility and human development of all sentenced offenders. Strategies on fighting crime in South Africa has led to an increased population in correctional facilities, which has to be managed continuously in ensuring that inmates are detained in an environment that is safe and secure.

The purpose of a sentence of incarceration or similar measures, which deprives a person's liberty, is to protect society against crime and to reduce recidivism. This can be achieved only if the period of incarceration is used to ensure, as far as possible, the reintegration of such persons into society upon release so that they can lead a law-abiding and self-supporting life. To this end, the corrections system should offer education, vocational training and work, as well as other forms of assistance that are appropriate and available: including those of a remedial, moral, spiritual, psycho-social, health- and recreational -based nature. All such programmes, activities and services should be delivered in line with the individual treatment needs of offenders.

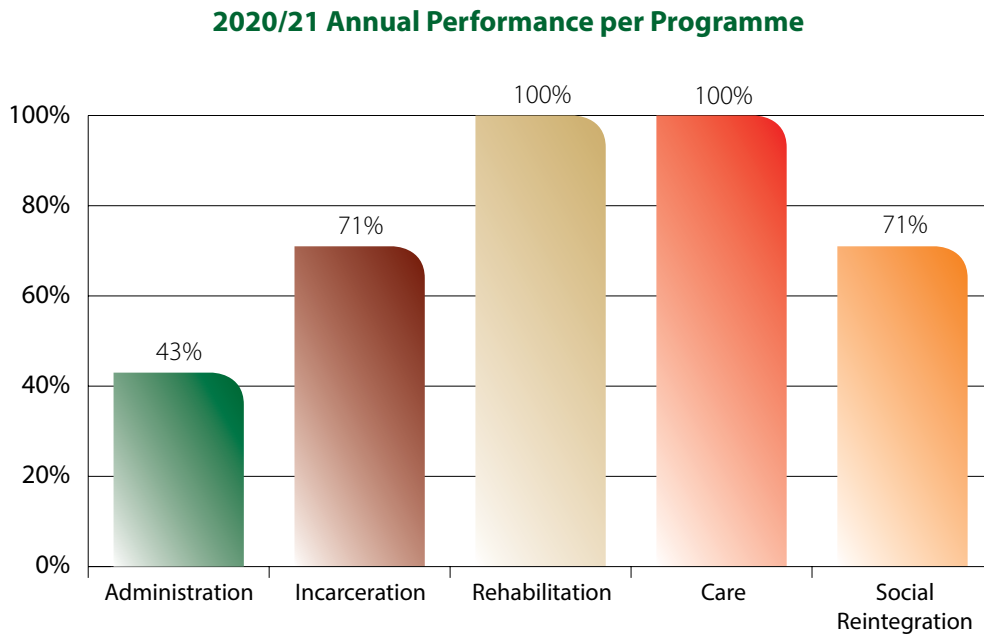
### 2.2.1.1 PERFORMANCE REPORT

The 2020/21 Annual Report is the first report on the progress made with regard to the implementation of the Revised Strategic Plan 2020-25. It is a culmination of quarterly reports against the predetermined objectives as set out in the Revised Annual Performance Plan for the year 2020/21. These

quarterly progress reports are submitted to oversight bodies of the Department as required in terms of the Public Finance Management Act, 1999 (Act No. 1 of 1999).

The 2020/21 Annual Report reflects on the Department's performance and achievements in relation to a total of 54 targets as per the approved Annual Performance Plan 2020/21. The annual performance has been recorded at 70% overall achievement of the targets that were set for the year. The Department recorded 30% of the targets not fully completed in the year under review and have therefore been rolled over to the 2021/22 financial year. The figure below depicts performance for the year 2020/21 classified per Programme:

Figure 4: 2020/21 Overall performance on 54 targets



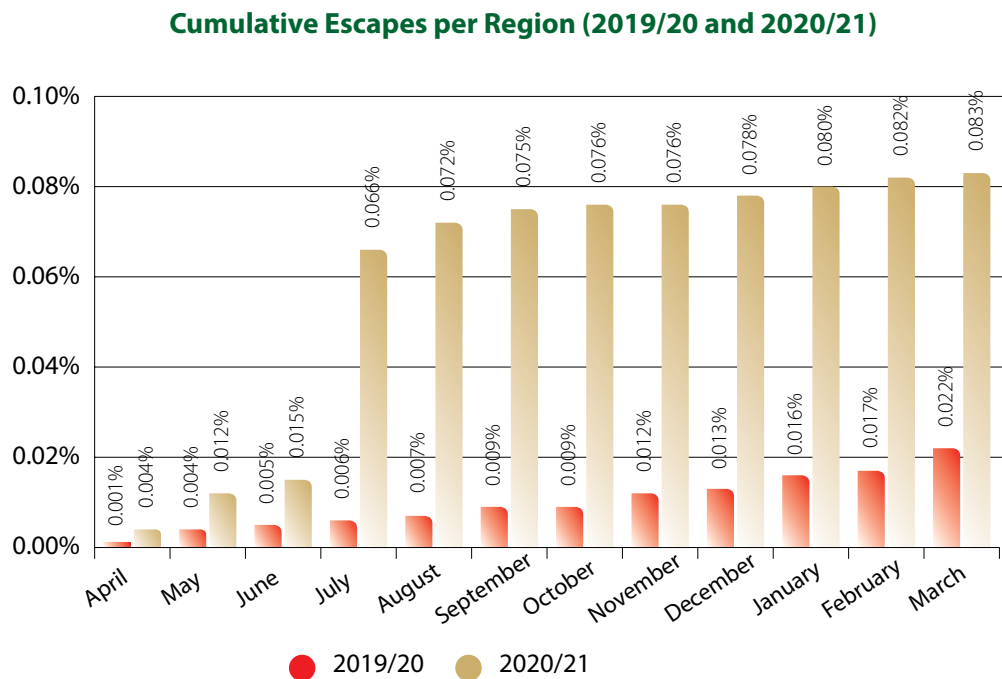
The effort and initiatives directed toward improving internal controls within the predetermined objectives reporting processes and procedures has produced positive results. The Department will continue to strengthen the verification, review and monitoring processes such that performance is recorded in a manner that enables credibility of reported performance information.

**2.2.1.2 SECURITY**

Security requires effective systems, policies and procedures, coordinated both nationally and at correctional centre level. Compliance with policies and procedures play an important role in preventing escapes, assaults and unnatural deaths and are regarded as a fundamental aspect of security at correctional centres. Officials are trained in security-related tasks during basic training and continuously

as part of in-service training. Each correctional facility has a clear set of procedures that describes how and when officials must carry out security functions. Procedures are becoming more critical as the use of advanced technology increases, particularly with regard to procedures for monitoring integrated security systems, body scanners etc. Investigations into the causes of escape incidents indicate that officials failed to follow prescribed procedures. The reality of COVID-19 where inmates and officials tested positive and some succumbed to the virus, created uncertainty, thereby having a direct impact on safety measures within correctional facilities. The practising of social distancing led to reduced staffing in correctional facilities which put severe pressure on the officials on duty. Alert lockdown levels 5, 4 and 3 also restricted the movement of inmates coupled with no or limited visits from families which exacerbated the increase of security incidents.

**Figure 5: Escapes from correctional facilities per Region**



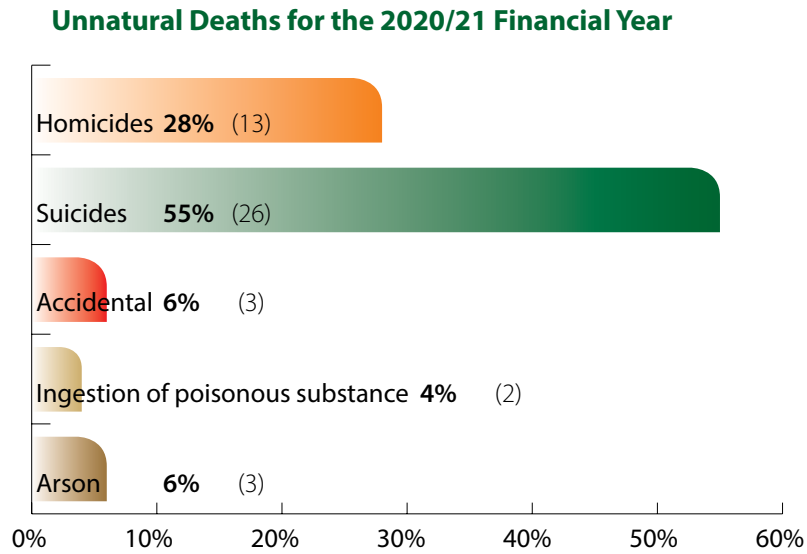
The Western Cape Region had a mass escape of sixty-eight (68) inmates in one incident on 24 July 2020 which contributed to 58% of the total escapes for the financial year under review. The failure to adhere to policies and procedures resulted in an increase in escapes where one hundred and four (104) inmates escaped in the first two quarters of the financial year, i.e. 89% of the total escapes nationally for the financial year as compared to the second two quarters of the financial year where thirteen (13) escapes were recorded (11%). Immediate responses and interventions, such as, the deployment of the ESTs to identified hot spot areas, clean up and search operations, direct management involvement and provision of appropriate protective gear for searching, contributed to the reduction of escapes in the last two quarters of the financial year.

Standard Operating Procedures (SOPs) on internal guarding, searching and escorting which included COVID-19 protocols were approved and disseminated to Regions for implementation and monitoring also contributed to the decrease in escape incidents. The concerted interventions implemented by the Department, focusing on prevention, containment and treatment, and disaster recovery including

screening of all people at the entrance of the correctional centre, repeated sanitising throughout every section and unit and the wearing of face masks by officials and inmates moving within the correctional facilities contributed in officials regaining the confidence to perform their duties optimally. The Department also activated infection-prevention control measures at all centres with specific provision of personal protective equipment for searching and sanitisation of reception areas, cells, offices, vehicles and ablution facilities.

The Department has put in place various measures to curb escapes which include the effective implementation of approved security policies and procedures aligned to the COVID-19 SOPs i.e. efficient access control, searches, prevention plans, proper searches and clean-up operations, including surprise searches by EST, continuous training/orientation of officials where necessary, such as, Gang Combating Strategy (profiling of gangs, location), proper supervision of offender work teams, preventing idleness by subjecting inmates to sports, recreational programmes, social and psycho-social services, and efficient handling of complaints and requests.

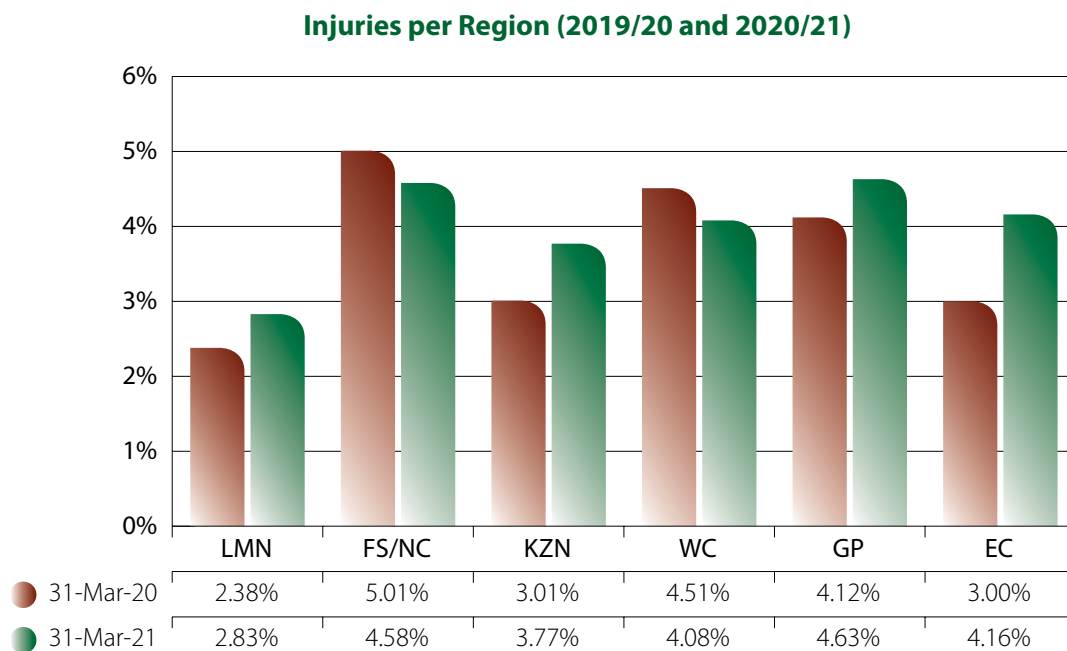
**Figure 6: Unnatural deaths in correctional facilities**



There is no single factor that causes violence within correctional facilities. Violence and disorder are the result of an interaction of structural features, situational contexts and individuals themselves. Different inmates respond differently to incarceration and these differences emerge and can be exacerbated based on the situation in a particular correctional setting. The pausing or slowing down of criminal justice processes during Alert Levels 5 and 4 has resulted in more people being detained, increasing levels of overcrowding and pressure on

the Department. Suicide is the leading cause of death in correctional facilities, accounting for more than half of the unnatural deaths reported for the period under review. The causes of suicide in correctional facilities are multifactorial, with contributing factors that include amongst others, medical and mental health issues as well as those involving family, lack of purposeful activity, conditions of the specific environment as well as the stress of adjusting to incarceration.

**Figure 7: Injuries in correctional facilities per Region**



The unintended consequences of the lockdown regulations resulted in idleness among inmates due to their restricted movement in terms of court appearances, cancellation of visits, limited offender work teams, etc. Despite the challenges associated with the COVID-19 pandemic, the Department recorded an overall reduction of fifteen (15) injuries between 2019/20 and 2020/21. A total of 124 sexual assaults were reported during the 2020/21 financial year with Post Exposure Prophylaxis (PEP) being given as early as possible within the ideal 72 hours to prevent potential HIV transmission.

A task team has been established to align the Departmental Gang Combatting Strategy to the National Anti-Gang Strategy with continuous training provided to officials on the basics of gang management. A checklist has been implemented in identified hot spot areas. The screening and profiling of inmates amongst others is incorporated into the current strategy. As part of on-going interventions under the 'B2B' security campaign the Department has continued to implement the 'Festive Season Security Operations Plan' previously known as 'Operation Vala' which is aimed at ensuring stringent security during the festive periods based on historical incidents showing a spike in escapes, attempted escapes and assaults during festive periods.

### 2.2.1.3 INCARCERATION

The Department conducted work sessions with Case management Committees (CMCs) and members of the Correctional Services Parole Boards (CSPBs) in all Regions to improve the case management system from admission to release or placement. Important improvements have been realised across the value chain because of interventions such as the review of policies, standard operating procedures (SOPs), case management processes including assessment and reclassification of offenders, guidelines on victim participation during parole board sittings, the establishment of quality assurance structures and introduction of a control checklist of profiles, etc.

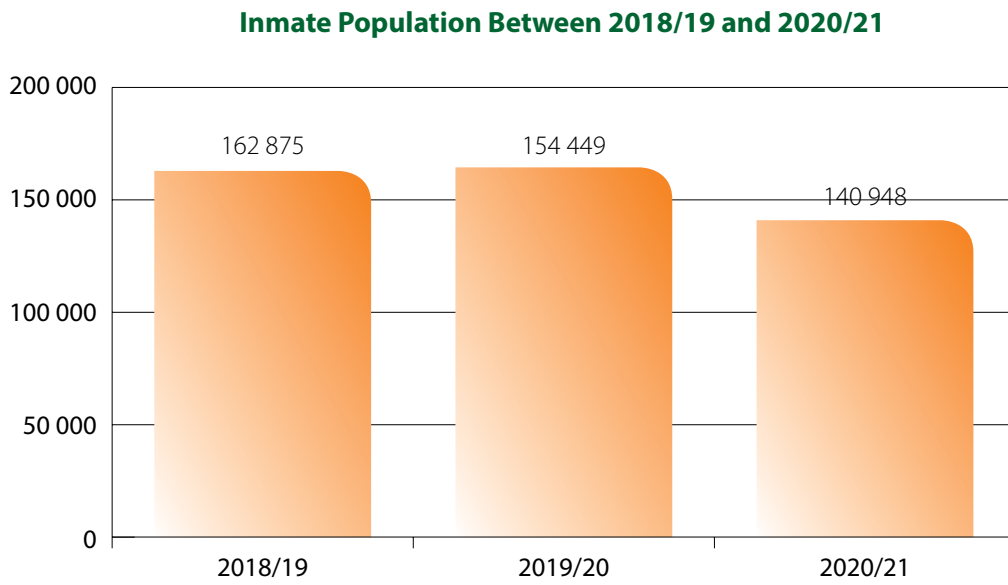
The Department has also put in place measures to improve the efficacy of case management through the functioning of the Case Review Teams (CRTs)

responsible for the review of offender progress with regard to recommended interventions, programmes and services. The performance of the CRTs were monitored to ensure that interventions to address individual needs of offenders as identified in the Correctional Sentence Plans (CSPs) are introduced timeously to prevent delays in the consideration of offenders for placement or release. CRTs ensured that such reviews of the CSPs were undertaken at required intervals in line with the unit management procedures adopted by the Department to manage offender operations.

Overcrowded correctional facilities are more difficult to manage and are frequently plagued by conflict and violence. In tandem with the growth of the inmate population, the number of inmates with special needs also increases such as females, inmates with mental health care needs, drug-dependent inmates, foreign nationals, racial and ethnic minorities, older inmates and inmates with disabilities. Often, the movement of inmates is restricted as a means of controlling the situation. Unfortunately, this adds to the stress felt and hostility displayed by inmates. Mechanisms of cooperation between criminal justice agencies have been strengthened to address the causes of delays in the criminal justice process, so that case backlogs can be approached in a systematic manner and pressure on correctional facilities relieved by joint action. The long-term solution requires the departments and agencies within the JCPS Cluster to develop comprehensive and evidence-based criminal justice reform strategies that address overcrowding in an effective and sustainable manner.

The Department has made notable progress during the financial year to reduce overcrowding in correctional facilities, promoting the health and safety of officials and inmates and increasing access to rehabilitation services. The declaration of a National State of Disaster on 15 March 2020 by the President of the Republic of South Africa compelled the Department to down manage overcrowding within correctional centres. The implementation of the COVID-19 SPD was one such intervention that has reduced the inmate population. The figure below reflects the decrease in the inmate population.

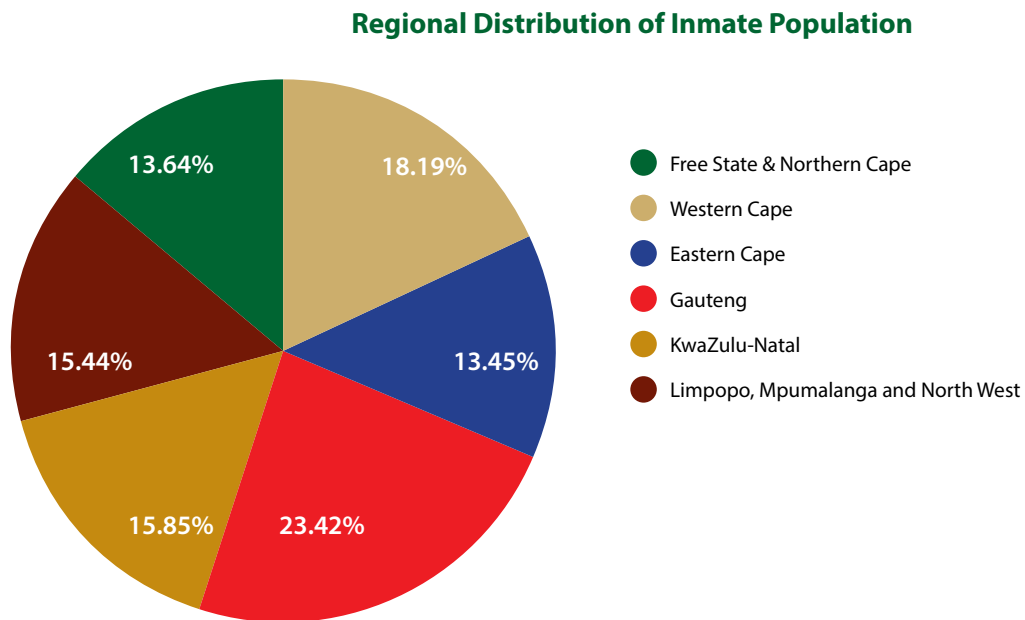
Figure 8: Inmate population trend from 2018/19 to 2020/21 financial years



Source: Daily Unlock Total

The remand detainees and other unsentenced inmate population decreased by 16.10% i.e., from 57 074 to 47 882 over the twelve-month period. The sentenced population decreased by 7.14% i.e. from 100 226 to 93 066 in the same period. Below is a summary of the regional distribution of the inmate population:

Figure 9: Regional distribution of the inmate population as at 31 March 2021





**Table 2.1: Total number of inmates as at 31 March 2021 per Region (incl. State Patients)**

Region	Sentenced Offenders			Unsentenced Inmates			Total number of Inmates
	Males	Females	Total Number of Sentenced Offenders	Males	Females	Total number of Unsentenced Inmates	
Eastern Cape	12992	171	13163	5693	106	5 799	18 962
Gauteng	18646	552	19198	13349	464	13 813	33 011
KwaZulu-Natal	15622	330	15952	6259	134	6 393	22 345
Limpopo, Mpumalanga and North West	15783	298	16081	5608	74	5 682	21 763
Free State & Northern Cape	13772	346	14118	5007	98	5 105	19 223
Western Cape	14082	472	14554	10682	408	11 090	25 644
<b>TOTAL</b>	<b>90 897</b>	<b>2 169</b>	<b>93 066</b>	<b>46 598</b>	<b>1284</b>	<b>47 882</b>	<b>140 948</b>

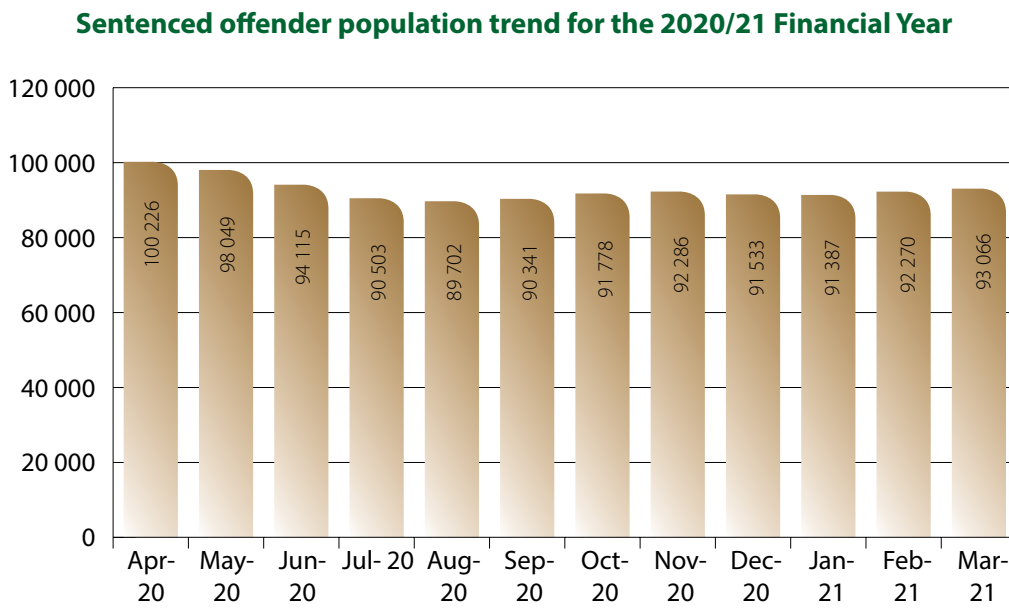
Source: Daily unlocks

The total number of inmates on 31 March 2021 was 140 948, against the approved bed space of 110 836. The unsentenced inmate population constituted 33.97% whilst the sentenced offender population constituted 66.03% of the total inmate population. Males made up approximately 97.55% of the inmate population, while the total female population was approximately 2.45%. The decrease in the inmate population of 13.5% is largely due to the reduction in the sentenced population.

**Table 2.2: Inmate population trend from 2018/19 to 2020/21 financial years**

Categories	Gender	2018/19	2019/20	2020/21
Sentenced	Females	2 957	2 534	2 169
Unsentenced		1 358	1 447	1 283
State Patients		1	1	1
<b>Total females</b>		<b>4 316</b>	<b>3 982</b>	<b>3 453</b>
Sentenced	Males	112 190	100 307	90 897
Unsentenced		46 168	49 975	46 466
State Patients		201	185	132
<b>Total males</b>		<b>158 559</b>	<b>150 467</b>	<b>137 495</b>
<b>Total</b>		<b>162 875</b>	<b>154 449</b>	<b>140 948</b>

Figure 10: Sentenced offender population for 2020/21



Source: Daily Unlock Totals

Table 2.3: Number of sentenced offenders per age group

Number of sentenced offenders per age group as at 31 March 2021						
Children (Younger than 18 years)		Juveniles (18-20 years)		Youth and adults (21 years and older)		Total
Females	Males	Females	Males	Females	Males	Females and Males
0	40	43	1 616	2 126	89 241	93 066

**SENTENCED AND UNSENTENCED CHILDREN IN CORRECTIONAL FACILITIES**

There has been a 25% reduction of children remanded in correctional facilities between 2018/19 (64) and 2020/21 (48). It should be noted that this category of children has been gradually reducing from 2010. Every child has the right to be kept separately from detained persons over the age of 18 years and treated in a manner, and kept in conditions that take account of the child’s age. The reduction of children remanded to correctional facilities have been realised through the introduction of the Child Justice Act, 2008 (Act

No. 75, 2008) which is a parallel of the Criminal Procedure Act, 1977 (Act No. 51, 1977) for children in conflict with the law. There were 40 sentenced children under the care of the Department, making up 0.043% of the sentenced population. Access to education is provided to all offenders and children are encouraged to participate in the education programmes offered. In addition, the Department provides social and psychological services in order to develop and support sentenced children offenders by promoting their social functioning and mental health.

**Table 2.4: Number of children in correctional facilities as at 31 March 2021 per Region**

Children (less than 18 years) in correctional facilities										
Region	Remand Detainees			Sentenced			State Patients			Total
	Female	Male	Total	Female	Male	Total	Female	Male	Total	
Eastern Cape	0	10	10	0	5	5	0	0	0	<b>15</b>
Gauteng	0	1	1	0	7	7	0	0	0	<b>8</b>
Kwa-Zulu Natal	0	16	16	0	20	20	0	0	0	<b>36</b>
Limpopo, Mpumalanga and North West	0	1	1	0	3	3	1	0	1	<b>5</b>
Free State / Northern Cape	1	15	16	0	5	5	0	0	0	<b>21</b>
Western Cape	0	4	4	0	0	0	0	0	0	<b>4</b>
<b>Total</b>	<b>1</b>	<b>47</b>	<b>48</b>	<b>0</b>	<b>40</b>	<b>40</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>89</b>

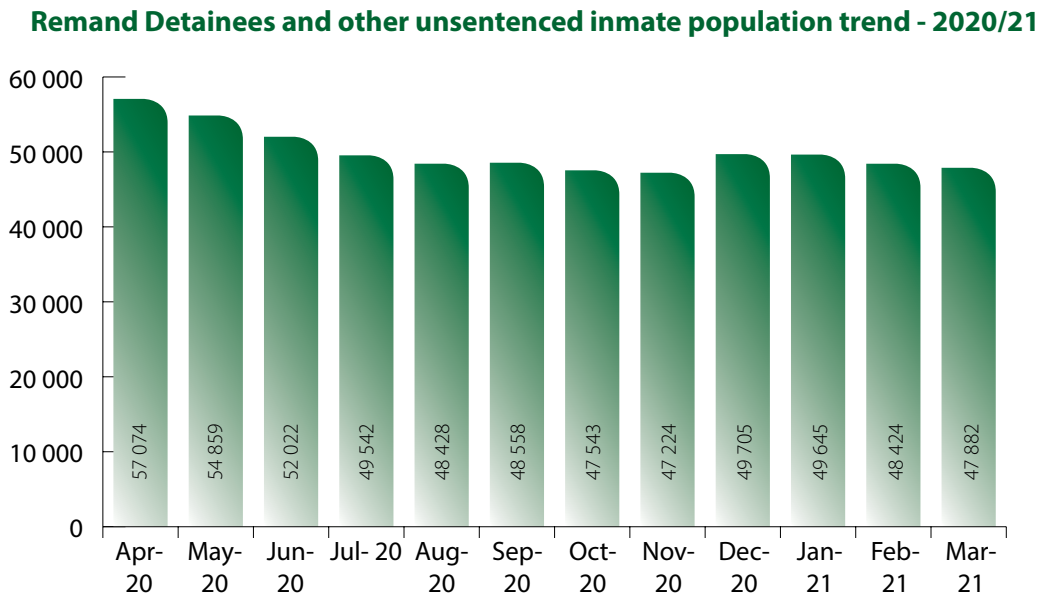
**Source: Daily unlock**

The Department participates in several cluster structures of the criminal justice system where remand detainee issues are discussed. These structures include the Intersectoral Committee on Child Justice (ISCCJ), National Development Committee, case-flow structures at national and provincial level, and the National Integrated Case Backlog Management Committee. The latter is a multiple stakeholder structure chaired by the Deputy Minister of Justice and Constitutional Development on issues that affect the Department such as the optimisation of the use of Audio-Visual Remand (AVR) systems as well as the consideration of remand detainees with an option of bail by courts. The limited functioning of courts due to measures that were implemented to contain the COVID-19 pandemic led to an increase in the use of AVR courts. This has spurred plans to expanding the use of these courts by the Department of Justice and Constitutional Development (court administration).

#### 2.2.1.4 REMAND DETENTION

The trend analysis over a period of three years, i.e. from 2018/19 to 2020/21 reflects an increase of 0.5% in the remand detainee population, i.e. from 47 526 to 47 749 (excluding State Patients). The situation in correctional facilities was exacerbated during Alert Level 5, which was a complete lockdown period, where the courts were not actively functioning therefore remand detainees whose court appearances coincided with the complete lockdown had their court dates postponed. The Department also continued to receive new remand detainees, which increased the remand detention population drastically with the highest number of remand detainees, 57 254, recorded on 05 May 2020. There are limitations to the referral of remand detainees to court for review of bail in line with section 63A (Bail Protocol) and 63(1) of the Criminal Procedure Act, 1977 (Act No. 51 of 1977) as a means of reducing this population since those remand detainees who are charged for serious crimes, for instance, do not qualify for this option.

Figure 11: Remand Detainees and other unsentenced inmate population in 2020/21



The Department continued to implement strategies to reduce the remand detention population, which include the submission of applications to court for bail review in line with section 63 of the Criminal Procedure Act (Act No. 51, 1977) and consideration of the length of detention in line with section 49G of the Correctional Services Act (Act No. 111, 1998). The Department submitted a total of 13 485 applications to court for bail review, however, only 31,92% were successful resulting in either the reduction of bail or placement on warning and supervision by correctional official in terms of section 62(f) of the Criminal Procedure Act (Act No. 51, 1977). In addition, a total of 8 431 applications were submitted in line

with 49G of the Correctional Services Act (Act No. 111, 1998) and only 2.64% were placed either under non-custodial sentence or had their bail reduced. Some remand detainees were released as part of the Criminal Case Backlog Project of the Department of Justice and Constitutional Development. The eligible remand detainees with bail and those detained for longer than two years were identified by the Department and its cluster partners, i.e., National Prosecuting Authority, Department of Justice and Constitutional Development (Court Administration) and Legal Aid South Africa and released through the warrant of liberation from court.

Table 2.5: Number of RDs per Region as at 31 March 2021 (excl. State Patients)

Remand Detainees per Region as at 31 March 2021				
Region	Females	Males	Total	Percentage
Eastern Cape	106	5 652	5 758	12.06
Gauteng	464	13 340	13 804	28.91
Free State & Northern Cape	98	4 964	5 062	10.60
KwaZulu-Natal	134	6 245	6 379	13.36
Western Cape	408	10 682	11 090	23.23
Limpopo, Mpumalanga and North West	73	5583	5 656	11.85
<b>National</b>	<b>1 283</b>	<b>46 466</b>	<b>47 749</b>	<b>100</b>

Source: Daily Unlock

### 2.2.1.5 REHABILITATION

There is a suite of rehabilitation programmes provided for offenders to facilitate purposeful engagement during incarceration. Offenders are allocated programmes according to the interventions identified in the Correction Sentence Plan (CSPs) such as artisan skills, education and therapeutic programmes that positively affect offender behaviour and attitudes, giving them a purpose as they serve their sentence. Offenders receive viable skills and qualifications for them to apply outside of correctional centres, enabling them to redirect their path upon release and secure a better future. At the same time, participants get to develop personal qualities such as self-reliance, perseverance and a sense of responsibility. The Department has developed and is implementing a correctional programme, which focuses specifically on the needs of female offenders. The objective is to create awareness and empower female offenders in areas such as general life skills, relationships, addictive behaviour and career building. In addition, a whole range of correctional programmes are also available to females and as well as to youth and offenders with disabilities.

The COVID-19 pandemic has adversely affected the delivery of skills training to incarcerated offenders. The Department was, however, able to provide skills training programmes to more than 17 000 offenders during the 2020/21 financial year against approximately 24 000 trained in the previous financial year. A contributing factor to the decrease in offenders trained is the early release based on the SPD, granted to offenders, some of whom were enrolled for development courses. There was no training conducted at schools and training facilities, between January and mid-February 2021, as these facilities were closed based on the directive from the Department of Education. In addition, schools and training facilities that had to be closed where positive cases of COVID-19 were reported impacted on learning time. The Department implemented a recovery plan to increase the pace and measures needed to circumvent the loss of teaching and learning time and assessment requirements. This

included the delivery of a multi-modal education and training method, e-learning materials made available by DHET and rigorous support provided to officials and students.

The pandemic also impacted on the availability of Sector Education and Training Authorities (SETAs) to issue statements of results to offenders who completed accredited skills training programmes, which posed a challenge especially to those who were granted early release through either the 2019 Special Remission of Sentence or the 2020 SPD. This situation eased somewhat during the last quarter of 2020/21 when more statements of results were provided. The implementation of e-learning will be prioritised in the 2021/22 financial year to ensure that the DCS registered TVET Centres are able to provide the required access to learning platforms made available by DHET and other stakeholders. The National Skills Fund (NSF) and Safety and Security Sector Education and Training Authority (SASSETA) will continue to support the Department in the delivering of accredited skills training programmes.

The COVID-19 lockdown has had significant implications for formal education. The announcement from the DBE and DHET on the closure of schools resulted in a loss of teaching, learning and assessment time as well as the decrease in the numbers of learners returning to schools. There was a noticeable decrease in the FET and GET enrolment during the 2020 academic year. A total of 11 240 learners were enrolled in the first quarter of the academic year (i.e., January, February and March 2020). Schools were closed in April and May with a few classes returning in June 2020 resulting in a reduced enrolment of 1 514 learners in the second quarter. The enrolment figures gradually increased during the course of the academic year although there was an overall decrease to 6 120 learners enrolled for the full academic year. There was a drastic reduction in enrolment in GET and FET programmes, compared to the previous academic year (2019), when the Department recorded 11 388 learners attending FET and GET programmes. The decrease in enrolment can also be attributed to the early release of low-risk offenders during the SPD.

To minimise the effect of COVID on schools, Community Education and Training Colleges Adult Education and Training (AET centres) guidance was provided to DCS schools on how to structure education programmes during the lockdown. Curriculum Recovery Plans were developed to address the loss in teaching and learning time. Curriculum interventions also required that educators reorganise and trim the curriculum in line with DBE and DHET prescripts. Moreover, school based assessments were reviewed in accordance with the restructured Annual Teaching Plans (ATPs). In addition, the Department commenced with the implementation of online learning support initiatives. DCS schools were provided with learner, teacher support resources to access digital content. The Department moved away from the paper based ATPs to electronic ATPs, which were available on the DBE website. Digital content was made available by the DBE and DHET through online platforms - including Grade 12 study guides and revision booklets. Various multi-media resources including e-Assessment for Grades 10 and 12, Grade 12 audio lessons, Grade 12 video tutorials and zero rated websites were accessed on the Department of Basic Education website. The Department purchased modems and sim cards for e-learning and on-line examinations with tertiary institutions.

Sports, Recreation, Arts and Culture (SRAC) activities were continuously adjusted according to NDoH protocols, guidelines and procedures. The COVID-19 Alert Levels 4 and 5 had an adverse effect on inmate participation in SRAC activities. Inmates were able to access SRAC activities from Alert Level 3 in line with the Standing Operating Procedures and Risk Adjusted Strategy of the Department. There has since been a sustained improvement in participation in SRAC activities.

The Service Delivery Model outlines opportunities for the Department to improve efficiency and mitigate the constrained fiscal environment by reducing expenditure, driving self-sufficiency, increasing agriculture, clothing, bakery, and workshops products and maintaining machinery and equipment by own resource utilisation. The approval of the Strategic

Framework on Self-Sufficiency and Sustainability has paved the way for the implementation of a departmental plan through a structured approach. Despite the impact of the COVID-19 pandemic and economic pressure, the Departmental farms, bakeries and production workshops have continued to contribute towards self-sufficiency, although the production performance of some of the commodities was negatively affected. The Department produced vegetable (7 725 961 kg), pork (1 915 745 kg), red meat (430 820 kg), milk (6 093 935 litres), chicken meat (1 084 415 kg), fruit (400 572 kg) and eggs (1 337 298 dozen) during the 2020/21 financial year. In addition, a total of 3 826 360 loaves of bread were baked at an average cost of R 5.66 per loaf of bread.

The replacement of layer cages at Mthatha and Losperfontein correctional facilities and replacement of old textile machinery and equipment during the 2020/21 financial year are some of the initiatives that were implemented to contribute towards self-sufficiency. The Department plans to continue with the implementation of these initiatives to optimise the use of available resources, i.e., replacement of old machinery and equipment in production workshops and farms, re-establishment of orchards, establishment of more bakeries, etc. Collaboration with internal and external stakeholders to enhance the rehabilitation programme is one of the key elements in the approved Strategic Framework on Self-Sufficiency and Sustainability. To this end, the Department has formalised partnerships with the Department of Public Works and Infrastructure (DPWI) to manufacture, repair, maintain and supply furniture to contribute towards offender development and revenue generation. Engagement with other stakeholders such as the Agriculture Research Council (ARC), Department of Agriculture, Land Reform and Rural Development and the Department of Environment, Forestry and Fisheries have commenced during the 2020/21 financial year.

#### **2.2.1.6 SOCIAL REINTEGRATION**

The practice of releasing offenders on parole before the end of their sentences has become an integral

part of the correctional system. Its purpose is to help individuals reintegrate into society as constructive individuals without being confined for the full term of the sentence imposed by the courts. It also serves to lessen the costs to society of keeping an individual in a correctional facility. The essence of parole is release from correctional facilities, before the completion of sentence, provided that parolees abide by certain conditions during the remainder of the sentence.

Significant achievements were recorded regarding compliance with set conditions. The daily average case load in the community corrections system for 2020/21 was 52 275 parolees, 7 597 probationers and 891 awaiting trial persons, which amounted to a caseload of 60 763. This translates to 99% for parolees without violations and 99% for probationers without violations.

**Table 2.6: Average number of community corrections caseload per year**

Description	Average Community Corrections Caseload for 2020/21				
	2016	2017	2018	2019	2020
Parolees	52 453	53 415	54 935	45 914	52 275
Probationers	15 990	16 311	15 251	7 371	7 597
Awaiting Trial Persons	1 260	1 290	1 387	1 252	891
<b>Total</b>	<b>69 703</b>	<b>71 016</b>	<b>71 573</b>	<b>54 537</b>	<b>60 763</b>

The successful reintegration of offenders back to society requires the participation of victims who have been affected by the crimes committed by the parolees and probationers. The COVID-19 pandemic adversely affected the interface between the Department and communities through Izimbizo; as a result, only eleven (11) Izimbizo were convened in the 2020/21 financial year. A total of 11 833 victims and 3 791 offenders, parolees and probationers participated in Restorative Justice Programmes. This performance, despite the COVID-19 restrictions, was made possible by the appointment of 75 Social Auxiliary Workers (SAW). The SAWs assisted in tracing and preparing victims to participate in the restorative justice programmes. The Department successfully reintegrated a total of 8 671 probationers and parolees who were released during the COVID-19 SPD.

During reintegration, it is critical that professionals, families, and communities support ex-offenders in their quest for stability to avoid going back to a life of crime. It is therefore critical that opportunities for employment and or self-employment be available to ex-offenders to support their reintegration into society. Even more than a steady source of income, employment can provide a sense of structure and responsibility for ex-offenders as they struggle to reintegrate after release. The Department facilitated

363 economic opportunities through partnerships with stakeholders. The expungement of criminal records is still a challenge for the employability of ex-offenders and impacts negatively on reintegration efforts.

The Department has developed a Social Reintegration Framework that seeks to instil corrections as a societal responsibility by actively engaging within Government as well as amongst broader society to ensure the effective rehabilitation and reintegration of offenders. The initiatives in the Framework encourage the use of non-custodial sentencing for minor offences, amongst others. There are different ways in which the interests of the victim, society, the offender and the State can be served using creative sentencing options that have a greater restorative content. The use of non-custodial measures also reduces costs, given that the administration of criminal justice imposes a financial burden on Government. It is imperative to ensure broader societal participation to effectively monitor and rehabilitate such sentenced persons which will also assist in addressing the root causes of crime and thus reducing repeat offending. For restorative justice to have its intended impact, it is not only the outcome that is important but also the process by which that outcome is achieved.

### 2.2.1.7 CARE

The Department employs various health care professionals on a permanent basis to provide health services to the inmate population according to Section 12 of the Correctional Services Act, 1998 (Act No. 111 of 1998), as amended. These professionals

undertake case studies, health file reviews, peer reviews, and morbidity and mortality reviews to ensure service provision quality and compliance with health care guidelines and protocols.

The table below provides a summary of the professionals who rendered healthcare services per category during the 2020/21 financial year:

**Table 2.7: Healthcare professionals within the Department**

REGION	MEDICAL PRACTITIONERS		PHARMACISTS		PHARMACIST ASSISTANTS		PROFESSIONAL NURSES	
	Filled	Vacant	Filled	Vacant	Filled	Vacant	Filled	Vacant
EASTERN CAPE	2	0	5	0	4	0	129	16
FS & NC	2	1	2	2	1	0	118	26
GAUTENG	1	1	13	0	5	0	206	41
KWAZULU-NATAL	1	2	3	0	0	0	143	45
LMN	2	3	6	0	2	0	133	18
WESTERN CAPE	3	0	5	0	2	0	145	22
<b>TOTAL</b>	<b>11</b>	<b>7</b>	<b>35</b>	<b>2</b>	<b>14</b>	<b>0</b>	<b>874</b>	<b>168</b>

Health promotion and disease prevention programmes are provided to inmates through health awareness and education sessions in groups and on one-on-one basis during consultations. The Health and Psycho-social professionals provide support services and conduct compliance monitoring (through on-site support visits, virtually and telephonically) to ensure a multidisciplinary approach to care. The health care professionals must register annually with the relevant Professional Councils to be licenced to practice.

Health care professionals also submit applications to the Medical Parole Advisory Board (MPAB) for those offenders who are terminally ill for recommendation to be released on medical parole. The MPAB assesses and recommends qualifying offenders for release on medical grounds. The health care professionals provide palliative care to those who are terminally ill but have not been recommended for release by the MPAB. These measures are in line with the requirements of Section 27 of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996) and Sections 12 and 5 of the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended).

To augment the limited capacity of Pharmacists, 60 Community Service Pharmacists were allocated by the NDoH during 2020/21. In addition, the Department also appoints sessional doctors, dentists and psychiatrists to augment the limited capacity amongst health care professionals.

The effective management and establishment of pharmacies is in line with the requirements of the Constitution of the Republic of South Africa, 1996 (Act No. 108 of 1996), Section 27 subsection 1(a) and 3, which states that "Everybody has a right to have access to health care services including reproductive health" and "No one may be refused emergency medical treatment". The Department has pharmacies in 25 Management Areas, which are licenced by the NDoH and registered with the South African Pharmacy Council. During the period under review, one new pharmacy was established in the Southern Cape Management Area in the Western Cape. A five-year plan is in place to establish pharmacies in other identified Management Areas. Medicines are procured by the existing pharmacies in accordance with the Departmental supply chain management prescripts. These pharmacies supply medicines to



clinics in their Management Areas as well as to clinics in Management Areas that do not have pharmacies. The promotion of access to medication is in line with the commitment to ensure pharmaceutical service excellence in practice to the benefit of those that are being served, as well as quality services that are compliant with the Good Pharmacy Practice Code in South Africa.

### STATE PATIENTS UNDER THE CARE OF THE DEPARTMENT

The Mental Healthcare Act, 2002 (Act No. 17 of 2002), Chapter VI provides for the transfer of State Patients from correctional facilities to designated mental health

institutions of the NDoH within 14 days of admission. The health care system in South Africa is unable to cope with the increasing number of declared State Patients due to the inadequate number of designated Department of Health Mental Health Institutions as required by the Mental Healthcare Act, 2002 (Act No. 17 of 2002) and the non availability of beds in the designated Mental Health Institutions. State Patients, who must be treated and supervised by trained professionals, consequently remain in the care of the Department beyond the 14 days, and sometimes for years, in contravention of the health care regulations and adversely affecting the resource allocation and utilisation of the Department.

**Table 2.8: State Patients within correctional facilities as at 31 March 2021**

State Patients as at 31 March 2021							
Region	Children (Less than 18 years)		Juveniles (18-20 years)		Adults (21 years and older)		Total
	Females	Males	Females	Males	Females	Males	Females/ Males
Eastern Cape	0	0	0	0	0	41	41
Gauteng	0	0	0	0	0	9	9
Kwa-Zulu Natal	0	0	0	0	0	14	14
Limpopo, Mpumalanga and North West	1	0	0	1	0	24	26
Free State / Northern Cape	0	0	0	3	0	40	43
Western Cape	0	0	0	0	0	0	0
<b>Total</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>128</b>	<b>133</b>

The Department recorded a total of 133 State Patients in correctional facilities as at 31 March 2021, with the Free State/ Northern Cape Region recording the highest number at 43, followed by Eastern Cape at 41 and Limpopo, Mpumalanga and North West jointly at 26, KwaZulu-Natal at 14 and Gauteng with 9 State Patients. The Department, in collaboration with the NDoH Forensic Mental Health Services, facilitated transfer of 138 State Patients to the designated Mental Health Institutions from July 2020 to 31 March 2021.

In line with its mandate the Department renders the following services to State Patients as they await transfers to designated mental health institutions:

- » Orientation, assessment, diagnosis, treatment, on-going care (counselling), rehabilitation and referral (for common diseases)
- » Tailored interventions for specific needs of individuals in line with their diagnosis
- » Provision and administration of prescribed medication
- » Monthly follow up and assessments

Despite the transfer to State Patients, the number of State Patients does not decrease significantly due to the rate of new admissions. The impact of COVID-19 led to the NDoH having to repurpose some of its bed space as quarantine and isolation sites, which

further reduced the capacity to admit State Patients. Collaborative engagements between the Department and the NDoH has assisted to improve efficiency in the transfer of State Patients from correctional facilities to designated mental health institutions. Correctional facilities use audio-visual facilities for presentation of State Patients to NDoH psychiatrists to ensure that State Patients within correctional facilities continue to receive the required care whilst waiting for a transfer. Tools have been devised to ensure comprehensive and consistent management of State Patients within correctional facilities. The Department also availed the COVID-19 PCR results within less than 72 hours prior to transfer of State Patients.

### 2.2.1.8 INFORMATION COMMUNICATION TECHNOLOGY

The MISSTP provides a prioritised and sequenced plan, taking into consideration dependencies, to implement the capability elements suggested in the technology roadmap report. Sequencing of the activities was performed in line with prioritised technology elements, whilst also considering the impact on the operational capabilities. The MISSTP presents a realistic plan while ensuring that the technologies implemented iteratively improve the operations of the Department in relation to the business requirements. The MISSTP roadmap comprehensively outlines the required changes to structure, processes, technology, training, infrastructure and culture based on operational concepts derived from business requirements arising from drivers of change. A number of information systems have been identified which can be developed separately, within the context of a corrections ecosystem. Prioritised activities critical to the business integration, productivity and communications of the Department are:

- a) Review, design and implement productivity software, computer, network, and communications infrastructure.

- b) Repurposing of the existing IIMS and upgrading of the Admission and Release (A&R) systems combined with new development to form the offender sentence life-cycle information system;
- c) Physical security technologies.
- d) Security management and sensors
- e) Integration of operational and human resources management system
- f) Strategic reporting and operations management information systems
- g) Agriculture and production workshops monitoring system
- h) The Case Management Tool

Recognising these as forming an integrated system to be rolled out incrementally, avoids the need to develop risky ICT “megaprojects”. Change management will be central to this process and in particular new narratives relating to security, resilience and maintenance are critical.

Research and Development (R&D) was also conducted for physical security technologies and security management and sensors. The R&D provided the Department with the User Requirements Specifications (URS), which is a collection of the set of all requirements that are to be imposed on the design and verification of the Correctional Facility Physical Security System (CFPSS). The requirements prescribed the reference design for the CFPSS across correctional facilities.

The Department deployed a Smart Physical Security System (SPYSS) at the St Albans correctional facility in the Eastern Cape region. The deployment of the SPYSS system in combination with CMORE resulted in a significant reduction in reported incidences of theft at the chicken batteries site. The system was deployed to cover one of the four sides of the chicken batteries, which was identified as a hotspot for unauthorised intrusions.

The Department developed a new Bedspace Determination System (BDS) on the e-Corrections platform, which is aligned to the new standard operating procedure and policies and is accessible by Head Office, Regional Offices and Management Areas. The legacy Accommodation Determination System (ADS), which has been decommissioned, was previously only accessible by Head Office and was operated by a single user. The Department has received several audit qualifications on the ADS system for inaccurate bedspace determination which has since been cleared with the introduction of the new system.

### 2.2.1.9 DCS OPERATING CENTRES

In aligning with Government's response to COVID-19, the Department developed a governance framework which included a COVID-19 National Disaster Response Plan, Standard Operating Procedures for

preparedness, detection and response to COVID-19 and strengthening the functioning of Operations Centres at National, Regional, Management Areas and Correctional Centres. The Operation Centres provide a comprehensive understanding of operational performance at a correctional centre level through real-time, accurate data dissemination as well as monitoring and analysis of relevant trends and risks both internal and external to the Department. The National Operation Centre (NOC) has made significant progress in designing and developing a system of generating, managing and using information within the Department through monitoring and evaluation to reduce inefficiencies and prioritise usefulness so that dependency on manual processes is gradually transformed into end-to-end digital processes. This has been achieved through trend analysis of statistical information for inmates and officials on COVID-19, security incidents and contrabands confiscated from different correctional facilities.

## 2.2.2 Service Delivery Improvement Plan (SDIP)

**Table 2.9: Main services and standards**

Main services	Beneficiaries	Current/actual standard of service	Desired standard of service	Actual achievement
Number of female offenders participating in skills development programmes	Female offenders	570	627	632
Number of female offenders participating in formal education programmes	Female offenders	486	535	282
Number of victim participation in Parole Boards	Victims, families, communities and offenders	1 832	1 887	1 765

**Table 2.10: Batho Pele arrangements with beneficiaries**

Current/actual arrangements	Desired arrangements	Actual achievements
Consultation	Internal and external beneficiaries to DCS services should be consulted about the level and quality of the services they receive and, wherever possible, will be given a choice regarding the services offered.	» Consultation with internal and external beneficiaries and stakeholders was mainly conducted through the Izimbizo, Youth Summits, and Victim Offender Dialogues (VOD)

Current/actual arrangements	Desired arrangements	Actual achievements
Service Standards	<p>Rehabilitation programmes and services, in correctional facilities and community corrections should be delivered to the internal beneficiaries in line with the mandates and set standards.</p> <p>External beneficiaries to DCS services should be informed in detail about the level and quality of service they will receive so that they are aware of what to expect.</p>	<ul style="list-style-type: none"> <li>» Service standards applicable on the internal beneficiaries were observed by the officials who are dealing directly with inmates on a day-to-day basis.</li> <li>» DCS generic service standards available and were incorporated in the service charter poster which are displayed at all correctional facilities as information to the external beneficiaries.</li> <li>» After mentioned consultation the service standards were updated and the final consultation process was still ongoing on 31 March 2021.</li> </ul>
Access	<p>All internal and external beneficiaries should have equal access to the services to which they are entitled.</p>	<ul style="list-style-type: none"> <li>» All inmates had equal access to prescribed privileges and services as prescribed in the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended) and other mandates.</li> <li>» Parole was considered for those who are eligible for this service.</li> <li>» There was also a focussed approach to increase victim participation in Parole Board sittings.</li> <li>» Inmates also had access to rehabilitation programmes such as education and skills training, health care, religious care, social work services and psychological services.</li> <li>» There was a focussed drive to increase the number of female offenders who had access to skills and educational opportunities.</li> <li>» External beneficiaries had access to services such as payment of bail and fines, depositing of offender cash, legal representation consultations and visitation services. There are currently challenges regarding visitation services because of inadequate infrastructure.</li> </ul>
Courtesy	<p>Beneficiaries to DCS services should be treated with courtesy, consideration and recognition of human dignity.</p> <p>Formal complaints mechanisms should be available to deal with the complaints of internal beneficiaries and M&amp;E reports should be used to signal the courtesy levels.</p> <p>Complaints desk, complaints boxes and direct access to senior personnel should be available to external beneficiaries to register any lack in service delivery.</p>	<ul style="list-style-type: none"> <li>» Departmental core values have been set and outlined in the Strategic Plan and Annual Performance Plans.</li> <li>» All complaints from inmates were attended to and most of them were resolved to the satisfaction of the internal beneficiaries.</li> <li>» Complaints boxes in the units were used by inmates who wanted to remain anonymous.</li> <li>» Some matters were resolved through court cases and others through the intervention of the Judicial Inspectorate.</li> <li>» Signage that mention opening and closing times and other important information are visibly displayed at all correctional facilities and service delivery points to the advantage of the external beneficiaries.</li> <li>» External beneficiaries used the available complaints mechanism and most of the issues were resolved.</li> </ul>

Current/actual arrangements	Desired arrangements	Actual achievements
Information	<p>Internal and external beneficiaries to DCS services should be given full, accurate information about the services to which they are entitled.</p> <p>Information on the mandates and service of the department should be available on DCS website.</p>	<ul style="list-style-type: none"> <li>» All inmates admitted to DCS facilities are orientated and provided with information on admission.</li> <li>» Service Delivery Charter available and displayed at all correctional facilities to guide the external beneficiaries.</li> <li>» Corrections @ Work is published to share information with all officials.</li> <li>» Annual Reports, Strategic Plans and Annual Performance Plans available on the Departmental website and distributed to relevant stakeholders.</li> <li>» Information sharing happened at Izimbizo, Youth Summits, and Victim Offender Dialogues.</li> <li>» In some Regions and Management Areas talks were held on local radios regarding DCS services.</li> </ul>
Openness and Transparency	<p>Beneficiaries to DCS services should be informed on how DCS is structured on national, regional, management area, correctional centres and community correction office levels.</p> <p>Information on how DCS is run, the cost involved and who is in charge at each facility should also be provided.</p>	<ul style="list-style-type: none"> <li>» Citizens and inmates are informed on the services of the Department and responsible managers for all the Regions.</li> <li>» Annual Reports, Strategic Plans and Annual Performance Plans available on the Departmental website and distributed to relevant stakeholders.</li> <li>» Information about visiting times and who is in charge is visibly displayed at all DCS service points.</li> <li>» The cost to render the services of DCS is communicated in the Medium Term Expenditure Framework (MTEF) process and displayed in the annual reports.</li> </ul>
Redress	<p>If the promised standard of service is not delivered, beneficiaries to DCS services should be offered an apology, a full explanation and a speedy and effective remedy. When complaints are made, beneficiaries to DCS services should receive a sympathetic and positive response.</p>	<ul style="list-style-type: none"> <li>» Complaints and request registers available in every unit at all DCS Correctional Facilities and were used to redress incidents where there was a lack of services delivery.</li> <li>» Independent Correctional Centre Visitors (ICCV) from the office of Judicial Inspectorate of Correctional Services (JICS) identified matters where redress was needed.</li> <li>» External beneficiaries received the necessary redress where service delivery complaints were found to be justified.</li> </ul>
Value for Money	<p>DCS services should be provided economically and efficiently in order to give beneficiaries to DCS services the best value for money.</p>	<ul style="list-style-type: none"> <li>» Financial Statements are published in the Annual Report.</li> <li>» Officials were deployed to verify performance information as per Auditor General's Audit Plan at Correctional Facilities.</li> <li>» Self-sufficiency is one of the ways that DCS used to stretch then available budget and different interventions are in place to improve the self-sufficiency capacity of the Department.</li> </ul>

**Table 2.11: Service delivery information tool**

Current/actual information tools	Desired information tools	Actual achievements
Approved Service Delivery Model distributed to all service points	Continues communication to all levels of DCS regarding the status on implementing the new value chain and other changes to be communicated to relevant beneficiaries.	Approved Service Delivery Model available on DCS website. Implementation plan activated and communication plan used to popularise the content in the department and to communicate to beneficiaries.
Approved DCS Service Delivery Charter	DCS Service Delivery Charter posters to be displayed across the country.	DCS Service Delivery Charter posters circulated and displayed at all service points.
DCS website	DCS website to reflect service delivery topics.	DCS Service Delivery Charter, Service Delivery Improvement plan uploaded on the DCS internet. Public stakeholders and clients have access to relevant information on the website which is fully maintained.
DCS magazine: Corrections@Work and pamphlets	DCS magazine and pamphlets.	Corrections @ Work is a quarterly magazine that is distributed to all officials and it is also available to the public on the DCS website. The DCS 2019/2020 Annual Report was tabled in Parliament, distributed to all key stakeholders and published on the website.
DCS planning instruments	The DCS Strategic Plan (SP). The DCS Annual Performance Plan (APP) for 2020/21.	Presented in Parliament. Distributed to all key stakeholders and published on the website.
DCS reporting instruments	DCS Quarterly Reports DCS Annual Report.	Presented in Parliament. Annual Reports are distributed to all key stakeholders and published on the website.

**Table 2.12: Complaints mechanism**

Current/actual complaints mechanism	Desired complaints mechanism	Actual achievements
Presidential Hotline	Presidential Hotline.	51 of the 66 complaints received during the reporting period were resolved.
All complaints from internal beneficiaries are recorded and responded to within the allocated timeframes.	All complaints are recorded and responded to within the allocated timeframes and redress done where necessary.	Inmates' complaints and requests were attended to on a daily basis in line with the internal complaints management system. The Judicial Inspectorate of Correctional Services attended to escalated complaints by offenders.
Fully operational DCS Call Centre to record and refer all complaints from external beneficiaries	Established processes to deal with all received complaints	The DCS Call Centre received 702 complaints during the reporting period. A total of 676 complaints, of the 702 complaints received, were resolved on 31 March 2021; there were only 26 open calls.

### 2.2.3 Organisational environment

The 2020/21 financial year has been the first of a five-year strategic planning cycle. During this year, the Department set out new priorities and targets as part of its strategic plan, particularly with respect to services that promote and protect fundamental human rights and fulfil the Department's legislative responsibilities. The Department had been operating in the context of a deteriorating economy, weakening national fiscal base, and a downward trend in donor funding for most of the strategic planning period. At the same time, the economic context, together with a rapidly growing population and an increase in social ills, has resulted in an increasing demand for the Department's services.

The Revised five-year Strategy of the Department draws on the successes of the previous work in charting the new priorities in line with the NDP Vision 2030, Medium Term Strategic Framework (MTSF 2019-2024 Implementation Plan and Monitoring Framework) as well as the DCS Vision 2068. An evidence-based approach and consultations with relevant stakeholders culminated in the final Revised five-year Strategic Plan, which focuses on improving safety and security of inmates, parolees, probationers, officials, stakeholders, assets, and information; improving case management processes of inmates; increasing access to needs-based rehabilitation programmes to improve moral fibre; successful reintegration of parolees and probationers, and on a healthy incarcerated population. The Department continues to align its operations to drive a number of initiatives as interventions to create an environment to unlock employment opportunities and exploit the full advantages of the economy. Now more than ever, efforts need to be directed at creating employment and protecting the vulnerable citizens of the country.

The effects of the COVID-19 pandemic is testimony to the fact that the world is changing and the Department must constantly adapt and most importantly be prepared to respond actively. All these events called upon the efforts of critical sectors at all spheres of government to work collaboratively to minimise the impact of these devastating disasters

on the economy and the population of the country. The national lockdown, as part of Government's response to stemming the spread of COVID-19 and enabling sufficient time to prepare for the infection peak, impacted on Departmental operations from the beginning of the financial year and continued to do so during the financial year. Declared an essential service, the Department undertook urgent preparations to ensure continued functioning of correctional facilities during the national lockdown. The Department urgently reviewed its business continuity plans and put in place measures such as staff rotation and remote working, procurement of sanitising materials and PPE for frontline staff. To ensure optimal coordination and response, the Departmental Disaster Management Response Team (DMRT) was established and instituted biweekly online meetings to ensure that all correctional facilities were prepared to deal with the pandemic and the effects thereof. Although the Department reported 7 230 positive COVID-19 cases at the end of the year the employee recovery rate was recorded at 97%. This has largely been a result of concerted efforts to ensure that occupational health and safety requirements directed by the Disaster Management Regulations and DCS Standard Operating Procedures were implemented.

Strategic planning is a Departmental process for defining the strategy or direction and making decisions on allocating resources to pursue the strategy. To determine the direction of the Department, it is necessary to understand the current position and possible avenues through which it can pursue the particular course of action. The Department convened its annual strategic planning session at the Leeuwkop Management Area in Gauteng, from 25 to 27 November 2020 to give Management an opportunity to engage in intensive discussion and activity in a collaborative and inclusive manner on the future plans of the Department. The planning session was attended by the Minister of Justice and Correctional Services and Deputy Minister of Correctional Services and the senior management echelon of the Department. The National Treasury, NDoH and MerSETA presented on key areas of

collaboration during the planning session. Dr S. Silal and Dr K. McCarthy delivered a presentation on behalf of the South African COVID-19 Modelling Consortium and the National Institute for Communicable Diseases in South Africa, which focused on long term planning that considers possible trends of the COVID-19 pandemic in South Africa, the impact of COVID-19 in correctional facilities, some general principles of COVID-19 prevention and response in correctional facilities. Each of the three days of the Strategic Planning Session had a thematic area of focus that provided a broader perspective of past performance, internal and external influences, strategic planning, and operations management.

Emanating from the Public Service Regulations, 2016, Chapter 3, Part 3, 36 (a), the Department of Public Service and Administration (DPSA) developed the Public Service Operations Management Framework (OMF) to capacitate Departments to develop service delivery models, conduct business process management and develop standard operating procedures, service level standards, service delivery improvement plans and organisational development. The DCS Service Delivery Model (Phase I: Operations Strategy of the DPSA OMF) was approved in June 2019. The Department then embarked on an operations design process, which sought to articulate how services should be conducted to optimally deliver on the Service Delivery Model. Business process mapping details the steps that the Department takes to complete a process such as admission, rehabilitation, care, release etc. This provide a detailed understanding of the process, people, inputs, controls, and outputs, and proposes modifications to make it more efficient and/or improve the process results. The Operations Design Report was presented at the Pre-National Management Committee (Pre MANCO) meeting in June 2020 and presented to the National Management Committee (MANCO) in December 2020 where it was adopted. The detailed As-Is and To-Be business process mapping as well as the validation thereof was conducted at Head Office, two Regional Offices and six Management Areas.

The Department had a post establishment of 38 723 as at 31 March 2021 with 3 708 vacant posts translating to a vacancy rate of 8.7%. The reduction of the Compensation of Employee (CoE) budget resulted in the discontinuation of the process to fill vacancies to analyse the funding model while reprioritising funding. The CoE budget was reduced by R2.7 billion (including cost of living adjustments and actual posts). This reduction will continue throughout the Medium Term Expenditure Framework (MTEF) period at a rate 2.6, 3.5 and 4.7 billion rand respectively. The reduced human capacity will have dire consequences on the future of the Department to the extent that the provisioning of services by scarce and critical skills personnel such as correctional officials, nurses, and artisans, to name a few, may be negatively affected. The Adjudication Committee was subsequently established with representatives from the Branches and Regions aimed at moderating the CoE budget to recommend critical vacancies to be prioritised for filling. The Draft HR Strategy of the Department introduces interventions which divert resources to where they are most critically needed and where such resources can contribute to a model of operation which supports self-sustainability. In addition, the Strategy recognises the need for the Department to accelerate its professionalisation efforts and focus to ensure that the health and wellness of officials are given priority.

Concerted efforts were made by the Department to review and finalise the shift pattern system in consultation with the strategic partners, which has not yet been concluded. The delay was partly compounded by the reduction of the CoE budget since the proposal most favoured requires either the increase of the post establishment or the payment of overtime during the weekend. Overtime payment presents an administrative challenge as the Department has been designated a 7-Day Establishment since June 2009, which should not attract overtime payment if the work is performed within 45 or 40 hours per week (i.e., including working on Sunday).



The review of the organisational structure has received significant attention during the 2020/21 financial year and the work in this regard is still underway to alleviate, through the injection of additional human resources (security and professionals), the challenges experienced with incarceration, rehabilitation, care, and social reintegration while improving the implementation of the correctional system as a whole. One of the building blocks for the review of the structure includes the alignment with the District Development Model imperatives aimed at enhancing the provision of service delivery within the communities being served.

Following the conclusion of the Memorandum of Understanding with the Department of Defence (DoD) on sharing of expertise in human resource utilisation, a total of 1 317 DoD reservists were appointed to the DCS post establishment. Furthermore, 1 098 ex-officials who met the criteria were re-employed to strengthen security capacity at the coalface while enhancing the provision of correctional services.

The Department has, during the previous financial years, trained a total of 1 944 learners with the aim of absorbing them into the Department upon completion of the Learnership programme. The programme was designed to augment capacity within correctional centres (Theatre of Operations) especially in view of the dire shortage of human resources. This plan could not be realised owing to the persistently low economic and revenue growth, which resulted in the reduction of the CoE budget. Nevertheless, it was decided to absorb 923 of them as correctional officials with effect from 01 June 2021. It is envisaged that further analysis of the financial expenditure pattern will allow for the remaining 1 021 qualified correctional officials to be absorbed in the 2021/22 financial year. In addition, the re-skilling and up-skilling of staff to improve competency, performance, transformation, diversification, and mentorship remained a priority for the Department. This plan has and will continue to be the vehicle to ensure that the Department utilises and develops its human capital optimally.

## 2.2.4 Women, youth and persons with disabilities

The prioritisation of women and persons with disabilities is captured in the Employment Equity (EE) Plan, and translated into action by the Regions, Human Resource Development and Human Resource Management components. The Department ensures that employment processes are EE Plan driven to encourage the inclusion of women, persons with disabilities and youth in the world of work as required for transformation of service delivery. The Department has made significant progress in changing the employment profile from a largely male dominated workforce with about 17% female representation in 1999 to 37% in 2020/21. Persons with disabilities, on the other hand, moved from just about 60 to about 296 in 2020/21 – a significant improvement considering the challenging and high security risk environment under which the Department operates. The representation of women at senior management levels between March 2020 and March 2021 increased by about 5%, despite the limited number of vacant positions filled during the 2020/21 financial year.

The Department also prioritises women and persons with disabilities in training - particularly self-defence and Special Weapons and Tactics (SWAT) training for those placed inside the correctional facility. The provision of bursaries for continuance of education also prioritises women, youth, and persons with disabilities with specific targets determined in the EE Plan or Affirmative Action Programme. The Department sets aside 30% of bursaries for women, 30% for youth employees and 20% to persons with disabilities including external applicants in respect of scarce skills such as doctors, professional nurses, and pharmacists. Participation of women and persons with disabilities in programmes such as Accelerated Development, Emerging Management Development, Management Development, and Security, among others, is also prioritised as required by the Affirmative Action Programme of the Department.

The training programme of the Department was interrupted by the outbreak of the COVID-19 Pandemic, hence only about two hundred and

sixteen (216) officials were trained, while three hundred and fifty four (354) officials were empowered through capacity building initiatives on various topics that relate to Gender Based Violence and Femicide, sexual harassment in the workplace and procedures on managing and reporting same, Eight Principle Action Plan on Women Empowerment and Gender Equality as well as power relations between men and women. New bursaries were not provided due to fiscal challenges during the year under review, but continuity was ensured by funding existing bursary holders.

### 2.2.5 Key policy developments and legislative changes

The following legislative and policy matters will be taken forward:

#### **Amendment of section 70 of the Correctional Services Act, 1998 as amended by section 26 of Act 32 of 2001, section 46 of Act 25 of 2008 and section 11 of Act 5 of 2011**

The Constitutional Court in its judgment dated 03 May 2019 in *Oupa Chipane Phaahla vs Minister of Justice and Correctional Services & Another CCT44/18 [2019] ZACC 18* ("Phaahla judgment") found certain sections of the Correctional Services Act, 1998 (Act No. 111 of 1998) to be unconstitutional and ordered the amendment of those sections by Parliament within a period of twenty-four months (24) from the date of the Order. The sections that were found to be invalid were amended through the Correctional Services Amendment Bill, which went through various consultative processes that ended in the tabling of the final document in Parliament. The adoption of the Bill by Parliament is awaited.

There were no internal policies approved for the 2020/21 financial year.

### 2.2.6 Court Rulings

Sonke Gender Justice brought an application to declare that sections 88A (1)(b), 88A (4) and 91 of the CSA, are unconstitutional and invalid to the extent that they fail to provide an adequate level of independence

to JICS. The Constitutional Court heard the matter on 03 March 2020 and judgment was delivered on 04 December 2020. Sections 88A (1)(b), 88A (4) and 91 of the CSA were declared unconstitutional as it falls short of the standard of independence required.

The JICS is leading the amendment process of the sections relevant to it. The Department will simultaneously repeal and amend these sections. Some of the sections to be repealed / amended include Chapter 9 and 10 of the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended).

## 2.3 PROGRESS TOWARDS THE ACHIEVEMENT OF THE NDP AND MTSF PRIORITIES

South Africa's economic transformation goals are articulated in the NDP Vision 2030, which clearly formulates 2030 targets for the country to achieve the required economic growth for South Africa's transformation. The vision encompasses a growth rate of 5.4 percent of GDP (Growth Domestic Product), an unemployment rate of 6 percent and inequality, represented by the Gini co-efficient of 0.60. The NDP recognises that to grow faster and in a more inclusive manner, the country requires a higher level of capital spending, that is achieving a Gross Fixed Capital Formation (GFCF) level of 30 percent of GDP, with public sector investment required to reach 10 percent of GDP. Achieving the NDP targets has proven challenging due to a prolonged period of economic decline following the 2008/09 global financial crisis with the COVID-19 pandemic further exacerbating economic uncertainty and inequality. Safety and security are related to socio-economic development and equality. A safe and secure country encourages economic growth and transformation and is therefore an important contributor to addressing factors such as poverty, inequality, and unemployment. Within an extraordinary challenging socio and economic context, the Department realigned its strategy and interventions to increase safety in communities.

Table 2.13: Contribution towards achievement of NDP and MTSF Outcomes

NDP CHAPTER	PRIORITY	IMPLEMENTATION PLAN AND MONITORING FRAMEWORK	PROGRESS
<p><b>NDP Chapter 12:</b> Building safer communities</p>	<p><b>Priority 6:</b> Social cohesion and safe communities</p>	<p>Social reintegration of offenders</p>	<p>Significant achievements have been recorded on parolees and probationers who have complied with their set conditions of release from correctional centres which contributes to the successful reintegration of offenders into society. The daily average caseload of the Community Corrections system for the year 2020/21 was 52 275 parolees, 7 597 probationers and 891 awaiting-trial persons. This cumulates to a total caseload of 60 763, which translates to an achievement of 99% for parolees without violations, and 99% for probationers without violations.</p> <p>Policy changes were effected to Community Corrections to enable the Department to operate effectively under the COVID-19 regulations as mandated by the Disaster Management Act. The Departmental Standard Operating Procedures were aligned with the protocols and regulations in terms of monitoring, office visitations, and community service and court reports which were minimised to target only high risk categories. Engagements with stakeholders were conducted virtually to ensure compliance with COVID-19 regulations. Programmes such as Restorative Justice, VOD, VOM, Izimbizo, Forums, and community projects were reduced for the health and safety of parolees, probationers and the communities.</p> <p>The successful reintegration of offenders into communities, requires victims to participate in parole considerations. The Restorative Justice Programme provides a platform for dialogue between offenders and victims, and thereby contributes to healing and restoration. The Department planned to increase participation of victims in the Restorative Justice Programme by 7%. The COVID-19 pandemic and subsequent national lockdown reduced performance of the Restorative Justice Programme for the 2020\21 financial year as compared to the previous financial years. The Restorative Justice Programme was suspended during Alert Levels 5 to 2 and only resumed during Alert Level 1, during which the Social Auxiliary Workers (SAW) resumed with the preparation and tracing of victims for participation in the Restorative Justice Programme. The results of the activities conducted by the Social Auxiliary Workers during Alert Level 1 started to yield positive results during the third and fourth quarters gradually increasing the numbers of victims participating in the Programme. A total of 6 418 victims participated in the Restorative Justice Programme between October 2020 to December 2020 while this increased to 11 833 between January 2021 to March 2021.</p> <p>The Department recorded a decrease of 11 359 victims that participated in the Restorative Justice Programme between the 2019/20 and 2020/21 financial year. The COVID-19 pandemic will continue to restrict the participation in the Programme in the years ahead due to social distancing requirements</p>

NDP CHAPTER	PRIORITY	IMPLEMENTATION PLAN AND MONITORING FRAMEWORK	PROGRESS
<p><b>NDP Chapter 13:</b> Building a capable and developmental state</p>	<p><b>Priority 1:</b> Capable, ethical and developmental state</p>	<p>Improved leadership, governance and accountability</p> <p>Functional, efficient and integrated government</p> <p>Professional, meritocratic and ethical public administration</p>	<p>During the year under review the Department launched Tools of Trade as instruments to guide functionaries towards the desired future of corrections in South Africa. These tools are the Area Commissioners Handbook; Head of Correctional Centre Handbook; Gang Combatting Strategy; Overcrowding Reduction Strategy; Business Continuity Plan and Standard Operating Procedure (SOP). The tools set out clear direction towards the path that corrections is embarking upon in South Africa. It aims to create a system that has a strong foundation at correctional centre level, aligned to the service delivery model.</p> <p>The Anti-corruption Strategy of the Department focuses on prevention, investigation and sanctioning with two dedicated units established in terms of sections 95A and B of the Correctional Services Act, 1998 (No. 111 of 1998, as amended) to deal with fraud, corruption, theft and maladministration. Whistle Blowers are at liberty of reporting incidents to the National Anti-Corruption Hotline (0800 701 701) which is under the control of the Public Service Commission (PSC), alternatively incidents can be reported directly to the Departmental Investigation Unit telephonically, in writing, "walk-ins" or via line management. All incidents received by the Departmental Investigation Unit are recorded and investigated.</p> <p>The Department, as part of its anti-corruption campaign, ensures that prevention is rolled out in the form of awareness campaigns/workshops, distribution of posters and pamphlets on corruption and fraud. The purpose of the workshops is to sensitise officials on matters of corruption and fraud, how officials can report corruption and fraud safely and the reasons why they should report corruption and fraud that are taking place within their areas of responsibility. The COVID -19 pandemic reduced the number of workshops conducted during the 2020/21 financial year and as a result only 16 workshops were conducted on Ethics, Fraud Prevention and Anti-Corruption including whistle blowing during 2020/21 financial year for 252 officials with 522 promotional items distributed.</p> <p>Transgressions of policies, procedures and the Departmental Code of Conduct undermine efforts to implement the mandate of the Department, which includes the safe and humane custody of inmates serving their sentences until lawfully released. It is therefore crucial that consequence management be consistently implemented as a deterrent and sanction to bring about the desired effects and ensure a compliant department. The Department has observed an increase in disciplinary hearings due to progressive discipline applied as a result of non-adherence to measures stipulated in the Department's Risk Adjusted Strategy to combat COVID-19. The Department instituted disciplinary hearings since Alert Level 3 and finalised 66 disciplinary hearings of officials, resulting in 64 officials being found guilty (a 97% success rate on guilty findings).</p>

NDP CHAPTER	PRIORITY	IMPLEMENTATION PLAN AND MONITORING FRAMEWORK	PROGRESS
			<p>In addressing existing cases of irregular, fruitless and wasteful expenditure the Department has put a team in place to investigate and finalise cases and institute disciplinary measures where appropriate. A total of 65 officials completed the Ethics for Internal Auditors course and 410 officials completed the Ethics for Public Service course – both offered by the National School of Government through the eLearning platform.</p> <p>The District Delivery Model has enabled the Department to focus on self-sustainability through prioritisation of production workshops, agricultural projects as well as looking into district-specific opportunities that promote offender rehabilitation coupled with producing commodities required within the Department as well as other government departments, in a safe and conducive environment. Management Areas have championed this process by identifying projects that will create opportunities that involve young people in communities, parolees and probationers to share training opportunities with offenders where practicable. A total of 6 002 parolees and probationers participated in community initiatives during the 2020/21 financial year.</p>

NDP CHAPTER	PRIORITY	IMPLEMENTATION PLAN AND MONITORING FRAMEWORK	PROGRESS
<p><b>NDP Chapter 3:</b> Economy and employment</p>	<p><b>Priority 2:</b> Economic transformation and job creation</p>	<p>More decent jobs created and sustained</p>	<p>Many ex-offenders have difficulty finding permanent, employment after release because they lack formal qualifications, a work history and occupational skills; furthermore, many employers refuse to hire individuals with criminal records. These circumstances affect an ex-offender's stability because unemployment is consistently associated with high recidivism rates. The Department assists parolees and probationers to overcome these barriers by providing transitional services when ex-offenders are at the most vulnerable stage of their rehabilitation, i.e. immediately after release. In partnership with the business community the Department has provided 363 economic opportunities to parolees and probationers for the 2020/21 financial year. Employment enables these men and women to provide financial support to their families, generate more resilient support systems, improve self-esteem, and promote mental health. The Department recognises the importance of working with partners, stakeholders and civil society broadly for the successful reintegration of ex-offenders.</p> <p>The Department has appointed 2 567 young people during the 2020/21 financial year which translates into 72% of the total appointments made for the same period. This includes the employment of South African National Defence Force (SANDF) reserves and learners on contract. The Department has also enrolled and trained 1 944 learners in the Corrections Services Learnership Programme. The programme is critical for the ongoing capacitation of the correctional centres to address natural attrition as well as for the newly-built centres. The reduction in the compensation of employees' budget has had a negative impact on the implementation of developmental programmes, such as leadership and internships, which are the Department's foremost youth development and empowerment programmes. Learners spent the first six months doing basic training at Zonderwater Correctional Services College and the remaining six months doing practicals at a correctional centre. Learnerships and internships have, over the years, provided a pool of entry-level youth who were absorbed by the Department, however, only 923 of the learners will be absorbed throughout the Regions in the next financial year while the remaining 1 021 learners will be prioritised through departmental budget reprioritisation.</p> <p>In South Africa, an important dimension of public procurement law is the granting of preference to certain categories of suppliers in support of economic transformation. The Department recognises the historical disparity of previously disadvantaged individuals and is committed to promoting emerging enterprises by making procurement accessible to them through processes that are competitive, fair, transparent, equitable and cost effective. This is done within the framework of the Constitution of South Africa, the Preferential Procurement Regulation and the Broad-based Black Economic Empowerment Act.</p>

NDP CHAPTER	PRIORITY	IMPLEMENTATION PLAN AND MONITORING FRAMEWORK	PROGRESS
			<p>The Department has not awarded any bids over R30 million to designated groups for the 2020/21 financial year, however, a total of eighty-eight (88) contracts to the value of R220 399 536 were awarded to companies owned by designated groups, which were historically disadvantaged, to enable such groups to meaningfully participate in the mainstream of the South African economy.</p>
<p><b>NDP Chapter 9:</b> Improving education, innovation and training</p>	<p><b>Priority 3:</b> Education, skills and health</p>	<p>Improved success and efficiency of the PSET system</p>	<p>The National Development Plan (NDP) positions education, training and innovation as central to the long term development of South Africa. These areas contribute to productivity which enhances economic growth. The primary goal of the Post-School Education and Training (PSET) system is to increase access to higher education and skills training. The COVID-19 pandemic has reduced the participation of offenders in the PSET programmes. Approximately 17 267 participated in post school related activities in the 2020/21 financial year while 11 707 offenders participated in Skills Training interventions and 5 560 participated in TVET College programmes. The Department signed an Implementation Protocol with DHET to support the implementation of PSET.</p> <p>Improving offenders' personal development through literacy, education and skills competency programmes remained a key focus area for the Department during the 2020/21 financial year. A total of 5 079 offender learners participated in GET programmes and 761 in FET (Grade 10- 12) programmes. The Department enrolled 361 students at higher education institutions while 161 offender learners sat for the Grade 12 examinations and of these 131 offenders obtained Grade 12 certificates during the 2020 academic year.</p> <p>The Department formalised partnerships with relevant stakeholders, Training providers and various SETAs to empower offenders with entrepreneurial skills for employability and job preparedness upon their lawful release.</p>

## 2.4 PROGRESS TOWARDS ACHIEVEMENTS OF THE IMPACT AND OUTCOME

Table 2.14: Progress made towards achievement of Impact

IMPACT STATEMENT:	PROGRESS
<p><b>SAFE AND EMPOWERED COMMUNITIES THROUGH SUSTAINABLE ECONOMIC DEVELOPMENT</b></p>	<p>The Department contributes to public safety through the safe, secure and humane treatment of offenders and the provision of opportunities for rehabilitation and reintegration. Successful reintegration of offenders back into the community is premised on the delivery of meaningful and targeted rehabilitation and education programmes, in addition to effective partnerships with other Government agencies, community-based organisations, volunteers and the private sector. The community corrections system daily average case load for 2020/21 is 52 275 parolees, 7 597 probationers and 891 awaiting trial persons which amount to a caseload of 60 763. This translates into a 99% for parolees without violations and 99% for probationers without violations. The Department convened eleven (11) Izimbizo in the 2020/21 financial year. A total of 11 833 victims and 3 791 offenders, parolees and probationers participated in restorative justice programmes. The performance under the COVID-19 restrictions was made possible by the 75 Social Auxiliary Workers that were appointed by the Department to assist in tracing and preparation of victims for their participation in the Restorative Justice Programme.</p> <p>There has been intense coordinated action to respond to the unique and extraordinary COVID-19 challenges in correctional facilities. The Department's response to the COVID-19 outbreak fully respects the rights and dignity of everyone under its care. Incarcerated people have a constitutional right to healthcare services that meet community standards, including older adults and those with chronic and/or serious medical conditions in correctional facilities who are at increased risk of experiencing serious illness and death due to COVID-19 infection. In a proclamation gazetted on 08 May 2020, President Ramaphosa authorised the release of low-risk inmates on parole to ease overcrowding and curb the spread of COVID-19 in correctional facilities, which are considered high risk areas for infection. The Department released a total of 13 903 (77.6%) offenders at the end of the 2020/21 financial year. This has resulted in a gradual downward movement in the occupancy rate from 141.45% (as on 27 April 2020) to 127% and the overcrowding rate from 41.45% to 27%. Although a total of 17 922 offenders were projected to benefit from the SPD, these placements are processed on the basis of placement requirements. Some of the qualifying cases have been given further profile whilst offenders are being evaluated for release on daily basis.</p> <p>The imposed changes brought on by the spread of COVID-19 have been met with difficult decisions to manage resources within a constrained budget and ensure the sustainability of services delivered by the Department. In correctional facilities, barriers to implementing COVID-19 interventions are considerable, with a significant risk of rapid transmission due to high population density and turnover, overcrowding and frequent movements within and between establishments. Transmission from community to correctional facilities occurs through admissions of persons who are newly detained, community visitors and correctional officials. Inside the correctional facilities, the movement of inmates during the COVID-19 outbreak was structured and guided by the DCS Risk Adjusted Strategy. In line with the Disaster Management Act, 2002 (Act No. 57 of 2002): measures to address, prevent and combat the spread of COVID -19, the Department suspended visits to all correctional centres and remand detention facilities during the first quarter of the financial year. This was to circumvent a mass infection in the inmate population which could have catastrophic consequences for the public healthcare system, especially where inmates suffer serious symptoms and require intensive care. External volunteers and other professionals responsible for delivering rehabilitation programmes to offenders did not have access to correctional facilities. With rehabilitation programmes suspended, offenders were faced with more unstructured and idle time.</p>



Modified rehabilitation programmes were implemented during Alert Level 4, i.e. quarter two of the financial year, whilst limiting the movement of both officials and the inmate population throughout the correctional facility. Staggered recreation schedules were implemented to ensure physical distancing and disinfecting between use while not mixing education and rehabilitation materials and only essential transfers which dictate mandatory testing and quarantine timeframes for all transfers. The increase in security breaches that occurred during the financial year can be attributed to the COVID-19 lockdown, among other factors, that increased the levels of anxiety, frustration and violence among inmates. During this period, the searching of vehicles, members of the public, service providers and inmates in the correctional facilities was not fully effective. Searching is one the key functions in a correctional facility environment which ensures the removal of contrabands that could lead to violence and disorder.

The COVID-19 vaccination rollout within the Department is monitored through the established Vaccination Roll Out Coordinating Committee (VROCC) comprising of Departmental Health Care Professionals. The inclusion of frontline workers within the Department considers the unique correctional setting where correctional officials at the coalface can be likened to frontline workers. These officials are in constant contact with the public and inmates which places correctional officials at the same risk level as health care workers. The Department monitors progress on the vaccination of Health Care Professionals during the current phase of the national vaccination programme on a daily basis. A total of one hundred and fifty-five (155) Health Care Professionals received the vaccination at the end of the financial year.

**Table 2.15: Progress made towards achievement of Strategic Outcomes**

OUTCOME NAME	OUTCOME INDICATOR	2020/21 TARGETS	2020/21 PERFORMANCE	PROGRESS ON THE ACHIEVEMENT OF OUTCOMES
1. Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information.	Percentage reduction in security breaches at correctional facilities.	0.05%	0.60% (increase in security breaches)	The pausing or slowing down of criminal justice processes during Alert Level 5 and 4 has resulted in more people being detained, increasing levels of overcrowding and pressure on the correctional facilities. The unintended consequences of the lockdown regulations resulted in reduced capacity, idleness among inmates due to the restricted movement in terms of court appearances, cancellation of visitations, limited work teams performing essential functions, etc. The Western Cape Region had a mass escape of sixty eight (68) inmates in one incident which contributed to 58% of the total escapes for the financial year under review. Due to uncertainties experienced by officials following the outbreak of the COVID-19 Pandemic, there was inadequate adherence to policies and procedures resulting in 104 inmates escaping during the first two quarters of the financial year. This contributed to 89% of the total escapes for the financial year. The mental health crisis in correctional facilities has been exacerbated by the COVID-19 pandemic. The high number of suicides reported during the 2020/21 financial year (55%) has resulted in the non achievement of the set targets for confirmed unnatural deaths within correctional facilities.

OUTCOME NAME	OUTCOME INDICATOR	2020/21 TARGETS	2020/21 PERFORMANCE	PROGRESS ON THE ACHIEVEMENT OF OUTCOMES
2. Improved case management processes of inmates	Percentage increase in offenders profiles approved for placement or release	2%	2%	<p>Case management connects offenders with the specific services and counselling they need to break the cycle of criminal behaviour. Successful implementation of case management relies upon exceptional correctional officials who are well trained, and who pay attention to daily operations and the provision of services for offenders. In an effort to further improve case management processes, the Department conducted work sessions for Case management Committees (CMCs) and members of the Correctional Services Parole Boards (CSPBs) in all Regions. Case management processes such as assessment and reclassification of offenders have been reviewed. In addition, training of Correctional Supervision Parole Boards (CSPBs) and core business on parole placement and release policies, processes and procedures was conducted during 2020/2021 financial year.</p> <p>The percentage of offenders approved for placement increased by 2% in 2020/21 as a result of improved case management process. This led to consideration of profile reports which contained proof of relevant interventions attended and positive support system that were found to be suitable for placement by the CSPB.</p>

OUTCOME NAME	OUTCOME INDICATOR	2020/21 TARGETS	2020/21 PERFORMANCE	PROGRESS ON THE ACHIEVEMENT OF OUTCOMES
3. Increased access to needs-based rehabilitation programmes to enhance moral fibre	Percentage increase in offenders enrolled in development programmes	5%	32.73% (decrease in enrolment)	<p>There was a decrease in the enrolment of offenders in skills development programmes by approximately 7 000 offenders due to the impact of the COVID-19 Pandemic on programmes provisioning. The implementation of the Disaster Management Act, 2002 (Act No. 57 of 2002): measures to address, prevent and combat the spread of COVID-19 resulted in the temporary suspension of programmes for the first quarter. The suspension of external accredited training programmes also had a devastating impact on the participation of offender in skills training programmes. Training only resumed in the second and third quarters but was suspended again in the fourth quarter of the 2020/21 financial year.</p> <p>TVET College programmes only resumed in the second quarter and the new academic cycle only started in mid-February 2021. This resulted in lesser offenders enrolled than the previous financial year.</p> <p>Similarly there was a decrease of approximately 6100 offenders enrolled in education programmes. The academic year was disrupted with the closure of schools in the first and second quarter of 2020/21 financial year. The staggered return of learners to schools resulted in some learners not coming back to school. Further to this the SPD had a ripple effect on the numbers of learners being released. The Department adjusted to the reduced enrolments and ensured the continuous monitoring of learner attendance for the remaining learners.</p> <p>Training and empowerment of educators and skills development practitioners is ongoing in partnership with the DBE and DHET.</p>
	Percentage increase in inmates participating in rehabilitation programmes	2%	14.6% (decrease in participation)	<p>The decrease in participation in rehabilitation programmes is due to the outbreak of COVID-19 which reduced the number of offenders that attended programmes. During the Alert Level 5 and 4 (quarter one) limited services were rendered). The easing of the lockdown restrictions resulted in an improvement in participation however the group sessions were limited to allow for social distancing. Some service providers were not able to render services due to comorbidities. In addition, the SPD has reduced the inmate population resulting in fewer inmates available to receive rehabilitation programmes.</p>

OUTCOME NAME	OUTCOME INDICATOR	2020/21 TARGETS	2020/21 PERFORMANCE	PROGRESS ON THE ACHIEVEMENT OF OUTCOMES
4. Successful reintegration of all those under the care of the Department	Percentage increase in offenders under the system of Community Corrections	0.5%	11.4%	The President in terms of section 84(2)(j) of the Constitution of the Republic of South Africa, 1996, read with section 82(1)(a) of the Correctional Services Act, 1998 (Act No. 111 of 1998, as amended) and for the purpose of addressing, managing and combatting the spread of the COVID-19 virus in all Correctional Centres in the Republic, authorised the consideration and placement on parole of certain category of sentenced offenders. The Department released a total of 13 903 offenders into Community Corrections at the end of the 2020/21 financial year resulting in an increased caseload from 54 537 to 60 763.
5. Healthy incarcerated population	Percentage of inmates accessing Primary Healthcare (PHC) Services on the basis of need	72%	262.96%	A high number of inmates accessed and received PHC services in the correctional centres on the basis of need. The reported performance reflects the number of times PHC services were accessed on a daily basis for various health needs. An individual inmate has access to PHC services as often as required for the financial year whilst being incarcerated in a particular centre to meet his/her health needs. The PHC services are accessed through the consultation process depending on the need hence one inmate may consult numerous times for various experienced health needs that will have to be clinically managed in terms of the relevant prescribed policies, guidelines and protocols or accordingly referred for further management if required. Accessibility of PHC services can only be accounted for by checking the PHC headcount in the correctional facilities.

OUTCOME NAME	OUTCOME INDICATOR	2020/21 TARGETS	2020/21 PERFORMANCE	PROGRESS ON THE ACHIEVEMENT OF OUTCOMES
6. A high-performing ethical organisation	Percentage increase in achievement of organisational planned targets	1%	19% (decrease in organisational performance)	The Department experienced staff shortages since the outbreak of COVID-19 due to officials being on isolation, quarantine and the rotation system that was introduced to limit the number of staff at the workplace. There were 7 230 confirmed COVID-19 cases reported in the Department with 7 027 recoveries and 171 deaths at the end of the financial year. The Department remains one of the most severely affected by COVID-19. In managing the Compensation of Employee (CoE) budget reduction, the process of filling of posts was discontinued and only a limited number of appointments processed during the financial year. The work of the Department is labour intensive, with over seventy percent of the total budget over the MTEF period allocated to compensation of employees. Officials in correctional facilities are responsible for a wide range of duties relating to the safety, security and welfare of inmates. Correctional officers undertake a front line role in the corrections system, manage day-to-day issues, and contribute to ongoing rehabilitation.
	Percentage of smart technology implemented	10%	10%	The Department developed a MISSTP Roadmap and plan which proposed changes to structure, processes, technology, training, infrastructure and culture based on operational concepts derived from business requirements. The MISSTP ensures that the technologies implemented iteratively improve the operation of the Department. A screening application (APP) was developed to reduce manual daily screening of both offenders and officials in the Department, consequently managing the spread of COVID-19. The Department deployed a Smart Physical Security System (SPYSS) at the St Albans correctional facility. The deployment of the SPYSS system in combination with CMORE resulted in a significant reduction in reported incidences at the chicken batteries site. A new Bedspace Determination System (BDS) on the e-Corrections platform aligned to the new standard operating procedure and policies and accessible at Head Office, Regional Offices and Management Areas has been implemented.

## 2.5 PERFORMANCE INFORMATION BY PROGRAMME

### 2.5.1 PROGRAMME 1: ADMINISTRATION

Programme purpose: Provide strategic leadership, management, support and judicial inspection services to the Department.

**Table 2.16: Programme 1: Administration - sub-programmes**

Sub-programmes	Sub-programme purpose
<b>Ministry</b>	To support the Executive Authority in carrying out oversight executive responsibilities of the Department.
<b>Management</b>	Provide the administrative management, financial, Information and Communications Technology (ICT), research, policy coordination and good governance support functions necessary for all service delivery by the Department and in support of the function of the Ministry.
<b>Human Resources (HR)</b>	Improve (HR) capacity and management to enable the Department to fulfil its mandate.
<b>Finance</b>	To provide effective and efficient financial and supply chain management (SCM) services.
<b>Assurance Services</b>	To provide a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.
<b>Information Technology (IT)</b>	To create business value through provisioning of reliable integrated and secured ICT infrastructure and business application system to ensure effective strategic alignment and enhancement of business processes.
<b>Office Accommodation</b>	Facilitate the provision of community corrections offices, including satellite offices and service points to enhance community reintegration.
<b>Judicial Inspectorate of Correctional Services (JICS)</b>	To provide for the independent oversight relating to the treatment of inmates and their conditions.

2.5.1.1 Performance Report on the 2020/21 Annual Performance Plan

Table 2.17: Programme 1: Administration: Outcomes, outputs, output indicators, targets and actual achievements

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned Annual target 2020/2021	Actual achievement as at 07 July 2020	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations	Reasons for revisions to Outputs/ Output Indicators/ Annual Targets
<b>Outcome 6: High performing ethical organisation</b>								
<b>Sub Programme: Management</b>								
Fraud and corruption convictions	Percentage of investigations completed for reported allegations	177	254	<b>Annual Target</b> 50%	2.5% (14/719)	-7.5%	Due to COVID-19 lockdown levels 5 and 4 limited investigations were conducted as no travelling was permitted.	The Q1 target was revised downwards from 10% to 4.17% due to the nationwide lockdown which affected the planned investigations schedule for this period.
				<b>Q1 Target</b> 10%				
<b>Sub-programme: Information Technology</b>								
Modernised, secure and integrated Information Communications and Security Technologies, infrastructure and Systems	Approved Master Information System and Security Technology Plan (MISSTP)	-	-	<b>Annual Target</b> Approved Master Information System and Security Technology Plan (MISSTP)	Draft Master Information System and Security Technology Plan (MISSTP) completed	None	n/a	The Department was unable to conduct the required consultation on the MISSTP due to the COVID-19 outbreak and lockdown level 5 which prevented gatherings and restricted movement for non-essential workers. The Project was rescheduled.
				<b>Q1 Target</b> Draft Master Information System and Security Technology				

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned Annual target 2020/2021	Actual achievement as at 07 July 2020	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations	Reasons for revisions to Outputs/ Output Indicators/ Annual Targets
	Percentage of Physical Security Technology implemented as per MISSTP	-	14 Body Scanners implemented	<b>Annual Target</b> 20%  <b>Q1 Target</b> 5%	29% (2/7)	24%	The service provider was able to prioritize (2) sites which are Kgosi Mampuru and Pollsmoor Management Area, SAHPRA issued the certificate of use with a condition of inspection to be conducted at a later stage.	The implementation of Physical Security Technology was refocused to prioritise the roll out of the body scanners at identified sites

(The table above includes only those KPI(s) / target(s) that were amended in the Revised 2020/21 Annual Performance Plan)



2.5.1.2 Performance Report on the 2020/21 Revised Annual Performance Plan

Table 2.18: Programme 1: Administration: Outcomes, outputs, output indicators, targets and actual achievements

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
<b>Outcome 6: High performing ethical organisation.</b>							
<b>Sub-programme: Management</b>							
Fraud and corruption convictions	Number of ethics, fraud prevention and anti-corruption awareness workshops conducted	31	54	30	16	-14	Workshops were not conducted as per schedule due to adherence to COVID-19 restrictions, staff rotation and social distancing requirements during level 4 and level 3.
	Percentage of investigations completed for reported allegations	177	254	50%	45% (283/629)	-5%	COVID-19 has reduced the number of investigations conducted as some officials were not available due to lockdown restrictions during level 5, level 4 and level 3.
	Percentage of officials charged and found guilty for corrupt activities	97% (31/32)	97% (93/96)	95%	97% (64/66)	2%	Cases evaluated before prosecution to ensure prospect of success during the hearings.
Communication	Number of COVID-19 awareness communique issued	-	-	210	935	725	There has been a need for intensified communications to prevent rapid spread of COVID-19
<b>Sub-programme: Human Resource</b>							
Strategic Human Resource Management	Approved Integrated Human Resource Strategy	-	-	Approved Integrated Human Resources Strategy	The HR Strategy has been presented at Premanco and consulted with the Branches and Regions.	The HR Strategy has not been approved	Consultations delayed due to COVID-19 outbreak and hard lockdown restrictions which resulted in the reprioritisation of work to curb the spread of COVID-19 within the Department.

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
	Approved shift pattern system for correctional facilities	-	-	Shift pattern system for correctional facilities approved	The shift pattern was tabled at Premanco and approved to be tabled at Departmental Bargaining Council (DBC).	Shift pattern system has not been approved	Labour rejected the shift pattern as proposed by the Department because the shift pattern did not make provision for Sunday overtime payment.
Youth employment	Percentage of youth employed within the Department	149	195	20%	72% (2 567/3 578)	52%	Over-achievement was attributed to employment of SANDF reserves and learners appointed on contract
Employment Equity (EE)	Percentage compliance to the EE plan in the filling of positions	<b>SMS</b> M = 57% F = 43 % <b>MMS</b> M = 53% F = 47% <b>PWDS</b> 0.77%	<b>SMS</b> M = 56% F = 44 % <b>MMS</b> M = 50% F = 50% <b>PWDS</b> 0.77%	<b>SMS</b> M = 50% F = 50% <b>MMS</b> M = 50% F = 50% <b>PWDS</b> 2%	<b>SMS</b> M= 52% (82/159)  F=48% (77/159) <b>MMS</b> M = 50% (348/697) F = 50% (349/697) <b>PWDS</b> 1% (296/ 38 157)	<b>SMS</b> M= 2% F= -2% PWDS= -1%	The Department has not been able to fill all vacancies during the 2020/21 financial year due to COVID-19 national lockdown restrictions from level 5 to level 3 and reduced Compensation of Employees Budget.
Human Resource Development	Number of COVID-19 awareness sessions conducted for officials	-	-	2 304	5 213	2 909	The need for COVID-19 awareness sessions increased in response to the complexities and uncertainties brought on by the spread of the COVID-19 pandemic

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
<b>Sub-programme: Finance</b>							
Clean audit outcome	Audit outcome	Two audit qualifications regarding commitments and irregular expenditure	One audit qualification on irregular expenditure	Unqualified audit opinion with findings	Unqualified audit opinion with findings	none	n/a
Accountable financial performance	Approved Integrated Finance and Supply Chain Management Strategy	-	-	Approved Integrated Finance and Supply Chain Management Strategy	Draft Integrated Finance and Supply Chain Management Strategy	Integrated Finance and Supply Chain Management Strategy not approved.	Integrated Finance and Supply Chain Management Strategy not approved due to reprioritisation of work following the outbreak of COVID -19.
Preferential procurement	Percentage of tenders above R30 million awarded to designated groups	-	-	30%	0%	-30%	DCS advertised 1 (one) bid above 30 million for 2020/21 financial year. The evaluation of the bid closed on the 20th January and evaluation commenced on 21st January 2020. Due to the volume of bids received the evaluation process could not be awarded before the end of financial year.
<b>Sub-programme: Information Technology</b>							
Modernised, secure and integrated Information Communications and Security Technologies, infrastructure and Systems	Approved Master Information System and Security Technology Plan (MISSTP)	-	-	Approved Master Information System and Security Technology Plan (MISSTP)	Master Information System and Security Technology Plan (MISSTP) approved	none	n/a
	Number of sites where Body Scanners are installed	-	2	5	5	none	n/a

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
	Number of sites where Mesh network and integrated security system are installed (ISS)	-	-	5	0	-5	Delay in procurement due to unavailability of correct solutions. Responses of bids did not meet the Terms of Reference (TOR) – solutions could not be sourced internationally because of the travel restrictions during level 5 – 3.  Request for a deviation to use a state owned entity, which provided assessment was conducted for an accurate solution.
	Number of sites where sensing and surveillance system are installed	-	-	5	1	-4	Delay in procurement due to unavailability of correct solutions. Responses of bids did not meet the Terms of Reference (TOR) – solutions could not be sourced internationally because of the travel restrictions during level 5 -3.
	Number of sites where Inmate Communications systems are installed	-	-	5	0	-5	Delay in procurement due to unavailability of correct solutions. Responses of bids did not meet the Terms of Reference (TOR) – solutions will not be sourced internationally because of the travel ban
	Percentage of sites installed with network infrastructure	35.28 % (127/360) LAN Infrastructure rollout	41.6% (150/360) LAN Infrastructure rollout	48.6%	43.1% (155/360)	-5.5%	Target was not met due to long procurement delays from SITA, since September 2019 prior expiry of the previous contract and submitted procurement plans.
	Number of sites Implemented with Health (COVID-19) Screening APP with tracking, tracing and plotting	-	-	57	57	none	n/a

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
	Percentage of Information Systems (IIMS) implemented as per MISSTP	1% (7/461) IIMS Rollout	2% (9/461) IIMS Rollout	12%	6% (26/461)	-6%	The lockdown regulations between levels 5 - 3 did not permit travel to Regions and Management Areas which created a backlog. In addition the 50/50 working arrangement limited the capacity to implement in the required timeframes. Limited capacity to deploy the solution.
<b>Sub-programme: Information Judicial Inspectorate for Correctional Services (JICS)</b>							
Inspections on condition and treatment of inmates in correctional facilities and PPPs	Percentage of correctional facilities and PPP's facilities inspected on the conditions on the conditions and treatment of inmates	50% (122/243)	53% (129/243)	56%	56% (137/243)	none	n/a

### 2.5.1.3 Significant achievements for Programme 1: Administration

The Department continued to strengthen the strategic leadership, management and corporate support services for the period under review, in an effort to create and sustain a high performing ethical organisation. Ethics in the workplace was prioritised to create a conscientious environment that is transparent, both to officials as well as the general public. The COVID-19 pandemic reduced the number of workshops conducted during the 2020/21 financial year and as a result only 16 workshops were conducted on Ethics, Fraud Prevention and Anti-Corruption including whistle blowing during 2020/21 financial year for 252 officials with 522 promotional items distributed. During the financial year the Department successfully prosecuted 97% of officials who were charged for corrupt activities. Following the outbreak of the COVID-19 Pandemic, the Department intensified communication internally and externally to create awareness on COVID-19. As a result 935 communiques were issued across the Department. This intervention was implemented to inform officials, inmates, parolees, probationers and the public of the implementation of Departmental COVID-19 Disaster Management Strategy. Effective communication and timely release of COVID-19 factual information contributed significantly to curbing the spread of the virus within the Department.

In response to the commitment of national government to reduce youth unemployment, the Department prioritised employment of youth, females and persons with disabilities in line with the Employment Equity Plan. The Department finalised the appointment of 3 578 officials during the financial year, of which 72% (2 567) were youth. This was aimed at reducing the vacancy rate within the Department and the youth unemployment rate within the country. Following the outbreak of COVID 19 Pandemic, the Department recognised the need to educate officials about the pandemic and how the disease can be prevented and managed through non-pharmaceutical interventions. The Department conducted 5 213 COVID-19 awareness sessions,

against the target of 2 304, for officials during the financial year.

The Master Information Systems and Security Technology Plan (MISSTP), which was approved in 2020/21 articulates the vision for the development of security technology and an inclusive information service within the Department, that keeps pace with government policy shifts, strategic imperatives, socio-economic and technology factors. In line with the MISSPT, a screening application was developed to reduce manual daily screening of both offenders and officials in the Department, consequently managing the spread of the virus. In addition, five body scanners were installed at identified sites during the 2020/21 financial year.

### 2.5.1.4 Strategy to overcome areas of under performance

The outbreak of COVID 19 and the strict lockdown regulations negatively affected the operations of the Department. The planned number of ethics, fraud prevention and anti-corruption awareness workshops could not be achieved however the planned schedule will be revised in the next financial year taking into consideration alternative means of conducting these workshops. The planned investigations completed for reported allegations was not achieved due to travel restrictions and staff rotation which made it difficult to access officials and witnesses to conduct workshops and investigations. The Department will adjust its processes and schedule accordingly in the new financial year.

The shift pattern system for correctional facilities was not approved as labour unions rejected the shift pattern proposed by the Department. The shift pattern system did not make provision for Sunday overtime payment. The Department will engage further with labour unions to find an acceptable shift pattern system guided by the Policy Framework, applicable resolutions from the council and relevant legislation. The implementation of a new shift pattern system will require additional funding that must be considered against the reduced compensation of employees' budget. The filling of vacant positions was delayed

due to strict COVID 19 regulations which interrupted the operations of the Department. The Department could not fully comply with Employment Equity (EE) Plan, particularly in the appointment of people with disabilities, as vacant positions could not be filled.

The Integrated Finance and SCM Strategy as well as the Human Resource Strategy has been extensively consulted during the financial year and will be approved and implemented in 2021/22. The evaluation process of bids above R30 million will be prioritised by aligning award process to the timeframes of the approved procurement plan and sensitising bid committees to conclude the evaluation process on time.

The installation of mesh network and integrated security system (ISS), sensing and surveillance system and inmate communications systems at identified sites were not achieved. This was due to the unavailability of correct solutions which delayed the procurement thereof. The Department conducted an assessment of the sites, during 2020/21, for the installation of mesh network and integrated security system and a proposed solution was recommended

for implementation in the next financial year. The pilot of the sensing and surveillance system was conducted at St Albans Management Area. The Department has conducted an assessment of the proposed solution for the inmate communication system. There is no upfront investment required for the proposed solution however there is a dependency on mesh network for the solution to be implemented (connectivity).

The required network infrastructure was not installed at identified sites during the financial year however the Department has initiated a request for deviation from using SITA as per SITA Act, 1998 (Act No. 88 of 1998, as amended). The Department did not implement the Information Systems (Integrated Inmate Management System - IIMS) at some sites, as per the MISSTP. This was due to the fact that the lockdown regulations restricted travel to Regions and Management Areas which created a backlog. In addition, the rotational working arrangement limited the capacity to implement the roll out within the required timeframes. The Department has revised the plan for the IIMS Roll Out with the current COVID-19 restrictions and available capacity.

### 2.5.1.5 Linking performance with budgets

**Table 2.19: Sub-programme expenditure: Programme 1: Administration**

Sub-programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	Variance	Final Appropriation	Actual Expenditure	Variance
	R'000	R'000	R'000	R'000	R'000	R'000
Ministry	27,116	27,116	-	31,723	31,723	-
Judicial Inspectorate for Correctional Services	68,488	68,372	116	77,244	66,140	11,104
Management	806,567	806,567	-	875,042	875,042	-
Human Resources	2,337,376	2,142,900	194,476	2,235,747	2,235,747	-
Finance	1,257,905	1,263,813	(5,908)	1,352,401	1,351,013	1,388
Assurance Services	108,204	108,204	-	94,998	86,555	8,443
Information Technology	494,693	205,570	289,123	213,837	213,837	-
Office Accommodation	86,700	86,700	-	64,978	64,978	-
<b>Total</b>	<b>5,187,049</b>	<b>4,709,242</b>	<b>477,807</b>	<b>4,945,970</b>	<b>4,925,035</b>	<b>20,935</b>

### 2.5.1.6 Contribution of expenditure to the achievement of outputs

The actual spending of Programme Administration is R4,709 billion (90.79%) against the final appropriation of R5,187 billion (100%) resulting in R478 million underspending of the projected expenditure. Majority of sub-programmes under this programme spent the allocated budget with the exception of Human Resources sub programme which underspent by R194,476 million, Information Technology sub-programme which underspent by R289,123 million and Finance sub-programme which overspent by R5,908 million. Expenditure in terms of economic classification is as follows:

1. Compensation of Employees: The actual spending is R2,968 billion (100.24%) against the final appropriation of R2,961 billion (100%) resulting in R6,964 million overspending due to payment of overtime at 100% which is above 30% thresholds
2. Goods and Services: The actual spending is R893,5 million (98.43%) against the final appropriation of R907,8 million (100%) resulting in R14,2 million underspending mainly on item: Computer Services due to delays of invoices from SITA for BAS/ PERSAL/ LOGIS systems as well as on items: Travel and Subsistence due to National Lockdown as a result of COVID-19 and Inventory: Clothing Material and Accessories
3. Interest and Rent on Land: There was an expenditure of R998 thousand incurred against the final appropriation of R998 thousand mainly due to interest paid on arrears salary in Head Office.
4. Transfers and Subsidies: The actual spending is R705 million (79.03%) against the final appropriation of R892 million (100%) resulting in R187 million underspending as a result of lower than anticipated leave gratuities paid due to service terminations
5. Payments for Capital Assets: The actual spending is R136 million (31.96%) against the final appropriation of R426 million (100%) resulting in R290 million underspending mainly on item: other Machinery and Equipment due to delays in the procurement of IT Equipment
6. Payment for financial Assets: The actual spending of R5,504 million incurred against a zero budget was mainly due to write offs of debts and losses



## 2.5.2 PROGRAMME 2: INCARCERATION

**Programme purpose:** Provide for safe and secure conditions of detention consistent with maintaining the human dignity of inmates. Administer, profile and consider offenders for release or placement into the system of community corrections

**Table 2.20: Programme 2: Incarceration sub-programmes**

Sub-programmes	Sub-programme purpose
Security Operations	Provide safe and secure conditions for inmates, consistent with human dignity.
Facilities	Provide physical infrastructure that supports safe custody, humane conditions and the provision of correctional and development programmes, care and general administration.
Remand Detention	Ensure effective and efficient remand detention system consistent with human rights in a safe and secure environment.
Offender Management	Provide safe and secure conditions consistent with human dignity through effective administration and management of offenders.

## 2.5.2.1 Performance Report on the 2020/21 Annual Performance Plan

Table 2.21: Programme 2: Incarceration Outcomes, outputs, output indicators, targets and actual achievements

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement as at 07 July 2020	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviation	Reasons for revisions to Outputs/ Output Indicators/ Annual Targets
<b>Outcome 2: Improved case management processes of inmates</b>								
<b>Sub Programme: Remand Detention</b>								
Risk assessment of RDs	Percentage of RDs subjected to Continuous Risk Assessment (CRA)	-	67% (31 504/ 46 764)	60%	62% (34 013/ 54 435)	2%	CRA training conducted at the Regions during 2019/2020 resulted in improved performance.	Target was revised from 60% to 40% due to COVID-19 lockdown regulations (Level 5 and 4) which slowed down court processes resulting in an increase in the remand detention population.
<b>Sub Programme: Offender Management</b>								
Management of overcrowding	Percentage of overcrowding in correctional facilities in excess of approved bedspace capacity	37% (44 303/ 118 572)	28% (33 945/ 120 567)	41%	24% (26 995/ 110 836)	17%	Target was achieved due to the implementation of 2019 Special Remission of Sentence.	The President authorised the consideration and placement on parole of certain categories of sentenced offenders, who are or would have been incarcerated on 27 April 2020 subject to such conditions as may be approved by the Correctional Supervision and Parole Board under whose jurisdiction such sentenced offenders may fall.  The reduced inmate population will decrease the level of overcrowding in correctional facilities. The target was adjusted from 41% to 38%

(The table above includes only those KPI(s) / target(s) that were amended in the Revised 2020/21 Annual Performance Plan)

2.5.2.2 Performance Report on the 2020/21 Revised Annual Performance Plan

Table 2.22: Incarceration: Sub-programme: Outcomes, outputs, output indicators, targets and actual achievements

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
<b>Outcome 1: Improved safety and security of inmates, parolees, probationers, officials, stakeholders, assets and information</b>							
<b>Sub-programme: Security Operations</b>							
Secured Correctional Facilities	Percentage of inmates who escaped from correctional facilities	0.034% (56/162 875)	0.022% (34/154 449)	0.033%	0.083% (117/140 948)	-0.050%	The mass escape at Malmesbury correctional centre contributed to 58% of the total escapes. Non-compliance with security policy and procedures (searching)
	Percentage of inmates injured as a result of reported assaults in correctional facilities	4.11% (6 701/ 162 875)	3.70% (5 714/ 154 449)	4.65%	4.04% (5 699/ 140 948)	0.61%	The Emergency Support Team (EST) was deployed at identified correctional facilities to provide support, clean up and search operations. Operational visits were conducted at correctional facilities to provide support and guidance.
	Percentage of confirmed unnatural deaths in correctional facilities	0.036% (58/162 875)	0.029% (45/154 449)	0.032%	0.033% (47/140 948)	-0.001%	Outdated infrastructure that limits visibility of inmates after lockup. Non-compliance to security policies and procedures in terms of searching and monitoring of inmates.
<b>Sub Programme: Facilities</b>							
Upgraded / new facilities	Number of infrastructure projects completed	1 (C-Max)	2 (Standerton and Estcourt)	1 (Tzaneen)	1 (Tzaneen) Correctional Centre has been completed and the facility is occupied.	none	n/a

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
<b>Outcome 2: Improved case management processes of inmates</b>							
<b>Sub Programme: Remand Detention</b>							
Risk assessment of RDs	Percentage of RDs subjected to Continuous Risk Assessment (CRA)	-	67% (31 504/ 46 764)	40%	64% (31 814/ 49 905)	24%	CRA training conducted at the Regions during 2019/20 resulted in improved performance.
<b>Sub Programme: Offender Management</b>							
Management of overcrowding	Percentage of overcrowding in correctional facilities in excess of approved bedspace capacity	37% (44 303/ 118 572)	28% (33 945/ 120 567)	38%	27% (30 112/ 110 836)	11%	Target was achieved due to the implementation of the 2019 Special Remission and the Special Parole Dispensation in response to the COVID-19 pandemic outbreak.
Parole / correctional supervision	Percentage of offenders' profiles approved for placement by the Correctional Supervision and Parole Boards (CSPBs)	54.05% (21 527/ 38 829)	51.86% (22 230/ 42 866)	53%	55% (21 749/ 39 732)	2%	Consideration of profile reports which contained proof of timeous participation by offenders in relevant interventions as well as positive support systems were found to be adequate for placement by the CSPB.

### 2.5.2.3 Significant achievements for Programme 2: Incarceration

The number inmates injured as a result of reported assaults, in correctional facilities, was within the set target for the financial year due to amongst others the deployment of the Emergency Support Team (EST) to identified correctional facilities to provide support, clean up and search operations during the COVID-19 lockdown. Operational visits were also conducted at correctional facilities to provide support and guidance. Despite the slowdown of operations following the COVID 19 outbreak, the Department achieved the set target for continuous risk assessments for remand detainees due to the training that was conducted during the 2019/20 financial year.

The overcrowding in correctional facilities in excess of approved bedspace capacity was reduced from 28% to 27% between the 2019/20 and 2020/21 financial years. This was due to the implementation of the Special Parole Dispensation and the 2019 Special Remission in response to the outbreak of the COVID-19 pandemic. The construction of the Tzaneen Correctional Centre has been completed and the facility was occupied during the 2020/21 financial year. The Tzaneen Correctional Facility, includes an electronic monitoring security system, classrooms, workshop facilities as well as additional bedspaces. This has further contributed to lowering the level of overcrowding in correctional facilities. The CSPBs ensured timeous and responsible consideration of offenders for placement on parole, medical

parole or correctional supervision. Consideration of profile reports which contained proof of timeous participation by offenders in relevant interventions as well as positive support systems, created conducive conditions for the suitable for parole placement of offenders by the CSPB.

### 2.5.2.4 Strategy to overcome areas of under performance

The mass escapes at Malmesbury correctional centre, within the Western Cape Region, contributed to 58% (68) of the total escapes (117) during the 2020/21 financial year. The escapes were as a result of non-compliance with security policies and procedures and dilapidated infrastructure, amongst others. Standard Operating Procedures (SOPs) on guarding, searching and escorting were developed to provide guidance on security functions under COVID-19 restrictions. The National Security Committee provided guidance and support to Regions to better manage operations in line with COVID-19 SOPs. Operational visits were also conducted at identified correctional facilities to provide support and guidance. The Department recorded a total of 47 unnatural deaths during 2020/21 which was an increase from the 45 unnatural deaths recorded in the prior year. The mental health crisis in correctional facilities has been exacerbated by the COVID-19 Pandemic. The high number of suicides reported during the 2020/21 financial year (55%) has resulted in the non achievement of the set target for confirmed unnatural deaths within correctional facilities.

### 2.5.2.5 Linking performance with budgets

**Table 2.23: Programme expenditure: Programme 2: Incarceration**

Sub-programme name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	Variance	Final Appropriation	Actual Expenditure	Variance
	R'000	R'000	R'000	R'000	R'000	R'000
Security Operations	8,167,500	8,093,127	74,373	8,264,137	7,967,285	296,852
Facilities	3,968,915	3,930,305	38,610	4,057,026	4,353,878	(296,852)
Remand Detention	727,656	756,851	(29,195)	637,719	637,719	-
Offender Management	2,200,673	2,192,755	7,918	2,230,960	2,230,960	-
<b>Total</b>	<b>15,064,744</b>	<b>14,973,038</b>	<b>91,706</b>	<b>15,189,842</b>	<b>15,189,842</b>	<b>-</b>

### 2.5.2.6 Contribution of expenditure to the achievement of outputs

The actual spending of Programme Incarceration is R14,973 billion (99.39%) against the final appropriation of R15,065 billion (100%) resulting in R91,7 million overspending of the projected expenditure. Majority of all sub-programmes under spent their allocated budget and Remand Detention sub-programme overspent its allocated budget by R29,195 million. Expenditure in terms of economic classification is as follows:

1. Compensation of Employees: The actual spending is R10,974 billion (100.44%) against the final appropriation of R10,926 billion (100%) resulting in R47,8 million overspending due to payment of additional standard and specific danger allowance, appointment of SANDF members as well as payment for overtime at 100% which is above 30% threshold.
2. Goods and Services: The actual spending is R3,739 billion (99.14%) against the final appropriation of R3,771 billion (100%) resulting in R32,547 million overspending due to payment of R332 million that was made for short payment of accommodation charges.
3. Interest and Rent on Land: There was an expenditure of R124 thousand incurred against a zero budget mainly due to interest paid on arrears salary in KZN Region.
4. Transfers and subsidies: The actual spending is R104 million (83.93%) against the final appropriation of R124 million (100%) resulting in R20 million underspending due to overprovision for employer liability for early retirements without penalisation cases.
5. Payments for capital assets: The actual spending is R156 million (64.23%) against the final appropriation of R244 million (100%) resulting in R87 million underspending of the projected expenditure mainly on item: Buildings and Other Fixed Structures due to poor performance on Capital Works Programme and on Machinery and equipment due to delays in the procurement of Security Equipment, Production Workshops equipment and Agricultural Equipment.

### 2.5.3 PROGRAMME 3: REHABILITATION

**Programme purpose:** Provide offenders with needs-based programmes and interventions to facilitate their rehabilitation and enable their social reintegration.

**Table 2.24: Programme 3: Rehabilitation Sub-programmes**

Sub-programmes	Sub-programme purpose
Correctional Programmes	Provide needs-based correctional programmes targeting offending behaviour based on the Correctional Sentence Plans (CSPs). The aim is to raise awareness, provide information and develop life skills.
Offender Development	Provide offenders with needs-based programmes and interventions to facilitate their rehabilitation and personal development.
Psychological, Social and Spiritual Services	Manage and ensure the rendering of needs-based psychological, social work and spiritual services to inmates and persons under correctional supervision with the aim of improving health and emotional wellbeing and assisting in their rehabilitation and reintegration into the community.

## 2.5.3.1 Performance Report on the 2020/21 Annual Performance Plan

Table 2.25: Programme 3: Rehabilitation: Outcomes, outputs, target indicators, targets and actual achievements

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement as at 07 July 2020	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviation	Reasons for revisions to Outputs/ Output Indicators/ Annual Targets
<b>Outcome 3: Increased access to needs-based rehabilitation programmes to improve moral fibre</b>								
<b>Sub Programme: Correctional Programmes</b>								
Offenders who completed correctional programmes	Percentage of sentenced offenders with CSPs who completed correctional programmes	90%	99%	<b>Annual Target</b>	19%	-1%	Facilitation of correctional programmes was reduced due to COVID-19 protocols which required social distancing	Participation in correctional programmes were reduced due to the COVID-19 outbreak.
		(93 419/ 104 228)	(94 694/ 95 747)	80%	(16 525/ 88 824)			
				<b>Q1 Target</b>				
<b>Sub Programme: Offender Development</b>								
Occupational skills training	Percentage of offenders participating in Long Occupational Skills Programmes	98%	99%	80%	77%	-3%	The participation in external accredited training programmes reduced due to the temporary suspension of programmes for the first quarter as no movement was allowed during COVID-19 lockdown level 5.	The implementation of the Protocols related to the Disaster Management Act resulted in the temporary suspension of programmes for the first quarter. The suspension of external accredited training programmes reduced the participation of offenders in skills training programmes



Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement as at 07 July 2020	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviation	Reasons for revisions to Outputs/ Output Indicators/ Annual Targets
	Percentage of offenders participating in Short Occupational Skills Programmes	99.61% (10 044/ 10 083)	97% (10 816/ 10 841)	80%	199.76% (418/419)	19.76%	Regions ensured that enrolled offenders attended and completed skills training programmes Financial support from the National Skills Fund and SASSETA contributed to the achievement.	
	Percentage of offenders participating in TVET College Programmes	98% (3 174/3 244)	99% (9 764/9 880)	80%	71.02% (527/742)	-8.98%	The participation in external accredited training programmes reduced due to the temporary suspension of programmes for the first quarter as no movement was allowed during COVID-19 lockdown level 5.	

(The table above includes only those KPI(s) / target(s) that were amended in the Revised 2020/21 Annual Performance Plan)

1 (Actual performance for short skills could not be rounded off to 100% as this would not be a true reflection)

## 2.5.3.2 Performance Report on the 2020/21 Revised Annual Performance Plan

Table 2.26: Programme 3: Rehabilitation: Outcomes, outputs, output indicators, targets and actual achievements

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
<b>Outcome 3: Increased access to needs-based rehabilitation programmes to enhance moral regeneration</b>							
<b>Sub Programme: Correctional Programmes</b>							
Offenders who completed correctional programmes	Percentage of sentenced offenders with CSPs who completed correctional programmes	90% (93 419/ 104 228)	99% (94 694/ 95 747)	50%	77% (64 399/ 84 159)	27%	Custodial officials were available to facilitate correctional programmes whilst adhering to COVID-protocols
<b>Sub Programme: Offender Development</b>							
Occupational skills training	Percentage of offenders participating in Long Occupational Skills Programmes	98% (4 127/4 207)	99% (3 925/ 3978)	80%	95% (7 161/7 506)	15%	Long skills training achieved due to the financial support from the National Skills Fund and SASSETA. Regions also ensured that registered offenders complete training programmes
	Percentage of offenders participating in Short Occupational Skills Programmes	99.61% (10 044/ 10 083)	97% (10 816/ 10 841)	80%	99.80% (4 546/ 4 555)	19.80%	Short skills training achieved due to the financial support from the National Skills Fund and SASSETA. Regions also ensured that registered offenders complete training programmes
	Percentage of offenders participating in TVET College Programmes	98% (3 174/3 244)	99% (9 364/9 474)	80%	95% (5 560/5 822)	15%	The Department ensured that the offenders registered were encouraged and supported to attend TVET College programmes

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
Educational Programmes	Percentage of offenders participating in General Education and Training (GET) per academic year	10 386 AET	10 411 AET	80%	95% (5 079/5 338)	15%	Target achieved as classes resumed when lock down regulations were relaxed during level 2 and level 1
	Percentage of offenders participating in Further Education and Training (FET) per academic year	839	977	80%	97% (761/782)	17%	Target achieved as classes resumed when lock down regulations were relaxed
	Grade 12 National Senior Certificate (NSC) pass rate obtained per academic year	77 % (143/185)	80% (136/170)	76%	81% (131/161)	5%	Interventions implemented, which included curriculum recovery plans, led to over-achievement
Enhancement of Self-sufficiency	Approved self-sufficiency strategy	-	-	Approved Self-Sufficiency Strategy	The Self-Sufficiency Strategy was approved on 31 March 2021	none	n/a
	Percentage of cloth face masks manufactured for inmates	-	-	80%	98% (550 103/ 562 122)	18%	The breakout of the COVID-19 pandemic necessitated the urgent bulk manufacturing of cloth face masks (without orders at the time) to mitigate the spread of the COVID-19 in correctional facilities.

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
<b>Sub Programme: Psychological, Social and Spiritual Services</b>							
Personal wellbeing services	Percentage of offenders, parolees and probationers receiving social work services	60% (112 611/ 186 539)	71% (112 267/ 157 204)	53%	62% (96 760/ 155 524)	9%	Effective marketing resulting in the willingness of inmates to attend social work programmes
	Percentage of inmates receiving spiritual care services	98% (159 259/ 162 875)	109% (167 680/ 154 449)	80%	90% (126 361/ 140 948)	10%	The Department conducted performance recovery and support visits in all Regions. Implementation plans on performance recovery strategies were effectively executed.
	Percentage of inmates receiving psychological care services	28% (45 331/ 162 875)	33% (50 354/ 154 449)	20%	25% (34 581/ 140 948)	5%	Active marketing of Psychological Services

### 2.5.3.3 Significant achievement for Programme 3: Rehabilitation

Rehabilitation of those incarcerated within correctional facilities plays a key role in addressing offending behaviour. Although the outbreak of COVID-19 had a negative effect on the delivery of rehabilitation programmes in the first quarter, the Department encouraged offender attendance and participation in rehabilitation programmes for the remaining period of the financial year. Correction requires a multidimensional approach to treating offending behaviours in a secure, safe and humane environment. The Department provides as far as practicable development and support programmes which meet the specific needs of sentenced offenders. Availability of custodial officials to facilitate correctional programmes, whilst observing COVID-19 protocols assisted to ensure that sentenced offenders with CSPs completed correctional programmes. The Department managed to successfully deliver correctional programmes to 77% (64 399 / 84 159) offenders with Correctional Sentence Plans (CSPs) with the aim to improve their life skills through targeting of offending behaviour.

The Department has recorded a total of 95% and 99.80% of offenders participating in long and short Occupational Skills Programmes respectively. The achievement was attributed to financial support from the National Skills Fund and SASSETA. Regions also ensured that registered offenders complete their training programmes. Performance improvement was due to the continued implementation of rehabilitation programmes from quarter two which resulted in increased access to correctional facilities by service providers. Skills development ensures that offenders at various correctional facilities receive accredited training and that the training provided is aligned to the required skills that address the needs of the workplaces. These skills are aligned to the broader growth needs of the country's economy. The Department ensured that the offenders registered were encouraged and supported to attend TVET College programmes.

The Self-Sufficiency Strategy was approved in March 2021. The Self-Sufficiency Strategy proposes avenues in which the Department can operate with the primary goal of counteracting its running costs and generating revenue from its production through inmate labour. The outbreak of the COVID-19 Pandemic necessitated the urgent bulk manufacturing of cloth face masks as a proactive measure to mitigate the spread of the COVID-19 in correctional facilities. The Department ensured that offenders participated in GET, FET and Grade 12 programmes, where GET achieved by 95%, FET at 97% while also ensuring a continuous improvement of the Grade 12 pass rate from 80% during 2019/20 to 81% during 2020/21 academic year. All COVID-19 protocols were maintained during the administering of educational programmes.

### 2.5.3.4 Strategy to overcome areas of under performance

There were no areas of underachievement for the programme rehabilitation.

## 2.5.3.5 Linking performance with budgets

Table 2.27: Programme expenditure: Programme 3: Rehabilitation

Sub-programme Name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	Variance	Final Appropriation	Actual Expenditure	Variance
	R'000	R'000	R'000	R'000	R'000	R'000
Correctional Programmes	405,388	405,388	-	403,476	391,279	12,197
Offender Development	954,025	954,025	-	981,415	954,216	27,199
Psychological, Social and Spiritual Services	525,032	525,032	-	549,663	549,663	-
<b>Total</b>	<b>1,884,445</b>	<b>1,884,445</b>	<b>-</b>	<b>1,934,554</b>	<b>1,895,158</b>	<b>39,396</b>

## 2.5.3.6 Contribution of expenditure to the achievement of outputs

The actual spending of Programme Rehabilitation is R1,884 million (100%) against the final appropriation of R1,884 million (100%). All sub-programmes in this programme spent the allocated budget

## 2.5.4 PROGRAMME 4: CARE

**Programme purpose:** Provide needs-based care services for the personal wellbeing of all inmates in the Department's custody.

**Table 2.28: Programme 4: Care: Sub-programmes**

<b>Sub-programmes:</b>	<b>Sub-programme Purposes</b>
Nutritional Services	Provide inmates with appropriate nutritional services during the period of incarceration.
Health and Hygiene Services	To ensure that inmates are provided with appropriate access to healthcare and hygiene services.

Table 2.29: Programme 4: Care: Outcomes, outputs, output indicators, targets and actual achievements

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
<b>Outcome 5: Healthy incarcerated population</b>							
<b>Sub Programme: Correctional Programmes</b>							
Communicable diseases treatment	Offenders viral load suppression rate (at 12 months)	87% (19 896/ 22 801) Based on viral load suppression of 400 copies for inmates	90% (14 831/ 16 401) Based on viral load suppression of 400 copies for inmates	90%	91% (3 104/3 415)	1%	Effective monitoring of offenders on ART Continuous adherence counselling and referral to the MDT (Minimum Detention Time) for comprehensive counselling
	Offenders Tuberculosis (TB) new pulmonary cure rate	89% (568/641)	93% (502/538)	90%	93% (375/403)	3%	Effective monitoring and management of patients on treatment
Non-communicable diseases treatment	Percentage of inmates screened for diabetes	-	-	90%	220% (63 550/ 28 931)	130%	The frequency of screening was increased due to the risks associated with COVID-19
	Percentage of inmates screened for hypertension	-	-	90%	275% (73 429/ 26 741)	185%	The frequency of screening was increased due to the risks associated with COVID-19
	Percentage of identified inmates tested for COVID-19	-	-	100%	<sup>2</sup> 99.99% (32 653/ 32 656)	-0.01%	All eligible inmates were tested except the three inmate patients that refused to be tested

2 Actual performance for "Percentage of identified inmates tested for COVID-19" could not be rounded off to 100% as this would not be a true reflection



Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
<b>Outcome 5: Healthy incarcerated population</b>							
<b>Sub Programme: Correctional Programmes</b>							
	Percentage of inmates who have recovered from Coronavirus Disease 2019 (COVID-19)	-	-	85%	95% (3 982/4 203)	10%	Identification and effective symptomatic management of inmates who tested positive for COVID-19
<b>Sub Programme: Nutritional Services</b>							
Nutritional diets provided	Percentage of therapeutic diets prescribed for inmates	7% (10 836/ 162 875)	6% (9 238/ 154 449)	12%	6% (8 494/ 140 948)	6%	Continuous review of prescribed diets scripts

(There were no KPI(s) / target(s) that were amended in the Revised 2020/21 Annual Performance Plan for Programme: Care)

**2.5.4.1 Significant achievement for Programme 4: Care**

People are not incarcerated voluntarily but are placed in correctional facilities by the State as either unsentenced inmates or sentenced offenders. The State has a responsibility to care for inmates in a manner that does not violate or compromise their constitutional rights. The right to access healthcare is one such right. The Department must provide, within its available resources, adequate healthcare services based on the principles of primary healthcare. The Department did not receive additional funding during the financial year after the withdrawal of Global Fund, however, other measures were put in place to ensure that inmates continue to receive comprehensive health and hygiene services during their period of incarceration. Despite the challenges encountered with the outbreak of COVID -19, the Department achieved all the planned targets within the Care Programme with the support of the NDoH. Healthcare service capacity was enhanced through the employment of 710 nurses on contract to provide health care services for officials and inmates.

Offenders' Viral load suppression rate (at 12 months) was achieved through the effective monitoring of offenders on ART and continuous adherence, counselling and referral to the MDT for comprehensive counselling. Offenders TB (new Pulmonary) Cure Rate was achieved due to effective monitoring and management of patients on treatment. The

frequency of screening for inmates with diabetes and hypertension was significantly increased during the financial year due to the risks associated with COVID-19. The reported achievement was attributed to treatment that is well managed and the continuous monitoring of inmates with a weaker health profile.

The Revised Standard Minimum Rules for Treatment of Prisoners (Nelson Mandela Rules) sets out essential elements that are suitable and adequate in penal institutions housing inmates. Collectively these rules set out to fulfil the right to health for inmates ensuring their lawful right to: access to medical care, timely, medical attention, professional standard of care, preventative health and environmental health. In ensuring that the spread of COVID 19 is curbed and well managed, 99% of identified inmates were tested for COVID-19. Adherence to COVID-19 protocols in terms of testing, isolation and treatment resulted in a recovery rate of 95% against the target of 85%. The Department further ensured that appropriate nutritional services are provided to all inmates and that therapeutic diets prescribed to inmates are maintained at 6% of the total inmate population. Individuals receiving prescribed therapeutic diets are monitored and assessed for compliance and effectiveness by a medical practitioner.

**2.5.4.2 Strategy to overcome areas of under performance**

There were no areas of underachievement for the Programme: Care

**2.5.4.3 Linking performance with budgets**

**Table 2.30: Programme expenditure: Programme 4: Care**

Sub-programme name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	Variance	Final Appropriation	Actual Expenditure	Variance
	R'000	R'000	R'000	R'000	R'000	R'000
Nutritional Services	1,105,589	1,105,364	225	1,223,514	1,173,239	50,275
Health and Hygiene Services	1,375,786	1,375,786	-	1,028,924	1,014,401	14,523
<b>Total</b>	<b>2,481,375</b>	<b>2,481,150</b>	<b>225</b>	<b>2,252,438</b>	<b>2,187,640</b>	<b>64,798</b>

#### 2.5.4.4 Contribution of expenditure to the achievement of outputs

The actual spending of Programme Care is R2,481 billion (99.99%) against the final appropriation of R2,481 billion (100%) resulting in an underspending of R225 thousand of the projected expenditure. Health and Hygiene Services sub-programme spent the allocated budget and Nutritional Services sub-programme underspent by R225 thousand. Expenditure in terms of economic classification is as follows:

1. Compensation of Employees: The actual spending is R1,066 billion (108,42%) against the final appropriation of R984 million (100%) resulting in R82,807 million overspending of the projected expenditure due to appointment of professional nurses for screening of officials
2. Goods and Services: The actual spending is R1,384 billion (94.54%) against the final appropriation of R1,464 billion (100%) resulting in R80 million underspending mainly on item: Food and food supplies.
3. Transfers and subsidies: The actual spending is R8,404 million (102.06%) against the final appropriation of R8,234 million (100%) resulting in R170 thousand overspending as a result of payment of leave gratuities due to service terminations higher than anticipated
4. Payments for capital assets: The actual spending is R22 million (87.38%) against the final appropriation of R26 million (100%) resulting in R3 million underspending due to provision made on the revised spending plan for decontamination of Correctional Facilities

### 2.5.5 PROGRAMME 5: SOCIAL REINTEGRATION

**Programme purpose:** Provide services focused on preparing offenders for release, effective supervision of offenders placed under the system of community corrections and facilitation of offender social reintegration into communities.

**Table 2.31: Programme 5: Social Reintegration — Sub-programmes**

Sub-programmes:	Sub-programme purposes
Supervision	Provide effective supervision of offenders placed under correctional and parole supervision in order to enhance public safety.
Community Reintegration	Provide and facilitate support systems for the reintegration of offenders into society.
Office Accommodation: Community Corrections	Facilitate the provision of community corrections offices, including satellite offices and service points to enhance community reintegration.

**Table 2.32: Programme 5 : Social Reintegration: Outcomes, outputs, output indicators, targets and actual achievements**

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
<b>Outcome 4: Successful reintegration of all those under the care of the Department</b>							
<b>Sub Programme: Supervision</b>							
Compliance by Probationers and Parolees	Percentage of parolees without violations	99% (54 487/ 55 030)	99% (52 742/ 53 257)	97%	99% (51 901/ 52 275)	2%	Parolees are monitored in line with the policies and are also continuously sensitised to adhere to the conditions through orientation manual and supervision brochures
	Percentage of probationers without violations	99% (15 334 / 15 202)	99% (12 471/ 12 604)	97%	99% (7 530/ 7 597)	2%	Probationers are monitored in line with the policies and are also continuously sensitised to adhere to the conditions through orientation manual and supervision brochures
Social Reintegration Framework	Approved Social Reintegration Framework	-	-	Approved Social Reintegration Framework	Social Reintegration Framework was approved	none	n/a
<b>Sub Programme: Community Reintegration</b>							
Victim Offender Dialogue	Percentage increase of victims participating in Restorative Justice Programme	21 935	23 192	7%	3% (11 833 / 24 815)	-4%	COVID-19 Regulations and lockdown restrictions during level 5, level 4 and level 3 restricted movements to trace victims
	Percentage increase of offenders, parolees and probationers participating in Restorative Justice Programme	6 580	7 468	3%	1% (3 791/7 691)	-2%	Due to COVID-19 Regulations and lockdown restriction during level 5, level 4 and level 3, Restorative Justice programmes and Izimbizo remained suspended and contact sessions with parolees/ probationers could not be conducted effectively.

Output	Output Indicator	Audited actual achievement 2018/2019	Audited actual achievement 2019/2020	Planned annual target 2020/2021	Actual achievement 2020/2021	Deviation from planned target to actual achievement for 2020/2021	Reasons for deviations
Job creation	Number of economic opportunities facilitated for offenders, parolees and probationers	-	-	30	363	333	Marketing of social reintegration initiatives to communities
	Number of parolees and probationers participating in community initiatives	-	-	6 000	6 002	2	Good stakeholder relations and marketing of the programme resulted in increased participation of parolees and probationers in community initiatives.

(There were no KPI(s) / target(s) that were amended in the Revised 2020/21 Annual Performance Plan for Programme: Social Reintegration)

### 2.5.5.1 Significant achievement for Programme 5: Social Reintegration

A key feature of successful crime prevention strategies is the effective social reintegration of ex-offenders into the community and the development of interventions designed to reduce the levels of recidivism. Community Corrections is a component of offender management where probationers and parolees serve their sentences in the community under the control and supervision of the Department. Offenders are exposed to the normal influences of the community and are able to care for their family. The Department is required to focus on improving compliance with conditions set for parolees and probationers for the successful reintegration into communities. A total of 99% of parolees and probationers have complied with the conditions that have been set by the courts. All parole considerations include victim participation to provide a platform for dialogue between offenders and victims supporting the healing and restoration process. In the light of the COVID-19 lockdown regulations, the Department limited the monitoring to specific categories of parolees and probationers hence the monitoring of the low and medium risk parolees and probationers was conducted telephonically. The lack of physical monitoring does pose challenges particularly where officials are unable to fully verify the facts that have been provided.

The Social Reintegration Framework was approved during the period under review. The Framework provides a model for implementation of social reintegration with a clear vision and includes empowerment initiatives aimed at creating economic opportunities for offenders and victims through partnerships with key stakeholders and communities. A total of 363 economic opportunities was facilitated by the Department over the reporting period to prepare the offenders, parolees and probationers to be economically empowered by using the skills and traits obtained during their incarceration period to venture into businesses or other forms of employment so that they live a crime free life. Despite the effect of COVID-19 on Departmental operations, a

total of 6 002 parolees and probationers participated in community initiatives through support from communities.

### 2.5.5.2 Strategy to overcome areas of under performance

The Restorative Justice Programmes and Izimbizo remained suspended and contact sessions with parolees and probationers could not be conducted effectively in compliance with COVID-19 restrictions. Although the Restorative Justice Programmes proceeded when the lockdown regulations were eased, there were limited participants that attended the programmes which led to an under-achievement of 1% against the target of 3%. The increase of victims participating in Restorative Justice Programme could not be attained as compliance to COVID-19 Regulations limited the tracing of victims by the Social Auxiliary Workers. A total of 11 833 of victims participated in the Restorative Justice Programmes during the 2020/21 financial year; this constituted 3% against a target of 7% increase from the previous financial year. The COVID-19 pandemic will continue to restrict the participation in the Programme in the year ahead due to social distancing requirements.

## 2.5.5.3 Linking performance with budgets

Table 2.33: Programme expenditure: Programme 5: Social Reintegration

Sub-programme name	2020/2021			2019/2020		
	Final Appropriation	Actual Expenditure	Variance	Final Appropriation	Actual Expenditure	Variance
	R'000	R'000	R'000	R'000	R'000	R'000
Supervision	893,572	893,572	-	908,020	902,466	5,554
Community Reintegration	42,069	42,069	-	47,092	48,502	(1,410)
Office Accommodation	43,583	43,583	-	38,966	36,115	2,851
<b>Total</b>	<b>979,224</b>	<b>979,224</b>	<b>-</b>	<b>994,078</b>	<b>987,083</b>	<b>6,995</b>

## 2.5.5.4 Contribution of expenditure to the achievement of outputs

The actual spending of Programme Social Reintegration is R979 million (100%) against the final appropriation of R979 million (100%). All sub-programmes in this programme spent the allocated budget.



### 2.5.6 RESPONSE TO THE COVID-19 PANDEMIC

In December 2019, a cluster of pneumonia cases were reported in China, which eventually led to the identification of the first case of COVID-19. Since then, COVID-19 has spread across Asia to Europe and through to the United States of America before the first case was reported in Egypt in February 2020. South Africa's National Institute of Communicable Diseases (NICD) reported the first confirmed case on March 5, 2020 and South Africa soon became the most affected country in Africa by the SARS-CoV-2 virus. From a single case, the number of cases increased rapidly, forcing the South-African Government to swiftly react and place the country under strict lockdown for six weeks. The strategy of the South African Government yielded successful results with a contained spread of the virus. Despite the risk of an economic crisis, Government continued on the reasonable path of containing the pandemic with ending the lockdown at a slow pace, i.e. in five phases. Although the first wave of the COVID-19 pandemic progressed more slowly in Africa than the rest of the world, by December 2020, the second wave appeared to be much more aggressive with many more cases.

In aligning with Government's response to COVID-19, the Department developed a governance framework which included a COVID-19 National Disaster Response Plan, Standard Operating Procedures for preparedness, detection and response to COVID-19 and strengthening the functioning of Operations Centres at National, Regional, Management Areas and Correctional Centres, commonly known as the NOC, ROCs and LOCs. The Operation Centres provided a comprehensive understanding of operational performance at a correctional centre level through real-time, accurate data dissemination as well as monitoring and analysis of relevant trends and risks both internally and externally to the Department. Since 17 March 2020, the Department has been implementing three fundamental pillars of the Standard Operating Procedures namely Prevention Measures; Containment and Treatment Measures and Disaster Recovery Measures. In addition, the Department has appointed a medical advisory panel

on the management of COVID-19 to assess and provide advice on the containment and recovery strategies to be deployed in the Regions. Additional nurses were appointed to assist with screening and close monitoring of four categories of COVID 19 cases namely, positive cases, vulnerable groups, Persons Under Investigation and recoveries in addition to the care provided to the existing inmate population.

The concerted preventative efforts to combat the spread of COVID-19 included: suspension of visits to correctional facilities; implementation of non-pharmaceutical interventions; manufacturing of cloth masks within Management Areas and the early release of selected low risk offenders' through the SPD. These interventions prevented mass outbreaks within the Department with only 4 083 infections recorded amongst inmates out of the total inmate population of 140 948 representing 2.9% of the national inmate population. The Department has achieved a recovery rate of 95% (3 982/4 203) out of the total number of infections of cumulated confirmed cases. Regrettably, 71 COVID-19 related deaths of inmates were recorded which translates to a mortality rate of 1.7% against the total number of confirmed cases.

The management of the COVID-19 outbreak was a priority across the Department in 2020/21, with integrated employee health and wellness (IEHW) activities at front and centre of operations. The health and wellbeing of inmates could not be seen apart of from the health and wellness of officials as each impacts on the other. The focus in 2020/21 was on the development, dissemination, implementation, monitoring and evaluation of the HR-related policies and plans to manage the impact of COVID-19 as it was recognised that apart from the remand detainees, employees would be a major source of exposure for other inmates. To mitigate the spread of COVID-19 within the Department, a comprehensive set of Human Resource Guidelines for the management of COVID-19 was issued on 09 May 2020 and updated consistently in the form of HR Directives with each adjusted alert level or when required in response to changes in policy. Visits were undertaken to areas with high infection rates to oversee the implementation of the COVID-19 protocols, identify challenges,

determine where adjustments in policies needed to be made and recommend actions required to better manage the spread of the virus. Healthcare service capacity was enhanced through the employment of 710 nurses on contract to provide health care services for officials and inmates.

The workplace skills plan was adjusted to prioritise education and awareness-raising regarding COVID-19 among officials - a critical aspect of the DCS COVID-19 SOP. As a result of the intensive efforts that were made, 72 633 officials (some attended more than one session) were reached through 5 213 COVID-19 awareness sessions held nationally. Security training was also prioritised in anticipation of the security incidents (including riots) which would arise due to the shortage of staff and unrest among offenders.

The pandemic has had an effect not only on the physical health of officials but on their psychological health as it has adversely affected their mental, emotional and financial wellbeing, likewise to the rest of the citizens of the country. The Department had 7 230 confirmed cases, 7 027 recoveries and 171 fatalities as at 31 March 2021. These are encouraging statistics when compared to the national infection and fatality rate in the country. Despite having been one of the most severely affected Departments, the recovery rate has been maintained above the national statistic. The vigilant implementation of the disaster management response strategies for mitigating the spread of COVID-19 has yielded positive results taking into account the operational setting of the Department.

The Department has responded, on the one hand, to the unprecedented levels of health-related, psychological and spiritual stress brought on by the pandemic, while on the other hand to the challenges brought on by the lockdown which necessitated, to varying degrees, restricted access to physical activities such as, sports and recreation and other wellness programmes. In an effort to provide the support required to officials the Employee Assistance Professionals provided teletherapy to 4 065 employees and family members in 4 344 sessions; and further conducted 3 804 reintegration sessions.

During the 2020/21 financial year, the Department focused on the execution of the DCS COVID-19 Communication Strategy which included the DCS Standard Operating Procedures (SOP) for preparedness, detection and response to COVID-19 and the Risk Adjusted Strategy for the various alert levels with the strengthening of prevention measures, as well as keeping the public, officials and inmates informed accordingly. The Strategy emphasised behavioural change required to prevent panic, provide reassurance and guidance and maintain solidarity in dealing with the Pandemic. Communication tactics included articles using internal mediums, WhatsApp, tweets, facebook posts, web-entries, outreach activities, radio interviews, television interviews, statements, advisories, opinion pieces and briefings amongst others. The COVID-19 coverage on the Department, including social media, continued to remain neutral and positive and dominantly factual in most cases. This is attributed to the continuous setting of the media agenda and serving as the primary source of most information through regular updates. The Department remained a dominant voice that shaped the narrative and opinion of discourse, for both internal and external publics, as a result of the Department's efforts to constantly and consistently communicate and possibly curb and avoid misinformation during a time of uncertainty and anxiety. This was confirmed by the various Government Communication Excellence Tool (G-CET) reports, as well as the findings of the April 2021 GCIS Tracker Survey Results.

Although the country reported a decrease in new COVID-19 cases after a severe second wave, scientists cautioned that a third and even fourth wave is looming. The Department will therefore continue with strict adherence to non-pharmaceutical interventions which include physical distancing, wearing of masks and frequent washing of hands with soap and water or regular sanitisation of hands to curb the spread of COVID-19. The Department commenced in earnest with the preparations for the rollout of the COVID-19 vaccination programme. In addition to non-pharmaceutical interventions, the rollout of the vaccine is critical in containing the spread of the

profile of the Department in the next year will depend on the uptake of the virus. The Department will intensify efforts to ensure that officials understand that vaccination is in their best interests so that they take full advantage of the opportunity presented to them in Phase 2b of the vaccination plan. The vaccine.

**Table 2.34: Response to the COVID-19 pandemic**

Budget Programme	Intervention	Geographic Location (Province/ District/ Local municipality)	No. of beneficiaries	Disaggregation of beneficiaries	Total budget allocation per intervention	Budget spent per intervention	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
<b>Administration</b>	COVID-19 awareness communicate issued	Head Office and 6 regions (EC,GP, FS/NC, KZN, LMN & WC)	38 726 officials and 140 948 inmates	All inmates and officials benefitted irrespective of gender	R0	R253 000 (expenditure for all publications including COVID-19 related)	Shape the COVID-19 narrative and opinion of discourse for both internal and external publics through constant and consistent communication and possibly curb and avoid misinformation.	High performing ethical organisation
	COVID-19 awareness sessions conducted for officials	Head Office and 6 regions (EC,GP, FS/NC, KZN, LMN & WC)	72 633 officials		R0	COVID-19 Awareness Sessions conducted with internal resources through the Goods and Services budget.	To provide a uniform and systematic way for human resource management that takes into consideration the nature of the hazard and risk in the workplace and the precautions that should be taken to minimise the rate of infection.	High performing ethical organisation
	COVID-19 screening for officials		573 515		R0	R110 million for the appointment of additional professional nurses for management of COVID-19 (officials and inmates)		

Budget Programme	Intervention	Geographic Location (Province/ District/ Local municipality)	No. of beneficiaries	Disaggregation of beneficiaries	Total budget allocation per intervention	Budget spent per intervention	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
	Sites implemented with Health (COVID-19) Screening APP with tracking, tracing and plotting		38 723		R12 million	R400 000	The Department has put measures in place to ensure screening and a temperature monitoring as a way to identify persons at risk of being infected and stopping them from infecting others. The integration of the screening information with the employee details, tracking and tracing was not included as part of the APP that was implemented by the Department.	High performing ethical organisation
<b>Rehabilitation</b>	Cloth facemasks manufactured by inmates	6 regions (EC,GP, FS/NC, KZN, LMN & WC)	550 103	All inmates benefitted irrespective of gender	R0	R18,408 million (amount spent on Inventory Clothing Materials and Accessories)	Manufacturing of cloth face masks is a contribution to self-sufficiency, using offender labour and existing resources. The production of cloth masks was paused during the festive season and is to resume during January 2021.	Increased access to needs based rehabilitation programmes to enhance moral fibre
<b>Care</b>	Identified inmates tested for COVID-19	6 regions (EC,GP, FS/NC, KZN, LMN & WC)	32 653	All inmates benefitted irrespective of gender	R0	R5,451 million	DCS continues to closely collaborate with NDoH, NICD for comprehensive management of COVID-19 to suppress the virus, limit hospital admissions and deaths.	Healthy incarcerated population

Budget Programme	Intervention	Geographic Location (Province/ District/ Local municipality)	No. of beneficiaries	Disaggregation of beneficiaries	Total budget allocation per intervention	Budget spent per intervention	Contribution to the Outputs in the APP (where applicable)	Immediate outcomes
	COVID-19 screening of inmates	6 regions (EC,GP, FS/NC, KZN, LMN & WC)	1 296 797	All inmates benefitted irrespective of gender	R0	R1,375 million This is inclusive of all Primary Health Care Services including COVID-19 management (COVID-19 screening, testing and recovery of inmates).	Different levels of control measures were introduced to contain the pandemic. The use of routine screening of inmates, employees, and visitors of correctional facilities has been conducted to protect the resident risk group.	Healthy incarcerated population
	Inmate patients who recovered from COVID-19 as well as deaths related to COVID-19	6 regions (EC,GP, FS/NC, KZN, LMN & WC)	3 982	All inmates benefitted irrespective of gender	R0		Health and safety of inmates by preventing mass outbreaks within correctional facilities through the strict observance of prevention and protection measures supported by regular screening and testing.	Healthy incarcerated population

## 2.6 TRANSFER PAYMENTS

This section provides information on transfer payments made during the period 1 April 2020 to March 2021

**Table 2.35: Transfer payments to all organisations other than public entities for the period 01 April 2020 to 31 March 2021**

Name of transferee	Type of organisation	Purpose for which the funds were used	Did the dept. comply with s 38 (1) (j) of the PFMA	Amount transferred (R'000)	Amount spent by the entity	Reasons for the funds unspent by the entity
Safety and Security Sector Education and Training Authority (SASSETA)	Education and Training Authority	Skills levy in terms of Skills Development Act	Yes	9,323	9,323	None

**Table 2.36: Transfer payments which were budgeted for in the period 01 April 2020 to 31 March 2021 (no transfers were made)**

Name of transferee	Type of organisation	Purpose for which the funds were to be used	Amount budgeted for (R'000)	Amount transferred (R'000)	Reasons why funds were not transferred
-	-	-	-	-	-

## 2.7 CONDITIONAL GRANTS

There were no conditional grants transferred to or received by the Department for the period under review.

## 2.8 DONOR FUNDS

There were no donor funds received by the Department for the period under review.

## 2.9 CAPITAL INVESTMENT

The South African construction industry has been on a steady decline since 2017. In 2019, alone, the industry's value shrunk by 3.3%. The cause of the construction industry's decline has been attributed to a number of factors including reduced government infrastructure spending, a depressed economy, less foreign investment due to ratings downgrades and the rising cost of materials.

More recently, the COVID-19 pandemic has led to job losses and fewer construction projects going ahead because of the strict lockdown measures. The challenges brought by the pandemic and slow economic growth will persist in 2021. Expenditure in the private sector was expected to improve, however, this is insufficient to offset the slowdown in public sector work. Government has the opportunity of making a considerable contribution towards averting the risk to industry and the labour force by accelerating project awards. The Economic Reconstruction and Recovery Plan has addressed some of the uncertainty in the construction industry considering that infrastructure has the immense potential to stimulate investment and growth with a knock-on effect in development of other economic sectors, while simultaneously creating sustainable employment. The Plan consists of high-impact interventions to kick-start the economy and to lay the foundation for a sustainable recovery. Catalytic projects have been prioritised for immediate implementation, with all

regulatory processes fast-tracked, thereby enabling R340-billion in new investment.

The Department has finalised the construction of various new-generation correctional centres over the past five years at Ceres, Matatiele, Vanrhynsdorp, Standerton, Estcourt, Pretoria C-Max, and Tzaneen. The construction at the Emthonjeni Youth Centre, Parys and Brandvlei Maximum is in progress. The Department has not only focussed on the construction of new facilities but also on the repair and upgrade of outdated infrastructure. An infrastructure budget of R570,2 million was allocated to the Department

for the 2020/21 financial year with a further R187,8 million for the maintenance of infrastructure. Due to the reduction of the capital budget, the re-allocated amount for maintenance was reduced to R58,8 million. The Department spent, R17,3 million (31% of the re-allocation) at the end of the financial year. This was largely due to the slowdown of construction work during the national lockdown. The Department allocated R18,0 million of the maintenance budget to the Regions for the implementation of Own Resources - a programme that utilises offender labour to undertake minor maintenance work.

**Table 2.37: Summary of Capital Expenditure for 2020/21**

Budget / Expenditure	Buildings and other fixed structure	Repairs and renovations (maintenance)	Total
Adjusted Budget	208,556,000	58,881,000	267,437,000
Expenditure	148,262,393	27,892,418	176,154,811
% Budget spent	71%	47%	66%

The construction of the new correctional centre at Tzaneen was completed in 2020/21, adding 435 additional bedspaces to the Department's bedspace capacity. Phase 1 of the repair and renovation project at the Brandvlei Maximum Centre in the Western Cape was completed, in support of the preparedness and response to the COVID-19 pandemic, through the refurbishment of 50 bedspaces. The planning and design stages for the refurbishment of the entire correctional centre commenced during the 2020/21 financial year, which will add 640 additional bedspaces. The Development Bank of Southern Africa (DBSA) was appointed to implement the repair and renovation project at Waterval Management Area, including the refurbishment of 42 official residences, which suffered tornado damage. The refurbishment project at Glencoe Correctional Centre, which suffered extensive damage due to arson, was also completed as planned during the year under review.

The Integrated Infrastructure Master Plan mainly focuses on the transformation of infrastructure from facilities of imprisonment to facilities of rehabilitation and care. During the next five years, the construction of new correctional centers at Parys

(176 bedspaces), Burgersdorp (311) and Lichtenburg (234) will create an additional 721 bed spaces. Upgrade and refurbishment projects at Emthonjeni Youth Centre (640) and at Brandvlei (690) will regain 1 330 bedspaces during the next five years. The modernisation of facilities and systems are embedded in the Infrastructure Master Plan to ensure continuous growth in the field of technology.

Departmental office accommodation and correctional facilities are in a state of disrepair and requires urgent replacement, upgrade, refurbishment and frequent maintenance in order to ensure that correctional facilities respect the human rights and dignity of detained individuals and provide safe, humane and rehabilitative administration of correctional facilities. The task of developing and maintaining a comprehensive infrastructure management strategy for the Department that integrates the perspectives of finance, operations, continuous improvement and corporate image is complex, therefore the Infrastructure Master Plan is designed to translate corporate goals and strategy into a series of defined, measurable objectives.

The Department has reviewed its National Bed Space Programme by re-focusing on areas of spatial priority and functional development based on the prevalence of crime, extreme overcrowding levels, location and distance of Remand Detention Centres to Magistrate Courts and High Courts. The National Bed Space Programme adheres to guidelines of the National

Spatial Development Framework (NSDF) and Chapter 12 of the White Paper on Corrections of 2005 to achieve the desired spatial vision and developmental goals. The Infrastructure Master Plan was developed in line with the National Spatial Development Framework to transform South Africa's spaces and break down the spatial influence of apartheid in South Africa.

**Table 2.38: Infrastructure projects currently in progress and expected completion dates**

Project name	Description	Outputs	Start date	Completion date
Burgersdorp correctional centre	Provision of 311 additional beds, support amenities, and development and care facilities; and upgrade of existing dilapidated structures	Design	2021/12/31	2025/03/31
Kirkwood Correctional Centre	Construction of new 500 bedspace Juvenile correctional centre, support amenities and administration	Design	2026/04/01	2029/03/31
Nigel Correctional Centre	Construction of new 1500 bed Maximum correctional centre, support amenities and administration	Design	2026/04/01	2029/03/31
Voorberg Correctional Centre	Construction of new 1000 bed Medium correctional centre, support amenities and administration	Design	2026/04/01	2029/03/31
Polokwane Correctional Centre	Construction of new 1000 bed Maximum correctional centre, support amenities and administration	Design	2026/04/01	2029/03/31
Leeuwkop Correctional Centre	Construction of new 1500 bed Juvenile correctional centre, support amenities and administration	Design	2026/04/01	2029/03/31
Tohoyandou Correctional Centre	Construction of new 500 bed Juvenile correctional centre, support amenities and administration	Design	2026/04/01	2029/03/31
Zeerust correctional centre	Provision of 500 additional beds and support facilities	Design	2024/04/01	2027/03/31
Parys correctional centre	Provision of 176 additional beds, support amenities, and development and care facilities; and upgrade of existing dilapidated structures	Construction	2018/12/07	2021/11/06
Newcastle correctional centre	Provision of 186 additional beds and support facilities	Design	2024/04/01	2027/03/31
Lichtenburg correctional centre	Upgrade of correctional centre; provision of 234 additional beds	Design	2021/10/01	2025/03/31
Head Office	Conducting feasibility studies for a new head office building: PPP model	Identification	2022/04/01	2025/03/31
Glencoe correctional centre	Upgrade of fire damaged correctional facility" Phase 2	Construction of Phase II	2022/04/01	2024/03/31
Potchefstroom Correctional Centre	Construction of new 250 bed female correctional centre, support amenities and administration	Design	2026/04/01	2029/03/31



Project name	Description	Outputs	Start date	Completion date
Klerksdorp Correctional Centre	Construction of new 500 bed Medium correctional centre, support amenities and administration	Design	2026/04/01	2029/03/31
Losperfontein Correctional Centre	Construction of new 500 bed Maximum correctional centre, support amenities and administration	Design	2026/04/01	2029/03/31
Vanrhynsdorp Correctional Centre	Housing for essential staff	Design	2024/04/01	2027/03/31
Port Shepstone Correctional Centre	Upgrading of existing facility	Design	2024/04/01	2027/03/31
Area Commissioners Dwellings	Construction of Area Commissioner dwellings	Design	2021/10/01	2023/09/31
Area Commissioners Offices	Construction of Area Commissioner Offices	Design	2022/04/01	2022/09/30

The construction industry was one of the hardest hit since the outbreak of COVID-19 and the economic shock brought on by the two-month work suspension caused great hardship to the sector. COVID-19 brought about challenges such as the immediate stoppage of work, lack of payment for certified work, loss of income and manpower, potential litigation issues and business uncertainty to mention but a few. The short- and medium-term outlook for the construction sector is hampered by fiscal constraints in the public sector

as well as a persistent demand shock emanating from the private sector, which is expected to last several years. The austerity measures implemented by the National Treasury due to persistently low economic growth have impacted the infrastructure programme of the Department. This has led to the capital infrastructure budget being significantly reduced, requiring a reprioritisation of future infrastructure projects, thus negatively impacting the rollout of the infrastructure Plan.

**Table 2:39 Management Areas and correctional centres as at 31 March 2021**

Region	Number of Management Areas	Number of correctional centres		
		Number of centres temporarily closed	Number of active centres	Total number of centres
Eastern Cape	6	1	44	45
Gauteng	8	1	25	26
Free State / Northern Cape	7	0	47	47
KwaZulu-Natal	7	2	40	42
Western Cape	10	2	41	43
Limpopo/Mpumalanga/ North West	8	2	36	38
PPPs in FS/NC and LMN	2	0	2	2
<b>Total</b>	<b>48</b>	<b>8</b>	<b>235</b>	<b>243</b>

The Department is managing 243 correctional facilities (including two private correctional facilities) and 218 community corrections offices that provide services to inmates and other persons placed under the system of community corrections. The private lease portfolio was reduced from 134 to

131 during the year under review in an effort to migrate from private accommodation to state owned accommodation. The private leases mainly comprise office accommodation and community corrections offices.

The Integrated Infrastructure Master Plan is specifically designed to transform correctional centres from facilities of incarceration to facilities of rehabilitation. The Department is mindful of the fact that correctional centres, community correctional offices and general office accommodation serve as the physical contact centres at which the people of South Africa access governmental services. The condition of these facilities, in many respects, reflect the image of the Department and impact on the professionalism and morale of officials. The New-Generation Correctional

Facilities are facilities that are designed to enhance the potential for rehabilitation while maintaining a high level of security. Currently, only 15 (6,1%) of the 243 correctional centres are New-Generation Correctional Centres. A correctional facility should provide safe and secure conditions for inmates and officials and a decent quality of life. This includes ensuring basic living conditions (electricity, water, sanitation, etc.) for an appropriate number of inmates in each physical living space in order to provide an effective regime that supports the rehabilitation of offenders.

**Table 2.40: Centres temporarily closed**

REGION	REASONS FOR CLOSURE/TEMPORARY CLOSURE OF CORRECTIONAL CENTRES
Eastern Cape	» Nqamakwe temporarily closed due to construction (refurbishment) and was reopened during the 2020/21 financial year)
Gauteng	» Emthonjeni Juvenile under construction phase
KwaZulu-Natal	» Glencoe temporarily closed due to upgrading (reopened during the 2020/21 financial year) » Umzimkulu temporarily closed and under construction (refurbishment)
Western Cape	» Swellendam closed due to dilapidation (outmoded/beyond repair) » Brandvlei Maximum under construction
Limpopo /Mpumalanga/ North West	» Brits under construction » Geluk closed due to dilapidation (outmoded / beyond repair)

The Department's correctional centre property portfolio has an estimated replacement value of R165.6 billion. The leased portfolio of 185 100m<sup>2</sup> has a construction cost in the order of R 2,086 billion. These estimates are based on the Africa Property & Construction Cost Guide for Construction (AECOM) cost per bed space for correctional centres and cost per square meter for office accommodation. The replacement cost of official residences, (married and single quarters) of approximately 11 500 units on-terrain, is estimated at R13,45 billion.

Despite the adverse effects of the COVID-19 restrictions, the critical repairs and renovations were implemented due to the diverse procurement strategy adopted in support of day-to-day maintenance. The Government Immovable Asset Management Act (GIAMA) (Act No. 19 of 2007) makes it incumbent on custodians and users, as appropriate to their functions, to demonstrate that they are managing immovable assets in such a way as to promote government's objectives. The User Asset

Management Plan (U-AMP) for the Department has been completed and submitted however the process of implementing this U-AMP is still in progress. There were no immovable assets identified for surrender in the 2020/21 U-AMP.

During the year under review the Department embarked on a process to rectify and certify information in the Immovable Asset Register. A rating index in line with the prescriptions of GIAMA was used to determine the accessibility and the physical condition of the facilities occupied by the Department. A desktop assessment of the condition of correctional centres from the user perspective was completed during the 2020/21 financial year. The aim was to get an indication of the visual qualitative condition of the correctional facilities as assessed by the users. The primary components of the condition assessment are buildings, amenities and other structures, water systems, security systems, mechanical systems and installations, electrical systems and installations, production and agriculture

facilities. The respective various sub-components were rated on a scale of “Poor”, “Fair to Poor”, “Fair”, “Fair to Good” and “Good” and the results amalgamated into overall facility condition. The following depict the qualitative outcomes of the assessment.

**Table 2.41: Condition assessment of correctional facilities**

Condition Rating	% of correctional facilities	Number of correctional facilities
Poor	7%	16
Poor to Fair	58%	139
Fair	16%	39
Fair to Good	15%	37
Good	4%	10

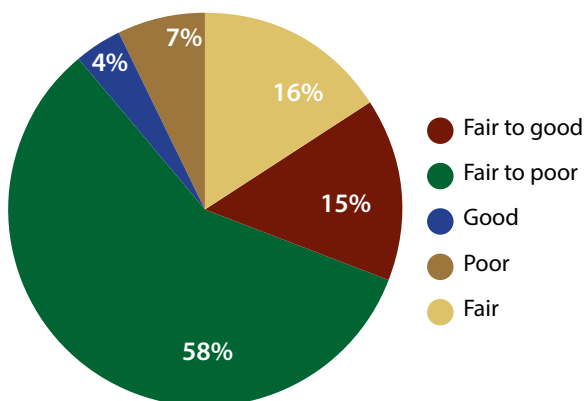
Most of the correctional facilities are older than 50 years with an architectural design that does not cater for democratic reform in South Africa. The vast majority of centres, which were constructed during the apartheid area, do not have facilities for rendering rehabilitation and care programmes. The overcrowded conditions and related challenges are

well documented in several reports prepared by oversight bodies such as the Judicial Inspectorate of Correctional Services (JICS) and research findings of different institutions and non-governmental organisations such as the Civil Society of Prison Reform Initiative and the Just Detention International.

Historically, correctional facilities have been the architectural expression of competing viewpoints of incarceration of the time and there has not been adequate renovation to these facilities to meet international standards. Poorly maintained correctional facility infrastructure results in severe consequences for the safety of inmates and officials. Building new capacity is necessary to replace aging infrastructure and provide adequate space and standards of living, in line with national and international law. Correctional facilities must be programme and services-oriented and provide a variety of spaces that offer offenders a variety of rehabilitation-type programmes and services in a safe and secure environment such as academic and vocational classrooms, activity and workshop areas, multi-faith spaces and counselling rooms for both individual and group therapy.

**Figure 12: Overall condition of correctional facilities**

**Overall condition of correctional facilities**



**Addressing the maintenance backlog:**

The infrastructure programme had significant under spending in the 2019/20 and the 2020/21 financial years. As part of the turnaround strategy, the Department will diversify the procurement strategy with the appointment of additional Implementing Agents. The Development Bank of Southern Africa (DBSA) will be appointed to deliver projects of strategic importance such as the construction of classrooms and infrastructure maintenance.

During the 2020/21 financial year the Department commenced with an in-house pilot project for the supply, delivery and installation of kitchen equipment as part of the Own Resources Programme at three kitchens within the St Albans Management Area. The following table depicts the expenditure and status in relation to in-house intervention projects by the Department.

The Department has prioritised the maintenance and building work at correctional facilities by utilising offender labour. While the Department has been utilising offender labour on various small projects, using a limited operational budget, there was a need to formalise and increase this initiative. An allocation of R3 000 000 per Region was decentralised to Management Areas with special emphasis on offender labour maintenance in support of the COVID-19 Disaster Management Response plan. Pharmacy buildings were renovated in-house at Barberton and Southern Cape Management Area. The pharmacy

buildings at Thohoyandou and Rooigrond are under renovation together with the laundry area at George. The renovation plan of a pharmacy at Colesberg has been finalised and is ready for execution. Renovation refers to the process of returning the building to a good state of repair by improving or modernising an old, damaged or defective building.

The following security related renovation projects were finalised using offender labour:

- » Guard house at Standerton Management Area.
- » Tower posts at Waterval Management Area.
- » Guard house at Witbank Management Area.
- » Enclosed sally-port at Zonderwater Management Area.
- » Enclosed sally-port at Waterval Management Area.

**Table 2.42: Expenditure and status in relation to projects which were assigned to the Department of Public Works and Infrastructure**

Project Description	Allocation (2020/2021)	Total Expenditure (2020/2021)	Status / Comments
Goedemoed Correctional Centre Farm: Construction of new Silos: Phase 2	R 75 000	R 143 562	Project finalised.
Goedemoed Correctional Centre Farm: Upgrading of the Water Channel and Water Line	R 1 150 000	R 94 793	Construction stage.
Grootvlei Correctional Centre: Construction off Broiler Project and Chicken Abattoir	R 10 339 855	-	Tender stage
Groenpunt Correctional Centre, Medium: Upgrading of the kitchen	R 933 535	R 539 549	Project finalised.
Grootvlei Correctional Centre: Sewage and Water Infrastructure Upgrade	R 6 787 086	R 864 974	Construction stage
Winburg Correctional Centre: Installation of Fish Frye and extractor fans	R 293 458	-	Design stage
Bethulie Correctional Centre: Installation of emergency back-up power supply	R 829 400	-	Tender stage
Boshoff Correctional Centre: Installation of emergency back-up power supply	R 920 000	-	Tender stage
Hoopstad Correctional Centre: Installation of emergency back-up power supply	R 1 010 000	-	Tender stage
Voorberg Correctional Centre: Replacement of Incinerators	R 9 570 000	R 5 410 870	Construction stage
Helderstroom Correctional Centre: Replacement of Incinerators	R 4 200 000	R 5 075 575	Construction stage

Project Description	Allocation (2020/2021)	Total Expenditure (2020/2021)	Status / Comments
Drakenstein Correctional Centre: Replacement of Incinerator	R 7 700 000	R 4 826 697	Construction stage
Allandale Correctional Centre: Upgrade kitchen and refurbish	R 162 000	R 15 361	Project finalised.
Oudtshoorn Correctional Centre: Upgrade kitchen and refurbishment	R 1 000 000	R 64 975	Design stage
Drakenstein Correctional Centre: Upgrade Kitchen and refurbishment	-	-	Project finalised.
Goodwood: Integrated Security System: Thirty-Six Months Maintenance Contract:	R 300 000	-	Design stage
Malmesbury: Integrated Security System: 36 Months Maintenance Contract	R 300 000	-	Design stage
Ceres: Integrated Security System: 36 Months Maintenance Contract	R 200 000	-	Design stage
Vanrhynsdorp: Integrated Security System: 36 Months Maintenance Contract	R 200 000	R 360 000	Design stage
Brandvlei Correctional Centre: Integrated Security System: 36 Months Maintenance Contract	R 200 000	-	Design stage
Parys Correctional Centre: Upgrading and Additions	R 50 300 000	R 14 020 274	Construction stage
Harrismith Correctional Centre: Installation of emergency back-up power supply	R 774 374	-	Design stage
Frankfort Correctional Centre: Installation of emergency back-up power supply	R 650 891	-	Design stage
Johannesburg Correctional Centre: Replacement of boilers	R 33 043 697	R 6 370 415	Construction stage
Kroonstad Correctional Centre: Replacement of Boiler at Kroonstad Correctional Centre	R 7 161 563	-	Construction stage
Grootvlei Correctional Centre: Upgrading of Power Supply	R 1 476 799	-	Design stage
Glencoe Correctional Centre: Reconstruction of burnt facility	-	R 2 214 941	Project finalised
Port Shepstone Correctional Centre: Repairs, upgrading and renovation for building related services	R 1 200 000	-	Design stage
Newcastle Correctional Centre: Upgrading project	R 700 000	R 1 085 855	Design stage
Pietermaritzburg Correctional Centre: Repair and maintenance of Integrated Security System	R 3 000 000	-	Construction stage
Kokstad Correctional Centre & Ebongweni Correctional Centre: Maintenance of Buildings	R 900 000	-	Design stage
Empangeni Correctional Centre & Qalabusha Correctional Centre: Maintenance of Integrated Security Systems	R 1 800 000	R 384 906	Tender stage
Estcourt Correctional Centre: Maintenance of Integrated Security Systems	R 200 000	-	Design stage
Kokstad Correctional Centre: Integrated Security System: Maintenance Contract of 36 Months	R 100 000	-	Design stage
Matatiele Correctional Centre: Upgrading of correctional centre	R 4 492 786	R 130 899	Project finalised
Johannesburg Correctional Centre and Leeuwkop Correctional Centre: Replacement of boilers	R 1 600 000	-	Construction stage
De Aar Correctional Centre: Replacement of kitchen equipment	R 24 171	R 490 529	Project finalised
Potchefstroom Correctional Centre: Construction of Logistics and Transport sections	-	R 116 637	Project finalised

Project Description	Allocation (2020/2021)	Total Expenditure (2020/2021)	Status / Comments
Rooigrond Correctional Centre: Follow on Contract: Repair and maintenance of Building, Civil, Mechanical, and electrical Installations	R 432 482	-	Project finalised
Rustenburg Correctional Centre: Repair, renovation and upgrading of buildings, wet services, and civil infrastructure	R 7 466 334	R 11 131 674	Project finalised
Rooigrond Correctional Centre: Construction of a septic tank	R 1 721 000	R 390 839	Construction stage
Losperfontein Correctional Centre: Installation of kitchen equipment	R 1 074 774	R 117 114	Final delivery stage
Klerksdorp Correctional Centre: Repair and maintenance of Integrated Security System	R 500 000	R 569 873	Design stage
Potchefstroom Correctional Centre: Repair and maintenance of Integrated Security System	R 450 000	R 191 620	Design stage
Klerksdorp Correctional Centre: Construction of a reservoir and related infrastructure	R 150 000	-	Design stage
Willowvale Correctional Centre: Installation of standby generators	R 300 000	-	Design stage
Barkly East Correctional Centre: Installation of standby generators	R 850 000	R 199 486	Design stage
Mqanduli Correctional Centre: Installation of standby generators	R 653 993	-	Design stage
Bizana Correctional Centre: Installation of back-up power generator	R 150 000	-	Design stage
Mthatha Correctional Centre Installation of standby generators	R 210 000	-	Design stage
Mthatha Correctional Centre: Maintenance of boilers	R 10 500 000	R 7 854 168	Construction stage
Tabankulu Correctional Centre: Installation of Overhead Steel Mesh-Wire Coverage To Open Courtyard	R 620 948	R 4 048	Tender stage
Ngqeleni Correctional Centre: Installation of overhead steel mesh-wire	R 1 400 000	R 930 487	Construction stage
Mount Frere Correctional Centre: Installation of overhead steel mesh-wire	R 306 602	-	Tender stage
Mthatha Correctional Centre, Mount Fletcher: Installation of overhead steel mesh-wire	R 528 553	R 3 542	Construction
Mount Ayliff Correctional Centre: Installation of overhead steel mesh-wire	R 600 168	-	Tender stage
Flagstaff Correctional Centre: Installation of overhead steel mesh-wire	R 1 862 058	-	Tender stage
Mqanduli Correctional Centre: Installation of overhead steel mesh-wire	R 1 091 584	-	Tender stage
Sterkspruit Correctional Centre: Installation of overhead steel mesh-wire	R 656 464	R 247 670	Design stage
Lady Frere Correctional Centre: Installation of overhead steel mesh-wire	R 603 980	-	Tender stage
Engcobo Correctional Centre: Installation of overhead steel mesh-wire	R 261 000	-	Design stage
Butterworth Correctional Centre: Installation of overhead steel mesh-wire	R 1 900 000	R 2 124 638	Construction stage

Project Description	Allocation (2020/2021)	Total Expenditure (2020/2021)	Status / Comments
Nqamakwe Correctional Centre: Installation of overhead steel mesh-wire	R 800 000	-	Construction stage
Barberton Correctional Centre: Replacement of boilers	R 500 000	-	Design stage
Standerton Correctional Centre: Integrated Security System: Repair and Maintenance Contract	R 500 000	-	Design stage
Thohoyandou Correctional Centre: Upgrading of wastewater treatment plant and water purification plant	R 2 471 178	R 1 218 979	Construction stage
Thohoyandou Correctional Centre: Kitchen upgrading Medium B	R 4 080 834	R 237 045	Tender stage
Queenstown Correctional Centre: Installation of overhead steel mesh-wire	R 145 767	R 123 192	Project finalised.
Leeuwkop Correctional Centre: Repair and maintenance project	R 611 605	R 66 604	Final delivery stage
Kimberley Correctional Centre: Replacement of heat pumps	R 6 303 005	-	Design stage
Estcourt Correctional Centre: Replacement of existing corrugated iron buildings	R 13 500 000	R 25 012 362	First delivery stage
Kokstad Correctional Centre Med and Max: Follow on Contract: Integrated Security System	R 7 400 000	R 4 906 193	Construction stage
Pomeroy Correctional Centre: Upgrading of electricity supply	R 89 311	R 83 904	Final delivery
Vryheid Correctional Centre: Replacement of kitchen equipment	R 900 000	R 1 511 716	Tender stage
Nkandla Correctional Centre: replacement of kitchen equipment	R 900 000	R 930 001	Tender stage
Durban Correctional Centre: Replacement of boiler	R 15 090 000	R 32 223 324	Construction stage
Lichtenburg Correctional Centre: Replacement of existing temporary buildings and upgrading	R 2 115 720	R 1 783 287	Design stage
Brits Correctional Centre: Replacement of kitchen equipment	R 2 240 000	R 154 390	Design
Potchefstroom Correctional Centre: Follow on contract Integrated Security System	R 450 000	R 191 620	Design
Mthatha Correctional Centre: Replacement of boilers	R 10 500 000	R 7 854 168	Tender stage
Standerton Correctional Centre: Adaptation and upgrading	R 939 883	R 5 411 168	Final delivery
Thohoyandou Correctional Centre: Kitchen upgrading	R 1 656 978	R 276 595	Design stage
Thohoyandou Correctional Centre: Replacement of boilers	-	R206 387	Final delivery
Burgersdorp Correctional Centre: Upgrading and repair and renovation	R 16 802 331	R 9 890 009	Design stage
Pretoria Correctional Centre: Upgrading of 'C-Max' Facility	-	R 699 130	Final delivery
Baviaanspoort Correctional Centre: Emthonjeni Youth Centre: Repair and upgrade of security	R 53 826 462	R 32 275 649	Construction stage
Baviaanspoort Correctional Centre: Leak detection and water reticulation	-	R 185 127	Design stage
Zeerust Correctional Centre: Securing of land parcel for construction of new correctional centre	R 500 000	R 1 096 256	Pre design stage
Kirkwood Correctional Centre: Site clearance for a new 500 bed correctional centre	R 150 000	R 144 695	Pre design stage
Tzaneen Correctional Centre: Replacement of correctional centre	R 27 000 000	R7 310 744	Practical completion

The private lease portfolio consists of 131 leases, which includes accommodation for Head Office, Regional Commissioners, Area Commissioners, Community Corrections and Judicial Inspectorate

for Correctional Services with 52 active leases and 79 leases managed as month-to-month agreements. The monthly commitment for leased accommodation is R 9 641 479, which is summarised as follows:

**Figure 13: Summary of private leases for the Department**

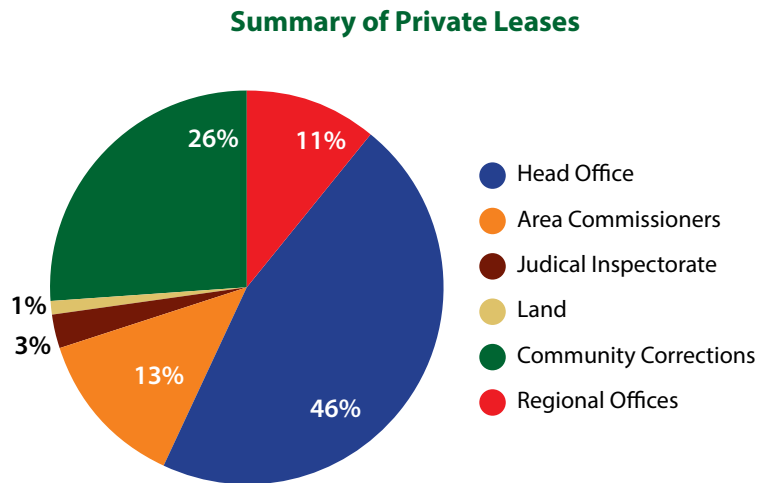


Figure 13 indicates that the Head Office accommodation constitutes 46% of the total lease expenditure. The Department’s Head Office accommodation does not fully cater for amended Building Regulations in terms of the Rational Fire Design and Occupational Health and Safety requirements. The Department has embarked on a Public Private Partnership (PPP) process to construct new accommodation within the government precinct at Salvokop, Pretoria. The Salvokop Precinct is one of five identified precincts within the inner city, which will be a benchmark development to ensure public services are seamlessly accessible. Phase one of the Salvokop Precinct development will accommodate four (4) other government Head Offices, namely the Department of Higher Education and Training, the Department of Social Development and Agencies (SASSA and the National Development Agency) and the Department of Home Affairs. The National Treasury was requested to facilitate the procurement

process for the construction of a new building through the assistance of the Government Technical Advisory Centre (GTAC). The GTAC has appointed Transactional Advisors to facilitate and manage the process. The Environmental Impact Assessment has reached an advanced stage. It is anticipated that the actual construction of municipal bulk services will commence during the 2022/23 financial year.

The Department is implementing a range of preventative and control measures to curb the spread of COVID-19 within correctional facilities. During the financial year under review, the Department invested in repurposing existing floor space within correctional facilities to serve as isolation and quarantine sites as part of the Disaster Management Response Plan. The Department constructed compounds to rapidly provide isolation and quarantine sites to serve as overflow facilities, which can be summarised as follows:



**Table 2.43 Quarantine sites constructed to accommodate COVID-19 patients**

Correctional Centre	Description of Installation	Estimated expenditure 2019-2022
Modimolle	8 Sleepers (32 rooms) & 1 Ablution Block	R 1 102 608
Polokwane	4 Sleepers (16 rooms) & 1 Ablution Block	R 591 203
Vereeniging	2 Sleepers (8 rooms) & 1 Ablution Block	R 285 039
Upington	2 Sleepers (8 rooms)	R 376 096
Grootvlei	11 Sleepers (44 rooms) & 1 Ablution Block	R 1 659 473
St Albans	15 Sleepers & 2 Ablution Blocks	R 1 586 264
Pollsmoor	6 Sleepers (communal) & 1 Ablution Block	R 1 536 614
Zonderwater	6 Sleepers (communal) & 1 Ablution Block	R 733 000
Queenstown	2 Sleepers (8 rooms)	R 213 095
Sada	6 Office Units	R 1 340 760

One of the elements of the Department's response plan was the urgent procurement of standby generators to mitigate the risk of power interruption at correctional facilities. 30 Portable standby

generators were procured on an existing National Treasury transversal contract (RT4-2017) for a total amount of R592 000.

**Table 2.44: Capital investments**

Infrastructure Projects	2020/21			2019/20		
	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure	Final Appropriation	Actual Expenditure	(Over)/Under Expenditure
	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)	(R'000)
New and replacement assets	-	-	-	-	-	-
Existing infrastructure assets	267,437	176,154	91,283	718,528	422,919	295,609
» Upgrades and additions	-	-	-	-	-	-
» Rehabilitation, renovations, and refurbishments	208,556	148,262	60,294	540,492	350,387	190,105
» Maintenance and repairs	58,881	27,892	30,989	178,036	72,532	105,504
Infrastructure transfer	-	-	-	-	-	-
Current	-	-	-	-	-	-
Capital	-	-	-	-	-	-
<b>Total</b>	<b>267,437</b>	<b>176,154</b>	<b>91,283</b>	<b>718,528</b>	<b>422,919</b>	<b>295,609</b>

The Department has been qualified in the previous three financial years on the accuracy of bed space totals, which resulted in discrepancies in the rate of overcrowding within correctional facilities. During the year under review, the outmoded Accommodation Determination System (ADS), which had technical limitations, was replaced with a new Bedspace Determination System (BDS). To ensure data integrity and compliance from a policy perspective, the previous Bedspace Policy (Chapter 2 of the B-Order)

was revised in accordance with current best practices and the bedspace verification was conducted at Regional level, i.e., the physical measurement and capturing of the bed space totals. The phasing out of the previous Bedspace Policy and system has resolved previous data limitations such as centralised capturing, delays in capturing when data lines are down and the replication delays of Admission and Release (A&R) System data to the DCS central database.



4. Umoya wembongi  
Ingaba ida-ndattheke  
emphefunweni / ichulamancile /  
inovuyo / ibindekile kucini  
na.

1. ISAKHIWO SANGAPHANDLE  
\* Sisibhuku-bhuku sombongo, awelile  
lwanga ngazi tarze  
\* Umbongo uqulthe imigolo eli-  
13, engalinganiya ngobude.

2. UBIDI WOMBONGO  
Yisonethi le, nangona iqulthe  
imigolo elikhumi elinesithathu.  
Yisonethi yamaNgesi / ekaShake-  
Speare kuba ine-Okhitevu  
kanye ne-sestethi.



**Part C:**

**Governance**

### 3.1 INTRODUCTION

The corporate governance requirements of the King IV report with regard to the Accounting Officer's responsibilities are espoused in Section 38 and 40 of the Public Finance Management Act (PFMA), 1999 (Act No. 1 of 1999). King IV advocates an outcomes-based approach and defines corporate governance as the exercise of ethical and effective leadership by the governing body towards the achievement of an ethical culture, good performance, effective control, and legitimacy. Pursuant of this legislative responsibility towards sound governance, the Governance Committees composed of relevant senior management members, including Regional Commissioners, in the areas of Risk Management, Information Technology, Audit, Budget and Performance have been established. The key responsibility of these structures is to ensure that processes and controls are in place and functioning so that the Department's strategic agenda is delivered upon in an ethically and socially responsible manner. The openness, integrity, and accountability of individuals within the Department is the cornerstone of effective governance. The Department is committed to maintaining the highest standards of governance in managing public finances and resources.

### 3.2 RISK MANAGEMENT

The Accounting Officer takes responsibility for implementing Enterprise Risk Management (ERM) in accordance with the National Treasury Public Sector Risk Management Framework (PSRMF). The Department has an established Departmental Risk Management Committee to assist the Accounting Officer in executing his responsibilities relating to risk management. The risk, governance and compliance processes are continuously applied and maintained to protect the Department against known and unknown risk exposure. Risk management is a fundamental management discipline that promotes a risk-conscious culture within and across the Department. In recognition thereof, the Department took initiatives in 2020/21 financial year to discharge the following responsibilities in terms of Section 38

(1) (a) (1) of the Public Finance Management Act (Act No.1 of 1999) as amended: -

- » The Risk Management Policy, Charter and Strategy were reviewed for relevance and applicability.
- » In terms of the Treasury Regulations, 3.2.1, the Accounting Officer has ensured that a risk assessment is conducted regularly to identify emerging risks of the Department through facilitation of the enterprise-wide risk management process by identification, analysis, assessment, and monitoring of the Departmental-wide risks at strategic and operational level on a quarterly basis. Risks were prioritised on the likelihood and impact (inherently and residually) and additional mitigation was decided upon to reduce risks to acceptable levels. New/emerging risks were identified during the quarterly review process. This process considered specific risks relating to project management, ethics, fraud and corruption, information and communication technology, and supply chain management issues encompassing COVID-19 related risks.
- » Additional risks identified were highlighted and discussed at different governance structures such as Audit and Risk Committees, the Information, Communication Technology Risk Management Committee (ITRMC), and the National Management Quarterly Performance Review Session. Quarterly risk monitoring reports assessed the level of mitigation and determined the appropriate mitigation mechanisms.
- » Risk management has become embedded in the day-to-day management practices within the Department. There has been gradual performance improvements within the Department as a result of the risk management process.

### 3.3 FRAUD AND CORRUPTION

Fraud and corruption represents significant potential risk to the Department's assets and can negatively impact

on service delivery efficiency and the Department's reputation. The Anti-Fraud and Corruption Strategy confirms the Department's zero-tolerance stance towards fraud, theft, and corruption whether internal or external and vigorously pursues and prosecutes any party that engages in such practices or attempts to do so. As part of the Department's Anti-corruption Strategy, which focuses on prevention, investigation, and sanctioning, two dedicated units are in place to deal with fraud, corruption, theft, and maladministration in terms of sections 95A and B of the CSA (1998, as amended). These two units are, namely the Departmental Investigation Unit (DIU) to conduct investigations and the Code Enforcement Unit (CEU) which institutes disciplinary proceedings emanating from the investigations conducted.

Reported incidents are investigated by the Departmental Investigation Unit and where prima facie evidence of the misconduct is found, the investigation report is forwarded to the Code Enforcement Unit to initiate disciplinary proceedings.

Whistle Blowers are at liberty to report incidents to the National Anti-Corruption Hotline (0800 701 701) which is under the control of the Public Service Commission. Alternatively, incidents can be reported directly to the Departmental Investigation Unit telephonically, in writing, by "walk-ins" or via line management. All incidents received by the Departmental Investigation Unit are recorded and investigated. The DIU plays a role in ensuring that corruption and fraud is prevented by all officials in the Department through awareness campaigns/workshops, distribution of posters and pamphlets on corruption and fraud.

The workshops conducted are intended to sensitise officials on matters of corruption and fraud, how officials can report corruption and fraud safely and the reasons why they should report corruption and fraud within their areas of responsibility. The COVID-19 lockdown regulations have reduced the number of these workshops. As a result there were 16 workshops conducted on ethics, fraud prevention and anti-corruption, including whistle blowing, during the 2020/21 financial year. 252 Officials were sensitised and 522 promotional items were distributed. In

addition, 65 officials completed the Ethics for Internal Auditors course, and 410 officials completed the Ethics for Public Service course – both offered by the National School of Government through the e-learning platform.

The COVID-19 regulations also had an impact on the finalisation of disciplinary hearings. However, the CEU continued with hearings during the implementation of level 3 lockdown regulations. Since the easing of lockdown regulations, the Department managed to finalize 66 disciplinary hearings of officials, resulting in 64 officials being found guilty (a 96,97% success rate on guilty findings) in disciplinary hearings. The sanctions meted out in disciplinary hearings were as follows: 21 dismissals, 1 demotion, 8 suspensions without salary as alternative to dismissal, 24 final written warnings, 3 written warnings, 2 corrective counsellings, 2 verbal warnings. Two officials were found not guilty while 2 officials resigned before the hearings could be finalised.

### 3.4 MINIMISING CONFLICT OF INTEREST

Members of the Senior Management Service (SMS) are required to disclose their financial interests via the e-disclosure system, in line with the relevant Public Service Regulations issued during 2016 and the directive issued by the Minister of Public Service and Administration, by 30 of April each year. All members of the Bid Specification Committee (BSC) and Bid Evaluation Committee (BEC) are compelled to sign a declaration of interest prior to their involvement in each bid process. All supply chain management officials are required to sign the same declaration per bid as well as an annual declaration. The status of disclosures for SMS Members for the year under review is indicated as follows:

**Table 3.1: SMS Financial Disclosures**

<b>TOTAL NUMBERS OF SMS</b>	<b>165</b>
Registered SMS members who submitted disclosure by due date	160
Registered SMS members who submitted disclosure after due date	0
Registered SMS members who did not disclose	5

### 3.5 CODE OF CONDUCT

The Public Service Regulations issued in 2016, Chapter 2, Part 1, addresses employee behaviour in the workplace, encourages the employee to report any maladministration and corrupt activities, and it promotes the Department's determination to uphold strong ethics and integrity and the eradication of corruption as part of the governance framework, which is fundamental to good organisational performance. The Department has adopted and endorsed a Code of Conduct which outlines relevant expectations and guiding principles for appropriate workplace behaviour among all staff members. It regulates relationships between employees, service users/providers, clients, and offenders. The Code of Conduct has been further streamlined to support the values embodied in Chapter 8 of the White Paper on Corrections of 2005 which outlines how a correctional official should ideally conduct him or herself.

In ensuring that all employees abide by the Code of Conduct, the Department is training all learners, who are prospective employees, on the Code of Conduct during the induction phase and provides a copy thereof. An employee who contravenes any provision of the Code of Conduct, if found guilty of misconduct, may be subject to disciplinary action. The Department has, during the year under review, trained 202 officials on the Public Service Code of Conduct.

### 3.6 HEALTH, SAFETY AND ENVIRONMENTAL ISSUES

The Department has a strong stance on the health and safety of officials and the provision of a healthy working environment. In light of the COVID-19 pandemic, particular attention is being paid to prevention. This includes implementation of risk control measures of isolation, hygiene, adequate ventilation, space provision and provision of Personal Protective Equipment (PPE) to prevent the spread of infectious diseases. Occupational Risk Assessments, Infection Control Programmes (IPC) and medical surveillance has been upgraded and standardised for control of relevant hazards in the workplace. The Department has signed a memorandum

of understanding with the National Institute of Occupational Health (NIOH) to conduct Occupational Risk Assessments and Occupational Exposure Assessments in the Department.

The Department has developed a COVID-19 inspection tool with the input of the NIOH for use at grassroots to ensure compliance with COVID-19 Occupational Health and Safety (OHS) requirements. In addition, the Department appointed a COVID-19 Incident Investigation Team that visited areas/centres, which were the most affected by the spread of COVID-19 (epicenters) in the first wave. The team was tasked with investigating the mode of employee exposure including any control failures and to review the necessary controls and PPE requirements in place. The Incident Investigation Team completed visits in the following Management Areas by 31 December 2020: –

- » Gauteng (Modderbee, Krugersdorp, Boksburg, and Johannesburg Management Areas),
- » Free State /Northern Cape (Groenpunt and Bizzah Makhate),
- » Limpopo Mpumalanga and North West (Klerksdorp and Witbank Management Areas),
- » Eastern Cape (Mthatha, Amathole and East London Management Areas)
- » Western Cape (Voorberg, Overberg, Goodwood, and Brandvlei Management Areas) and
- » Kwa-Zulu Natal (Pietermaritzburg and Durban Westville Management Areas).

Training on IPC in line with the Department of Health National Infection Prevention and Control Strategic Framework for March 2020 and Practical Manual for the implementation of the National IPC was prioritised.

### 3.7 PORTFOLIO COMMITTEES FOR 2020/21

**Table 3.2: Summary of Portfolio Committee meetings**

DATE OF MEETING	FOCUS AREA
28 April 2020	Measures taken by the Department to deal with COVID-19
04 May 2020	Measures taken by the Department to deal with COVID-19 (continuation)
20 May 2020	Department of Correctional Services 2020/21 Annual Performance Plan
24 Jun 2020	Overcrowding in DCS and release of inmates
15 Jul 2020	Department of Correctional Services Special Budget adjustments
02 Sep 2020	DCS: measures to address irregular, fruitless and wasteful expenditure; COVID-19 related matters
14 Oct 2020	Department of Correctional Services Quarterly Reports
02 Dec 2020	Department of Correctional Services 2019/20 Annual Report
04 Dec 2020	Department of Correctional Services 2019/20 Annual Report (continuation)
02 Feb 2021	Department of Correctional Services Amendment Bill
05 Feb 2021	DCS Audit Committee & Internal Audit on measures to detect and prevent financial irregularities
19 Feb 2021	Update on COVID-19 measures & vaccination programme in Correctional Centres
23 Feb 2021	Department of Correctional Services 2020/21 Quarter 2 and 3 Performance Reports
05 Mar 2021	DCS Interventions/Rescue Plans focusing on key areas of failure: <ul style="list-style-type: none"> <li>» Financial Management Control</li> <li>» Parole</li> <li>» ICT issues</li> <li>» Department vacancies</li> <li>» Addressing corruption and Consequence Management</li> <li>» Capital Works Projects</li> <li>» Compliance with laws and regulations</li> </ul>

Matters raised by the Portfolio Committee during 2020/21 and interventions identified by the Department to address the matters raised are:

**Table 3.3: Matters raised by the Portfolio Committee and addressed by the Department**

MATTERS RAISED BY THE PORTFOLIO COMMITTEE	DCS INTERVENTIONS
The Committee requested reasons why the Department had overspent on transport equipment for the 2019/20 financial year and is only paying in the 2020/21 financial year	The Department did not overspend on Transport Equipment in the 2019/20 financial year. The payments for vehicles in 2020/21 were mainly for water tankers ordered during 2019/20 but delivered in 2020/21. However, one Region overspent on its allocated budget for vehicles. The relevant Regional Commissioner will be served with an accountability letter as soon as the audit is finalised.
The Committee required a breakdown of the R4 billion in irregular expenditure such as the R2.7 billion attributed to Head Office.	The Department provided the Committee with the detailed Irregular Expenditure Register with a breakdown down of the R433 million in SCM irregular expenditure.

MATTERS RAISED BY THE PORTFOLIO COMMITTEE	DCS INTERVENTIONS
The Committee highlighted the Department's revenue collection. The Department under collected R14 million in Quarter One. The Committee wanted to see an aggressive approach to revenue collection and requested a recovery plan/workable plan on areas of under-performance for Quarter One	Revenue estimation was revised down from R147 869 million to R144 959 million due to the COVID-19 lockdown. It should be noted that DCS generates most revenue from letting of accommodation facilities to personnel, selling of products made in correctional centre workshops and hiring out of offender labour. The main streams affected by COVID-19 lockdown were selling of products made in correctional centres workshops, hiring out of offender labour and fines and penalties (court fines).
The Committee requested a list of services procured for COVID-19 indicating how SCM process were followed including names of service providers and the amount involved in each case.	The list of companies utilised to procure was forwarded to the Portfolio Committee
The Committee requested a full report (breakdown expenditure per Region) on the procurement of PPE/ COVID-19 expenditure	The break down on items purchased was submitted to the Portfolio Committee.
The Committee requested an explanation of how the Department collects its revenue through offender labour.	<p>There is currently no revenue collected through offender labour. Such revenue was collected through the hiring out of offenders.</p> <p>The hiring of offenders to SAPS was stopped in 2012 after the SAPS Head Office (Visible Policing Division) informed the Department that it would no longer require offender labour due to:</p> <ul style="list-style-type: none"> <li>» Permanent cleaners for SAPS offices and gardens were employed at all stations in support of job creation for law abiding citizens.</li> <li>» Shortage of staff to do guard duties.</li> <li>» Escapes (who accounts for such)</li> <li>» Transportation of offenders.</li> </ul>

### 3.8 STANDING COMMITTEE ON PUBLIC ACCOUNTS (SCOPA) RESOLUTIONS FOR 2020/21

Table 3.4: SCOPA resolutions

Resolution no.	Subject	Details	Response by the Department	Resolved (yes/no)
None	None	None	None	None

### 3.9 PRIOR MODIFICATIONS TO AUDIT REPORTS

The Department has noted various instances of non-compliance to regulatory frameworks, which is primarily in Supply Chain Management activities and has developed a detailed audit action implementation plan that comprehensively covers all audit findings

raised by the AGSA previously and currently in areas of financial management, performance information and non-compliance to regulatory frameworks. The progress on the audit action implementation plan is monitored monthly. The Department has also targeted mechanisms to monitor areas of audit qualifications of the 2019/20 financial year. The following are some of the mechanisms to address irregular expenditure and bed space qualifications:-



The table below indicates progress made on some of the areas qualified:

**Table 3.5: Audit qualifications**

Nature of qualification and matters of non-compliance	Financial year in which it first arose	Progress made in clearing/resolving the matter
Irregular expenditure-completeness	2018/19	<ul style="list-style-type: none"> <li>» The Department is in the process of appointing consultants to ensure completeness of the irregular expenditure disclosures.</li> <li>» The Regions were requested to provide transaction lists on matters where contracts were not available and procurement was done on quotation system, for inclusion in the irregular expenditure register.</li> <li>» The Department further established the Departmental Control Committee to verify submissions for procurements between transactions of R30 000 to R500 000.</li> <li>» The Department developed a Procurement Implementation Plan with preventative measures on irregular expenditure. This plan will commence on 01 April 2021.</li> <li>» Reviewing of bids prior to award; where bids with the monetary threshold below R10 million are reviewed by Director Procurement and bids above R20 million are reviewed by Internal Audit.</li> <li>» Conduct mandatory briefing sessions.</li> <li>» Standardization of special conditions of contract for perishable and non-perishable food items.</li> <li>» Centralisation of signing of contracts exceeding R3 million, as a preventive control; and contract monitoring to ensure timely advertisement of renewal contracts or bids.</li> </ul>
Bed Spaces-completeness	2018/19	<ul style="list-style-type: none"> <li>» Migration of all information relating to the Accommodation Determination System (ADS) to Bed Space System (BDS) was finalised.</li> <li>» The Department reviewed Chapter 2 of the B-Order (Bed Spaces) to improve measurement on single and communal cells to make provision for tolerable deviations and decrease calculation errors.</li> <li>» The Department is capturing all G309s into the new system ensuring that controls relating to accuracy and completeness of information are strengthened.</li> </ul>

### 3.10 INTERNAL CONTROL UNIT

During the reporting period, the Internal Control and Compliance function (ICC) continued to coordinate the control activities within the Department to promote efficiency and to reduce the likelihood and impact of identified risks. The ICC function monitors the implementation of the Audit Actions Plans to assess adequacy and effectiveness. Significant strides were made in ensuring compliance with laws and regulations. This was done by continuously implementing preventative, investigative and corrective internal control measures to address and report cases of non-compliance and deviations from

the Department's normal processes and procedures. The Department has implemented 76% of Audit Action Plans relating to the 2018/19 financial year.

Audit Actions Plans were developed for the 2019/20 financial year audit matters, and the Department is in the process of implementation. In addition, the ICC function developed a Consequence Management Framework to improve coordination and reporting mechanisms on unauthorised, irregular, fruitless and wasteful expenditure cases. The Framework is currently being consulted before submission for approval and implementation. The ICC function convenes regular Audit Steering Committee meetings

with the AGSA to facilitate the audit process and address any impending challenges on audit matters.

### 3.11 INTERNAL AUDIT AND AUDIT COMMITTEES

The Internal Audit Unit reported to the Accounting Officer administratively and to the Audit Committee functionally as required. The Internal Audit function provides management with assurance and insight on the effectiveness of, among others, governance, the internal controls, risk management and financial management systems to assist the Department in achieving its objectives. The independent assurance and consulting activity provided by Internal Audit is designed to add value and improve the Department's operations by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control, and governance processes. The scope of Internal Audit covers all financial and other management control systems identified by the audit needs assessment process. The scope of activities that the internal audit section engaged in includes:

- » Monitoring the risk management infrastructure and practices
- » Reviewing the reliability and integrity of financial and operational information and the means used to identify, measure, classify and report such information
- » Reviewing the systems established by management to ensure compliance with the policies, plans, procedures, laws and regulations which could have a significant impact on operations and reports, and determining whether the Department is compliant
- » Reviewing the means of safeguarding assets and, where appropriate, verifying the existence of assets
- » Appraising the economy and efficiency with which resources are employed

- » Reviewing operations or programmes to ascertain whether results are consistent with established objectives and goals and whether the operations or programmes are being carried out as planned

To fulfil its function, Internal Audit Activity assists the Accounting Officer in maintaining efficient and effective controls by evaluating those controls to determine their effectiveness and efficiency, and by developing recommendations for enhancement or improvement. The following audit engagements, which formed part of the Annual Internal Audit Plan approved by the Audit Committee, were amongst the nine completed audits during the 2020/21 financial year:

- » Review of Performance Information (Quarterly and Annually)
- » Review of Financial Statements
- » Audit on Case Management
- » Audit on Contract Management
- » Audit on Personal Protective Equipment (PPE)
- » Performance Audit on Integrated Inmate Management System (IIMS)
- » Review of Risk Management

The Audit Committee is required to consider any matters relating to the financial affairs of the Departmental internal and external audit matters. The Committee monitors the qualitative aspects of financial reporting, the Department's processes to manage business and financial risk, governance processes and compliance with applicable legal, ethical, and regulatory requirements. The Audit Committee is established as an oversight body, providing independent oversight over governance, risk management and control processes in the Department, which include oversight and responsibilities relating to:

- » The effectiveness of the system of internal control;

- » The effectiveness of the Internal Audit function;
- » The activities of the Internal Audit function, including its annual work programme, coordination with the external auditors, the reports of significant investigations and the responses of management to specific recommendations;
- » The risk areas of the Department's operations to be covered in the scope of internal and external audits;
- » Risk management;
- » The adequacy, reliability and accuracy of the financial information provided to management and other users of such information;
- » The quality of in year management/monthly and quarterly reports submitted in terms of the Public Finance Management Act, the Division of Revenue Act; and evaluation of the annual financial statements;
- » Any accounting and auditing concerns identified as a result of internal and external audits;
- » The compliance with legal and regulatory provisions; and
- » Investigation of matters within its powers, as identified in the written terms of reference.

**Table 3.6: Members of the Audit Committee**

Name	Qualifications	Internal or external member	Date appointed	Date resigned	No. of meetings attended
Ms J Masite	Financial management, Accounting, Risk Management, Internal and External Auditing, Forensic & Fraud investigations.	External	01/04/2019	N/A	8
Ms A Badimo	Information Technology, Risk Management	External	01/04/2019	N/A	8
Ms K Mahlangu	Legal	External	01/04/2019	N/A	8
Mr N Mhlongo CA (SA)	Accounting, Financial management, Risk Management, Internal & External Auditing, Risk Management	External	01/04/2019	N/A	8
Adv JC Weapond	Legal, Corporate Governance, Risk Management, Forensic & Fraud investigations.	External	01/04/2019	N/A	8

### 3.12 AUDIT COMMITTEE REPORT

The Audit Committee ("The Committee") hereby presents its report for the financial year ended 31 March 2021.

#### Audit Committee responsibility

The Committee reports that it has complied with its

#### Audit Committee members and attendance

During the period under review, the Committee members were as follows:

Names	Qualifications	Meetings held	Meetings attended	Date appointed
Ms SJ Masite	B.Com ED, Advanced Certificate in Fraud Examination, Chartered Internal Auditor (CMIIA) Qualification in Internal Auditing Leadership(QIAL), Certified Internal Auditor (CIA,) Certified Fraud Examiner(CFE)	7	7	1 April 2019
Ms AMM Badimo	MBA, M.Sc., B.Sc. Hons(CS),B.Sc.(CS),CISM, CGEIT, CISA, CRISC, PMP, COBIT 5, Cert IT Auditing, Certified Blockchain Expert, ITIL Foundation.	7	7	1 April 2019
Adv C Weapond	LLB, M Tech(Forensic Investigation, B-Com Hons, Information Technology, B. Tech in Policing, Postgraduate Diploma in Digital Forensics Master's in Business Systems	7	7	1 April 2019
Mr AN Mhlongo	CA (SA), ACMA, CGMA.	7	7	1 April 2019
Ms K Mahlangu	B.Proc, LLB, MAP, Certificate in Fraud Examination, Certificate in Legislation Drafting.	7	7	1 April 2019

#### The Effectiveness of Internal Control Systems

Based on the results of the formal documented review of the design, implementation and effectiveness of the Department's system of internal controls conducted by the Internal Audit and AGSA during the financial year ended 31 March 2021, and in addition, considering information and explanations given by management plus discussions held with the external auditor on the results of their audit, the Committee concluded that no material internal control breaches came to the Committee's attention.

The following internal audit work was completed during the year under review:

responsibilities arising from Section 38(1) (a) (ii) of the Public Finance Management Act, (Act No 1 of 1999) and Treasury Regulations 3.1.13. The Committee also reports that it has adopted appropriate formal terms of reference as its Audit Committee Charter. We have regulated our affairs in compliance with this charter and have discharged all responsibilities as contained therein.

- » Personal Protective Equipment (PPE)
- » Contract Management
- » Case Management
- » Audit of Performance Information (AOPO)
- » Financial Statements Reviews
- » In-Year Monitoring Review
- » Follow-up Audits
- » Risk Management

- » IT Human Resources Management
- » Probity Audit
- » Performance Audit on IIMS (Value for Money)

### **Effectiveness of the overall system of risk management**

There is an independent Chairperson of the Risk Management Committee and the Chief Risk Officer. A strategic and operational risk assessment for the year under review was conducted. The Committee provided oversight on risk management on a quarterly basis and has made recommendations for the improvement of risk management processes. Moreover, a culture of risk management needs to be embedded in the daily activities of the Department to ensure effective enterprise wide risk management. The Committee will continue to monitor progress regarding the implementation of risk management processes.

Furthermore, the Committee reviewed the Department's policies on risk management and strategy (including IT Governance) and monitored the implementation of risk management policy and strategy and concluded that there is a room for improvement in so far as Department's risk management maturity level in capacitation of the risk management unit and funding of the risk management activities.

### **In-Year Management and Monthly/Quarterly Reports**

The Committee reports that, during the year under review, it was presented with regular quarterly management reports to enable it to:

- » Monitor the integrity, accuracy and reliability of the performance of the Department
- » Review the disclosure in the financial reports of the Department and the context in which statements on the financial health of the Department are made

- » Review all material information presented together with management accounts.

Based on the quarterly review of in-year monitoring systems and reports, the Committee is satisfied with the quality, accuracy, usefulness, reliability, appropriateness, and adequacy of the Department's in-year reporting systems.

### **Internal Audit**

The Internal Audit function is responsible for reviewing and providing assurance on the adequacy and effectiveness of the internal control environment across all the significant areas of the Department and its operations.

The Committee is responsible for ensuring that the Internal Audit function is independent and has the necessary resources, skills, standing and authority within the Department to enable it to discharge its responsibilities effectively. The Internal Auditors have unrestricted access to the Committee.

The Committee reviews and approves the internal audit plan annually. Internal Audit's activities are measured against the approved internal audit plan and the Head of Internal Audit tables progress reports in this regard to the Committee.

The Head of Internal Audit is responsible for the delivery of an annual audit opinion. The annual opinion concludes on the overall adequacy and effectiveness of the Department's governance, risk management and control. The system of internal control within the Department and the control environment was partially effective as seen from the various reports issued by Internal Audit Unit and the AGSA.

The Internal Audit Unit performed a wide range of operational, financial, compliance and information-technology audits. In addition to these planned audits, the unit also attended to certain management requests.

The Committee is still not satisfied with the adequacy of the existing capacity of the Internal Audit Unit and

is of the view that capacitation of the unit should be prioritised in order for Internal Audit to function optimally to enable the Department to benefit fully from a fully capacitated internal audit function.

### **Combined Assurance**

The Committee reviewed the plans and reports of the external and internal auditors and other assurance providers including management and concluded that the Internal Audit Unit should finalise the implementation of Combined Assurance Framework.

### **Compliance with the relevant laws and regulations**

The Committee considered reports provided by management, internal assurance providers and the independent auditors regarding compliance with legal and regulatory requirements and concluded that the Department did not fully comply with the enabling laws and regulations as well as its departmental policies and standard operating procedures, especially in the area of quality of annual financial statement and supply chain management (including expenditure management).

### **IT Governance and controls**

There was improvement noted in terms of IT Governance, however weaknesses were reported in IT systems control and management needs to implement additional controls to address the deficiencies.

The following ICT matters remain a concern:

- » Capacity challenges within the Information Technology Branch;
- » Budgetary constraints to implement the Master Information Systems Security Plans (MISSTP) and technology roadmap;
- » The Integrated Inmate Management System (IIMS) rollout remains a challenge; and
- » Procurement delays by the State IT Agency (SITA).

### **Review of the Annual Financial Statements**

The Committee reviewed the annual financial statements prepared by the Department before submission to the AGSA. Consequently, the Committee considered the audited annual financial statements, to be included in the Annual Report; as discussed with the AGSA and the Accounting Officer and were satisfied that the accounting policies used are appropriate.

The annual financial statements were reviewed with the following focus:

- » Significant financial reporting judgments and estimates contained in the financial statements
- » Clarity and completeness of disclosure and whether disclosures made have been set properly in context
- » Changes in the Accounting Policies and Practices
- » Significant adjustments resulting from the audit
- » Compliance with accounting standards and legal requirements
- » Explanation for the accounting treatment adopted and
- » Reasons for significant year-on-year fluctuations.

### **Review of Annual Performance Report**

Following the review by the Committee of the draft annual performance report for the year ended 31 March 2021 and after the audit, the Committee is of the view that, draft annual performance report can be submitted to the AGSA for audit subject to all inputs from the Committee, Internal Audit and National Treasury being factored in.

### **Final Auditor-General South Africa's (AGSA) Report**

The Committee, in consultation with the Accounting Officer, agreed to the terms of the AGSA's engagement letter, audit strategy and audit fees in respect of the 2020/21 financial year.

The Committee also monitored the implementation of the action plans to address matters arising from the Management Report issued by the AGSA for the 2019/20 financial year. The Committee has also had in committee meetings with the AGSA.

The Committee has reviewed the AGSA's Audit and the Management Reports and concurs therewith. The Committee notes the emphasis of matter paragraphs as disclosed in the report.

The Committee concurs and accepts the conclusions of the AGSA on the annual financial statements and is of the opinion that the audited annual financial statements and annual performance information report which is the unmodified audit opinion - Unqualified Audit opinion with findings be accepted and read together with the report of the AGSA the unqualified audit opinion.

The Committee strongly recommends continuous interactions with the management team to discuss and agree on the way forward on the implementation plan for an improved internal control environment, risk management and governance processes within the Department, thereby addressing the internal control environment of the Department.

### **Appreciation**

The Committee appreciates the effort of the Department to achieve most of its set targets even when confronted with the budget cuts and the Covid-19 pandemic. The Committee also values the dedication of the management team and staff of the Department. The Committee appreciates the assistance and cooperation of management in the discharge of its responsibility and appreciates AGSA continuous assurance support.

### **Conclusion**

The Committee wishes to acknowledge the support of Honourable Minister, Deputy Minister, AGSA staff, management and staff of the Department. The political and administrative leadership stability in the Department played ultimate towards an improved audit opinion. (Unqualified Audit opinion with

findings) after four years of receiving qualified audit opinions.



**Ms. Sedie Jane Masite, CFE, CMIIA, CIA**

**Chairperson of the Audit Committee**

**Department of Correctional Services**

**13 September 2021**

### 3.13 B-BBEE COMPLIANCE PERFORMANCE INFORMATION

The following table has been completed in accordance with the compliance to the Broad Based Black Economic Empowerment (BBBEE) requirements of the BBBEE Act of 2013 and as determined by the Department of Trade and Industry.

**Table 3.7: Compliance to the BBBEE requirements of the BBBEE Act of 2013**

Application of the relevant Code of Good Practice (B-BBEE Certificate Levels 1 – 8) with regards to the following:		
Criteria	Response Yes / No	Discussion
Determining qualification criteria for the issuing of licences, concessions, or other authorisations in respect of economic activity in terms of any law	No	The Department does not issue any licenses or other authorisations in respect of economic activity in terms of any law.
Developing and implementing a preferential procurement policy	Yes	The Department has a Supply Chain Management Policy in place which is aligned to the Preferential Procurement Policy Framework Act, 2000 (Act No 5 of 2000), and whereby the Department uses procurement spend as a lever to promote empowerment of designated groups (Black people, Youth, Women and People with disabilities). These are EME's and Qualifying Small Enterprise (QSE's) that are BBBEE level 1- 4 contributors.
Determining qualification criteria for the sale of state-owned enterprises	No	Not applicable
Developing criteria for entering partnerships with the private sector	No	Not applicable. The process of entering partnerships with the private sector is done through the Government Technical Advisory Centre (GTAC) at National Treasury.
Determining criteria for the awarding of incentives, grants and investment schemes in support of Broad Based Black Economic Empowerment.	No	Not applicable.



A background image of a classroom. A teacher is standing at the front, pointing at a chalkboard. Several students are seated at desks, facing the teacher. The room has a grid ceiling with fluorescent lights and a window on the right side. The image is overlaid with a large, stylized graphic on the right side consisting of several curved, overlapping bands in orange, green, and white.

**Part D:**

# **Human Resource Management**

## 4.1 INTRODUCTION

### 4.1.1 The status of Human Resources (HR) in the Department

Correctional officials are instrumental in ensuring the success of any correctional facility. A successful correctional facility ensures safe custody and good order within an environment of respect and dignity. Correctional facilities, as the theatres of operation, have to care for both officials and inmates and offer an opportunity to maintain and improve public health, encourage good health for the individual and offer a rewarding and fulfilling career for officials. Leadership and staff training are fundamental to ensure that officials can work productively, act as role models for inmates, be healthy and confident of support in the event of illness or injury. Correctional facilities apply the same safe systems of work, good health and safety practices and systems of official support as other front-line public services. Correctional facilities operate in a special setting – both an institution where people may live for long or short periods and a workplace. Officials have several roles, with a focus on control and security within a high-risk environment, balanced with care for people with complex characteristics and problems.

The post establishment of the Department was 42 431, of which 38 723 were filled, during the year under review. There were 3 708 vacant posts representing a vacancy rate of 8.74%. Notwithstanding the difficulties brought about by COVID 19, the Department managed to reduce the vacancy rate from 9.4% recorded in the financial year 2019/20 to 8.74% in 2020/21.

### 4.1.2 HR priorities for the year under review and the impact of these

The COVID-19 pandemic and the enhancement of occupational health and safety in support of the Disaster Management Regulations, and the implementation of the Standard Operating Procedures on Preparedness, Detention and Response to Corona Virus Disease 2019 (COVID-19) in the Department, have dominated Human Resource

activities in the 2020/21 financial year. HR priorities for the financial year included the development of directives and plans to manage the effect of the COVID-19 pandemic, dissemination of these directives and plans, education of officials and monitoring the implementation of the plans and directives.

The Department recognised the need to educate officials about the origin of the virus and how the disease could be prevented and managed through non-pharmaceutical interventions. The Department commenced conducting COVID-19 awareness sessions for officials early in the financial year and had conducted 5 213 sessions by the end of the financial year.

The workplace skills plan was also adjusted to prioritise health professional and other training and awareness to manage COVID-19. The following training was prioritised in terms of workplace skills:

- » Clinical training of Health Care Professionals on COVID-19.
- » COVID-19 Awareness training to officials.
- » Training of Emergency Support Teams and security officials/learners/interns on Crowd Management, Riot Control, Security Equipment and Use of Force as well as the Security Standard Operating Procedures (including the provision of security at quarantine/isolation facilities for offenders/officials/learners/interns)
- » Training on Infection Prevention and Control (IPC) in line with the Department of Health National Infection Prevention and Control Strategic Framework March 2020 and Practical Manual for the Implementation of the National IPC Programme.
- » Training officials/learners/interns in the use (including donning and doffing) of PPE, including cloth masks, disposable aprons/gowns and domestic gloves in line with the Department of Health PPE Standard Operating Procedure.

- » Training on the Standard Operating Procedures for Preparedness, Detection and Response to Coronavirus Disease 2019 (COVID-19) in the Department.
- » Training on food preparation and delivery for officials/learners working at quarantine/isolation sites for offenders "Training of officials/learners/interns on transportation of confirmed/suspected cases to quarantine/isolation sites
- » Training of Occupational Health Safety officials/learners/interns on the management of COVID-19.
- » Training of officials/learners/interns on home care for patients with COVID-19 presenting with mild symptoms and management of their contacts.

Attending to the psychosocial needs of officials brought on by the physical, financial, and psychological effect of the COVID-19 pandemic was also a priority during the financial year. Employee Assistance Professional strategies were developed to ensure that the services were delivered within the confines of the COVID-19 protocols.

In response to the commitment of national government to reduce youth unemployment, the Department prioritised the filling of posts, thus reducing the vacancy rate through the appointment of 3 578 officials of which 72% (2 567) were youth.

#### **4.1.3 Workforce planning and key strategies to attract and recruit skilled and capable workforce**

The purpose of workforce planning is to ensure that the Department has the right personnel with the right skills and traits, placed at the right positions in order to accomplish its primary objectives.

The Department has, during the year under review, engaged in the development of the HR Strategy with the view of creating the culture that is envisaged in the White Paper on Corrections. The White Paper on Corrections states that the Department shall consist

of professionals that make use of related professional tools to analyse problems and develop related solutions. It further states that the ideal correctional official should embody the values that the Department hopes to instil in the offender, as it is this official who is to assist and facilitate the rehabilitation process of the offender.

In essence, the draft HR Strategy links human resources with Department's strategic outcomes and outputs to improve business performance and develop an organisational culture that fosters innovation, flexibility and effectiveness. It paves the way for HR interventions that support the Department to be a modernised self-sustaining and ideal correctional environment providing the best correctional services for a safer South Africa.

The Department is in the process of developing a new MTEF HR Plan (2021/22 – 2024/25) that encompasses the initiatives identified in the HR Strategy.

#### **4.1.4 Employee performance management**

The Department has a comprehensive Performance Management System in place which is aligned to the targets of the Department and is supported by Personal Development Plans that form the skills development plan of the Department. Through its Performance Management System, the Department pays salary pay progressions for employees whose performance meets the basic requirements and bonuses for those who exceed the set performance threshold. Due to the socio-economic crisis that the country faced during the year under review, there have been unplanned reductions on the compensation of employees' budget; as a result the Department was unable to pay performance related incentives or pay progression to employees. The only pay progression or incentives that were paid relates to those that were not paid in the previous financial years.

### 4.1.5 Integrated Employee Wellness Programme

IEHW services and programmes were adjusted as a result of the COVID-19 pandemic. The Employee Assistance Programme (EAP) which is central to the wellness programme, provides worksite-based programmes designed to assist with the early identification and resolution of productivity challenges of employees who are impaired by personal problems. The EAP has revised the traditional way of implementing the programme by customising and maximising its services, geared towards the reduction COVID-19 infection. The introduction of EAP teletherapy managed to reach out to employees that were infected and affected by COVID-19. Once employees returned to work after self-isolation or being quarantined at home or hospital, EAPs assisted in reintegrating employees into the workplace with the aim of reducing anxiety, stress, and possible trauma. EAP provided information through awareness sessions and articles on COVID-19.

During the financial year, Employee Assistance Professionals provided teletherapy to 4 079 employees and family members in 4 357 sessions. A total of 2 321 reintegration sessions were conducted to 3 805 employees and 644 awareness and educational articles/sessions were provided to a total of 379 100 employees.

Physical activity and exercise has the ability to reduce stress, depression and anxiety hence participation in sport and recreation has a profound positive impact on work productivity and teamwork. Gymnasium and sports participation were suspended during Alert Levels 2-5 to prevent the spread of the COVID-19 infection. This resulted in the suspension of the national championships however individual training sessions were encouraged. Home rehabilitation programmes were successfully prescribed for officials recovering from COVID-19 through the services of the Biokineticist.

During the 2020/21 financial year, awareness of the importance of physical wellness and healthy living was continuously shared with officials through emails. The

IEHW roll out capacitated officials in all Management Areas on wellness programmes with emphasis on COVID-19-related compliance. The Department developed OHS inspection tools in consultation with the National Institute of Occupational Health, which incorporated COVID-19 related issues.

The Injury on Duty office received 276 complaints of occupationally acquired COVID-19, while 114 cases were reported on the Compensation Commissioner's online reporting system. There were 4 fatalities due to COVID-19 occupationally acquired in the Western Cape Region.

### 4.1.6 HR achievements

The Department developed comprehensive Human Resource Guidelines to mitigate the effect of COVID-19. The related HR Directives were adjusted and disseminated with each adjusted alert level or when required in line with the Disaster Management Act: Regulations relating to COVID-19. The HR Guidelines cover employee health and wellness related aspects of COVID-19 including: the screening procedure, the provision of PPEs, social distancing requirements, the management of suspected and confirmed COVID-19 cases, quarantine and isolation sites for officials, cleaning and decontamination, the necessity to plan for staff absences and support for staff with disclosed high-risk conditions. The psychosocial support that must be provided to officials before, during and after COVID-19 infection were also addressed in the Directives. Training and awareness raising was prioritised to ensure that COVID-19 national directives and internal policies were implemented. To this end, against a target of 2 304, 5 213 awareness sessions were held nationally. Some of the COVID-19 training (especially the clinical training) was delivered in partnership with the NDoH. The Department also made use of the National School of Government's e-learning platform and 1 490 officials were trained through this mode of training delivery.

In an effort to address the dire skills shortage in the Department, especially at the coalface, the Department appointed 1 317 SANDF youth reservists. The SANDF youth reservists, who had already

undergone military training, required a shortened bridging course to meet appointment requirements within the Department. This strategic approach was seen as a cost effective initiative that simultaneously increased the number of youth employed in the Department. The Department was able to increase capacity even further by re-employing 1 098 experienced and trained ex-officials.

#### 4.1.7 HR challenges

The reduction in the compensation of employees' budget was the foremost challenge experienced in the 2020/21 financial year and will remain with the Department for years to come. The effect of the reduced budget will result in a further decrease in personnel from 37 836 in 2021/22 to 36 809 in 2023/24, as per the Human Resources Budgeting and Planning (HRBP) Tool. The reduced number of employees will affect the Department's ability to offer corrections, rehabilitation, and wellness services over the MTEF period as well as limit the ability to implement self-sufficiency and sustainability projects.

The Department's current staff ratio per work division is 1 official to 9 inmates as opposed to the recommended ratio of 1:5. The current ratio has not considered the different shift systems worked per division, which, if factored in, will further widen the staffing ratio. The Department experienced further staff shortages since the outbreak of the COVID-19 pandemic due to officials being on isolation, quarantine and the implementation of the staff rotation system that was introduced to limit the number of officials to exposure at the workplace.

Since the Learnership Programme was introduced in 2010, a total of 10 030 learners have been trained, comprising of 4 542 females and 5 488 males. Of these, 10 015 were permanently appointed into security positions in the Department. The developmental programmes of the Department could not be fully implemented during the financial year under review, particularly during Alert Levels 5 and 4 of the Risk Adjusted Strategy. Consequently, the Corrections Services Learnership contract for Group 1 of 2019/20 (1 021 learners), which was scheduled

to end on 31 October 2020, was extended to 31 December 2020. The 925 learners, of this group, who were declared competent by SASSETA in 2020/21, could also not be absorbed into the Department to ease staff shortages, upon the expiry of their contract in March 2021, due to budget cuts. The Corrections Services Learnership intake of 1 032 which was planned for 2020/21 could not be enrolled.

The Department was not able to appoint the 1 100 interns on the Graduate Internship Programme as intended. The Department was however able to accommodate 297 graduate interns, who commenced in 2019/20, for the completion of their graduate internship programme and 610 student interns for the completion of the experiential learning aspect towards fulfilment of their qualification requirements.

The review of the shift pattern system could not be finalised during the financial year 2020/21, since the Department did not have the required staff complement to implement the preferred shift pattern system while the shift system proposed by organised labour had unsustainable financial implications.

#### 4.1.8 Future HR plans/goals

The Department has developed an HR Strategy that integrates the strategic objectives and priorities of the DCS 2 068 Strategy, six strategic outcomes of DCS 2020-2025 Strategic Plan and the five strategic intents of the HR. These strategic intents support service delivery by responding to the critical constraints that impede the achievement of the strategic outcomes of the Department. One such intent is the Africa University of Corrections, which is to be achieved by 2 068. Other key outcomes include the modernisation of work practices, HR Talent Management Strategy, ideal correctional environment and the professionalisation of Corrections.

To achieve the above strategic intents, the Department has committed to deliver on the following plans:

- » Implementation of the shift system

- » Alignment of PERSAL post establishment with the Human Resource Budget Tool budget ceilings
- » Approval of the organisational structure
- » Development of the Recruitment and Retention Strategy
- » Employment of SASSETA certified learners within the Correctional Services Learnership programme
- » Support the implementation of the self-sustainability model of delivery
- » Implementation of the public service IEHW strategic framework while also aligning directives to the new world of work and the imperatives that were adopted since the outbreak of the COVID-19 pandemic, e.g., incorporating disaster preparedness, responsiveness and readiness plans.
- » Modernisation of work practices and automation of some HR processes
- » Promotion of continuous capacity development

- » Strengthen existing or establish new strategic partnerships – both inside and outside of government – to source resources and expertise.
- » Transform the culture of the Department to make the health and wellness of officials an essential pillar of the cultural values of the Department.
- » Strengthening of the relationship with organised labour
- » Building of sound labour relations in the workplace
- » Improving the management of disputes

## 4.2 HUMAN RESOURCES OVERSIGHT STATISTICS

### 4.2.1 Personnel related expenditure

The following tables summarise the final audited personnel related expenditure by programme and by salary bands. In particular, it provides an indication of the following:

- » Amount spent on personnel.
- » Amounts spent on salaries, overtime, homeowner’s allowances and medical aid.

**Table 4.2.1.1 Personnel expenditure by programme for the period 1 April 2020 and 31 March 2021**

Programme	Total expenditure (R'000)	Personnel expenditure (R'000)	Training expenditure (R'000)	Professional and special services expenditure (R'000)	Personnel expenditure as a percentage of total expenditure	Average personnel cost per employee (R'000)
Administration	4 709 242	2 968 093	6 314	-	63	465
Incarceration	14 973 038	10 973 793	20	-	73	417
Rehabilitation	1 884 445	1 468 543	842	-	77	337
Care	2 481 150	1 066 370	508	-	43	452
Social Reintegration	979 224	885 221	-	-	90	470
<b>Total</b>	<b>25 027 099</b>	<b>17 362 020</b>	<b>7 684</b>	<b>-</b>	<b>69</b>	<b>420</b>

**Table 4.2.1.2 Personnel costs by salary band for the period 1 April 2020 and 31 March 2021**

Salary bands	Personnel expenditure (R'000)	Percentage of total personnel cost for Department	Number of employees	Average personnel cost per employee (R'000)
Lower skilled (levels 1-2)	155	0%	1	155
Skilled (levels 3-5)	6 177 301	35.2%	20 131	306
Highly skilled production (levels 6-8)	4 486 557	25.6%	9 425	476
Highly skilled supervision (levels 9-12)	6 017 729	34.3%	9 007	668
Senior and top management (levels 13-16)	225 841	1.5%	160	1 599
Contract (levels 1-2)	281	0%	2	140
Contract (levels 3-5)	78 165	0.4%	184	424
Contract (levels 6-8)	168 884	1%	378	446
Contract (levels 9-12)	62 163	0.4%	101	615
Contract (levels 13-16)	11 897	0.1%	8	1 487
Learnership	2 274	0%	54	42
Periodical remunerations	100 676	0.6%	1 844	54
Abnormal appointment	97	0%	6	14
<b>Total</b>	<b>17 362 020</b>	<b>99%</b>	<b>41 302</b>	<b>420</b>

**Table 4.2.1.3 Salaries, overtime, home owners' allowances and medical aid by programme for the period 1 April 2020 and 31 March 2021**

Programme	Salaries		Overtime		Home Owners Allowances		Medical aid	
	Amount (R'000)	Salaries as a percentage of personnel costs	Amount (R'000)	Overtime as a percentage of personnel costs	Amount (R'000)	HOA as a percentage of personnel costs	Amount (R'000)	Medical aid as a percentage of personnel costs
Administration	2 474 391	83,4	27 870	0,9	63 684	2,1	192 063	6,5
Incarceration	8 467 622	77,2	114 845	1,0	248 358	2,3	809 212	7,4
Rehabilitation	1 221 931	83,2	3 472	0,2	21 970	1,5	92 229	6,3
Care	915 538	85,9	80 598	7,6	16 785	1,6	54 412	5,1
Social Reintegration	726 196	82,0	3 568	0,4	23 806	2,7	65 950	7,5
<b>Total</b>	<b>13 805 678</b>	<b>79,5</b>	<b>230 353</b>	<b>1,3</b>	<b>374 603</b>	<b>2,2</b>	<b>1 213 866</b>	<b>7,0</b>

**Table 4.2.1.4 Salaries, overtime, home owners' allowances and medical aid by salary band for the period 1 April 2020 and 31 March 2021**

Salary band	Salaries		Overtime		Home owners Allowances		Medical aid	
	Amount (R'000)	Salaries as a percentage of personnel costs	Amount (R'000)	Overtime as a percentage of personnel costs	Amount (R'000)	HOA as a percentage of personnel costs	Amount (R'000)	Medical aid as a percentage of personnel costs
Lower skilled (levels 1-2)	123	79,4	0	0	17	11,0	0	0
Skilled (levels 3-5)	5 028 178	81,4	69 669	1,1	176 246	2,9	561 519	9,1
Highly skilled production (levels 6-8)	3 583 784	79,9	54 347	1,2	100 261	2,2	332 175	7,4
Highly skilled supervision (levels 9-12)	4 658 124	77,0	96 091	1,6	95 661	1,6	318 347	5,3
Senior management (levels 13-16)	175 498	77,7	19	0	2 310	1,0	1 789	0,8
Contract (levels 1-2)	281	100	0	0	0	0	0	0
Contract (levels 3-5)	77 143	98,7	2 165	2,8	10	0	0	0
Contract (levels 6-8)	113 550	67,2	8 053	4,8	0	0	0	0
Contract (levels 9-12)	54 877	83,3	6	0	14	0	36	0,1
Contract (levels 13-16)	11 076	93,1	0	0	84	0,7	0	0
Learnership	2 271	99,9	3	0,1	0	0	0	0
Periodical remuneration	100 676	100	0	0	0	0	0	0
Abnormal appointment	97	100	0	0	0	0	0	0
<b>Total</b>	<b>13 805 678</b>	<b>79,50</b>	<b>230 535</b>	<b>1,3</b>	<b>374 603</b>	<b>2,2</b>	<b>1 213 866</b>	<b>7,0</b>

#### 4.2.2 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
- » salary band
- » critical occupations.



**Table 4.2.2.1 Employment and vacancies by programme as on 31 March 2021**

Programme	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment
Administration	6 869	6 013	12,5	71
Incarceration	28 704	26 749	6,8	57
Rehabilitation	2 554	2 226	12,8	34
Care	2 054	1 795	12,6	535
Social Reintegration	2 250	1 940	13,8	31
<b>Total</b>	<b>42 431</b>	<b>38 723</b>	<b>8,7</b>	<b>728</b>

**Table 4.2.2.2 Employment and vacancies by salary band as on 31 March 2021**

Salary band	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment
Lower skilled (levels 1-2)	1	1	0	0
Skilled (levels 3-5)	22 347	20 131	9,9	0
Highly skilled production (levels 6-8)	10 016	9 425	5,9	0
Highly skilled supervision (levels 9-12)	9 852	9 006	8,6	0
Senior management (levels 13-16)	215	160	25,6	0
Contract (below level 1)	0	0	0	44
Contract (Levels 1-2)	0	0	0	2
Contract (levels 3-5)	0	0	0	184
Contract (levels 6-8)	0	0	0	378
Contract (levels 9-12)	0	0	0	112
Contract (levels 13-16)	0	0	0	8
<b>Total</b>	<b>42 431</b>	<b>38 723</b>	<b>8,7</b>	<b>728</b>

**Table 4.2.2.3 Employment and vacancies by critical occupations as on 31 March 2021**

Critical occupation	Number of posts on approved establishment	Number of posts filled	Vacancy rate	Number of employees additional to the establishment
Custodian and security personnel	36 056	33 412	7,3	27
Educationists	640	553	13,6	
Medical practitioners	18	12	33,3	11
Pharmacists	51	49	3,9	64
Professional nurses	1 052	880	16,3	465
Psychologists and vocational counsellors	98	86	12,2	20
Social work and related professionals	648	593	8,5	41
<b>Total</b>	<b>38 563</b>	<b>35 585</b>	<b>7,7</b>	<b>628</b>

### 4.2.3 Filling of SMS posts

The tables in this section provide information on employment and vacancies as it relates to members of the SMS by salary level. It also provides information on advertising and filling of SMS posts, reasons for not complying with prescribed timeframes and disciplinary steps taken.

**Table 4.2.3.1 SMS post information as on 31 March 2021**

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	Percentage of SMS posts filled	Total number of SMS posts vacant	Percentage of SMS posts vacant
Director-General/ Head of Department	1	1	100	0	0
Salary level 16	1	1	100	0	0
Salary level 15	15	14	93,3	1	6,7
Salary level 14	37	22	59,5	15	40,5
Salary level 13	161	122	75,8	39	24,2
<b>Total</b>	<b>215</b>	<b>160</b>	<b>74,4</b>	<b>55</b>	<b>25,6</b>

**Table 4.2.3.2 SMS post information as on 30 September 2020**

SMS level	Total number of funded SMS posts	Total number of SMS posts filled	Percentage of SMS posts filled	Total number of SMS posts vacant	Percentage of SMS posts vacant
Director-General/ Head of Department	1	1	100	0	0
Salary level 16	2	1	50	1	50
Salary level 15	15	14	93,3	1	6,7
Salary level 14	37	23	62,2	14	37,8
Salary level 13	162	117	72,2	45	27,8
<b>Total</b>	<b>217</b>	<b>156</b>	<b>71,9</b>	<b>61</b>	<b>28,1</b>

**Table 4.2.3.3 Advertising and filling of SMS posts for the period 01 April 2020 and 31 March 2021**

SMS level	Advertising	Filling of posts	
	Number of vacancies per level advertised in 6 months of becoming vacant	Number of vacancies per level filled in 6 months of becoming vacant	Number of vacancies per level not filled in 6 months but filled in 12 months
Director-General/Head of Department	0	0	0
Salary level 16	0	0	0
Salary level 15	0	0	0
Salary level 14	3	0	0
Salary level 13	17	0	0
<b>Total</b>	<b>20</b>	<b>0</b>	<b>0</b>

**Table 4.2.3.4 Reasons for not having complied with the filling of funded vacant SMS positions -advertised within 6 months and filled within 12 months after becoming vacant for the period 1 April 2020 and 31 March 2021**

Reasons for vacancies not advertised within six months
13 posts were advertised on numerous occasions (Re-adverts), COVID-19 pandemic also delayed advertisement as the process of advertisement was suspended
Reasons for vacancies not filled within twelve months
Withdrawal of posts, horizontal transfer and the suspension of recruitment process due to COVID-19
High natural attrition, the re-advertising of the SMS posts more than twice already, all these had an effect in the timeous filling of posts
Prolonged turnaround time in finalising the recruitment process due to unavailability of panel members

**Table 4.2.3.5 Disciplinary steps taken for not complying with the prescribed timeframes for filling SMS posts within 12 months for the period 01 April 2020 and 31 March 2021**

Reasons for vacancies not advertised within six months
The delays were not necessarily attributed to insubordination or dereliction of duties but rather the problem related to the system or process
Reasons for vacancies not filled within six months
The delays were not necessarily attributed to insubordination or dereliction of duties but rather the problem related to the system or process

#### 4.2.4 Job Evaluation

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

**Table 4.2.4.1 Job Evaluation by Salary band for the period 01 April 2020 and 31 March 2021**

Salary band	Number of posts on approved establishment	Number of jobs evaluated	Percentage of posts evaluated by salary bands	Posts upgraded		Posts downgraded	
				Number	Percentage of posts evaluated	Number	Percentage of posts evaluated
Lower skilled (levels 1-2)	1	0	0	0	0	0	0
Skilled (levels 3-5)	22 347	0	0	0	0	0	0
Highly skilled production (levels 6-8)	10 016	0	0	0	0	0	0
Highly skilled supervision (levels 9-12)	9 852	0	0	0	0	0	0
Senior Management Service B and A	161	0	0	0	0	0	0
Senior Management Service B and B	37	0	0	0	0	0	0
Senior Management Service B and C	15	0	0	0	0	0	0

Salary band	Number of posts on approved establishment	Number of jobs evaluated	Percentage of posts evaluated by salary bands	Posts upgraded		Posts downgraded	
				Number	Percentage of posts evaluated	Number	Percentage of posts evaluated
Senior Management Service B and D	2	0	0	0	0	0	0
<b>Total</b>	<b>42 431</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

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

**Table 4.2.4.2 Profile of employees whose positions were upgraded due to their posts being upgraded for the period 01 April 2020 and 31 March 2021**

Gender	African	Indian	Coloured	White	Total
Female	1	-	-	-	-
Male	-	-	-	-	-
<b>Total</b>	<b>1</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Employees with a disability</b>					<b>0</b>

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

**Table 4.2.4.3 Employees with salary levels higher than those determined by job evaluation by occupation for the period 01 April 2020 and 31 March 2021**

Occupation	Number of employees	Job evaluation level	Remuneration level	Reason for deviation
-	-	-	-	-
<b>Total number of employees whose salaries exceeded the level determined by job evaluation</b>				<b>-</b>
<b>Percentage of total employed</b>				<b>-</b>

The following table summarises the beneficiaries of the above in terms of race, gender, and disability:

**Table 4.2.4.4 Profile of employees who have salary levels higher than those determined by job evaluation for the period 01 April 2020 and 31 March 2021**

Gender	African	Asian	Coloured	White	Total
Female	-	-	-	-	-
Male	-	-	-	-	-
<b>Total</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Employees with a disability</b>					<b>-</b>

### 4.2.5 Employment changes

The following tables provide a summary of turnover rates by salary band and by critical occupations. Turnover rates provide an indication of trends in the employment profile of the Department.

**Table 4.2.5.1 Annual turnover rates by salary band for the period 01 April 2020 and 31 March 2021**

Salary band	Number of employees at beginning of period (01 April 2020)	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
01 Lower Skilled (Levels 1-2)	1	0	0	0,00
02 Skilled (Levels 3-5)	18 724	1 873	278	1,5
03 Highly Skilled Production (Levels 6-8)	9 763	153	325	3,3
04 Highly Skilled Supervision (Levels 9-12)	9 468	99	771	8,1
05 Senior Management Service Band A	127	3	15	11,8
06 Senior Management Service Band B	26	0	4	15,4
07 Senior Management Service band C	10	3	0	0
08 Senior Management Service Band D	2	0	0	0
Contract (below Level 1)	1 404	691	2 027	144,4
Contracts (levels 1-2)	2	0	0	0
11 Contract (Levels 3-5)	639	230	1 286	201,3
12 Contract (Levels 6-8)	14	427	88	535,7
13 Contract (Levels 9-12)	121	96	121	100
13 Contract (level 13-16)	8	3	3	37,5
<b>TOTAL</b>	<b>40309</b>	<b>3 578</b>	<b>4 918</b>	<b>12,2</b>

**Table 4.2.5.2 Annual turnover rates by critical occupation for the period 01 April 2020 to 31 March 2021**

Critical occupation	Number of employees at beginning of period (01 April 2020)	Appointments and transfers into the Department	Terminations and transfers out of the Department	Turnover rate
Custodian and security personnel	33 300	2 492	3 818	11,5
Educationists	534	38	20	3,7
Medical practitioners	21	5	3	14,3
Pharmacists	99	70	56	56,6
Professional nurse	872	607	160	18,3
Psychologists and vocational counsellors	123	28	46	37,4
Social work and related professionals	664	41	74	11,1
<b>Total</b>	<b>35 613</b>	<b>3 281</b>	<b>4 177</b>	<b>11,7</b>

**Table 4.2.5.3 Reasons why staff left the department for the period 01 April 2020 to 31 March 2021**

Termination Type	Number	Percentage of total resignations
Death	379	7,7
Resignation	352	7,2
Expiry of contract	3 407	69,3
Transfers	36	0,7
Discharged due to ill health	29	0,6
Dismissal-misconduct	94	1,9
Retirement	621	12,6
<b>TOTAL</b>	<b>4 918</b>	<b>100</b>
<b>Number of employees who left as a percentage of total employment</b>		<b>12,2</b>

**Table 4.2.5.4 Promotions by critical occupation for the period 01 April 2020 to 31 March 2021**

Occupation	Employees as at 01 April 2020	Promotions to another salary level	Salary level promotions as a percentage of employees by occupation	Progressions to another notch within a salary level	Notch progression as a percentage of employees by occupation
Custodian and security personnel	33 300	347	1.0%	11	0
Educationists	534	19	3.6%	0	0
Medical practitioners	21	0	0%	0	0
Pharmacists	99	1	1.0%	2	2.0
Professional nurse	872	46	5.3%	1	0.1
Psychologists and vocational counsellors	123	0	0%	1	0.8
Social work and related professionals	664	11	1.7%	0	0
<b>Total</b>	<b>35 613</b>	<b>424</b>	<b>1.2%</b>	<b>15</b>	<b>2.9</b>

**Table 4.2.5.5 Promotions by salary band for the period 01 April 2020 to 31 March 2021**

Salary band	Employees as at 01 April 2020	Promotions to another salary level	Salary bands promotions as a percentage of employees by salary level	Progressions to another notch within a salary level	Notch progression as a percentage of employees by salary bands
Lower skilled (levels 1-2)	1	0	0	0	0
Skilled (levels 3-5)	18 724	29	0.2	3	0
Highly skilled production (levels 6-8)	9 763	203	2.1	2	0
Highly skilled supervision (levels 9-12)	9 468	422	4.5	12	0,1
Senior Management (levels 13 – 16)	165	13	8	1	0,6
Contract (Level below 1) Intern/learnership	1 404	0	0	0	0
Contracts (levels 1-2)	2	0	0	0	0
Contracts (levels 3-5)	639	0	0	0	0

Salary band	Employees as at 01 April 2020	Promotions to another salary level	Salary bands promotions as a percentage of employees by salary level	Progressions to another notch within a salary level	Notch progression as a percentage of employees by salary bands
Contracts (levels 6-8)	14	0	0	1	7,1
Contracts (levels 9-12)	121	0	0	2	1,7
Contracts (levels 13-16)	8	0	0		0
<b>Total</b>	<b>40 309</b>	<b>667</b>	<b>1.7</b>	<b>21</b>	<b>0,1</b>

#### 4.2.6 Employment equity

**Table 4.2.6.1 Total number of employees (including employees with disabilities) in each of the following occupational categories as on 31 March 2021**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	75	7	6	2	67	7	3	1	<b>168</b>
Professionals	639	63	12	47	1 192	147	36	108	<b>2 244</b>
Technicians and associate professionals	635	122	28	252	1 302	216	27	149	<b>2 731</b>
Clerks	1 541	187	30	143	1 481	135	20	78	<b>3 615</b>
Service and sales workers	14 849	2 820	337	2 209	8 224	1 312	145	267	<b>30 163</b>
Craft and related trades workers	335	51	3	44	80	3	0	0	<b>516</b>
Labourers and Related Workers	5	0	0	0	9	0	0	0	<b>14</b>
<b>Total</b>	<b>18 079</b>	<b>3 250</b>	<b>416</b>	<b>2 697</b>	<b>12 355</b>	<b>1 820</b>	<b>231</b>	<b>603</b>	<b>39 451</b>
<b>Employees with disabilities</b>	<b>135</b>	<b>24</b>	<b>4</b>	<b>25</b>	<b>95</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>300</b>

**Table 4.2.6.2 Total number of employees (including employees with disabilities) in each of the following occupational bands as on 31 March 2021**

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	10	0	0	0	4	0	1	0	<b>15</b>
Senior Management	59	6	6	3	60	8	2	1	<b>145</b>
Professionally qualified and experienced specialists and mid-management	3 392	977	197	1 891	1 966	277	51	256	<b>9 007</b>
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	4 057	907	102	608	3 061	451	61	178	<b>9 425</b>
Semi-skilled and discretionary decision making	10 437	1 344	109	185	6 785	1 032	105	134	<b>20 131</b>
Unskilled and defined decision making	1	0	0	0	0	0	0	0	<b>1</b>

Occupational band	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Contract(Top Management), permanent	0	1	0	0	0	0	0	0	1
Contract (Senior Management),	4	0	0	0	3	0	0	0	7
Contract (professionally qualified),	16	8	2	10	29	7	10	29	111
Contract (skilled technical)	41	4	0	0	293	36	1	3	378
Contract (semi-skilled),	42	3	0	0	128	9	0	2	184
Contract (Unskilled)	0	0	0	0	2	0	0	0	2
Contracts Intern/Learnership	20	0	0	0	24	0	0	0	44
<b>Total</b>	<b>18 079</b>	<b>3 250</b>	<b>416</b>	<b>2 697</b>	<b>12 355</b>	<b>1 820</b>	<b>231</b>	<b>603</b>	<b>39 451</b>
<b>Employees with disabilities</b>	<b>135</b>	<b>24</b>	<b>4</b>	<b>25</b>	<b>95</b>	<b>9</b>	<b>2</b>	<b>6</b>	<b>300</b>

Table 4.2.6.3 Recruitment for the period 01 April 2020 to 31 March 2021

Occupational band	Female				Male				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	2	0	0	0	1	0	0	0	3
Senior Management	2	0	0	1	0	0	0	0	3
Professionally qualified and experienced specialists and mid-management	57	8	1	1	25	32	2	2	99
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	68	5	0	0	74	4	0	2	153
Semi-skilled and discretionary decision making	677	78	5	11	930	139	6	27	1 873
Contract (Top Management), Permanent	0	0	0	0	0	0	0	0	1
Contract (senior management) contract	1	0	0	0	1	0	0	1	2
Contract (professionally qualified), contract	22	7	10	29	10	8	2	11	99
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	338	35	1	2	47	4	0	0	427
Contract (semi-skilled), contract	146	19	0	3	62	1	0	0	231
Contract (unskilled)	223	8	2	0	440	13	0	1	687
<b>Total</b>	<b>1 536</b>	<b>160</b>	<b>19</b>	<b>47</b>	<b>1 590</b>	<b>201</b>	<b>10</b>	<b>44</b>	<b>3 578</b>
<b>Employees with disabilities</b>	<b>2</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>9</b>



**Table 4.2.6.4 Promotions for the period 01 April 2020 to 31 March 2021**

Occupational band	Female				Male				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	1	0	0	0	<b>1</b>
Senior Management	6	1	0	0	4	1	0	0	<b>12</b>
Professionally qualified and experienced specialists and mid-management	173	18	3	4	189	20	6	9	<b>422</b>
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	104	9	0	0	84	5	0	1	<b>203</b>
Semi-skilled and discretionary decision making	13	2	0	0	14	0	0	0	<b>29</b>
<b>Total</b>	<b>296</b>	<b>30</b>	<b>3</b>	<b>4</b>	<b>292</b>	<b>26</b>	<b>6</b>	<b>10</b>	<b>667</b>
<b>Employees with disabilities</b>	<b>3</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>

**Table 4.2.6.5 Terminations for the period 01 April 2020 to 31 March 2021**

Occupational band	Female				Male				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Top Management	0	0	0	0	0	0	0	0	<b>0</b>
Senior Management	5	1	0	0	9	2	1	1	<b>19</b>
Professionally qualified and experienced specialists and mid-management	96	23	3	25	332	110	13	168	<b>770</b>
Skilled technical and academically qualified workers, junior management, supervisors, foreman and superintendents	70	13	0	11	169	37	1	25	<b>326</b>
Semi-skilled and discretionary decision making	70	10	3	4	163	24	3	1	<b>278</b>
Unskilled and defined decision making	0	0	0	0	0	0	0	2	<b>2</b>
Contract (senior management)	0	0	0	0	1	0	0	0	<b>1</b>
Contract (professionally qualified)	35	9	8	28	25	5	2	9	<b>121</b>
Contract (skilled technical)	61	9	0	1	17	0	0	0	<b>88</b>
Contract (semi-skilled)	710	38	1	1	523	12	1	0	<b>1 286</b>
Contract (Intern/ Learnerships )	793	24	4	2	1164	38		2	<b>2 027</b>
<b>Total</b>	<b>1 840</b>	<b>127</b>	<b>19</b>	<b>72</b>	<b>2403</b>	<b>228</b>	<b>21</b>	<b>208</b>	<b>4 918</b>
<b>Employees with disabilities</b>	<b>3</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>8</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>15</b>

**Table 4.2.6.6 Disciplinary action for the period 01 April 2020 to 31 March 2021**

Disciplinary action	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Correctional counselling	110	38	0	9	55	7	1	2	222
Verbal warning	316	65	3	32	85	17	1	5	524
Written warning	338	74	16	32	110	16	3	9	598
Final written warning	255	58	5	11	58	13	2	2	404
Suspended without pay	81	5	0	3	9	0	0	0	98
Fine	0	0	0	0	0	0	0	0	0
Demotion	0	0	0	0	0	0	0	0	0
Dismissal	59	10	1	4	14	3	1	2	94
Not guilty	47	7	0	0	13	5	0	0	72
Case withdrawn	59	10	0	2	21	2	0	0	94
No outcome	197	14	3	6	63	8	0	1	292
<b>Total</b>	<b>1 462</b>	<b>281</b>	<b>28</b>	<b>99</b>	<b>428</b>	<b>71</b>	<b>8</b>	<b>21</b>	<b>2 398</b>

**Table 4.2.6.7 Skills development for the period 01 April 2020 to 31 March 2021**

Occupational category	Male				Female				Total
	African	Coloured	Indian	White	African	Coloured	Indian	White	
Legislators, senior officials and managers	128	24	2	8	89	13	2	6	272
Professionals	215	9	2	3	592	61	7	26	915
Technicians and associate professionals	52	5	0	3	40	4	0	0	104
Clerks	262	24	15	18	411	29	8	28	795
Service and sales workers	3 899	658	57	246	2 675	327	35	67	7 964
Craft and related trades workers	27	3	0	1	7	0	0	0	38
Plant and machine operators and assemblers	0	0	0	0	0	0	0	0	0
<b>Total</b>	<b>4 583</b>	<b>723</b>	<b>76</b>	<b>279</b>	<b>3 814</b>	<b>434</b>	<b>52</b>	<b>127</b>	<b>10 088</b>
<b>Employees with disabilities</b>	<b>6</b>	<b>5</b>	<b>0</b>	<b>1</b>	<b>12</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>24</b>

#### 4.2.7 Signing of performance agreements by SMS members

All members of the SMS must conclude and sign performance agreements within specific timeframes. Information regarding the signing of performance agreements by SMS members, the reasons for not complying within the prescribed timeframes and disciplinary steps taken is presented in the tables below.

**Table 4.2.7.1 Signing of performance agreements by SMS members as on 31 May 2020**

SMS level	Total number of funded SMS posts	Total number of SMS members	Total number of signed performance agreements	Signed performance agreements as percentage of total number of SMS members
Director-General/ Head of Department	1	1	-	0
Salary level 16	2	1	0	0
Salary level 15	15	14	8	57
Salary level 14	37	25	10	40
Salary level 13	160	127	72	56
<b>Total</b>	<b>215</b>	<b>168</b>	<b>90</b>	<b>153</b>

**Table 4.2.7.2 Reasons for not having concluded performance agreements for all SMS members as on 31 May 2020**

Reasons
The DPSA granted an approval for the extension of the due dates for the signing of Performance Agreements for 2020/21 performance cycle. This has resulted in the remaining SMS members signing their performance agreement after the 31 May 2020

**Table 4.2.7.3 Disciplinary steps taken against SMS members for not having concluded performance agreements as on 31 May 2020**

Reasons
Non-compliances were not the results of members' deliberate act of disobedience, but rather compliance with restrictions associated with COVID -19

#### 4.2.8 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, disability, salary bands and critical occupations.

**Table 4.2.8.1 Performance rewards by race, gender and disability for the period 01 April 2020 to 31 March 2021**

Race and gender	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees 31 Mar 2021	Percentage of total within group	Cost (R'000)	Average cost per employee
African	46	30 434	0,2	217	4 717
Male	36	12 355	0,3	170	4 722
Female	10	18 079	0,1	47	4 700
Indian	0	5 070	0,0	0	0
Male	0	1 820	0,0	0	0
Female	0	3 250	0,0	0	0
Coloured	16	647	2,5	97	6 063
Male	10	231	4,3	71	7 100
Female	6	416	1,4	26	4 333
White	3	3 300	0,1	18	6 000
Male	1	603	0,2	7	7 000
Female	2	2 697	0,1	11	5 500
Employees with a disabilities	0	300	0,0	0	0
<b>Total</b>	<b>65</b>	<b>39 451</b>	<b>0,2</b>	<b>332</b>	<b>5 108</b>

**Table 4.2.8.2 Performance rewards by salary band for personnel below Senior Management Service for the period 01 April 2020 to 31 March 2021**

Salary band	Beneficiary profile			Cost		Total cost as a percentage of the total personnel expenditure
	Number of beneficiaries	Number of employees	Percentage of total within salary bands	Total Cost (R'000)	Average cost per employee	
Lower skilled (levels 1-2)	0	1	0	0	0	0
Skilled (levels 3-5)	40	20 131	0.2	164	4 100	0
Highly skilled production (levels 6-8)	14	9 425	0.1	81	5 786	0
Highly skilled supervision (levels 9-12)	11	9 007	0.1	87	7 909	0
Contracts (Learnership)	0	44	0	0	0	0
Contracts (levels 1-2)	0	2	0	0	0	0
Contracts (levels 3-5)	0	184	0	0	0	0
Contract (levels 6-8)	0	378	0	0	0	0
Contract (levels 9-12)	0	101	0	0	0	0
<b>Total</b>	<b>65</b>	<b>39 273</b>	<b>0.20</b>	<b>332</b>	<b>5 108</b>	<b>0</b>

**Table 4.2.8.3 Performance rewards by critical occupation for the period 01 April 2020 to 31 March 2021**

Critical occupation	Beneficiary profile			Cost	
	Number of beneficiaries	Number of employees	Percentage of total within occupation	Total cost (R'000)	Average cost per employee
Custodian and security personnel	64	33 439	0.2	314	4 906
Educationists	0	553	0	0	0
Medical practitioners	0	23	0	0	0
Pharmacists	1	113	1	17	17 427
Professional nurse	0	1 345	0	0	0
Psychologists and vocational counsellors	0	106	0	0	0
Social work and related professionals	0	634	0	0	0
<b>Total</b>	<b>65</b>	<b>36 213</b>	<b>0.2</b>	<b>331</b>	<b>5 092</b>

**Table 4.2.8.4 Performance related rewards (cash bonus), by salary band for SMS for the period 01 April 2020 to 31 March 2021**

Salary band	Beneficiary profile			Cost		Total cost as a percentage of the total personnel expenditure
	Number of beneficiaries	Number of employees	Percentage of total within salary bands	Total cost (R'000)	Average cost per employee	
Band A	0	123	0	0	0	0
Band B	0	22	0	0	0	0
Band C	0	14	0	0	0	0
Band D	0	1	0	0	0	0
Contract Band A	0	5	0	0	0	0
Contract B and B	0	2	0	0	0	0
Contract B and D	0	1	0	0	0	0
<b>Total</b>	<b>0</b>	<b>168</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

### 4.2.9 Foreign workers

The tables below summarise the employment of foreign nationals in the Department in terms of salary band and major occupation.

**Table 4.2.9.1 Foreign workers by salary band for the period 01 April 2020 and 31 March 2021**

Salary band	01 April 2020		31 March 2021		Change	
	Number	Percentage of total	Number	Percentage of total	Number	Percentage change
Highly skilled production (levels 6-8)	3	20	3	25	0	0
Highly skilled supervision (levels 9-12)	1	6.7	1	8.3	0	0
Other (Periodical remuneration)	11	73.3	12	66.6	1	99
Other (Contract)	0	0	1	0.1	1	1
<b>Total</b>	<b>15</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>2</b>	<b>100</b>

**Table 4.2.9.2 Foreign workers by major occupation for the period 01 April 2020 and 31 March 2021**

Major occupation	01 April 2020		31 March 2021		Change	
	Number	Percentage of total	Number	Percentage of total	Number	Percentage change
National security and custodian personnel	4	26.7	4	16.7	0	66.7
Other Occupations	0	0	1	8.3	1	33.3
Professionals and managers	11	73	12	75	1	66.7
Service workers	0	0	0	0	0	0
<b>TOTAL</b>	<b>15</b>	<b>100</b>	<b>17</b>	<b>100</b>	<b>2</b>	<b>100</b>

### 4.2.10 Leave utilisation

The Public Service Commission (PSC) 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 and disability leave. In both cases, the estimated cost of the leave is also provided.

**Table 4.2.10.1 Sick leave for the period 01 January 2020 to 31 December 2020**

Salary band	Total days	Percentage days with medical certification	Number of employees using sick leave	Percentage of total employees using sick leave	Average days per employee	Estimated cost (R'000)
Lower skills (levels 1-2)	3	33.3	1	0.00	3	2
Skilled (levels 3-5)	163 811	74.0	17 853	47.40	9	176 190
Highly skilled production (levels 6-8)	81 406	76.0	9 438	25.00	9	134 184
Highly skilled supervision (levels 9-12)	74 230	79.5	8 287	22.00	9	164 676
Senior management (levels 13-16)	932	88.4	118	0.30	8	4 331
Other	16	87.5	1	0.00	16	66
Contract (levels 3-5)	5 113	70.6	1 017	2.70	5	3 948
Contract (levels 6-8)	1 292	85.1	293	0.80	4	1 758
Contract (levels 9-12)	502	58.0	116	0.30	4	1 032
Contract (levels 13-16)	11	100.0	3	0.00	4	58
Contract Other	1 630	72.3	571	1.50	3	376
<b>Total</b>	<b>328 946</b>	<b>75.7</b>	<b>37 698</b>	<b>100.00</b>	<b>9</b>	<b>486 619</b>

**Table 4.2.10.2 Disability leave (temporary and permanent) for the period 01 January 2020 to 31 December 2020**

Salary band	Total days	Percentage days with medical certification	Number of employees using disability leave	Percentage of total employees using disability leave	Average days per employee	Estimated cost (R'000)
Lower skilled (levels 1-2)	0	0	0	0	0	0
Skilled (levels 3-5)	31 195	99.9	924	44.20	34	34 042
Highly skilled production (levels 6-8)	24 105	100	538	25.70	45	40 508
Highly skilled supervision (levels 9-12)	27 708	100	607	29	46	60 831
Senior management (levels 13-16)	352	100	3	0.10	117	1 680
Contract (levels 3-5)	240	100	10	0.50	24	188
Contract (levels 6-8)	35	100	5	0.20	7	47
Contract (levels 9-12)	3	100	1	0.00	3	5
Contract Other	66	100	4	0.20	17	43
<b>Total</b>	<b>83 704</b>	<b>99.9</b>	<b>2 092</b>	<b>100</b>	<b>40</b>	<b>137 346</b>

**Table 4.2.10.3 Annual leave for the period 01 January 2020 to 31 December 2020**

Salary band	Total days taken	Average days per employee	Number of employees who took leave
Lower skilled (levels 1-2)	16	16	1
Skilled levels (levels 3-5)	449 921.63	23	19 961
Highly skilled production (levels 6-8)	252 748.85	23	11 205
Highly skilled supervision (levels 9-12)	229 404	24	9 723
Senior management (levels 13-16)	3 353	20	167
Other	3	3	1
Contract (levels 1-2)	9	5	2
Contract (levels 3-5)	16 591.92	12	1 376
Contract (levels 6-8)	2 277	6	363
Contract (levels 9-12)	1 482	11	139
Contract (levels 13-16)	82	10	8
Contract Other	17 333.76	9	1 916
<b>Total</b>	<b>973 222.16</b>	<b>22</b>	<b>44 862</b>

**Table 4.2.10.4 Capped leave for the period 01 January 2020 to 31 December 2020**

Salary band	Total days of capped leave taken	Number of employees using capped leave	Average number of days taken per employee	Average capped leave per employee as on 31 December 2018
Lower skilled (levels 1-2)	0	0	0	0
Skilled (levels 3-5)	23	7	3	10
Highly skilled production (levels 6-8)	292.35	65	4	16
Highly skilled supervision (levels 9-12)	1 447.41	156	9	36
Senior management (levels 13-16)	38	3	13	37
<b>Total</b>	<b>1 800.76</b>	<b>231</b>	<b>8</b>	<b>27</b>

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

**Table 4.2.10.5 Leave payouts for the period 01 April 2020 and 31 March 2021**

Reason	Total amount (R'000)	Number of employees	Average per employee (R'000)
Leave pay-out for 2020/21 due to non-utilisation of leave for the previous cycle	1 288	43	29 953
Capped leave pay-out on termination of service for 2020/21	77219	831	92923
Current leave pay-out on termination of service for 2020/21	54307	2065	56141
<b>Total</b>	<b>132 814</b>	<b>2939</b>	<b>45190</b>



### 4.2.11 HIV/AIDS & health promotion programmes

**Table 4.2.11.1 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
<ul style="list-style-type: none"> <li>» Health care professionals</li> <li>» Food handlers</li> <li>» Officials working on sewerage purification plants</li> <li>» Officials working in hospitals</li> <li>» Dog handlers and trainers</li> <li>» Horse riders</li> </ul>	<ul style="list-style-type: none"> <li>» IEHW activities and articles on HIV/AIDS were sent to all the regions. Information regarding adherence to HIV/AIDS protocols and standards was shared with the regions.</li> </ul>

**Table 4.2.11.2 Details of health promotion and HIV/AIDS programmes**

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		Acting Deputy Commissioner Integrated Employee Health and Wellness  Ms Linda Bond

Question	Yes	No	Details, if yes
<p>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.</p>	X		<p>The responsibility for the wellbeing of officials resorts under the Chief Directorate Integrated Employee Health and Wellness and includes the following:</p> <p>Employee Health and Wellness:</p> <ul style="list-style-type: none"> <li>» 1 x Director</li> <li>» 3 x DD's</li> <li>» 6 x Assistant Directors</li> <li>» 44 x EAP's</li> <li>» 6 x EAP Regional Coordinators</li> <li>» 5 x Sport Regional Coordinators</li> <li>» 1 x National HIV/AIDS Coordinator at Assistant Directors Level.</li> </ul> <p>Employee Wellness Directorate Budget: R14 528 000</p> <p>Occupational Health and Safety Sub- Directorate:</p> <ul style="list-style-type: none"> <li>» 1 x DD: Deputy Director OHS</li> <li>» 2 x Assistant Directors (Assistant Directors OHS and Assistant Directors COID)</li> <li>» 4 x Compensation for Occupational Injuries and Diseases Clerks (1 for reporting injuries on duty nationally and 3 for capturing IOD accounts nationally)</li> </ul> <p>OHS Sub directorate budget: R22 443 000</p> <p>Facilities Fund Directorate</p> <ul style="list-style-type: none"> <li>» 1 x Director,</li> <li>» 2 x Assistant Directors,</li> <li>» 1 x Senior Correctional Officer / Senior Administrative Officer and</li> <li>» 4 x Correctional Officers</li> </ul> <p>Budget : R7 743 000</p>

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		The Employee Assistance Programme (EAP) within the Department is an on-site based programme which covers 4 fundamental areas rendered by 44 trained professionals: For the 2020/21 financial year: <ul style="list-style-type: none"> <li>» Therapeutic services emphasizing short-term counseling and effective referral system (number of employees seen – 2 094.</li> <li>» Wellness Programmes conducted were 946 and reached 314 990 employees and focused on medical health, HIV/ condom awareness, COVID-19 stress, bereavement, diabetes, suicide awareness, kidney awareness, self-quarantine, debriefing sessions, COVID-19 screening and aerobics management.</li> <li>» Training programmes reached 2 797 employees and focused on EAP, supervisory, financial training, other training: absenteeism, COVID-19-related and mental health, anger management, diabetes, risk-time management.</li> <li>» Marketing and Information sharing of the programme reached 23 731 and the programmes were marketed to employees using the following marketing tools: pamphlets, meetings, presentations, exhibits, information, noticeboards, workshops and other tools</li> </ul>
4. 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 HIV/AIDS Policy of the Department of Correctional Services is Informed by the following principles: <ul style="list-style-type: none"> <li>Recognition of HIV/AIDS and TB co-infection as a workplace issue</li> <li>Respect for human rights and dignity</li> <li>Gender equality</li> <li>Non-discrimination</li> <li>Reasonable accommodation</li> <li>Non-compulsory HIV Testing</li> </ul> The HIV/AIDS Policy states that no employees and prospective employees shall be discriminated against on the basis of the HIV or perceived HIV status. <p>DCS HIV/AIDS Policy Objectives: Increase protection of human rights and improve access to justice.</p>

Question	Yes	No	Details, if yes
5. 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		<p>The Department has an approved HIV/AIDS, STI and TB Management Policy. Other approved IEHW policies are:</p> <ul style="list-style-type: none"> <li>» Health and productivity</li> <li>» Management policy</li> <li>» Safety, Health Environmental and Risk Management policy</li> <li>» Wellness Management Policy</li> </ul> <p>The HIV/AIDS, STI and TB Management policy principles address issues relating to HIV testing, TB screening, confidentiality and promotion of disclosure which are key elements for the protection of employees against stigma and discrimination.</p> <p>Other statutes which address the stigma and discrimination against employees living with HIV are: Employment Equity Act and the Reasonable Accommodation Policy.</p>
6. Does the department encourage its employees to undergo Voluntary Counselling and Testing? If so, list the results that you have you achieved.	X		<p>During wellness activities and awareness sessions on communicable and non-communicable diseases, officials are encouraged to undergo Voluntary Counselling and Testing (VCT)</p> <p>A total number of 5099 employees were reached through education sessions on HIV, PrEP and COVID-19. This achievement was through collaboration with SA Partners who are the recipients of the PEPFAR grant and have an MOU with DCS on HIV prevention, treatment and care services.</p> <p>Training on HIV was conducted by SA partners and a total number of 285 employees were trained on Rapid HIV Testing, PrEP, and Tier.net data capturing.</p> <p>A total number of 227 employees were reached during cancer awareness sessions.</p> <p>A total number of 131 employees were reached on TB awareness session.</p> <p>Government Employees Medical Scheme (GEMS) consolidated statistics and reports on VCT will be submitted to the Department.</p>
7. Has the department developed measures/ indicators to monitor & evaluate the impact of its health promotion programme? If so, list these measures/ indicators.	X		<p>The Department adopted DPSA HIV/AIDS reporting template which is used to measure the program achievements on quarterly basis with the following indicators:</p> <p>Number of male &amp; female condoms distributed; number of officials tested for HIV, number of employees who tested positive, number of employees who are on ARV's, Number of HIV awareness sessions, number of employees who revealed their HIV status, number of employees who screened for TB and the total number referred for clinical TB diagnosis.</p>

## 4.2.12 Labour relations

**Table 4.2.12.1 Collective agreements for the period 01 April 2020 and 31 March 2021**

Subject matter	Date
None	N/A
<b>Total number of collective agreements</b>	-

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

**Table 4.2.12.2 Misconduct and disciplinary hearings finalised for the period 01 April 2020 and 31 March 2021**

Outcomes of disciplinary hearings	Number	Percentage of total
Correctional counselling	222	9.26
Verbal warning	524	21.85
Written warning	598	24.94
Final written warning	404	16.85
Suspended without pay	98	4.09
Fine	0	0.00
Demotion	0	0.00
Dismissal	94	3.92
Not guilty	72	3.00
Case withdrawn	94	3.92
No outcome	292	12.18
<b>Total</b>	<b>2 398</b>	<b>100</b>

**Table 4.2.12.3 Types of misconduct addressed at disciplinary hearings for the period 01 April 2020 and 31 March 2021**

Type of misconduct	Number	Percentage of total
Fails to comply with, or contravenes an Act, regulation or legal obligation	449	16.50
Mismanages the finances of the State	10	0.37
Without permission possesses or wrongfully uses the property of the State, another employees and/or a visitor	9	0.33
Misuse/abuse of movable/immovable property of the State	8	0.29
Damage to and or cause loss of State property	34	1.25
Endangers the lives of self or others by disregarding safety rules or regulations	14	0.51
Prejudice the administration, discipline or efficiency of a department, office or institution of the State	89	3.27
Misuse of position in the DCS to promote or to prejudice the interest of any political party, organisation, company or individual	20	0.74
Theft, bribery, fraud, corruption or any combination thereof	27	0.99
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	7	0.26

Type of misconduct	Number	Percentage of total
Fails to carry out a lawful order or routine instruction without just or reasonable cause	179	6.58
Absence or repeated absence from work without a valid reason or permission	566	20.80
Commits an act of sexual harassment	11	0.40
Discriminates on the basis of race, gender, disability, sexuality or other grounds outlawed by the Constitution	2	0.07
Poor or inadequate performance for reasons other than incapacity	19	0.70
Dereliction of duties	337	12.39
Allowing a disciplinary hearing to fall away (Refer to clause 7.3.2 of the Procedure)	0	0.00
Performing of work for compensation in a private capacity for another person or organisation either during or outside working hours without written approval	7	0.26
Breaching the conditions pertaining to authorised private work	27	0.99
Sleeping on duty	26	0.96
While on duty, is under the influence of an intoxicating, illegal, unauthorised, habit-forming and/or stupefying drug, including alcohol	54	1.98
Being in possession of alcohol in the workplace	3	0.11
Being in possession of illegal, unauthorised, habit-forming and/or stupefying drug on departmental premises	54	1.98
Permitting an offender to take alcohol or any prohibited drug or to have these substances in his/her possession	1	0.04
While on duty, conducts herself or himself in an improper, disgraceful and unacceptable manner	55	2.02
Contravention of the DCS Code of Conduct	83	3.05
Assault, attempt or threatens to assault, another employee or person while on duty	130	4.78
Incites other personnel to un-procedural and unlawful conduct	6	0.22
Displays disrespect towards others in the workplace or demonstrates abusive or insolent behaviour	50	1.84
Intimidation or victimisation of fellow employees or other persons	12	0.44
Prevents/force other employees from belonging/not belonging to any trade union or employee organisation	0	0.00
Operates any money lending scheme for employees for own benefit during working hours in the workplace	0	0.00
Carries or keeps firearms or other dangerous weapons in the workplace without the written authorisation of the employer	2	0.07
Misuse of firearms and/or other dangerous weapons in the workplace	7	0.26
Breaching of security measures	270	9.92
Furnishing of false statements or evidence in the execution of his or her duties	9	0.33
Falsification of records or any other documentation	4	0.15
Participation in un-procedural, unprotected and/or unlawful industrial action	136	5.00
Commitment of a common law or statutory offence whilst on duty and/or on state premises	4	0.15
<b>Total</b>	<b>2 721</b>	<b>100</b>

**Table 4.2.12.4 Grievances logged for the period 01 April 2020 and 31 March 2021**

Grievances	Number	Percentage of total
Number of grievances finalised	459	83.15
Number of grievances pending	93	16.85
<b>Total number of grievances lodged</b>	<b>552</b>	<b>100</b>

**Table 4.2.12.5 Disputes logged with Councils for the period 01 April 2020 and 31 March 2021**

Disputes	Number	Percentage of total
Number of disputes upheld	59	28.23
Number of disputes dismissed	65	31.10
Pending disputes	85	40.67
<b>Total number of disputes lodged</b>	<b>209</b>	<b>100</b>

**Table 4.2.12.6 Strike actions for the period 01 April 2020 and 31 March 2021**

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

**Table 4.2.12.7 Precautionary suspensions for the period 01 April 2020 and 31 March 2021**

Number of people suspended	277
Number of people whose suspension exceeded 30 days	174
Average number of days suspended	51
Cost of suspension (R'000)	R 14 267 368.93

### 4.2.13 Skills development

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

**Table 4.2.13.1 Training needs identified for the period 01 April 2020 and 31 March 2021**

Occupational category	Gender	Number of employees as at 01 April 2020	Training needs identified at start of the reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	74	0	117	0	<b>117</b>
	Male	99	0	151	0	<b>151</b>
Professionals	Female	1 467	0	473	0	<b>473</b>
	Male	752	0	412	0	<b>412</b>
Technicians and associate professionals	Female	1 482	0	15	0	<b>15</b>
	Male	1 067	0	32	0	<b>32</b>
Clerks	Female	1 869	0	300	0	<b>300</b>
	Male	1 983	0	614	0	<b>614</b>

Occupational category	Gender	Number of employees as at 01 April 2020	Training needs identified at start of the reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Service and sales workers	Female	10 049	623	9 585	0	<b>9 585</b>
	Male	21 012	781	11 438	0	<b>11 438</b>
Craft and related trades workers	Female	71	0	159	0	<b>159</b>
	Male	384	0	1 014	0	<b>10 14</b>
Plant and machine operators and assemblers	Female	0	0	0	0	<b>0</b>
	Male	0	0	0	0	<b>0</b>
<b>Total</b>		<b>40 309</b>	<b>1 404</b>	<b>24 310</b>	<b>0</b>	<b>24 310</b>

Table 4.2.13.2 Training provided for the period 01 April 2020 and 31 March 2021

Occupational category	Gender	Number of employees as at 01 April 2020	Training provided within the reporting period			
			Learnerships	Skills programmes and other short courses	Other forms of training	Total
Legislators, senior officials and managers	Female	74	0	53	57	110
	Male	99	0	61	101	162
Professionals	Female	1 467	0	510	176	686
	Male	752	0	137	92	229
Technicians and Associate Professionals	Female	1 482	0	31	13	44
	Male	1 067	0	37	23	60
Clerks	Female	1 869	0	292	184	476
	Male	1 983	0	210	109	319
Services and Sales workers	Female	10 049	348	1 935	1 169	3 104
	Male	21 012	671	2 989	1 871	4 860
Crafts and trade related workers	Female	71	0	1	6	7
	Male	384	0	5	26	31
<b>TOTAL</b>		<b>40 309</b>	<b>1 019</b>	<b>6 261</b>	<b>3 827</b>	<b>10 088</b>

#### 4.2.14 Injury on duty

The following tables provide basic information on injury on duty.

Table 4.2.14.1 Injury on duty for the period 01 April 2020 and 31 March 2021

Nature of injury on duty	Number	Percentage of total
Required basic medical attention only	214	28,1
Temporary total disablement	546	71,6
Permanent disablement	0	0
Fatal	03	0,4
<b>Total</b>	<b>763</b>	<b>100</b>



## 4.2.15 Utilisation of consultants

The following tables relate information on the utilisation of consultants in the department.

**Table 4.2.15.1 Report on consultant appointments using appropriated funds for the period 01 April 2020 and 31 March 2021**

Project title	Total number of consultants that worked on project	Duration (work days)	Contract value in Rand
Appointment of Independent Service Provider for Annual financial Statements for 2019/20	1	7 work days (20 July – 28 July 2020)	R86,940 (Expenditure R86,940)
Phase II Operations Management Framework: Business Process Mapping	7	181 days (01 November 2019 – 30 April 2020)	R1,736,703 (Expenditure R1,066,440)
Research, Design and develop: Master information systems and DCS security technology plan through CSIR MOA	35	264 days	R10,920,066 (Expenditure R9,983,876)
Inventory Verification and Asset Management Reforms project	1	1267 days	R38,041,000 (Expenditure R38,041,219)
Consulting Services to assist in the reconciliation of National and Regional contract register as well as the provision of internal controls for lease contracts. (Entsika Consulting)	1	140 days	R5,537,000 (Expenditure R3,834,245)
Advisory Services on Covid-19 (LNR Consulting )	1	294 days	R1,435,552 (Expenditure R1,435,552)

Total number of projects	Total individual consultants	Total duration (work days)	Total contract value in Rand
6	102	2 153	R57,757,261*

\*- This excludes expenditure classified in the Standard Chart of Accounts as Consultants: Business and Advisory Services for work not provided by consultants, for example, claims by Audit Committee members. The 2020/21 total expenditure for Consultants: Business and Advisory Services as disclosed on the AFS is R65,995 million (refer to note 5 of the AFS).

**Table 4.2.15.2 Analysis of consultant appointments using appropriated funds, in terms of Historically Disadvantaged Individuals (HDIs) for the period 01 April 2020 and 31 March 2021**

Project title	Percentage ownership by HDI groups	Percentage management by HDI groups	Number of consultants from HDI groups that work on the project
Appointment of Independent Service Provider for Annual financial Statements for 2019/20	100%	100%	5
Phase II Operations Management Framework: Business Process Mapping	77.50% Owned by black people 77.50% Owned by black people who are youth 31.00% Owned by black people who are women	77.50	7
Research, Design and develop: Master information systems and DCS security technology plan through CSIR MOA	The service provider is CSIR, and is a state-owned entity (Council for Scientific and Industrial Research)	The service provider is CSIR, and is a state-owned entity (Council for Scientific and Industrial Research)	The service provider is CSIR, and is a state-owned entity (Council for Scientific and Industrial Research)
Inventory Verification and Asset Management reforms project	100%	100%	69
Consulting Services to assist in the reconciliation of National and Regional contract register as well as the provision of internal controls for lease contracts. (Entsika Consulting)	100%	100%	8
Advisory Services on Covid-19 (LNR Consulting)	100%	100%	1

#### 4.2.16 Severance packages

**Table 4.2.16.1 Granting of employee initiated severance packages for the period 01 April 2020 and 31 March 2021**

Salary band	Number of applications received	Number of applications referred to the MPSA	Number of applications supported by MPSA	Number of packages approved by the Department
Lower skilled (levels 1-2)	0	0	0	0
Skilled (levels 3-5)	0	0	0	0
Highly skilled production (levels 6-8)	0	0	0	0
Highly skilled supervision (levels 9-12)	0	0	0	0
Senior management (levels 13-16)	0	0	0	0
<b>Total</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

A person wearing a full-body white hazmat suit, a white respirator mask, and gloves is cleaning a white car. They are using a spray nozzle connected to a hose. The background is a blurred view of the car's interior and exterior. The image is overlaid with a large red and green graphic element on the right side.

**Part E:**

**Financial  
Information**

## 5.1 Report of the auditor-general to the Parliament on vote no. 22: Department of Correctional Services

### Report on the audit of the financial statements

#### Opinion

1. I have audited the financial statements of the Department of Correctional Services set out on pages 192 to 279, which comprise the appropriation statement, statement of financial position as at 31 March 2021, the statement of financial performance, statement of changes in net assets and cash flow statement for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, the financial statements present fairly, in all material respects, the financial position of the Department of Correctional Services as at 31 March 2021, and its financial performance and cash flows for the year then ended in accordance with the Modified Cash Standards (MCS) and the requirements of the Public Finance Management Act 1 of 1999 (PFMA).

#### Basis for opinion

3. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
4. I am independent of the department in accordance with the International Ethics Standards Board for Accountants' International code of ethics for professional accountants (including International Independence Standards) (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities

in accordance with these requirements and the IESBA code.

5. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my opinion.

#### Emphasis of matters

6. I draw attention to the matters below. My opinion is not modified in respect of these matters.

#### Uncertainty relating to the outcome of exceptional litigation

7. With reference to note 20 to the financial statements on contingent liabilities, the department is the defendant in various lawsuits. The ultimate outcome of these matters cannot presently be determined and no provision for any liability that may result has been made in the financial statements.

#### Underspending of the vote

8. As disclosed in the appropriation statement, the department materially underspent the budget by R596,738 million (Programme 1: Administration was underspent by R477,807 million).

#### Other matter

9. I draw attention to the matter below. My opinion is not modified in respect of this matter.

#### Unaudited supplementary schedules

10. The supplementary information set out on pages 280 to 297 does not form part of the financial statements and is prepared as additional information. I have not audited these schedules and, accordingly, I do not express an opinion on them.

### Responsibilities of the accounting officer for the financial statements

11. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the MCS and the requirements of the PFMA, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
12. In preparing the financial statements, the accounting officer is responsible for assessing the department's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the department or to cease operations, or has no realistic alternative but to do so.

### Auditor-general's responsibilities for the audit of the financial statements

13. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
14. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

## Report on the audit of the annual performance report

### Introduction and scope

15. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected programmes presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
16. My procedures address the usefulness and reliability of the reported performance information, which must be based on the department's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the department enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
17. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the following selected programme presented in the department's annual performance report for the year ended 31 March 2021:

Programme	Pages in the annual performance report
Programme 2 – incarceration	95 - 100

18. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.

19. I did not identify any material findings on the usefulness and reliability of the reported performance information for the selected programme.

**Other matter**

20. I draw attention to the matter below.

**Achievement of planned targets**

21. Refer to the annual performance report on pages 84 to 118 for information on the achievement of planned targets for the year and management's explanations provided for the under/over achievement of targets.

**Report on the audit of compliance with legislation**

**Introduction and scope**

22. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the department's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.

23. The material findings on compliance with specific matters in key legislation are as follows:

**Expenditure management**

24. Effective and appropriate steps were not taken to prevent irregular expenditure amounting to

R1,4 billion, as disclosed in note 26 to the annual financial statements, as required by section 38(1)(c)(ii) of the PFMA and treasury regulation 9.1.1. The majority of the irregular expenditure was caused by non-compliance with treasury regulations 16.A 6.1 as the procurement of goods/ works/ services was split into parts or items of lesser value.

**Procurement and contract management**

25. In some instances goods and services of a transaction value above R500 000 were procured without inviting competitive bids and deviations were not approved by the accounting officer but it was practical to invite competitive bids, as required by Treasury Regulation 16A6.1 and paragraph 3.4.1 of Practice Note 8 of 2007/2008 and TR 16A6.4.

26. In some instances, some of the contracts were awarded to bidders based on evaluation/ adjudication criteria that differed from those stipulated in the original invitation for bidding as required by Treasury Regulation 16A6.3 (a) and (b).

27. The bid documentation for procurement of commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by the 2017 Procurement Regulation 8(2).

28. In some instance the prices of Personal Protective Equipment items charged by suppliers were not in accordance with Annexure A of the National Treasury Instruction note 8 of 2020/21 as required by paragraph 3.1.1 of the same instruction note.

29. In some instances, the prices of COVID 19 Personal Protective Equipment items were higher than prices prescribed on Annexure A of National Treasury instruction note 3 of 2020/21 in contravention of paragraph 3.7 of the same instruction note.

30. In some instances, the prices of COVID 19 Personal Protective Equipment items were

higher than prescribed prices on Annexure A of National Treasury instruction note 5 of 2020/21 in contravention of paragraph 4.3 of same instruction note.

### Consequence management

31. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had incurred irregular expenditure as required by section 38(1)(h)(iii) of the PFMA. This was because investigations into some irregular expenditure cases were not performed.
32. I was unable to obtain sufficient appropriate audit evidence that disciplinary steps were taken against officials who had incurred fruitless and wasteful expenditure as required by section 38(1)(h)(iii) of the PFMA. This was because investigations into some fruitless and wasteful expenditure cases were not performed.

### Other information

33. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and the selected programme presented in the annual performance report that have been specifically reported in this auditor's report.
34. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
35. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected programme presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.

36. I did not receive the other information prior to the date of this auditor's report. When I do receive and read this information, if I conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

### Internal control deficiencies

37. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the findings on compliance with legislation included in this report.
38. Leadership did not exercise sufficient oversight regarding compliance with laws and regulations and related internal controls. Action plans that were developed to address prior year audit matters were not effectively implemented and monitored, resulting in recurring audit findings.
39. Management did not sufficiently review procurement processes. Monitoring controls over compliance with laws and regulations were not effective to detect and prevent non-compliance, especially in relation to supply chain management.

### Other reports

40. I draw attention to the following engagements conducted by the Special Investigation Unit which had, or could have, an impact on the matters reported in the department's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form

part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.

- » Proclamation R 28 of 2017 to investigate the procurement of, or contracting for goods, works or services by or on behalf of the State Institutions in terms of Bid Number DCSSF02 and payments made in respect thereof. The final report has not been issued.
- » Proclamation R 10 of 2018 to investigate the procurement of, or contracting for goods and services, by or on behalf of the department in respect of perishable provisions, food, toiletries, catering, marquee hire and coal in respect of 20 tenders awarded between 2012 and 2015. The final report has not been issued.
- » Proclamation R23 of 2020: Investigation into the procurement of, or contracting for goods and works and services, including the construction, refurbishment, leasing, occupation and use of immovable property, during, or in respect of the National State of Disaster as directed by Government Notice No. 313 of 15 March 2020, by or on behalf of the State Institutions. The final report has not been issued.

*Auditor-General*

**Pretoria**

**15 September 2021**



**AUDITOR - GENERAL  
SOUTH AFRICA**

*Auditing to build public confidence*



## Annexure – Auditor-general’s responsibility for the audit

1. As part of an audit in accordance with the ISAs, I exercise professional judgement and maintain professional scepticism throughout my audit of the financial statements and the procedures performed on reported performance information for selected programmes and on the department’s compliance with respect to the selected subject matters.

### Financial statements

2. In addition to my responsibility for the audit of the financial statements as described in this auditor’s report, I also:
  - » identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error; design and perform audit procedures responsive to those risks; and obtain audit evidence that is sufficient and appropriate to provide a basis for my opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations or the override of internal control
  - » obtain an understanding of internal control relevant to the audit 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 department’s internal control
  - » evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by the accounting officer
  - » conclude on the appropriateness of the accounting officer’s use of the going concern basis of accounting in the preparation of the financial statements. I also conclude, based on

the audit evidence obtained, whether a material uncertainty exists relating to events or conditions that may cast significant doubt on the ability of the Department of Correctional Services to continue as a going concern. If I conclude that a material uncertainty exists, I am required to draw attention in my auditor’s report to the related disclosures in the financial statements about the material uncertainty or, if such disclosures are inadequate, to modify my opinion on the financial statements. My conclusions are based on the information available to me at the date of this auditor’s report. However, future events or conditions may cause a department to cease operating as a going concern

- » evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation

### Communication with those charged with governance

3. I communicate with the accounting officer regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that I identify during my audit.
4. I also provide the accounting officer with a statement that I have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on my independence and, where applicable, actions taken to eliminate threats or safeguards applied.

# Appropriation Statement

for the year ended 31 March 2021

Appropriation per programme									
2020/21									
Programme	Adjusted Appropriation	Shifting of Funds	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
<b>1. Administration</b>	5,302,454	-	(115,405)	5,187,049	4,709,242	477,807	90.8%	4,945,970	4,925,035
<b>2. Incarceration</b>	14,729,434	-	335,310	15,064,744	14,973,038	91,706	99.4%	15,189,842	15,189,842
<b>3. Rehabilitation</b>	2,009,983	-	(125,538)	1,884,445	1,884,445	-	100.0%	1,934,554	1,895,158
<b>4. Care</b>	2,562,367	-	(80,992)	2,481,375	2,481,150	225	100.0%	2,252,438	2,187,640
<b>5. Social Reintegration</b>	992,599	-	(13,375)	979,224	979,224	-	100.0%	994,078	987,083
<b>TOTAL</b>	<b>25,596,837</b>	<b>-</b>	<b>-</b>	<b>25,596,837</b>	<b>25,027,099</b>	<b>569,738</b>	<b>97.8%</b>	<b>25,316,882</b>	<b>25,184,758</b>
<b>ADD</b>									
Departmental receipts				108,755				131,005	
Aid assistance				14,466				34,469	
<b>Actual amounts per statement of financial performance (total revenue)</b>				<b>25,720,058</b>				<b>25,482,356</b>	
<b>ADD</b>									
Aid assistance					22,633				20,418
<b>Actual amounts per statement of financial performance (total expenditure)</b>					<b>25,049,732</b>				<b>25,205,176</b>

# Appropriation Statement

for the year ended 31 March 2021

	Appropriation per economic classification									
	2020/21					2019/20				
	Adjusted Appropriation	Shifting of Funds	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		
<b>Economic classification</b>										
<b>Current payments</b>	<b>23,835,465</b>	-	-	<b>23,835,465</b>	<b>23,847,340</b>	<b>(11,875)</b>	<b>100.0%</b>	<b>23,789,516</b>	<b>23,782,027</b>	
Compensation of employees	17,224,493	-	-	17,224,493	17,362,020	(137,527)	100.8%	17,455,895	16,970,050	
Salaries and wages	14,270,240	-	9,246	14,279,486	14,410,633	(131,147)	100.9%	14,623,911	14,090,100	
Social contributions	2,954,253	-	(9,246)	2,945,007	2,951,387	(6,380)	100.2%	2,831,984	2,879,950	
Goods and services	6,610,972	-	-	6,610,972	6,484,196	126,776	98.1%	6,333,621	6,811,470	
Administrative fees	21,255	-	(13,681)	7,574	7,584	(10)	100.1%	8,767	8,771	
Advertising	13,937	-	(11,465)	2,472	2,426	46	98.1%	4,970	4,579	
Minor assets	59,915	-	(45,060)	14,855	13,836	1,019	93.1%	13,007	11,878	
Audit costs: External	45,810	-	(9,618)	36,192	36,192	-	100.0%	44,313	44,313	
Bursaries: Employees	5,336	-	(2,159)	3,177	3,281	(104)	103.3%	1,992	1,992	
Catering: Departmental activities	16,429	-	(5,614)	10,815	10,884	(69)	100.6%	24,192	24,472	
Communication	95,904	-	22,284	118,188	118,420	(232)	100.2%	113,353	113,193	
Computer services	190,585	-	(75,605)	114,980	113,670	1,310	98.9%	116,703	116,578	
Consultants: Business and advisory services	55,224	-	14,703	69,927	65,994	3,933	94.4%	45,126	42,792	
Infrastructure and planning services	2,794	-	241	3,035	3,035	-	100.0%	2,519	2,519	
Laboratory services	25,342	-	3,180	28,522	28,522	-	100.0%	23,535	23,535	
Legal services	40,905	-	(17,403)	23,502	23,582	(80)	100.3%	45,220	45,222	
Contractors	69,164	-	763	69,927	69,927	-	100.0%	64,447	71,379	
Agency and support / outsourced services	1,229,499	-	(65,417)	1,164,082	1,164,082	-	100.0%	1,353,283	1,320,260	
Entertainment	541	-	(497)	44	14	30	31.8%	48	24	

# Appropriation Statement

for the year ended 31 March 2021

		Appropriation per economic classification									
		2020/21					2019/20				
	Adjusted Appropriation	Shifting of Funds	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	R'000	
Fleet services	272,948	-	17,777	290,725	290,060	665	99.8%	308,670	307,365		
Housing	73	-	(73)	-	-	-	-	-	-		
Inventory: Clothing material and supplies	169,739	-	24,001	193,740	152,923	40,817	78.9%	133,524	133,511		
Inventory: Farming supplies	235,648	-	(28,639)	207,009	207,009	-	100.0%	221,900	193,595		
Inventory: Food and food supplies	895,166	-	(89,886)	805,280	805,280	-	100.0%	845,060	844,789		
Inventory: Fuel, oil and gas	41,174	-	6,052	47,226	47,225	1	100.0%	51,281	51,281		
Inventory: Learner and teacher support material	14,311	-	(11,647)	2,664	2,664	-	100.0%	3,541	3,540		
Inventory: Materials and supplies	69,107	-	(7,952)	61,155	61,155	-	100.0%	58,561	58,600		
Inventory: Medical supplies	214,565	-	(72,021)	142,544	62,761	79,783	44.0%	1,331	1,331		
Inventory: Medicine	75,434	-	1,292	76,726	76,726	-	100.0%	45,648	45,648		
Inventory: Other supplies	54,139	-	32,466	86,605	63,565	23,040	73.4%	21,616	21,616		
Consumable supplies	250,021	-	36,365	286,386	286,678	(292)	100.1%	232,544	231,417		
Consumable: Stationery, printing and office supplies	70,400	-	(28,432)	41,968	42,244	(276)	100.7%	49,043	47,833		
Operating leases	729,599	-	295,704	1,025,303	1,073,145	(47,842)	104.7%	770,344	1,314,363		
Property payments	1,421,570	-	61,827	1,483,397	1,459,265	24,132	98.4%	1,427,204	1,423,434		
Transport provided: Departmental activity	9,089	-	(938)	8,151	8,151	-	100.0%	9,049	9,049		
Travel and subsistence	163,522	-	(9,137)	154,385	153,779	606	99.6%	253,033	253,468		
Training and development	20,185	-	(12,304)	7,881	7,684	197	97.5%	8,632	8,716		
Operating payments	28,350	-	(6,963)	21,387	21,501	(114)	100.5%	22,242	22,044		

# Appropriation Statement

for the year ended 31 March 2021

		Appropriation per economic classification							2019/20	
		2020/21							Final Appropriation	Actual expenditure
Adjusted Appropriation	Shifting of Funds	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		
Venues and facilities	2,546	(2,248)	298	82	216	27.5%	5,087	4,874		
Rental and hiring	746	104	850	850	-	100.0%	3,836	3,489		
Interest and rent on land	-	-	-	1,124	(1,124)	-	-	507		
Interest	-	-	-	1,124	(1,124)	-	-	507		
<b>Transfers and subsidies</b>	<b>1,040,581</b>	-	<b>1,040,581</b>	<b>833,862</b>	<b>206,719</b>	<b>80.1%</b>	<b>821,811</b>	<b>877,957</b>		
Provinces and municipalities	6,835	-	6,835	6,849	(14)	100.2%	6,127	6,411		
Provinces	-	-	506	520	(14)	102.8%	1,067	1,350		
Provincial Revenue Funds	-	506	506	520	(14)	102.8%	-	-		
Provincial agencies and funds	-	-	-	-	-	-	1,067	1,350		
Municipalities	6,835	(506)	6,329	6,329	-	100.1%	5,060	5,061		
Municipal bank accounts	6,835	(506)	6,329	6,329	-	100.1%	5,060	5,061		
Departmental agencies and accounts	9,323	-	9,323	9,323	-	100.0%	8,837	8,837		
Departmental agencies and accounts	9,323	-	9,323	9,323	-	100.0%	8,837	8,837		
Households	1,024,423	-	1,024,423	817,690	206,733	79.8%	806,847	862,709		
Social benefits	995,210	-	995,210	782,237	212,973	78.6%	780,541	824,187		
Other transfers to households	29,213	-	29,213	35,453	(6,240)	121.4%	26,306	38,522		
<b>Payments for capital assets</b>	<b>720,791</b>	-	<b>720,791</b>	<b>340,393</b>	<b>380,398</b>	<b>47.2%</b>	<b>705,555</b>	<b>515,439</b>		
Buildings and other fixed structures	208,556	-	208,556	148,262	60,294	71.1%	540,492	350,387		
Buildings	208,556	-	208,556	148,262	60,294	71.1%	540,492	350,387		
Machinery and equipment	410,500	-	408,458	188,354	220,104	46.1%	161,622	161,622		

# Appropriation Statement

for the year ended 31 March 2021

Appropriation per economic classification									
2020/21					2019/20				
	Adjusted Appropriation	Shifting of Funds	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
Transport equipment	89,064	-	17,336	106,400	106,591	(191)	100.2%	79,377	79,377
Other machinery and equipment	321,436	-	(19,378)	302,058	81,763	220,295	27.1%	82,245	82,245
Biological assets	1,735	-	2,042	3,777	3,777	-	100.0%	3,441	3,430
Intangible assets	100,000	-	-	100,000	-	100,000	-	-	-
<b>Payments for financial assets</b>	-	-	-	-	<b>5,504</b>	<b>(5,504)</b>	-	-	<b>9,335</b>
<b>Total</b>	<b>25,596,837</b>	-	-	<b>25,596,837</b>	<b>25,027,099</b>	<b>569,738</b>	<b>97.8%</b>	<b>25,316,882</b>	<b>25,184,758</b>

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 1: ADMINISTRATION									
2019/20									
2020/21									
	Adjusted Appropriation	Shifting of Funds	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
<b>Sub programme</b>									
1. Ministry	30,896	-	(3,780)	27,116	27,116	-	100.0%	31,723	31,723
2. Judicial Inspectorate for Correctional Services	68,488	-	-	68,488	68,372	116	99.8%	77,244	66,140
3. Management	858,087	-	(51,520)	806,567	806,567	-	100.0%	875,042	875,042
4. Human Resources	2,335,776	-	1,600	2,337,376	2,142,900	194,476	91.7%	2,235,747	2,235,747
5. Finance	1,201,699	-	56,206	1,257,905	1,263,813	(5,908)	100.5%	1,352,401	1,351,013
6. Assurance Services	140,859	-	(32,655)	108,204	108,204	-	100.0%	94,998	86,555
7. Information Technology	574,875	-	(80,182)	494,693	205,570	289,123	41.6%	213,837	213,837
8. Office Accommodation	91,774	-	(5,074)	86,700	86,700	-	100.0%	64,978	64,978
<b>Total for sub programmes</b>	<b>5,302,454</b>	<b>-</b>	<b>(115,405)</b>	<b>5,187,049</b>	<b>4,709,242</b>	<b>477,807</b>	<b>90.8%</b>	<b>4,945,970</b>	<b>4,925,035</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>4,010,945</b>	<b>-</b>	<b>(142,028)</b>	<b>3,868,917</b>	<b>3,862,615</b>	<b>6,302</b>	<b>99.8%</b>	<b>4,100,655</b>	<b>4,048,220</b>
Compensation of employees	2,949,314	-	11,815	2,961,129	2,968,093	(6,964)	100.2%	3,029,195	2,976,708
Salaries and wages	2,443,389	-	26,116	2,469,505	2,474,391	(4,886)	100.2%	2,544,250	2,492,028
Social contributions	505,925	-	(14,301)	491,624	493,702	(2,078)	100.4%	484,945	484,680
Goods and services	1,061,631	-	(153,843)	907,788	893,524	14,264	98.4%	1,071,460	1,071,460
Administrative fees	19,974	-	(14,880)	5,094	5,104	(10)	100.2%	5,239	5,243
Advertising	13,453	-	(10,981)	2,472	2,426	46	98.1%	4,921	4,530
Minor assets	15,308	-	(11,641)	3,667	2,648	1,019	72.2%	2,683	1,618
Audit costs: External	45,810	-	(9,652)	36,158	36,158	-	100.0%	44,313	44,313

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 1: ADMINISTRATION										
	2020/21					2019/20				
	Adjusted Appropriation	Shifting of Funds	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	
Bursaries: Employees	5,336	-	(2,159)	3,177	3,281	(104)	103.3%	1,992	1,992	
Catering: Departmental activities	10,189	-	(4,038)	6,151	6,220	(69)	101.1%	13,191	13,471	
Communication	53,362	-	23,961	77,323	77,555	(232)	100.3%	72,931	72,771	
Computer services	190,528	-	(75,578)	114,950	113,640	1,310	98.9%	116,652	116,527	
Consultants: Business and advisory services	51,519	-	13,756	65,275	61,342	3,933	94.0%	43,761	41,427	
Infrastructure and planning services	25	-	(25)	-	-	-	-	-	-	
Laboratory services	68	-	49	117	117	-	100.0%	-	-	
Legal services	40,905	-	(17,403)	23,502	23,582	(80)	100.3%	45,220	45,222	
Contractors	6,743	-	3,705	10,448	10,448	-	100.0%	4,895	11,827	
Agency and support / outsourced services	29,917	-	(12,570)	17,347	17,347	-	100.0%	62,206	62,206	
Entertainment	534	-	(492)	42	12	30	28.6%	48	24	
Fleet services	170,295	-	44,072	214,367	213,702	665	99.7%	209,196	207,891	
Inventory: Clothing material and supplies	81,780	-	(12,499)	69,281	61,701	7,580	89.1%	56,354	56,341	
Inventory: Farming supplies	1	-	7,750	7,751	7,751	-	100.0%	3,262	3,262	
Inventory: Food and food supplies	-	-	(9,158)	(9,158)	(9,158)	-	100.0%	61,209	60,938	
Inventory: Fuel, oil and gas	525	-	3,774	4,299	4,298	1	100.0%	5,836	5,836	
Inventory: Learner and teacher support material	34	-	361	395	395	-	100.0%	214	213	
Inventory: Materials and supplies	3,682	-	(5,169)	(1,487)	(1,487)	-	100.0%	(6,979)	(6,940)	
Inventory: Medical supplies	72	-	(28,351)	(28,279)	(28,097)	(182)	99.4%	(29)	(29)	



# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 1: ADMINISTRATION									
2020/21									
	Adjusted Appropriation	Shifting of Funds	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
Inventory: Medicine	6,795	-	6,479	13,274	13,274	-	100.0%	8,681	8,681
Inventory: Other supplies	196	-	28,826	29,022	29,022	-	100.0%	16,471	16,471
Consumable supplies	39,252	-	(18,403)	20,849	21,141	(292)	101.4%	23,087	23,008
Consumable: Stationery, printing and office supplies	35,011	-	(13,018)	21,993	22,269	(276)	101.3%	26,901	25,691
Operating leases	68,406	-	(323)	68,083	87,121	(19,038)	128.0%	65,122	65,122
Property payments	32,199	-	(3,958)	28,241	9,183	19,058	32.5%	8,394	8,354
Transport provided: Departmental activity	8,983	-	(2,678)	6,305	6,305	-	100.0%	7,714	7,714
Travel and subsistence	92,946	-	(19,991)	72,955	72,349	606	99.2%	140,086	140,521
Training and development	11,220	-	(4,709)	6,511	6,314	197	97.0%	6,241	6,325
Operating payments	23,847	-	(6,634)	17,213	17,327	(114)	100.7%	17,216	17,018
Venues and facilities	2,225	-	(1,927)	298	82	216	27.5%	2,531	2,318
Rental and hiring	491	-	(339)	152	152	-	100.0%	1,901	1,554
Interest and rent on land	-	-	-	-	998	(998)	-	-	52
Interest	-	-	-	-	998	(998)	-	-	52
<b>Transfers and subsidies</b>	<b>877,426</b>	-	<b>14,603</b>	<b>892,029</b>	<b>704,941</b>	<b>187,088</b>	<b>79.0%</b>	<b>723,848</b>	<b>746,194</b>
Provinces and municipalities	6,835	-	-	6,835	6,849	(14)	100.2%	6,127	6,411
Provinces	-	-	506	506	520	(14)	102.8%	1,067	1,350
Provincial Revenue Funds	-	-	506	506	520	(14)	102.8%	-	-
Provincial agencies and funds	-	-	-	-	-	-	-	1,067	1,350

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 1: ADMINISTRATION									
2020/21					2019/20				
Adjusted Appropriation	Shifting of Funds	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	R'000
Municipalities	-	(506)	6,329	6,329	-	100.0%	5,060	5,061	
Municipal bank accounts	-	(506)	6,329	6,329	-	100.0%	5,060	5,061	
Departmental agencies and accounts	-	-	9,323	9,323	-	100.0%	8,837	8,837	
Departmental agencies	-	-	9,323	9,323	-	100.0%	8,837	8,837	
Households	-	14,603	875,871	688,769	187,102	78.6%	708,884	730,946	
Social benefits	-	14,445	875,713	683,103	192,610	78.0%	708,884	729,359	
Other transfers to households	-	158	158	5,666	(5,508)	3586.1%	-	1,587	
<b>Payments for capital assets</b>	-	<b>12,020</b>	<b>426,103</b>	<b>136,182</b>	<b>289,921</b>	<b>32.0%</b>	<b>121,467</b>	<b>121,392</b>	
Machinery and equipment	-	12,020	326,103	136,182	189,921	41.8%	121,467	121,467	
Transport equipment	-	17,236	106,300	106,491	(191)	100.2%	79,377	79,377	
Other machinery and equipment	-	(5,216)	219,803	29,691	190,112	13.5%	42,090	42,090	
Software and other intangible assets	-	-	100,000	-	100,000	-	-	-	
<b>Payments for financial assets</b>	-	-	-	<b>5,504</b>	<b>(5,504)</b>	-	-	<b>9,229</b>	
<b>Total</b>	-	<b>(115,405)</b>	<b>5,187,049</b>	<b>4,709,242</b>	<b>477,807</b>	<b>90.8%</b>	<b>4,945,970</b>	<b>4,925,035</b>	

# Appropriation Statement

for the year ended 31 March 2021

1.1 SUB PROGRAMME: MINISTRY									
2020/21									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>30,507</b>	-	<b>(3,906)</b>	<b>26,601</b>	<b>26,601</b>	-	<b>100.0%</b>	<b>30,594</b>	<b>30,594</b>
Compensation of employees	12,615	-	4,945	17,560	17,560	-	100.0%	15,128	15,128
Goods and services	17,892	-	(8,851)	9,041	9,041	-	100.0%	15,466	15,466
<b>Transfers and subsidies</b>	-	-	<b>3</b>	<b>3</b>	<b>3</b>	-	<b>100.0%</b>	<b>305</b>	<b>305</b>
Provinces and municipalities	-	-	3	3	3	-	100.0%	4	4
Households	-	-	-	-	-	-	-	301	301
<b>Payments for capital assets</b>	<b>389</b>	-	<b>123</b>	<b>512</b>	<b>512</b>	-	<b>100.0%</b>	<b>824</b>	<b>824</b>
Machinery and equipment	389	-	123	512	512	-	100.0%	824	824

# Appropriation Statement

for the year ended 31 March 2021

1.2 SUB PROGRAMME: JUDICIAL INSPECTORATE FOR CORRECTIONAL SERVICES									
2020/21									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>65,592</b>	-	-	<b>65,592</b>	<b>65,443</b>	<b>149</b>	<b>99.8%</b>	<b>77,064</b>	<b>65,577</b>
Compensation of employees	57,040	-	-	57,040	59,956	(2,916)	105.1%	67,791	55,499
Goods and services	8,552	-	-	8,552	5,487	3,065	64.2%	9,273	10,078
<b>Transfers and subsidies</b>	<b>15</b>	-	-	<b>15</b>	<b>44</b>	<b>(29)</b>	<b>293.3%</b>	<b>14</b>	<b>17</b>
Provinces and municipalities	15	-	-	15	21	(6)	140.0%	14	14
Households	-	-	-	-	23	(23)	-	-	3
<b>Payments for capital assets</b>	<b>2,881</b>	-	-	<b>2,881</b>	<b>2,885</b>	<b>(4)</b>	<b>100.1%</b>	<b>166</b>	<b>546</b>
Machinery and equipment	2,881	-	-	2,881	2,885	(4)	100.1%	166	546

# Appropriation Statement

for the year ended 31 March 2021

1.3 SUB PROGRAMME: MANAGEMENT									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>849,999</b>	-	<b>(67,228)</b>	<b>782,771</b>	<b>783,437</b>	<b>(666)</b>	<b>100.1%</b>	<b>868,282</b>	<b>861,207</b>
Compensation of employees	727,834	-	(28,354)	699,480	699,480	-	100.0%	743,167	736,069
Goods and services	122,165	-	(38,874)	83,291	83,291	-	100.0%	125,115	125,115
Interest and rent on land	-	-	-	-	666	(666)	-	-	23
<b>Transfers and subsidies</b>	<b>919</b>	-	<b>16,699</b>	<b>17,618</b>	<b>16,952</b>	<b>666</b>	<b>96.2%</b>	<b>2,178</b>	<b>9,719</b>
Provinces and municipalities	-	-	3	3	3	-	100.0%	2	2
Households	919	-	16,696	17,615	16,949	666	96.2%	2,176	9,717
<b>Payments for capital assets</b>	<b>7,169</b>	-	<b>(991)</b>	<b>6,178</b>	<b>6,178</b>	<b>-</b>	<b>100.0%</b>	<b>4,582</b>	<b>4,116</b>
Machinery and equipment	7,169	-	(991)	6,178	6,178	-	100.0%	4,582	4,116

# Appropriation Statement

for the year ended 31 March 2021

1.4 SUB PROGRAMME: HUMAN RESOURCES									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>1,459,295</b>	-	<b>3,915</b>	<b>1,463,210</b>	<b>1,455,960</b>	<b>7,250</b>	<b>99.5%</b>	<b>1,513,505</b>	<b>1,506,500</b>
Compensation of employees	1,201,558	-	28,467	1,230,025	1,230,025	-	100.0%	1,213,792	1,206,758
Goods and services	257,737	-	(24,552)	233,185	225,605	7,580	96.7%	299,713	299,713
Interest and rent on land	-	-	-	-	330	(330)	-	-	29
<b>Transfers and subsidies</b>	<b>868,891</b>	-	<b>(5,370)</b>	<b>863,521</b>	<b>676,293</b>	<b>187,228</b>	<b>78.3%</b>	<b>714,051</b>	<b>719,736</b>
Provinces and municipalities	-	-	1	1	1	-	100.0%	-	-
Departmental agencies and accounts	9,323	-	-	9,323	9,323	-	100.0%	8,837	8,837
Households	859,568	-	(5,371)	854,197	666,969	187,228	78.1%	705,214	710,899
<b>Payments for capital assets</b>	<b>7,590</b>	-	<b>3,055</b>	<b>10,645</b>	<b>10,645</b>	-	<b>100.0%</b>	<b>8,191</b>	<b>8,191</b>
Machinery and equipment	7,590	-	3,055	10,645	10,645	-	100.0%	8,191	8,191
<b>Payments for financial assets</b>	-	-	-	-	<b>2</b>	<b>(2)</b>	-	-	<b>1,320</b>

# Appropriation Statement

for the year ended 31 March 2021

1.5 SUB PROGRAMME: FINANCE									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>1,103,061</b>	-	<b>35,061</b>	<b>1,138,122</b>	<b>1,139,511</b>	<b>(1389)</b>	<b>100.1%</b>	<b>1,264,578</b>	<b>1,247,351</b>
Compensation of employees	828,367	-	5,408	833,775	835,162	(1,387)	100.2%	858,215	832,722
Goods and services	274,694	-	29,653	304,347	304,347	-	100.0%	406,363	414,629
Interest and rent on land	-	-	-	-	2	(2)	-	-	-
<b>Transfers and subsidies</b>	<b>7,376</b>	-	<b>3,051</b>	<b>10,427</b>	<b>10,436</b>	<b>(9)</b>	<b>100.1%</b>	<b>6,634</b>	<b>14,639</b>
Provinces and municipalities	6,819	-	(7)	6,812	6,821	(9)	100.1%	6,106	6,390
Households	557	-	3,058	3,615	3,615	-	100.0%	528	8,249
<b>Payments for capital assets</b>	<b>91,262</b>	-	<b>18,094</b>	<b>109,356</b>	<b>108,364</b>	<b>992</b>	<b>99.1%</b>	<b>81,189</b>	<b>81,114</b>
Machinery and equipment	91,262	-	18,094	109,356	108,364	992	99.1%	81,189	81,189
<b>Payments for financial assets</b>	<b>-</b>	-	<b>-</b>	<b>-</b>	<b>5,502</b>	<b>(5,502)</b>	<b>-</b>	<b>-</b>	<b>7,909</b>

# Appropriation Statement

for the year ended 31 March 2021

1.6 SUB PROGRAMME: ASSURANCE SERVICES										
2020/21										
Economic classification	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure	2019/20
	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000	R'000
<b>Current payments</b>	<b>140,276</b>	-	<b>(32,655)</b>	<b>107,621</b>	<b>106,663</b>	<b>958</b>	<b>99.1%</b>	<b>94,701</b>	<b>85,060</b>	
Compensation of employees	61,108	-	-	61,108	63,769	(2,661)	104.4%	67,582	67,012	
Goods and services	79,168	-	(32,655)	46,513	42,894	3,619	92.2%	27,119	18,048	
<b>Transfers and subsidies</b>	<b>225</b>	-	-	<b>225</b>	<b>993</b>	<b>(768)</b>	<b>441.3%</b>	<b>213</b>	<b>1,325</b>	
Provinces and municipalities	1	-	-	1	-	1	-	1	1	
Households	224	-	-	224	993	(769)	443.3%	212	1,324	
<b>Payments for capital assets</b>	<b>358</b>	-	-	<b>358</b>	<b>548</b>	<b>(190)</b>	<b>153.1%</b>	<b>84</b>	<b>170</b>	
Machinery and equipment	358	-	-	358	548	(190)	153.1%	84	170	



# Appropriation Statement

for the year ended 31 March 2021

1.7 SUB PROGRAMME: INFORMATION TECHNOLOGY									
2020/21									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>270,441</b>	-	<b>(72,141)</b>	<b>198,300</b>	<b>198,300</b>	-	<b>100.0%</b>	<b>186,953</b>	<b>186,953</b>
Compensation of employees	60,792	-	1,349	62,141	62,141	-	100.0%	63,520	63,520
Goods and services	209,649	-	(73,490)	136,159	136,159	-	100.0%	123,433	123,433
<b>Transfers and subsidies</b>	-	-	<b>220</b>	<b>220</b>	<b>220</b>	-	<b>100.0%</b>	<b>453</b>	<b>453</b>
Households	-	-	220	220	220	-	100.0%	453	453
<b>Payments for capital assets</b>	<b>304,434</b>	-	<b>(8,261)</b>	<b>296,173</b>	<b>7,050</b>	<b>289,123</b>	<b>2.4%</b>	<b>26,431</b>	<b>26,431</b>
Machinery and equipment	204,434	-	(8,261)	296,173	7,050	289,123	3.4%	26,431	26,431
Software and other intangible assets	100,000	-	-	100,000	-	100,000	-	-	-

1.8 SUB PROGRAMME: OFFICE ACCOMMODATION									
2020/21									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>91,774</b>	-	<b>(5,074)</b>	<b>86,700</b>	<b>86,700</b>	-	<b>100.0%</b>	<b>64,978</b>	<b>64,978</b>
Goods and services	91,774	-	(5,074)	86,700	86,700	-	100.0%	64,978	64,978

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 2: INCARCERATION									
2020/21									
2019/20									
	Adjusted Appropriation	Shifting of Funds	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
<b>Economic classification</b>									
<b>Sub programme</b>									
1. Security Operations	8,222,441	-	(54,941)	8,167,500	8,093,127	74,373	99.1%	8,264,137	7,967,285
2. Facilities	3,596,592	-	372,323	3,968,915	3,930,305	38,610	99.0%	4,057,026	4,353,878
3. Remand Detention	714,960	-	12,696	727,656	756,851	(29,195)	104.0%	637,719	637,719
4. Offender Management	2,195,441	-	5,232	2,200,673	2,192,755	7,918	99.6%	2,230,960	2,230,960
<b>Total for sub programmes</b>	<b>14,729,434</b>	<b>-</b>	<b>335,310</b>	<b>15,064,744</b>	<b>14,973,038</b>	<b>91,706</b>	<b>99.4%</b>	<b>15,189,842</b>	<b>15,189,842</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>14,326,908</b>	<b>-</b>	<b>370,317</b>	<b>14,697,225</b>	<b>14,712,558</b>	<b>(15,333)</b>	<b>100.1%</b>	<b>14,545,508</b>	<b>14,725,292</b>
Compensation of employees	10,951,299	-	(25,262)	10,926,037	10,973,793	(47,756)	100.4%	11,087,843	10,724,061
Salaries and wages	9,045,863	-	(22,101)	9,023,762	9,072,577	(48,815)	100.5%	9,282,454	8,868,289
Social contributions	1,905,436	-	(3,161)	1,902,275	1,901,216	1,059	99.9%	1,805,389	1,855,772
Goods and services	3,375,609	-	395,579	3,771,188	3,738,641	32,547	99.1%	3,457,665	4,000,805
Administrative fees	143	-	2,009	2,152	2,152	-	100.0%	2,577	2,577
Advertising	-	-	-	-	-	-	-	4	4
Minor assets	30,564	-	(27,185)	3,379	3,379	-	100.0%	4,153	4,153
Catering: Departmental activities	1,165	-	2,316	3,481	3,481	-	100.0%	5,506	5,506
Communication	20,698	-	(2,485)	18,213	18,213	-	100.0%	17,159	17,159
Computer services	12	-	18	30	30	-	100.0%	35	35
Consultants: Business and advisory services	2,902	-	(348)	2,554	2,554	-	100.0%	430	430
Infrastructure and planning services	-	-	30	30	30	-	100.0%	-	-

# Appropriation Statement

for the year ended 31 March 2021

Economic classification	PROGRAMME 2: INCARCERATION									
	2020/21					2019/20				
	Adjusted Appropriation	Shifting of Funds	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		
Laboratory services	-	-	1	1	1	-	100.0%	-	-	
Contractors	17,768	-	3,056	20,824	20,824	-	100.0%	14,505	14,505	
Agency and support / outsourced services	1,064,538	-	(21,418)	1,043,120	1,043,120	-	100.0%	1,039,297	1,039,297	
Fleet services	49,528	-	(8,688)	40,840	40,840	-	100.0%	55,789	55,789	
Inventory: Clothing material and supplies	17,932	-	31,159	49,091	15,854	33,237	32.3%	7,829	7,829	
Inventory: Farming supplies	2,950	-	(1,210)	1,740	1,740	-	100.0%	3,523	3,523	
Inventory: Food and food supplies	756	-	(577)	179	179	-	100.0%	322	322	
Inventory: Fuel, oil and gas	28,248	-	3,299	31,547	31,547	-	100.0%	34,462	34,462	
Inventory: Materials and supplies	35,953	-	1,520	37,473	37,473	-	100.0%	36,337	36,337	
Inventory: Medical supplies	219	-	(125)	94	94	-	100.0%	118	118	
Inventory: Medicine	268	-	(117)	151	151	-	100.0%	124	124	
Inventory: Other supplies	9,378	-	14,182	23,560	520	23,040	2.2%	1,222	1,222	
Consumable supplies	59,649	-	(2,383)	57,266	57,266	-	100.0%	56,321	56,321	
Consumable: Stationery, printing and office supplies	13,605	-	(2,878)	10,727	10,727	-	100.0%	12,093	12,093	
Operating leases	619,627	-	293,962	913,589	942,393	(28,804)	103.2%	666,238	1,213,108	
Property payments	1,372,516	-	73,182	1,445,698	1,440,624	5,074	99.6%	1,415,358	1,411,628	
Travel and subsistence	25,344	-	38,337	63,681	63,681	-	100.0%	78,095	78,095	
Training and development	245	-	(225)	20	20	-	100.0%	285	285	
Operating payments	1,423	-	121	1,544	1,544	-	100.0%	2,149	2,149	
Venues and facilities	168	-	(168)	-	-	-	-	2,551	2,551	

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 2: INCARCERATION									
2020/21					2019/20				
Economic classification	Adjusted Appropriation	Shifting of Funds	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
Rental and hiring	10	-	194	204	204	-	100.0%	1,183	1,183
Interest	-	-	-	-	124	(124)	-	-	426
<b>Transfers and subsidies</b>	<b>162,405</b>	-	<b>(38,439)</b>	<b>123,966</b>	<b>104,043</b>	<b>19,923</b>	<b>83.9%</b>	<b>97,252</b>	<b>107,476</b>
Households	162,405	-	(38,439)	123,966	104,043	19,923	83.9%	97,252	107,476
Social benefits	133,338	-	(38,427)	94,911	74,548	20,363	78.5%	71,084	71,084
Other transfers to households	29,067	-	(12)	29,055	29,495	(440)	101.5%	26,168	36,392
<b>Payments for capital assets</b>	<b>240,121</b>	-	<b>3,432</b>	<b>243,553</b>	<b>156,437</b>	<b>87,116</b>	<b>64.2%</b>	<b>547,082</b>	<b>356,977</b>
Buildings and other fixed structures	208,556	-	-	208,556	148,262	60,294	71.1%	540,492	350,387
Buildings	208,556	-	-	208,556	148,262	60,294	71.1%	540,492	350,387
Machinery and equipment	29,830	-	3,998	33,828	7,006	26,822	20.7%	5,209	5,209
Other machinery and equipment	29,830	-	3,998	33,828	7,006	26,822	20.7%	5,209	5,209
Biological assets	1,735	-	(566)	1,169	1,169	-	100.0%	1,381	1,381
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	<b>97</b>
<b>Total</b>	<b>14,729,434</b>	-	<b>335,310</b>	<b>15,064,744</b>	<b>14,973,038</b>	<b>91,706</b>	<b>99.4%</b>	<b>15,189,842</b>	<b>15,189,842</b>

# Appropriation Statement

for the year ended 31 March 2021

2.1 SUB PROGRAMME: SECURITY OPERATIONS									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>8,061,921</b>	-	<b>20,352</b>	<b>8,082,273</b>	<b>8,036,260</b>	<b>46,013</b>	<b>99.4%</b>	<b>8,213,780</b>	<b>7,911,447</b>
Compensation of employees	7,933,806	-	(40,553)	7,893,253	7,903,393	(10,140)	100.1%	8,049,170	7,746,814
Goods and services	128,115	-	60,905	189,020	132,743	56,277	70.2%	164,610	164,610
Interest and rent on land	-	-	-	-	124	(124)	-	-	23
<b>Transfers and subsidies</b>	<b>132,122</b>	-	<b>(59,095)</b>	<b>73,027</b>	<b>54,396</b>	<b>18,631</b>	<b>74.5%</b>	<b>48,641</b>	<b>54,025</b>
Households	132,122	-	(59,095)	73,027	54,396	18,631	74.5%	48,641	54,025
<b>Payments for capital assets</b>	<b>28,398</b>	-	<b>(16,198)</b>	<b>12,200</b>	<b>2,471</b>	<b>9,729</b>	<b>20.3%</b>	<b>1,716</b>	<b>1,716</b>
Machinery and equipment	26,663	-	(15,632)	11,031	1,302	9,729	11.8%	335	335
Biological assets	1,735	-	(566)	1,169	1,169	-	100.0%	1,381	1,381
<b>Payments for financial assets</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>97</b>

# Appropriation Statement

for the year ended 31 March 2021

2.2 SUB PROGRAMME: FACILITIES									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>3,382,938</b>	-	<b>353,170</b>	<b>3,736,108</b>	<b>3,776,617</b>	<b>(40,509)</b>	<b>101.1%</b>	<b>3,511,873</b>	<b>3,998,674</b>
Compensation of employees	189,946	-	2,103	192,049	208,828	(16,779)	108.7%	256,922	200,180
Goods and services	3,192,992	-	351,067	3,544,059	3,567,789	(23,730)	100.7%	3,254,951	3,798,091
Interest and rent on land	-	-	-	-	-	-	-	-	403
<b>Transfers and subsidies</b>	<b>3,050</b>	-	-	<b>3,050</b>	<b>1,318</b>	<b>1,732</b>	<b>43.2%</b>	<b>648</b>	<b>804</b>
Households	3,050	-	-	3,050	1,318	1,732	43.2%	648	804
<b>Payments for capital assets</b>	<b>210,604</b>	-	<b>19,153</b>	<b>229,757</b>	<b>152,370</b>	<b>77,387</b>	<b>66.3%</b>	<b>544,505</b>	<b>354,400</b>
Buildings and other fixed structures	208,556	-	-	208,556	148,262	60,294	71.1%	540,492	350,387
Machinery and equipment	2,048	-	19,153	21,201	4,108	17,093	19.4%	4,013	4,013

# Appropriation Statement

for the year ended 31 March 2021

2.3 SUB PROGRAMME: REMAND DETENTION									
2020/21									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>714,910</b>	-	<b>6,091</b>	<b>721,001</b>	<b>750,178</b>	<b>(29,177)</b>	<b>104.0%</b>	<b>633,206</b>	<b>633,206</b>
Compensation of employees	691,861	-	13,188	705,049	734,226	(29,177)	104.1%	625,007	625,007
Goods and services	23,049	-	(7,097)	15,952	15,952	-	100.0%	8,199	8,199
<b>Transfers and subsidies</b>	-	-	<b>6,422</b>	<b>6,422</b>	<b>6,440</b>	<b>(18)</b>	<b>100.3%</b>	<b>4,466</b>	<b>4,466</b>
Households	-	-	6,422	6,422	6,440	(18)	100.3%	4,466	4,466
<b>Payments for capital assets</b>	<b>50</b>	-	<b>183</b>	<b>233</b>	<b>233</b>	<b>-</b>	<b>100.0%</b>	<b>47</b>	<b>47</b>
Machinery and equipment	50	-	183	233	233	-	100.0%	47	47
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-

# Appropriation Statement

for the year ended 31 March 2021

2.4 SUB PROGRAMME: OFFENDER MANAGEMENT									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>2,167,139</b>	-	<b>(9,296)</b>	<b>2,157,843</b>	<b>2,149,503</b>	<b>8,340</b>	<b>99.6%</b>	<b>2,186,649</b>	<b>2,181,965</b>
Compensation of employees	2,135,686	-	-	2,135,686	2,127,346	8,340	99.6%	2,156,744	2,152,060
Goods and services	31,453	-	(9,296)	22,157	22,157	-	100.0%	29,905	29,905
<b>Transfers and subsidies</b>	<b>27,233</b>	-	<b>14,234</b>	<b>41,467</b>	<b>41,889</b>	<b>(422)</b>	<b>101.0%</b>	<b>43,497</b>	<b>48,181</b>
Provinces and municipalities	-	-	14,234	41,467	41,889	(422)	101.0%	-	-
Households	27,233	-	-	-	-	-	-	43,497	48,181
<b>Payments for capital assets</b>	<b>1,069</b>	-	<b>294</b>	<b>1,363</b>	<b>1,363</b>	<b>-</b>	<b>100.0%</b>	<b>814</b>	<b>814</b>
Machinery and equipment	1,069	-	294	1,363	1,363	-	100.0%	814	814



# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 3: REHABILITATION									
2019/20									
2020/21									
	Adjusted Appropriation	Shifting of Funds	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
<b>Sub programme</b>									
1. Correctional Programmes	407,771	-	(2,383)	405,388	405,388	-	100.0%	403,476	391,279
2. Offender Development	1,079,267	-	(125,242)	954,025	954,025	-	100.0%	981,415	954,216
3. Psychological, Social and Spiritual Services	522,945	-	2,087	525,032	525,032	-	100.0%	549,663	549,663
<b>Total for sub programmes</b>	<b>2,009,983</b>	<b>-</b>	<b>(125,538)</b>	<b>1,884,445</b>	<b>1,884,445</b>	<b>-</b>	<b>100.0%</b>	<b>1,934,554</b>	<b>1,895,158</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>1,981,657</b>	<b>-</b>	<b>(129,872)</b>	<b>1,851,785</b>	<b>1,851,787</b>	<b>(2)</b>	<b>100.0%</b>	<b>1,904,421</b>	<b>1,858,799</b>
Compensation of employees	1,457,580	-	10,963	1,468,543	1,468,543	-	100.0%	1,464,901	1,448,696
Salaries and wages	1,217,521	-	4,410	1,221,931	1,221,931	-	100.0%	1,229,488	1,213,283
Social contributions	240,059	-	6,553	246,612	246,612	-	100.0%	235,413	235,413
Goods and services	524,077	-	(140,835)	383,242	383,242	-	100.0%	439,520	410,103
Administrative fees	624	-	(482)	142	142	-	100.0%	357	357
Advertising	117	-	(117)	-	-	-	-	5	5
Minor assets	8,601	-	(4,172)	4,429	4,429	-	100.0%	4,390	4,326
Audit costs: External	-	-	34	34	34	-	100.0%	-	-
Catering: Departmental activities	2,775	-	(2,220)	555	555	-	100.0%	3,380	3,380
Communication (G&S)	6,431	-	1,339	7,770	7,770	-	100.0%	7,504	7,504
Consultants: Business and advisory services	787	-	(125)	662	662	-	100.0%	935	935
Infrastructure and planning services	2,769	-	236	3,005	3,005	-	100.0%	2,519	2,519
Laboratory services	448	-	(362)	86	86	-	100.0%	78	78

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 3: REHABILITATION									
2020/21									
	Adjusted Appropriation	Shifting of Funds	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
Contractors	19,331	-	(5,260)	14,071	14,071	-	100.0%	16,040	16,040
Agency and support / outsourced services	3,942	-	(631)	3,311	3,311	-	100.0%	2,912	2,912
Entertainment	1	-	(1)	-	-	-	-	-	-
Fleet services(including government motor transport)	10,793	-	(3,437)	7,356	7,356	-	100.0%	9,871	9,871
Housing	73	-	(73)	-	-	-	-	-	-
Inventory: Clothing material and accessories	64,853	-	(14,356)	50,497	50,497	-	100.0%	61,016	61,016
Inventory: Farming supplies	232,084	-	(35,054)	197,030	197,030	-	100.0%	214,973	186,668
Inventory: Food and food supplies	1,447	-	8,767	10,214	10,214	-	100.0%	8,860	8,860
Inventory: Fuel, oil and gas	11,825	-	(1,759)	10,066	10,066	-	100.0%	10,398	10,398
Inventory: Learner and teacher support material	14,272	-	(12,064)	2,208	2,208	-	100.0%	3,327	3,327
Inventory: Materials and supplies	26,739	-	(5,843)	20,896	20,896	-	100.0%	26,959	26,959
Inventory: Medical supplies	183	-	210	393	393	-	100.0%	63	63
Inventory: Medicine	4,079	-	(756)	3,323	3,323	-	100.0%	2,637	2,637
Inventory: Other supplies	2,580	-	(1,920)	660	660	-	100.0%	1,287	1,287
Consumable supplies	67,898	-	(40,230)	27,668	27,668	-	100.0%	31,254	30,206
Consumable: Stationery, printing and office supplies	11,648	-	(6,517)	5,131	5,131	-	100.0%	4,768	4,768
Operating leases	23	-	(15)	8	8	-	100.0%	6	6
Property payments	1,054	-	1,090	2,144	2,144	-	100.0%	834	834

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 3: REHABILITATION									
2020/21					2019/20				
Adjusted Appropriation	Shifting of Funds	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	R'000
Transport provided: Departmental activity	6	(6)	-	-	-	-	-	-	-
Travel and subsistence	22,181	(13,018)	9,163	9,163	-	100.0%	21,442	21,442	
Training and development	4,818	(3,976)	842	842	-	100.0%	1,645	1,645	
Operating payments	1,333	6	1,339	1,339	-	100.0%	1,680	1,680	
Venues and facilities	135	(135)	-	-	-	-	2	2	
Rental and hiring	227	12	239	239	-	100.0%	378	378	
Interest and rent on land	-	-	-	2	(2)	-	-	-	
Interest (Incl. interest on unitary payments (PPP))	-	-	-	2	(2)	-	-	-	
<b>Transfers and subsidies</b>	<b>72</b>	<b>8,951</b>	<b>9,023</b>	<b>9,145</b>	<b>(122)</b>	<b>101.4%</b>	<b>69</b>	<b>6,231</b>	
Households	72	8,951	9,023	9,145	(122)	101.4%	69	6,231	
Social benefits	72	8,951	9,023	9,023	-	100.0%	69	5,938	
Other transfers to households	-	-	-	122	(122)	-	-	293	
<b>Payments for capital assets</b>	<b>28,254</b>	<b>(4,617)</b>	<b>23,637</b>	<b>23,513</b>	<b>124</b>	<b>99.5%</b>	<b>30,064</b>	<b>30,128</b>	
Machinery and equipment	28,254	(7,225)	21,029	20,905	124	99.4%	28,004	28,004	
Transport equipment	-	100	100	100	-	100.0%	-	-	
Other machinery and equipment	28,254	(7,325)	20,929	20,805	124	99.4%	28,004	28,004	
Biological assets	-	2,608	2,608	2,608	-	100.0%	2,060	2,124	
<b>Total</b>	<b>2,009,983</b>	<b>(125,538)</b>	<b>1,884,445</b>	<b>1,884,445</b>	<b>-</b>	<b>100.0%</b>	<b>1,934,554</b>	<b>1,895,158</b>	

# Appropriation Statement

for the year ended 31 March 2021

3.1 SUB PROGRAMME: CORRECTIONAL PROGRAMMES									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>407,502</b>	-	<b>(4,680)</b>	<b>402,822</b>	<b>402,824</b>	<b>(2)</b>	<b>100.0%</b>	<b>403,299</b>	<b>387,740</b>
Compensation of employees	399,613	-	(1,113)	398,500	398,500	-	100.0%	397,675	382,116
Goods and services	7,889	-	(3,567)	4,322	4,322	-	100.0%	5,624	5,624
Interest and rent on land	-	-	-	-	2	(2)	-	-	-
<b>Transfers and subsidies</b>	-	-	<b>2,214</b>	<b>2,214</b>	<b>2,214</b>	-	<b>100.0%</b>	-	<b>3,362</b>
Households	-	-	2,214	2,214	2,214	-	100.0%	-	3,362
<b>Payments for capital assets</b>	<b>269</b>	-	<b>83</b>	<b>352</b>	<b>350</b>	<b>2</b>	<b>99.4%</b>	<b>177</b>	<b>177</b>
Machinery and equipment	269	-	83	352	350	2	99.4%	177	177

# Appropriation Statement

for the year ended 31 March 2021

3.2 SUB PROGRAMME: OFFENDER DEVELOPMENT									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>1,051,366</b>	-	<b>(123,656)</b>	<b>927,710</b>	<b>927,710</b>	-	<b>100.0%</b>	<b>951,577</b>	<b>922,160</b>
Compensation of employees	554,708	-	5,644	560,352	560,352	-	100.0%	536,669	536,669
Goods and services	496,658	-	(129,300)	367,358	367,358	-	100.0%	414,908	385,491
<b>Transfers and subsidies</b>	<b>72</b>	-	<b>3,342</b>	<b>3,414</b>	<b>3,536</b>	<b>(122)</b>	<b>103.6%</b>	<b>68</b>	<b>2,222</b>
Households	72	-	3,342	3,414	3,536	(122)	103.6%	68	2,222
<b>Payments for capital assets</b>	<b>27,829</b>	-	<b>(4,928)</b>	<b>22,901</b>	<b>22,779</b>	<b>122</b>	<b>99.5%</b>	<b>29,770</b>	<b>29,834</b>
Machinery and equipment	27,829	-	(7,536)	20,293	20,171	122	99.4%	27,710	27,710
Biological assets	-	-	2,608	2,608	2,608	-	100.0%	2,060	2,124

# Appropriation Statement

for the year ended 31 March 2021

3.3 SUB PROGRAMME: PSYCHOLOGICAL, SOCIAL AND SPIRITUAL SERVICES									
2020/21									
	Adjusted Appropriation	Shifting of Funds	Virement	Final Appropriation	Actual Expenditure	Variance	Expenditure as % of final appropriation	Final Appropriation	Actual expenditure
Economic classification	R'000	R'000	R'000	R'000	R'000	R'000	%	R'000	R'000
<b>Current payments</b>	<b>522,789</b>	-	<b>(1,536)</b>	<b>521,253</b>	<b>521,253</b>	-	<b>100.0%</b>	<b>549,545</b>	<b>548,899</b>
Compensation of employees	503,259	-	6,432	509,691	509,691	-	100.0%	530,557	529,911
Goods and services	19,530	-	(7,968)	11,562	11,562	-	100.0%	18,988	18,988
<b>Transfers and subsidies</b>	-	-	<b>3,395</b>	<b>3,395</b>	<b>3,395</b>	-	<b>100.0%</b>	<b>1</b>	<b>647</b>
Households	-	-	3,395	3,395	3,395	-	100.0%	1	647
<b>Payments for capital assets</b>	<b>156</b>	-	<b>228</b>	<b>384</b>	<b>384</b>	-	<b>100.0%</b>	<b>117</b>	<b>117</b>
Machinery and equipment	156	-	228	384	384	-	100.0%	117	117

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 4: CARE									
2020/21					2019/20				
	Adjusted Appropriation	Shifting of Funds	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
<b>Sub programme</b>									
1. Nutritional Services	1,217,254	-	(111,665)	1,105,589	1,105,364	225	100.0%	1,223,514	1,173,239
2. Health and Hygiene Services	1,345,113	-	30,673	1,375,786	1,375,786	-	100.0%	1,028,924	1,014,401
<b>Total for sub programmes</b>	<b>2,562,367</b>	<b>-</b>	<b>(80,992)</b>	<b>2,481,375</b>	<b>2,481,150</b>	<b>225</b>	<b>100.0%</b>	<b>2,252,438</b>	<b>2,187,640</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>2,525,434</b>	-	<b>(77,952)</b>	<b>2,447,482</b>	<b>2,450,324</b>	<b>(2,842)</b>	<b>100.1%</b>	<b>2,246,779</b>	<b>2,174,708</b>
Compensation of employees	983,563	-	-	983,563	1,066,370	(82,807)	108.4%	969,944	930,867
Salaries and wages	838,092	-	-	838,092	915,538	(77,446)	109.2%	815,106	782,720
Social contributions	145,471	-	-	145,471	150,832	(5,361)	103.7%	154,838	148,147
Goods and services	1,541,871	-	(77,952)	1,463,919	1,383,954	79,965	94.5%	1,276,835	1,243,812
Administrative fees	360	-	(187)	173	173	-	100.0%	563	563
Advertising	112	-	(112)	-	-	-	-	40	40
Minor assets	4,701	-	(1,921)	2,780	2,780	-	100.0%	1,463	1,463
Catering: Departmental activities	1,501	-	(1,029)	472	472	-	100.0%	923	923
Communication	4,101	-	(425)	3,676	3,676	-	100.0%	3,589	3,589
Computer services	40	-	(40)	-	-	-	-	-	-
Consultants: Business and advisory services	16	-	1,420	1,436	1,436	-	100.0%	-	-
Laboratory services	24,826	-	3,492	28,318	28,318	-	100.0%	23,457	23,457
Contractors	25,222	-	(712)	24,510	24,510	-	100.0%	28,972	28,972
Agency and support / outsourced services	127,505	-	(30,233)	97,272	97,272	-	100.0%	246,417	213,394

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 4: CARE										
2020/21										
2019/20										
	Adjusted Appropriation	Shifting of Funds	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	R'000
Fleet services	11,671	-	(3,536)	8,135	8,135	-	100.0%	9,915	9,915	9,915
Inventory: Clothing material and supplies	5,083	-	19,695	24,778	24,778	-	100.0%	8,214	8,214	8,214
Inventory: Farming supplies	606	-	(127)	479	479	-	100.0%	142	142	142
Inventory: Food and food supplies	892,963	-	(88,918)	804,045	804,045	-	100.0%	774,642	774,642	774,642
Inventory: Fuel, oil and gas	572	-	742	1,314	1,314	-	100.0%	584	584	584
Inventory: Learner and teacher support material	5	-	56	61	61	-	100.0%	-	-	-
Inventory: Materials and supplies	2,375	-	1,691	4,066	4,066	-	100.0%	2,099	2,099	2,099
Inventory: Medical supplies	214,089	-	(43,845)	170,244	90,279	79,965	53.0%	1,179	1,179	1,179
Inventory: Medicine	64,292	-	(4,315)	59,977	59,977	-	100.0%	34,206	34,206	34,206
Inventory: Other supplies	41,920	-	(8,563)	33,357	33,357	-	100.0%	2,628	2,628	2,628
Consumable supplies	81,436	-	98,535	179,971	179,971	-	100.0%	121,355	121,355	121,355
Consumable: Stationery, printing and office supplies	4,826	-	(2,841)	1,985	1,985	-	100.0%	2,669	2,669	2,669
Operating leases	332	-	(294)	38	38	-	100.0%	-	-	-
Property payments	15,665	-	(8,593)	7,072	7,072	-	100.0%	2,495	2,495	2,495
Transport provided: Departmental activity	100	-	1,746	1,846	1,846	-	100.0%	1,332	1,332	1,332
Travel and subsistence	13,090	-	(6,239)	6,851	6,851	-	100.0%	9,005	9,005	9,005
Training and development	3,902	-	(3,394)	508	508	-	100.0%	410	410	410
Operating payments	538	-	(68)	470	470	-	100.0%	510	510	510
Venues and facilities	4	-	(4)	-	-	-	-	3	3	3



# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 4: CARE									
2020/21					2019/20				
	Adjusted Appropriation	Shifting of Funds	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
Rental and hiring	18	-	67	85	85	-	100.0%	23	23
Interest and rent on land	-	-	-	-	-	-	-	-	29
Interest	-	-	-	-	-	-	-	-	29
<b>Transfers and subsidies</b>	<b>460</b>	<b>-</b>	<b>7,774</b>	<b>8,234</b>	<b>8,404</b>	<b>(170)</b>	<b>102.1%</b>	<b>436</b>	<b>7,709</b>
Households	460	-	7,774	8,234	8,404	(170)	102.1%	436	7,709
Social benefits	460	-	7,774	8,234	8,234	-	100.0%	436	7,594
Other transfers to households	-	-	-	-	170	(170)	-	-	115
<b>Payments for capital assets</b>	<b>36,473</b>	<b>-</b>	<b>(10,814)</b>	<b>25,659</b>	<b>22,422</b>	<b>3,237</b>	<b>87.4%</b>	<b>5,223</b>	<b>5,223</b>
Machinery and equipment	36,473	-	(10,814)	25,659	22,422	3,237	87.4%	5,223	5,223
Other machinery and equipment	36,473	-	(10,814)	25,659	22,422	3,237	87.4%	5,223	5,223
<b>Total</b>	<b>2,562,367</b>	<b>-</b>	<b>(80,992)</b>	<b>2,481,375</b>	<b>2 481 150</b>	<b>225</b>	<b>100.0%</b>	<b>2,252,438</b>	<b>2,187,640</b>

# Appropriation Statement

for the year ended 31 March 2021

4.1 SUB PROGRAMME: NUTRITIONAL SERVICES									
2020/21									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>1,197,934</b>	-	<b>(108,884)</b>	<b>1,089,050</b>	<b>1,092,062</b>	<b>(3,012)</b>	<b>100.3%</b>	<b>1,219,258</b>	<b>1,166,335</b>
Compensation of employees	263,201	-	-	263,201	266,213	(3,012)	101.1%	283,768	263,839
Goods and services	934,733	-	(108,884)	825,849	825,849	-	100.0%	935,490	902,467
Interest and rent on land	-	-	-	-	-	-	-	-	29
<b>Transfers and subsidies</b>	<b>263</b>	-	<b>3,504</b>	<b>3,767</b>	<b>3,767</b>	-	<b>100.0%</b>	<b>249</b>	<b>2,897</b>
Households	263	-	3,504	3,767	3,767	-	100.0%	249	2,897
<b>Payments for capital assets</b>	<b>19,057</b>	-	<b>(6,285)</b>	<b>12,772</b>	<b>9,535</b>	<b>3,237</b>	<b>74.7%</b>	<b>4,007</b>	<b>4,007</b>
Machinery and equipment	19,057	-	(6,285)	12,772	9,535	3,237	74.7%	4,007	4,007
<b>Payments for financial assets</b>	<b>-</b>	-	-	-	-	-	-	-	-

# Appropriation Statement

for the year ended 31 March 2021

4.2 SUB PROGRAMME: HEALTH AND HYGIENE SERVICES									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>1,327,500</b>	-	<b>30,932</b>	<b>1,358,432</b>	<b>1,358,262</b>	<b>170</b>	<b>100.0%</b>	<b>1,027,521</b>	<b>1,008,373</b>
Compensation of employees	720,362	-	-	720,362	800,157	(79,795)	111.1%	686,176	667,028
Goods and services	607,138	-	30,932	638,070	558 105	79,965	87.5%	341,345	341,345
<b>Transfers and subsidies</b>	<b>197</b>	-	<b>4,270</b>	<b>4,467</b>	<b>4,637</b>	<b>(170)</b>	<b>103.8%</b>	<b>187</b>	<b>4,812</b>
Households	197	-	4,270	4,467	4,637	(170)	103.8%	187	4,812
<b>Payments for capital assets</b>	<b>17,416</b>	-	<b>(4,529)</b>	<b>12,887</b>	<b>12,887</b>	-	<b>100.0%</b>	<b>1,216</b>	<b>1,216</b>
Machinery and equipment	17,416	-	(4,529)	12,887	12,887	-	100.0%	1,216	1,216
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	-

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 5: SOCIAL REINTEGRATION									
2020/21									
2019/20									
	Adjusted Appropriation	Shifting of Funds	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
<b>Sub programme</b>									
1. Supervision	902,714	-	(9,142)	893,572	893,572	-	100.0%	908,020	902,466
2. Community Reintegration	48,675	-	(6,606)	42,069	42,069	-	100.0%	47,092	48,502
3. Office Accommodation: Community Corrections	41,210	-	2,373	43,583	43,583	-	100.0%	38,966	36,115
<b>Total for sub programmes</b>	<b>992,599</b>	<b>-</b>	<b>(13,375)</b>	<b>979,224</b>	<b>979,224</b>	<b>-</b>	<b>100.0%</b>	<b>994,078</b>	<b>987,083</b>
<b>Economic classification</b>									
<b>Current payments</b>	<b>990,521</b>		<b>(20,465)</b>	<b>970,056</b>	<b>970,056</b>		<b>100.0%</b>	<b>992,153</b>	<b>975,008</b>
Compensation of employees	882,737	-	2,484	885,221	885,221	-	100.0%	904,012	889,718
Salaries and wages	725,375	-	821	726,196	726,196	-	100.0%	752,613	733,780
Social contributions	157,362	-	1,663	159,025	159,025	-	100.0%	151,399	155,938
Goods and services	107,784	-	(22,949)	84,835	84,835	-	100.0%	88,141	85,290
Administrative fees	154	-	(141)	13	13	-	100.0%	31	31
Advertising	255	-	(255)	-	-	-	-	-	-
Minor assets	741	-	(141)	600	600	-	100.0%	318	318
Catering: Departmental activities	799	-	(643)	156	156	-	100.0%	1,192	1,192
Communication	11,312	-	(106)	11,206	11,206	-	100.0%	12,170	12,170
Computer services	5	-	(5)	-	-	-	-	16	16
Contractors	100	-	(26)	74	74	-	100.0%	35	35
Agency and support / outsourced services	3,597	-	(565)	3,032	3,032	-	100.0%	2,451	2,451
Entertainment	6	-	(4)	2	2	-	100.0%	-	-

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 5: SOCIAL REINTEGRATION									
2020/21									
2019/20									
	Adjusted Appropriation	Shifting of Funds	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
Fleet services	30,661	-	(10,634)	20,027	20,027	-	100.0%	23,899	23,899
Inventory: Clothing material and supplies	91	-	2	93	93	-	100.0%	111	111
Inventory: Farming supplies	7	-	2	9	9	-	100.0%	-	-
Inventory: Food and food supplies	-	-	-	-	-	-	-	27	27
Inventory: Fuel, oil and gas	4	-	(4)	-	-	-	-	1	1
Inventory: Materials and supplies	358	-	(151)	207	207	-	100.0%	145	145
Inventory: Medical supplies	2	-	90	92	92	-	100.0%	-	-
Inventory: Medicine	-	-	1	1	1	-	100.0%	-	-
Inventory: Other supplies	65	-	(59)	6	6	-	100.0%	8	8
Consumable supplies	1,786	-	(1,154)	632	632	-	100.0%	527	527
Consumable: Stationery, printing and office supplies	5,310	-	(3,178)	2,132	2,132	-	100.0%	2,612	2,612
Operating leases	41,211	-	2,374	43,585	43,585	-	100.0%	38,978	36,127
Property payments	136	-	106	242	242	-	100.0%	123	123
Transport provided: Departmental activity	-	-	-	-	-	-	-	3	3
Travel and subsistence	9,961	-	(8,226)	1,735	1,735	-	100.0%	4,405	4,405
Training and development	-	-	-	-	-	-	-	51	51
Operating payments	1,209	-	(388)	821	821	-	100.0%	687	687
Venues and facilities	14	-	(14)	-	-	-	-	-	-
Rental and hiring	-	-	170	170	170	-	100.0%	351	351

# Appropriation Statement

for the year ended 31 March 2021

PROGRAMME 5: SOCIAL REINTEGRATION									
2020/21					2019/20				
	Adjusted Appropriation	Shifting of Funds	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
<b>Transfers and subsidies</b>	<b>218</b>	-	<b>7,111</b>	<b>7,329</b>	<b>7,329</b>	-	<b>100.0%</b>	<b>206</b>	<b>10,347</b>
Households	218	-	7,111	7,329	7,329	-	100.0%	206	10,347
Social benefits	72	-	7,257	7,329	7,329	-	100.0%	68	10,212
Other transfers to households	146	-	(146)	-	-	-	-	138	135
<b>Payments for capital assets</b>	<b>1,860</b>	-	<b>(21)</b>	<b>1,839</b>	<b>1,839</b>	-	<b>100.0%</b>	<b>1,719</b>	<b>1,719</b>
Machinery and equipment	1,860	-	(21)	1,839	1,839	-	100.0%	1,719	1,719
Other machinery and equipment	1,860	-	(21)	1,839	1,839	-	100.0%	1,719	1,719
<b>Payments for financial assets</b>	<b>-</b>	-	<b>-</b>	<b>-</b>	<b>-</b>	-	<b>-</b>	<b>-</b>	<b>9</b>
<b>Total</b>	<b>992,599</b>	-	<b>(13,375)</b>	<b>979,224</b>	<b>979,224</b>	-	<b>100.0%</b>	<b>994,078</b>	<b>987,083</b>

# Appropriation Statement

for the year ended 31 March 2021

5.1 SUB PROGRAMME: SUPERVISION									
2020/21									
2019/20									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>900,760</b>	-	<b>(16,022)</b>	<b>884,738</b>	<b>884,738</b>	-	<b>100.0%</b>	<b>906,183</b>	<b>890,528</b>
Compensation of employees	848,517	-	1,151	849,668	849,668	-	100.0%	864,244	848,589
Goods and services	52,243	-	(17,173)	35,070	35,070	-	100.0%	41,939	41,939
<b>Transfers and subsidies</b>	<b>218</b>	-	<b>6,840</b>	<b>7,058</b>	<b>7,058</b>	-	<b>100.0%</b>	<b>206</b>	<b>10,298</b>
Households	218	-	6,840	7,058	7,058	-	100.0%	206	10,298
<b>Payments for capital assets</b>	<b>1,736</b>	-	<b>40</b>	<b>1,776</b>	<b>1,776</b>	-	<b>100.0%</b>	<b>1,631</b>	<b>1,631</b>
Machinery and equipment	1,736	-	40	1,776	1,776	-	100.0%	1,631	1,631
<b>Payments for financial assets</b>	-	-	-	-	-	-	-	-	<b>9</b>

# Appropriation Statement

for the year ended 31 March 2021

5.2 SUB PROGRAMME: COMMUNITY REINTEGRATION									
2020/21									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>48,551</b>	-	<b>(6,816)</b>	<b>41,735</b>	<b>41,735</b>	-	<b>100.0%</b>	<b>47,004</b>	<b>48,365</b>
Compensation of employees	34,220	-	1,333	35,553	35,553	-	100.0%	39,768	41,129
Goods and services	14,331	-	(8,149)	6,182	6,182	-	100.0%	7,236	7,236
<b>Transfers and subsidies</b>	-	-	<b>271</b>	<b>271</b>	<b>271</b>	-	<b>100.0%</b>	-	<b>49</b>
Households	-	-	271	271	271	-	100.0%	-	49
<b>Payments for capital assets</b>	<b>124</b>	-	<b>(61)</b>	<b>63</b>	<b>63</b>	-	<b>100.0%</b>	<b>88</b>	<b>88</b>
Machinery and equipment	124	-	(61)	63	63	-	100.0%	88	88

5.3 SUB PROGRAMME: OFFICE ACCOMODATION: COMMUNITY CORRECTIONS									
2020/21									
Economic classification	Adjusted Appropriation	Shifting of Funds	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
<b>Current payments</b>	<b>41,210</b>	-	<b>2,373</b>	<b>43,583</b>	<b>43,583</b>	-	<b>100.0%</b>	<b>38,966</b>	<b>36,115</b>
Goods and services	41,210	-	2,373	43,583	43,583	-	100.0%	38,966	36,115



# Notes to the Appropriation Statement

for the year ended 31 March 2021

## 1. Detail of transfers and subsidies as per Appropriation Act (after Virement):

Detail of these transactions can be viewed in the note on Transfers and subsidies, disclosure notes and Annexure 1 (A-C) to the Annual Financial Statements.

## 2. Detail on payments for financial assets

Detail of these transactions per programme can be viewed in the note on Payments for financial assets to the Annual Financial Statements.

## 3. Explanations of material variances from Amounts Voted (after Virement):

### 3.1 Per programme

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	%
Programme 1: Administration	5,187,049	4,709,242	477,807	9.21%

The under spending was mainly on Transfers and Subsidies and Payments for Capital Assets due to overprovision for employer liability for early retirements without penalisation cases as well as under Other Machinery and Equipment and Software due to delays in procurement of IT Equipment and Other Intangibles.

### 3.2 Per economic classification

	Final Appropriation	Actual Expenditure	Variance	Variance as a % of Final Appropriation
	R'000	R'000	R'000	R'000
<b>Current payments</b>	<b>23,835,465</b>	<b>23,847,340</b>	<b>(11,875)</b>	<b>-0.05%</b>
Compensation of employees	17,224,493	17,362,020	(137,527)	-0.80%
Goods and services	6,610,972	6,484,196	126,776	1.92%
Interest and rent on land	0	1,124	(1,124)	0.00%
<b>Transfers and subsidies</b>	<b>1,040,581</b>	<b>833,862</b>	<b>206,719</b>	<b>19.87%</b>
Provinces and municipalities	6,835	6,849	(14)	-0.20%
Departmental agencies and accounts	9,323	9,323	0	0.00%
Households	1,024,423	817,690	206,733	20.18%
<b>Payments for capital assets</b>	<b>720,791</b>	<b>340,393</b>	<b>380,398</b>	<b>52.78%</b>
Buildings and other fixed structures	208,556	148,262	60,294	28.91%
Machinery and equipment	408,458	188,354	220,104	53.89%
Biological assets	3,777	3,777	0	0.00%
Software and other intangible assets	100,000	0	100,000	100.00%
<b>Payments for financial assets</b>	<b>0</b>	<b>5,504</b>	<b>(5,504)</b>	<b>0.00%</b>

# Notes to the Appropriation Statement

for the year ended 31 March 2021

## **Explanation of material variances from Amounts Voted (after Virements):**

### **Compensation of Employees**

The allocated budget for Compensation of Employees (CoE) was overspent by R137,527 million due to additional allowances, overtime, and appointment of some staff above the allocated budget.

### **Interest and rent on land**

There was an expenditure of R1,124 million incurred against a zero budget mainly due to interest paid on arrear salaries following implementation of arbitration awards and court orders.

### **Transfers and Subsidies**

The underspending of R206,719 million was mainly due to overprovision for employer liability for early retirements without penalisation cases. The over expenditure on Transfers to Provinces and Municipalities is due to the licensing of vehicles expenditure which was more than projected as a result of procurement of new vehicles.

### **Payment for Capital Assets**

The underspending of R380,398 million was mainly on items Buildings and Other Fixed Structures due to poor performance on Capital Works Programme as well as under Other Machinery and Equipment due to delays in procurement of IT Equipment, Security Equipment, Production Workshops Equipment and Agricultural Equipment.

### **Payment of Financial Assets**

There was an expenditure of R5,504 million incurred against a zero budget due to write offs of debts and losses.

### **Explanation of Internal Charges**

In the Department, the supplier Programme: Administration under Activity: Stores budgets for the cost of buying the required bulk supplies, while client (end user) programmes budget for the cost of buying from supplier programme. The Department uses the objective of Internal Charges to allocate expenditure correctly. Internal Charges is a Fund on the Basic Accounting System and is allocated a negative budget.

### **Restatement On Prior Year Expenditure**

The Compensation of Employees prior year expenditure was restated by R1,388 million due to Inter-governmental Claims Recoverable not raised in 2019/20 financial year.

### **COVID-19 Response Expenditure**

An amount of R110,667 million was spent on contract nurses. R205,893 million was spent under Goods and Services mainly on Personal Protective Equipment, medical expenditure, and leasing of quarantine/isolation sites; whilst R9,259 million was spent on COVID-19 related Machinery and Equipment.

# Statement of Financial Performance

for the year ended 31 March 2021

	Note	2020/21	2019/20
		R'000	R'000
<b>REVENUE</b>			
Annual appropriation	1	25,596,837	25,316,882
Departmental revenue	2	108,755	131,005
Aid assistance		14,466	34,469
<b>TOTAL REVENUE</b>		<b>25,720,058</b>	<b>25,482,356</b>
<b>EXPENDITURE</b>			
<b>Current expenditure</b>			
Compensation of employees	4	17,362,022	16,970,050
Goods and services	5	6,484,196	6,811,470
Interest and rent on land	6	1,124	507
Aid assistance	3	22,633	20,418
<b>Total current expenditure</b>		<b>23,869,975</b>	<b>23,802,445</b>
<b>Transfers and subsidies</b>			
Transfers and subsidies	8	833,861	877,957
<b>Total transfers and subsidies</b>		<b>833,861</b>	<b>877,957</b>
<b>Expenditure for capital assets</b>			
Tangible assets	9	340,392	515,439
<b>Total expenditure for capital assets</b>		<b>340,392</b>	<b>515,439</b>
<b>Payments for financial assets</b>	7	<b>5,504</b>	<b>9,335</b>
<b>TOTAL EXPENDITURE</b>		<b>25,049,732</b>	<b>25,205,176</b>
<b>SURPLUS FOR THE YEAR</b>		<b>670,326</b>	<b>277,180</b>
<b>Reconciliation of Net Surplus/(Deficit) for the year</b>			
Voted funds		569,738	132,124
Annual appropriation		569,738	132,124
Departmental revenue	15	108,755	131,005
Aid assistance	3	(8,167)	14,051
<b>SURPLUS FOR THE YEAR</b>		<b>670,326</b>	<b>277,180</b>

# Statement of Financial Position

as at 31 March 2021

	Note	2020/21 R'000	2019/20 R'000
<b>ASSETS</b>			
<b>Current assets</b>		<b>609,606</b>	<b>433,467</b>
Unauthorised expenditure	10	121	121
Cash and cash equivalents	11	323,664	1,610
Prepayments and advances	12	56,480	56,799
Receivables	13	229,341	372,815
Aid assistance receivable	3	-	2,122
<b>Non-current assets</b>		<b>3,130</b>	<b>2,278</b>
Receivables	13	3,130	2,278
<b>TOTAL ASSETS</b>		<b>612,736</b>	<b>435,745</b>
<b>LIABILITIES</b>			
<b>Current liabilities</b>		<b>583,630</b>	<b>397,062</b>
Voted funds to be surrendered to the Revenue Fund	14	571,126	133,193
Departmental revenue to be surrendered to the Revenue Fund	15	2,922	4,062
Bank overdraft	16	-	251,369
Payables	17	9,582	8,438
<b>TOTAL LIABILITIES</b>		<b>583,630</b>	<b>397,062</b>
<b>NET ASSETS</b>		<b>29,106</b>	<b>38,683</b>
<b>Represented by:</b>			
Recoverable revenue		20,946	20,234
Retained funds		8,160	18,449
<b>TOTAL</b>		<b>29,106</b>	<b>38,683</b>

# Statement of Change in Net Assets

for the year ended 31 March 2021

	Note	2020/21	2019/20
		R'000	R'000
<b>Recoverable revenue</b>			
Opening balance		20,234	22,465
Transfers:		<b>712</b>	<b>(2,231)</b>
Debts recovered (included in departmental receipts)		(3,261)	(8,461)
Debts raised		3,973	6,230
Closing balance		20,946	20,234
<b>Retained funds</b>			
Opening balance		18,449	2,276
CARA/NSF funds received during the year		-	34,469
CARA/NSF funds utilised during the year		(22,632)	(20,418)
CARA funds receivable		12,343	2,122
Closing balance		8,160	18,449
<b>TOTAL</b>		<b>29,106</b>	<b>38,683</b>

# Cash Flow Statement

for the year ended 31 March 2021

	Note	2020/21	2019/20
		R'000	R'000
<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>			
Receipts		25,718,727	25,476,789
Annual appropriated funds received	1.1	25,596,837	25,316,882
Departmental revenue received	2	106,706	123,611
Interest received	2.3	718	1,827
Aid assistance received	3	14,466	34,469
Net increase in working capital		144,936	(127,504)
Surrendered to Revenue Fund		(241,699)	(233,487)
Current payments		(23,868,851)	(23,801,938)
Interest paid	6	(1,124)	(507)
Payments for financial assets		(5,504)	(9,335)
Transfers and subsidies paid		(833,861)	(877,957)
<b>Net cash flow available from operating activities</b>	<b>18</b>	<b>912,624</b>	<b>426,061</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Payments for capital assets	9	(340,392)	(515,439)
Proceeds from sale of capital assets	2.4	1,331	5,567
Decrease in non-current receivables		(852)	1,107
<b>Net cash flows from investing activities</b>		<b>(339,913)</b>	<b>(508,765)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Decrease in net assets		712	(2,231)
<b>Net cash flows from financing activities</b>		<b>712</b>	<b>(2,231)</b>
Net increase/(decrease) in cash and cash equivalents		573,423	(84,935)
Cash and cash equivalents at beginning of period		(249,759)	(164,824)
<b>Cash and cash equivalents at end of period</b>	<b>19</b>	<b>323,664</b>	<b>(249,759)</b>

# Accounting Policies

for the year ended 31 March 2021

## Summary of significant accounting policies

The financial statements have been prepared in accordance with the following policies, which have been applied consistently in all material aspects, unless otherwise indicated. Management has concluded that the financial statements present fairly the department's primary and secondary information.

The historical cost convention has been used, except where otherwise indicated. Management has used assessments and estimates in preparing the annual financial statements. These are based on the best information available at the time of preparation.

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 (PFMA), Act 1 of 1999 (as amended by Act 29 of 1999), and the Treasury Regulations issued in terms of the PFMA and the annual Division of Revenue Act.

<b>1</b>	<p><b>Basis of preparation</b></p> <p>The financial statements have been prepared in accordance with the Modified Cash Standard. The Modified Cash Standard 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.</p> <p>Management has concluded that the financial statements present fairly the department's primary and secondary information.</p>
<b>2</b>	<p><b>Going concern</b></p> <p>The financial statements have been prepared on a going concern basis.</p>
<b>3</b>	<p><b>Presentation currency</b></p> <p>Amounts have been presented in the currency of the South African Rand (R) which is also the functional currency of the department.</p>
<b>4</b>	<p><b>Rounding</b></p> <p>Unless otherwise stated financial figures have been rounded to the nearest one thousand Rand (R'000).</p>
<b>5</b>	<p><b>Comparative information</b></p>
<b>5.1</b>	<p><b>Prior period comparative information</b></p> <p>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.</p>
<b>5.2</b>	<p><b>Current year comparison with budget</b></p> <p>A comparison between the approved, final budget and actual amounts for each programme and economic classification is included in the appropriation statement.</p>
<b>6</b>	<p><b>Revenue</b></p>
<b>6.1</b>	<p><b>Appropriated funds</b></p> <p>Appropriated funds comprise of departmental allocations. Appropriated funds are recognised in the statement of financial performance on the date the appropriation becomes effective. Adjustments made in terms of the adjustments budget process are recognised in the statement of financial performance on the date the adjustments become effective.</p> <p>The net amount of any appropriated funds due to / from the National Revenue Fund at the reporting date is recognised as a payable / receivable in the statement of financial position.</p>

<b>6.2</b>	<p><b>Departmental revenue</b></p> <p>Departmental revenue is recognised in the statement of financial performance when received and is subsequently paid into the National Revenue Fund, unless stated otherwise. Departmental revenue is measured in line with applicable departmental revenue tariffs or where relevant at the fair value of the consideration received.</p> <p>Any amount owing to the National Revenue Fund at the reporting date is recognised as a payable in the statement of financial position.</p>
<b>6.3</b>	<p><b>Accrued departmental revenue</b></p> <p>Accruals in respect of departmental revenue are recorded in the notes to the financial statements when:</p> <ul style="list-style-type: none"> <li>» it is probable that the economic benefits or service potential associated with the transaction will flow to the department; and</li> <li>» the amount of revenue can be measured reliably.</li> </ul> <p>The accrued revenue is measured at the fair value of the consideration receivable.</p> <p>Accrued revenue (and related interest and / penalties) is measured at amounts receivable. Write-offs are made according to the department's debt write-off policy</p>
<b>7</b>	<p><b>Expenditure</b></p> <p>In rendering correctional services, a wide range of expenses are incurred and recognised in the statement of financial performance on the date of payment. Recognised expenditure is measured at the cash amount paid to settle the expenditure incurred and classified in the general ledger and financial statements according to the Economic Reporting Format categories as follows:</p> <ul style="list-style-type: none"> <li>(a) Current expenditure, comprising of compensation of employees, goods and services and interest and rent on land;</li> <li>(b) Transfers and subsidies;</li> <li>(c) Expenditure for capital assets; and</li> <li>(d) Payments for financial assets</li> </ul>
<b>7.1</b>	<p><b>Compensation of employees</b></p>
<b>7.1.1</b>	<p><b>Salaries and wages</b></p> <p>Salaries and wages are recognised in the statement of financial performance on the date of payment and measured at the cash amount paid to settle the expenditure incurred.</p>
<b>7.1.2</b>	<p><b>Social contributions</b></p> <p>Social contributions made by the department in respect of current employees are recognised in the statement of financial performance on the date of payment and measured at the cash amount paid to settle the expenditure incurred.</p> <p>Social contributions made by the department in respect of ex-employees are classified as transfers to households in the statement of financial performance on the date of payment and measured at the cash amount paid to settle the expenditure incurred. .</p>
<b>7.2</b>	<p><b>Other expenditure</b></p> <p>Other expenditure (such as goods and services, transfers and subsidies and payments for capital assets) is recognised in the statement of financial performance on the date of payment and measured at the cash amount paid to settle the expenditure incurred. On acquisition of assets the expense is classified as expenditure for capital assets if the total consideration paid is more than the capitalisation threshold, if less than the capitalisation threshold the expenditure is classified as goods and services.</p>
<b>7.3</b>	<p><b>Accruals and payables not recognised</b></p> <p>Accruals and payables not recognised are recorded in the notes to the financial statements at cost at the reporting date.</p>



<b>7.4</b>	<b>Leases</b>
<b>7.4.1</b>	<p><b>Operating leases</b></p> <p>Operating lease payments made during the reporting period are recognised as current expenditure in the statement of financial performance on the date of payment.</p> <p>The operating lease commitments are recorded in the notes to the financial statements.</p>
<b>7.4.2</b>	<p><b>Finance leases</b></p> <p>Finance lease payments made during the reporting period are recognised as capital expenditure in the statement of financial performance on the date of payment.</p> <p>The finance lease commitments are recorded in the notes to the financial statements and are not apportioned between the capital and interest portions.</p> <p>Finance lease assets acquired at the end of the lease term are recorded and measured at the lower of:</p> <ul style="list-style-type: none"> <li>» cost, being the fair value of the asset; or</li> <li>» the sum of the minimum lease payments made, including any payments made to acquire ownership at the end of the lease term, excluding interest.</li> </ul>
<b>8</b>	<b>Aid Assistance</b>
<b>8.1</b>	<p><b>Aid assistance received</b></p> <p>Aid assistance received in cash is recognised in the statement of financial performance when received. In-kind aid assistance is recorded in the notes to the financial statements on the date of receipt and is measured at fair value.</p> <p>Aid assistance not spent for the intended purpose and any unutilised funds from aid assistance that are required to be refunded to the donor are recognised as a payable in the statement of financial position.</p>
<b>8.2</b>	<p><b>Aid assistance paid</b></p> <p>Aid assistance paid is recognised in the statement of financial performance on the date of payment. Aid assistance payments made prior to the receipt of funds are recognised as a receivable in the statement of financial position.</p>
<b>9</b>	<p><b>Cash and cash equivalents</b></p> <p>Cash and cash equivalents are stated at cost in the statement of financial position.</p> <p>Bank overdrafts are shown separately on the face of the statement of financial position as a current liability.</p> <p>For the purposes of the cash flow statement, cash and cash equivalents comprise cash on hand, deposits held and bank overdrafts.</p> <p>Cash held on behalf of inmates does not form part of cash and cash equivalents of the department and is separately disclosed on the notes to the financial statements.</p>
<b>10</b>	<p><b>Prepayments and advances</b></p> <p>Prepayments and advances are recognised in the statement of financial position when the department receives or disburses the cash.</p> <p>Prepayments and advances are initially and subsequently measured at cost.</p> <p>Prepayments and advances are expensed when goods have been received, or in case of services, when they are rendered to the department.</p>
<b>11</b>	<p><b>Receivables</b></p> <p>Receivables are recognised in the statement of financial position at cost plus accrued interest, where interest is charged, less amounts already settled or written-off. Write-offs are made according to the department's write-off policy.</p>

<b>12</b>	<p><b>Impairment of financial assets</b></p> <p>Where there is an indication of impairment of a financial asset, an estimation of the reduction in the recorded carrying value, to reflect the best estimate of the amount of the future economic benefits expected to be received from that asset, is recorded in the notes to the financial statements.</p> <p>Collective assessment of impairment is applied to groups of receivables, when there is an indication of impairment in a group of similar assets. Receivables are grouped based on asset type and past due status. The loss event is based on the increased number of none payments and the payment status. Receivables outstanding for at least 3 years without any payment and legal disputes are considered as indicators for impairment and indicative of a loss event.</p>
<b>13</b>	<p><b>Payables</b></p> <p>Payables recognised in the statement of financial position are recognised at cost.</p>
<b>14</b>	<p><b>Capital Assets</b></p>
<b>14.1</b>	<p><b>Immovable capital assets</b></p> <p>Immovable assets reflected in the asset register of the department are recorded in the notes to the financial statements at cost or fair value where the cost cannot be determined reliably. Immovable assets acquired in a non-exchange transaction are recorded at fair value at the date of acquisition. Immovable assets are subsequently carried in the asset register at cost and are not currently subject to depreciation or impairment.</p> <p>Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.</p> <p>Additional information on immovable assets not reflected in the assets register is provided in the notes to financial statements.</p>
<b>14.2</b>	<p><b>Movable capital assets</b></p> <p>Movable capital assets comprise mainly machinery and equipment as well as biological assets that are expected to be held for a period exceeding 12 months. Biological assets comprise mainly orchards and plantations as well as livestock which are held for agricultural activities. Biological assets are subsequently carried at fair value.</p> <p>Movable capital assets are initially recorded in the notes to the financial statements at cost. Movable capital assets acquired through a non-exchange transaction is measured at fair value as at the date of acquisition.</p> <p>Where the cost of movable capital assets cannot be determined reliably, the movable capital assets are measured at fair value and where fair value cannot be determined; the movable assets are measured at R1.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Movable capital assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure that is of a capital nature forms part of the cost of the existing asset when ready for use.</p>
<b>14.3</b>	<p><b>Intangible assets</b></p> <p>Intangible assets are initially recorded in the notes to the financial statements at cost. Intangible assets acquired through a non-exchange transaction are measured at fair value as at the date of acquisition.</p> <p>Internally generated intangible assets are recorded in the notes to the financial statements when the department commences the development phase of the project.</p> <p>Where the cost of intangible assets cannot be determined reliably, the intangible capital assets are measured at fair value and where fair value cannot be determined; the intangible assets are measured at R1.</p> <p>All assets acquired prior to 1 April 2002 (or a later date as approved by the OAG) may be recorded at R1.</p> <p>Intangible assets are subsequently carried at cost and are not subject to depreciation or impairment.</p> <p>Subsequent expenditure of a capital nature forms part of the cost of the existing asset when ready for use.</p>
<b>14.4</b>	<p><b>Assets under investigation</b></p> <p>Assets under investigation are only removed from the asset register once the investigation is complete, the decision to remove has been approved by the relevant authority and control over the asset has been relinquished.</p> <p>Capital and minor assets which are under investigation are disclosed separately in the notes to the financial statements.</p>

<b>14.5</b>	<b>Project Costs: Work-in-progress</b> Expenditure of a capital nature is initially recognised in the statement of financial performance at cost when paid. Amounts paid towards capital projects are separated from the amounts recognised and accumulated in work-in-progress until the underlying asset is ready for use. Once ready for use, the total accumulated payments are recorded in an asset register. Subsequent payments to complete the project are added to the capital asset in the asset register. Where the department is not the custodian of the completed project asset, the asset is transferred to the custodian subsequent to completion.
<b>15</b>	<b>Provisions and Contingents</b>
<b>15.1</b>	<b>Provisions</b> Provisions are recorded in the notes to the financial statements when there is a present legal or constructive obligation to forfeit economic benefits as a result of events in the past and it is probable that an outflow of resources embodying economic benefits or service potential will be required to settle the obligation and a reliable estimate of the obligation can be made. The provision is measured as the best estimate of the funds required to settle the present obligation at the reporting date.
<b>15.2</b>	<b>Contingent liabilities</b> Contingent liabilities are recorded in the notes to the financial statements when there is a possible obligation that arises from past events, and whose existence will be confirmed only by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department or when there is a present obligation that is not recognised because it is not probable that an outflow of resources will be required to settle the obligation or the amount of the obligation cannot be measured reliably. The value of claims against the department comprises management's estimate of merit and quantum of claims against the department as well as legal cost. Management's estimate is based on facts, historical data and case law.
<b>15.3</b>	<b>Contingent assets</b> Contingent assets are recorded in the notes to the financial statements when a possible asset arises from past events, and whose existence will be confirmed by the occurrence or non-occurrence of one or more uncertain future events not within the control of the department.
<b>15.4</b>	<b>Capital commitments</b> Capital commitments are recorded at cost in the notes to the financial statements when there is a contractual arrangement or an approval by management in a manner that raises a valid expectation that the department will discharge its responsibilities thereby incurring future expenditure that will result in the outflow of cash.
<b>16</b>	<b>Unauthorised expenditure</b> Unauthorised expenditure is recognised in the statement of financial position until such time as the expenditure is either: » approved by Parliament with funding and the related funds are received; or » approved by Parliament without funding and is written off against the appropriation in the statement of financial performance; or » transferred to receivables for recovery. Unauthorised expenditure is measured at the amount of the confirmed unauthorised expenditure.
<b>17</b>	<b>Fruitless and wasteful expenditure</b> Fruitless and wasteful expenditure is recorded in the notes to the financial statements when confirmed. The amount recorded is equal to the total value of the fruitless and or wasteful expenditure incurred. Fruitless and wasteful expenditure is removed from the notes to the financial statements when it is resolved or transferred to receivables or written off. Fruitless and wasteful expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.

<p><b>18</b></p>	<p><b>Irregular expenditure</b></p> <p>Irregular expenditure is recorded in the notes to the financial statements when confirmed after its assessment. The amount recorded is equal to the value of the irregular expenditure incurred unless it is impracticable to determine, in which case reasons therefor are provided in the note.</p> <p>Irregular expenditure is reduced from the note when it is either condoned by the relevant authority, transferred to receivables for recovery, not condoned and removed or written-off.</p> <p>Irregular expenditure receivables are measured at the amount that is expected to be recoverable and are de-recognised when settled or subsequently written-off as irrecoverable.</p>
<p><b>19</b></p>	<p><b>Events after the reporting date</b></p> <p>Events after the reporting date that are classified as adjusting events have been accounted for in the financial statements. The events after the reporting date that are classified as non-adjusting events after the reporting date have been disclosed in the notes to the financial statements.</p>
<p><b>20</b></p>	<p><b>Changes in accounting estimates and errors</b></p> <p>Changes in accounting estimates are applied prospectively in accordance with MCS requirements.</p> <p>Correction of errors is applied retrospectively in the period in which the error has occurred in accordance with MCS requirements, except to the extent that it is impracticable to determine the period-specific effects or the cumulative effect of the error. In such cases the department shall restate the opening balances of assets, liabilities and net assets for the earliest period for which retrospective restatement is practicable.</p>
<p><b>21</b></p>	<p><b>Principal-Agent arrangements</b></p> <p>The department is party to a principal-agent arrangement for short/long-term infrastructure delivery interventions, including construction, upgrades and maintenance programme. In terms of the arrangement the department is the principal and is responsible for needs assessment, approving and funding the programmes or projects.</p> <p>The department is an agent of National Skills Development Fund (NSF) and is responsible for training of offenders.</p> <p>All related revenues, expenditures, assets and liabilities have been recognised or recorded in terms of the relevant policies listed herein. Additional disclosures have been provided in the notes to the financial statements where appropriate.</p>
<p><b>22</b></p>	<p><b>Recoverable revenue</b></p> <p>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. Amounts are either transferred to the National/Provincial Revenue Fund when recovered or are transferred to the statement of financial performance when written-off.</p>
<p><b>23</b></p>	<p><b>Related party transactions</b></p> <p>Related party transactions within the Minister’s portfolio are recorded in the notes to the financial statements when the transaction is not at arm’s length.</p> <p>The number of individuals and the full compensation of key management personnel is recorded in the notes to the financial statements.</p>
<p><b>24</b></p>	<p><b>Public-Private Partnerships</b></p> <p>Public Private Partnerships are accounted for based on the nature and or the substance of the partnership. The transaction is accounted for in accordance with the relevant accounting policies.</p> <p>A summary of the significant terms of the PPP agreement, the parties to the agreement, and the date of commencement thereof together with the description and nature of the concession fees received, the unitary fees paid, rights and obligations of the department are recorded in the notes to the financial statements.</p>
<p><b>25</b></p>	<p><b>Employee benefits</b></p> <p>The value of each major class of employee benefit obligation (accruals, payables not recognised and provisions) is disclosed in the Employee benefits note.</p>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 1. Annual Appropriation

### 1.1 Annual Appropriation

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

	2020/21			2019/20		
	Final Appropriation	Actual Funds Received	Funds not requested/not received	Final Appropriation	Appropriation received	Funds not requested /not received
	R'000	R'000	R'000	R'000	R'000	
Administration	5,302,454	5,302,454	-	4,817,741	4,817,741	-
Incarceration	14,729,434	14,729,434	-	15,039,154	15,039,154	-
Rehabilitation	2,009,983	2,009,983	-	2,010,909	2,010,909	-
Care	2,562,367	2,562,367	-	2,444,582	2,444,582	-
Social Reintegration	992,599	992,599	-	1,004,496	1,004,496	-
<b>Total</b>	<b>25,596,837</b>	<b>25,596,837</b>	<b>-</b>	<b>25,316,882</b>	<b>25,316,882</b>	<b>-</b>

## 2. Departmental revenue

	Note	2020/21	2019/20
		R'000	R'000
Sales of Goods and Services other than Capital	2.1	63,936	63,424
Fines, penalties and forfeits	2.2	7,032	16,165
Interest, dividends and rent on land	2.3	718	1,827
Sales of capital assets	2.4	1,331	5,567
Transactions in financial assets and liabilities	2.5	35,738	44,022
<b>Departmental revenue collected</b>		<b>108,755</b>	<b>131,005</b>

### 2.1 Sales of goods and services other than capital assets

	Note	2020/21	2019/20
		R'000	R'000
Sales of goods and services produced by the department	2	63,049	61,781
Sales by market establishment		38,354	36,928
Administrative fees		-	-
Other sales		24,695	24,853
Sales of scrap, waste and other used current goods		887	1,643
<b>Total</b>		<b>63,936</b>	<b>63,424</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 2.2 Fines, penalties and forfeits

	Note	2020/21	2019/20
	2	R'000	R'000
Fines		6,156	15,262
Forfeits		876	903
<b>Total</b>		<b>7,032</b>	<b>16,165</b>

## 2.3 Interest, dividends and rent on land

	Note	2020/21	2019/20
	2	R'000	R'000
Interest		718	1,827
Rent on land		-	-
<b>Total</b>		<b>718</b>	<b>1,827</b>

## 2.4 Sale of capital assets

	Note	2020/21	2019/20
	2	R'000	R'000
<b>Tangible assets</b>		<b>1,331</b>	<b>5,567</b>
Machinery and equipment	33	1,331	5,565
Biological assets	33	-	2
<b>Total</b>		<b>1,331</b>	<b>5,567</b>

## 2.5 Transactions in financial assets and liabilities

	Note	2020/21	2019/20
	2	R'000	R'000
Receivables		30,360	33,013
Other Receipts including Recoverable Revenue		5,378	11,009
<b>Total</b>		<b>35,738</b>	<b>44,022</b>

## 3. Aid assistance

	Note	2020/21	2019/20
		R'000	R'000
Opening Balance		(2,122)	-
Transferred from statement of financial performance		(8,167)	14,051
Transfers to/from retained funds		10,289	(16,173)
<b>Closing Balance</b>		<b>-</b>	<b>(2,122)</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 3.1 Analysis of balance by source

	Note	2020/21	2019/20
		R'000	R'000
CARA		-	(2,122)
<b>Closing balance</b>	<b>3</b>	<b>-</b>	<b>(2,122)</b>

## 3.2 Analysis of balance

	Note	2020/21	2019/20
		R'000	R'000
Aid assistance receivable		-	(2,122)
<b>Closing balance</b>	<b>3</b>	<b>-</b>	<b>(2,122)</b>

## 3.3 Aid assistance expenditure per economic classification

	Note	2020/21	2019/20
		R'000	R'000
Current		22,633	20,418
<b>Total aid assistance expenditure</b>		<b>22,633</b>	<b>20,418</b>

## 3.4 Donations received in kind (not included in main note)

	Note	2020/21	2019/20
		R'000	R'000
Various donations	Annex 1D	881	703
<b>Total</b>		<b>881</b>	<b>703</b>

The department received various donations in kind from various private persons and companies animals, toiletries, toys, electrical appliances, stationery, furniture and equipment, and COVID-19 equipment and consumables. Donated items with the relevant monetary values are listed in Annexure 1D.

## 4. Compensation of employees

### 4.1 Salaries and Wages

	Note	2020/21	2019/20
		R'000	R'000
Basic salary		11,415,050	11,321,507
Performance award		5,211	64,165
Service Based		39,916	33,935
Compensative/circumstantial		1,350,114	1,144,272
Periodic payments		101,067	114,131
Other non-pensionable allowances		1,499,276	1,412,090
<b>Total</b>		<b>14,410,634</b>	<b>14,090,100</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 4.2 Social contributions

	Note	2020/21	2019/20
		R'000	R'000
<b>Employer contributions</b>			
Pension		1,733,288	1,748,503
Medical		1,213,866	1,127,702
UIF		1	2
Bargaining council		4,160	3,728
Insurance		73	15
<b>Total</b>		<b>2,951,388</b>	<b>2,879,950</b>
<b>Total compensation of employees</b>			
		<b>17,362,022</b>	<b>16,970,050</b>
Average number of employees		39,451	40,309

## 5. Goods and services

	Note	2020/21	2019/20
		R'000	R'000
Administrative fees		7,584	8,771
Advertising		2,724	4,579
Minor assets	5.1	13,534	11,878
Bursaries (employees)		3,281	1,992
Catering		10,884	24,473
Communication		118,420	113,194
Computer services	5.2	113,671	116,575
Consultants: Business and advisory services		65,995	42,793
Infrastructure and planning services		3,035	2,518
Laboratory services		28,523	23,536
Legal services		23,582	45,222
Contractors		69,950	71,379
Agency and support / outsourced services		1,164,084	1,320,261
Entertainment		14	24
Audit cost – external	5.3	36,992	44,313
Fleet services		290,060	307,363
Inventory	5.4	1,479,308	1,353,912
Consumables	5.5	328,922	279,251
Operating leases		1,073,146	1,314,363
Property payments	5.6	1,459,265	1,423,434
Rental and hiring		827	3,489
Transport provided as part of the departmental activities		8,151	9,048



# Notes to the Annual Financial Statements

for the year ended 31 March 2021

	Note	2020/21	2019/20
		R'000	R'000
Travel and subsistence	5.7	153,778	253,468
Venues and facilities		82	4,874
Training and development		7,684	8,716
Other operating expenditure	5.8	21,500	22,044
<b>Total</b>		<b>6,484,196</b>	<b>6,811,470</b>

## 5.1 Minor assets

	Note	2020/21	2019/20
		R'000	R'000
<b>Tangible assets</b>	5	<b>13,534</b>	<b>11,878</b>
Biological assets		45	188
Machinery and equipment		13,489	11,690
<b>Total</b>		<b>13,534</b>	<b>11,878</b>

## 5.2 Computer services

	Note	2020/21	2019/20
		R'000	R'000
SITA computer services		106,969	114,644
External computer service providers		6,702	1,931
<b>Total</b>		<b>113,671</b>	<b>116,575</b>

## 5.3 Audit cost – External

	Note	2020/21	2019/20
		R'000	R'000
Regularity audits		33,380	41,257
Investigations		-	-
Environmental audits		34	-
Computer audits		2,778	3,056
<b>Total</b>		<b>36,192</b>	<b>44,313</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 5.4 Inventory

	Note	2020/21	2019/20
	5	R'000	R'000
Clothing material and accessories		152,923	133,511
Farming supplies		207,009	193,596
Food and food supplies		805,280	844,788
Fuel, oil and gas		47,225	51,282
Learning, teaching and support material		2,663	3,541
Materials and supplies		61,156	58,601
Medical supplies		94,727	1,329
Medicine		44,761	45,649
Other supplies		63,564	21,615
<b>Total</b>		<b>1,479,308</b>	<b>1,353,912</b>

### 5.4.1 Other supplies

	Note	2020/21	2019/20
	5	R'000	R'000
Ammunition and security supplies		179	85
Other		63,385	21,530
<b>Total</b>		<b>63,564</b>	<b>21,615</b>

## 5.5 Consumables

	Note	2020/21	2019/20
	5	R'000	R'000
Consumable supplies		286,679	231,417
Uniform and clothing		15,296	12,916
Household supplies		219,938	186,957
Building material and supplies		17,362	22,682
Communication accessories		48	39
IT consumables		1,800	2,292
Other consumables		32,235	6,531
Stationery, printing and office supplies		42,243	47,834
<b>Total</b>		<b>328,922</b>	<b>279,251</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 5.6 Property payments

	Note	2020/21	2019/20
	5	R'000	R'000
Municipal services		1,352,206	1,330,813
Property maintenance and repairs		33,706	76,611
Other		73,353	16,010
<b>Total</b>		<b>1,459,265</b>	<b>1,423,434</b>

## 5.7 Travel and subsistence

	Note	2020/21	2019/20
	5	R'000	R'000
Local		153,610	252,967
Foreign		168	501
<b>Total</b>		<b>153,778</b>	<b>253,468</b>

## 5.8 Other operating expenditure

	Note	2020/21	2019/20
	5	R'000	R'000
Professional bodies, membership and subscription fees		-	733
Resettlement costs		-	11,191
Other		21,500	10,120
<b>Total</b>		<b>21,500</b>	<b>22,044</b>

## 6. Interest and rent on land

	Note	2020/21	2019/20
		R'000	R'000
Interest paid		1,124	507
<b>Total</b>		<b>1,124</b>	<b>507</b>

## 7. Payments for financial assets

	Note	2020/21	2019/20
		R'000	R'000
Other material losses written off		3,721	7,199
Debts written off		1,783	2,136
<b>Total</b>		<b>5,504</b>	<b>9,335</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 7.1 Other material losses written off

	Note	2020/21	2019/20
	7	R'000	R'000
<b>Nature of losses</b>			
Damages and Losses		3,721	7,199
<b>Total</b>		<b>3,721</b>	<b>7,199</b>

## 7.2 Debts written off

	Note	2020/21	2019/20
	7	R'000	R'000
Staff Debts written off		1,783	2,136
<b>Total debt written off</b>		<b>1,783</b>	<b>2,136</b>

## 8. Transfers and subsidies

	Note	2020/21	2019/20
		R'000	R'000
Provinces and municipalities	Annexure 1A	6,848	6,411
Departmental agencies and accounts	Annexure 1B	9,323	8,837
Households	Annexure 1C	817,690	862,709
<b>Total</b>		<b>833,861</b>	<b>877,957</b>

## 9. Expenditure for capital assets

	Note	2020/21	2019/20
		R'000	R'000
<b>Tangible assets</b>		<b>340,392</b>	<b>515,439</b>
Buildings and other fixed structures	35	148,262	350,387
Machinery and equipment	33	188,354	161,623
Biological assets	33	3,776	3,429
<b>Total</b>		<b>340,392</b>	<b>515,439</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 9.1 Analysis of funds utilised to acquire capital assets – 2020/21

	Voted funds	Total
	R'000	R'000
<b>Tangible assets</b>	<b>340,392</b>	<b>340,392</b>
Buildings and other fixed structures	148,262	148,262
Machinery and equipment	188,354	188,354
Biological assets	3,776	3,776
<b>Total</b>	<b>340,392</b>	<b>340,392</b>

## 9.2 Analysis of funds utilised to acquire capital assets – 2019/20

	Voted funds	Total
	R'000	R'000
<b>Tangible assets</b>	<b>515,439</b>	<b>515,439</b>
Buildings and other fixed structures	350,387	350,387
Machinery and equipment	161,623	161,623
Biological assets	3,429	3,429
<b>Total</b>	<b>515,439</b>	<b>515,439</b>

## 9.3 Finance lease expenditure included in Expenditure for capital assets

	Note	2020/21	2019/20
		R'000	R'000
<b>Tangible assets</b>			
Buildings and other fixed structures			-
Machinery and equipment		17,790	19,526
<b>Total</b>		<b>17,790</b>	<b>19,526</b>

## 10. Unauthorised expenditure

### 10.1 Reconciliation of unauthorised expenditure

	Note	2020/21	2019/20
		R'000	R'000
Opening balance		121	121
Prior period error			
As restated		121	121
<b>Closing balance</b>		<b>121</b>	<b>121</b>
<b>Analysis of closing balance</b>			
Unauthorised expenditure awaiting authorisation		121	121
<b>Total</b>		<b>121</b>	<b>121</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 10.2 Analysis of unauthorised expenditure awaiting authorisation per economic classification

	Note	2020/21	2019/20
		R'000	R'000
Current		121	121
<b>Total</b>		<b>121</b>	<b>121</b>

## 10.3 Analysis of unauthorised expenditure awaiting authorisation per type

	Note	2020/21	2019/20
		R'000	R'000
Unauthorised expenditure relating to overspending of the vote		121	121
<b>Total</b>		<b>121</b>	<b>121</b>

## 11. Cash and cash equivalents

	Note	2020/21	2019/20
		R'000	R'000
Consolidated Paymaster General Account		322,054	-
Cash on hand		1,610	1,610
<b>Total</b>		<b>323,664</b>	<b>1,610</b>

The department holds cash belonging to inmates in custody on their behalf, for purposes of use by inmates on personal items that are allowable at correctional centres in terms of laws and regulations. Private inmates' cash does not form part of funds of the State; consequently, such cash is not disclosed in cash and cash equivalents. At the end of period, inmates' private cash amounted to R19,695 million (R17,315 million: 2019/2020).

## 12. Prepayments and advances

	Note	2020/21	2019/20
		R'000	R'000
Advances paid (Not expensed)	12.1	56,480	56,799
<b>Total</b>		<b>56,480</b>	<b>56,799</b>

### 12.1 Advances paid (Not expensed)

	Note	Balance as at 1 April 2020	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 March 2021
	12	R'000	R'000	R'000	R'000	R'000
National departments		319	(319)	-	-	-
Public entities		56,480	-	-	-	56,480
<b>Total</b>		<b>56,799</b>	<b>(319)</b>	<b>-</b>	<b>-</b>	<b>56,480</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

	Note	Balance as at 1 April 2019	Less: Amount expensed in current year	Add or Less: Other	Add: Current Year advances	Balance as at 31 March 2020
	12	R'000	R'000	R'000	R'000	R'000
National departments		381	(62)	-	-	319
Public entities		-	-	-	56,480	56,480
<b>Total</b>		<b>381</b>	<b>(62)</b>	<b>-</b>	<b>56,480</b>	<b>56,799</b>

## 13. Receivables

	Note	2020/21			2019/20		
		Current	Non-current	Total	Current	Non-current	Total
		R'000	R'000	R'000	R'000	R'000	R'000
Claims recoverable	13.1	2,335	-	2,335	146,635	-	146,635
Recoverable expenditure	13.2	59,516	-	59,516	57,012	-	57,012
Staff debt	13.3	55,796	3,130	58,926	57,515	2,278	59,793
Other receivables	13.4	111,694	-	111,694	111,653	-	111,653
<b>Total</b>		<b>229,341</b>	<b>3,130</b>	<b>232,471</b>	<b>372,815</b>	<b>2,278</b>	<b>375,093</b>

### 13.1 Claims recoverable

	Note	2020/21	2019/20
	13 and Annex 3	R'000	R'000
National departments		2,335	146,635
<b>Total</b>		<b>2,335</b>	<b>146,635</b>

### 13.2 Recoverable expenditure (disallowance accounts)

	Note	2020/21	2019/20
	13	R'000	R'000
Disallowance Miscellaneous		29	44
Disallowance Damages and Losses		27,900	29,412
Disallowance Payment Fraud		5,354	5,355
Damage Vehicles		23,749	20,809
Private Telephone		13	16
Salary: Disallowance Account		962	-
Salary: Deduction Disallowance Account		386	412
Salary: Tax Debt:		1,101	958
Receipt Control Account		22	6
<b>Total</b>		<b>59,516</b>	<b>57,012</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 13.3 Staff debt

	Note	2020/21	2019/20
	13	R'000	R'000
Debt Account		58,926	59,793
<b>Total</b>		<b>58,926</b>	<b>59,793</b>

## 13.4 Other receivables

	Note	2020/21	2019/20
	13	R'000	R'000
Bloemfontein Correctional Centre (PPP)		110,672	110,672
Other Debtors		1,022	981
<b>Total</b>		<b>111,694</b>	<b>111,653</b>

## 13.5 Impairment of receivables

	Note	2020/21	2019/20
		R'000	R'000
Estimate of impairment of receivables		109,179	93,718
<b>Total</b>		<b>109,179</b>	<b>93,718</b>

## 14. Voted funds to be surrendered to the Revenue Fund

	Note	2020/21	2019/20
		R'000	R'000
Opening balance		133,193	104,394
Transfer from statement of financial performance (as restated)		569,738	132,124
Paid during the year		(131,805)	(103,325)
<b>Closing balance</b>		<b>571,126</b>	<b>133,193</b>

## 14.1 Prior period error

	Note	2019/20
		R'000
<b>Nature of prior period error</b>		
Relating to 2019/20		<b>1,388</b>
Claims Recoverable not recognised		1,388
<b>Total prior period errors</b>		<b>1,388</b>



# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 15. Departmental revenue to be surrendered to the Revenue Fund

	Note	2020/21	2019/20
		R'000	R'000
Opening balance		4,062	3,219
Transfer from Statement of Financial Performance (as restated)		108,755	131,005
Paid during the year		(109,895)	(130,162)
<b>Closing balance</b>		<b>2,922</b>	<b>4,062</b>

## 16. Bank Overdraft

	Note	2020/21	2019/20
		R'000	R'000
Consolidated Paymaster General Account		-	251,369
<b>Total</b>		<b>-</b>	<b>251,369</b>

## 17. Payables – current

	Note	2020/21	2019/20
		R'000	R'000
Clearing accounts	17.1	9,578	8,137
Other payables	17.2	4	301
<b>Total</b>		<b>9,582</b>	<b>8,438</b>

### 17.1 Clearing accounts

	Note	2020/21	2019/20
	17	R'000	R'000
Salary Accounts		9,578	8,136
Other (Receipts Deposit)		-	1
<b>Total</b>		<b>9,578</b>	<b>8,137</b>

### 17.2 Other payables

	Note	2020/21	2019/20
	17	R'000	R'000
Rental Deposit		4	14
Salary Reversal Control		-	11
Salary Disallowance Account		-	276
<b>Total</b>		<b>4</b>	<b>301</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 18. Net cash flow available from operating activities

	Note	2020/21	2019/20
		R'000	R'000
Net surplus as per Statement of Financial Performance		670,326	277,180
Add back non-cash/cash movements not deemed operating activities		242,298	148,881
(Increase)/decrease in receivables		143,474	(76,209)
(Increase)/decrease in prepayments and advances		319	(56,418)
(Increase)/decrease in other current assets		-	(1,388)
Increase/(decrease) in payables – current		1,144	6,511
Proceeds from sale of capital assets		(1,331)	(5,567)
Expenditure on capital assets		340,392	515,439
Surrenders to Revenue Fund		(241,700)	(233,487)
<b>Net cash flow generated by operating activities</b>		<b>912,624</b>	<b>426,061</b>

## 19. Reconciliation of cash and cash equivalents for cash flow purposes

	Note	2020/21	2019/20
		R'000	R'000
Consolidated Paymaster General account		322,054	(251,369)
Cash on hand		1,610	1,610
<b>Total</b>		<b>323,664</b>	<b>(249,759)</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 20. Contingent liabilities and contingent assets

### 20.1 Contingent liabilities

		Note	2020/21	2019/20
			R'000	R'000
<b>Liable to</b>	<b>Nature</b>			
Housing loan guarantees	Employees	Annex 2A	335	365
Claims against the department		Annex 2B	256 949	289,008
Intergovernmental payables (unconfirmed balances)		Annex 4	1,697,954	1,005,090
<b>Total</b>			<b>1,955,238</b>	<b>1,294,463</b>

The cases reported under contingent liabilities in Annexure 2A represent housing loan guarantees that were issued to employees still in the employment of DCS. Any possible outflow of funds will firstly be recovered from salary or service benefits of the employee before any debt is raised.

The cases reported under contingent liabilities in Annexure 2B represent legal cases instituted against DCS which are in various stages of investigation/legal action.

The cases reported under Annexure 4 are unconfirmed balances where the department is disputing the amounts owed to other departments or the services rendered to the department are still under investigation.

The Labour Appeal Court (LAC) declared the salary increases for the 2020/21 financial year unlawful and invalid. The LAC ruling has been appealed and referred to the Constitutional Court. The ruling by the Constitutional Court will confirm if the Department will be obligated to pay the salary increases in dispute.

Claims against the department have been adjusted by an amount of R38,306 million due to a court judgement received after the reporting date. The payables have been adjusted accordingly.

### 20.2 Contingent assets

		Note	2020/21	2019/20
			R'000	R'000
<b>Nature of contingent asset</b>				
Breach of Contract			576	576
Stolen State Vehicle			165	165
<b>Total</b>			<b>741</b>	<b>741</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 21. Capital commitments

	Note	2020/21	2019/20
		R'000	R'000
Building and other fixed structures		90,002	59,455
Building		90,002	8,169
Fixed Structures		-	51,286
Machinery and Equipment		32,502	15,923
Transport Equipment		7,962	11,375
Other Machinery and Equipment		24,540	4,548
Software and Other Intangible Assets		-	790
<b>Total</b>		<b>122,504</b>	<b>76,168</b>

## 22. Accruals and payables not recognised

### 22.1 Accruals

	2020/21			2019/20
	R'000			R'000
<b>Listed by economic classification</b>				
	30 Days	30+ Days	Total	Total
Compensation of employees	4	-	4	127
Goods and services	216,435	10,978	227,413	247,333
Transfers and subsidies	953	-	953	509
Machinery and equipment	2,177	1,140	3,317	66
Buildings and other fix structures	38,155	-	38,155	35,903
Software and other intangible assets	-	-	-	1,274
<b>Total</b>	<b>257,724</b>	<b>12,118</b>	<b>269,842</b>	<b>285,212</b>

	Note	2020/21	2019/20
		R'000	R'000
<b>Listed by programme level</b>			
Programme 1: Administration		56,681	64,522
Programme 2: Incarceration		199,917	196,050
Programme 3: Rehabilitation		9,061	3,009
Programme 4: Care		4,036	21,360
Programme 5: Social Reintegration		147	271
<b>Total</b>		<b>269,842</b>	<b>285,212</b>

Accruals mainly consist of services rendered by organs of State where services were rendered during the financial year under review but invoices were received after year-end.

Material amount of accruals is mainly municipal charges which were paid after year- end

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 22.2 Payables not recognised

			2020/21	2019/20
			R'000	R'000
<b>Listed by economic classification</b>				
	30 Days	30+ Days	Total	Total
Compensation of employees	-	307	307	-
Goods and services	33,696	1,198	34,894	54,026
Transfers and subsidies	169,865	-	169,865	1,192
Capital assets				62
Machinery and equipment	2,446	-	2,446	-
Software and other intangible assets	-	-	-	8,738
<b>Total</b>	<b>206,007</b>	<b>1,505</b>	<b>207,512</b>	<b>64,018</b>

	Note	2020/21	2019/20
		R'000	R'000
<b>Listed by programme level</b>			
Programme 1: Administration		196,599	45,992
Programme 2: Incarceration		2,930	9,378
Programme 4: Rehabilitations		4,863	2,328
Programme 3: Care		3,085	6,229
Programme 5: Social Reintegration		35	91
<b>Total</b>		<b>207,512</b>	<b>64,018</b>

	Note	2020/21	2019/20
		R'000	R'000
<b>Included in the above totals are the following:</b>			
Confirmed balances with other departments	Annex 4	44,484	5,483
Confirmed balances with other government entities	Annex 4	197,049	164,242
<b>Total</b>		<b>241,533</b>	<b>169,724</b>

Payables have been adjusted by an amount of R165,805 million due to a court judgement received after the reporting date. The payable amount excludes the legal fees for the two counsels as awarded by the court.

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 23. Employee benefits

	Note	2020/21	2019/20
		R'000	R'000
Leave entitlement		962,484	699,924
Service bonus		480,145	488,957
Performance awards		64,745	29,715
Capped leave		493,886	578,740
Other		78,646	78,130
<b>Total</b>		<b>2,079,906</b>	<b>1,875,466</b>

Included in the leave entitlement is a negative amount of R9,3 million of 6 544.52 negative leave days. At this stage the department is not able to reliably measure the long-term portion of the long service awards.

Other consists of long service awards (R1,6 million) and provision for Occupational Specific Dispensation Phase 2 for Correctional Officials (R77,011 million)

## 24. Lease commitments

### 24.1 Finance leases \*\*

2020/21	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	14,714	14,714
Later than 1 year and not later than 5 years	10,901	10,901
<b>Total lease commitments</b>	<b>25,615</b>	<b>25,615</b>

2019/20	Machinery and equipment	Total
	R'000	R'000
Not later than 1 year	14,740	14,740
Later than 1 year and not later than 5 years	12,561	12,561
<b>Total lease commitments</b>	<b>27,301</b>	<b>27,301</b>

\*\*This note excludes leases relating to public private partnership as they are separately disclosed in note no. 30.

## 25. Accrued departmental revenue

	Note	2020/21	2019/20
		R'000	R'000
Sales of goods and services other than capital assets		15	14
<b>Total</b>		<b>15</b>	<b>14</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 25.1 Analysis of accrued departmental revenue

	Note	2020/21	2019/20
		R'000	R'000
Opening balance		14	11
Less: amounts received		(14)	(11)
Add: amounts recorded		15	14
<b>Closing balance</b>		<b>15</b>	<b>14</b>

## 26. Irregular expenditure

### 26.1 Reconciliation of irregular expenditure

	Note	2020/21	2019/20
		R'000	R'000
Opening balance		4,398,794	3,354,488
Prior period error			(1)
As restated		4,398,794	3,354,487
Add: Irregular expenditure – relating to prior year	26.2	688,162	508,656
Add: Irregular expenditure – relating to current year	26.2	725,238	536,157
Less: Prior year amounts condoned		-	(504)
Less: Current year amounts not condoned and removed		-	(2)
<b>Closing balance</b>		<b>5,812,194</b>	<b>4,398,794</b>
<b>Analysis of awaiting condonation per age classification</b>			
Current year		1,413,400	1,044,813
Prior years		4,398,794	3,353,981
<b>Total</b>		<b>5,812,194</b>	<b>4,398,794</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 26.2 Details of current and prior year irregular expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2020/21 R'000
<b>Relating to prior year</b>		
Procurement done through price quotations where contracts were not in place and other non-compliance resulting in irregular expenditure - relating to prior year	Pending investigation	688,162
<b>Relating to current year</b>		
Procurement done through price quotations where contracts were not in place	Pending investigation	438,490
Competitive Bidding process not properly followed	Pending investigation	121,203
'Non-compliance with Extension of Contracts/ Contracts Variations/ Overpayment of a Contracts.	Pending investigation	9,567
Non-compliance with Delegations of Authority	Pending investigation	2,505
Three price quotation not invited	Pending investigation	134
Logistics processes not followed	Pending investigation	11
Over Expenditure on Compensation of Employees Budget Allowances paid in contravention of the Directive	Pending investigation	136,140
		17,188
<b>Total</b>		<b>1,413,400</b>

## 26.3 Prior period error

	Note	2019/20 R'000
<b>Nature of prior period error</b>		
Relating to 2019/20		
		(1)
Irregular Expenditure case duplicated in register		
<b>Total prior period error</b>		<b>(1)</b>

## 27. Fruitless and wasteful expenditure

### 27.1 Reconciliation of fruitless and wasteful expenditure

	Note	2020/21 R'000	2019/20 R'000
Opening balance		80,156	80,233
Prior period error			
As restated		80,156	80,233
Fruitless and wasteful expenditure – relating to current year		1,131	558
Less: Amounts recoverable	27.3	(46)	(635)
<b>Closing balance</b>		<b>81,241</b>	<b>80,156</b>



# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 27.2 Details of current and prior year fruitless and wasteful expenditure – added current year (under determination and investigation)

Incident	Disciplinary steps taken/criminal proceedings	2020/21 R'000
Travel cancellations	Pending	7
Interest charged for payments non-compliance	Pending	1,124
<b>Total</b>		<b>1,131</b>

## 27.3 Details of fruitless and wasteful expenditure written off

Incident	2020/21 R'000
Travel cancellation: conference/ accommodation/meals/catering	7
Interest Charged for payments non-compliance	33
Fleet Services and transport payments on unexplained categories/travel/licences	6
<b>Total</b>	<b>46</b>

## 28. Related party transactions

Department of Correctional Services is related to the Departments of Justice and Constitutional Development and the Office of the Chief Justice since they are subject to the same control of the Minister of Justice and Correctional Services, including the following entities:

of related party entities

Guardian Fund

Legal Aid South Africa

Presidents Fund

Special Investigation Unit

The South African Human Rights Commission

The Public Protector

Third Party Fund

Criminal Assets Recovery Account

## 29. Key management personnel

	No. of Individuals	2020/21	2019/20
		R'000	R'000
Political office bearers	1	1,711	1,711
Officials:			
Level 15 to 16	18	27,535	26,502
Level 14	34	38,415	47,688
Family members of key management personnel	29	12,536	14,500
<b>Total</b>		<b>80,197</b>	<b>90,401</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 30. Public Private Partnership

	Note	2020/21	2019/20
		R'000	R'000
<b>Unitary fee paid</b>		<b>1,041,750</b>	<b>1,037,997</b>
Fixed component		-	-
Indexed component		1,041,750	1,037,997
<b>Analysis of indexed component</b>		<b>1,041,750</b>	<b>1,037,997</b>
Goods and services (excluding lease payments)		1,041,750	1,037,997

### 30.1 Public Private Partnerships (PPP)

#### 30.1.1 A description of the arrangement

To design, finance, build and manage a maximum security correctional centre for a contract period of 25 years. The contractor Bloemfontein Correctional Contracts is currently operating Mangaung Maximum Security Correctional Centre (MCC) in the Free State Province and the contractor South African Custodial Services is currently operating Kutama-Sinthumule Maximum Security Correctional Centre (KSCC) in the Limpopo Province. The PPP contracts for MCC commenced on 01 July 2001 and will end on 30 June 2026. PPP for KSCC commenced on 16 February 2002 and will end on 15 February 2027.

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

The cash flow models for the two PPP projects were created. The cash flow models enable 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 bed spaces. This fee is split into components, the fixed component and the indexed component for each year. The indexed component is escalated on each review date (every six months) as stipulated in the contract. The fixed components will however remain the same for a period of 15 years (Bloemfontein) and 17 years (Limpopo) where after the fixed fee will cease.

#### 30.1.3 The nature and extent of:

Rights to use specified assets:

Assets are managed and maintained by the contractor for the duration of the 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 granted an irrevocable non-exclusive and royalty-free license to use such material for the purpose of the agreement.

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

Obligations to provide or rights to expect provisions of services.

## The 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 inmates' needs.
- » Providing structured day programmes.
- » Preparing inmates for reintegration to the community.
- » Delivering correctional centre services.
- » Involvement with the community.
- » Department of Correctional Services:
- » 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.
- » To release offenders

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

Original buildings constructed according to departmental 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 the State 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.

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

Changes in the arrangement occurring during the period.

May be done by means of negotiations between both parties.

## Commitments

The Department is committed for the remainder of the two PPP contracts. The index fee for MCC is committed until 2026 while the fixed fee commitment for MCC ended 30 June 2016. Index fee for KSCC is committed until 15 February 2027 while the fixed fee commitment for has ended on 15 February 2019.

### Approved and contracted

	2020/21	2019/20
	R'000	R'000
Current Expenditure (Index fee)	6,167,362	7,393,627
<b>Total</b>	<b>6,167,362</b>	<b>7,393,627</b>

## 31. Provisions

	Note	2020/21	2019/20
		R'000	R'000
Legal claims against the department		743	823
<b>Total</b>		<b>743</b>	<b>823</b>

The provision for legal claims relates to court judgements and settlement agreements.

### 31.1 Reconciliation of movement in provisions – 2020/21

	Legal Claims against the department	Legal Claims against the department
	R'000	R'000
Opening balance	823	823
Increase in provision	1028	1028
Settlement of provision	(1108)	(1108)
<b>Closing balance</b>	<b>743</b>	<b>743</b>

### 31.2 Reconciliation of movement in provisions – 2019/20

	Legal Claims against the department	Legal Claims against the department
	R'000	R'000
Opening balance	534	534
Increase in provision	336	336
Settlement of provision	(47)	(47)
<b>Closing balance</b>	<b>823</b>	<b>823</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 32. Non-adjusting events after reporting date

	2020/21
Nature of event	R'000
Estimated cost of repairs and refurbishment of burnt infrastructure at Umzinto Correctional Centre	28,000
<b>Total</b>	<b>28,000</b>

The Umzinto Correctional Centre in the KZN Region was partially damaged on 2021 July 12 following a fire incident. The cost of repairs and refurbishment to the affected housing unit, logistical stores, administrative buildings and security systems is estimated at R28 million.

## 33. Movable Tangible Capital Assets

MOVEMENT IN MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021					
	Opening balance	Value adjustments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>2,191,904</b>	<b>-</b>	<b>175,717</b>	<b>24,443</b>	<b>2,343,178</b>
Transport assets	1,096,024	-	106,628	12,310	1,190,342
Computer equipment	426,743	-	16,000	5,586	437,157
Furniture and office equipment	89,830	-	3,444	531	92,743
Other machinery and equipment	579,307	-	49,645	6,016	622,936
<b>BIOLOGICAL ASSETS</b>	<b>81,152</b>	<b>11,888</b>	<b>4,578</b>	<b>17,108</b>	<b>80,510</b>
Biological assets	81,152	11,888	4,578	17,108	80,510
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>2,273,056</b>	<b>11,888</b>	<b>180,295</b>	<b>41,551</b>	<b>2,423,688</b>

### Movable Tangible Capital Assets under investigation

	Number	Value
		R'000

Included in the above total of the movable tangible capital assets per the asset register are assets that are under investigation:

Machinery and equipment	1,747	43,479
Biological assets	143	1,457

Assets under investigation comprise of assets that are lost, ear-marked for disposals or were not found during asset verification

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 33.1 Additions

ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021					
	Cash	Non-cash	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid  (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>188,354</b>	<b>2,747</b>	<b>(17,790)</b>	<b>2,406</b>	<b>175,717</b>
Transport assets	106,590	38	-	-	106,628
Computer equipment	15,709	153	-	138	16,000
Furniture and office equipment	1,729	1,687	-	28	3,444
Other machinery and equipment	64,326	869	(17,790)	2,240	49,645
<b>BIOLOGICAL ASSETS</b>	<b>3,776</b>	<b>802</b>			<b>4,578</b>
Biological assets	3,776	802			4,578
<b>TOTAL ADDITIONS TO MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>192,130</b>	<b>3,549</b>	<b>(17,790)</b>	<b>2,406</b>	<b>180,295</b>

## 33.2 Disposals

DISPOSALS OF MOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021				
	Sold for cash	Non-cash disposal	Total disposals	Cash Received Actual
	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>8,377</b>	<b>16,066</b>	<b>24,443</b>	<b>1,331</b>
Transport assets	7,952	4,358	12,310	1,323
Computer equipment	-	5,586	5,586	-
Furniture and office equipment	-	531	531	-
Other machinery and equipment	425	5,591	6,016	8
<b>BIOLOGICAL ASSETS</b>	<b>-</b>	<b>17,108</b>	<b>17,108</b>	<b>-</b>
Biological assets	-	17,108	17,108	-
<b>TOTAL DISPOSAL OF MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>8,377</b>	<b>33,174</b>	<b>41,551</b>	<b>1331</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 33.3 Movement for 2019/20

MOVEMENT IN TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020					
	Opening balance	Value Adjustments	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
<b>MACHINERY AND EQUIPMENT</b>	<b>2,049,186</b>	<b>8,568</b>	<b>167,695</b>	<b>33,545</b>	<b>2,191,904</b>
Transport assets	1,036,143	589	79,298	20,006	1,096,024
Computer equipment	390,216	(1,064)	45,024	7,433	426,743
Furniture and office equipment	84,986	(191)	5,320	285	89,830
Other machinery and equipment	537,841	9,234	38,053	5,821	579,307
<b>BIOLOGICAL ASSETS</b>	<b>94,855</b>	<b>-</b>	<b>5,107</b>	<b>18,810</b>	<b>81,152</b>
Biological assets	94,855	-	5,107	18,810	81,152
<b>TOTAL MOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>2,144,041</b>	<b>8,568</b>	<b>172,802</b>	<b>52,355</b>	<b>2,273,056</b>

### 33.3.1 Prior period error

	2019/20
	R'000
<b>Nature of prior period error</b>	
Relating to 2019/20	8,568
Machinery and Equipment	8,568
Biological	
<b>Total prior period errors</b>	<b>8,568</b>

Correction of a prior period error where assets were either valued or classified erroneously and have been corrected to their fair value, cost price or appropriate categories

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 33.4 Minor assets

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2021			
	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000
Opening balance	644,952	21,587	666,539
Value adjustments	8	(5,351)	(5,343)
Additions	16,909	11,764	28,673
Disposals	6,510	5,185	11,695
<b>TOTAL MINOR ASSETS</b>	<b>655,359</b>	<b>22,815</b>	<b>678,174</b>

	Intangible assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets		48	5	53
Number of minor assets at cost		587,105	5,905	593,010
<b>TOTAL NUMBER OF MINOR ASSETS</b>		<b>587,153</b>	<b>5,910</b>	<b>593,063</b>

### Minor Capital Assets under investigation

	Number	Value
		R'000

Included in the above total of the minor capital assets per the asset register are assets that are under investigation:

Machinery and equipment	5,624	7,032
Biological assets	197	712

Assets under investigation comprise of assets that are lost, ear-marked for disposals or were not found during asset verification

MOVEMENT IN MINOR ASSETS PER THE ASSET REGISTER FOR THE YEAR ENDED AS AT 31 MARCH 2020			
	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000
Opening balance	635,974	15,525	651,499
Prior period error	(1,486)	(495)	(1,981)
Additions	19,775	11,651	31,426
Disposals	9,311	(5,094)	14,405
<b>TOTAL MINOR ASSETS</b>	<b>644,952</b>	<b>21,587</b>	<b>666,539</b>



# Notes to the Annual Financial Statements

for the year ended 31 March 2021

	Intangible assets	Machinery and equipment	Biological assets	Total
Number of R1 minor assets	28	47	-	75
Number of minor assets at cost	-	586,485	5,531	592,016
<b>TOTAL NUMBER OF MINOR ASSETS</b>	<b>28</b>	<b>586,532</b>	<b>5,531</b>	<b>592,091</b>

## 33.4.1 Prior period error

	2019/20 R'000
<b>Nature of prior period error</b>	
Relating to 2019/20	(1,981)
Machinery and Equipment	(1,486)
Biological	(495)
<b>Total prior period errors</b>	<b>(1,981)</b>

Correction of a prior period error where assets were either valued or classified erroneously and have been corrected to their fair value, cost price or appropriate categories

## 33.5 Movable assets written off

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2021						
	Specialised military assets	Intangible assets	Heritage assets	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Assets written off	-	-	-	30,953	22,293	53,246
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>30,953</b>	<b>22,293</b>	<b>53,246</b>

MOVABLE ASSETS WRITTEN OFF FOR THE YEAR ENDED AS AT 31 MARCH 2020			
	Machinery and equipment	Biological assets	Total
	R'000	R'000	R'000
Assets written off	1,448	51	1,499
<b>TOTAL MOVABLE ASSETS WRITTEN OFF</b>	<b>1,448</b>	<b>51</b>	<b>1,499</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 34. Intangible Capital Assets

### 34.1 Additions

ADDITIONS TO INTANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021					
	Cash	Non-Cash	(Development work in progress – current costs)	Received current year, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
SOFTWARE	-	10,012	(10,012)	-	-
<b>TOTAL ADDITIONS TO INTANGIBLE CAPITAL ASSETS</b>	<b>-</b>	<b>10,012</b>	<b>(10,012)</b>	<b>-</b>	<b>-</b>

## 35. Immovable Tangible Capital Assets

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021					
	Opening balance	Value adjustments	Additions	Disposals	Closing Balance
	R'000		R'000	R'000	R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>1,098,037</b>	-	-	-	<b>1,098,037</b>
Dwellings	-	-	-	-	-
Non-residential buildings	1,555	-	-	-	1,555
Other fixed structures	1,096,482	-	-	-	1,096,482
<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>1,098,037</b>	-	-	-	<b>1,098,037</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 35.1 Additions

ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2021					
	Cash	Non-cash	(Capital Work in Progress current costs and finance lease payments)	Received current, not paid (Paid current year, received prior year)	Total
	R'000	R'000	R'000	R'000	R'000
<b>BUILDING AND OTHER FIXED STRUCTURES</b>	<b>148,262</b>	-	<b>(148,262)</b>	-	-
Dwellings	56,500	-	(56,500)	-	-
Non-residential buildings	91,502	-	(91,502)	-	-
Other fixed structures	260	-	(260)	-	-
<b>TOTAL ADDITIONS TO IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>148,262</b>	-	<b>(148,262)</b>	-	-

## 35.2 Movement for 2019/20

MOVEMENT IN IMMOVABLE TANGIBLE CAPITAL ASSETS PER ASSET REGISTER FOR THE YEAR ENDED 31 MARCH 2020					
	Opening balance	Prior period error	Additions	Disposals	Closing Balance
	R'000	R'000	R'000	R'000	R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>1,098,037</b>	-	-	-	<b>1,098,037</b>
Non-residential buildings	1,555	-	-	-	1,555
Other fixed structures	1,096,482	-	-	-	1,096,482
<b>TOTAL IMMOVABLE TANGIBLE CAPITAL ASSETS</b>	<b>1,098,037</b>	-	-	-	<b>1,098,037</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 35.3 Capital Work-in-progress

CAPITAL WORK-IN-PROGRESS AS AT 31 MARCH 2021					
	Note	Opening balance 1 April 2020	Current Year WIP	Ready for use (Assets to the AR) / Contracts terminated	Closing balance 31 March 2021
	Annexure 6	R'000	R'000	R'000	R'000
Buildings and other fixed structures		569,170	-	-	569,170
Intangible assets		347,160	10,012	-	357,172
<b>TOTAL</b>		<b>916,330</b>	<b>10,012</b>	<b>-</b>	<b>926,342</b>

Age analysis on ongoing projects	Number of projects		2020/21
	Planned, Construction not started	Planned, Construction started	Total R'000
0 to 1 Year	-	-	-
1 to 3 Years	-	2	5,940
3 to 5 Years	-	3	783,079
Longer than 5 Years	106	-	137,323
<b>Total</b>	<b>106</b>	<b>5</b>	<b>926,342</b>

During 2013 the DCS commenced with the planning and design of the Integrated Security System (ISS) programme. The DCS entered into a MoA with IDT in order to implement these projects. A total of 106 sites inspection reports and designs were conducted and approved during the 2013/2014 financial year. A decision was taken during 2018/19 financial year to resuscitate the ISS programme.

Payables not recognised relating to Capital WIP	Note	2020/21	2019/20
		R'000	R'000
Amounts relating to progress certificates received but not paid at year end and therefore not included in capital work-in-progress		-	-
<b>Total</b>		<b>-</b>	<b>-</b>

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 35.4 CAPITAL WORK-IN-PROGRESS AS AT 31 MARCH 2020

	Note	Opening balance 1 April 2019	Prior period error	Current Year WIP	Ready for use (Assets to the AR) / Contracts terminated	Closing balance 31 March 2020
	Annexure 6	R'000	R'000	R'000	R'000	R'000
Buildings and other fixed structures		563,230	-	5,940	-	569,170
Intangible assets		213,992	-	133,168	-	347,160
<b>TOTAL</b>		<b>777,222</b>	<b>-</b>	<b>139,108</b>	<b>-</b>	<b>916,330</b>

Age analysis on ongoing projects	Number of projects		2019/20
	Planned, Construction not started	Planned, Construction started	Total R'000
0 to 1 Year	-	-	-
1 to 3 Years	-	2	5,940
3 to 5 Years	-	3	773,067
Longer than 5 Years	106	-	137,323
<b>Total</b>	<b>106</b>	<b>5</b>	<b>916,330</b>

## 36. Principal-agent arrangements

### 36.1 Department acting as the principal

	2020/21	2019/20
	R'000	R'000
Management fees paid to IDT	-	368
<b>Total</b>	<b>-</b>	<b>368</b>

The total amount paid to IDT is R0 (2019/20: R6.3 million)

The principal-agent relationship between the department and IDT (agent) is based on a fixed term Memorandum of Agreement and the management fees paid are based on services rendered by the agent. The role of IDT is that of an Implementing Agent on behalf of the department on some of the infrastructure projects, e.g. security fencing. The security fencing project was split into two phases. Phase I was completed and Phase II is still running, with two outstanding projects at St Albans and Durban Westville. If the arrangement is terminated there would not be any cost implications for the department.

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 36.2 Department acting as the agent

### 36.2.1 Revenue received for agency activities

	2020/21	2019/20
	R'000	R'000
National Skills Fund	8,018	34,469
<b>Total</b>	<b>8,018</b>	<b>34,469</b>

The principal-agent relationship between the department and National Skills Fund (Principal) is based on an implementation protocol agreement. The funding is for the training of 5 480 offenders as part of the offender training programme. The department contributes to achievement of the broad objectives of the NSDS as amended by means of providing needs based skills development opportunities to offenders as part of their rehabilitation to prepare them for a sustainable life as law abiding citizens after release. The department receives no compensation for the transactions carried out on behalf of NSF. The current agreement will end 31 March 2022

### 36.2.2 Reconciliation of funds and disbursements – 2020/21

Category of revenue or expenditure per arrangement	Total funds received	Expenditure incurred against funds
	R'000	R'000
National Skills Fund	8,018	18,813
<b>Total</b>	<b>8,018</b>	<b>18,813</b>

### Reconciliation of funds and disbursements – 2019/20

Category of revenue or expenditure per arrangement	Total funds received	Expenditure incurred against funds
	R'000	R'000
National Skills Fund	34,469	16,020
<b>Total</b>	<b>34,469</b>	<b>16,020</b>

A total of 1 839 offenders were trained during 2019/20 financial year in various skills such as, building and plastering; plumbing; baking; pig and vegetable production, nail technology and auto mechanics.

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 37. Prior period errors

### 37.1 Correction of prior period errors

	Note	Amount before error correction	Prior period error	Restated Amount
		2019/20	2019/20	2019/20
		R'000	R'000	R'000

#### Expenditure:

Compensation of employees	4	16,971,438	(1,388)	16,970,050
<b>Net effect</b>		<b>16,971,438</b>	<b>(1,388)</b>	<b>16,970,050</b>

#### Compensation Of Employees

Claims recoverable for Compensation of Employees against the Department of Community Safety was understated in previous years

	Note	Amount before error correction	Prior period error	Restated Amount
		2019/20	2019/20	2019/20
		R'000	R'000	R'000

#### Assets:

Receivables	13	373,705	1,388	375,093
Capital Assets	33	2,264,488	8,568	2,273,056
Minor Assets: Machinery and Equipment	34	646,438	(1,486)	644,952
Minor Assets: Biological	34	22,082	(495)	21,587
<b>Net effect</b>		<b>3,306,713</b>	<b>7,975</b>	<b>3,314,688</b>

#### Receivables: Claims recoverable

Inter-governmental Claims Recoverable not recognised in previous financial years

#### Capital Assets

Correction of a prior period error where assets were either valued or classified erroneously and have been corrected to their fair value, cost price or appropriate categories.

#### Minor Assets

Correction of a prior period error where assets were either valued or classified erroneously and have been corrected to their fair value, cost price or appropriate categories

# Notes to the Annual Financial Statements

for the year ended 31 March 2021

	Note	Amount before error correction	Prior period error	Restated Amount
		2019/20	2019/20	2019/20
		R'000	R'000	R'000
<b>Liabilities:</b>				
Voted Funds to be surrendered	14	131,805	1,388	133,193
Contingent Liabilities: Claims against the Department	20	249,742	39,266	289,008
Capital Commitments: Intangible Assets	21	1,565	(775)	790
Capital Commitments: Machinery and Equipment	21	10,744	(6,196)	4,548
Finance Leases	24	28,770	(1,469)	27,301
<b>Net effect</b>		<b>422,626</b>	<b>32,214</b>	<b>454,840</b>

	Note	Amount before error correction	Prior period error	Restated Amount
		2019/20	2019/20	2019/20
		R'000	R'000	R'000
<b>Other:</b>	26	3,354,488	(1)	3,354,487
<b>Irregular Expenditure</b>				
<b>Net effect</b>		<b>3,354,488</b>	<b>(1)</b>	<b>3,354,487</b>

**Voted funds to be surrendered:** Claims Recoverable for Compensation of Employees against the Department of Community Safety was understated in previous years

**Contingent Liabilities:** The balance of 2019/20 year was understated as summons were received but not recognised in the financial statements.

**Capital Commitments:** Intangible Assets: The prior period error is as a result of prior year duplications in commitment register.

**Capital Commitments:** Machinery and Equipment: The prior period error is as a result of prior year duplications in commitment register.

**Finance Leases:** The commitment comparatives for 2019/20 were restated to reflect a prior period error as a result of leases that were omitted in the previous year, duplicate lease records emanating from incorrect asset serial numbers. The commitment for leased vehicles was also restated to eliminate the value beyond the termination date.

**Irregular Expenditure:** Irregular Expenditure case duplicated in register

## 38. Broad Based Black Economic Empowerment Performance

Information on compliance with the B-BBEE Act is included in the annual report under the section titled B-BBEE Compliance Performance Information.



# Notes to the Annual Financial Statements

for the year ended 31 March 2021

## 39. COVID 19 Response Expenditure

	Note	2020/21	2019/20
	Annexure	R'000	R'000
Compensation of employees	8	110,667	-
Goods and services		205,893	817
Expenditure for capital assets		9,259	-
<b>Total</b>		<b>325,819</b>	<b>817</b>

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 1A

### STATEMENT OF TRANSFERS PAID TO PROVINCES AND MUNICIPALITIES

	Provinces and Municipalities		Allocation		2019/20	
	Transfer	Adjustment	Total Available	Actual Transfer	Allocation	Actual Transfer
	R'000	R'000	R'000	R'000	R'000	R'000
Provinces	-	506	506	519	1,067	1,350
Municipalities	6,835	(506)	6,329	6,330	5,060	5,060
<b>TOTAL</b>	<b>6,835</b>	<b>-</b>	<b>6,835</b>	<b>6,849</b>	<b>6,127</b>	<b>6,410</b>

Transfers to Provincial Departments responsible for transport and Municipalities is expenditure relating to registration and renewal of licences for state owned vehicles

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 1B

### STATEMENT OF TRANSFERS TO DEPARTMENTAL AGENCIES AND ACCOUNTS

DEPARTMENTAL AGENCY/ ACCOUNT	TRANSFER ALLOCATION			TRANSFER		2019/20 Final Appropriation R'000	
	Adjusted Appropriation R'000	Roll Overs R'000	Adjustments R'000	Total Available R'000	Actual Transfer R'000		% of Available funds Transferred %
Safety and Security Sector Education and Training Authority (SASSETA)	9,323	-	-	9,323	9,323	100%	8,837
<b>TOTAL</b>	<b>9,323</b>	<b>-</b>	<b>-</b>	<b>9,323</b>	<b>9,323</b>		<b>8,837</b>

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 1C

### STATEMENT OF TRANSFERS TO HOUSEHOLDS

	TRANSFER ALLOCATION			EXPENDITURE		2019/20 Final Appropriation R'000	
	Adjusted Appropriation Act	Roll Overs	Adjustments	Total Available	Actual Transfer		% of Available funds Transferred
	R'000	R'000	R'000	R'000	R'000		%
<b>Transfers</b>							
Leave Gratuity	127,846			127,846	131,697	103%	
Poverty Relief	-			-	42	-	
Prisoner gratuity (Pocket Money)	28,652			28,652	27,621	96%	
Claims	1,464			1,464	7,790	532%	
Post Retirement benefit	866,419			866,419	650,540	75%	
Refund	-			-	-	-	
Injury on Duty	42			42	-	0%	
<b>TOTAL</b>	<b>1,024,423</b>			<b>1,024,423</b>	<b>817,690</b>		
						<b>806,847</b>	

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 1D

### STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS RECEIVED

NAME OF ORGANISATION	NATURE OF GIFT, DONATION OR SPONSORSHIP	2020/21	2019/20
		R'000	R'000
<b>Received in kind</b>			
Various Private Persons/Companies	Animals	13	27
Various Private Persons/Companies	Sports and Recreation	-	44
Various Private Persons/Companies	Computer equipment and software	12	15
Various Private Persons/Companies	Books	109	160
Various Private Persons/Companies	Food and related products	1	87
Various Private Persons/Companies	Toiletries	27	131
Various Private Persons/Companies	Electrical appliances	6	28
Various Private Persons/Companies	Toys, baby accessories and recreation	-	6
Various Private Persons/Companies	Accommodation	-	170
Various Private Persons/Companies	Stationery	-	5
Various Private Persons/Companies	Furniture and Equipment	110	-
Various Private Persons/Companies	COVID-19 Personal Protective Equipment	603	-
Various Private Persons/Companies	Other	-	30
<b>TOTAL</b>		<b>881</b>	<b>703</b>

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 1E

### STATEMENT OF GIFTS, DONATIONS AND SPONSORSHIPS MADE

NATURE OF GIFT, DONATION OR SPONSORSHIP (Group major categories but list material items including name of organisation)	2020/21	2019/20
	R'000	R'000
<b>Made in kind</b>		
Poverty and alleviation( clothing food) to private organisation	4	60
Gift to dignitaries	-	10
Other	65	23
<b>TOTAL</b>	<b>69</b>	<b>93</b>

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 2A

### STATEMENT OF FINANCIAL GUARANTEES ISSUED AS AT 31 MARCH 2021 – LOCAL

Guarantor institution	Guarantee in respect of	Original guaranteed capital amount	Opening balance 1 April 2020	Guarantees draw downs during the year	Guarantees repayments/ cancelled/ reduced during the year	Revaluation due to foreign currency movements	Closing balance 31 March 2021	Revaluations due to inflation rate movements	Accrued guaranteed interest for year ended 31 March 2021
		R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
	Housing								
Standard Bank	Housing		233		30		203		
ABSA	Housing		59		-		59		
Green Start Housing Loans	Housing		36		-		36		
Mpumalanga Housing Finance	Housing		37		-		37		
<b>TOTAL</b>			<b>365</b>		<b>30</b>		<b>335</b>		

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 2B

### STATEMENT OF CONTINGENT LIABILITIES AS AT 31 MARCH 2021

Nature of Liability	Opening Balance	Prior Period Error	Liabilities incurred during the year	Liabilities paid/cancelled/reduced during the year	Liabilities recoverable (Provide details hereunder)	Closing Balance
	1 April 2020					31 March 2021
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Claims against the department</b>						
Assault/Bodily injury	66,827	-	11,156	5,953	-	72,030
Breach of contract	15,606	38,306	4,142	51,441	-	6,613
Compensation	1,016	-	432	80	-	1,368
Defamation of Character	6,948	-	139	10	-	7,077
Damages: Medical Conditions	17,275	960	2,861	515	-	20,581
Damages to Property	8,788	-	-	81	-	8,707
Injury in correctional centre	11,749	-	720	1,310	-	11,159
Loss of support	12,624	-	5,525	65	-	18,084
Motor Vehicle accident	7,810	-	3,234	2,832	-	8,212
Pain and suffering	4,491	-	1,047	65	-	5,473
Rape	67,044	-	1,644	1,067	-	67,621
Unlawful detention	28,962	-	3,559	3,093	-	29,428
Unlawful deduction	602	-	-	6	-	596
<b>TOTAL</b>	<b>249,742</b>	<b>39,266</b>	<b>34,459</b>	<b>66,518</b>	<b>-</b>	<b>256,949</b>

Reclassification of nature of contingent liability: Claims assessed at R36,284 million categorised in previous financial years as Damages and Other were reclassified to Damages: Medical Conditions (new category) and other more appropriate categories. Other claims assessed at R7,928 million under Assaults and Death in Detention categories were also reclassified to other more appropriate categories.



# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 3

### CLAIMS RECOVERABLE

Government Entity	Confirmed balance outstanding		Unconfirmed balance outstanding		Total		Cash in transit at year end 2020/21 *	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020	Receipt date up to six (6) working days after year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
<b>Department</b>								
Department of Telecommunication	-	-	82	-	82	-	-	-
South African Police Services	-	-	-	1	-	1	-	-
Department of Justice	389	-	-	144,432	389	144,432	-	-
Department of Water and Sanitation	-	-	-	27	-	27	-	-
Department of Defence	-	-	-	405	-	405	-	-
Department of Education(Eastern Cape)	-	-	93	-	93	-	-	-
Department of Education	-	-	-	-	-	-	-	-
Department of GCIS	1	-	-	-	-	1	-	-
Department of Community Safety	-	-	1,770	1,771	1,770	1,771	-	-
<b>Sub total</b>	<b>390</b>	<b>-</b>	<b>1,945</b>	<b>146,635</b>	<b>2,335</b>	<b>146,635</b>	<b>2,335</b>	<b>146,635</b>
<b>TOTAL</b>	<b>390</b>	<b>-</b>	<b>1,945</b>	<b>146,635</b>	<b>2,335</b>	<b>146,635</b>	<b>2,335</b>	<b>146,635</b>

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# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 4

### INTER-GOVERNMENT PAYABLES

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2019/20 *	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020	Payment date up to six (6) working days before year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
<b>DEPARTMENTS</b>								
<b>Current</b>								
Department of Justice	40,370	3,911	-	-	40,370	3,911		
Department of Defence	35	-	-	-	35	-		
Department of Health (EC)	104	5	-	-	104	5		
Department of Health (WC)	517	21	-	-	517	21		
Department of Health (GP)	2,126	408	-	-	2,126	408		
Department of Health (FS)	39	61	-	-	39	61		
Department of Health (KZN)	506	537	-	-	506	537		
Department of Health (MP)	39	65	-	-	39	65		
Department of Health (NW)	48	7	-	-	48	7		
Department of Health (Limpopo)	11	52	-	-	11	52		
Department of Communication	-	224	-	-	-	224		
Government Printing Works	291	192	-	-	291	192		
Department of Culture, Sports and Recreation (MP)	398	-	-	-	398	-		
<b>Subtotal</b>	<b>44,484</b>	<b>5,483</b>	<b>-</b>	<b>-</b>	<b>44,484</b>	<b>5,483</b>		

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2019/20 *		
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020	Payment date up to six (6) working days before year end	Amount	
	R'000	R'000	R'000	R'000	R'000	R'000		R'000	
<b>OTHER GOVERNMENT ENTITY</b>									
<b>Current</b>									
Property Management Trading Entity	151,450	111,907	1,687,187	994,433	1,838,637	1,106,340			
City of Tshwane Municipality	26	-	-	-	26	-			
State Information Technology Agency	6,508	9,073	10,767	10,657	17,275	19,730			
National Health Laboratory Services	6,876	6,263	-	-	6,876	6,263			
Auditor-General of SA	2,642	3,608	-	-	2,642	3,608			
South African Qualifications Authority	27	2	-	-	27	2			
Special Investigating Unit	57	549	-	-	57	549			
Telkom	8,539	8,897	-	-	8,539	8,897			
GEPF	4	-	-	-	4	-			
Sol Plaatjie Municipality	-	950	-	-	-	950			
Buffalo City Municipality	1,399	3,162	-	-	1,399	3,162			
King Cetshwayo Municipality	279	-	-	-	279	-			
Amajuba-KZN district Municipality	598	770	-	-	598	770			
Breede Valley Municipality	959	-	-	-	959	-			
City of Cape Town Municipality	9,310	14,814	-	-	9,310	14,814			
Ethekwini Metro Municipality	4,953	4,245	-	-	4,953	4,245			
Dawid Kruiper Municipality	7	-	-	-	7	-			
Chris Hani District Municipality	650	-	-	-	650	-			

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

GOVERNMENT ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL		Cash in transit at year end 2019/20 *	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/2021	31/03/2020	Payment date up to six (6) working days before year end	Amount
	R'000	R'000	R'000	R'000	R'000	R'000		R'000
Amathole District Municipality	2,517	-	-	-	2,517	-		
Mangaung Metropolitan Municipality	51	-	-	-	51	-		
Mantsopa Metropolitan Municipality	4	-	-	-	4	-		
Joe Gqabi District Municipality	104	-	-	-	104	-		
Langerberg Municipality	89	-	-	-	89	-		
South African Post Office	2	-	-	-	2	-		
<b>Subtotal</b>	<b>197,049</b>	<b>164,242</b>	<b>1,697,954</b>	<b>1,005,090</b>	<b>1,895,003</b>	<b>1,169,332</b>		
<b>TOTAL INTERGOVERNMENT PAYABLES</b>	<b>241,533</b>	<b>169,724</b>	<b>1,697,954</b>	<b>1,005,090</b>	<b>1,939,487</b>	<b>1,174,815</b>		

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 5

### INVENTORIES

Inventories for the year ended 31 March 2021	Chemicals, Fuel, Oil, Gas Wood & Coal	Clothing Material and Accessories	Farming Supplies	Food and Food Supplies	Learning & Teaching Supplemental Material	Materials and Supplies	Medical Supplies	Medicine	Other Supplies	TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	205	122,984	38,552	81,346	70	24,407	1,874	22,317	47,150	338,906
Add/(Less): Adjustments to prior year balances	-	78	(10)	(828)	(1)	(27)	23	1	(319)	(1,083)
Add: Additions/ Purchases – Cash	3,017	114,950	202,742	782,046	1,298	72,770	68,262	58,555	124,843	1,428,482
Add: Additions - Non-cash	-	4,361	8,962	12,595	68	112	16,649	-	37,732	80,479
(Less): Disposals	-	-	(14,250)	(1,261)	-	(15)	-	-	(832)	(16,357)
(Less): Issues	(2,993)	(167,099)	(226,780)	(775,351)	(1,360)	(71,341)	(29,758)	(49,590)	(188,113)	(1,512,385)
Add/(Less): Adjustments	18	1,240	208	2,562	(5)	(318)	(29)	812	(71)	4,416
Internal Transfers	15	8,640	32,896	19,714	1	(1,973)	6,996	(1,817)	96,671	161,144
<b>Closing balance</b>	<b>261</b>	<b>85,154</b>	<b>42,320</b>	<b>120,824</b>	<b>70</b>	<b>23,616</b>	<b>64,018</b>	<b>30,278</b>	<b>117,061</b>	<b>483,603</b>

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

Inventories for the year ended 31 March 2020	Chemicals, Fuel, Oil, Gas, Wood & Coal	Clothing Material and Accessories	Farming Supplies	Food and Food Supplies	Learning & Teaching Supplemental Material	Materials and Supplies	Medical Supplies	Medicine	Other Supplies	TOTAL
	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000	R'000
Opening balance	38	83,202	30,680	54,984	51	26,295	1,740	28,141	193,091	418,222
Add/(Less):	-	(10)	-	(56)	(7)	16	7	(30)	(166,069)	(166,149)
Adjustments to prior year balances										
Add: Additions/ Purchases – Cash	51,281	133,511	193,595	844,789	3,540	58,600	1,331	45,648	21,616	1,353,911
Add: Additions - Non-cash	-	5,634	4,788	27,595	40	131	-	-	16,266	54,454
(Less): Disposals	-	(188)	(10,817)	(11,796)	-	(196)	-	-	(1,324)	(24,322)
(Less): Issues	(1,381)	(90,351)	(119,436)	(783,951)	(1,937)	(71,450)	(3,529)	(42,439)	(57,170)	(1,171,643)
Add/(Less): Adjustments	(49,733)	2,932	(61,609)	(78,442)	(1,657)	12,983	2,331	(9,003)	70,193	(112,005)
Internal Transfers	-	(11,746)	1,351	28,223	40	(1,971)	(6)	-	(29,453)	(13,562)
<b>Closing balance</b>	<b>205</b>	<b>122,984</b>	<b>38,552</b>	<b>81,346</b>	<b>70</b>	<b>24,407</b>	<b>1,874</b>	<b>22,317</b>	<b>47,150</b>	<b>338,906</b>

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 6

### MOVEMENT IN CAPITAL WORK IN PROGRESS

MOVEMENT IN CAPITAL WORK IN PROGRESS FOR THE YEAR ENDED 31 MARCH 2021				
	Opening balance	Current Year Capital WIP	Ready for use (Asset register) / Contract terminated	Closing balance
	R'000	R'000	R'000	R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>569,170</b>	-	-	<b>569,170</b>
Non-residential buildings	18,868	-	-	18,868
Other fixed structures	550,302	-	-	550,302
<b>SOFTWARE</b>	<b>347,160</b>	<b>10,012</b>	-	<b>357,172</b>
Software	347,160	10,012	-	357,172
<b>TOTAL</b>	<b>916,330</b>	<b>10,012</b>	-	<b>926,342</b>

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

MOVEMENT IN CAPITAL WORK IN PROGRESS FOR THE YEAR ENDED 31 MARCH 2020					
	Opening balance	Prior period error	Current Year Capital WIP	Ready for use (Asset register) / Contract terminated	Closing balance
	R'000	R'000	R'000	R'000	R'000
<b>BUILDINGS AND OTHER FIXED STRUCTURES</b>	<b>563,231</b>	-	<b>5,940</b>	-	<b>569,171</b>
Non-residential buildings	18,868	-	-	-	18,868
Other fixed structures	544,363	-	5,940	-	550,303
<b>SOFTWARE</b>	<b>213,992</b>	-	<b>133,168</b>	-	<b>347,160</b>
Software	213,992	-	133,168	-	347,160
<b>TOTAL</b>	<b>777,223</b>	-	<b>139,108</b>	-	<b>916,331</b>



# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 7

### INTER-ENTITY ADVANCES PAID (note 14)

ENTITY	Confirmed balance outstanding		Unconfirmed balance outstanding		TOTAL	
	31/03/2021	31/03/2020	31/03/2021	31/03/2020	31/03/21	31/03/2020
	R'000	R'000	R'000	R'000	R'000	R'000
<b>NATIONAL DEPARTMENTS</b>						
Department of International Relations and Cooperation	-	-	-	319	-	319
Government Communication and Information System	-	-	-	-	-	-
<b>Subtotal</b>	-	-	-	<b>319</b>	-	<b>319</b>
<b>PUBLIC ENTITIES</b>						
Independent Development Trust (IDT)	-	-	56,480	56,480	56,480	56,480
<b>Subtotal</b>	-	-	<b>56,480</b>	<b>56,480</b>	<b>56,480</b>	<b>56,480</b>
<b>TOTAL</b>	-	-	<b>56,480</b>	<b>56,799</b>	<b>56,480</b>	<b>56,799</b>

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

## ANNEXURE 8

### COVID-19 RESPONSE EXPENDITURE

Per quarter and in total

Expenditure per economic classification	2020/21				2019/20 Total R'000
	Q1	Q2	Q3	Q4	
	R'000	R'000	R'000	R'000	
<b>Compensation of employees</b>	<b>16,989</b>	<b>26,468</b>	<b>29,696</b>	<b>37,514</b>	<b>110,667</b>
<b>Goods and services</b>	<b>112,108</b>	<b>62,318</b>	<b>27,752</b>	<b>3,715</b>	<b>205,893</b>
Minor Assets	631	724	(142)	373	1,586
Catering: Departmental Act	44	13	1	8	66
Communication	-	36	4	6	46
Consult: Business and Advisory services	-	1,051	384	-	1,435
Laboratory Services	67	2,954	1,032	1,398	5,451
Agency and support/outsourced Services	131	548	146	412	1,237
Contractors	133	3,843	1,606	-	5,582
Fleet Services	6	9	5	(18)	2
Inventory: Cloth Material and Accessories	6,843	9,096	1,262	1,207	18,408
Inventory: Food and Food supplies	1	-	-	-	1
Inventory: Chemicals, fuel, oil, gas, wood and coal	-	49	164	175	388
Inventory: Materials & Supplies	753	653	92	67	1,565
Inventory: Medical Supplies	25,674	21,547	17,458	(6,435)	58,244
Inventory: Medicine	1,898	981	444	141	3,464
Inventory: Other Supplies	25,437	564	298	353	26,652
Consumable Supplies	43,102	14,894	3,236	4,554	65,786
					817

# Annexures to the Annual Financial Statements

for the year ended 31 March 2021

Expenditure per economic classification	2020/21				2019/20	
	Q1	Q2	Q3	Q4	Total	Total
	R'000	R'000	R'000	R'000	R'000	R'000
Consumable Stationery, Printing and Office Supplies	23	26	-	-	49	-
Operating Leases	6,052	2,395	956	804	10,207	-
Rental and Hiring	399	(396)	-	2	5	-
Property Payments	877	3,168	805	612	5,462	-
Transport provided: Departmental Activity	37	126	-	-	163	-
Travel and Subsistence	-	37	1	56	94	-
Training and Development	-	-	-	-	-	-
<b>Expenditure for capital assets</b>	<b>996</b>	<b>2,415</b>	<b>1,231</b>	<b>4,617</b>	<b>9,259</b>	-
Other machinery and Equipment	996	2,415	1,231	4,617	9,259	-
<b>TOTAL COVID 19 RESPONSE EXPENDITURE</b>	<b>130,093</b>	<b>91,201</b>	<b>58,679</b>	<b>45,846</b>	<b>325,819</b>	<b>817</b>



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RP322/2021

ISBN: 978-0-621-49835-6